

### Non-GAAP Financial Measures

The schedule below presents net debt, net leverage and adjusted EBITDA, which represent non-GAAP financial measures. We provide reconciliations of these measures to the most directly comparable measures calculated in accordance with United States generally accepted accounting principles ("GAAP"). We believe that net debt and net leverage are important measures of our overall liquidity position and are calculated by removing cash and cash equivalents from our reported total debt and reporting net debt as a ratio of our reported adjusted EBITDA for the trailing twelve months ended March 31, 2026 and the year ended December 31, 2025. We believe that presenting adjusted EBITDA improves the comparability of our operating results 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 table 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 net leverage, net debt and adjusted EBITDA differently and, therefore, our measures may not be comparable to similarly titled measures of other companies. Net debt, net leverage and adjusted EBITDA should only be used as supplemental measures of our operating performance.

#### XPO, Inc. Reconciliations of Net Debt, Net Leverage and Adjusted EBITDA (Unaudited) (In millions)

	<u>As of</u> <u>March 31, 2026</u>	<u>As of</u> <u>December 31, 2025</u>		
<b>Reconciliation of Net Debt</b>				
Total debt	\$ 3,276	\$ 3,313		
Less: Cash and cash equivalents	237	310		
Net debt	<u>\$ 3,039</u>	<u>\$ 3,003</u>		
	<u>Trailing Twelve</u> <u>Months Ended</u> <u>March 31, 2026</u>	<u>Year Ended</u> <u>December 31, 2025</u>		
<b>Reconciliation of Net Leverage</b>				
Net debt	\$ 3,039	\$ 3,003		
Adjusted EBITDA	\$ 1,313	\$ 1,272		
Net leverage	<u>2.3x</u>	<u>2.4x</u>		
	<u>Trailing Twelve</u> <u>Months Ended</u> <u>March 31, 2026</u>	<u>Three Months Ended</u> <u>March 31, 2026</u>	<u>Year Ended</u> <u>December 31, 2025</u>	<u>Three Months Ended</u> <u>March 31, 2025</u>
<b>Reconciliation of Net Income to Adjusted EBITDA</b>				
Net income	\$ 348	\$ 101	\$ 316	\$ 69
Debt extinguishment loss	1	-	6	5
Interest expense	216	53	219	56
Income tax provision	122	23	121	22
Depreciation and amortization expense	530	131	521	123
Pre-Con-way acquisition environmental matter <sup>(1)</sup>	35	-	35	-
Legal matters <sup>(2)</sup>	(2)	-	(13)	(11)
Transaction and integration costs	7	2	8	3
Restructuring costs	56	9	59	12
<b>Adjusted EBITDA</b>	<u>\$ 1,313</u>	<u>\$ 319</u>	<u>\$ 1,272</u>	<u>\$ 278</u>

Amounts may not add due to rounding.

<sup>1</sup> Relates to environmental and product liability claims involving a former subsidiary of Con-way, which was sold prior to XPO's acquisition of Con-way in 2015, as described in Note 17 to the Company's 2025 Annual Report on Form 10-K.

<sup>2</sup> Reflects the settlement of claims against certain truck manufacturers related to purchases by our European Transportation segment covering periods prior to 2015.