



XOS

Investor Presentation Update

JANUARY 30, 2022

DISCLAIMER

Forward-Looking Statements

This presentation includes “forward-looking statements” within the meaning of the “safe harbor” provisions of the United States Private Securities Litigation Reform Act of 1995. These forward-looking statements include, but are not limited to, statements regarding projected and preliminary and unaudited financial and performance information for the fourth quarter of 2021, expectations and timing related to manufacturing and engineering, and Xos, Inc.’s (“Xos”) long-term strategy and future growth. These forward-looking statements generally are identified by the words “believe,” “project,” “expect,” “anticipate,” “estimate,” “intend,” “strategy,” “future,” “opportunity,” “plan,” “may,” “should,” “will,” “would,” “will be,” “will continue,” “will likely result,” and similar expressions. Forward-looking statements are predictions, projections and other statements about future events that are based on current expectations and assumptions and, as a result, are subject to risks and uncertainties. Many factors could cause actual future events to differ materially from the forward-looking statements in this presentation, including but not limited to: (i) Xos’ ability to implement business plans, forecasts, and other expectations, and identify and realize additional opportunities, (ii) Xos’ limited operating history, (iii) cost increases and delays in production due to supply chain shortages in the components needed for the production of Xos’ vehicle chassis and battery system, (iv) Xos’ ability to meet production milestones and fulfill backlog orders, (v) changes in the industries in which Xos operates, (vi) variations in operating performance across competitors, (vii) changes in laws and regulations affecting Xos’ business, (viii) Xos’ ability to implement its business plan or meet or exceed its financial projections (ix) Xos’ ability to retain key personnel and hire additional personnel, particularly in light of current and potential labor shortages, (x) the risk of downturns and a changing regulatory landscape in the highly competitive electric vehicle industry and (xi) the outcome of any legal proceedings that may be instituted against Xos. You should carefully consider the foregoing factors and the other risks and uncertainties described under the heading “Risk Factors” included in Xos’ Quarterly Report on Form 10-Q for the quarter ended September 30, 2021 filed with the Securities and Exchange Commission (the “SEC”) on November 12, 2021 and Xos’ other filings with the SEC, copies of which may be obtained by visiting Xos’ Investors Relations website at <https://investors.xostrucks.com/> or the SEC’s website at www.sec.gov. These filings identify and address other important risks and uncertainties that could cause actual events and results to differ materially from those contained in the forward-looking statements. Forward-looking statements speak only as of the date they are made. Readers are cautioned not to put undue reliance on forward-looking statements, and Xos assumes no obligation and does not intend to update or revise these forward-looking statements, whether as a result of new information, future events, or otherwise. Xos does not give any assurance that it will achieve its expectations.

DISCLAIMER CONTINUED

Non-GAAP Financial Measures

This presentation includes guidance presented in accordance with United States generally accepted accounting principles (“GAAP”) as well as on a non-GAAP basis. Our non-GAAP guidance includes Non-GAAP Operating Loss, which is defined as operating loss adjusted for stock-based compensation.

We believe that the use of Non-GAAP Operating Loss reflects an additional method of evaluating Xos’ ongoing operating results and trends. Our presentation of this measure should not be construed as an inference that our future results will be unaffected by unusual or non-recurring items. It is important to note our computation of Non-GAAP Operating Loss may not be comparable to other similarly titled measures computed by other companies, because not all companies may calculate Non-GAAP Operating Loss in the same fashion. Non-GAAP information is not prepared under a comprehensive set of accounting rules, and, therefore, should only be read in conjunction with financial information reported under GAAP when understanding our operating performance.

This guidance is provided on a non-GAAP basis and cannot be reconciled to the closest GAAP measures without unreasonable effort because of the unpredictability of the amounts and timing of events affecting the items we exclude from non-GAAP measures. For example, stock-based compensation is unpredictable and can fluctuate significantly each quarter.

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Transitioning fleets in **targeted high-growth markets** from ICE¹ to electric with purpose-built technology.

Medium and heavy duty last-mile fleets are optimally positioned for electrification and present a valuable target market with manageable infrastructure requirements.

