



**C.H. ROBINSON**

**Dave Bozeman, President & CEO**  
**Arun Rajan, Chief Operating Officer**  
**Mike Zechmeister, Chief Financial Officer**  
**Chuck Ives, Director of Investor Relations**

**Q1 2024**

# **Earnings Presentation**

*May 1, 2024*

# Safe Harbor Statement

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Except for the historical information contained herein, the matters set forth in this presentation and the accompanying earnings release 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; 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; 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; 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

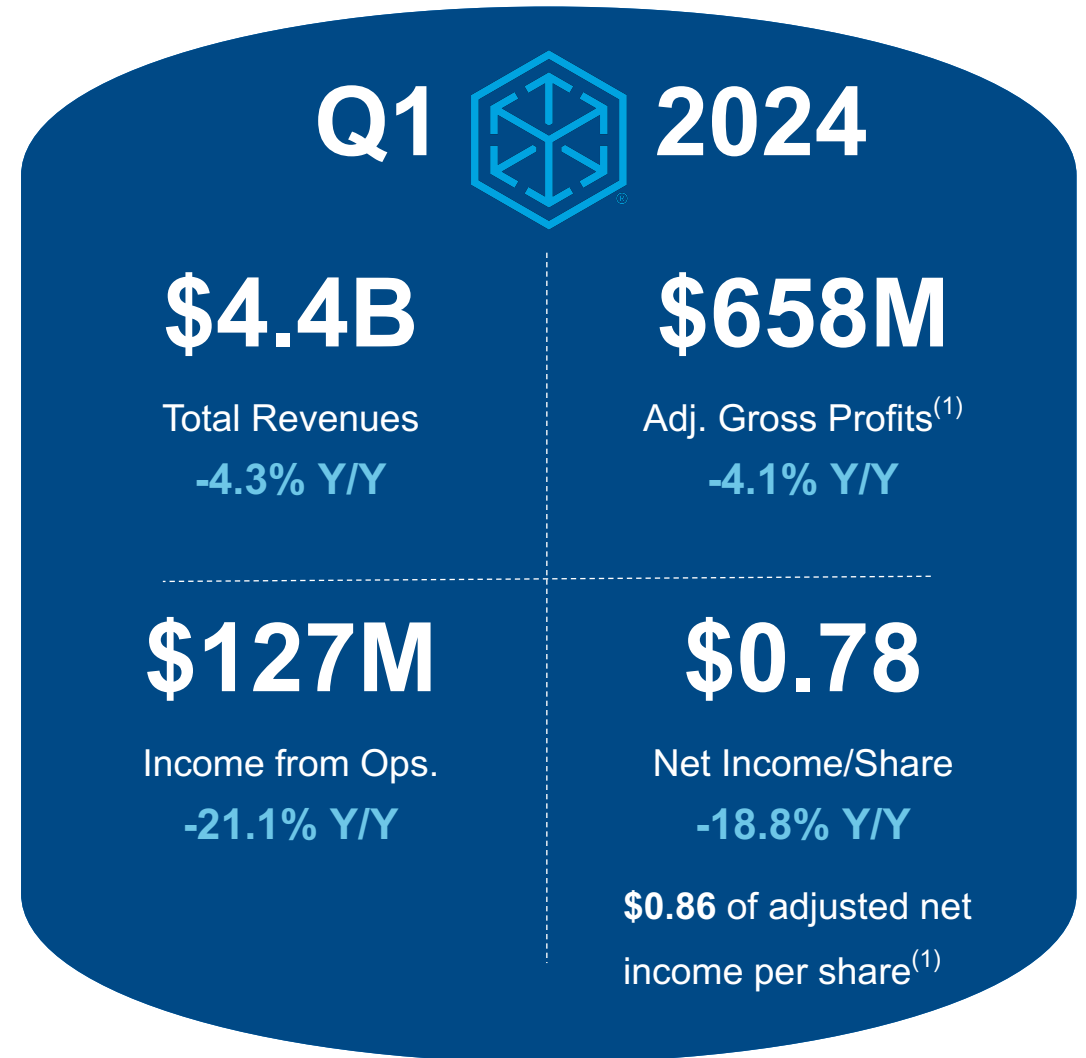
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- In Q1, we began implementing a new operating model at the enterprise, divisional and shared service levels, which is evolving our execution and accountability.
- New way of operating is starting to enable greater discipline, transparency, urgency and consistency in our decision making, based on data and input metrics than can reliably lead to better outputs. It's also setting the tone of how we operate and hold ourselves accountable, helping us make systemic improvements, build operational muscle and drive value at speed. We began to see the benefits of our new operating model in our Q1 execution.
- As a result of disciplined pricing and capacity procurement efforts, we executed better across our contractual and transactional portfolios in our NAST business in Q1, and in particular, in our truckload business. This resulted in improved optimization of volume and adjusted gross profit per truckload, which improved sequentially despite an increase in linehaul cost per mile for the full quarter versus Q4. Additionally, our truckload volume reflects growing market share, and we outpaced the market indices for the third quarter in a row.
- We're moving in the right direction, and at the same time, everyone understands that we have more work to do.



