C.H. ROBINSON

Q1 2025
Earnings Presentation

April 30, 2025

Safe Harbor Statement

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, factors such 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 that could adversely impact our profitability and achieving our long-term growth targets; freight levels and increasing costs and availability of truck capacity or alternative means of transporting freight; risks associated with seasonal changes or significant disruptions in the transportation industry; risks associated with identifying and completing suitable acquisitions; our dependence on and changes in relationships with existing contracted truck, rail, ocean, and air carriers; risks associated with the loss of significant customers; risks associated with reliance on technology to operate our business; cyber-security related risks; our ability to staff and retain employees; risks associated with operations outside of the U.S.; our ability to successfully integrate the operations of acquired companies with our historic operations or efficiently managing divestitures; climate change related risks; risks associated with our indebtedness; risks associated with interest rates; risks associated with litigation, including contingent auto liability and insurance coverage; risks associated with the potential impact of changes in government regulations including environmental-related regulations; risks associated with the changes to income tax regulations; risks associated with the produce industry, including food safety and contamination issues; the impact of changes in political and governmental conditions; changes to our capital structure; changes due to catastrophic events; risks associated with the usage of artificial intelligence technologies; risks associated with cybersecurity events; and other risks and uncertainties detailed in our Annual and Quarterly Reports. Any forward-looking statement speaks only as of the date on which such statement is made, and we undertake no obligation to update such statement to reflect events or circumstances arising after such date.

Thoughts from President & CEO, Dave Bozeman

- Our Q1 results reflect progress in the disciplined execution of the strategic initiatives that we shared at our Investor Day in December — to take market share and expand our margins.
- In NAST, we outgrew the market in both truckload and LTL while expanding gross margins and improving productivity — both year-over-year and sequentially.
- In Global Forwarding, we continued to win new business and optimize our expenses through further increases in productivity.
- Overall, we delivered a 39% year-over-year increase in our enterprise's Q1 income from operations.
- We will continue to lean into the self-help initiatives that enabled our Q1 market share growth and margin expansion.
- While we are certainly not immune to global market dynamics, we remain confident in our strategy and our people. Nothing about the current environment changes that.

Robinson Operating Model

1

Clear Long-Term Strategy and Goals

- Enterprise Strategy Map
- Divisional Strategy Maps
- Shared Services Strategy Maps

2

Defined Strategic Workstreams

- Enterprise
- Divisional
- Shared Services

3

Scorecard: Measurable and Actionable Inputs

- Regular operating review cadence (daily, weekly, monthly, quarterly)
- Binary view of success (green) or opportunity (red)

4

Continuous and Rigorous Measurement and Action Plans

- Accountable action plans on all scorecards with red
- Embrace and attack the red!
- e.g., Gemba walks (go to the desk)

5

Continuously Improving. Never Stops.

PLAN	ACTIVATE	IMPROVE

C.H. ROBINSON

Q1 Highlights

- NAST gained market share in truckload and LTL and increased its AGP/shipment Y/Y, through disciplined pricing and a cost of hire advantage
- Global Forwarding (GF) grew ocean volume Y/Y and ocean and air AGP/shipment grew Y/Y
- NAST & GF productivity improved Y/Y, driving NAST income from operations up 32% Y/Y and GF income from operations up 36%
- Focused on providing best-in-class service to our customers and carriers, gaining profitable share in targeted market segments, streamlining our processes, applying Lean principles and leveraging generative AI to drive out waste and optimize our costs, with a disciplined operating model that arms our people with innovative tools, decouples headcount growth from volume growth and drives operating leverage

Q1 2025

$4.0B Total Revenues **-8.3% Y/Y**	**$673M** Adj. Gross Profits[1] **+2.3% Y/Y**
$177M Income from Operations **+39.1% Y/Y** **$185M** of Adj. Income from Operations[1]	**$1.11** Net Income/Share **+42.3% Y/Y** **$1.17** of Adj. Net Income per Share[1]

C.H. ROBINSON

1. Adjusted gross profits, adjusted income from operations and adjusted net income per share are non-GAAP financial measures. Refer to pages 21 through 24 for further discussion and a GAAP to Non-GAAP reconciliation.