Xos core offering of purpose-built vehicles, fleet management software, and charging infrastructure is driving adoption.

(1) Internal Combustion Engines



Our mission is to decarbonize transportation with reliable electric trucks and the tools to adopt them.

5 YEARS

Of operation. Xos trucks on the road since 2018, testing and improving our technology

\$34B¹

Addressable market, growing at a 35% CAGR

2,000 UNITS²

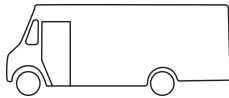
Current annual production capacity between two facilities

TRACTION

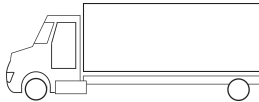


VEHICLES

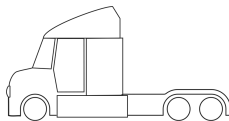
CLASS 5/6



CLASS 6/7



CLASS 8



SOFTWARE

VEHICLE CONTROLS

Powertrain/body controls, over-the-air software updates, and more

FLEET INTELLIGENCE

Centralized control hub for fleets to manage their Xos vehicles

SERVICES

X- LEASE

Competitive financing plans



Xos ENERGY

Energy storage and charging infrastructure



SERVICE

750+ mobile service technicians in network



(1) U.S. Last-Mile MD & HD Truck Sales. Based on data provided by ACT Research Commercial Vehicle Sales Forecasts, and reflects Xos assumed average selling price applied to medium-duty and 20% of heavy-duty commercial truck sales assumed to be used for last mile applications.

(2) Assumes facilities are operating at full production capacity and Xos is able to mitigate current supply chain constraints.

Xos Is Focused On The Fast-Growing Last-Mile and Return-to-Base Segments.