# Q1 Highlights

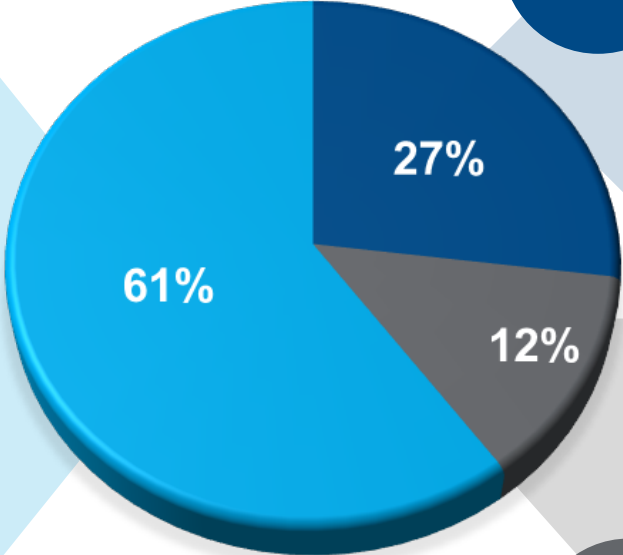
- Global freight markets continue to be impacted by excess capacity, resulting in a loose market and suppressed transportation rates.
- Q1 truckload volume declined 0.5% Y/Y, which outpaced the market indices, and truckload AGP/load improved as we moved through the quarter.
- Red Sea disruption has driven ocean rates higher, but rates have come down from the February peak as capacity has been repositioned and new vessel capacity enters the market.
- Focused on deploying our new operating model, providing best-in-class service to our customers and carriers, gaining profitable share in targeted market segments, optimizing our structure costs, streamlining our processes by continuing to remove waste and manual touches and ensuring readiness for the eventual freight market rebound
- Continuing to invest through cycles in improving the customer and carrier experience and in decoupling volume growth from headcount growth



# Complementary Global Suite of Services

Over half of total revenues came from customers to whom we provide both surface transportation and global forwarding services.<sup>(1)</sup>

## Q1 2024 Adjusted Gross Profits<sup>(2)</sup>



### North American Surface Transportation (NAST)

- Adjusted gross profit (AGP) per load/order declined Y/Y in both TL and LTL
- Truckload volume performance outpaced the market indices for the third 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 driven by removing waste and increasing automation

### Global Forwarding (GF)

- Ongoing conflict in the Red Sea has reduced ocean capacity and driven rates higher
- Ocean volume grew 7.0% Y/Y & air tonnage grew 23.0% Y/Y
- Continuing to diversify our trade lane and industry vertical exposure

### All Other & Corporate

- Robinson Fresh integrated supply chain solutions generating increased AGP
- Managed Services Q1 AGP down 0.1% Y/Y
- Other Surface Transportation AGP decreased 14.6% Y/Y

