



# Corporate Governance Guidelines

Effective as of May 28, 2026

The Board of Directors (the “Board”) of XPO, Inc., a Delaware corporation (the “Company”), has adopted the following Corporate Governance Guidelines (the “Guidelines”) to assist the members of the Board (collectively, “Directors”) in the exercise of their responsibilities and to serve best the interests of the Company and its stockholders. The Guidelines should be interpreted in the context of all applicable laws and the Company’s Certificate of Incorporation (as amended and restated), Bylaws (as amended and restated), and other corporate governance documents. The Guidelines are intended to serve as a flexible framework within which the Board may conduct its business and not as a set of legally binding obligations. The Guidelines are subject to modification from time to time by the Board as the Board may deem appropriate in the best interests of the Company or as required by applicable laws, regulations and rules to which the Company may be subject.

## ***Board Role***

The Board’s mission is to maximize long-term stockholder value. The business and affairs of the Company are managed under the direction of the Board, which is the ultimate decision-making body of the Company, except with respect to those matters reserved to the Company’s stockholders. The Board establishes overall corporate policies, selects and evaluates the Company’s senior management team, which is charged with the conduct of the Company’s business, and acts as an advisor and counselor to senior management. The Board also reviews the Company’s business strategy, the performance of management in executing the Company’s business strategy and managing the Company’s day-to-day operations, and the major risks facing the Company and the strategies to address these risks.

In performing its role, the Board should remain cognizant of its two basic legal obligations to the Company and its stockholders: (a) the duty of care, which generally requires that Directors exercise appropriate diligence in making decisions and in overseeing management of the Company, and (b) the duty of loyalty, which generally requires that Directors make decisions based on the best interests of the Company and its stockholders and without regard to any personal interest.

## ***Selection and Composition of the Board***

### **Board Size**

The number of Directors should permit diversity of experience without hindering effective discussion, diminishing individual accountability, or exceeding a number that can function efficiently as a body. The Board will periodically review the size of the Board and determine the size that is most effective in relation to future operations.

### **Director Qualifications Standards**

Director nominees shall be selected on the basis of, among other things, broad experience, financial expertise, wisdom, integrity, ability to make independent analytical inquiries, understanding of the Company's business environment, relevant knowledge and experience in such areas as technology and marketing and other disciplines relevant to the Company's businesses, the nominee's ownership interest in the Company, and willingness and ability to devote adequate time to Board duties, all in the context of assessing the needs of the Board at that point in time and with the objective of ensuring diversity in the background, experience, and viewpoints of Board members. When searching for new Directors, the Board endeavors to actively seek out highly qualified women and individuals from minority groups to include in the pool from which Board nominees are chosen. The Nominating, Corporate Governance and Sustainability Committee shall be responsible for assessing the appropriate balance of skills and characteristics required of Board members.

### **Selection of Directors**

The Nominating, Corporate Governance and Sustainability Committee is responsible for identifying, evaluating, and recommending candidates to the entire Board for nomination and election to the Board, in each case after consultation with the Chairman of the Board (the "Chairman") and the Lead Independent Director. Based on such recommendation, the entire Board shall be responsible for nominating members for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. The Nominating, Corporate Governance and Sustainability Committee and the Board will consider Director nominees suggested by stockholders, subject to compliance by any nominating stockholder with applicable procedures and requirements, including under the Company's Bylaws (as amended and restated). In considering potential nominees suggested by stockholders, the Nominating, Corporate Governance and Sustainability Committee and Board will use the same evaluation criteria that they use to evaluate candidates suggested by management, other Directors, or other sources of referral.

### **Substantial Majority of Independent Directors**

The Board shall be comprised of a substantial majority of Directors who qualify as "independent" directors (the "Independent Directors") under the Sarbanes-Oxley Act of 2002, the rules and regulations of the Securities and Exchange Commission and the listing standards of the New York Stock Exchange. However, the Board is willing to

have one or two members of management serve as Directors of the Company. Because it is not possible to anticipate or explicitly provide for all potential conflicts of interest that may affect independence, the Board also is responsible for making an affirmative determination as to each Independent Director that no relationship exists which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of such Independent Director. In making these determinations, the Board will review information provided by the Independent Directors and the Company with regard to each Independent Director's business and personal activities as they may relate to the Company and the Company's management. The determinations will be made by the Board, with the assistance of the Nominating, Corporate Governance and Sustainability Committee, annually and disclosed in the Company's annual proxy statement.