Complementary Global Suite of Services

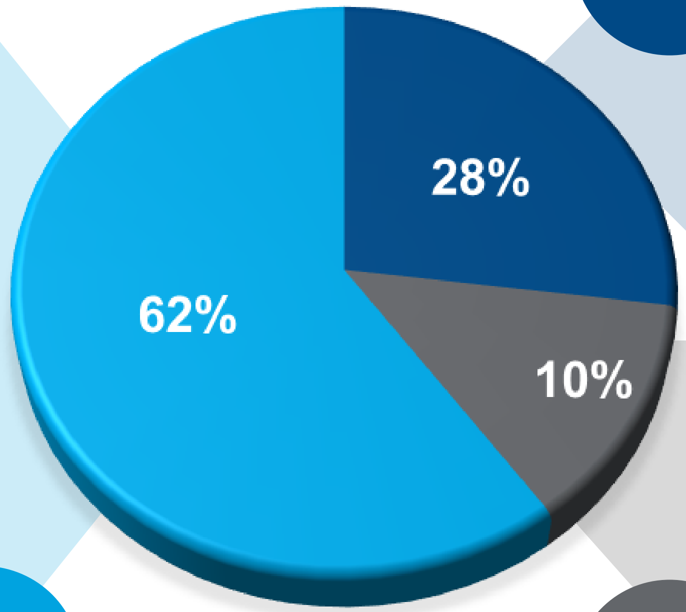
Over half of total revenues is garnered from customers to whom we provide both surface transportation and global forwarding services.[1]

North American Surface Transportation (NAST)

- Adjusted gross profit (AGP) per load/order increased Y/Y in both TL and LTL
- NAST volume performance outpaced the market indices for the 8th quarter in a row
- Significant opportunities for profitable growth remain in a highly fragmented market
- Focused on initiatives that improve the customer and carrier experience and lower our cost to serve
- Productivity improvements are being driven by removing waste, increasing automation and Gen AI

+5.3% Y/Y

Q1 2025 Adjusted Gross Profits[2]



+2.5% Y/Y

Global Forwarding (GF)

- Ongoing conflict in the Red Sea straining ocean capacity and buoying rates
- Ocean volume grew 1.5% Y/Y & air tonnage declined 3.0% Y/Y
- Continuing to diversify our trade lane and industry vertical exposure, which has reduced our exposure in the China to U.S. trade lane

-13.0% Y/Y

All Other & Corporate

- Robinson Fresh integrated supply chain solutions generating increased AGP
- Managed Solutions Q1 AGP down 3.8% Y/Y
- Other Surface Transportation AGP declined 74.1% Y/Y, due to divestiture of Europe Surface Transportation business

C.H. ROBINSON

1. Measured over trailing twelve months.
2. Adjusted gross profits is a non-GAAP financial measure explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.

NAST Q1'25 Results by Service

First Quarter Highlights

- Truckload AGP per shipment increased 11.5% Y/Y due to disciplined pricing and procurement efforts, resulting in higher profit per shipment on transactional and contractual volume and a 140 bps Y/Y improvement in adjusted gross profit margin(2)
- Total NAST volume down 1.0% Y/Y, reflecting the 8th consecutive quarter of market share growth(2)
- Truckload volume down 4.5% Y/Y(2)
- LTL volume up 1.0% Y/Y and AGP per order increased 4.0% Y/Y(2)
- Other AGP decreased primarily due to a decrease in warehousing services

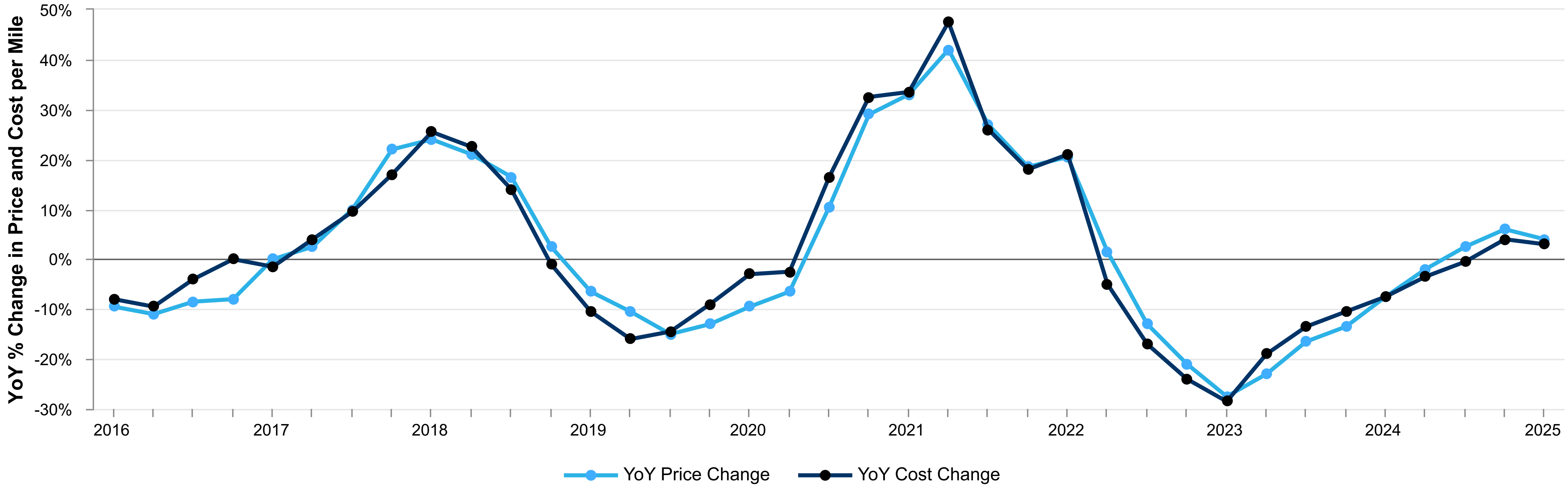
Adjusted Gross Profits(1)
($ in millions)

