# Fourth Quarter 2024 Results

February 5, 2025

RXO

# Non-GAAP financial measures and forward-looking statements

**Non-GAAP financial measures**
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 attached to this presentation.

The non-GAAP financial measures in this presentation include: adjusted earnings before interest, taxes, depreciation and amortization ("adjusted EBITDA"); free cash flow and free cash flow as a percentage of adjusted EBITDA ("free cash flow conversion"); adjusted free cash flow and adjusted free cash flow as a percentage of adjusted EBITDA ("adjusted free cash flow conversion"); net debt, gross leverage and net leverage; and adjusted net income and adjusted diluted earnings per share ("adjusted diluted EPS").

We believe that these adjusted financial measures facilitate analysis of our ongoing business operations because they exclude items that may not reflect, or are unrelated to, RXO'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 of other companies. These non-GAAP financial measures should only be used as supplemental measures of our operating performance.

Adjusted EBITDA, adjusted EBITDA margin, adjusted net income and adjusted diluted EPS include adjustments for transaction and integration costs, as well as restructuring costs and other adjustments as set forth in the attached tables. Management uses these non-GAAP financial measures in making financial, operating and planning decisions and evaluating RXO's ongoing performance.

We believe that 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 that management has determined do not reflect our core operating activities and thereby assist investors with assessing trends in our underlying business. We believe that adjusted net income and adjusted diluted EPS improve the comparability of our operating results from period to period by removing the impact of certain costs that management has determined do not reflect our core operating activities, including amortization of acquisition-related intangible assets, transaction and integration costs, restructuring costs and other adjustments as set out in the attached tables, and thereby may assist investors with comparisons to prior periods and assessing trends in our underlying business. We believe that free cash flow, free cash flow conversion, adjusted free cash flow and adjusted free cash flow conversion are important measures of our ability to repay maturing debt or fund other uses of capital that we believe will enhance stockholder value, and may assist investors with assessing trends in our underlying business. 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 define adjusted free cash flow as free cash flow less cash paid for transaction, integration, restructuring and other costs. We believe that net debt, gross leverage and net leverage are important measures of our overall liquidity position. Net debt is calculated by removing cash and cash equivalents from the principal balance of our total debt. Gross leverage is calculated as the principal balance of our total debt as a ratio of trailing twelve months adjusted EBITDA. Net leverage is calculated as net debt as a ratio of trailing twelve months adjusted EBITDA.

With respect to our financial outlook for the first quarter of 2025 adjusted EBITDA, 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 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 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, including statements relating to our outlook and 2025 assumptions, integration with Coyote Logistics and expected cost synergies. 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," "predict," "should," "will," "expect," "project," "forecast," "goal," "outlook," "target," 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 us in light of our experience and our perception of historical trends, current conditions and expected future developments, as well as other factors we believe 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 that might cause or contribute to a material difference include the risks discussed in our filings with the SEC and the following: competition and pricing pressures; economic conditions generally; fluctuations in fuel prices; increased carrier prices; severe weather, natural disasters, terrorist attacks or similar incidents that cause material disruptions to our operations or the operations of the third-party carriers and independent contractors with which we contract; our dependence on third-party carriers and independent contractors; labor disputes or organizing efforts affecting our workforce and those of our third-party carriers; legal and regulatory challenges to the status of the third-party carriers with which we contract, and their delivery workers, as independent contractors, rather than employees; governmental regulation and political conditions; our ability to develop and implement suitable information technology systems and prevent failures in or breaches of such systems; the impact of potential cyber-attacks and information technology or data security breaches; issues related to our intellectual property rights; our ability to access the capital markets and generate sufficient cash flow to satisfy our debt obligations; litigation that may adversely affect our business or reputation; increasingly stringent laws protecting the environment, including transitional risks relating to climate change, that impact our third-party carriers; our ability to attract and retain qualified personnel; our ability to successfully implement our cost and revenue initiatives and other strategies; our ability to successfully manage our growth; our reliance on certain large customers for a significant portion of our revenue; damage to our reputation through unfavorable publicity; our failure to meet performance levels required by our contracts with our customers; 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; our ability to successfully integrate Coyote Logistics and realize the anticipated benefits of the acquisition; a determination by the IRS that the distribution or certain related separation transactions should be treated as taxable transactions; and the impact of the separation on our businesses, operations and results. 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.

