Except for the historical information contained herein, the matters set forth in this presentation are forward-looking statements that represent our expectations, beliefs, intentions or strategies concerning future events. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from our historical experience or our present expectations, including, but not limited to such factors as changes in economic conditions, including uncertain consumer demand; changes in market demand and pressures on the pricing for our services; fuel price increases or decreases, or fuel shortages; competition and growth rates within the global logistics industry; freight levels and increasing costs and availability of truck capacity or alternative means of transporting freight; risks associated with significant disruptions in the transportation industry; changes in relationships with existing contracted truck, ocean, air and rail carriers; changes in our customer base due to possible consolidation among our customers; risks with reliance on technology to operate our business; cyber-security related risks; risks associated with operations outside of the United States; our ability to identify or complete suitable acquisitions; our ability to successfully integrate the operations of acquired companies with our historic operations; risks associated with litigation, including contingent auto liability and insurance coverage; risks associated with the potential impact of changes in government regulations; our ability to hire and retain a sufficient number of qualified personnel; risks associated with changes to income tax regulations; risks associated with the produce industry, including food safety and contamination issues; the impact of war on the economy; changes to our capital structure; changes due to catastrophic events including pandemics such as COVID-19; and other risks and uncertainties detailed in our Annual and Quarterly Reports.
| 1 | Why C.H. Robinson |
| 2 | Global Leader in Freight & Logistics |
| 3 | Sustainable Growth Strategy |
| 4 | Scale Digitally and Optimize Processes: A Scalable Operating Model |
| 5 | Resilient, Proven, Non-Asset Based Business Model |
| 6 | Environmental, Social & Governance |
| 7 | Additional Information |
Driving growth today & building long-term shareholder value into the future

Why C.H. Robinson

Sustainable Growth Strategy Driven by Differentiation
- Unique combination of scale and services to provide global, end-to-end supply chain solutions
- Speed to evolve in rapidly changing industry
- Value proposition driven by our customer promise

Comprehensive Solutions for Digital Supply Chains
- Creating scalable solutions to deliver value for our two-sided marketplace
- Navisphere® product platform, supported by product advancements

Resilient, Proven, Non-asset-based Business Model
- Delivers industry-leading returns
- Significant cash flow supports our balanced capital allocation priorities

Global Leader in Expanding Freight & Logistics Market
- Leading suite of global services and capabilities
- Significant market share opportunities
Global Leader in Expanding Freight & Logistics Market
We move the world’s supply chains

- Diversified, global suite of services
- Market-leading positions in Truckload, Less-Than-Truckload (LTL), Ocean & Air
- Broad diversity of customers and carriers around the globe
- Unmatched combination of scale, expertise & technology
- Significant market share opportunities with low-single digit share in large addressable markets
Connecting & serving the two-sided marketplace

100K customers across the globe

<table>
<thead>
<tr>
<th>Customer Size Segmentation</th>
<th>Customer Count</th>
<th>% of Adjusted Gross Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>0.5%</td>
<td>26.2%</td>
</tr>
<tr>
<td>Large</td>
<td>2.0%</td>
<td>26.8%</td>
</tr>
<tr>
<td>Medium</td>
<td>4.5%</td>
<td>19.3%</td>
</tr>
<tr>
<td>Small</td>
<td>93.0%</td>
<td>27.7%</td>
</tr>
</tbody>
</table>

96K carriers and suppliers

- 7% large carriers > 400 trucks
- 13% medium carriers 100-400 trucks
- 80% small carriers < 100 trucks

Top 500 Customers
- 53% of adjusted gross profit
- 99.4% retention in 2022
- 88% 10+ years with C.H. Robinson

Note: All customer, carrier and supplier data as of 2022.
Unique, best-in-class global suite of services

- Shippers want more global, end-to-end solution providers for their supply chains.
- Over 1/2 of total revenues and ~1/2 of Transportation AGP came from customers of both our surface transportation & global forwarding services.
- We deliver best-in-class comprehensive solutions across modes, services & geographies.