- Travel < 200 miles per shift
- Return to base at night
- Predictable routes

CLASS 2



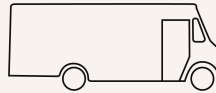
CLASS 3



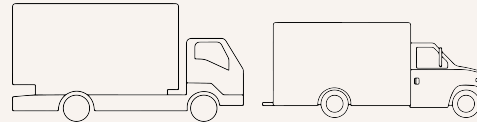
CLASS 4



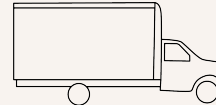
CLASS 5



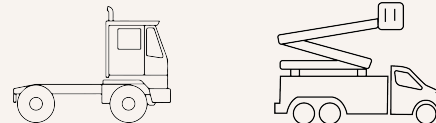
CLASS 6



CLASS 7



CLASS 8
REGIONAL

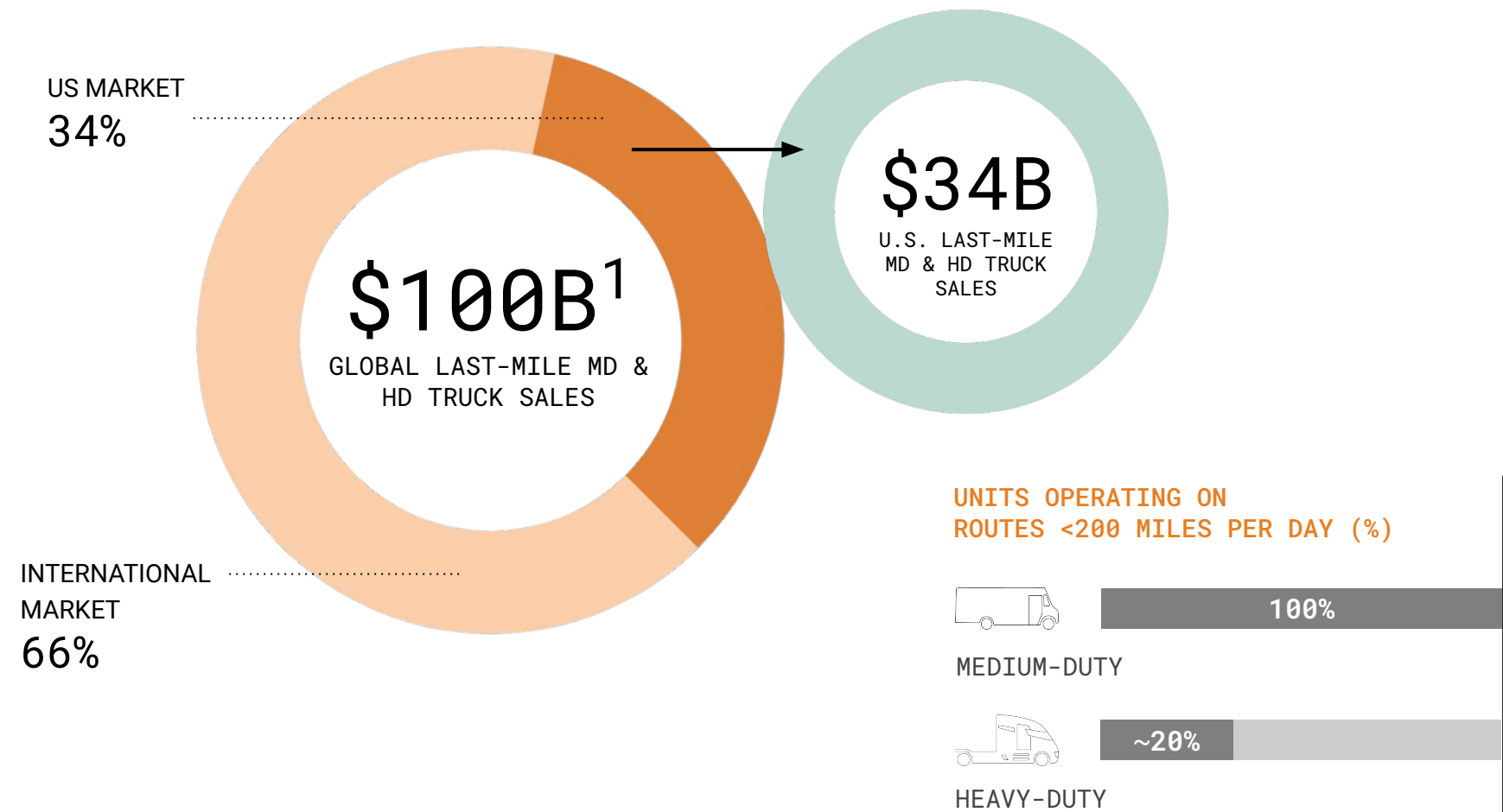


CLASS 8
LONGHAUL



Focus on Last-Mile Medium-Duty Market

Xos focuses on the medium- and heavy-duty last-mile commercial segments where the electrification opportunity is sizable and growing.



35% CAGR¹

Electric vehicle sales in Xos' target market through 2040.

~34%

Decline in average route length since 2000.

The growth of e-commerce is driving fulfillment centers to locate closer to customers, resulting in an increased number of last-mile routes.

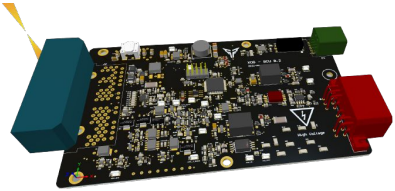
Source: LMC Automotive, ATA, BMO Capital Markets, BloombergNEF, NACFE and Oak Ridge National Laboratory
1. Reflects Xos assumed average selling price applied to medium-duty and 20% of heavy-duty commercial truck sales assumed to be used for last-mile applications and excludes China.
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TCO Advantage Driven by Core Proprietary Technologies



Xos Battery System, X-Pack and Lyra 30 and Lyra 60

- Proprietary **“cut-to-length” battery architecture** reduces acquisition cost by eliminating unnecessary battery capacity
- **Forced air-cooling technology** bolsters maximum pack longevity and weight savings



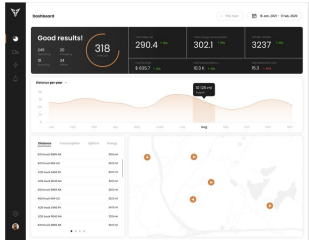
Xos Battery Management System

- Pack-level BMS allows **each X-Pack to perform independently** reducing vehicle downtime
- Proprietary **technology manages battery health** for 200,000+ miles of usable life



