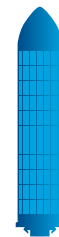




C.H. ROBINSON

# Logistics like no one else™




## Global leader in freight & logistics delivering across Truckload, Less than truckload (LTL), Ocean, and Air:

- Largest mover of truckload freight in North America
- 4th largest drop trailer provider in North America:  
12% of TL volume; ~\$1B business
- Top-tier North American LTL brokerage: \$3B+
- Leading forwarder of ocean freight globally
- Managed TMS provider for complex global supply  
chains through C.H. Robinson Managed Solutions™




CHRW | [investor.chrobinson.com](http://investor.chrobinson.com)







Founded in 1905 &  
Headquartered in MN



~13,000 Global  
Employees



150+ Countries  
Across 6 Continents



\$15B Market Cap\*

**\$23B**  
Freight Under  
Management

**~37M**  
Annual Shipments  
Managed

**83K**  
Active  
Customers

**450K+**  
Contract  
Carriers

\*As of 8/4/2025

FY2024 KEY FINANCIAL HIGHLIGHTS

Revenue

**\$17.7B**  
(+0.7% YoY)

Adjusted Gross Profits\*

**\$2.8B**  
(+6.2% YoY)

Adjusted Income from Operations\*

**\$759.3M**  
(+37.4% YoY)

Adjusted EPS\*

**\$4.51**  
(+36.7% YoY)

Capitol Returned to Shareholders

**\$327.0M**  
(60.1% of Adjusted Net Income)

\*Adjusted gross profits, adjusted income from operations and adjusted EPS are non-GAAP financial measures. Refer to the Non-GAAP Reconciliations in our 2024 fourth quarter earnings press release for further discussion and a GAAP to Non-GAAP reconciliation.

LEADING THE NEXT ERA OF LOGISTICS


“We’ve built a resilient organization with a multi-horizon strategy that anticipates change and is grounded in an operating model that ensures disciplined execution. We remain laser-focused on strategic initiatives to grow market share, expand margins, and elevate service for our customers and carriers—raising the bar in logistics.”