	1Q25	1Q24	%▲
Truckload ("TL")	**$252.0**	**$235.7**	**6.9%**
Less than Truckload ("LTL")	**$146.4**	**$139.5**	**4.9%**
Other	**$20.0**	**$21.9**	**(9.0)%**
Total Adjusted Gross Profits	**$418.3**	**$397.1**	**5.3%**
Adjusted Gross Profit Margin %	*14.6%*	*13.2%*	*140 bps*

1. Adjusted gross profits and adjusted gross profit margin % are non-GAAP financial measures explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.
2. Growth rates are rounded to the nearest 0.5 percent.

C.H. ROBINSON

Truckload Price and Cost Change (1)(2)(3)



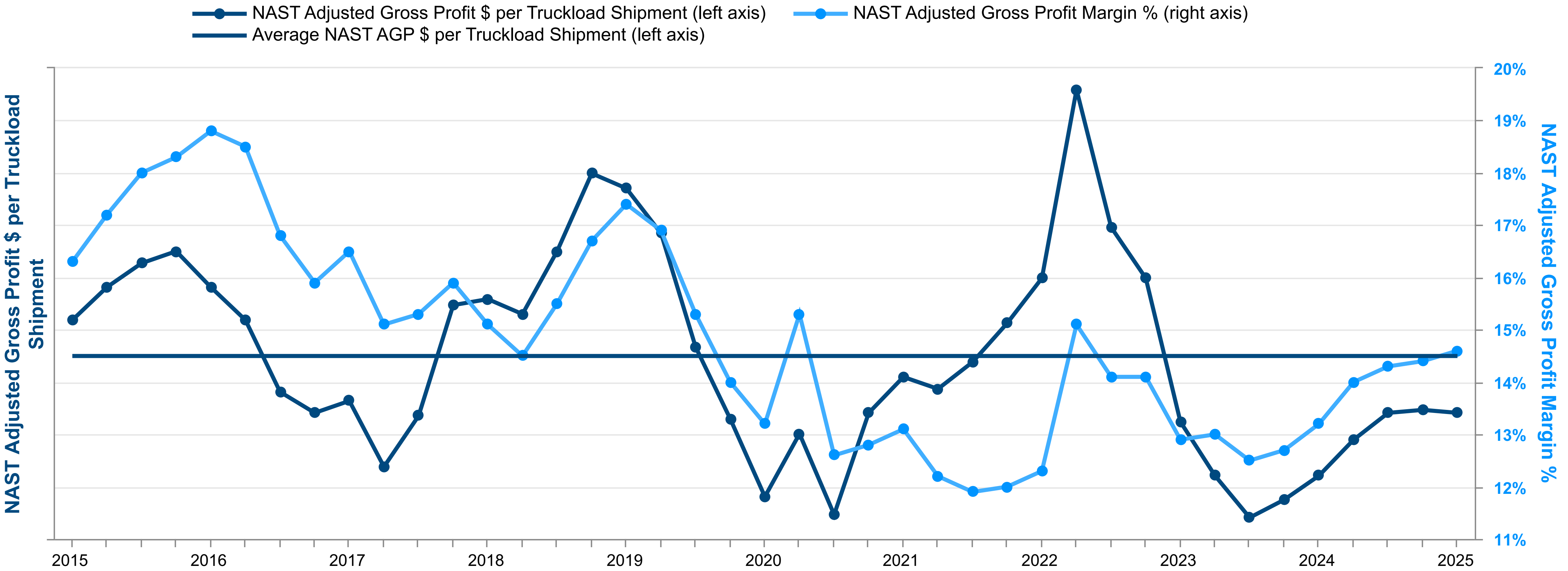
- 65% / 35% truckload contractual / transactional volume mix in Q1
- Average routing guide depth of 1.3 in Managed Solutions business vs. 1.2 in Q1 last year

Truckload	Q1
Volume(2)(4)	-4.5%
Price/Mile(1)(2)(3)	+4.0%
Cost/Mile(1)(2)(3)	+3.0%
Adjusted Gross Profit(4)	+6.9%

C.H. ROBINSON

1. Price and cost change represents YoY change for North America truckload shipments across all segments.
2. Growth rates are rounded to the nearest 0.5 percent.
3. Pricing and cost measures exclude fuel surcharges and costs.
4. Truckload volume and adjusted gross profit growth represents YoY change for NAST truckload.

Truckload AGP $ per Shipment Trend



- Disciplined pricing and capacity procurement efforts resulted in improved optimization of volume and AGP per truckload.[1]
- Increasing adoption of digital brokerage offering is improving our cost of hire.