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# Q4 2024 highlights

1. Coyote integration remains ahead of schedule; raising cost synergy estimate
2. Double-digit sequential volume growth in Brokerage
3. Managed Transportation sales pipeline continues to grow
4. Last Mile year-over-year stop growth accelerated
5. Brokerage market tightened throughout the quarter

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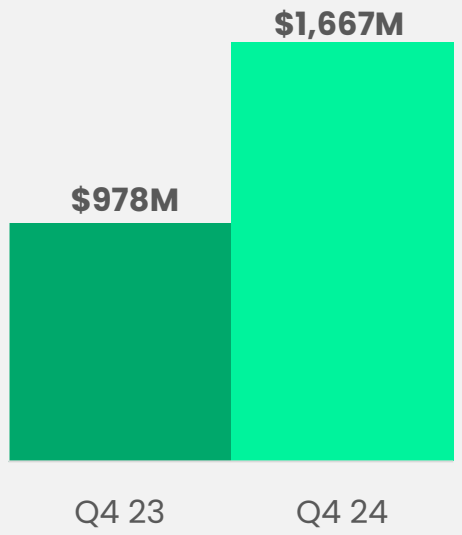
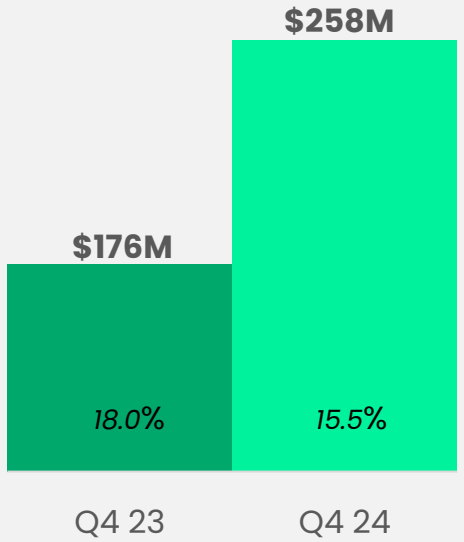
# As reported fourth-quarter financial results[1]

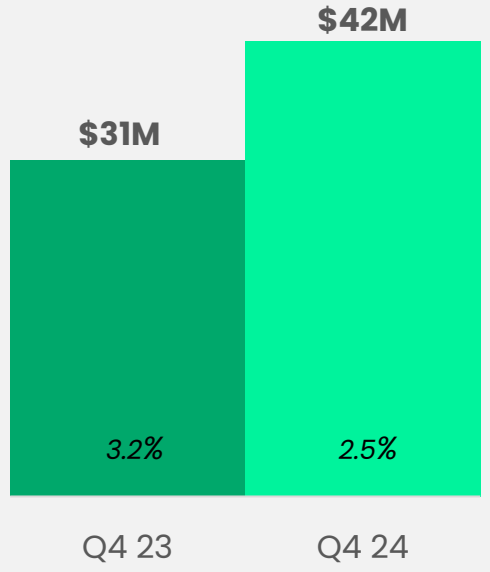
### Revenue




### Gross margin $ and %




### Adjusted EBITDA and margin %[2]




**RXO delivered Q4 2024 adjusted EBITDA in-line with guidance**

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[1] Q4 2023 revenue, gross margin and adjusted EBITDA represent legacy RXO only.
[2] See the "Non-GAAP financial measures" section.

# Diversified portfolio with momentum in complementary services

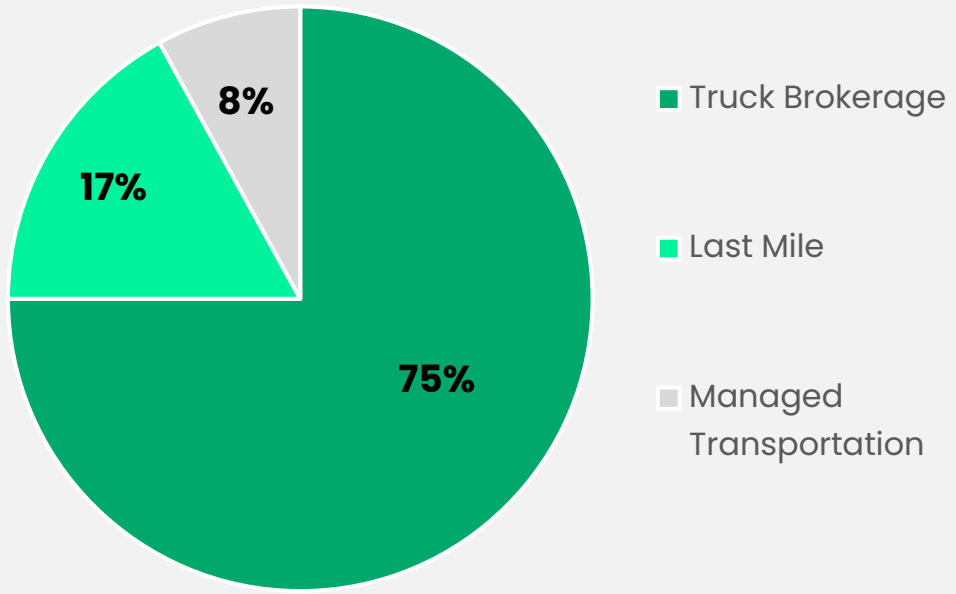
## Brokerage (combined)[1]

- Volume: Up 10% q/q, down 6% y/y
  - LTL: Up 1% y/y, 18% of volume
  - Full truckload: Down 8% y/y, 82% of volume
- Truckload volume mix: 76% contract, 24% spot
- Gross margin of 13.2%

## Complementary services

- Managed Trans. sales pipeline ~$2B in new FUM
- Last Mile stop growth accelerated to 15% y/y
- Strong gross margin of 21.1%, up 20 bps y/y
- Cross-selling into legacy Coyote customer base

## Q4 revenue by service offering




*Excludes impact of eliminations.*
*Numbers may not add up to 100% due to rounding.*

[1] Prior periods include the impact of the Coyote Logistics acquisition.