#### Director Orientation and Continuing Education

The Company shall provide new Directors with a director orientation program to familiarize such Directors with, among other things, the Company's business, strategic plans, significant financial, accounting and risk management issues, compliance programs, conflicts policies, Code of Business Ethics, the Guidelines, principal officers, and internal and external auditors. Each Director is expected to participate in continuing educational programs in order to maintain the necessary level of expertise to perform his or her responsibilities as a Director. The Company shall pay for such continuing education sessions and shall reimburse the Directors for the reasonable and necessary costs of attending such sessions.

#### Term or Age Limits

The Board does not believe it should limit the number of terms for which an individual may serve as a Director or establish a retirement age. Directors who have served on the Board for an extended period of time or who have reached a certain age are able to provide valuable insight into the operations and future of the Company based on their experience with and understanding of the Company's history, policies and objectives and their past life experience.

#### Changes in Job Responsibilities of Directors

A Director must notify the Chairman, the Lead Independent Director or the Chair of the Nominating, Corporate Governance and Sustainability Committee in the event of a material change in the principal occupation he or she holds. The Board, upon recommendation of the Nominating, Corporate Governance and Sustainability Committee, may take such action as it determines necessary or appropriate in light of the change, which action may include a request that the Director submit his or her resignation if the Board determines that continued Board service would not be appropriate. In the event that the Chief Executive Officer ("CEO") ceases to serve as CEO, he or she shall tender to the Board his or her resignation as a Director (to the extent the CEO serves as a Director).

### Outside Directorships

Directors must be willing to devote sufficient time to carry out their duties and responsibilities effectively, and should be committed to serving on the Board for an extended period of time. Each member of the Board is expected to ensure that other existing and future commitments, including employment responsibilities and service on the boards of other entities, do not conflict with or materially interfere with the member's service as a Director. Directors are expected to avoid any action, position or interest that conflicts with an interest of the Company, or gives the appearance of a conflict.

To help ensure that Directors are able to devote sufficient time to carry out their duties and responsibilities effectively, Directors shall not serve on more than three other public company boards, and the CEO (if serving as a Director) shall not serve on more than one other public or private company board, except pursuant to a waiver granted by the Board through the Nominating, Corporate Governance and Sustainability Committee. Directors should advise the Chairman, the CEO and the Lead Independent Director in advance of accepting an invitation to serve on, or to be nominated as a candidate for election to, another public company board.

### Disclosure of Relationships and Corporate Opportunities

As provided in the XPO, Inc. Code of Business Ethics, each Independent Director is expected to disclose promptly to the Chair of the Audit Committee of the Board, with a copy to the head of legal of the Company, any existing or proposed relationships with the Company (other than service as a Board member or on Board committees) which could affect the independence of the Director under applicable listing standards or any additional standards as may be established by the Board from time to time, including but not limited to direct relationships between the Company and the Director and/or his or her family members or any entity from which a Director, a member of the Director's family or any of his or her affiliates receives any payment, or any nonprofit or other organization in which the Director is general partner or manager, officer, or significant stockholder, or is materially financially interested. In addition, if a Board member becomes aware of a corporate opportunity that could benefit the Company, he or she must first present the opportunity to the Board for consideration and not attempt to personally profit from the opportunity unless the Company declines to pursue it.

### **Board Operations**

#### Executive Sessions

The Independent Directors shall meet at regularly scheduled executive sessions without management.

#### Lead Independent Director Position

The Board may designate a Lead Independent Director, elected by and from the Independent Directors, to have such authorities as the Board may determine and to serve for a term of at least one year or such longer period as determined by the Board

and to serve in any event until such person's successor has been appointed. The authorities and duties of the Lead Independent Director shall include, but are not limited to, (i) presiding at executive sessions of Independent Directors and at meetings of the Board where the Chairman is not present; (ii) coordinating with the Chairman with respect to meeting agendas and approving final meeting agendas; (iii) coordinating with the Chairman as to appropriate Board meeting schedules to enable sufficient time being available for discussion of all agenda items; (iv) coordinating with the Chairman on the materials sent to the Board, and approving final meeting materials; (v) calling and chairing sessions of the Independent Directors; (vi) if requested by major stockholders, ensuring availability for consultation and direct communication as appropriate; and (vii) serving as a liaison between the Chairman and the Independent Directors (with the understanding that all directors may engage directly with the Chairman). The Lead Independent Director also (a) oversees the Board evaluation process and, as appropriate, discusses the results of that process with the Chair of the Nominating, Corporate Governance and Sustainability Committee and the Chairman; (b) advises on the formation of any new standing or ad hoc committees of the Board; (c) facilitates the activities of the Board and the Compensation and Human Capital Committee with respect to overseeing senior management succession and development planning, policies and practices as a Board priority and working with the Chairman and CEO with respect to such matters; and (d) liaises with the Chair of the Nominating, Corporate Governance and Sustainability Committee with respect to director recruitment matters.