C.H. ROBINSON

1. Adjusted gross profits is a non-GAAP financial measure explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.

Global Forwarding Q1'25 Results by Service

First Quarter Highlights

- Ongoing conflict in the Red Sea continued to cause vessel re-routing, which is putting a strain on ocean capacity and buoying rates
- Ocean AGP increased due to a 1.5% increase in shipments and a 1.0% increase in AGP per shipment[(2)]
- Air AGP increased due to an 11.0% increase in AGP per metric ton shipped, partially offset by a 3.0% decline in metric tons shipped[(2)]
- Customs AGP increased due to a 1.5% increase in volume and a 1.5% increase in adjusted gross profit per transaction[(2)]

Adjusted Gross Profits [(1)]
($ in millions)

	1Q25	1Q24	%▲
Ocean	**$115.3**	**$112.9**	**2.2%**
Air	**$32.3**	**$30.2**	**7.1%**
Customs	**$26.9**	**$26.1**	**3.2%**
Other	**$10.1**	**$10.8**	**(7.5)%**
Total Adjusted Gross Profits	**$184.6**	**$180.0**	**2.5%**
Adjusted Gross Profit Margin %	*23.8%*	*21.0%*	*280 bps*

C.H. ROBINSON

1. Adjusted gross profits and adjusted gross profit margin % are non-GAAP financial measures explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.
2. Growth rates are rounded to the nearest 0.5 percent.

All Other & Corporate Q1'25 Results

First Quarter Highlights

Robinson Fresh

- Increased AGP due to an increase in integrated supply chain solutions for retail and foodservice customers

Managed Solutions

- Decline in AGP due to lower transaction volume

Other Surface Transportation

- Decline in AGP primarily driven by the divestiture of our Europe Surface Transportation business on February 1, 2025

Adjusted Gross Profits [1]
($ in millions)

	1Q25	1Q24	%▲
Robinson Fresh	$37.7	$33.7	11.6%
Managed Solutions	$27.8	$28.9	(3.8)%
Other Surface Transportation	$4.6	$17.9	(74.1)%
Total	$70.1	$80.6	(13.0)%