# Coyote integration update

## People / Operations

- Continuing to **retain key talent**
- Expanded service offerings and larger scale resulting in **significant cross-selling opportunities**
  - Managed outsourced transportation
  - Cross-border services
  - Last Mile
- Leveraging **combined capacity** to better serve customers

## Technology

- Significant progress with RXO Connect® as primary system
  - Migrated critical capabilities **to the cloud**
  - Enabled unified shipper tracking experience
- Integrating core corporate systems
- Continue to anticipate technology integration to be **substantially complete by end of Q3**

## Synergies

- **Raising cost synergy** estimate and now expect at least **$50M**
  - **Excludes** opportunities for improved cost of purchased transportation
- Annualized cost synergy actions:
  - **$25M** completed end of 2024
  - **$25M** incremental in 2025
  - These actions will result in incremental realized savings of **$25M-$30M in 2025**

**Coyote integration ahead of schedule; raising cost synergy estimate to <u>at least</u> $50M**

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# Adjusted EPS bridge

| Earnings per share | Q4-24 | Q4-23 |
|---|---|---|
| **GAAP diluted EPS** | **$(0.12)** | **$0.02** |
| Amortization of intangible assets | 0.10 | 0.03 |
| Transaction, integration and restructuring costs | 0.20 | 0.03 |
| Tax associated with adjustments above[1] and discrete tax item | (0.12) | (0.02) |
| **Adjusted diluted EPS[2]** | **$0.06** | **$0.06** |

**RXO reported Q4 2024 adjusted diluted EPS of $0.06**

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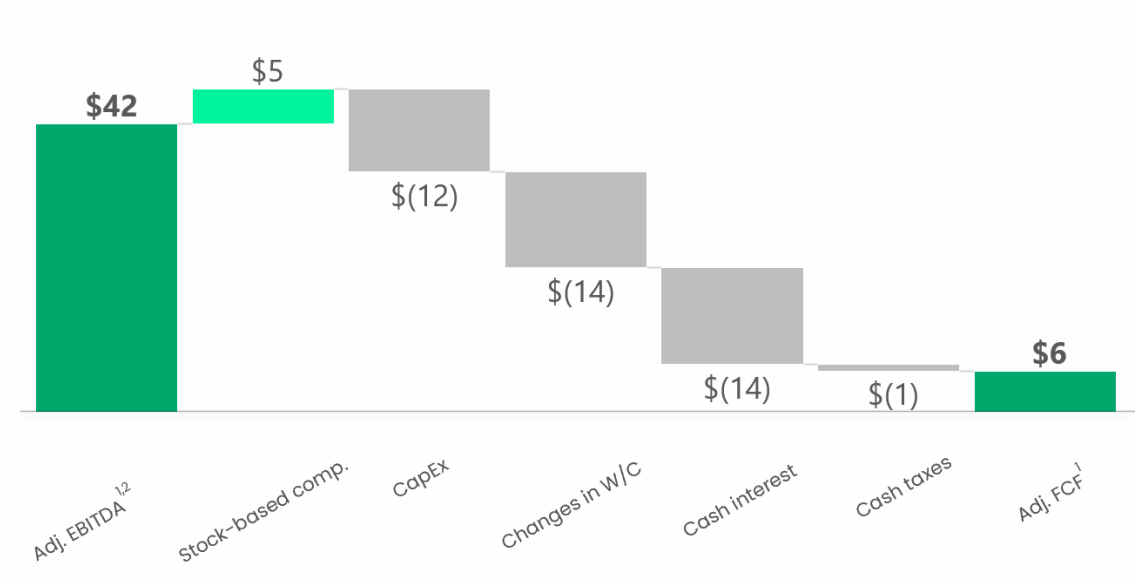
[1] The tax impact of non-GAAP adjustments represents the tax benefit (expense) calculated using the applicable statutory tax rate that would have been incurred had these adjustments been excluded from net income (loss). Our estimated tax rate on non-GAAP adjustments may differ from our GAAP tax rate due to differences in the methodologies applied.
[2] See the "Non-GAAP financial measures" section.