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 Q1'24 Results by Service

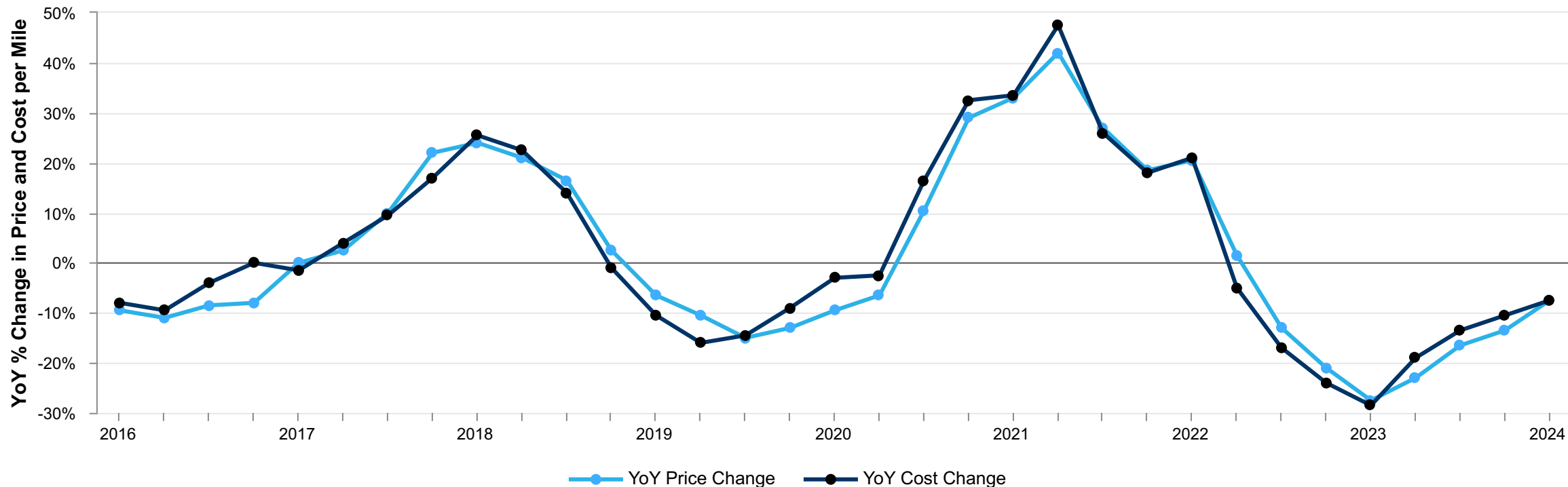
## First Quarter Highlights

- Truckload volume down 0.5% year-over-year<sup>(2)</sup>
- Truckload AGP per shipment decreased 9.5% due to declining profit per shipment on contractual volume<sup>(2)</sup>
- LTL volume up 3.0% and AGP per order decreased 1.0%<sup>(2)</sup>
- Other AGP decreased primarily due to a decrease in warehousing and intermodal services

## Adjusted Gross Profits<sup>(1)</sup> (\$ in millions)

	1Q24	1Q23	%▲
Truckload ("TL")	\$235.7	\$261.5	(9.9)%
Less than Truckload ("LTL")	\$139.5	\$137.1	1.7%
Other	\$21.9	\$28.1	(21.8)%
<b>Total Adjusted Gross Profits</b>	<b>\$397.1</b>	<b>\$426.7</b>	<b>(6.9)%</b>
Adjusted Gross Profit Margin %	13.2%	12.9%	30 bps

# Truckload Price and Cost Change <sup>(1)(2)(3)</sup>

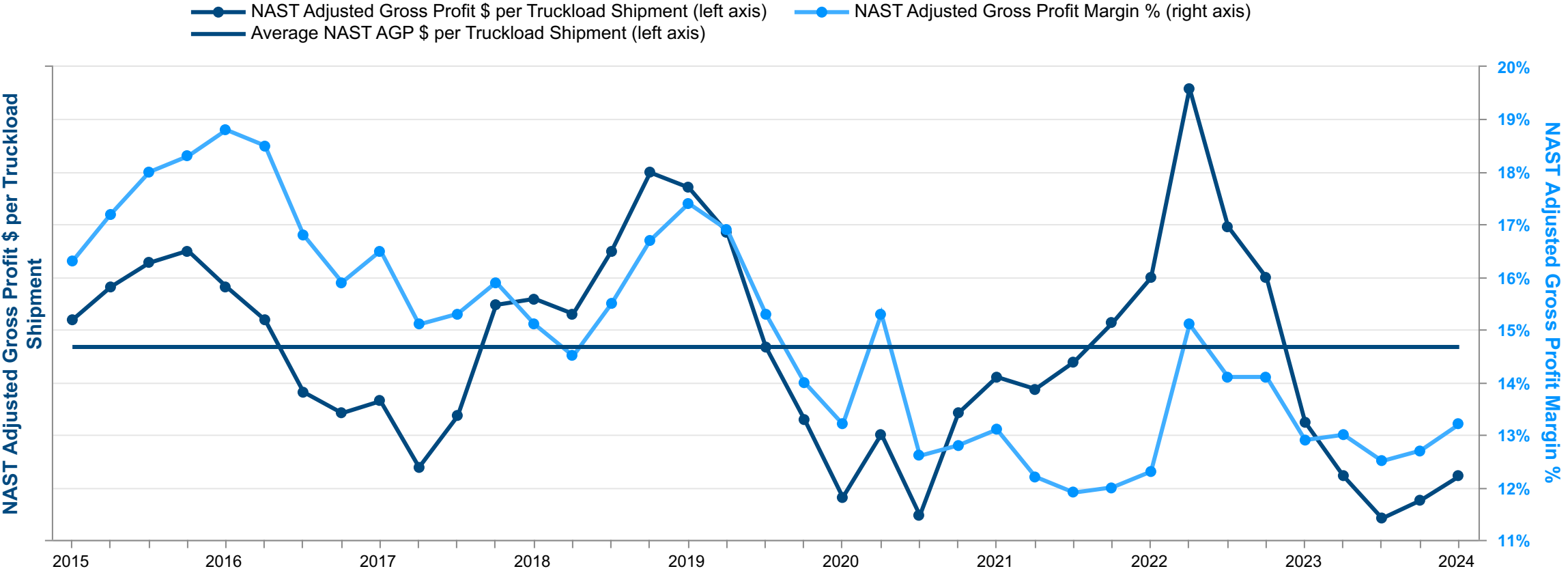


- 65% / 35% truckload contractual / transactional volume mix in Q1
- Average routing guide depth of 1.2 in Managed Services business was flat vs. 1.2 in Q1 last year

Truckload	Q1
Volume <sup>(2)(4)</sup>	-0.5%
Price/Mile <sup>(1)(2)(3)</sup>	-7.5%
Cost/Mile <sup>(1)(2)(3)</sup>	-7.5%
Adjusted Gross Profit <sup>(4)</sup>	-9.9%

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, which improved sequentially despite an increase in linehaul cost per mile for the full quarter vs Q4.<sup>(1)</sup>
- Profit per load improved as we moved through the quarter, as our new operating model and improved pricing discipline led to better AGP yield within both our committed and transaction business, while our procurement teams improved our cost of hire more than market average.