Customs: $108M, 3%
Sourcing: $113M, 3%
Air: $198M, 6%
Managed Services and Other: $252M, 7%
Less Than Truckload (LTL): $632M, 18%
Ocean: $730M, 20%
Truckload: $1.561B, 43%

$108M, $113M, $198M, $252M, $632M, $730M, $1.561B

* Based on Adjusted Gross Profit (AGP) for 2022.
Significant market share opportunity in large addressable markets

3PL Global Market expected to achieve 8.5% CAGR from 2021 – 2028

North American Surface Transportation Market ($B)

Global Freight Forwarding Market ($B)

1 Source: Grandview Research
2 Source: Armstrong & Associates, Inc.
Brokerage is steadily capturing more of the total freight market

Brokerage Penetration of U.S. Freight Market*
Shift from asset-based trucking to brokers has been ongoing and is expected to continue

* Source: Armstrong & Associates, Inc.
Global Forwarding Gaining Share at Market Competitive Rates

Ocean TEUs Index

Airfreight Tons Index

Adjusted Gross Profit per Ocean TEU (Quarterly)

Adjusted Gross Profit per Airfreight Ton (Quarterly)

* Indexed at 100 beginning Q1 2020; trailing four quarters.
Sources: Public filings; Armstrong & Associates industry report and CHR estimates
Sustainable Growth Strategy
Strategy to improve operating performance and deliver premium shareholder returns

Increase Share
- Leverage integrated service model to grow market share and expand globally
- Industry-leading tech, people & processes to provide best-in-class service
- Expand modal capabilities

Grow Globally
- Expand Global Forwarding ("GF") business as provider of choice for multinational customers
- Leverage scale to capitalize on growing market and unique global footprint
- Grow capabilities and presence in key trade lanes and geographies

Scale Digitally
- Provide customers & carriers the digital products they value
- Leverage data, scale and information advantage
- Bring meaningful products, features and insights to both sides of the two-sided marketplace
- Increase digital execution of all touch points in the lifecycle of a load

Optimize Processes
- Digitize more internal tools and processes and drive down costs
- Free customer and carrier reps' capacity for higher-value touchpoints
- Drive more revenue synergy across business units

Spend Strategically
- Support organic growth by leveraging strong cash flow
- Modernize core for future integrations
- Complement with opportunistic M&A
Our unique value proposition: Pillars of Customer Promise

• Diversified, **Global Suite of Services®**—we can reliably meet all logistics services needs today and in the future

• An **Information Advantage Delivering Smarter Solutions®** by taking advantage of our experience, data and scale

• Delivered through **People You Can Rely On®** as an extension of your team

• **Technology Built by and for Supply Chain Experts®** leading to proven tailored, market-leading solutions that drive better supply chain outcomes
Scale Digitally & Optimize Processes - A Scalable Operating Model
Scalable Operating Model

**OUTCOMES**
- Decouple volume and headcount growth
- Protect and grow share
- Achieve profitable growth at scale

**DESIGN SCALABLE SOLUTIONS**
- Scalable Digital Processes
- Customer Experience
- Optimized AGP and Volume at Enterprise Level
  (Yield Management)

**Path to lowest cost operator / execution**

**DRIVEN BY...**
- Cross functionally aligned change
- Process re-engineering
- Talent and compensation alignment
- Technology and science investment priorities
Scalable Digital Processes

**FUTURE STATE**
- Eliminate friction
- Automate where possible
- Create Self-serve capabilities where possible

**FUTURE STATE:**
Scaling digital processes enables our people to work more efficiently and focus their time on exceptions and more complex work.
How It All Connects To Drive Growth

Flywheel to fuel growth

- More carriers
- More volume
- More modal & geographic coverage
- Exceptional customer & supplier experience

- Freight Volume Growth
- Digitization
- More freight service providers
- Lower operational costs
- Fair rates