# Trailing three month adjusted free cash flow walk[1]

- Trailing 3-month RXO adjusted free cash flow represented a 14% conversion
  - Cash flow in the quarter lower due to semi-annual interest payment
  - Conversion also impacted by lower profitability at the bottom of the freight cycle and timing of working capital
- **Remain comfortable with long-term conversion of 40%-60%**

## Three month adjusted free cash flow[1]




**Trailing 3-month RXO adjusted free cash flow represented a 14% conversion**

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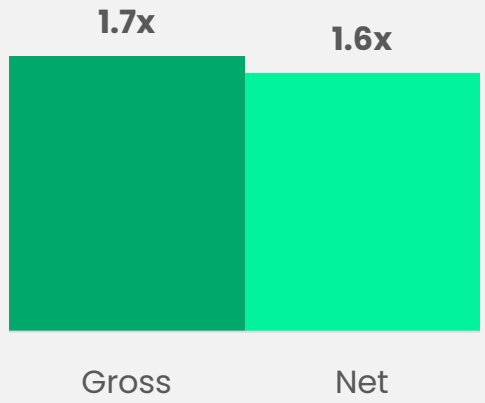
Note: In millions.
[1] Adjusted EBITDA and adjusted FCF are non-GAAP financial measures.
[2] Adjusted EBITDA excludes certain NEO spin-related stock-based compensation.

# Capital structure snapshot

| Capital structure | Q4 2024 |
|---|---|
| Notes due 2027 | $ 355 |
| Finance leases, asset financing, ST debt & other | 33 |
| **Total debt, principal balance & other** | **$ 388** |
| Less: cash | 35 |
| **Net debt**[1] | **$ 353** |

| Committed liquidity | Q4 2024 |
|---|---|
| Cash | $ 35 |
| Revolver | 600 |
| **Total capacity** | **$ 635** |

**LTM leverage**[1,2,3]




**RXO has a strong balance sheet with low leverage and a robust liquidity position**

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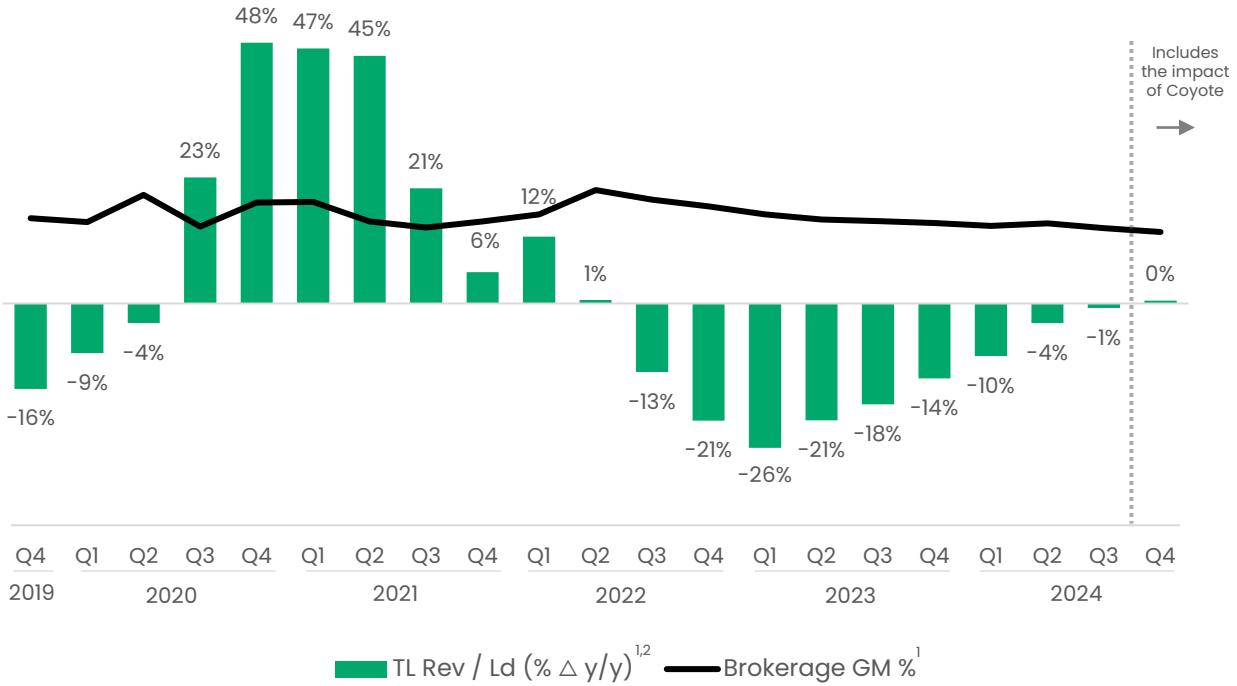
Note: In millions.
[1] See the "Non-GAAP financial measures" section.
[2] See appendix for leverage calculations.
[3] LTM period includes the impact of the Coyote Logistics acquisition.

