

The schedule below presents the historical information for our Brokerage and other services segment and includes adjusted earnings before interest, taxes, depreciation and amortization ("Adjusted EBITDA") and Adjusted EBITDA margin, which represent non-GAAP financial measures. We provide reconciliations of these measures to the most directly comparable measure calculated in accordance with United States generally accepted accounting principles ("GAAP"). We believe that presenting Adjusted EBITDA and Adjusted EBITDA margin improve comparability from period to period by removing the impact of our capital structure (interest and financing expenses), asset base (depreciation and amortization), tax impacts and other adjustments as set out in the attached tables that management has determined are not reflective of core operating activities and thereby assist investors with assessing trends in our underlying businesses. Other companies may calculate Adjusted EBITDA and Adjusted EBITDA margin differently and, therefore, our measures may not be comparable to similarly titled measures of other companies. Adjusted EBITDA and Adjusted EBITDA margin are not measures of financial performance or liquidity under GAAP and should not be considered in isolation or as an alternative to total revenue or other similar measures determined in accordance with GAAP. Adjusted EBITDA and adjusted EBITDA margin should only be used as supplemental measures of our operating performance.

**Brokerage and Other Services Segment
Summary Financial Table
(Unaudited)
(In millions)**

	Year Ended		Three Months Ended				Year Ended		Three Months Ended			Nine Months Ended
	December 31,	March 31,	June 30,	September 30,	December 31,	December 31,	March 31,	June 30,	September 30,	September		
	2019	2020	2020	2020	2020	2020	2021	2021	2021	2021		
Revenue	\$ 7,041	\$ 1,596	\$ 1,364	\$ 1,778	\$ 2,062	\$ 6,800	\$ 2,071	\$ 2,161	\$ 2,261	\$ 6,493		
Cost of transportation and services	5,378	1,216	1,015	1,357	1,577	5,165	1,566	1,655	1,762	4,983		
Direct operating expense	630	157	151	164	165	637	176	180	175	531		
Sales, general and administrative expense	628	168	183	167	194	712	203	197	193	593		
Depreciation and amortization	220	54	55	59	61	229	60	60	60	180		
Transaction and integration costs	3	5	10	-	1	16	1	2	5	8		
Restructuring costs	28	3	16	-	1	20	1	-	8	9		
Operating income (loss)	\$ 154	\$ (7)	\$ (66)	\$ 31	\$ 63	\$ 21	\$ 64	\$ 67	\$ 58	\$ 189		
Other income (expense)	1	(1)	-	-	(1)	(2)	(1)	1	-	-		
Depreciation and amortization	220	54	55	59	61	229	60	60	60	180		
Transaction and integration costs	3	5	10	-	1	16	1	2	5	8		
Restructuring costs	28	3	16	-	1	20	1	-	8	9		
Adjusted EBITDA	\$ 406	\$ 54	\$ 15	\$ 90	\$ 125	\$ 284	\$ 125	\$ 130	\$ 131	\$ 386		
Adjusted EBITDA margin ⁽¹⁾	5.8%	3.4%	1.1%	5.1%	6.0%	4.2%	6.1%	6.0%	5.8%	5.9%		

⁽¹⁾ Adjusted EBITDA margin is calculated as Adjusted EBITDA divided by Revenue.

The schedule below presents the historical key data information by service offering and includes net revenue, which represents a non-GAAP financial measures. We believe that presenting net revenue improves the comparability of our operating results from period to period. We believe comparability is improved by removing the cost of transportation and services, in particular the cost of fuel, incurred in the reporting period. Other companies may calculate net revenue differently and, therefore, our measure may not be comparable to similarly titled measures of other companies. Net revenue is not a measure of financial performance or liquidity under GAAP and should not be considered in isolation or as an alternative to total revenue or other similar measures determined in accordance with GAAP. Net revenue should only be used as supplemental measures of our operating performance.

