



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:
>10% 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



Founded in 1905 &
Headquartered in MN

~12,000 Global
Employees

150+ Countries
Across 6 Continents

\$21B Market Cap*

\$23B

Freight Under
Management

~37M

Annual Shipments
Managed

75K

Active
Customers

450K+

Contract
Carriers

*As of 5/26/2026

FY2025 KEY FINANCIAL HIGHLIGHTS

Revenue
\$16.2B
(-8.4% YoY)

Adjusted Gross Profits*
\$2.7B
(-1.3% YoY)

Adjusted Income from Operations*
\$833.7M
(+9.8% YoY)

Adjusted EPS*
\$5.09
(+12.9% YoY)

Capital Returned to Shareholders
\$732.9M
(125% 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

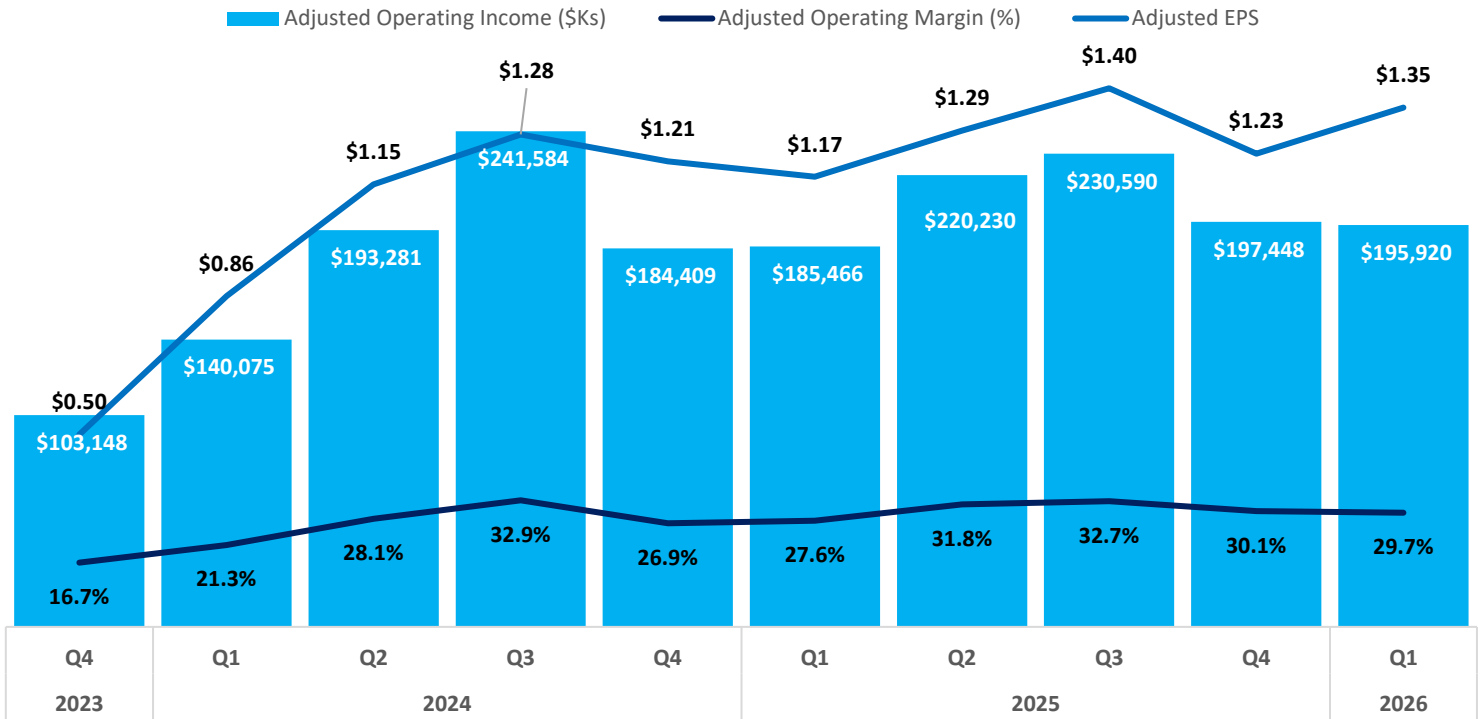


Mike Short
President of Global
Freight Forwarding
2012

TRANSFORMATION EXPERIENCE ACROSS LEADING COMPANIES

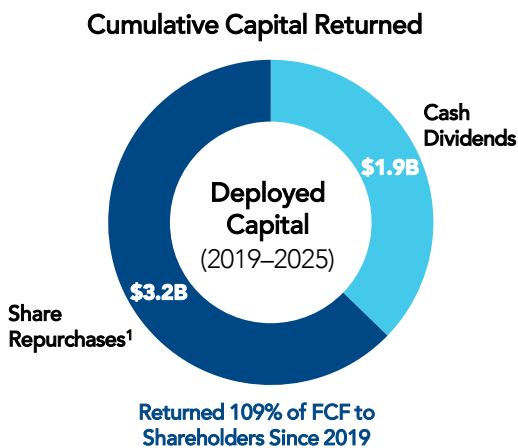


ROBINSON OPERATING MODEL & LEAN AI DRIVING Y/Y EARNINGS GROWTH

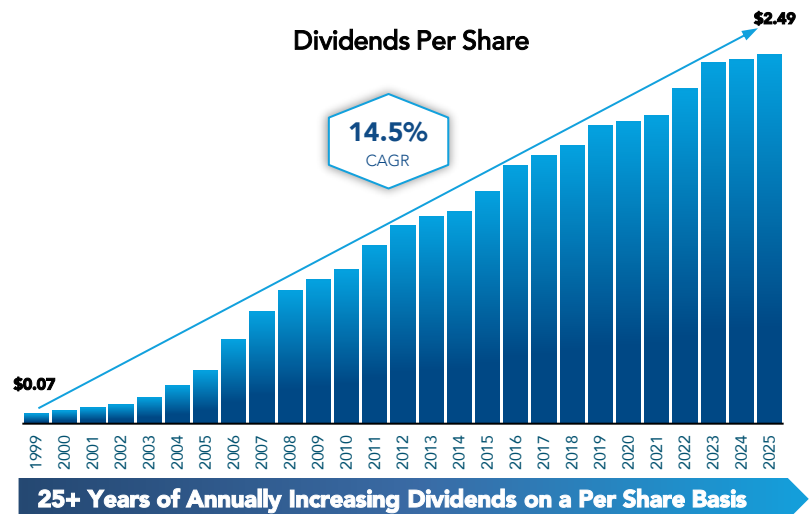


STRONG TRACK RECORD OF RETURNING CAPITAL TO SHAREHOLDERS

Additional \$2B share repurchased authorized in October 2025



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

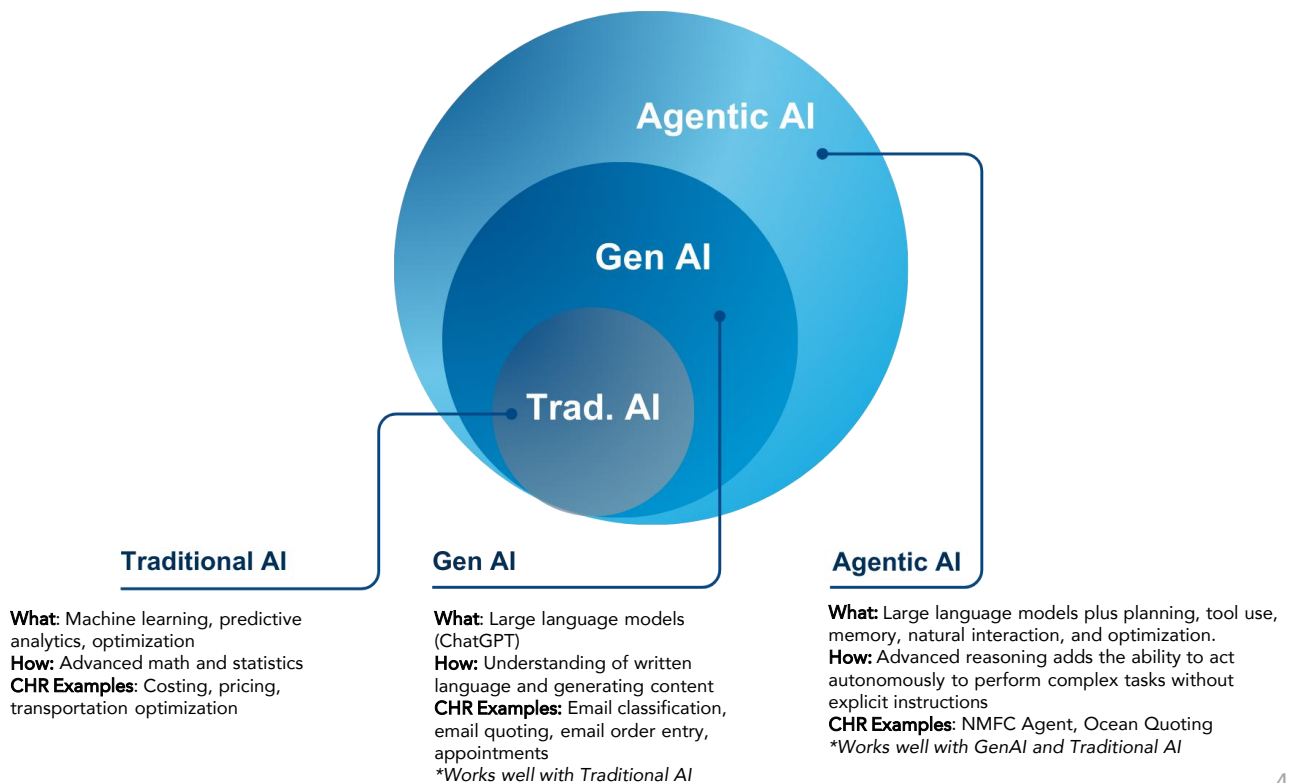


CLEAR STRATEGIC PRIORITIES



THE MULTIFACETED WORLD OF AI

From machine learning to multi-agent models with advanced reasoning



MEET OUR FLEET OF AI AGENTS

Just a sample of the agents performing tasks that defied automation for decades

Quote Agents



I provide customers with transactional quotes, fast.

Order Agents



I build and update orders on-system in seconds.

Truck Post Agents



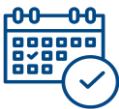
I post available truckload capacity on-system early.

Load Booking Agents



I proactively recommend loads to best-fit carriers.

Appointment Agents



I book and reschedule optimal appointments.

Tracking Agents



I contact carriers for timely tracking updates.

Documents Agents



I acquire necessary documents from carriers.

Carrier Payment Agents



I ensure carriers are paid on time.