# Brokerage truckload revenue per load and gross margin trends

- **Q4 truckload revenue per load flat y/y**
  - Excludes the impact of changes in fuel prices and length of haul
- **Revenue per load trends have improved to start the year**
  - Truckload revenue per load up low single-digit %
- **Expect 2025 contract rates up y/y**
  - Transitioning from the bottom of the freight cycle to an inflationary rate environment




**Revenue per load trends continue to improve**

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[1] All periods prior to Q4 2024 exclude the impact of the Coyote Logistics acquisition.
[2] Truckload only, excluding LTL, and excludes the impact of changes in fuel prices and length of haul.

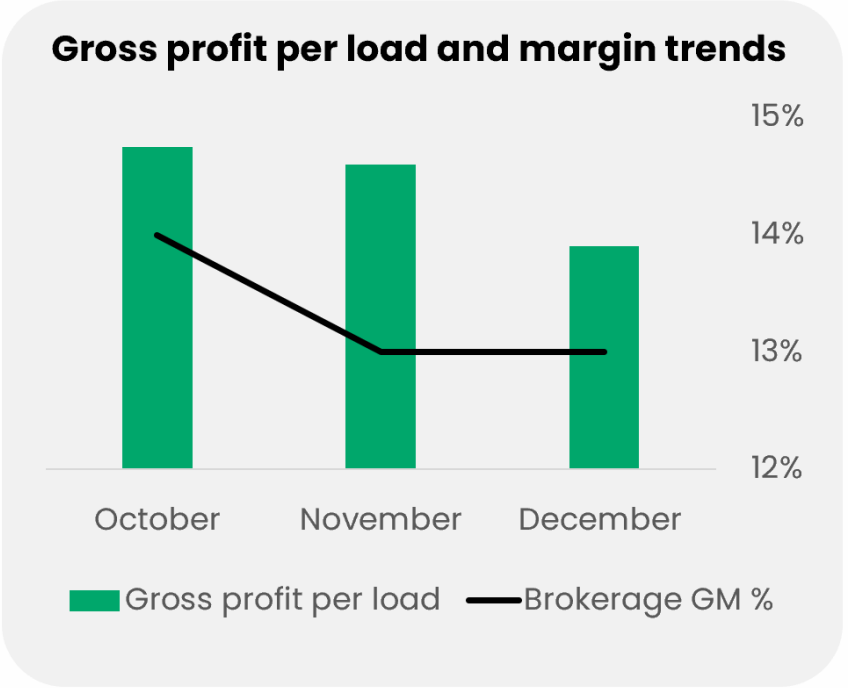
# Monthly gross margin trends and market update

## Market conditions tightened significantly

- Load-to-truck ratio and industry-wide tender rejections moved higher
- Capacity-driven market tightening with continued carrier exits
- Demand trends remained soft with another muted peak season
- Brokerage GM moved lower throughout the quarter, as expected

## Market remained tight to start Q1

- Industry KPIs remain elevated, despite seasonal softness
  - Impact largely due to inclement weather and capacity squeeze
  - Some project opportunities, although not enough to offset increase in buy rates




**Market conditions tightened as Q4 progressed and remained tight to start Q1**

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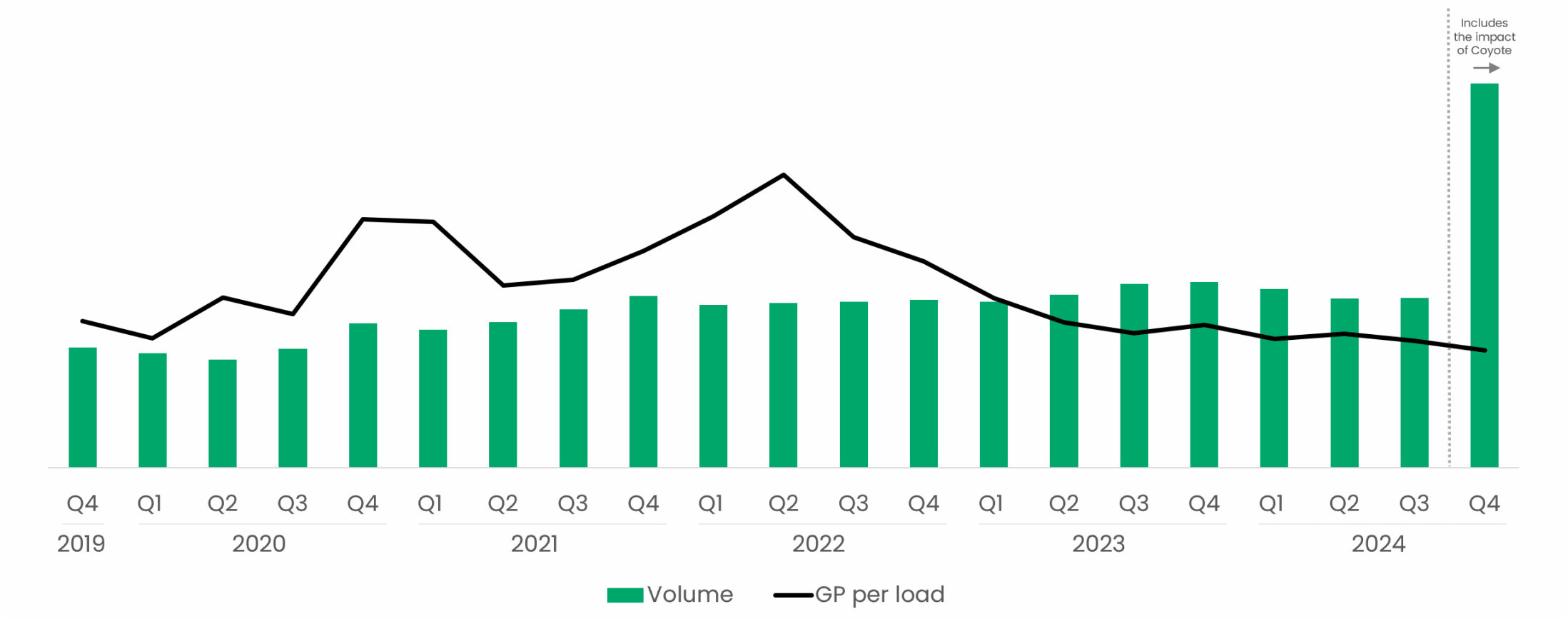
# Full truckload volume and gross profit per load trends[1]




