



Second Quarter 2023 Results

August 2, 2023

Disclaimer

Non-GAAP Financial Measures

As required by the rules of the Securities and Exchange Commission ("SEC"), we provide reconciliations of the non-GAAP financial measures contained in this presentation to the most directly comparable measure under GAAP, which are set forth in the financial tables included in the attached appendix.

GXO's non-GAAP financial measures in this presentation include: adjusted earnings before interest, taxes, depreciation and amortization ("adjusted EBITDA"), adjusted EBITDA margin, adjusted earnings before interest, taxes and amortization ("adjusted EBITA"), adjusted EBITA margin, adjusted EBITA, net of income taxes paid, adjusted net income attributable to GXO, adjusted earnings per share (basic and diluted) ("adjusted EPS"), free cash flow, organic revenue, organic revenue growth, net leverage ratio, net debt and return on invested capital ("ROIC").

We believe that the above adjusted financial measures facilitate analysis of our ongoing 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 our underlying businesses. Other companies may calculate these non-GAAP financial measures differently, and therefore our measures may not be comparable to similarly titled measures used by other companies. GXO's non-GAAP financial measures should only be used as supplemental measures of our operating performance.

Adjusted EBITDA, adjusted EBITA, adjusted net income attributable to GXO and adjusted EPS include adjustments for transaction and integration costs, as well as restructuring costs and other adjustments as set forth in the financial tables included in the attached appendix. 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, 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 separating IT systems. Restructuring costs primarily relate to severance costs associated with business optimization initiatives.

We believe that free cash flow is an important measure of our ability to repay maturing debt or fund other uses of capital that we believe will enhance stockholder value. We calculate free cash flow as net cash provided by operating activities less payment for purchases of property and equipment plus proceeds from sale of property and equipment. We believe that adjusted EBITDA, adjusted EBITDA margin, adjusted EBITA, adjusted EBITA margin, and adjusted EBITA, net of income taxes paid 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, which management has determined are not reflective of core operating activities and thereby assist investors with assessing trends in our underlying businesses. We believe that adjusted net income attributable to GXO and adjusted EPS improve the comparability of our operating results from period to period by removing the impact of certain costs and gains, which management has determined are not reflective of our core operating activities, including amortization of acquisition-related intangible assets. We believe that organic revenue and organic revenue growth are important measures because they exclude the impact of foreign currency exchange rate fluctuations, revenue from acquired businesses and revenue from deconsolidated operations. We believe that net leverage ratio and net debt are important measures of our overall liquidity position and are calculated by removing cash and cash equivalents from our total debt and net debt as a ratio of our trailing twelve months adjusted EBITDA. We calculate ROIC as our trailing twelve months adjusted EBITA, net of income taxes paid, divided by 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.

Management uses these non-GAAP financial measures in making financial, operating and planning decisions and evaluating GXO's ongoing performance.

With respect to our financial targets for full-year 2023 organic revenue growth, adjusted EBITDA, free cash flow, and adjusted diluted EPS, 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 we exclude from these non-GAAP target measures. The variability of these items may have a significant impact on our future GAAP financial results and, as a result, we are unable to prepare the forward-looking statements of income and cash flows prepared in accordance with GAAP, that would be required to produce such a reconciliation.

Non-GAAP Valuation Measure

Adjusted EBITDAR is a valuation measure that is not specified in GAAP. Adjusted EBITDAR excludes rent expense from adjusted EBITDA and is useful to management and investors in evaluating GXO's relative 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 research analysts and investors to compare the value of different companies without regard to differences in capital structures and leasing arrangements. As such, our presentation of Adjusted EBITDAR should not be construed as a financial performance or operating measure.

With respect to our target for full-year 2023 adjusted EBITDAR, a reconciliation of this non-GAAP measure to the corresponding GAAP measure is not available without unreasonable effort due to the variability and complexity of the reconciling items described above that we exclude from this non-GAAP target measure. The variability of these items may have a significant impact on our future GAAP financial results and, as a result, we are unable to prepare the forward-looking statement of income, 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, including our full year 2023 financial targets of organic revenue growth, adjusted EBITDA, adjusted diluted EPS and free cash flow; the expected incremental revenue in 2023 and 2024 from new customer wins in 2023; ; our 2023 valuation target for adjusted EBITDAR; and our goals of (i) 80% global operations using LED lightning by 2025, (ii) 80% global landfill diversion rate by 2025, (iii) 50% renewable energy globally by 2030, (iv) 30% greenhouse gas emissions (Scope 1&2) reduction by 2030 vs. 2019 baseline, (v) 100% carbon neutral (Scope 1&2) by 2040, (vi) 15% reduction in Total Recordable Incident Rate by 2027 across Americas and Asia Pacific operations vs. 2022 baseline, and (vii) 15% reduction in Lost Time Incident Rate by 2027 across UK and European operations vs. 2022 baseline. 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 the company 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 expressed or implied by such forward-looking statements. Factors that might cause or contribute to a material difference include, but are not limited to, the risks discussed in our filings with the SEC and the following: the impact of the COVID-19 pandemic; economic conditions generally; supply chain challenges, including labor shortages; our ability to align our investments in capital assets, including equipment, 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; unsuccessful acquisitions or other risks or developments that adversely affect our financial condition and results; our ability to develop and implement suitable information technology systems and prevent failures in or breaches of such systems; our indebtedness; our ability to raise debt and equity capital; litigation; labor matters, including our ability to manage our subcontractors, and risks associated with labor disputes at our customers' facilities and efforts by labor organizations to organize our employees; risks associated with defined benefit plans for our current and former employees; our inability to attract or retain necessary talent; the increased costs associated with labor; fluctuations in currency exchange rates; fluctuations in fixed and floating interest rates; seasonal fluctuations; environmental laws; 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, including the conflict between Russia and Ukraine; a material disruption of the company'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; our ability to achieve our Environmental, Social and Governance goals; and a determination by the IRS that the distribution or certain related spin-off transactions should be treated as taxable transactions.