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 Q1'24 Results by Service

## First Quarter Highlights

- Ongoing conflict in the Red Sea is causing transit interruptions and vessel re-routing, which has reduced ocean capacity and driven rates higher on a sequential basis
- Ocean AGP increased due to a 7.0% increase in shipments, partially offset by a 4.0% decrease in AGP per shipment<sup>(2)</sup>
- Air AGP decreased due to a 20.5% decrease in AGP per metric ton shipped, partially offset by a 23.0% increase in metric tons shipped<sup>(2)</sup>
- Customs AGP increased due to an 8.5% increase in volume and a 3.5% increase in AGP per transaction<sup>(2)</sup>

## Adjusted Gross Profits <sup>(1)</sup> (\$ in millions)

	1Q24	1Q23	%▲
Ocean	\$112.9	\$110.1	2.5%
Air	\$30.2	\$30.9	(2.4)%
Customs	\$26.1	\$23.3	11.8%
Other	\$10.8	\$13.6	(19.4)%
<b>Total Adjusted Gross Profits</b>	<b>\$180.0</b>	<b>\$177.9</b>	<b>1.2%</b>
<i>Adjusted Gross Profit Margin %</i>	<i>21.0%</i>	<i>22.5%</i>	<i>(150 bps)</i>

# All Other & Corporate Q1'24 Results

## First Quarter Highlights

### Robinson Fresh

- Increased AGP due to a 1.5%<sup>(2)</sup> increase in case volume and integrated supply chain solutions for retail customers