X-Platform Modular Chassis Platform

- **Universal chassis platform** reduces engineering and testing expenses associated with releasing new trucks
- Designed specifically for commercial vehicles, with a **key focus on weight and durability**





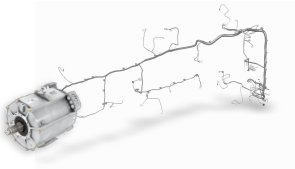



Xos Proprietary Software

- Xos Connect Software is integrated in every Xos vehicle and features **over-the-air update capabilities**
- Xosphere Intelligence Platform provides **comprehensive data and analysis and generates savings** through reduced vehicle downtime and driver safety and behavior monitoring

Hardware Tailored for Last-Mile Market

Common platform architecture drives significant engineering and manufacturing synergies.

PLATFORM	VEHICLE CLASSES	X-PLATFORM CHASSIS	VEHICLES
MD X-PLATFORM	Class 5-6 Adaptable chassis for on-highway, pickup and delivery.		
HD X-PLATFORM	Class 7-8 Adaptable chassis for on-highway, vocational, and severe work condition.		
POWERTRAIN	Mixed Use Powertrain solutions for both off-highway, industrial equipment and on-highway trucks.		

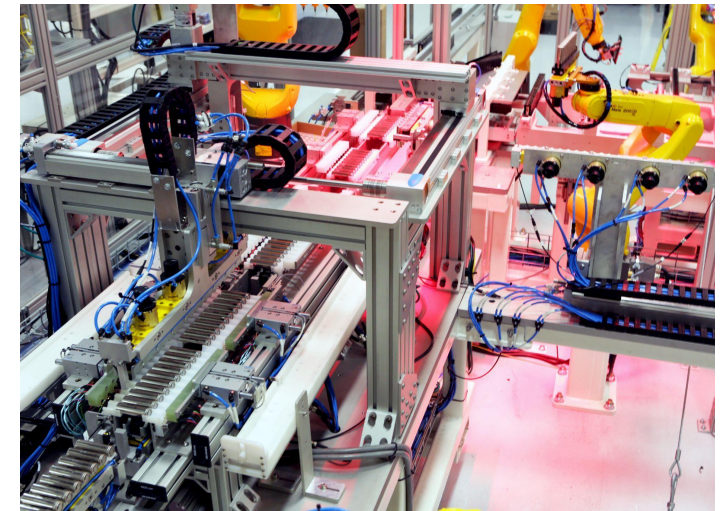
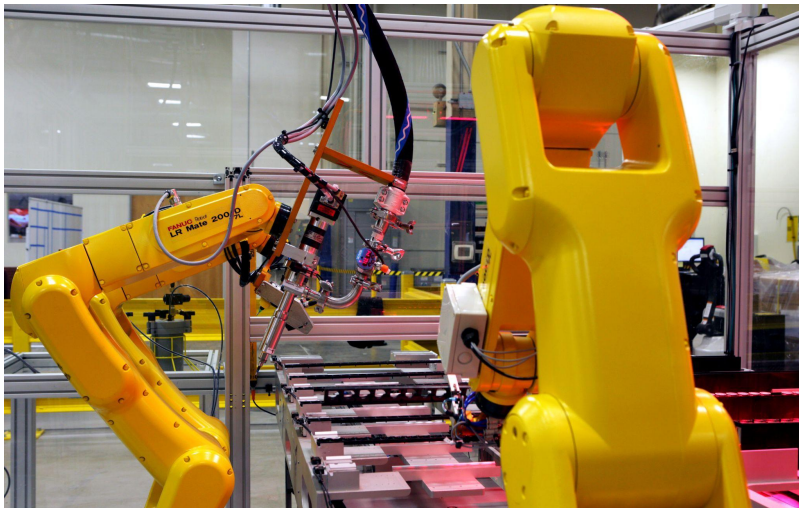
Lyra Series™ Batteries