XPO Logistics, Inc.
Key Data by Service Offering
(Unaudited)
(In millions)

	Year Ended		Three Months Ended			Year Ended		Three Months Ended			Nine Months Ended
	December 31,	March 31,	June 30,	September 30,	December 31,	December 31,	March 31,	June 30,	September 30,	September 30,	
	2019	2020	2020	2020	2020	2020	2021	2021	2021	2021	
Revenue											
<i>North America</i>											
Less-Than-Truckload	\$ 3,841	\$ 910	\$ 801	\$ 941	\$ 923	\$ 3,575	\$ 976	\$ 1,098	\$ 1,091	\$ 3,165	
Truck Brokerage	1,372	328	302	432	622	1,684	596	607	700	1,903	
Last Mile	873	201	218	243	246	908	246	269	250	765	
Other Brokerage ⁽¹⁾	1,853	380	315	413	456	1,564	453	486	547	1,486	
<i>Total North America</i>	<u>7,939</u>	<u>1,819</u>	<u>1,636</u>	<u>2,029</u>	<u>2,247</u>	<u>7,731</u>	<u>2,271</u>	<u>2,460</u>	<u>2,588</u>	<u>7,319</u>	
<i>Europe</i>	2,923	680	527	687	728	2,622	763	791	757	2,311	
<i>Eliminations</i>	(181)	(40)	(36)	(41)	(37)	(154)	(45)	(65)	(75)	(185)	
Total Revenue	<u>\$ 10,681</u>	<u>\$ 2,459</u>	<u>\$ 2,127</u>	<u>\$ 2,675</u>	<u>\$ 2,938</u>	<u>\$ 10,199</u>	<u>\$ 2,989</u>	<u>\$ 3,186</u>	<u>\$ 3,270</u>	<u>\$ 9,445</u>	
Net Revenue											
<i>North America</i>											
Less-Than-Truckload	\$ 1,673	\$ 398	\$ 360	\$ 442	\$ 422	\$ 1,622	\$ 434	\$ 498	\$ 469	\$ 1,401	
Truck Brokerage	230	49	60	61	116	286	111	89	99	299	
Last Mile	287	70	81	85	81	317	84	91	74	249	
Other Brokerage	405	89	70	96	101	356	105	114	131	350	
<i>Total North America</i>	<u>2,595</u>	<u>606</u>	<u>571</u>	<u>684</u>	<u>720</u>	<u>2,581</u>	<u>734</u>	<u>792</u>	<u>773</u>	<u>2,299</u>	
<i>Europe</i>	727	168	136	177	186	667	202	208	191	601	
Total Net Revenue ⁽²⁾	<u>\$ 3,322</u>	<u>\$ 774</u>	<u>\$ 707</u>	<u>\$ 861</u>	<u>\$ 906</u>	<u>\$ 3,248</u>	<u>\$ 936</u>	<u>\$ 1,000</u>	<u>\$ 964</u>	<u>\$ 2,900</u>	
Net Revenue Margin											
<i>North America</i>											
Less-Than-Truckload	43.5%	43.7%	44.9%	47.0%	45.9%	45.4%	44.4%	45.4%	42.9%	44.2%	
Truck Brokerage	16.7%	14.8%	19.9%	14.2%	18.6%	17.0%	18.6%	14.7%	14.1%	15.7%	
Last Mile	32.9%	35.0%	36.9%	35.1%	32.7%	34.9%	34.2%	33.9%	29.7%	32.6%	
Other Brokerage	21.9%	23.5%	22.3%	23.1%	22.2%	22.8%	23.2%	23.5%	23.9%	23.6%	
<i>Total North America</i>	<u>32.7%</u>	<u>33.3%</u>	<u>34.9%</u>	<u>33.7%</u>	<u>32.1%</u>	<u>33.4%</u>	<u>32.3%</u>	<u>32.2%</u>	<u>29.8%</u>	<u>31.4%</u>	
<i>Europe</i>	24.9%	24.7%	25.9%	25.7%	25.5%	25.4%	26.5%	26.2%	25.2%	26.0%	
Overall Net Revenue Margin	<u>31.1%</u>	<u>31.5%</u>	<u>33.2%</u>	<u>32.2%</u>	<u>30.8%</u>	<u>31.8%</u>	<u>31.3%</u>	<u>31.4%</u>	<u>29.5%</u>	<u>30.7%</u>	

⁽¹⁾ Other brokerage includes intermodal and drayage, expedite, freight forwarding and managed transportation services.

