UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
PURSUANT TO SECTION 13 OR 15(d)
OF THE SECURITIES EXCHANGE ACT OF 1934

Date of Report: August 2, 2023
(Date of earliest event reported)

C.H. ROBINSON WORLDWIDE, INC.
(Exact name of registrant as specified in its charter)

Commission File Number: 000-23189

Delaware	**41-1883630**
(State or other jurisdiction of incorporation or organization)	**(I.R.S. Employer Identification No.)**

14701 Charlson Road
Eden Prairie, Minnesota 55347
(Address of principal executive offices, including zip code)

Registrant's telephone number, including area code: 952-937-8500

Not Applicable
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:
☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, $0.10 par value	CHRW	Nasdaq Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter). Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 2.02 Results of Operations and Financial Condition.

The following information is being "furnished" in accordance with the General Instruction B.2 of Form 8-K and shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such filing.

Furnished herewith as Exhibits 99.1 and 99.2, respectively, and incorporated by reference herein are the text of the Company's announcement regarding its financial results for the quarter ended June 30, 2023 and its earnings conference call slides.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits

Number	**Description**
99.1	Press Release dated August 2, 2023 of C.H. Robinson Worldwide, Inc.
99.2	Earnings conference call slides dated August 2, 2023
104	The cover page from the Current Report on Form 8-K formatted in Inline XBRL

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

C.H. ROBINSON WORLDWIDE, INC.

By: */s/ Ben G. Campbell*

Ben G. Campbell
Chief Legal Officer and Secretary

Date: August 2, 2023

C.H. ROBINSON

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FOR IMMEDIATE RELEASE

C.H. Robinson Reports 2023 Second Quarter Results

Eden Prairie, MN, August 2, 2023 - C.H. Robinson Worldwide, Inc. ("C.H. Robinson") (Nasdaq: CHRW) today reported financial results for the quarter ended June 30, 2023.

Second Quarter Key Metrics:

- **Gross profits decreased 35.9% to $656.7 million**
- **Income from operations decreased 71.8% to $132.6 million**
- **Adjusted operating margin(1) decreased 2,560 basis points to 19.9%**
- **Diluted earnings per share (EPS) decreased 69.7% to $0.81**
- **Adjusted EPS(1) decreased 64.3% to $0.90**
- **Cash generated by operations decreased by $40.4 million to $224.8 million**

(1) Adjusted operating margin and adjusted EPS are non-GAAP financial measures. The same factors described in this release that impacted these non-GAAP measures also impacted the comparable GAAP measures. Refer to pages 11 through 13 for further discussion and GAAP to Non-GAAP Reconciliations.

C.H. Robinson's recently appointed President and Chief Executive Officer, Dave Bozeman, said "It is an absolute privilege to be leading C.H. Robinson, a market leader with enormous scale, a strong base of loyal customers, and a resilient business model that generates profits and free cash flow through the entirety of the freight cycle."

The company noted that global freight markets in the second quarter continued to be impacted by weak demand, high inventories and excess capacity, which resulted in a more competitive marketplace with suppressed transportation rates. North American surface transportation volumes and load-to-truck ratios remain near the low levels of 2019. In the freight forwarding market, ocean vessel and air freight capacity continues to exceed demand, which has kept ocean and air freight rates low during this period of significant decline that has continued since the second half of 2022.

"We are staying focused on what we can control, providing superior service to our customers and carriers and streamlining our processes by removing waste and manual touches," added Bozeman.

"I know from my time in the transportation market that other freight providers and new entrants look to Robinson as an example of a commercial engine with the breadth, scale, expertise and financial strength that they aspire to achieve. However, there is always room for improvement, and I recognize the tremendous opportunity in front of us to accelerate growth in a very fragmented market. Our goal is to provide such a compelling offering that customers feel like C.H. Robinson is essential to the success of their supply chain. As I aim to reinvigorate the winning culture, my focus will be on people, products, processes, technology, collaboration and excellence. To enable greater agility and flexibility and to accelerate our clock speed, I'm empowering our people to uncover new ways to challenge the status quo, move faster and act boldly to better anticipate our customers' needs, exceed their expectations and make us indispensable. As a Lean practitioner, I'm passionate about continuously improving how organizations operate. Lean principles work and are applicable at Robinson to further improve efficiency."