### Managed Services

- Total freight under management of \$1.5B in Q1 up Y/Y

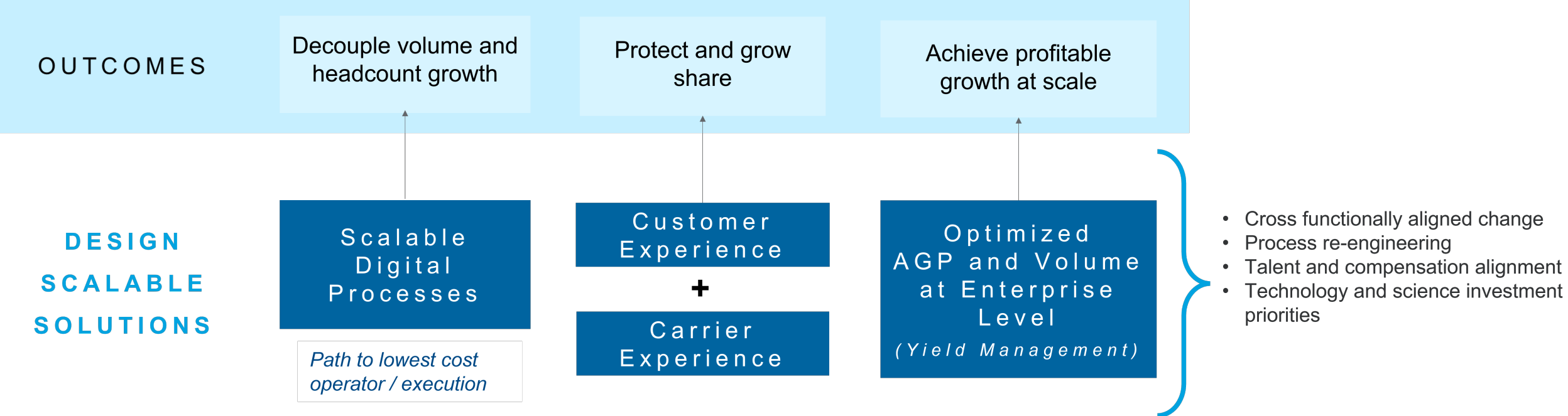
### Other Surface Transportation

- Decline in AGP primarily driven by a 16.9% decrease in Europe truckload AGP

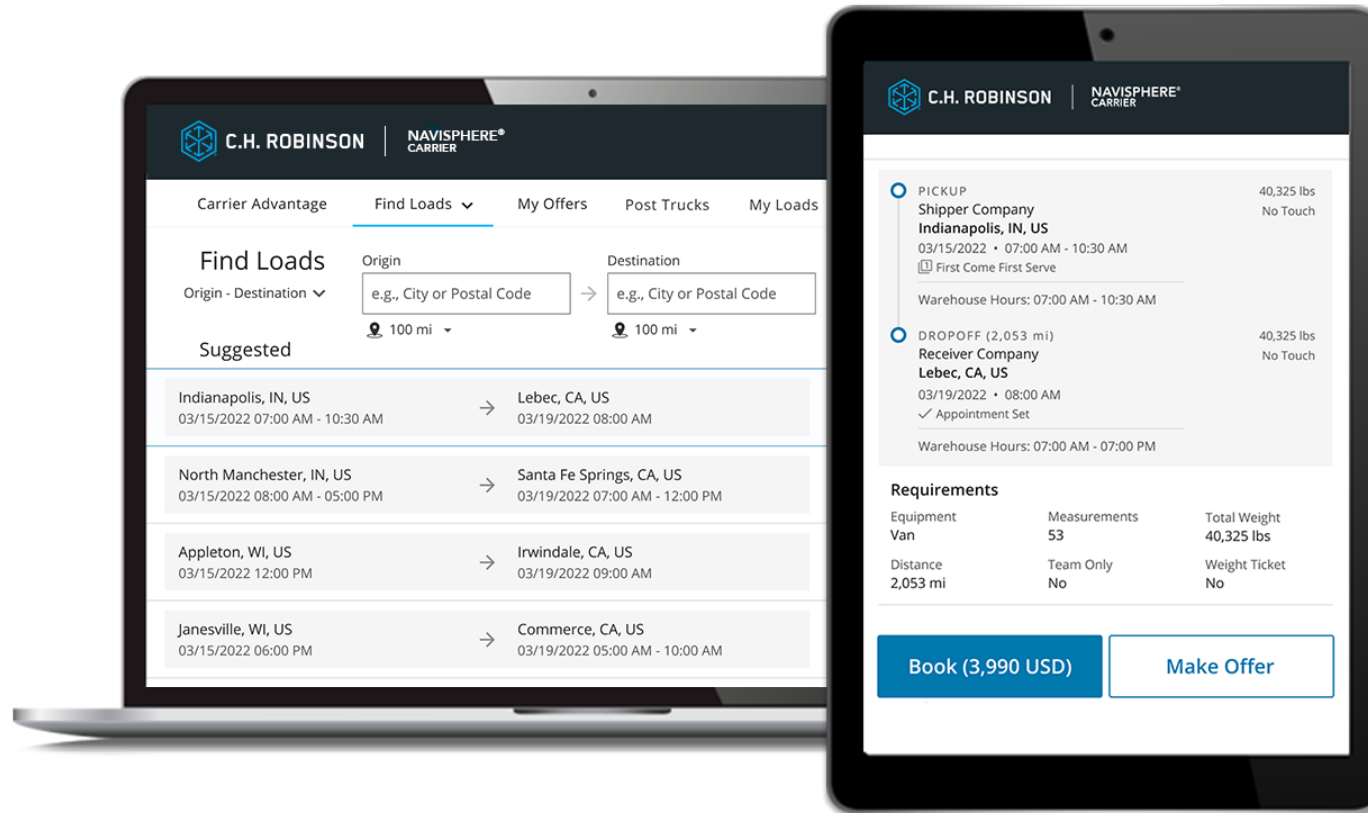
## Adjusted Gross Profits <sup>(1)</sup> (\$ in millions)

	1Q24	1Q23	%▲
Robinson Fresh	\$33.7	\$31.1	8.3%
Managed Services	\$28.9	\$29.0	(0.1)%
Other Surface Transportation	\$17.9	\$21.0	(14.6)%
Total	\$80.6	\$81.1	(0.6)%