⁽²⁾ Net revenue equals Revenue less Cost of transportation and services.

Less-Than-Truckload revenue is before intercompany eliminations and includes revenue from the Company's trailer manufacturing business.

The schedule below presents net revenue and net revenue per load, which represent non-GAAP financial measures, for our North American Truck Brokerage business. We provide reconciliations of these measures to the most directly comparable measure calculated in accordance with United States generally accepted accounting principles ("GAAP"). We believe that presenting net revenue and net revenue per load improves the comparability of our operating results from period to period. We believe comparability is improved by removing the cost of transportation and services, in particular the cost of fuel, incurred in the reporting period. Other companies may calculate net revenue and net revenue per load differently and, therefore, our measures may not be comparable to similarly titled measures of other companies. Net revenue and net revenue per load are not measures of financial performance or liquidity under GAAP and should not be considered in isolation or as an alternative to total revenue or other similar measures determined in accordance with GAAP. Net revenue and net revenue per load should only be used as supplemental measures of our operating performance.

XPO Logistics, Inc.
Reconciliation of GAAP Revenue to Net Revenue for North American Truck Brokerage
(Unaudited)
(In millions)

	Three Months Ended September 30,		
	2021	2020	Change %
Revenue	\$ 700	\$ 432	62.0%
Cost of transportation and services	601	371	
Net revenue ⁽¹⁾	\$ 99	\$ 61	62.3%

⁽¹⁾ Net revenue per load was approximately \$327 and \$278, respectively, for the three months ended September 30, 2021 and 2020.

The schedule below presents the condensed consolidated statements of cash flows for the three and nine months ended September 30, 2021 and 2020 and the six months ended June 30, 2021 and 2020.

XPO Logistics, Inc.
Condensed Consolidated Statements of Cash Flows
(Unaudited)
(In millions)

