



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

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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 EPS*

\$4.51

(+36.7% YoY)

Adjusted Gross Profits*

\$2.8B

(+6.2% YoY)

Adjusted Income from Operations*

\$759.3M

(+37.4% 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

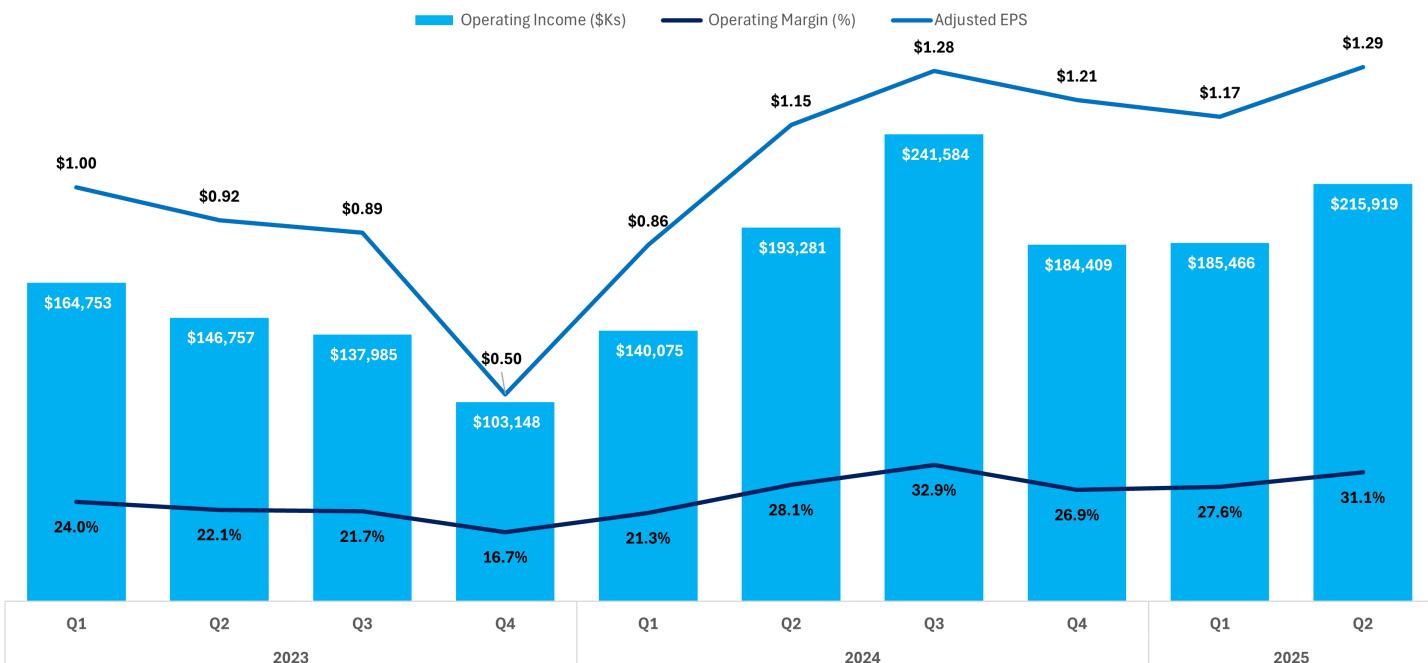


Mike Short
President of Global
Freight Forwarding
2012

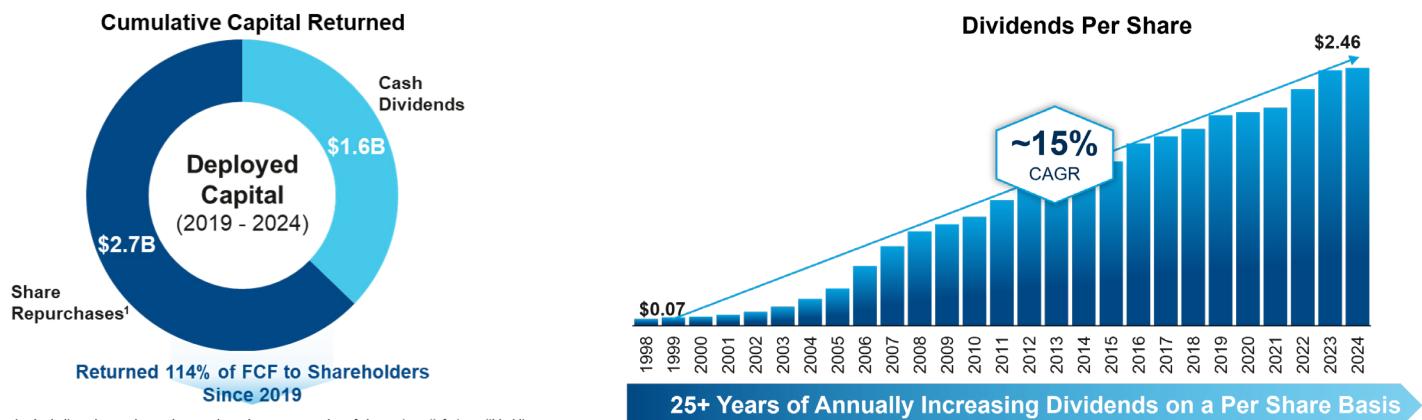
TRANSFORMATION EXPERIENCE ACROSS LEADING COMPANIES