"Shippers are looking for stable and innovative logistics partners," continued Bozeman. "Robinson has shown the strength of its model through cycles, our balance sheet continues to be strong, and we plan to invest in initiatives that we expect to amplify the expertise of our people and generate high returns on investment. We have some of the best people in the logistics industry, with the grit, grind and hustle needed to solve challenges for our customers and carriers, and I'm confident that together we will win for our customers, carriers and shareholders. While the near-term freight environment presents some challenges, the strength of our people, scaled network, financial model and investments in improving efficiency position us well for the eventual rebound."

"I'm excited about our opportunities and our future. I look forward to leading this great company to new heights and sharing our progress with all of you along our journey," Bozeman concluded.

Summary of Second Quarter Results Compared to the Second Quarter of 2022

- **Total revenues** decreased 35.0% to $4.4 billion, primarily driven by lower pricing in our ocean and truckload services.
- **Gross profits** decreased 35.9% to $656.7 million. **Adjusted gross profits** decreased 35.5% to $665.5 million, primarily driven by lower adjusted gross profit per transaction in truckload and ocean.
- **Operating expenses** decreased 5.2% to $532.9 million. **Personnel expenses** decreased 15.2% to $377.3 million, primarily due to cost optimization efforts and lower variable compensation. Average headcount declined 10.1%. **Selling, general and administrative ("SG&A") expenses** of $155.6 million increased 32.8%, primarily due to the $25.3 million gain on the sale-leaseback of our Kansas City regional center recorded in the prior year and increased claims and warehouse expenses in the current year.
- **Income from operations** totaled $132.6 million, down 71.8% due to the decrease in adjusted gross profits, partially offset by the decline in operating expenses. **Adjusted operating margin** of 19.9% declined 2,560 basis points.
- **Interest and other income/expense, net** totaled $18.3 million of expense, consisting primarily of $23.2 million of interest expense, which increased $6.3 million versus last year due to higher variable interest rates. This was partially offset by a $3.5 million gain of foreign currency revaluation and realized foreign currency gains and losses, compared to a $10.3 million loss last year, driven by foreign currency impacts on intercompany assets and liabilities.
- The **effective tax rate** in the quarter was 14.9% compared to 21.3% in the second quarter last year. The lower rate in the second quarter of this year was driven by lower income before taxes, increased U.S. tax credits and incentives, fewer non-deductible expenses, and incremental benefits from foreign tax credit utilization.
- **Net income** totaled $97.3 million, down 72.1% from a year ago. **Diluted EPS** of $0.81 decreased 69.7%. **Adjusted EPS** of $0.90 decreased 64.3%.

Summary of Year-to-Date Results Compared to 2022

- **Total revenues** decreased 33.6% to $9.0 billion, primarily driven by lower pricing in our ocean and truckload services.
- **Gross profits** decreased 30.7% to $1.3 billion. **Adjusted gross profits** decreased 30.3% to $1.4 billion, primarily driven by lower adjusted gross profit per transaction in truckload and ocean.
- **Operating expenses** decreased 5.8% to $1.1 billion. **Personnel expenses** decreased 11.4% to $760.4 million, primarily due to cost optimization efforts and lower variable compensation. Average headcount declined 5.9%. **SG&A expenses** increased 12.3% to $297.1 million, primarily due to the $25.3 million gain on the sale-leaseback of our Kansas City regional center recorded in the prior year and increased depreciation and amortization in the current year.
- **Income from operations** totaled $293.7 million, down 64.0% from last year, due to the decrease in adjusted gross profits, partially offset by the decline in operating expense. **Adjusted operating margin** of 21.7% decreased 2,040 basis points.
- **Interest and other income/expense, net** totaled $46.5 million of expense, which primarily consisted of $46.8 million of interest expense, which increased $15.3 million versus last year due to higher variable interest rates. The year-to-date results also included a $6.0 million loss from foreign currency revaluation and realized foreign currency gains and losses, compared to an $11.8 million loss last year, driven by foreign currency impacts on intercompany assets and liabilities.
- The **effective tax rate** for the six months ended June 30, 2023 was 14.1% compared to 20.0% in the year-ago period. The lower rate in the current period was driven by lower income before taxes, increased U.S. tax credits and incentives, and fewer non-deductible expenses in the current year.
- **Net income** totaled $212.2 million, down 65.7% from a year ago. **Diluted EPS** of $1.77 decreased 62.4%. **Adjusted EPS** of $1.88 decreased 58.8%.