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.



Presenters



Malcolm Wilson
Chief Executive Officer



Baris Oran
Chief Financial Officer



Mark Manduca
Chief Investment Officer



Bill Fraine
Chief Commercial Officer

Highlights

2Q 2023

Revenue

\$2.4 billion

Organic revenue growth⁽¹⁾

3%

Net income⁽²⁾

\$65 million

Adjusted EBITDA⁽¹⁾

\$190 million

Operating cash flow

\$61 million

Free cash flow⁽¹⁾

\$3 million

- New business wins in 2Q 2023 expected to generate \$497 million of annualized revenue⁽³⁾.
- \$844 million of new FY 2023 revenue won through 2Q 2023, equivalent to 9% YoY revenue growth⁽⁴⁾.
- \$457 million of new FY 2024 revenue won through 2Q 2023⁽³⁾.
- 2Q 2023 Adjusted EBITDA of \$190 million compared to \$176 million in 2Q 2022⁽¹⁾.
- Diluted EPS \$0.54 in 2Q 2023, compared to \$0.44 in 2Q 2022. Adjusted Diluted EPS of \$0.70 in 2Q 2023, compared to \$0.68 in 2Q 2022⁽¹⁾.
- Free cash flow \$3 million in 2Q 2023 compared to \$68 million in 2Q 2022⁽¹⁾.
- Operating return on invested capital exceeds 30%⁽¹⁾ target.

(1) Refer to the 'Non-GAAP Financial Measures' and 'Non-GAAP Valuation Measures' section on slide 2 and Appendix for related information.

(2) Net income attributable to GXO.

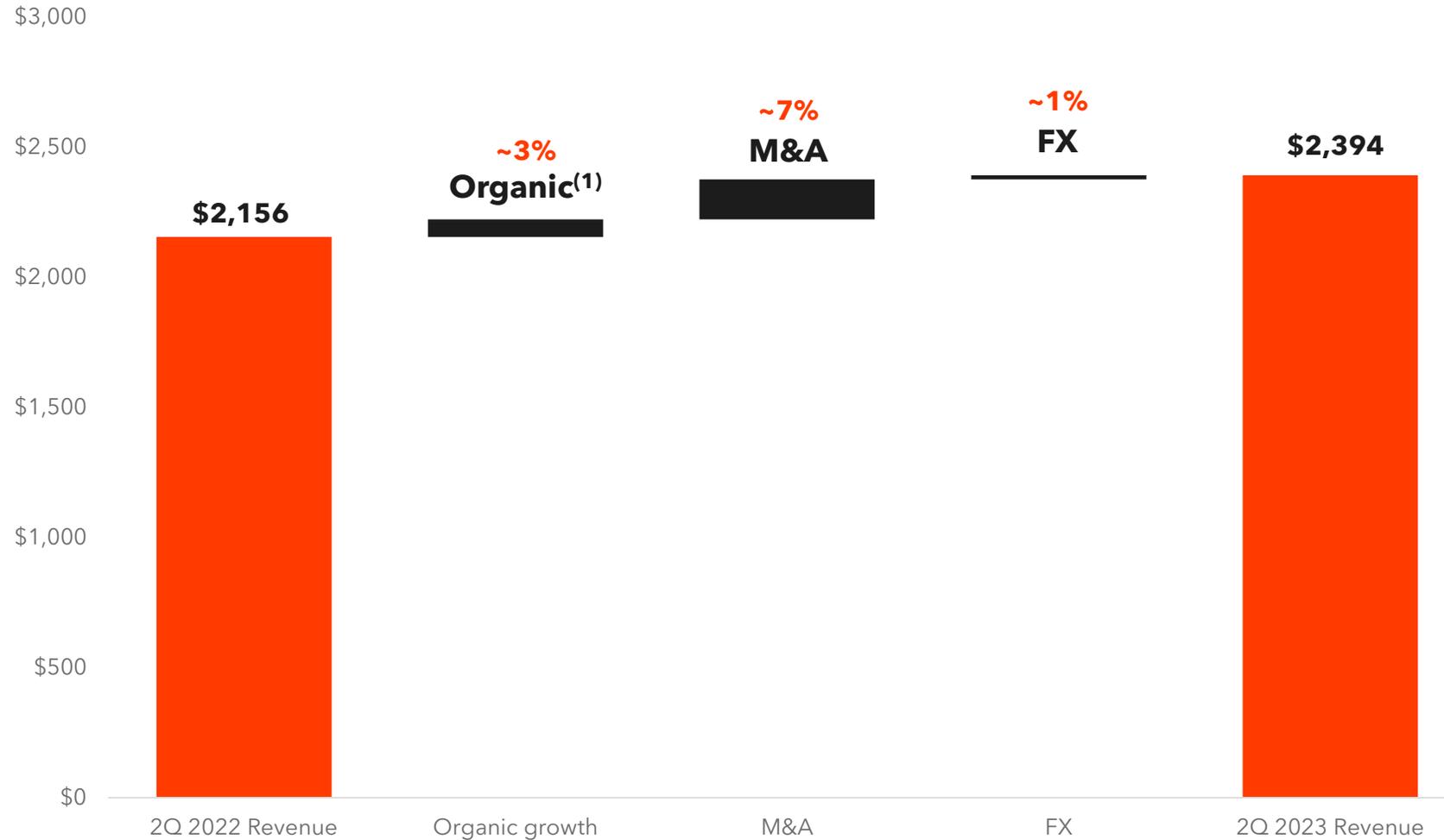
(3) Based on closing June 30, 2023, FX rates of 1.27 GBP/USD and 1.09 EUR/USD.

(4) Based on average 2023 FX rate of 1.23 GBP/USD and 1.08 EUR/USD.