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

- Leveraging 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

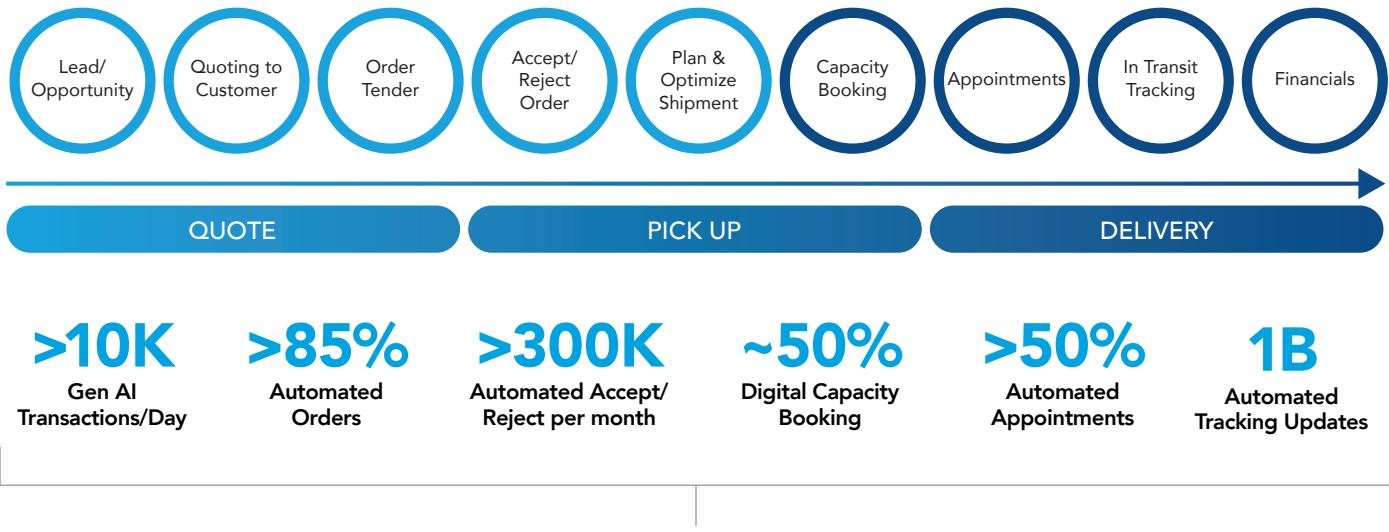
700K
Customer Quotes per Day

>1M
Digital Negotiations per Month with Carriers

>100K
Costing Changes per Day

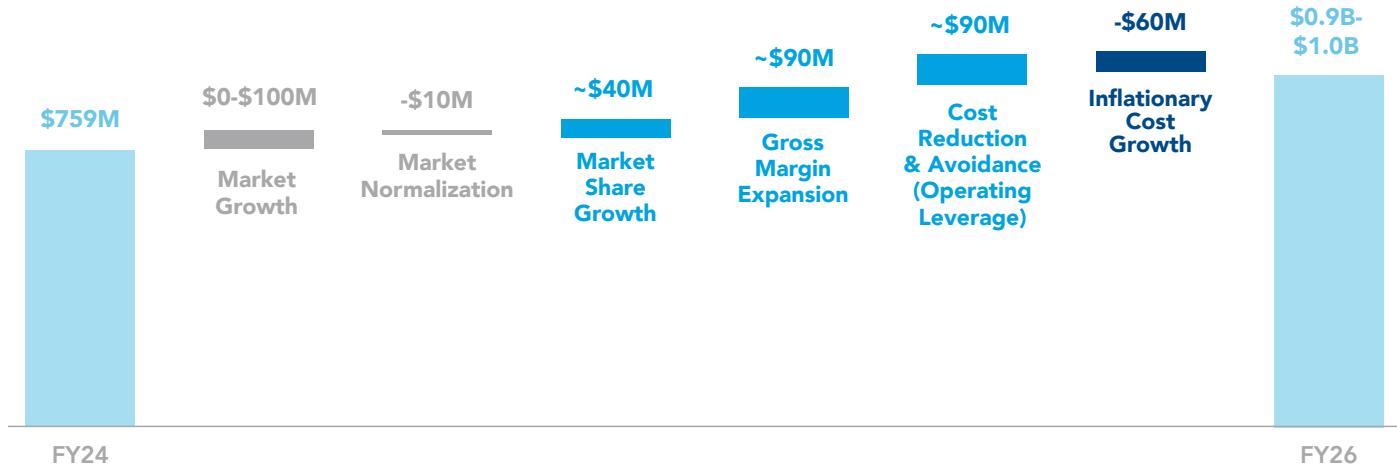
INNOVATING TO DELIVER AN ELEVATING EXPERIENCE WHILE EXPANDING GROSS MARGINS & CREATING OPERATING LEVERAGE

Innovating Across the Quote-to-Cash Lifecycle



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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