	Nine Months Ended		Six Months Ended		Three Months Ended	
	September 30,	2020	2021	2020	September 30,	2020
Cash flows from operating activities of continuing operations						
Net income (loss)	\$ 219	\$ (11)	\$ 276	\$ (109)	\$ (57)	\$ 98
Income from discontinued operations, net of taxes	22	68	100	7	(78)	61
Income (loss) from continuing operations	197	(79)	176	(116)	21	37
Adjustments to reconcile net income (loss) from continuing operations to net cash from operating activities						
Depreciation, amortization and net lease activity	357	351	239	232	118	119
Stock compensation expense	29	36	13	29	16	7
Accretion of debt	15	14	10	8	5	6
Deferred tax expense	5	12	10	11	(5)	1
Debt extinguishment loss	54	-	8	-	46	-
Unrealized (gain) loss on foreign currency option and forward contracts	1	(1)	1	(1)	-	-
Gains on sales of property and equipment	(36)	(67)	(30)	(38)	(6)	(29)
Other	4	45	10	35	(6)	10
Changes in assets and liabilities						
Accounts receivable	(371)	(165)	(223)	104	(148)	(269)
Other assets	(1)	(54)	(45)	(74)	44	20
Accounts payable	133	(29)	19	(172)	114	143
Accrued expenses and other liabilities	171	229	120	136	51	93
Net cash provided by operating activities from continuing operations	558	292	308	154	250	138
Cash flows from investing activities of continuing operations						
Payment for purchases of property and equipment	(212)	(220)	(135)	(154)	(77)	(66)
Proceeds from sale of property and equipment	72	137	60	71	12	66
Other	(3)	5	-	6	(3)	(1)
Net cash used in investing activities from continuing operations	(143)	(78)	(75)	(77)	(68)	(1)
Cash flows from financing activities of continuing operations						
Proceeds from issuance of debt	-	1,155	-	1,155	-	-
Proceeds from (repayment of) borrowings related to securitization program	(24)	25	(24)	65	-	(40)
Repurchase of debt	(2,769)	-	(1,200)	-	(1,569)	-
Proceeds from borrowings on ABL facility	-	820	-	620	-	200
Repayment of borrowings on ABL facility	(200)	(620)	(200)	(20)	-	(600)
Repayment of debt and finance leases	(63)	(50)	(43)	(26)	(20)	(24)
Payment for debt issuance costs	(5)	(21)	(5)	(21)	-	-
Issuance (repurchase) of common stock	384	(114)	-	(114)	384	-
Change in bank overdrafts	33	19	-	5	33	14
Payment for tax withholdings for restricted shares	(25)	(21)	(22)	(18)	(3)	(3)
Distribution from GXO	794	-	-	-	794	-
Other	(5)	2	5	2	(10)	-
Net cash provided by (used in) financing activities from continuing operations	(1,880)	1,195	(1,489)	1,648	(391)	(453)
Cash flows from discontinued operations						
Operating activities of discontinued operations	68	398	231	240	(163)	158
Investing activities of discontinued operations	(95)	(145)	(70)	(95)	(25)	(50)
Financing activities of discontinued operations	(302)	(12)	(159)	53	(143)	(65)
Net cash provided by (used in) discontinued operations	(329)	241	2	198	(331)	43
Effect of exchange rates on cash, cash equivalents and restricted cash	(7)	(2)	1	(15)	(8)	13
Net increase (decrease) in cash, cash equivalents and restricted cash	(1,801)	1,648	(1,253)	1,908	(548)	(260)
Cash, cash equivalents and restricted cash, beginning of period	2,065	387	2,065	387	812	2,295
Cash, cash equivalents and restricted cash, end of period	264	2,035	812	2,295	264	2,035
Less: Cash, cash equivalents and restricted cash of discontinued operations, end of period	-	404	318	316	-	404
Cash, cash equivalents and restricted cash of continuing operations, end of period	\$ 264	\$ 1,631	\$ 494	\$ 1,979	\$ 264	\$ 1,631

The schedule below presents organic revenue, which represents a non-GAAP financial measure, for our consolidated company. We provide a reconciliation of this measure to the most directly comparable measure calculated in accordance with United States generally accepted accounting principles ("GAAP"). We believe that presenting organic revenue improves the comparability of our operating results from period to period by excluding the impact of the following items: fuel and foreign currency exchange rate fluctuations. We believe comparability is improved because these items are not reflective of our normalized operating activities. Other companies may calculate organic revenue differently and, therefore, our measure may not be comparable to similarly titled measures of other companies. Organic revenue is not a measure of financial performance or liquidity under GAAP and should not be considered in isolation or as an alternative to total revenue or other similar measures determined in accordance with GAAP. Items excluded from organic revenue are significant and necessary components of the operations of our business, and, therefore, organic revenue should only be used as a supplemental measure of our operating performance.

XPO Logistics, Inc.
Reconciliation of GAAP Revenue to Organic Revenue
(Unaudited)
(In millions)

	Three Months Ended September 30,	
	2021	2020
Revenue	\$ 3,270	\$ 2,675
Fuel	(518)	(361)
Foreign exchange rates	(2)	-
Organic revenue	\$ 2,750	\$ 2,314
Organic revenue growth ⁽¹⁾	18.8%	

⁽¹⁾ Organic revenue growth is calculated as the relative change in year-over-year organic revenue, expressed as a percentage of 2020 organic revenue.