C.H. ROBINSON

1. Adjusted gross profits is a non-GAAP financial measure explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.

Streamlining & Automating Processes to Drive Profitable Growth

OUTCOMES

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

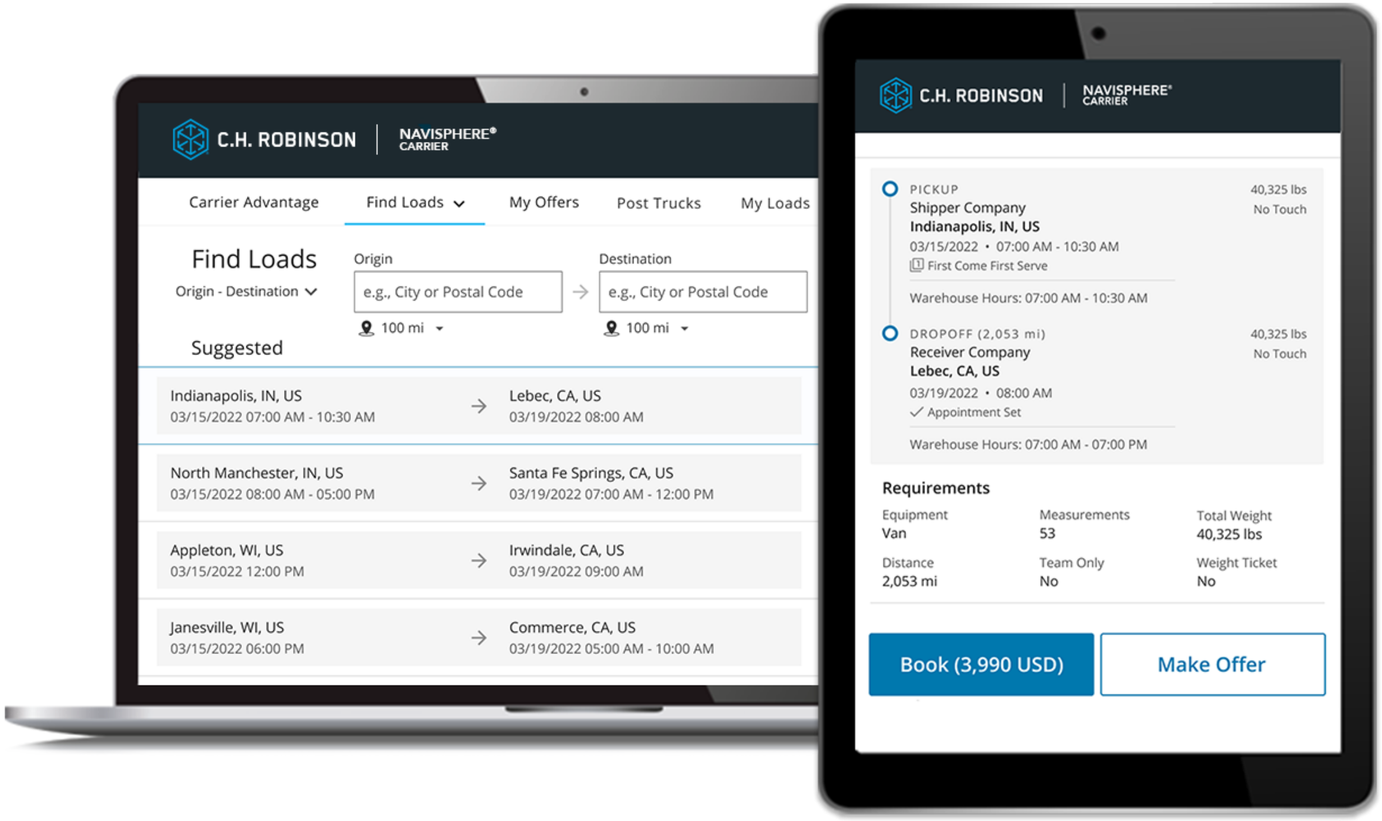
DESIGN SCALABLE SOLUTIONS

- Scalable Digital Processes
  - *Path to lowest cost operator / execution*
- Customer Experience + Carrier Experience
- Optimized AGP and Volume at Enterprise Level *(Yield Management)*

- Cross functionally aligned change
- Process re-engineering
- Talent and compensation alignment
- Technology and science investment priorities

C.H. ROBINSON

New Customer & Carrier Experiences Driving Digital Adoption



- Improving customer and carrier outcomes with technology that supports our people and processes
- Leveraging Gen AI to capitalize on our data and information advantage
- Delivering process optimization by eliminating productivity bottlenecks
- Accelerating the digital execution of critical touch points in the lifecycle of a load:
  - Reducing manual tasks per shipment
  - Reducing time per task

Our Customer Promise

We deliver customer success through exceptional service and high value—like no one else

Unmatched Expertise

Work with the experts who go further, no matter what, and know more than anyone else about logistics for your industry, business, and customers.

+

Unrivaled Scale

We get you anywhere you need to go—even when others can't—with the full power of our connections, relationships, and global reach.

+

Tailored Solutions

Unlock solutions designed for your business through our integrated suite of services and advanced tech capabilities.

C.H. ROBINSON

Capital Allocation Priorities: Balanced and Opportunistic

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

Minimize Risk

- Maintain $600M-$750M of liquidity (cash and borrowing availability)
- Stagger debt maturities to reduce refinancing risk

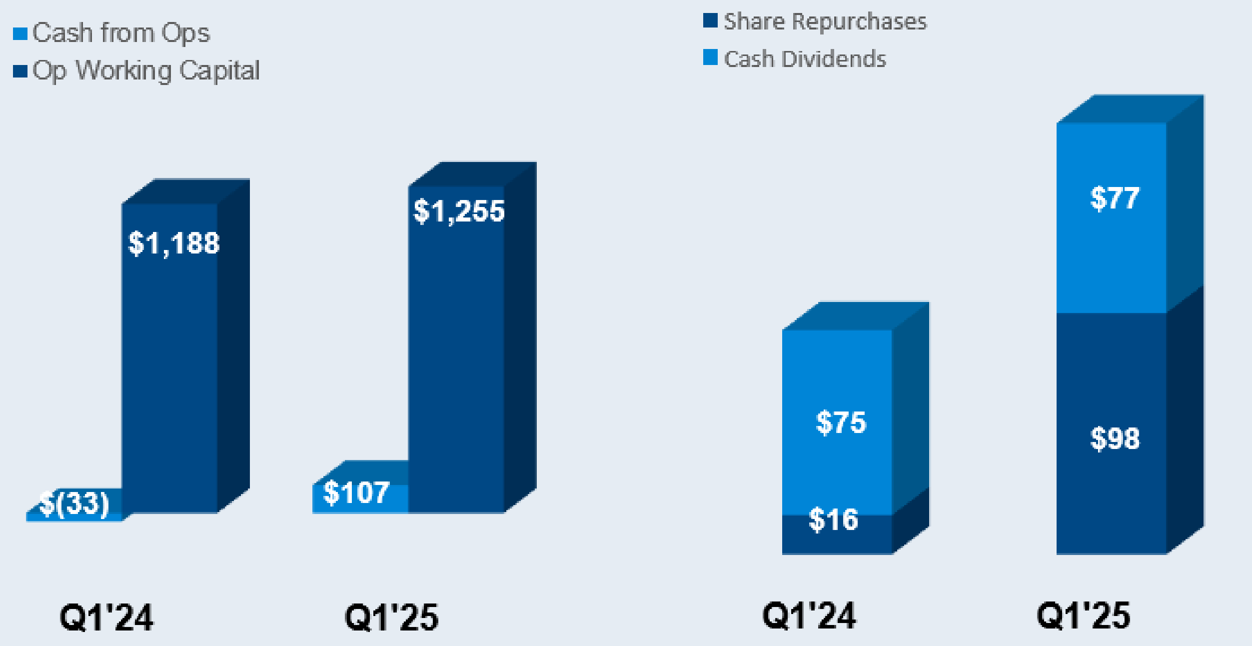
Optimize Balance Sheet

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

Return Capital

- Grow dividends in alignment with long-term EBITDA
- Opportunistic approach to share buybacks
- 6.3M shares of repurchase authorization remaining