North American Surface Transportation ("NAST") Results

Summarized financial results of our NAST segment are as follows (dollars in thousands):

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Total revenues	$ 3,079,268	$ 4,147,046	(25.7)%	$ 6,383,455	$ 8,261,935	(22.7)%
Adjusted gross profits(1)	400,532	624,551	(35.9)%	827,187	1,130,651	(26.8)%
Income from operations	117,859	276,499	(57.4)%	251,881	458,853	(45.1)%

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

Second quarter total revenues for the NAST segment totaled $3.1 billion, a decrease of 25.7% over the prior year, primarily driven by lower truckload pricing, reflecting an oversupply of truckload capacity compared to soft freight demand. NAST adjusted gross profits decreased 35.9% in the quarter to $400.5 million. Adjusted gross profits in truckload decreased 45.4% due to a 41.5% decrease in adjusted gross profit per shipment and a 6.5% decline in truckload shipments. Our average truckload linehaul rate per mile charged to our customers, which excludes fuel surcharges, decreased approximately 23.0% in the quarter compared to the prior year, while truckload linehaul cost per mile, excluding fuel surcharges, decreased approximately 19.0%, resulting in a 41.5% decrease in truckload adjusted gross profit per mile. LTL adjusted gross profits decreased 18.8% versus the year-ago period, as adjusted gross profit per order decreased 19.0% and LTL shipments were flat. NAST overall volume growth was down 2.5% for the quarter. Operating expenses decreased 18.8% primarily due to lower variable compensation and lower average employee headcount. NAST average employee headcount was down 14.0% in the quarter. Income from operations decreased 57.4% to $117.9 million, and adjusted operating margin declined 1,490 basis points to 29.4%.

Global Forwarding Results

Summarized financial results of our Global Forwarding segment are as follows (dollars in thousands):

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Total revenues	$ 779,867	$ 2,093,190	(62.7)%	$ 1,569,845	$ 4,287,587	(63.4)%
Adjusted gross profits[1]	179,231	324,443	(44.8)%	357,150	646,291	(44.7)%
Income from operations	29,647	167,557	(82.3)%	59,763	335,195	(82.2)%

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

Second quarter total revenues for the Global Forwarding segment decreased 62.7% to $779.9 million, primarily driven by lower pricing in our ocean service, reflecting an oversupply of vessel capacity compared to soft freight demand. Adjusted gross profits decreased 44.8% in the quarter to $179.2 million. Ocean adjusted gross profits decreased 52.9%, driven by a 49.5% decrease in adjusted gross profit per shipment and a 7.0% decline in shipments. Air adjusted gross profits decreased 40.3%, driven by a 39.5% decrease in adjusted gross profit per metric ton shipped and a 2.0% decline in metric tons shipped. Customs adjusted gross profits decreased 9.7%, driven by a 14.5% reduction in transaction volume. Operating expenses decreased 4.7%, primarily driven by lower variable compensation and lower average employee headcount, which was partially offset by an increase in credit losses. Second quarter average employee headcount decreased 9.3%. Income from operations decreased 82.3% to $29.6 million, and adjusted operating margin declined 3,510 basis points to 16.5% in the quarter.

