



# 16<sup>th</sup> Annual Wolfe Research Global Transportation & Industrials Conference

May 23, 2023

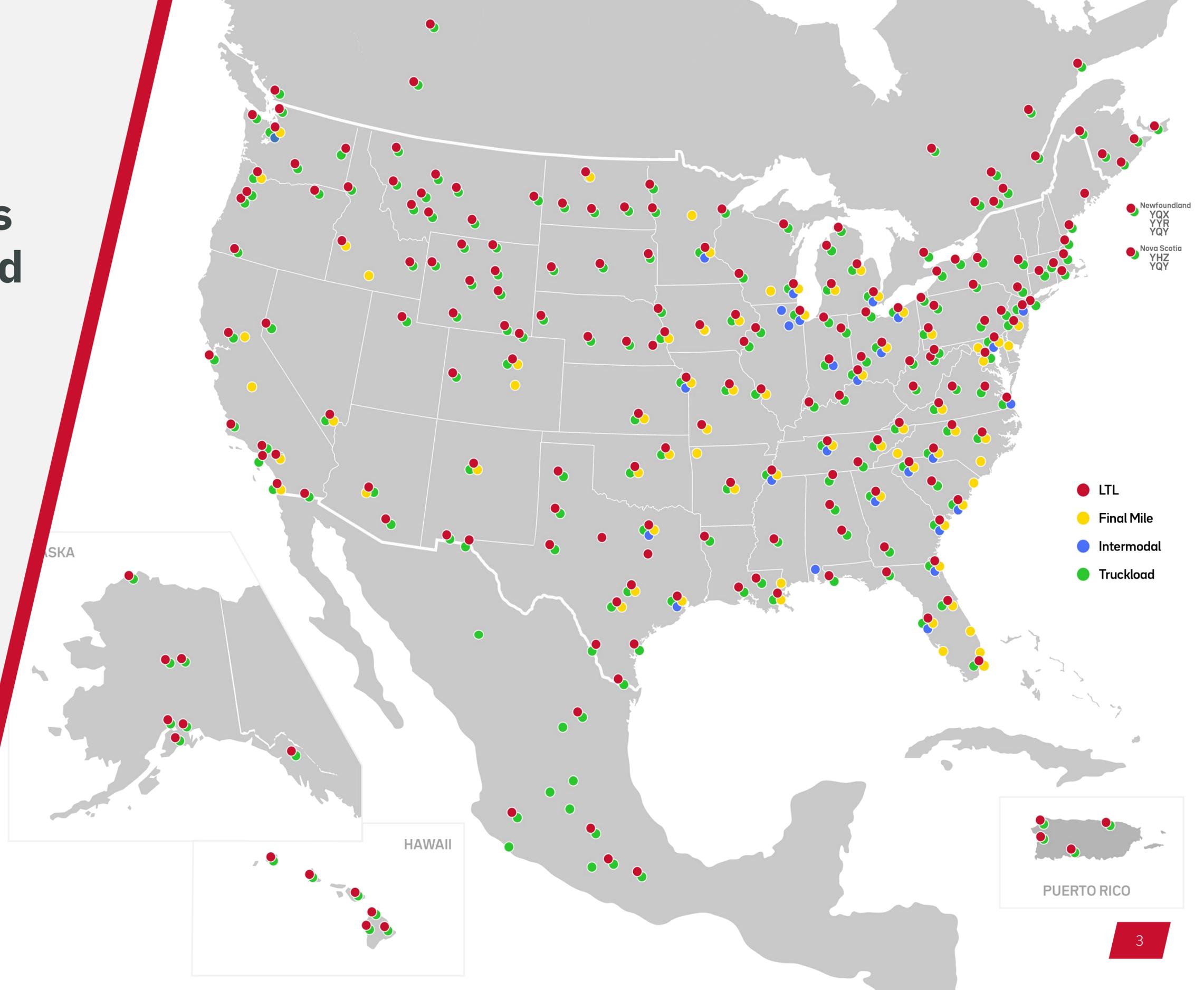
# Forward-Looking Statements

Certain statements contained in this presentation are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and are based on Forward Air Corporation's ("Forward") expectations, intentions and projections regarding Forward's future performance, anticipated events or trends and other matters that are not historical facts. Words such as "expects," "anticipates," "intends", "estimates," or similar expressions are intended to identify these forward-looking statements. These forward-looking statements include, but are not limited to, statements regarding estimates and forecasts of financial, operational and performance metrics; our outlook, guidance and expectations regarding EPS growth, revenue and adjusted net income per diluted share through 2023; our growth opportunities and strategies, including expected terminal expansion, increased network capacity, growth in total addressable markets, opportunities in premium LTL markets, growth in logistics demand, demand for our premium services, and the potential positive impact to our financial and operational results; the opportunity to implement our strategic initiatives, including ongoing optimization, to deliver transportation solutions and gain new business; and our expectation that our portfolio positions us for profitable growth and value creation. These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied by such forward-looking statements, including those discussed in Forward's Annual Report on Form 10-K for the year ended December 31, 2022 under the heading "Risk Factors." Forward-looking statements speak only as of the date of such statements and, except as required by applicable law, Forward does not undertake any obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