Cash Flow from Operations & Capital Distribution ($M)



- The Y/Y increase in cash from operations was driven by growth in net income and a favorable Y/Y change in net operating working capital.
- We'll continue to manage our capital structure to maintain our investment grade credit rating.

- $175 million of cash returned to shareholders in Q1 2025
- Q1 2025 capital distribution increased 93% Y/Y
- More than 25 years of annually increasing dividends, on a per share basis
- 970K shares repurchased at an average price of $100.57

C.H. ROBINSON

C.H. ROBINSON

Appendix

Q1 2025 Transportation Results[1]

$ in thousands	Three Months Ended March 31 2025	2024	% Change
Total Revenues	$ 3,721,915	$ 4,082,588	(8.8)%
Total Adjusted Gross Profits[2]	$ 640,545	$ 627,592	2.1 %
Adjusted Gross Profit Margin %	*17.2%*	*15.4%*	*180 bps*

Transportation Adjusted Gross Profit Margin %	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Q1	19.7%	17.3%	16.4%	18.6%	15.3%	14.9%	13.5%	15.2%	15.4%	17.2%
Q2	19.3%	16.2%	16.2%	18.3%	17.5%	13.8%	15.4%	15.5%	15.8%	
Q3	17.6%	16.4%	16.6%	16.9%	14.4%	13.7%	15.1%	15.1%	16.4%	
Q4	17.2%	16.6%	17.7%	15.6%	14.3%	13.3%	15.5%	15.0%	16.9%	
Total	**18.4%**	**16.6%**	**16.7%**	**17.3%**	**15.3%**	**13.8%**	**14.8%**	**15.2%**	**16.1%**	

C.H. ROBINSON

1. Includes results across all segments.
2. Adjusted gross profits and adjusted gross profit margin % are non-GAAP financial measures explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.

Q1 2025 NAST Results

$ in thousands	Three Months Ended March 31, 2025	2024	% Change
Total Revenues	$ 2,868,420	$ 3,000,313	(4.4)%
Total Adjusted Gross Profits[1]	$ 418,324	$ 397,110	5.3 %
Adjusted Gross Profit Margin %	*14.6%*	*13.2%*	*140 bps*
Income from Operations[2]	$ 143,671	$ 108,895	31.9 %
Adjusted Operating Margin %	*34.3%*	*27.4%*	*690 bps*
Depreciation and Amortization	$ 4,809	$ 5,350	(10.1)%
Total Assets	$ 2,989,401	$ 3,065,996	(2.5)%
Average Headcount	5,280	6,004	(12.1)%

1. Adjusted gross profits and adjusted gross profit margin % are non-GAAP financial measures explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.
2. Includes $4.9 million of restructuring charges in the Three Months Ended March 31, 2024 related to workforce reductions and reprioritizing the efforts of our product and technology teams.

C.H. ROBINSON

Q1 2025 Global Forwarding Results

$ in thousands	Three Months Ended March 31 2025	 2024	 % Change
Total Revenues	$ 774,888	$ 858,637	(9.8)%
Total Adjusted Gross Profits[(1)]	$ 184,628	$ 180,045	2.5 %
Adjusted Gross Profit Margin %	*23.8%*	*21.0%*	*280 bps*
Income from Operations[(2)]	$ 42,943	$ 31,552	36.1 %
Adjusted Operating Margin %	*23.3%*	*17.5%*	*580 bps*
Depreciation and Amortization	$ 2,139	$ 2,844	(24.8)%
Total Assets	$ 1,292,915	$ 1,257,675	2.8 %
Average Headcount	4,514	4,876	(7.4)%

1. Adjusted gross profits and adjusted gross profit margin % are non-GAAP financial measures explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.
2. Includes $3.5 million of restructuring charges in the Three Months Ended March 31, 2024 mainly related to workforce reductions

Q1 2025 All Other and Corporate Results

	Three Months Ended March 31,		
$ in thousands	**2025**	**2024**	**% Change**
Total Revenues	$ 403,432	$ 553,361	(27.1%)
Total Adjusted Gross Profits[1]	$ 70,136	$ 80,574	(13.0%)
Income (loss) from Operations[2]	$ (9,761)	$ (13,314)	(26.7%)
Depreciation and Amortization	$ 18,694	$ 15,684	19.2%
Total Assets	$ 943,798	$ 1,148,417	(17.8%)
Average Headcount	3,553	4,110	(13.6%)

1. Adjusted gross profits is a non-GAAP financial measure explained later in this presentation. The difference between adjusted gross profits and gross profits is not material.
2. Includes $8.6 million of charges in the Three Months Ended March 31, 2025 primarily related to a $6.3 million impairment charge on our Kansas City regional center lease resulting from the execution of a sublease agreement on a portion of the building. Includes $4.6 million of restructuring charges in the Three Months Ended March 31, 2024 related to workforce reductions and reprioritizing the efforts of our product and technology teams.