#### *Vice Chair Position*

The Board may designate a Vice Chair (the "Vice Chair"), elected by the Board from the Independent Directors, to have such authorities as the Board may determine and to serve for a term of at least one year or such longer period as determined by the Board and to serve in any event until such person's successor has been appointed. The authorities and duties of the Vice Chair shall include, but are not limited to, (i) presiding at meetings of the Board where the Chairman and the Lead Independent Director are not present; (ii) assisting the Chairman, where appropriate, in carrying out his or her duties; (iii) assisting the Lead Independent Director, where appropriate, in carrying out his or her duties; and (iv) such other duties, responsibilities and assistance as the Board or the Chairman may determine.

#### *Board Contact with Senior Management*

Board members shall have complete access to the Chairman, the CEO and senior officers reporting directly to the CEO and, as necessary and appropriate, to the Company's independent advisors. Board members shall coordinate such access with respect to matters relating to standing committees of the Board through the appropriate committee chair. Board members will use judgment to assure that this access is efficient and appropriate and not distracting to management and the business operation of the Company.

Independent Directors should refrain from giving strategic or operating direction to members of management outside the scope of full Board or committee responsibility and accountability.

### Outside Communication

The Board believes that management speaks for the Company. In accordance with this philosophy, Independent Directors should defer to the Chairman, the CEO or the Company's communications or investor relations officers when requested to make any comments regarding the Company or its business.

### Risk Oversight

The Board should understand the principal risks associated with the Company's business on an ongoing basis. It is the responsibility of management to provide regular, timely updates to the Board and its committees regarding the Company's risk exposures and mitigation efforts. At least annually, the Board shall review with management the Company's material risks and risk exposures and management's mitigation strategies.

### **Board Meetings**

#### Frequency of Board Meetings

The Board shall meet at least four times per fiscal year in accordance with a meeting schedule that is approved by the Board. The Board may also meet at such other times in meetings called in accordance with the Company's Bylaws (as amended and restated).

#### Selection of Agenda

The agenda for each Board meeting shall be determined by the Chairman and distributed in advance of the meeting to each Director, with the Lead Independent Director having the authority to approve final agendas. Each Director is encouraged to suggest agenda items.

#### Board Materials

Information and data are important to the Board's understanding of the Company's business and essential to prepare Board members for productive meetings. Presentation materials relevant to each meeting should generally be distributed in writing to the Board in advance of the meeting unless doing so is not practicable or would compromise the confidentiality of competitive information. In the event of a pressing need for the Board to meet on short notice, it is recognized that written materials may not be available in advance of the meeting. Directors and Board observers will preserve the confidentiality of Board deliberations, proprietary material and any other non-public information given, presented to or discussed among the Board.

### Meeting Attendance

A Director is expected to spend the time and effort necessary to properly discharge such Director's responsibilities, including advance review of meeting materials that may be circulated prior to each meeting. Accordingly, a Director is expected to regularly attend meetings of the Board and committees on which such Director sits and the Company's annual meeting of stockholders, with the understanding that on occasion a Director may be unable to attend a meeting. A Director who is unable to attend a Board or committee meeting or an annual meeting of stockholders is expected to notify the Chairman, the Lead Independent Director, the Vice Chair or the chair of the appropriate committee in advance of such meeting.

### In-Person Board Meetings Preferred

Although there are matters for which a telephonic Board meeting is adequate and appropriate, the Board believes that in-person meetings of the Board facilitate the exchange of ideas and encourage robust dialogue. Accordingly, a Director is expected to attend meetings of the Board in person whenever reasonably possible (to the extent the meetings are held in person).

### **Board Committees**

#### Committee Structure

The Company shall have three independent standing committees: Audit Committee, Nominating, Corporate Governance and Sustainability Committee and Compensation and Human Capital Committee. The Company shall also have an Operational Excellence Committee.