Scalable Operating Model
New carrier and customer experiences driving digital adoption & growth

- Shipments per person per day increased 4% sequentially in Q1, as we progress toward our goal of 15% year-over-year improvement by Q4 2023
  - Accelerated the digital execution of critical touch points in the lifecycle of a load, including:
    - Automation of in-transit tracking updates
    - Automation of appointment-related tasks
- 721 million digital transactions with customers and carriers in Q1, a 49% year-over-year increase
Resilient, Proven Non-Asset-Based Business Model
Rising profits & cash returned to shareholders through market disruptions

Trailing 20-Year Adjusted Gross Profit & Operating Income

CHRW 5-Year Total:
- Adj Gross Profits: $4.4B
- Earnings per Share: $6.67
- Cash to shareholders: $673M

CHRW 5-Year Total:
- Adj Gross Profits: $7.6B
- Earnings per Share: $12.83
- Cash to shareholders: $2.0B

CHRW 5-Year Total:
- Adj Gross Profits: $10.8B
- Earnings per Share: $16.37
- Cash to shareholders: $2.8B

CHRW 5-Year Total:
- Adj Gross Profits: $14.4B
- Earnings per Share: $26.35
- Cash to shareholders: $4.3B
Balanced capital allocation strategy

Sustain & Drive Growth
- Prioritize high-return, close-in investments to drive organic growth
- Opportunistically use M&A to drive total shareholder return by advancing tools, services and global skillset

Optimize Balance Sheet
- Optimize Weighted Average Cost of Capital (WACC) by maintaining investment grade credit ratings
- Efficiently repatriate cash

Minimize Risk
- Maintain $600M - $750M of liquid assets (cash & borrowing availability)
- Stagger debt maturities to reduce refinancing risk

Return Capital
- Grow dividends in alignment with long-term EBITDA
- Opportunistic approach to share buybacks

Resilient, Proven, Non-Asset-Based Business Model

Capital Distribution ($M)

- $1.8 billion of cash returned to shareholders in 2022 YTD, up 100% year-over-year
- 2022 capital distribution equates to 189% of our 2022 net income
- Uninterrupted dividends, without decline on a per share basis, paid for more than 25 years
Driving growth today & building long-term shareholder value into the future

Global Leader in Expanding Freight & Logistics Market
- Leading suite of global services and capabilities
- Significant market share opportunities

Sustainable Growth Strategy Driven by Differentiation
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Resilient, Proven, Non-asset-based Business Model
- Delivers industry-leading returns
- Significant cash flow supports our balanced capital allocation priorities
Environmental, Social & Governance (ESG)

C.H. Robinson continues to prioritize our organization’s ESG initiatives, including progressing against our science-aligned climate goal; advancing diversity, equity and inclusion (DEI) efforts; and engaging employees, customers, and industry partners on environmental and social topics.
Making promises. Taking action.

As an industry leader, we recognize our place as a change agent for progress. Our strong performance against our goals mitigates the effects of climate change.

Scope 1 & 2 Emissions Intensity Reduction
Reduced emissions intensity by 47% from 2018 to 2022, exceeding goal of a 40% reduction by 2025.

Scope 3 Reporting Standardization
As part of our industry-leading commitment to transparency across our value chain, we report on our full emissions annually.

Top Partnerships to Advance Global Climate Efforts
Together with Smart Freight Centre, World Economic Forum, MIT, and others, we are developing a book and claim chain of custody system for transportation supply chain emissions-reduction actions.
Setting industry standards with consulting, optimization & technology

We help customers and carriers lower emissions—from our business model enabling everyday advances (e.g., empty mile reduction) to consulting that offers mode optimization strategies and more…

See carbon emissions
Review by mode, location, and retailer for insights to focus reduction efforts.

Benchmark performance
Understand trends over time and compare against industry and market trends.

Reduce emissions
We help find key ways—from consolidation to network redesign, and beyond.