2Q 2023: Double-digit revenue growth

(In millions USD)



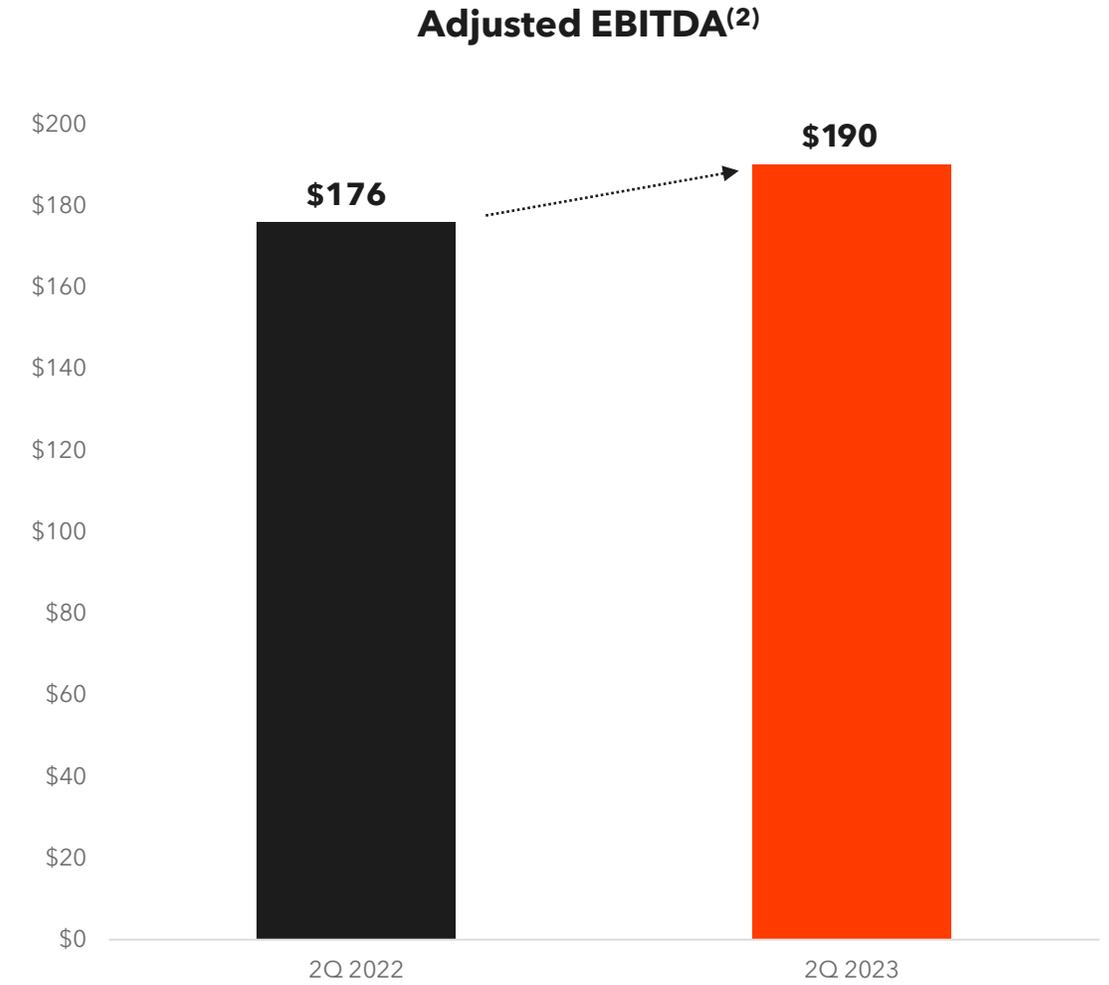
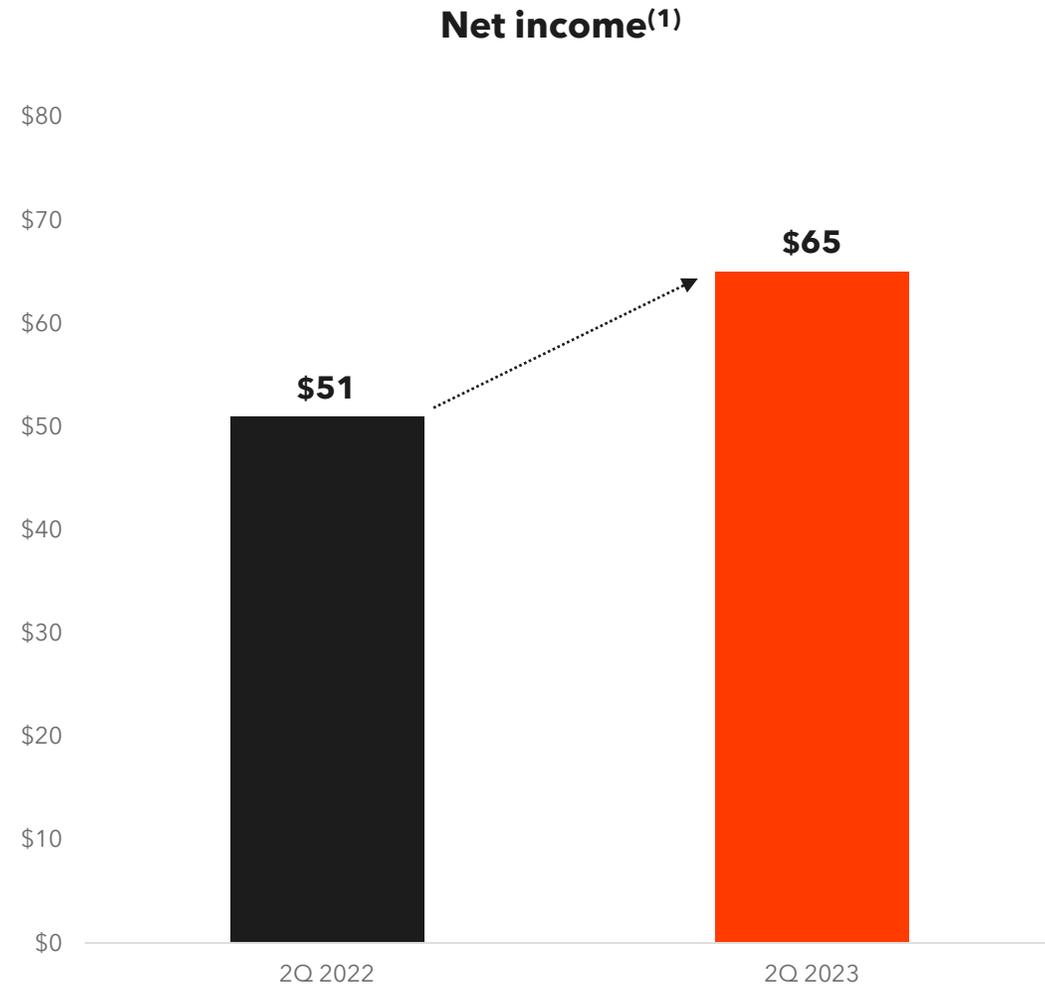
▲ ~11%
Revenue growth