– Dave Bozeman, President & CEO


SELECT SENIOR LEADERSHIP




**Dave Bozeman**  
President and Chief  
Executive Officer  
Joined 2023



**Damon Lee**  
Chief Financial  
Officer  
2024




**Arun Rajan**  
Chief Strategy and  
Innovation Officer  
2021



**Angie Freeman**  
Chief Human Resources  
and ESG Officer  
1998



**Michael Castagnetto**  
President  
of NAST  
2005

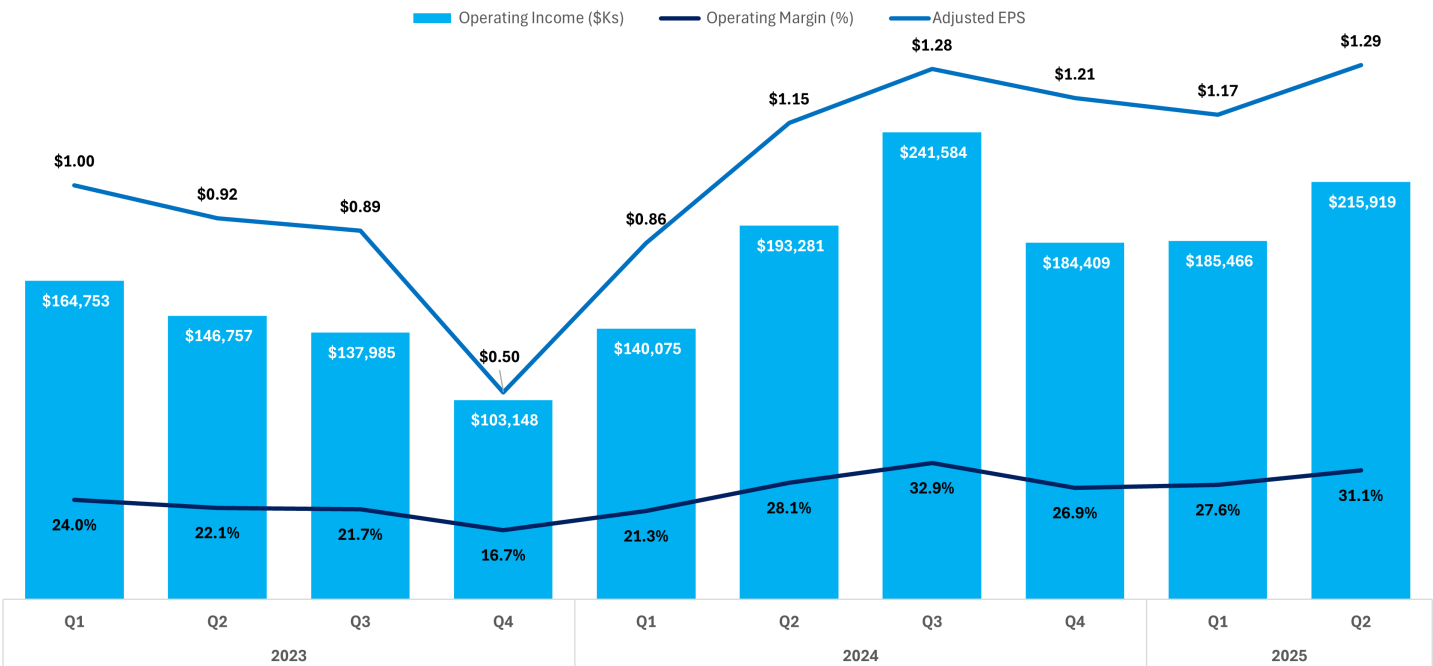


**Mike Short**  
President of Global  
Freight Forwarding  
2012

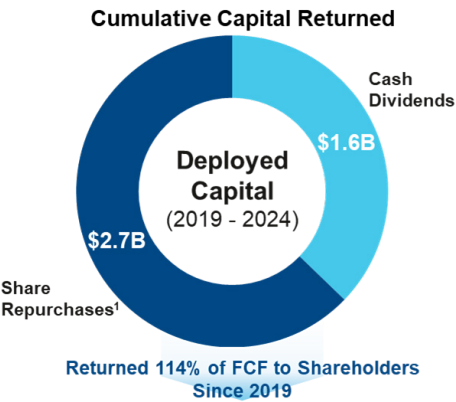
TRANSFORMATION EXPERIENCE ACROSS LEADING COMPANIES



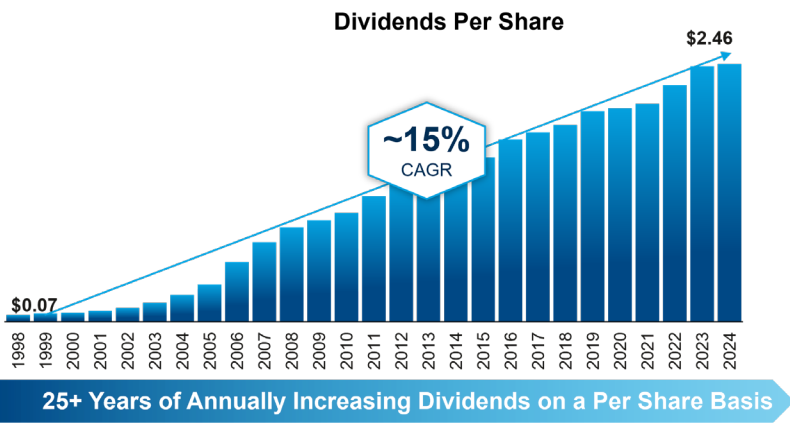
ROBINSON OPERATING MODEL DRIVING IMPROVED EXECUTION



STRONG TRACK RECORD OF RETURNING CAPITAL TO SHAREHOLDERS



1. Including shares deemed repurchased upon surrender of shares to satisfy tax withholding



## CLEAR STRATEGIC PRIORITIES

### Grow Market Share

- Leverage robust capabilities & value-added services (drop trailer, cross-border, short haul, etc.) to ignite growth in key verticals and expand TAM
- Recapture SMB market share with proven playbooks & customer-facing investments
- Leverage unrivaled scale, including data & information advantage to deliver best-in-class tailored solutions for our customers
- “One Robinson” unified go-to-market strategy for simplified customer experience

### Gross Margin Optimization

- Monitor metrics & respond quickly to market changes with innovative technology backed by the largest data set in the industry
- Leverage proprietary AI, machine learning & revenue management practices to respond quickly and surgically to dynamic market conditions
- Increase adoption of digital brokerage and leverage dynamic costing capabilities to improve cost discovery and expand our cost of hire advantage
- Utilize expert “human in the loop” oversight to refine algorithms

### Operating Leverage & Margin Expansion

- Automate quote-to-cash lifecycle for seamless order execution
- Enhance customer response times with AI
- Adopt lean operations, digital tools & GenAI for faster execution & improved productivity

### Lean Operating Model

- Began implementation in January 2024 to execute at a higher & more consistent level
- Shifted culture from problem admiration to action-oriented problem-solving
- Cascading problem-solving tools throughout the organization

## CAPITALIZING ON DYNAMIC COSTING & PRICING TO EXPAND GROSS MARGINS

### Key Aspects

- Levering data resulting from our tremendous transactional scale to power AI/ML
- Dynamically adjusting to real time supply and demand signals from our digital channels to optimize yield
- Massively scalable dynamic time pricing and costing capability
- Maintaining expert “Humans in the Loop” to continuously improve the algorithms and fill in blind spots
- Optimizing profitability via real-time yield management