All Other and Corporate Results

Total revenues and adjusted gross profits for Robinson Fresh, Managed Services and Other Surface Transportation are summarized as follows (dollars in thousands):

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Total revenues	$ 562,721	$ 558,239	0.8 %	$ 1,080,226	$ 1,064,906	1.4 %
Adjusted gross profits[1]:						
Robinson Fresh	$ 37,895	$ 34,981	8.3 %	$ 69,040	$ 65,486	5.4 %
Managed Services	28,953	27,618	4.8 %	57,923	55,700	4.0 %
Other Surface Transportation	18,885	20,020	(5.7)%	39,836	39,681	0.4 %

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

Second quarter Robinson Fresh adjusted gross profits increased 8.3% to $37.9 million, primarily driven by a 10.0% increase in case volume and integrated supply chain solutions for foodservice and wholesale customers. Managed Services adjusted gross profits increased 4.8% in the quarter, due to growth with existing and new customers. Other Surface Transportation adjusted gross profits decreased 5.7% to $18.9 million, primarily due to a 7.3% decrease in Europe truckload adjusted gross profits.

Other Income Statement Items

The second quarter effective tax rate was 14.9%, down from 21.3% last year. The lower rate in the second quarter of this year was driven by lower income before taxes, increased U.S. tax credits and incentives, fewer non-deductible expenses, and incremental benefits from foreign tax credit utilization. We now expect our 2023 full-year effective tax rate to be 16% to 18%.

Interest and other income/expense, net totaled $18.3 million of expense, consisting primarily of $23.2 million of interest expense, which increased $6.3 million versus the second quarter of 2022 due to higher variable interest rates, and a $3.5 million gain of foreign currency revaluation and realized foreign currency gains and losses on intercompany assets and liabilities.

Diluted weighted average shares outstanding in the quarter were down 8.1% due to share repurchases over the past twelve months.

Cash Flow Generation and Capital Distribution

Cash generated from operations totaled $224.8 million in the second quarter, compared to $265.3 million of cash generated from operations in the second quarter of 2022. The $40.4 million decrease was primarily due to a $250.9 million decrease in net income, partially offset by a $143.7 million sequential decrease in net operating working capital in the second quarter of 2023 compared to a $45.3 million sequential increase in the second quarter of 2022. The decrease in net operating working capital in the second quarter of 2023 resulted primarily from a $180.0 million sequential decrease in accounts receivable and contract assets, partially offset by a $36.3 million sequential decrease in total accounts payable and accrued transportation expense.

In the second quarter of 2023, cash returned to shareholders totaled $106.1 million, with $72.8 million in cash dividends and $33.4 million in repurchases of common stock.

Capital expenditures totaled $24.4 million in the quarter. Capital expenditures for 2023 are expected to be $90 million to $100 million.

About C.H. Robinson

C.H. Robinson solves logistics problems for companies across the globe and across industries, from the simple to the most complex. With $30 billion in freight under management and 20 million shipments annually, we are one of the world's largest logistics platforms. Our global suite of services accelerates trade to seamlessly deliver the products and goods that drive the world's economy. With the combination of our multimodal transportation management system and expertise, we use our information advantage to deliver smarter solutions for our 100,000 customers and 96,000 contract carriers. Our technology is built by and for supply chain experts to bring faster, more meaningful improvements to our customers' businesses. As a responsible global citizen, we are also proud to contribute millions of dollars to support causes that matter to our company, our Foundation and our employees. For more information, visit us at www.chrobinson.com (Nasdaq: CHRW).