C.H. ROBINSON

Non-GAAP Reconciliations

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:

$ in thousands	Three Months Ended March 31, 2025		2024	
Revenues:				
Transportation	$ 3,721,915		$ 4,082,588	
Sourcing	324,825		329,723	
Total Revenues	$ 4,046,740		$ 4,412,311	
Costs and expenses:				
Purchased transportation and related services	3,081,370		3,454,996	
Purchased produced sourced for resale	292,282		299,586	
Direct internally developed software amortization	15,666		10,222	
Total direct costs	$ 3,389,318		$ 3,764,804	
Gross profit & Gross profit margin	**$ 657,422**	**16.2%**	**$ 647,507**	**14.7%**
Plus: Direct internally developed software amortization	15,666		10,222	
Adjusted gross profit/Adjusted gross profit margin	**$ 673,088**	**16.6%**	**$ 657,729**	**14.9%**

C.H. ROBINSON

Non-GAAP Reconciliations

Our adjusted operating margin is a non-GAAP financial measure calculated as operating income divided by adjusted gross profit. Our adjusted operating margin - excluding restructuring, lease impairment charge, and/or loss on divestiture is a similar non-GAAP financial measure to adjusted operating margin, but also excludes the impact of restructuring, lease impairment charge, and/or loss on divestiture. We believe adjusted operating margin and adjusted operating margin - excluding restructuring, lease impairment charge, and/or loss on divestiture are useful measures of our profitability in comparison to our adjusted gross profit, which we consider a primary performance metric as discussed above. The comparisons of operating margin to adjusted operating margin and adjusted operating margin - excluding restructuring, lease impairment charge, and/or loss on divestiture are presented below:

	Three Months Ended March 31,	
$ in thousands	2025	2024
Total Revenues	$ 4,046,740	$ 4,412,311
Income from operations	176,853	127,133
Operating margin	**4.4%**	**2.9%**
Adjusted gross profit	$ 673,088	$ 657,729
Income from operations	176,853	127,133
Adjusted operating margin	**26.3%**	**19.3%**
Adjusted gross profit	$ 673,088	$ 657,729
Adjusted income from operations[(1)]	185,466	140,076
Adjusted operating margin - excluding restructuring, lease impairment charge, and/or loss on divestiture	**27.6%**	**21.3%**

1. In the Three Months Ended March 31, 2025, we incurred expenses of $1.2 million severance and other personnel expenses related to the divestiture of our Europe Surface Transportation business and $7.4 million of other charges, which includes a $6.3 million impairment charge on our Kansas City regional center lease resulting from the execution of a sublease agreement on a portion of the building. In the Three Months Ended March 31, 2024, we incurred restructuring expenses of $7.9 million related to workforce reductions and $5.0 million of other charges, primarily related to an impairment of internally developed software due to reprioritizing the efforts of our product and technology teams on fewer initiatives to accelerate the capabilities of our platform.

C.H. ROBINSON

Non-GAAP Reconciliations

Our adjusted income (loss) from operations, adjusted operating margin - excluding lease impairment charge and loss on divestiture, adjusted net income and adjusted net income per share (diluted) are non-GAAP financial measures. These non-GAAP measures are calculated excluding the impact of a lease impairment and losses from divestiture. We believe that these measures provide useful information to investors and include them within our internal reporting to our chief operating decision maker. Accordingly, the discussion of our results of operations includes discussion on the changes in our adjusted income (loss) from operations, adjusted operating margin - excluding lease impairment charge and loss on divestiture, adjusted net income and adjusted net income per share (diluted). The reconciliation of these non-GAAP measures are presented below (in thousands except per share data):

	Three Months Ended March 31, 2025			
	NAST	Global Forwarding	All Other and Corporate	Consolidated
Income (loss) from operations	$ 143,671	$ 42,943	$ (9,761)	$ 176,853
Severance and other personnel expenses	—	—	1,187	1,187
Other selling, general, and administrative expenses	—	—	7,426	7,426
Total adjustments to income (loss) from operations(1)	—	—	8,613	8,613
Adjusted income (loss) from operations	**$ 143,671**	**$ 42,943**	**$ (1,148)**	**$ 185,466**
Adjusted gross profit	$ 418,324	$ 184,628	$ 70,136	$ 673,088
Adjusted income (loss) from operations	143,671	42,943	(1,148)	185,466
Adjusted operating margin - excluding lease impairment charge and loss on divestiture	34.3%	23.3%	N/M	27.6%
			$ in 000's	per share
Net income and per share (diluted)			$ 135,302	$ 1.11
Lease impairment charge, pre-tax			6,259	0.05
Loss on divestiture, pre-tax			2,354	0.02
Tax effect of adjustments			(1,026)	(0.01)
Adjusted net income and per share (diluted)			**$ 142,889**	**$ 1.17**