(1) Refer to the 'Non-GAAP Financial Measures' section on slide 2 and Appendix for related information.

2Q 2023: Strong profit growth

(In millions USD)



(1) Net Income attributable to GXO.
(2) Refer to the 'Non-GAAP Financial Measures' section on slide 2 and Appendix for related information.

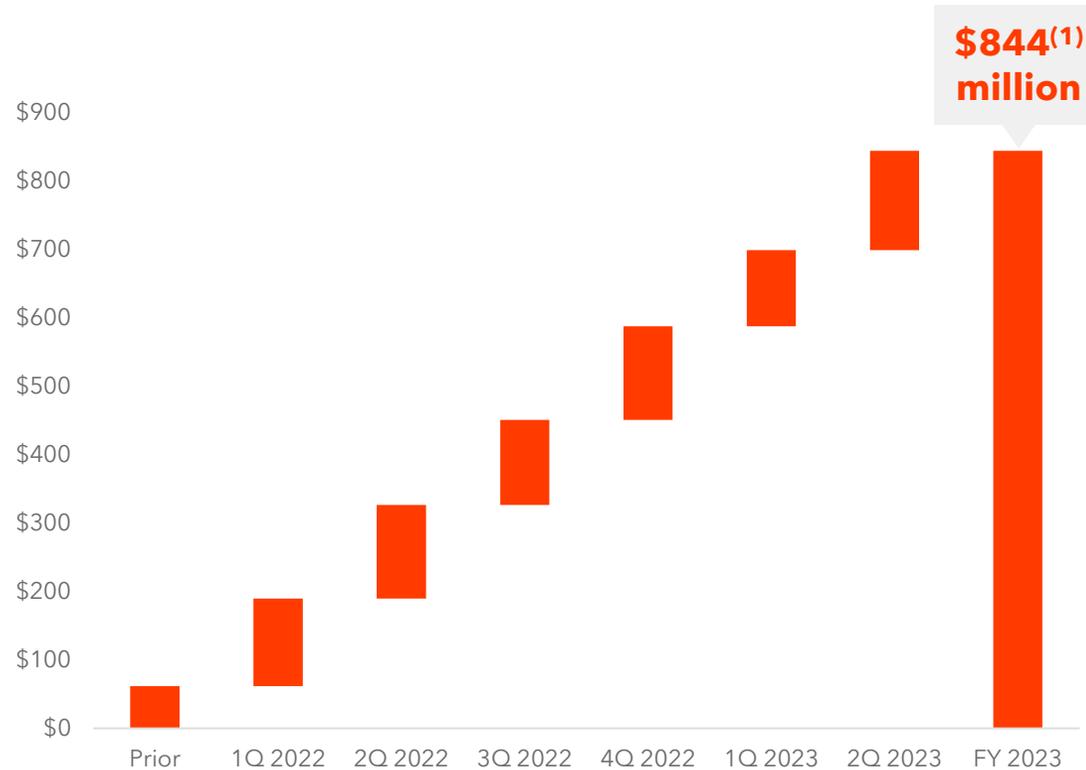
Recent wins and expansions



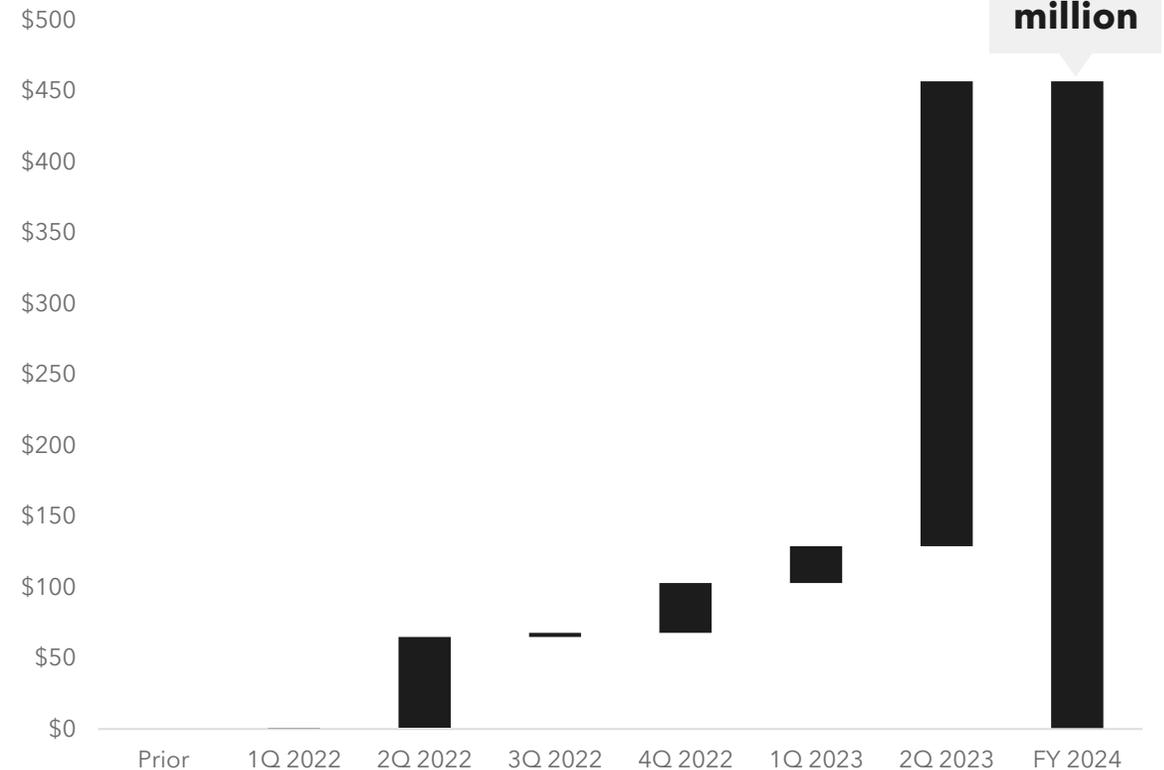
Record new contract wins underpin 2023 and 2024 revenue growth

(In millions USD)