To supplement the financial measures prepared in accordance with generally accepted accounting principles in the United States ("GAAP"), we have included the following non-GAAP financial information in this presentation: free cash flow and adjusted net income per diluted share. The reconciliation of these non-GAAP measures to the most directly comparable financial measure calculated and presented in accordance with GAAP can be found in the Appendix to this presentation. Because these non-GAAP financial measures exclude certain items as described herein, it may not be indicative of the results that Forward expects to recognize for future periods. As a result, these non-GAAP financial measures should be considered in addition to, and not a substitute for, financial information prepared in accordance with GAAP.

# One of the Most Extensive Networks in the industry – and Growing

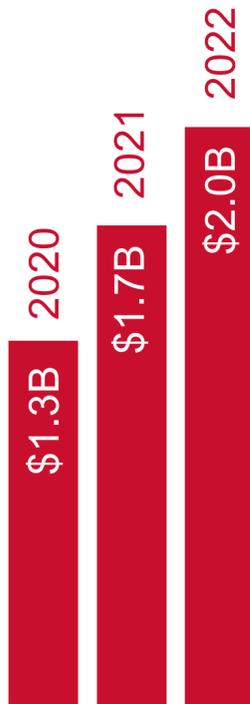
- **Over 200 locations** in the U.S., Canada and Mexico
- **Targeting 30 new terminals in the next five years** starting with secondary hubs in primary cities
- Adding network capacity by expanding the LTL terminal network



# Creating Shareholder Value



**Strong Free Cash Flows**  
Free Cash Flow increased to \$220.7M in 2022 from \$88.4M in 2021\*



**Revenue Increase**  
Revenue increased to \$2.0B in 2022 from \$1.7B in 2021



**Adjusted Net Income Per Diluted Share**  
Adjusted Net Income Per Diluted Share increased to \$7.18 in 2022 from \$4.43 in 2021\*



**Increased Dividend**  
Raised the dividend four times over the last five years



**Return to Shareholders**  
Returned \$388M over the last five years to shareholders through dividends and share repurchases