Except for the historical information contained herein, the matters set forth in this 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; freight levels and increasing costs and availability of truck capacity or alternative means of transporting freight; risks associated with significant disruptions in the transportation industry; changes in relationships with existing contracted truck, rail, ocean, and air carriers; changes in our customer base due to possible consolidation among our customers; risks with reliance on technology to operate our business; cyber-security related risks; risks associated with operations outside of the United States; our ability to successfully integrate the operations of acquired companies with our historic operations; climate change related risks; risks associated with our indebtedness; interest rates related risks; risks associated with litigation, including contingent auto liability and insurance coverage; risks associated with the potential impact of changes in government 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 war on the economy; changes to our capital structure; changes due to catastrophic events including pandemics such as COVID-19; 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. All remarks made during our financial results conference call will be current at the time of the call, and we undertake no obligation to update the replay.

Conference Call Information:

C.H. Robinson Worldwide Second Quarter 2023 Earnings Conference Call
Wednesday, August 2, 2023; 5:00 p.m. Eastern Time
Presentation slides and a simultaneous live audio webcast of the conference call may be accessed through the Investor Relations link on C.H. Robinson's website at www.chrobinson.com.
To participate in the conference call by telephone, please call ten minutes early by dialing: 877-269-7756
International callers dial +1-201-689-7817

Adjusted Gross Profit by Service Line

(in thousands)

This table of summary results presents our service line adjusted gross profits on an enterprise basis. The service line adjusted gross profits in the table differ from the service line adjusted gross profits discussed within the segments as our segments may have revenues from multiple service lines.

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Adjusted gross profits[1]:						
Transportation						
Truckload	$ 261,147	$ 456,260	(42.8)%	$ 549,801	$ 816,047	(32.6)%
LTL	137,185	168,298	(18.5)%	275,822	320,610	(14.0)%
Ocean	107,497	227,958	(52.8)%	217,576	449,421	(51.6)%
Air	33,728	56,871	(40.7)%	65,045	118,305	(45.0)%
Customs	25,128	27,820	(9.7)%	48,462	55,315	(12.4)%
Other logistics services	66,582	61,561	8.2 %	131,495	117,197	12.2 %
Total transportation	631,267	998,768	(36.8)%	1,288,201	1,876,895	(31.4)%
Sourcing	34,229	32,845	4.2 %	62,935	60,914	3.3 %
Total adjusted gross profits	$ 665,496	$ 1,031,613	(35.5)%	$ 1,351,136	$ 1,937,809	(30.3)%

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

GAAP to Non-GAAP Reconciliation

(unaudited, in thousands)

Our adjusted gross profit is a non-GAAP financial measure. Adjusted gross profit is calculated as gross profit excluding amortization of internally developed software utilized to directly serve our customers and contracted carriers. We believe adjusted gross profit is a useful measure 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. Accordingly, the discussion of our results of operations often focuses on the changes in our adjusted gross profit. The reconciliation of gross profit to adjusted gross profit is presented below (in thousands):

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Revenues:						
Transportation	$ 4,084,827	$ 6,465,642	(36.8)%	$ 8,412,792	$ 12,993,993	(35.3)%
Sourcing	337,029	332,833	1.3 %	620,734	620,435	— %
Total revenues	4,421,856	6,798,475	(35.0)%	9,033,526	13,614,428	(33.6)%
Costs and expenses:						
Purchased transportation and related services	3,453,560	5,466,874	(36.8)%	7,124,591	11,117,098	(35.9)%
Purchased products sourced for resale	302,800	299,988	0.9 %	557,799	559,521	(0.3)%
Direct internally developed software amortization	8,749	6,640	31.8 %	16,066	12,374	29.8 %
Total direct expenses	3,765,109	5,773,502	(34.8)%	7,698,456	11,688,993	(34.1)%
Gross profit	$ 656,747	$ 1,024,973	(35.9)%	$ 1,335,070	$ 1,925,435	(30.7)%
Plus: Direct internally developed software amortization	8,749	6,640	31.8 %	16,066	12,374	29.8 %
Adjusted gross profit	$ 665,496	$ 1,031,613	(35.5)%	$ 1,351,136	$ 1,937,809	(30.3)%