Xos Next-Generation Battery Series

- Newly launched Lyra 30™ and Lyra 60™ batteries
- 30kWh and 60kWh models
- 52% improvement in Gravimetric Density
- 45% improvement in Volumetric Density
- Provides more compact packaging and improved range
- Builds on modular air cooling technology platform
- Proprietary module and enclosure design
- Lyra batteries deployed in vehicle deliveries in Q4 2021



Lyra 60 (60kWh), the newest Xos Battery Pack



The automated production line in development for Lyra 30 and Lyra 60

Xosphere™: Xos Fleet Intelligence Platform

Xosphere is a proprietary fleet intelligence platform purpose-built for electric fleets. Xosphere allows fleet operators to effortlessly monitor performance in real-time with telematics, while minimizing charging cost, optimizing energy usage, and managing maintenance and support at the click of a button.



Telematics

Asset tracking, alerts, and real-time vehicle data



Energy & Charging

Energy cost and infrastructure management



Service & Maintenance

Service history, requests, and preventative maintenance



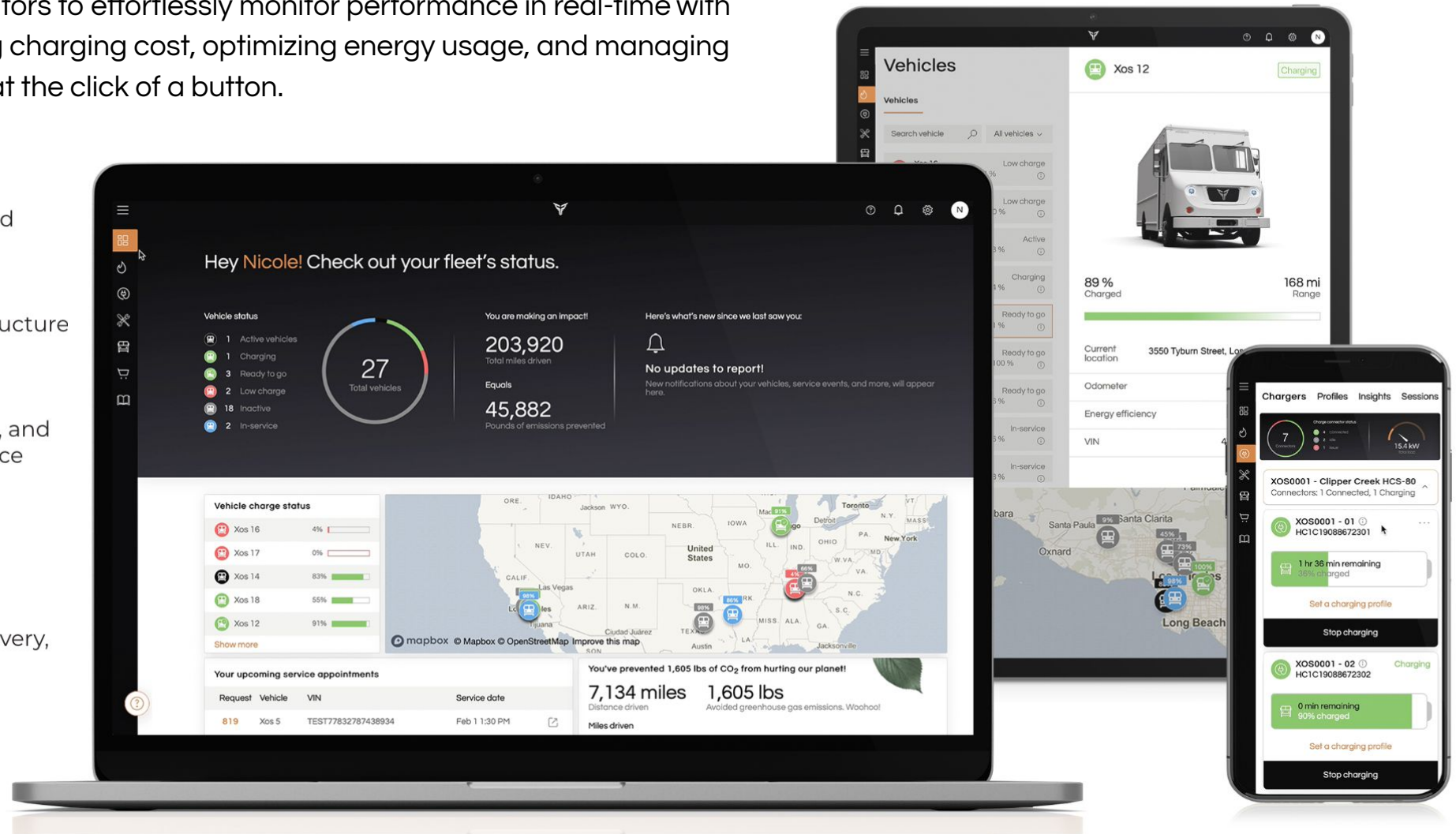
OTA Updates

Over-the-air vehicle software updates



Vehicle Ownership

Ordering, financing, delivery, training, and support



Board of Directors

Anousheh Ansari



Alice Jackson



Burt Jordan



Sara Mathew



George Mattson



Ed Rapp



Leadership



Dakota Semler
Chairman & CEO



Rob Ferber
CTO



Giordano Sordoni
COO, Director



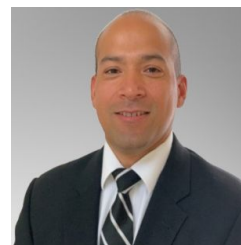
Kingsley Afemikhe
CFO



Operation & Business Development



Dag Reckhorn
SVP of Mfg.



Jose Castañeda
VP Business Development



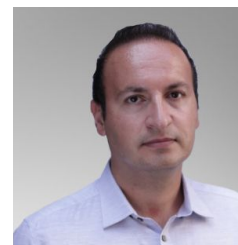
Mike Chaffins
VP of Supply Chain



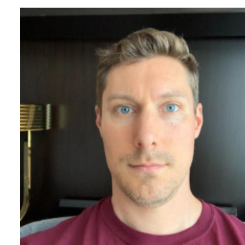
Esther Santos
Director of North American Sales



Engineering



Saleh Mirheidari
VP of Software Engineering



Mat Freiheit
Chief Engineer



Adam Ruddle
VP of Chassis Systems



Justin Yee