# Streamlining & Automating Processes to Drive Profitable Growth



# New Customer & Carrier Experiences Driving Digital Adoption

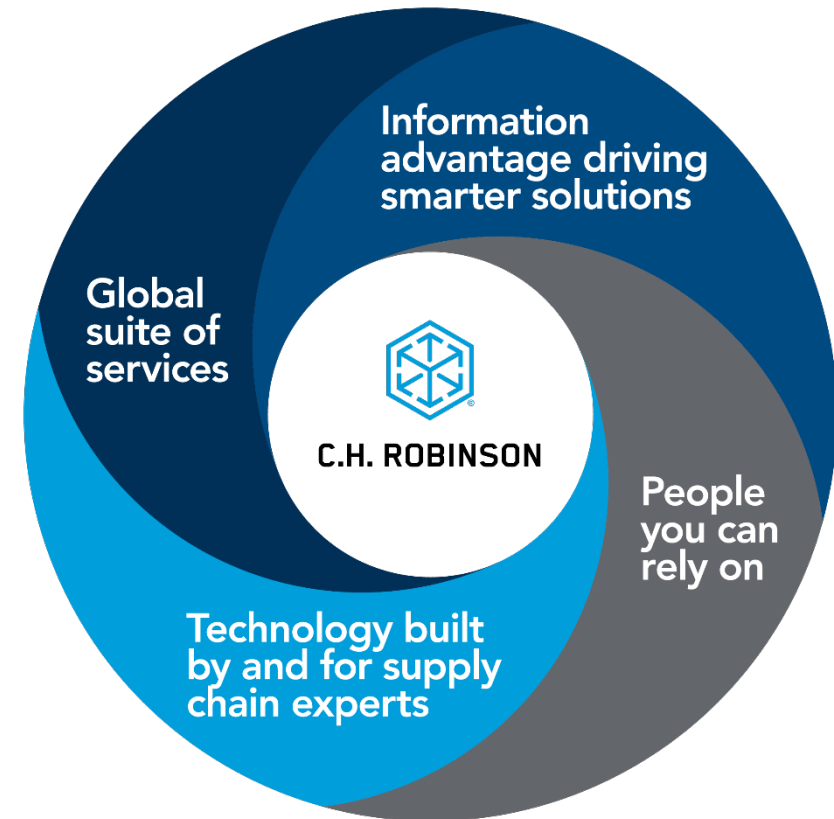


- Improving customer and carrier outcomes with technology that supports our people and processes
- Leveraging GenAI to capitalize on our data and information advantage
- Concurrent workstreams are delivering process optimization by eliminating productivity bottlenecks
- Accelerating the digital execution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

# Pillars of Our Customer Promise

## Best-in-class solutions delivered through a global network of experts you can rely on

- Diversified, **global suite of services™** - we can reliably meet all logistics services needs today and in the future
- An **information advantage driving smarter solutions™** and **better outcomes** through our experience, data and scale
- Solutions delivered through **people you can rely on™** as an extension of your team
- **Technology built by and for supply chain experts™** - tailored, market-leading solutions that drive better supply chain outcomes



# 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

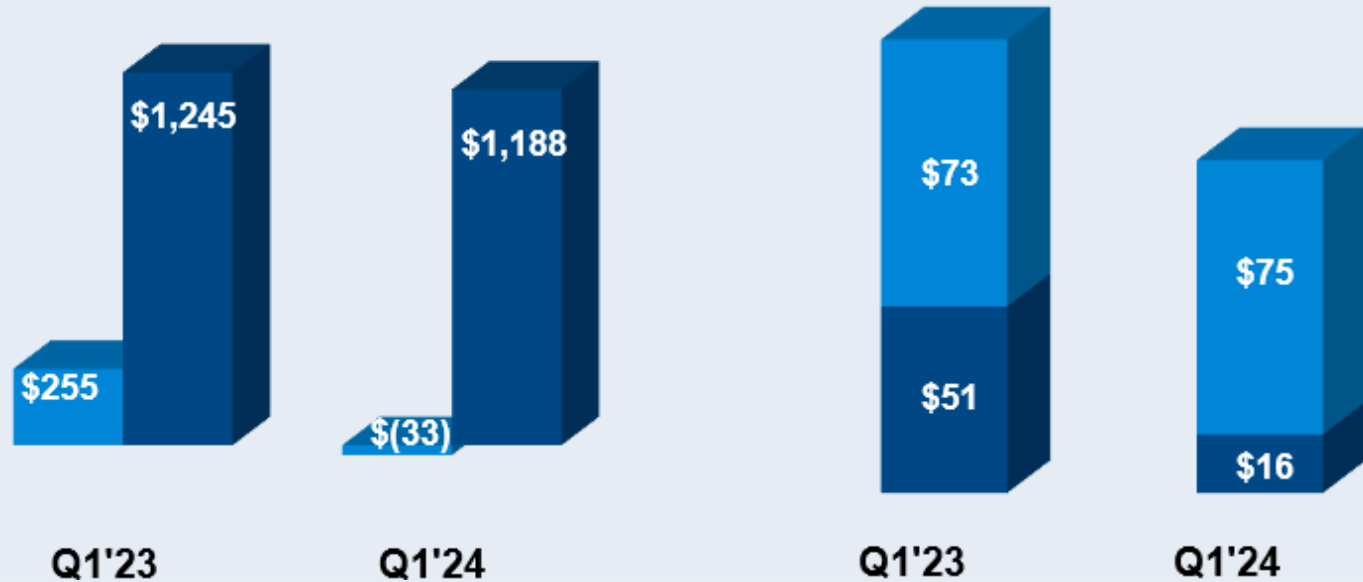
## Return Capital

- Grow dividends in alignment with long-term EBITDA
- Opportunistic approach to share buybacks
- 6.8M of share repurchase authorization remaining

## Cash Flow from Operations & Capital Distribution (\$M)

- Cash from Ops
- Op Working Capital

- Share Repurchases
- Cash Dividends



- The decline in the cost and price of purchased transportation (inclusive of fuel surcharges) has slowed year-over-year, resulting in less benefit to net operating working capital and cash flow.
- We'll continue to manage our capital structure to maintain our investment grade credit rating.