**With the acquisition of Coyote, full truckload volume increased by >125%**

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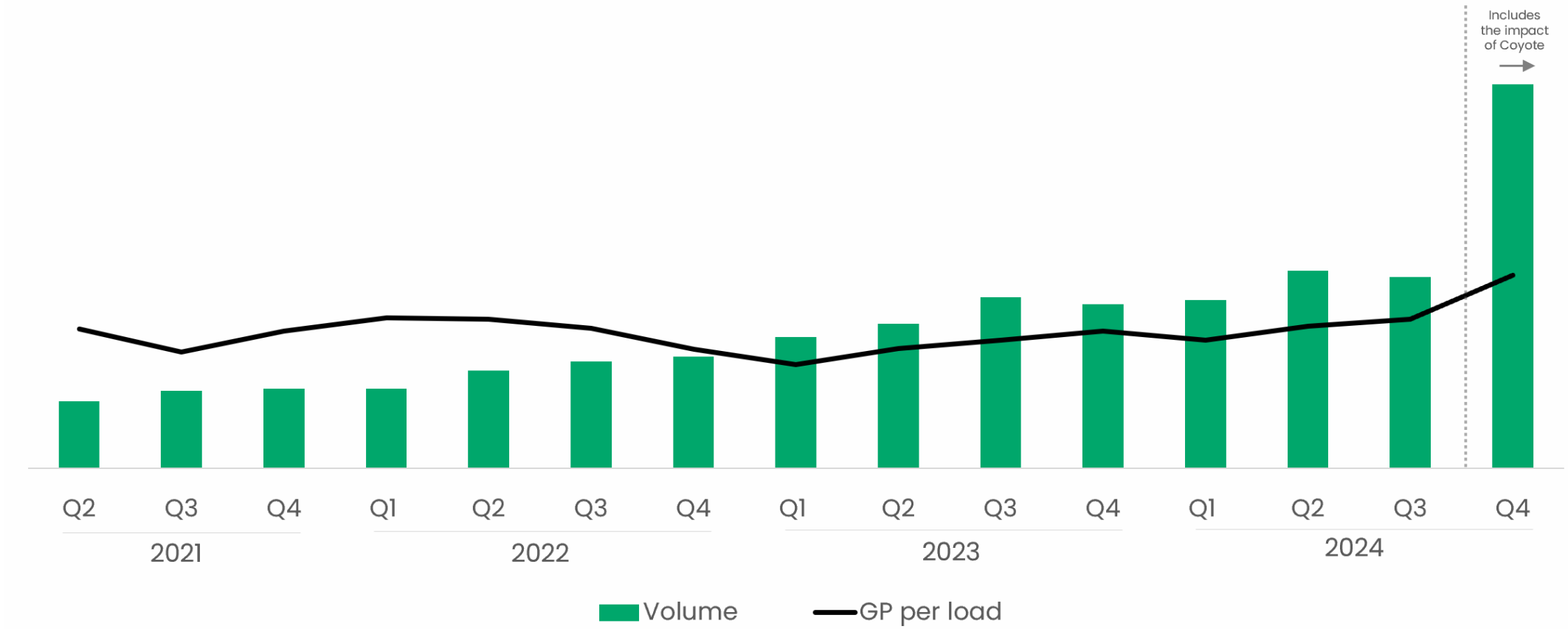
[1] All periods prior to Q4 2024 exclude the impact of the Coyote Logistics acquisition.