Advanced Vehicle Engineering



Commercial Update

Additional Orders and Traction with Key Customers

- Continued growth in electric truck orders from **FedEx Ground operators**
- Leading Uniform Rental companies, including **Unifirst**, **Cintas**, and **Morgan Services**, purchase 13 vehicles with LOIs for up to 200 units
- Orders from leading beverage distribution companies including **Anheuser Busch** and **Southern Glazer's Wine and Spirits**
- **Merchants Fleet** partnership, with first deliveries in 2022
- Distribution partnership with **Yancey** to distribute Xos vehicles across Georgia
- Multi-Million Dollar Truck Order with **Route Consultant**, a Premier Broker for FedEx Ground Contractors
- Additional total of **360 Vehicles under LOI** during Q3 2021



Flexible manufacturing approach

Design, test, and procure in-house. Use industry-leading partners to manufacture efficiently at scale.

By having in-house teams manage manufacturing and automation engineering, supply chain and procurement, and quality and durability testing, Xos is able to develop quality technology quickly with a high level of control.

Third-party manufacturing partners allow that technology to be built at scale with reduced cost outlays in local facilities, staffing, and systems.

Manufacturing Approach



MANUFACTURING
ENGINEERING



AUTOMATION
ENGINEERING



SUPPLY CHAIN



QUALITY
MANAGEMENT



FACILITY



STAFFING



MANUFACTURING
PARTNERS



Monterrey

- Leading global manufacturer of frame and chassis systems for commercial vehicles generating ~\$2B in annual revenue
- Contract manufacturer of commercial vehicles in South America and flex assembler for Xos
- Facilities within US, Mexico, and South America



Byrdstown

- Largest manufacturer of glider vehicles in the US market
- Produced over 5,000 trucks per year¹
- Partner in Xos' first Flex Manufacturing facility

(1) Prior to EPA emissions regulations beginning in January 2018.