# Grow Forward Strategy

2023 Disciplined Approach to Growth and Efficiency

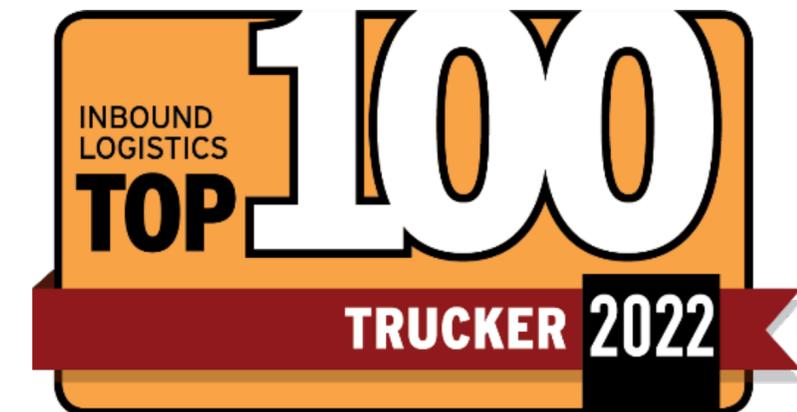
2022 Expanded Customers

2021 Cleansed Network

2020 Strategic Pricing

2019 Higher Quality Freight

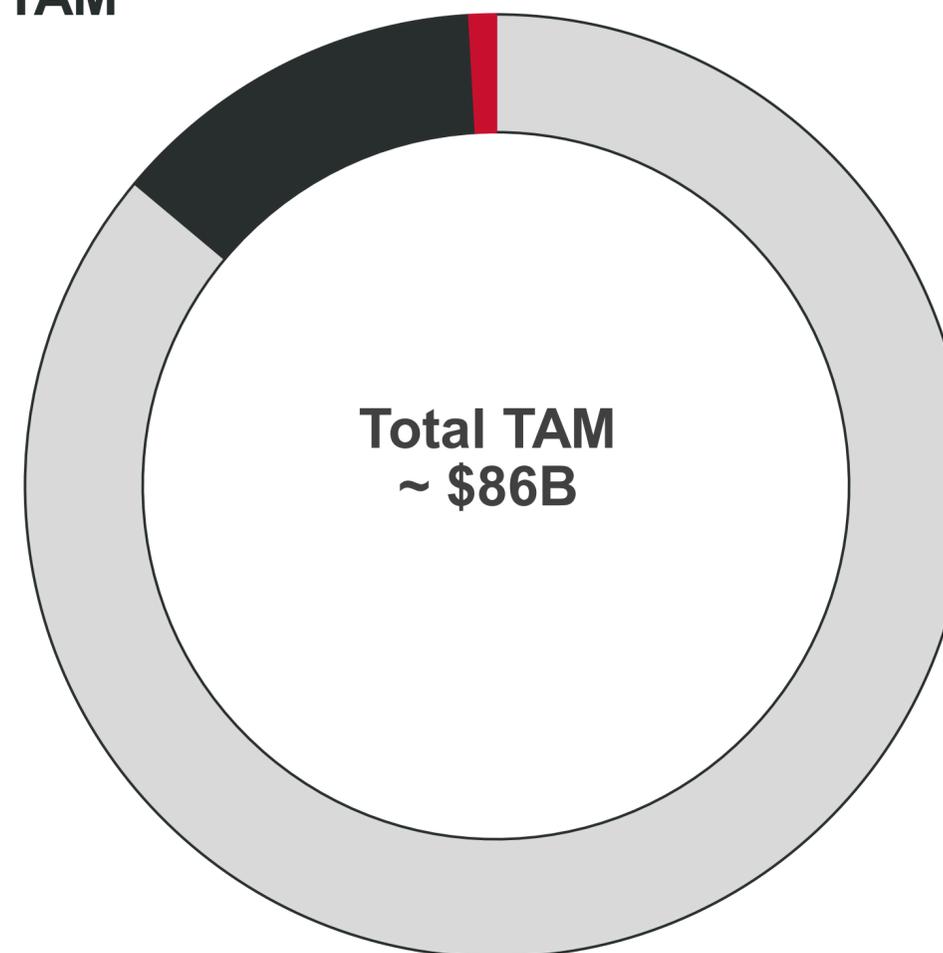
# Recognized as an Industry Leader



# Positioned for Future Growth

Forward Market Share  
~ 7% (\$1B)

Premium LTL TAM  
~ \$15B (17%)



# APPENDIX

---



# Reconciliation of GAAP to Non-GAAP Financial Measures

## Reconciliation of Consolidated Net Income Per Diluted Share for Continuing Operations<sup>1</sup>

	Three Months Ended		For the Year Ended		
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021	December 31, 2020
<b>As Reported</b>	\$ 1.60	\$ 1.40	\$ 7.14	\$ 4.22	\$ 1.89
Professional fees for cybersecurity and shareholder engagement activities	-	-	-	0.19	0.05
Change in the fair value of the earn-out liability	-	-	(0.01)	(0.01)	0.01
Vehicle liability reserve	0.04	-	0.04	-	-
Due diligence and integration cost	0.01	-	0.01	-	-
<b>As Adjusted<sup>2</sup></b>	<u>\$ 1.65</u>	<u>\$ 1.40</u>	<u>\$ 7.18</u>	<u>\$ 4.43</u>	<u>\$ 2.05</u>

<sup>1</sup> Net income per diluted share amounts are based on the after tax effect of each item

<sup>2</sup> Rounding may impact summation of amounts

## Reconciliation of Free Cash Flow for Continuing Operations

(Amounts in millions)

	For the Year Ended		
	December 31, 2022	December 31, 2021	December 31, 2020
Net Cash Provided by Operating Activities	\$ 259.1	\$ 124.9	\$ 96.1
Proceeds from Sale of Property and Equipment	2.4	2.6	2.4
Purchases of Property and Equipment	(40.7)	(39.1)	(20.3)
<b>Free Cash Flow</b>	<u>\$ 220.7</u>	<u>\$ 88.4</u>	<u>\$ 78.3</u>