# LTL volume and gross profit per load trends[1]




**LTL brokerage volume is growing with stable gross profit per load**

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[1] All periods prior to Q4 2024 exclude the impact of the Coyote Logistics acquisition.

# Outlook and modeling assumptions

## Q1 2025 outlook

- Adjusted EBITDA[1]: $20M-$30M
- Brokerage y/y volume (combined)[2]: Down mid-to-high single-digit %
- Brokerage gross margin: 12%-14%

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## FY 2025 modeling assumptions

- Brokerage y/y volume growth (combined)[2]
- Capital expenditures: $75M-$85M
  - Includes ~$15M of strategic real estate spend
- Depreciation: $70M-$80M, Amortization of intangibles: $45M-$50M
- Stock-based compensation: $30M-$35M
- Restructuring + transaction & integration expenses: $40M-$50M
- Net interest expense: $32M-$36M
- Adjusted effective tax rate: 27%-29%
- Fully diluted weighted-average shares outstanding: ~170M

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[1] See the "Non-GAAP financial measures" section.
[2] Prior period includes the impact of the Coyote Logistics acquisition.

# Key investment highlights

1. Large addressable market with secular tailwinds
2. Track record of above-market growth and high profitability
3. Proprietary technology drives productivity, volume and margin expansion
4. Long-term relationships with blue-chip customers
5. Market-leading platform with complementary transportation solutions
6. Tiered approach to sales drives multi-faceted growth opportunities
7. Diverse exposure across attractive end markets
8. Experienced and proven leadership team

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# Appendix

# Financial reconciliations

## Reconciliation of net income (loss) to adjusted EBITDA and adjusted EBITDA margin

| (Dollars in millions) | Three Months Ended December 31, | | Years Ended December 31, | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| **Net income (loss)** | **$ (20)** | **$ 2** | **$ (285)** | **$ 4** |
| Interest expense, net | 8 | 8 | 30 | 32 |
| Income tax provision (benefit) | (13) | 2 | (19) | - |
| Depreciation and amortization expense | 33 | 15 | 87 | 67 |
| Transaction and integration costs | 15 | - | 53 | 12 |
| Restructuring and other costs | 19 | 4 | 252 | 17 |
| **Adjusted EBITDA [1]** | **$ 42** | **$ 31** | **$ 118** | **$ 132** |
| Revenue | $ 1,667 | $ 978 | $ 4,550 | $ 3,927 |
| **Adjusted EBITDA margin [1, 2]** | **2.5%** | **3.2%** | **2.6%** | **3.4%** |

[1] See the "Non-GAAP financial measures" section.
[2] Adjusted EBITDA margin is calculated as adjusted EBITDA divided by revenue.

# Financial reconciliations (cont.)

## Reconciliation of net income (loss) to adjusted net income and adjusted diluted earnings per share

| (Dollars in millions, shares in thousands, except per share amounts) | Three Months Ended December 31, | | Years Ended December 31, | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| **Net income (loss)** | **$ (20)** | **$ 2** | **$ (285)** | **$ 4** |
| Amortization of intangible assets | 17 | 3 | 28 | 13 |
| Transaction and integration costs | 15 | - | 53 | 12 |
| Restructuring and other costs | 19 | 4 | 252 | 17 |
| Income tax associated with the adjustments above [1] | (16) | (2) | (26) | (10) |
| Discrete tax item | (5) | - | (5) | - |
| **Adjusted net income [2]** | **$ 10** | **$ 7** | **$ 17** | **$ 36** |
| **Adjusted diluted earnings per share [2]** | **$ 0.06** | **$ 0.06** | **$ 0.12** | **$ 0.30** |
| Fully diluted weighted-average common shares outstanding | 169,885 | 119,575 | 136,684 | 119,456 |

[1] The tax impact of non-GAAP adjustments represents the tax expense calculated using the applicable statutory tax rate that would have been incurred had these adjustments been excluded from net income (loss). Our estimated tax rate on non-GAAP adjustments may differ from our GAAP tax rate due to differences in the methodologies applied.
[2] See the "Non-GAAP financial measures" section.

# Financial reconciliations (cont.)

## Reconciliation of cash flows from operating activities to free cash flow and adjusted free cash flow

| (Dollars in millions) | Three Months Ended December 31, 2024 [6] | Years Ended December 31, 2024 | Years Ended December 31, 2023 | Nine Months Ended September 30, 2024 |
|---|---|---|---|---|
| **Net cash provided by (used in) operating activities** | **$ (7)** | **$ (12)** | **$ 89** | **$ (5)** |
| Payment for purchases of property and equipment | (12) | (45) | (64) | (33) |
| **Free cash flow [1]** | **$ (19)** | **$ (57)** | **$ 25** | **$ (38)** |
| Transaction and integration costs [2] | 18 | 42 | 8 | 24 |
| Restructuring and other costs [2] | 7 | 22 | 16 | 15 |
| **Adjusted free cash flow [1]** | **$ 6** | **$ 7** | **$ 49** | **$ 1** |
| | | | | |
| Adjusted EBITDA [1, 3] | $ 42 | $ 118 | $ 132 | $ 76 |
| Free cash flow conversion from adjusted EBITDA [1, 4] | -45.2% | -48.3% | 18.9% | -50.0% |
| Adjusted free cash flow conversion from adjusted EBITDA [1, 5] | 14.3% | 5.9% | 37.1% | 1.3% |