Expected 2023 gross revenue from contract wins

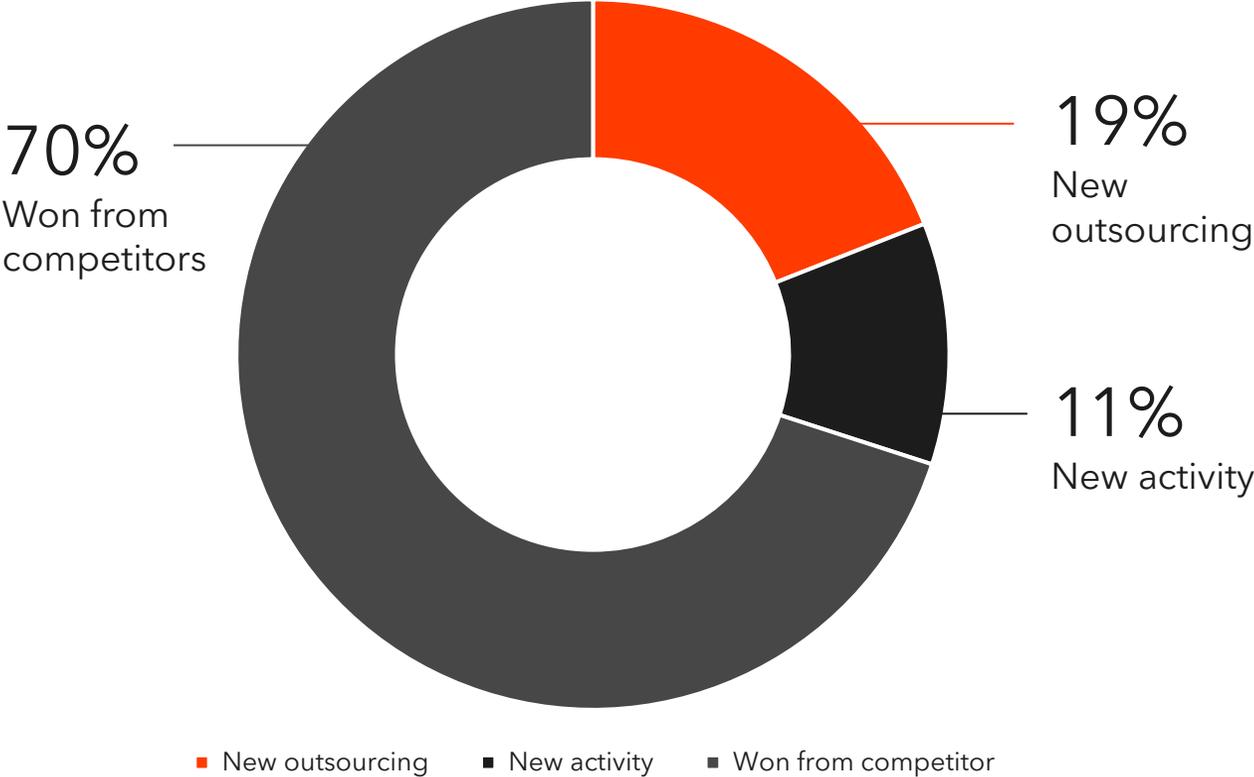


Expected 2024 gross revenue from contract wins

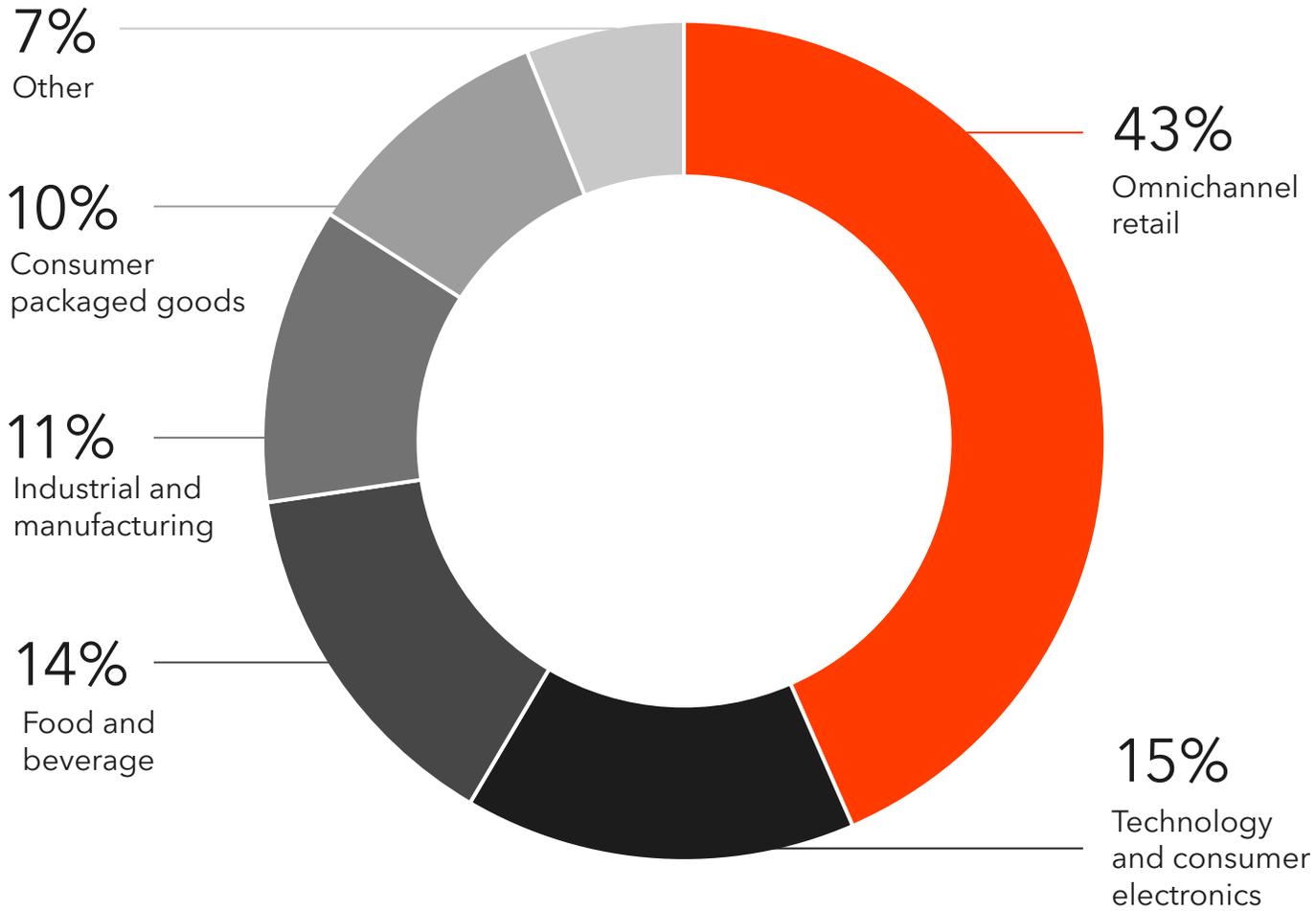


(1) Based on average 2023 FX rate of 1.23 GBP/USD and 1.08 EUR/USD.
 (2) Based on closing June 30, 2023, FX rates of 1.27 GBP/USD and 1.09 EUR/USD.
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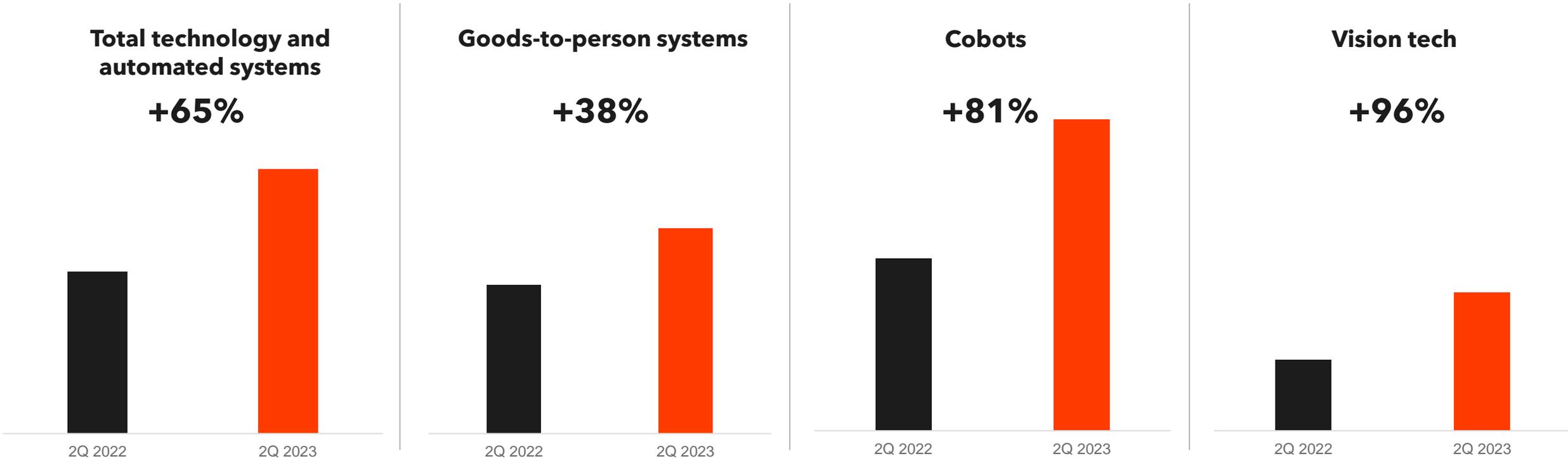
2Q 2023 contract wins by source



Diversified revenue in 2Q 2023



Accelerating automation and adaptive technology leadership



~4,000 more adaptive technology systems deployed year over year;
~30% of 2Q 2023 revenue is from automated sites

High-quality growth: Diversified, contracted, blue chip

**Resilient,
duration-matched
contractual
relationships**

**Pricing driven
by contractual
relationships, not
supply/demand**

**Diversified
verticals, customers
and geographies**

**Blue-chip,
investment-grade
customer base**

\$457 million
of incremental
revenue in 2024
from new contract
wins⁽¹⁾

~5-year
average
contract
length⁽²⁾

No customer
represents
more than **4%**
of revenues

~45% of revenue
from open book
(cost-plus)
contracts⁽²⁾

**~76% variable
costs** vs. ~24%
fixed costs⁽³⁾

(1) Based on closing June 30, 2023, FX rates of 1.27 GBP/USD and 1.09 EUR/USD.