C.H. ROBINSON

1. The Three Months Ended March 31, 2025 includes severance and other personnel expenses of $1.2 million related to the divestiture of our Europe Surface Transportation business and $7.4 million of other charges, which includes a $6.3 million impairment charge on our Kansas City regional center lease resulting from the execution of a sublease agreement on a portion of the building.

Non-GAAP Reconciliations

Our adjusted income (loss) from operations, adjusted operating margin - excluding restructuring, adjusted net income and adjusted net income per share (diluted) are non-GAAP financial measures. These non-GAAP measures are calculated excluding the impact of restructuring. We believe that these measures provide useful information to investors and include them within our internal reporting to our chief operating decision maker. Accordingly, the discussion of our results of operations includes discussion on the changes in our adjusted income (loss) from operations, adjusted operating margin - excluding restructuring, adjusted net income and adjusted net income per share (diluted). The reconciliation of these non-GAAP measures are presented below (in thousands except per share data):

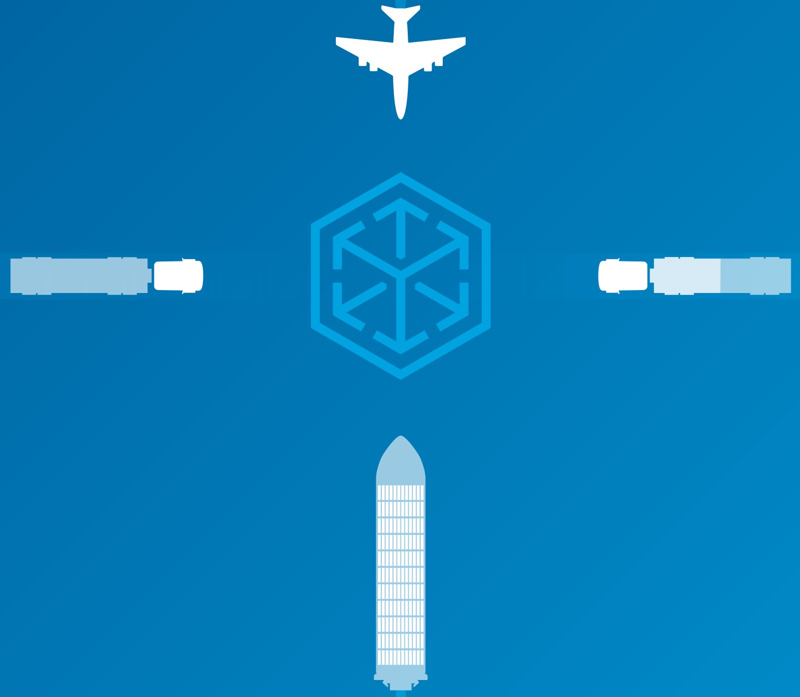
	Three Months Ended March 31, 2024			
	NAST	Global Forwarding	All Other and Corporate	Consolidated
Income (loss) from operations	$ 108,895	$ 31,552	$ (13,314)	$ 127,133
Severance and other personnel expenses	3,026	3,215	1,701	7,942
Other selling, general, and administrative expenses	1,878	261	2,862	5,001
Total adjustments to income (loss) from operations[1]	4,904	3,476	4,563	12,943
Adjusted income (loss) from operations	**$ 113,799**	**$ 35,028**	**$ (8,751)**	**$ 140,076**
Adjusted gross profit	$ 397,110	$ 180,045	$ 80,574	$ 657,729
Adjusted income (loss) from operations	113,799	35,028	(8,751)	140,076
Adjusted operating margin - excluding restructuring	28.7%	19.5%	N/M	21.3%
			$ in 000's	per share
Net income and per share (diluted)			$ 92,904	$ 0.78
Restructuring and related costs, pre-tax			12,943	0.11
Tax effect of adjustments			(3,101)	(0.03)
Adjusted net income and per share (diluted)			**$ 102,746**	**$ 0.86**

C.H. ROBINSON

1. The Three Months Ended March 31, 2024 includes restructuring expenses of $7.9 million related to workforce reductions and $5.0 million of other charges, primarily related to an impairment of internally developed software due to reprioritizing the efforts of our product and technology teams on fewer initiatives to accelerate the capabilities of our platform.

C.H. ROBINSON

Thank you



INVESTOR RELATIONS:

Chuck Ives

952-683-2508

chuck.ives@chrobinson.com