The duties for each committee, and any subcommittee thereof, shall be outlined in the charter for each committee or subcommittee and by resolution of the Board. From time to time, the Board may form other committees or subcommittees or disband a current committee or subcommittee depending on circumstances. Each committee and subcommittee shall have the power and authority to engage outside counsel and other advisors, at the expense of the Company, as it determines necessary to carry out its duties.

#### Composition and Qualifications of Members

Each of the Audit Committee, Nominating, Corporate Governance and Sustainability Committee and Compensation and Human Capital Committee shall consist solely of Independent Directors. The composition of each committee and subcommittee shall be reviewed by the Board annually to ensure that members are qualified in accordance with applicable laws, rules and regulations.

### Assignment

The Nominating, Corporate Governance and Sustainability Committee, after consultation with the Chairman, the CEO and the Lead Independent Director, shall recommend to the Board for approval, and the Board shall approve, all assignments of committee members, including designations of the chairs of the committees. It is the general policy of the Board that committee assignments shall be approved by the Board not less frequently than each year.

### Committee Reports

The chair of each committee shall report to the full Board, whenever appropriate, with respect to those matters considered and acted upon by his or her committee.

### **Leadership Evaluation**

#### Evaluating Board Performance

The Board shall be responsible for annually conducting a self-evaluation of the Board as a whole and of the Board committees. The Nominating, Corporate Governance and Sustainability Committee shall be responsible for establishing the evaluation criteria, including for determining whether the Board and Board committees are functioning effectively, and implementing the process for such evaluation, which shall be overseen by the Lead Independent Director.

#### Board Compensation

The Compensation and Human Capital Committee shall review, on an annual basis, the director compensation practices of the Company. The Company's director compensation program should be designed to attract and retain Directors who have the talent and experience necessary to advance the Company's long-term interests, with the general objective of providing Directors with compensation that is customary in comparison to practices at similar companies. The Company's director compensation program should also include appropriate compensation for committee chairs and members, in light of their additional commitment and contribution to the Company and the Board. Changes in director compensation, if any, should come at the suggestion of the Compensation and Human Capital Committee, but with full discussion and concurrence by the Board.

#### CEO Evaluation

The Compensation and Human Capital Committee is responsible for setting annual and long-term performance goals for the CEO and for evaluating his performance against such goals. The Compensation and Human Capital Committee meets annually with the CEO to receive his recommendations concerning such goals. The Chair of the Compensation and Human Capital Committee then meets with the CEO to evaluate his or her performance against such goals. The Compensation and Human Capital Committee also is responsible for setting annual and long-term performance goals and compensation for, and evaluating the performance against such goals by, the other

senior executive officers of the Company. Both the goals and the evaluation for the CEO and other senior executive officers of the Company are then submitted for consideration by, and input from, the Independent Directors of the Board at a meeting of that group.

### **Succession Planning and Management Development**

In support of the Board's oversight of succession and development planning, the Compensation and Human Capital Committee shall periodically review the Company's succession and development plans for senior management, including the CEO and other key corporate officers. The Compensation and Human Capital Committee shall report its recommendations to the Board, and the CEO shall discuss such matters with the Board, the Compensation and Human Capital Committee and/or the Lead Independent Director, as appropriate. CEO succession is a Board-driven, collaborative process. Although the current CEO has an important role to play, the Board must be responsible for the plan for succession while collaborating with the CEO in deciding the timing and the necessary qualifications for making a final decision. Also, the Board will determine policies regarding CEO succession in the event of an emergency or the retirement of the CEO.

### ***Code of Business Ethics***

All Directors shall comply with the Company's Code of Business Ethics, which provides that the Company will conduct business according to high moral and ethical principles and in compliance with applicable law.

### ***Policy on Stockholder Communications with the Board***

The Board encourages stockholders to communicate with the Board. The process for stockholders to communicate with the Board will be published on the Company's website.

### ***Review of the Guidelines***

The Nominating, Corporate Governance and Sustainability Committee shall review the Guidelines annually, or more frequently as appropriate, in comparison to the governance standards identified by leading governance authorities and the evolving needs of the Company and shall determine whether or not an amendment to the Guidelines should be recommended to the Board. Upon recommendation of the Nominating, Corporate Governance and Sustainability Committee, the Board shall consider and adopt amendments to the Guidelines as appropriate.