…to technology built on the Global Logistics Emissions Council (GLEC) framework, like our EMISSIONS IQ™ tool for instant visibility into carbon emissions plus ways to reduce.
At the heart of all that we do

We focus on supporting those we serve as well as those who serve our organization and industry, from our customers & carriers to our dedicated employees…

$4M
Contributed to more than 1,100 Charities in 2022
Up 60% over 2021—our goal is to strengthen local communities, charities, and further champion employee advocacy efforts.

8,900
Employee Volunteer Hours in 2022
This generated the equivalent of $280K in revenue for nonprofit organizations.

$1.35M
Employee Donations in 2022
Including a dollar-for-dollar C.H Robinson match, to support the causes our employees care about.

…we also focus on key Community Relations initiatives and beyond. #RobinsonCares
For a more sustainable, efficient & inclusive place—for everyone

We continue to earn recognition for our organization through our commitment to industry-leading ESG practices.
Diversified, global suite of logistics services

Global Forwarding (GF)
- #1 Non-Vessel Operating Common Carrier (NVOCC) in the Transpacific Eastbound trade lane
- Top 5 NVOCC within the global ocean carrier portfolio
- Fast, reliable air freight services at all major hubs around the world

All Other & Corporate
- Robinson Fresh - Providing cold chain solutions and a full line of high-quality fruits/vegetables to retailers and foodservice companies
- Managed Services (TMC) - Outsourced logistics combining global TMS technology with logistics experts
- Other Surface Transportation – Presence in 12 European countries

C.H. Robinson Business Segments

FY 2022 Adjusted Gross Profit*
- 61% N.A.S.T
- 30% Global Forwarding (GF)
- 9% All Other & Corporate

+22.5% Y/Y
+0.9% Y/Y
+9.6% Y/Y

North American Surface Transportation (NAST)
- Aggregating a fragmented market
- Most connected / largest network of truckload and LTL carriers in North America
- Industry-leading technology to automate the entire shipment lifecycle, maximize efficiency and provide access to real-time pricing and better end-to-end visibility
- Trusted supply chain experts act as an extension of the customer's and carrier's team to develop solutions tailored to their needs

* Adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit is calculated as gross profit excluding amortization of internally developed software utilized to directly serve our customers and contracted carriers.
Market Leader Competitively Advantaged via Scale

- **Leading position in secularly growing 3PL industry**

- **Driving profitable growth**
  - Truckload volume has grown Y/Y in six out of the last eight quarters
  - Adjusted gross profit has grown Y/Y in nine out of the last ten quarters

- **Leading tech capabilities enhancing scalability and information advantages**
  - Most connected and efficient marketplace
  - Real time, dynamic pricing tools
  - Enhanced digital products for customers and carriers
  - Streamlining processes to lower cost to serve and drive scalability

### Revenue

<table>
<thead>
<tr>
<th>(millions)</th>
<th>FY'20</th>
<th>FY'21</th>
<th>FY'22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$11,313</td>
<td>$14,508</td>
<td>$15,827</td>
</tr>
<tr>
<td>Adj Gross Profit</td>
<td>$1,517</td>
<td>$1,793</td>
<td>$2,197</td>
</tr>
<tr>
<td>Income from Operations</td>
<td>$508</td>
<td>$585</td>
<td>$833</td>
</tr>
</tbody>
</table>
Global Forwarding (GF)

Strategic Differentiator & Value Enhancer

- Global Forwarding capabilities serve as a key strategic differentiator vs. peers
  - Highlights full suite of logistics capabilities compared to digital upstarts
  - Broadens customer breadth and depth
- Strong customer and carrier collaboration is unlocking organic growth
  - Adding new commercial relationships with strategic, multi-national customers
  - Diversifying our trade lane and industry vertical exposure