(2) Based on FY 2022.

(3) Based on direct operating expenses, sales, general and administrative expenses, and depreciation expense and based on FY 2022.

Balance sheet and free cash flow

Balance sheet

Total debt⁽¹⁾

\$1,660 million

Reduced debt by \$146 million
in 2023

Net debt⁽²⁾

\$1,355 million

Mostly fixed-rate borrowings

Net leverage⁽²⁾

1.8x

Investment grade rated

Cash flow

Cash flow from operations

\$61 million

2Q 2022: \$154 million

Free cash flow⁽²⁾

\$3 million

2Q 2022: \$68 million

~50% of net capex spend in
last 12 months is technology

Prepaid \$115 million of term loan debt in 2Q 2023



(1) Includes finance leases and other debt of \$131 million at June 30, 2023.

(2) Refer to the 'Non-GAAP Financial Measures' section on slide 2 and Appendix for related information.

E

Environmental goals

- Reduce our environmental impact
 - 80% global operations using LED lighting by 2025
 - 80% global landfill diversion rate by 2025
 - 50% renewably sourced energy by 2030
 - 30% GHG emissions (scopes 1 & 2) reduction by 2030
 - 100% carbon neutral (scopes 1 & 2) by 2040

S

Social goals

- Ensure a safe workplace
 - Reduce by 15% our Total Recordable Incident Rate in Americas & APAC by 2027
 - Reduce by 15% our Lost Time Incident Rate in our UK & European operations by 2027
- Build a culture of inclusion
- Provide a clear and rewarding career path for all employees

G

GXO

Governance goals

- Maintain a best-in-class information security program
- Embed an ethics-driven culture

Q2 Highlights:

Environmental & economic benefits

Enhanced environmental efficiency

- Retrofit LED lighting in two sites in the UK, to generate annual savings of over \$300K and over 170 metric tons CO2E annually
 - GXO target: 80% global operations using LED lighting by 2025
- Opened site in France that recovers and reuses automation-produced heat, to reduce total energy consumption and resultant carbon emissions
 - GXO target: 30% GHG emissions reduction by 2030

Enabling the circular economy

- US reverse logistics site processed ~3M mobile handsets in 2Q, with >94% reused, increasing customer revenues and profitability, as well as reducing material sent to landfill
- US reverse logistics solution for a home appliance customer processed 66K items in 2Q, with 100% product resale/recycling outcome. This increased customer revenues and profitability, as well as eliminating material sent to landfill
 - GXO target: 80% global landfill diversion rate by 2025

Updated FY 2023 guidance⁽¹⁾

	Current	Prior
Organic revenue growth⁽²⁾	6% - 8%	6% - 8%
Adjusted EBITDA⁽²⁾	\$725 - \$755 million	\$715 - \$745 million
Adjusted EBITDA⁽²⁾ to free cash flow conversion	~30%	~30%
Adjusted diluted EPS⁽²⁾	\$2.45 - \$2.65	\$2.40 - \$2.60
Adjusted EBITDAR⁽³⁾	\$1.75 - \$1.80 billion	\$1.70 - \$1.75 billion

(1) Our guidance reflects current FX rates.

(2) Refer to the 'Non-GAAP Financial Measures' and 'Non-GAAP Valuation Measures' section on slide 2.

(3) Adjusted EBITDAR is a valuation measure that is not specified in GAAP. Adjusted EBITDAR is commonly used by management, research analysts and investors to value companies in the logistics industry. Adjusted EBITDAR should not be construed as a financial performance or operating measure.



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Appendix

GxO

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Reconciliation of Net Income to Adjusted EBITDA and Adjusted EBITA and Adjusted EBITDA and Adjusted EBITA Margins
(Unaudited)

(In millions USD)	Three months ended June 30,		Six months ended June 30,		Year ended December 31, 2022	Trailing twelve months ended June 30, 2023
	2023	2022	2023	2022		
Net income attributable to GXO	\$ 65	\$ 51	\$ 90	\$ 88	\$ 197	\$ 199
Net income attributable to noncontrolling interest	1	1	2	2	3	3
Net income	\$ 66	\$ 52	\$ 92	\$ 90	\$ 200	\$ 202
Interest expense, net	14	9	27	13	29	43
Income tax expense	20	21	23	32	64	55
Depreciation and amortization expense	84	77	167	153	329	343
Transaction and integration costs	6	24	19	43	61	37
Restructuring costs and other	3	1	24	14	32	42
Unrealized (gain) loss on foreign currency options and other	(3)	(8)	(4)	(14)	13	23
Adjusted EBITDA⁽¹⁾	\$ 190	\$ 176	\$ 348	\$ 331	\$ 728	\$ 745
Less: Depreciation	65	64	131	126	261	266
Adjusted EBITA⁽¹⁾	\$ 125	\$ 112	\$ 217	\$ 205	\$ 467	\$ 479
Revenue	\$ 2,394	\$ 2,156	\$ 4,717	\$ 4,239		
Adjusted EBITDA margin⁽¹⁾⁽²⁾	7.9 %	8.2 %	7.4 %	7.8 %		
Adjusted EBITA margin⁽¹⁾⁽³⁾	5.2 %	5.2 %	4.6 %	4.8 %		

(1) See the "Non-GAAP Financial Measures" section for additional information.
(2) Adjusted EBITDA margin is calculated as adjusted EBITDA divided by revenue.
(3) Adjusted EBITA margin is calculated as adjusted EBITA divided by revenue.