- \$91 million of cash returned to shareholders in Q1 2024
- Q1 2024 capital distribution declined 27% Y/Y due to the decrease in cash from operations
- More than 25 years of annually increasing dividends, on a per share basis
- 213K shares deemed repurchased, upon surrender of shares to satisfy tax withholding, at an average price of \$75.89



# Appendix

# Q1 2024 Transportation Results<sup>(1)</sup>

## Three Months Ended March 31

<i>\$ in thousands</i>	<b>2024</b>	<b>2023</b>	<b>% Change</b>
Total Revenues	\$ 4,082,588	\$ 4,327,965	(5.7)%
Total Adjusted Gross Profits <sup>(2)</sup>	\$ 627,592	\$ 656,934	(4.5)%
<i>Adjusted Gross Profit Margin %</i>	15.4%	15.2%	20 bps

<b>Transportation Adjusted Gross Profit Margin %</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Q1	16.8%	19.7%	17.3%	16.4%	18.6%	15.3%	14.9%	13.5%	15.2%	15.4%
Q2	17.5%	19.3%	16.2%	16.2%	18.3%	17.5%	13.8%	15.4%	15.5%	
Q3	18.4%	17.6%	16.4%	16.6%	16.9%	14.4%	13.7%	15.1%	15.1%	
Q4	19.0%	17.2%	16.6%	17.7%	15.6%	14.3%	13.3%	15.5%	15.0%	
<b>Total</b>	<b>17.9%</b>	<b>18.4%</b>	<b>16.6%</b>	<b>16.7%</b>	<b>17.3%</b>	<b>15.3%</b>	<b>13.8%</b>	<b>14.8%</b>	<b>15.2%</b>	

# Q1 2024 NAST Results

	Three Months Ended March 31		
	2024	2023	% Change
	<i>\$ in thousands</i>		
Total Revenues	\$ 3,000,313	\$ 3,304,187	(9.2)%
Total Adjusted Gross Profits <sup>(1)</sup>	\$ 397,110	\$ 426,655	(6.9)%
<i>Adjusted Gross Profit Margin %</i>	13.2%	12.9%	30 bps
Income from Operations <sup>(2)</sup>	\$ 108,895	\$ 134,022	(18.7)%
<i>Adjusted Operating Margin %</i>	27.4%	31.4%	(400 bps)
Depreciation and Amortization	\$ 5,350	\$ 5,651	(5.3)%
Total Assets	\$ 3,065,996	\$ 3,240,898	(5.4)%
Average Headcount	6,004	6,870	(12.6)%

# Q1 2024 Global Forwarding Results

	Three Months Ended March 31		
	2024	2023	% Change
	<i>\$ in thousands</i>		
Total Revenues	\$ 858,637	\$ 789,978	8.7 %
Total Adjusted Gross Profits <sup>(1)</sup>	\$ 180,045	\$ 177,919	1.2 %
<i>Adjusted Gross Profit Margin %</i>	21.0%	22.5%	(150 bps)
Income from Operations <sup>(2)</sup>	\$ 31,552	\$ 30,116	4.8 %
<i>Adjusted Operating Margin %</i>	17.5%	16.9%	60 bps
Depreciation and Amortization	\$ 2,844	\$ 5,480	(48.1)%
Total Assets	\$ 1,257,675	\$ 1,194,575	5.3 %
Average Headcount	4,876	5,471	(10.9)%

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 \$3.5 million of restructuring charges in the Three Months Ended March 31, 2024 mainly related to workforce reductions. Includes \$1.7 million of restructuring charges in the Three Months Ended March 31, 2023 mainly related to workforce reductions.

# Q1 2024 All Other and Corporate Results

	Three Months Ended March 31		
	2024	2023	% Change
	<i>\$ in thousands</i>		
Total Revenues	\$ 553,361	\$ 517,505	6.9%
Total Adjusted Gross Profits <sup>(1)</sup>	\$ 80,574	\$ 81,066	(0.6%)
Income (loss) from Operations <sup>(2)</sup>	\$ (13,314)	\$ (3,105)	N/M
Depreciation and Amortization	\$ 15,684	\$ 13,249	18.4%
Total Assets	\$ 1,148,417	\$ 1,160,111	(1.0%)
Average Headcount	4,110	4,561	(9.9%)

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 \$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. Includes \$1.2 million of restructuring charges in the Three Months Ended March 31, 2023 mainly related to workforce reductions.