Flex Manufacturing Update



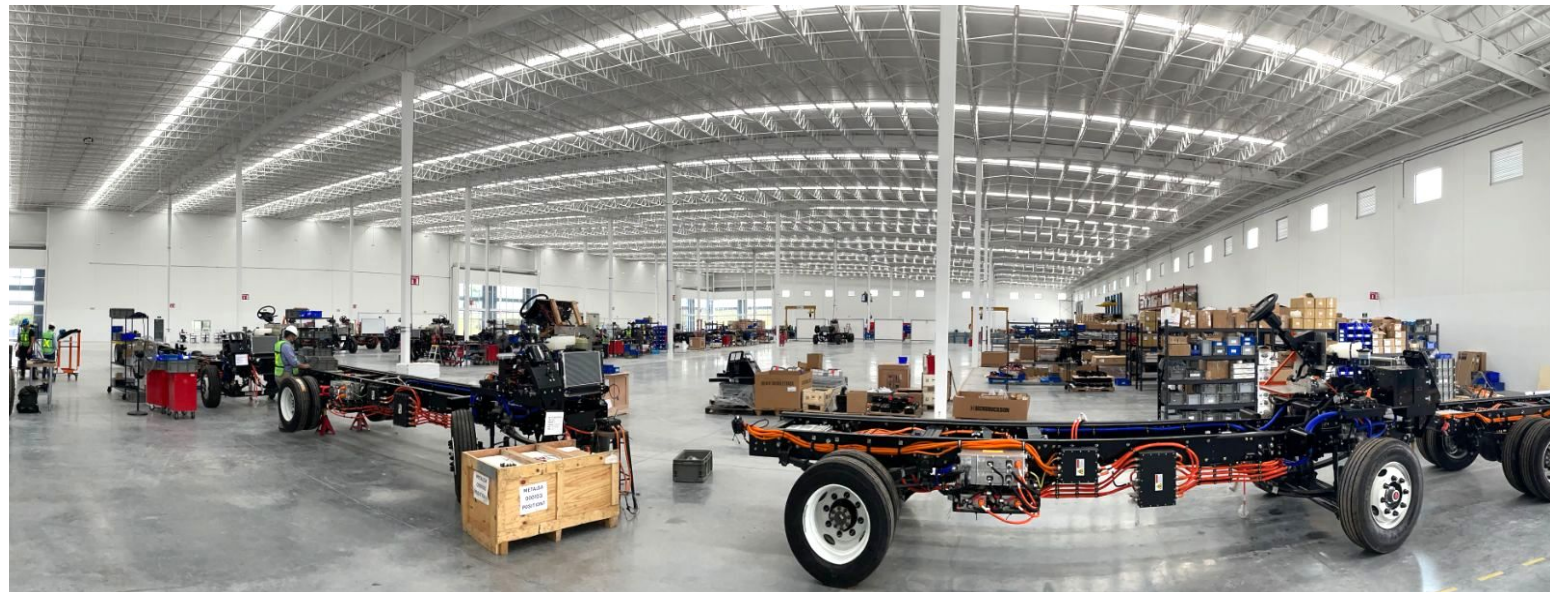
Flex 1 - Byrdstown, TN

- Flex 1 has reached production capacity of 1,000 units per year
- Automated battery production line in deployment



Flex 2 - Monterrey, MX

- Flex 2 has reached production capacity of 1,000 units per year on single shift
- Chassis assembled in partnership with Metalsa, a leading Tier-1 provider of frame rails and chassis systems in North America