GXO Logistics, Inc.
Reconciliation of Net Income to Adjusted Net Income and Adjusted Earnings Per Share
(Unaudited)

(Dollars in millions, shares in thousands, except per share amounts)	Three months ended June 30,		Six months ended June 30,	
	2023	2022	2023	2022
Net income attributable to GXO	\$ 65	\$ 51	\$ 90	\$ 88
Amortization expense	19	13	36	27
Transaction and integration costs	6	24	19	43
Restructuring costs and other	3	1	24	14
Unrealized gain on foreign currency options and other	(3)	(8)	(4)	(14)
Income tax associated with the adjustments above ⁽¹⁾	(6)	(2)	(17)	(11)
Discrete tax benefit ⁽²⁾	–	–	(5)	–
Adjusted net income attributable to GXO⁽³⁾	\$ 84	\$ 79	\$ 143	\$ 147
Adjusted basic earnings per share⁽³⁾	\$ 0.71	\$ 0.68	\$ 1.20	\$ 1.27
Adjusted diluted earnings per share⁽³⁾	\$ 0.70	\$ 0.68	\$ 1.20	\$ 1.27
Weighted-average common shares outstanding				
Basic	118,927	116,131	118,854	115,435
Diluted	119,415	116,646	119,323	116,111

(1) The income tax rate applied to items is based on the GAAP annual effective tax rate.

(2) Discrete tax benefit from the release of valuation allowances.

(3) See the "Non-GAAP Financial Measures" section for additional information.

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GXO Logistics, Inc.
Other Reconciliations
(Unaudited)

Reconciliation of cash flows from operating activities to free cash flow:

(In millions USD)	Three months ended June 30,		Six months ended June 30,	
	2023	2022	2023	2022
Net cash provided by operating activities	\$ 61	\$ 154	\$ 100	\$ 200
Payment for purchases of property and equipment	(59)	(89)	(150)	(154)
Proceeds from sale of property and equipment	1	3	10	6
Free cash flow⁽¹⁾	\$ 3	\$ 68	\$ (40)	\$ 52

(1) See the "Non-GAAP Financial Measures" section for additional information. The Company calculates free cash flow conversion as free cash flow divided by adjusted EBITDA, expressed as a ratio.

GXO Logistics, Inc.
Other Reconciliations
(Unaudited)

Reconciliation of revenue to organic revenue:

(In millions USD)	Three months ended June 30,		Six months ended June 30,	
	2023	2022	2023	2022
Revenue	\$ 2,394	\$ 2,156	\$ 4,717	\$ 4,239
Revenue from acquired business ⁽¹⁾	(154)	–	(378)	–
Revenue from deconsolidation	–	–	–	(20)
Foreign exchange rates	(17)	–	83	–
Organic revenue⁽²⁾	\$ 2,223	\$ 2,156	\$ 4,422	\$ 4,219
 Revenue growth⁽³⁾	 11.0%		 11.3 %	
Organic revenue growth⁽²⁾⁽⁴⁾	3.1%		4.8 %	

(1) The company excludes revenue from acquired businesses in the current period for which there are no comparable revenues in the prior period.

(2) See the "Non-GAAP Financial Measures" section for additional information.

(3) Revenue growth is calculated as the change in the period-over-period revenue divided by the prior period, expressed as a percentage.

(4) Organic revenue growth is calculated as the change in the period-over-period organic revenue divided by the prior period, expressed as a percentage.



GXO Logistics, Inc.
Liquidity Reconciliations
(Unaudited)

Reconciliation of total debt and net debt:

(In millions USD)

	June 30, 2023
Current debt	\$ 35
Long-term debt	1,625
Total debt	\$ 1,660
Less: Cash and cash equivalents	(305)
Net debt⁽¹⁾	\$ 1,355

Reconciliation of total debt to net income attributable to GXO ratio:

(In millions USD)

	June 30, 2023
Total debt	\$ 1,660
Trailing twelve months net income attributable to GXO	\$ 199
Debt to net income attributable to GXO ratio	8.3x

Reconciliation of net leverage ratio:

(In millions USD)

	June 30, 2023
Net debt	\$ 1,355
Trailing twelve months adjusted EBITDA ⁽¹⁾	\$ 745
Net leverage ratio⁽¹⁾	1.8x



(1) See the "Non-GAAP Financial Measures" section for additional information.

GXO Logistics, Inc.
Return on Invested Capital
(Unaudited)

Adjusted EBITA, net of income taxes paid

(In millions USD)	Six months ended June 30,		Year ended	Trailing twelve
	2023	2022	December 31, 2022	months ended June 30, 2023
Adjusted EBITA⁽¹⁾	\$ 217	\$ 205	\$ 467	\$ 479
Less: Cash paid for income taxes	(32)	(46)	(111)	(97)
Adjusted EBITA⁽¹⁾, net of income taxes paid	\$ 185	\$ 159	\$ 356	\$ 382

Operating return on invested capital

(In millions USD)	June 30,		Average
	2023	2022	
Selected assets:			
Accounts receivable, net	\$ 1,719	\$ 1,560	\$ 1,640
Other current assets	282	312	297
Property and equipment, net	965	905	935
Selected liabilities:			
Accounts payable	\$ (566)	\$ (592)	\$ (579)
Accrued expenses	(950)	(1,012)	(981)
Other current liabilities	(284)	(186)	(235)
Invested capital	\$ 1,166	\$ 987	\$ 1,077
Ratio of return on invested capital⁽¹⁾⁽²⁾			35.5%

(1) See the "Non-GAAP Financial Measures" section for additional information.

(2) The ratio of return on invested capital is calculated as trailing twelve months adjusted EBITA, net of income taxes paid, divided by invested capital.