<table>
<thead>
<tr>
<th>(millions)</th>
<th>FY'20</th>
<th>FY'21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$3,101</td>
<td>$6,730</td>
</tr>
<tr>
<td>Adj Gross Profit</td>
<td>$629</td>
<td>$1,074</td>
</tr>
<tr>
<td>Income from Operations</td>
<td>$176</td>
<td>$511</td>
</tr>
</tbody>
</table>
All Other & Corporate 9%

Market leading position in fresh produce category across retail and food service

Fast growing supply chain services component allocating end-to-end management of perishables supply chain

Fresh division creates over $150M in freight executed within NAST (50,000 loads)

Market leader in the global 4PL space with over $6B in freight under management (FUM)

Gartner challenger quadrant for supply chain management / managed services

Freight under Management (FUM) acts as fuel to NAST and GF flywheel with freight tendered to CHRW

Europe surface transportation business serves as a mechanism to support our global integrated services model
Our adjusted gross profit and adjusted gross profit margin are non-GAAP financial measures. Adjusted gross profit is calculated as gross profit excluding amortization of internally developed software utilized to directly serve our customers and contracted carriers. Adjusted gross profit margin is calculated as adjusted gross profit divided by total revenues. We believe adjusted gross profit and adjusted gross profit margin are useful measures of our ability to source, add value, and sell services and products that are provided by third parties, and we consider adjusted gross profit to be a primary performance measurement. The reconciliation of gross profit to adjusted gross profit and gross profit margin to adjusted gross profit margin are presented below:

### Non-GAAP Reconciliations

<table>
<thead>
<tr>
<th></th>
<th>$ in thousands</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td>$23,516,384</td>
<td>$22,046,574</td>
</tr>
<tr>
<td>Sourcing</td>
<td></td>
<td>$1,180,241</td>
<td>$1,055,564</td>
</tr>
<tr>
<td>Total Revenues</td>
<td></td>
<td>$24,696,625</td>
<td>$23,102,138</td>
</tr>
<tr>
<td><strong>Costs and expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased transportation and related services</td>
<td>$20,035,715</td>
<td>$18,994,574</td>
<td></td>
</tr>
<tr>
<td>Purchased products sourced for resale</td>
<td>$1,067,733</td>
<td>$955,475</td>
<td></td>
</tr>
<tr>
<td>Direct internally developed software amortization</td>
<td>$25,487</td>
<td>$20,208</td>
<td></td>
</tr>
<tr>
<td>Total direct costs</td>
<td></td>
<td>$21,128,935</td>
<td>$19,970,257</td>
</tr>
<tr>
<td><strong>Gross profit &amp; Gross profit margin</strong></td>
<td>$3,567,690</td>
<td>14.4%</td>
<td>$3,131,881</td>
</tr>
<tr>
<td>Plus: Direct internally developed software amortization</td>
<td>$25,487</td>
<td>$20,208</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted gross profit &amp; Adjusted gross profit margin</strong></td>
<td>$3,593,177</td>
<td>14.5%</td>
<td>$3,152,089</td>
</tr>
</tbody>
</table>
Our adjusted operating margin is a non-GAAP financial measure calculated as operating income divided by adjusted gross profit. We believe adjusted operating margin is a useful measure of our profitability in comparison to our adjusted gross profit which we consider a primary performance metric as discussed above. The reconciliation of operating margin to adjusted operating margin is presented below:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$24,696,625</td>
<td>$23,102,138</td>
</tr>
<tr>
<td>Operating income</td>
<td>$1,266,782</td>
<td>$1,082,108</td>
</tr>
<tr>
<td>Operating margin</td>
<td>5.1%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Adjusted gross profit</td>
<td>$3,593,177</td>
<td>$3,152,089</td>
</tr>
<tr>
<td>Operating income</td>
<td>$1,266,782</td>
<td>$1,082,108</td>
</tr>
<tr>
<td>Adjusted operating margin</td>
<td>35.3%</td>
<td>34.3%</td>
</tr>
</tbody>
</table>
Thank you