[1] See the "Non-GAAP financial measures" section.
[2] Includes the cash component of these line items.
[3] See Reconciliation of net income (loss) to adjusted EBITDA.
[4] Free cash flow conversion from adjusted EBITDA is calculated as free cash flow divided by adjusted EBITDA.
[5] Adjusted free cash flow conversion from adjusted EBITDA is calculated as adjusted free cash flow divided by adjusted EBITDA.
[6] Three months ended December 31, 2024 is calculated as the twelve months ended December 31, 2024 less the nine months ended September 30, 2024.

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# Financial reconciliations (cont.)

**Calculation of gross margin and gross margin as a percentage of revenue**

| (Dollars in millions) | Three Months Ended December 31, 2024 | Three Months Ended December 31, 2023 | Years Ended December 31, 2024 | Years Ended December 31, 2023 |
|---|---|---|---|---|
| **Revenue** | | | | |
| Truck brokerage | $ 1,267 | $ 610 | $ 3,029 | $ 2,358 |
| Complementary services [1] | 431 | 411 | 1,655 | 1,704 |
| Eliminations | (31) | (43) | (134) | (135) |
| **Revenue** | **$ 1,667** | **$ 978** | **$ 4,550** | **$ 3,927** |
| **Cost of transportation and services (exclusive of depreciation and amortization)** | | | | |
| Truck brokerage | $ 1,100 | $ 519 | $ 2,610 | $ 1,993 |
| Complementary services [1] | 288 | 267 | 1,089 | 1,109 |
| Eliminations | (31) | (43) | (134) | (135) |
| **Cost of transportation and services (exclusive of depreciation and amortization)** | **$ 1,357** | **$ 743** | **$ 3,565** | **$ 2,967** |
| **Direct operating expense (exclusive of depreciation and amortization)** | | | | |
| Truck brokerage | $ - | $ - | $ 1 | $ 1 |
| Complementary services [1] | 50 | 56 | 201 | 234 |
| **Direct operating expense (exclusive of depreciation and amortization)** | **$ 50** | **$ 56** | **$ 202** | **$ 235** |
| **Direct depreciation and amortization expense** | | | | |
| Truck brokerage | $ - | $ 1 | $ 1 | $ 1 |
| Complementary services [1] | 2 | 2 | 8 | 7 |
| **Direct depreciation and amortization expense** | **$ 2** | **$ 3** | **$ 9** | **$ 8** |
| **Gross margin** | | | | |
| Truck brokerage | $ 167 | $ 90 | $ 417 | $ 363 |
| Complementary services [1] | 91 | 86 | 357 | 354 |
| **Gross margin** | **$ 258** | **$ 176** | **$ 774** | **$ 717** |
| **Gross margin as a percentage of revenue** | | | | |
| Truck brokerage | 13.2% | 14.8% | 13.8% | 15.4% |
| Complementary services [1] | 21.1% | 20.9% | 21.6% | 20.8% |
| **Gross margin as a percentage of revenue** | **15.5%** | **18.0%** | **17.0%** | **18.3%** |

[1] Complementary services include Last Mile and Managed Transportation services.

# Financial reconciliations (cont.)

## Reconciliation of bank-adjusted EBITDA; Calculation of gross and net leverage

| (Dollars in millions) | December 31, 2024 |
|---|---|
| **Reconciliation of bank-adjusted EBITDA** | |
| Adjusted EBITDA [1, 2] for the year ended December 31, 2024 | $ 118 |
| Adjustments per credit agreement [3] for the year ended December 31, 2024 | 28 |
| Expected incremental annualized synergies associated with Coyote acquisition | 44 |
| Coyote Adjusted EBITDA for the period January 1, 2024 through September 15, 2024 | 34 |
| **Bank-adjusted EBITDA** | **$ 224** |
| **Calculation of gross leverage** | |
| Total debt, principal balance and other | $ 388 |
| Bank-adjusted EBITDA | 224 |
| **Gross leverage [1]** | **1.7x** |
| **Calculation of net leverage** | |
| Total debt, principal balance and other, net of cash and cash equivalents | $ 353 |
| Bank-adjusted EBITDA | 224 |
| **Net leverage [1]** | **1.6x** |

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[1] See the "Non-GAAP financial measures" section.
[2] See reconciliation of net income (loss) to adjusted EBITDA.
[3] Represents stock compensation expense and other non-recurring items included in sales, general and administrative expense.


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