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

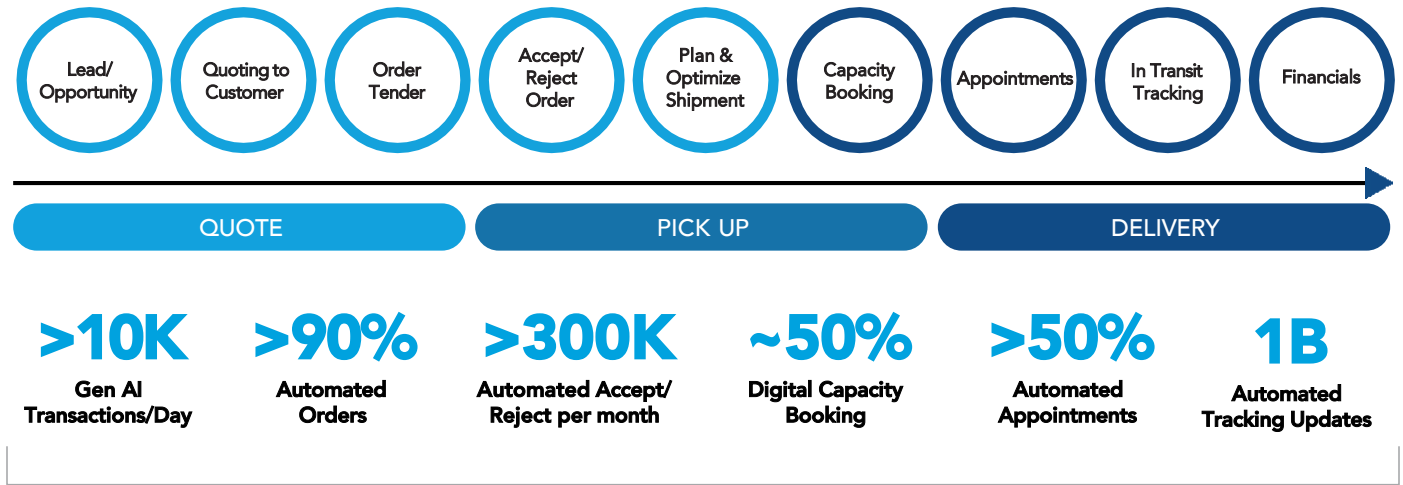
>1M

Digital Negotiations per Month with Carriers

>100K

Costing Changes per Day

Innovating Across the Quote-to-Cash Lifecycle



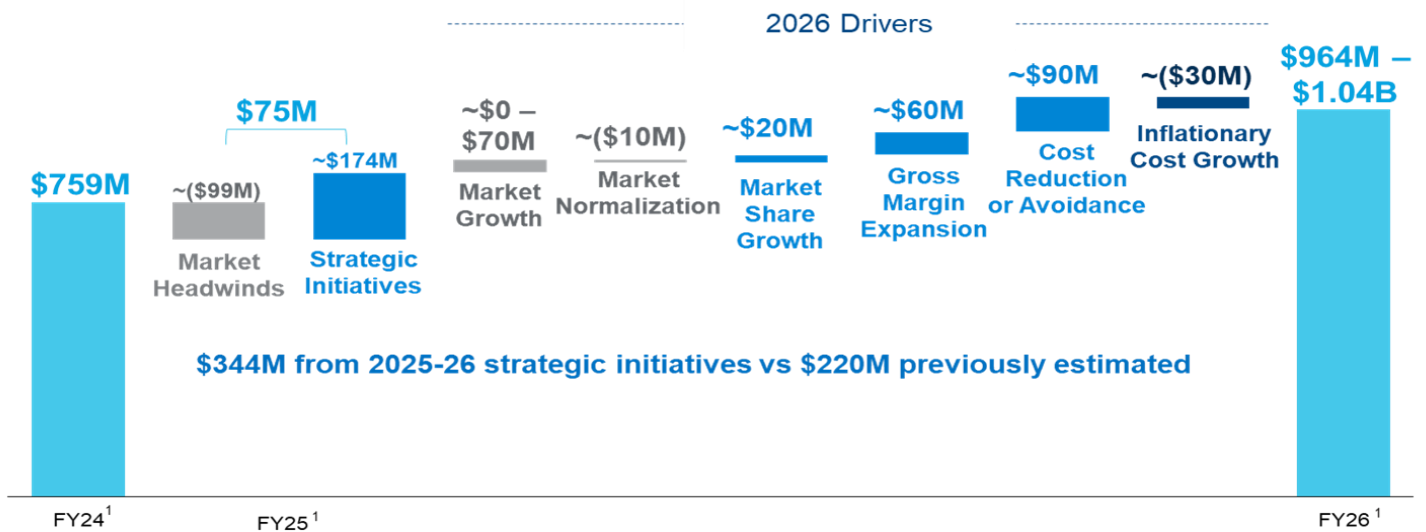
Driving >45% SPPPD¹ Improvement since 2022

¹Shipments per person per day

FINANCIAL TARGETS: FY26 VS FY24

Adjusted Income from Operations

~\$6.00 Adjusted EPS^{1,2,3} (\$964M of Adj. operating income) with 0% market growth in 2026



Market Assumptions

- Market volume growth of 0-5%
- Market normalization
 - NAST AGP/shipment flat to up 2%
 - GF AGP/shipment resets to 2H 2023 average (down 10%)

Key Drivers

- Outsized volume growth
- Optimize AGP yields
- Organizational Transformation
- Evergreen productivity gains

1. Excluding restructuring and other charges;
 2. Assumes ~120M diluted weighted average shares outstanding; no significant change in non-operating metrics
 3. Updated on October 29, 2025

CONTACT

Chuck Ives, Senior Director of Investor Relations

Chuck.Ives@chrobinson.com

Gabriela Urquilla Silber, Manager of Investor Relations

Gabriela.UrquillaSilber@chrobinson.com



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