# 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:

<i>\$ in thousands</i>	Three Months Ended March 31			
	2024		2023	
Revenues:				
Transportation	\$4,082,588		\$ 4,327,965	
Sourcing	329,723		283,705	
Total Revenues	<u>\$4,412,311</u>		<u>\$ 4,611,670</u>	
Costs and expenses:				
Purchased transportation and related services	3,454,996		3,671,031	
Purchased produced sourced for resale	299,586		254,999	
Direct internally developed software amortization	10,222		7,317	
Total direct costs	<u>\$3,764,804</u>		<u>\$ 3,933,347</u>	
<b>Gross profit &amp; Gross profit margin</b>	<b>\$ 647,507</b>	<b>14.7%</b>	<b>\$ 678,323</b>	<b>14.7%</b>
Plus: Direct internally developed software amortization	10,222		7,317	
<b>Adjusted gross profit/Adjusted gross profit margin</b>	<b>\$ 657,729</b>	<b>14.9%</b>	<b>\$ 685,640</b>	<b>14.9%</b>



# 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 is a similar non-GAAP financial measure to adjusted operating margin, but also excludes the impact of restructuring. We believe adjusted operating margin and adjusted operating margin - excluding restructuring 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 are presented below:

	Three Months Ended March 31	
	2024	2023
<i>\$ in thousands</i>		
Total Revenues	\$ 4,412,311	\$ 4,611,670
Income from operations	127,133	161,033
<b>Operating margin</b>	<b>2.9%</b>	<b>3.5%</b>
Adjusted gross profit	\$ 657,729	\$ 685,640
Income from operations	127,133	161,033
<b>Adjusted operating margin</b>	<b>19.3%</b>	<b>23.5%</b>
Adjusted gross profit	\$ 657,729	\$ 685,640
Adjusted income from operations <sup>(1)</sup>	140,076	164,755
<b>Adjusted operating margin - excluding restructuring</b>	<b>21.3%</b>	<b>24.0%</b>

1. 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. In the Three Months Ended March 31, 2023, we incurred restructuring expenses of \$3.6 million related to workforce reductions and \$0.1 million of other charges.

# Non-GAAP Reconciliations

Our adjusted income (loss) from operations, adjusted operating margin - excluding restructuring, and adjusted net income per share (diluted) are non-GAAP financial measures. Adjusted income (loss) from operations and adjusted net income per share (diluted) is calculated as income (loss) from operations, adjusted operating margin - excluding restructuring, and net income per share (diluted) excluding the impact of restructuring. The adjustments to net income per share (diluted) include restructuring-related costs and a foreign currency loss on divested operations. 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, and adjusted net income per share (diluted). The reconciliation of income (loss) from operations to adjusted income (loss) from operations, adjusted operating margin - excluding restructuring, and net income per share (diluted) to adjusted income (loss) from operations and adjusted net income per share (diluted) is 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 <sup>(1)(2)</sup>	4,904	3,476	4,563	12,943
<b>Adjusted income (loss) from operations</b>	<b>\$ 113,799</b>	<b>\$ 35,028</b>	<b>\$ (8,751)</b>	<b>\$ 140,076</b>
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 <sup>(1)</sup>			12,943	0.11
Tax effect of adjustments			(3,101)	(0.03)
<b>Adjusted net income and per share (diluted)</b>			<b>\$ 102,746</b>	<b>\$ 0.86</b>

# Non-GAAP Reconciliations

Our adjusted income (loss) from operations, adjusted operating margin - excluding restructuring, and adjusted net income per share (diluted) are non-GAAP financial measures. Adjusted income (loss) from operations and adjusted net income per share (diluted) is calculated as income (loss) from operations, adjusted operating margin - excluding restructuring, and net income per share (diluted) excluding the impact of restructuring. The adjustments to net income per share (diluted) include restructuring-related costs and a foreign currency loss on divested operations. 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, and adjusted net income per share (diluted). The reconciliation of income (loss) from operations to adjusted income (loss) from operations, adjusted operating margin - excluding restructuring, and net income per share (diluted) to adjusted income (loss) from operations and adjusted net income per share (diluted) is presented below (in thousands except per share data):

	Three Months Ended March 31, 2023			
	NAST	Global Forwarding	All Other and Corporate	Consolidated
Income (loss) from operations	\$ 134,022	\$ 30,116	\$ (3,105)	\$ 161,033
Severance and other personnel expenses	829	1,538	1,231	3,598
Other selling, general, and administrative expenses	—	124	—	124
Total adjustments to income (loss) from operations <sup>(1)</sup>	829	1,662	1,231	3,722
<b>Adjusted income (loss) from operations</b>	<b>\$ 134,851</b>	<b>\$ 31,778</b>	<b>\$ (1,874)</b>	<b>\$ 164,755</b>
Adjusted gross profit	\$ 426,655	\$ 177,919	\$ 81,066	\$ 685,640
Adjusted income (loss) from operations	134,851	31,778	(1,874)	164,755
Adjusted operating margin - excluding restructuring	31.6%	17.9%	N/M	24.0%
			\$ in 000's	per share
Net income and per share (diluted)			\$ 114,891	\$ 0.96
Restructuring and related costs, pre-tax <sup>(1)</sup>			3,722	0.03
Foreign currency loss on divested operations, pre-tax			1,757	0.02
Tax effect of adjustments			(894)	(0.01)
<b>Adjusted net income and per share (diluted)</b>			<b>\$ 119,476</b>	<b>\$ 1.00</b>



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**INVESTOR RELATIONS:**

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**Thank you**

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