HQ, Los Angeles Engineering Update

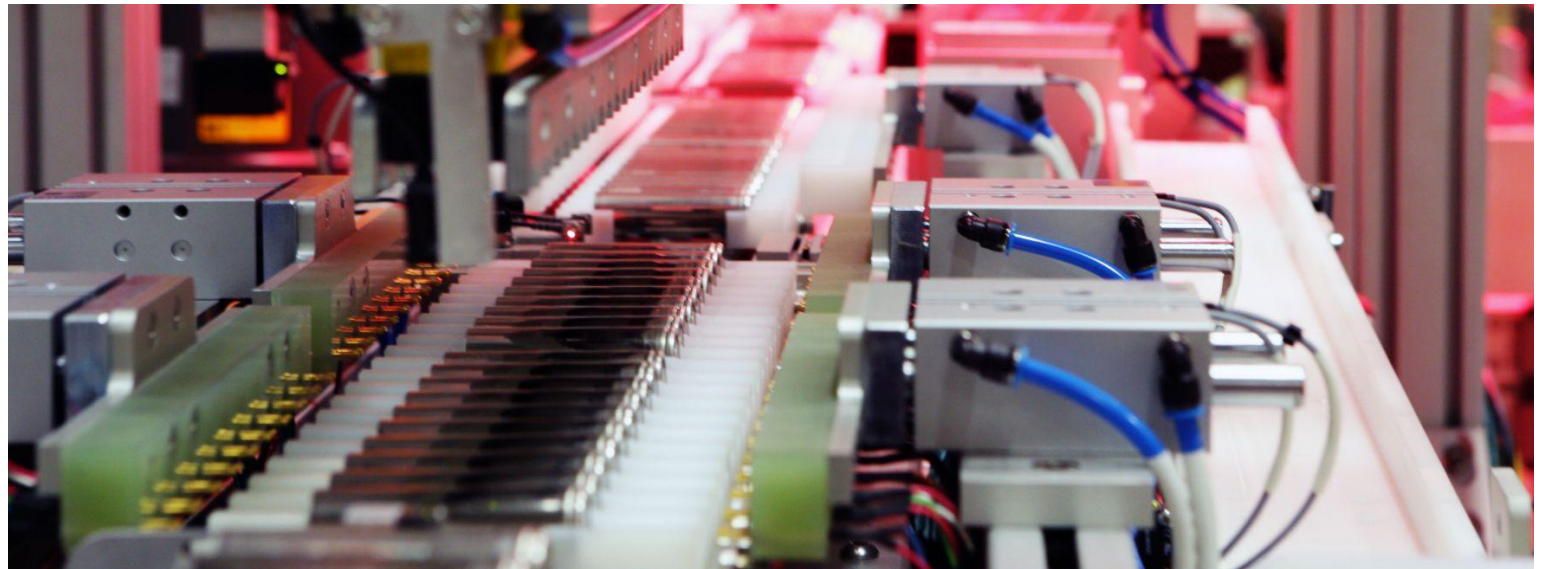
Engineering Update

Development of Class 6, 7, and 8
Truck Program in process

Automated Battery Line installed in
Los Angeles HQ.

Supply Chain Update

Procurement of key materials for
2022 objectives in progress including
additional focus on domestic
sourcing where possible



Q4 2021 Business Update

	4Q21 E (Guidance) ²	4Q21 E (PROVISIONAL, UNAUDITED) ^{3, 4}
Unit Deliveries	15-25 units	32 units
Revenues	\$1.7 million - \$3.0 million	\$3.1 million
Non-GAAP Operating Loss ¹	\$18 million - \$22 million	BEING FINALIZED

(1) Excludes Stock-Based Compensation.

(2) As disclosed in the Company's third quarter 2021 earnings presentation dated November 11, 2021.

(3) Unit deliveries and revenue represent only two measures of our performance and should not be relied on as an indicator of quarterly financial results, which depend on various factors, including cost of goods sold and operating expenses.

(4) Preliminary revenues are based on management's initial review of operations for the quarter ended December 31, 2021 and remain subject to completion of the Company's customary closing and review procedures and final adjustments and other developments that may arise between now and the time the financial results for the quarter ended December 31, 2021 are finalized. It is possible that the final reported results for the quarter ended December 31, 2021 may differ materially from the information provided in this release.

Commentary

- Ramp up in deliveries from both Byrdstown and Monterrey facilities through the fourth quarter