**700K**

Customer Quotes per Day

**>1M**

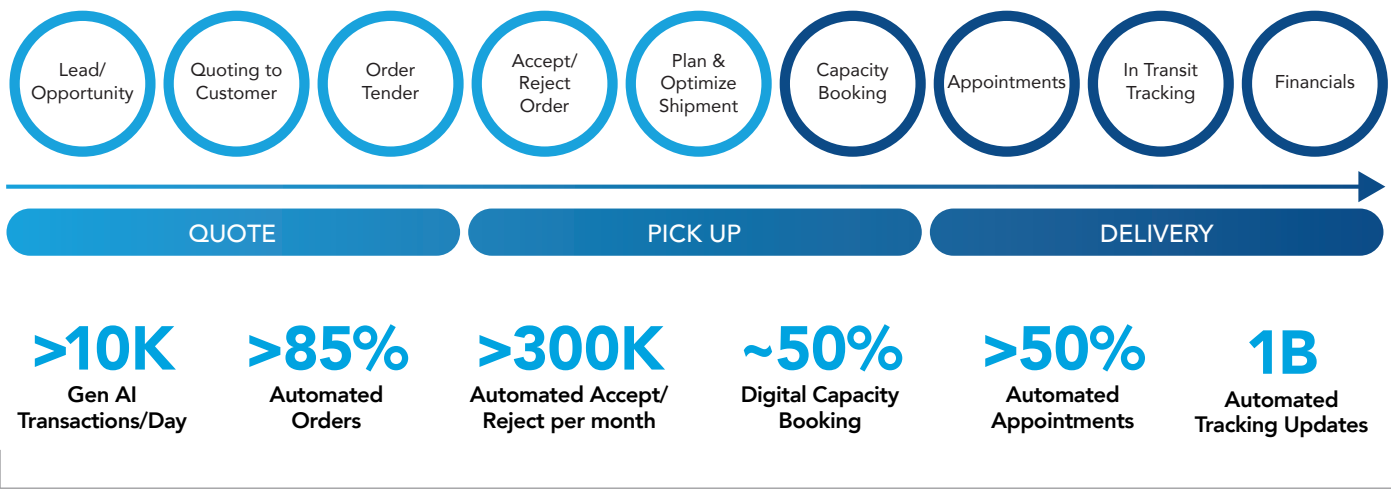
Digital Negotiations per Month with Carriers

**>100K**

Costing Changes per Day

INNOVATING TO DELIVER AN ELEVATING EXPERIENCE WHILE EXPANDING GROSS MARGINS & CREATING OPERATING LEVERAGE

Innovating Across the Quote-to-Cash Lifecycle

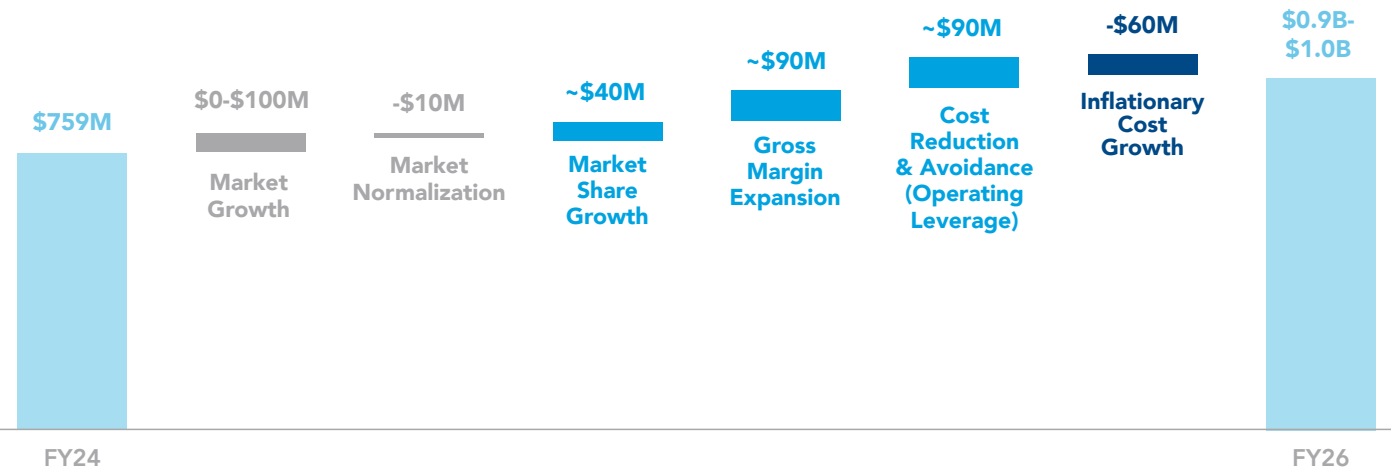


Driving >35% SPPPD<sup>1</sup> Improvement since 2022

<sup>1</sup>Shipments per person per day

FINANCIAL TARGETS: FY26 VS FY24

Income from Operations | 2025-2026 Drivers



Key Drivers

- Outsized volume growth
- Optimize AGP yields
- Cost controls
- Evergreen productivity gains

Market Assumptions

- Market volume growth of 0-5% annually in 2025 to 2026
- Market normalization
  - NAST AGP/shipment increases to 2019 average
  - GF AGP/shipment declines to 2H 2023 average

## CONTACT

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