Our adjusted operating margin is a non-GAAP financial measure calculated as operating income divided by adjusted gross profit. We believe adjusted operating margin is a useful measure of our profitability in comparison to our adjusted gross profit which we consider a primary performance metric as discussed above. The comparison of operating margin to adjusted operating margin is presented below:

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Total revenues	$ 4,421,856	$ 6,798,475	(35.0) %	$ 9,033,526	$ 13,614,428	(33.6) %
Income from operations	132,623	469,665	(71.8) %	293,656	815,139	(64.0) %
Operating margin	3.0 %	6.9 %	(390) bps	3.3 %	6.0 %	(270) bps
Adjusted gross profit	$ 665,496	$ 1,031,613	(35.5) %	$ 1,351,136	$ 1,937,809	(30.3) %
Income from operations	132,623	469,665	(71.8) %	293,656	815,139	(64.0) %
Adjusted operating margin	19.9 %	45.5 %	(2,560) bps	21.7 %	42.1 %	(2,040) bps

GAAP to Non-GAAP Reconciliation

(unaudited, in thousands)

Our adjusted income (loss) from operations 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 and net income per share (diluted) excluding the impact of restructuring and related costs. 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 and adjusted net income per share (diluted). The reconciliation of income (loss) from operations 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):

	NAST	Global Forwarding	All Other and Corporate	Consolidated
Three Months Ended June 30, 2023				
Income (loss) from operations	$ 117,859	$ 29,647	$ (14,883)	$ 132,623
Severance	323	626	10,732	11,681
Other personnel expenses	4	65	1,377	1,446
Other selling, general, and administrative expenses	4	39	962	1,005
Total restructuring and related costs[1]	331	730	13,071	14,132
Adjusted income (loss) from operations	$ 118,190	$ 30,377	$ (1,812)	$ 146,755
Net income per share (diluted)				$ 0.81
Restructuring and related costs[1]				0.09
Adjusted net income per share (diluted)				$ 0.90

	NAST	Global Forwarding	All Other and Corporate	Consolidated
Six Months Ended June 30, 2023				
Income (loss) from operations	$ 251,881	$ 59,763	$ (17,988)	$ 293,656
Severance	933	2,140	11,746	14,819
Other personnel expenses	223	89	1,594	1,906
Other selling, general, and administrative expenses	4	163	962	1,129
Total restructuring and related costs[1]	1,160	2,392	14,302	17,854
Adjusted income (loss) from operations	$ 253,041	$ 62,155	$ (3,686)	$ 311,510
Net income per share (diluted)				$ 1.77
Restructuring and related costs[1]				0.11
Adjusted net income per share (diluted)				$ 1.88

[1] In the three months ended June 30, 2023, we incurred restructuring expenses of $13.1 million related to workforce reductions and $1.0 million of other charges. In the six months ended June 30, 2023, we incurred restructuring expenses of $16.7 million related to workforce reductions and $1.1 million of other charges.

GAAP to Non-GAAP Reconciliation

(unaudited, in thousands)

Our adjusted income from operations and adjusted net income per share (diluted) are non-GAAP financial measures. Adjusted income from operations and adjusted net income per share (diluted) is calculated as income from operations and net income per share (diluted) excluding the impact of the gain on sale-leaseback of our Kansas City regional center. 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 from operations and adjusted net income per share (diluted). The reconciliation of income from operations and net income per share (diluted) to adjusted income from operations and adjusted net income per share (diluted) is presented below (in thousands except per share data):

	Three Months Ended June 30, 2022	Six Months Ended June 30, 2022
Income from operations	$ 469,665	$ 815,139
Gain on sale of property and equipment[1]	(25,296)	(25,296)
Adjusted income from operations	$ 444,369	$ 789,843
Net income per share (diluted)	$ 2.67	$ 4.71
Gain on sale of property and equipment[1]	(0.15)	(0.15)
Adjusted net income per share (diluted)	$ 2.52	$ 4.56

[1] The gain on sale of property and equipment related to the sale-leaseback of our Kansas City regional center is included within other selling, general, and administrative expenses in our condensed consolidated statements of income.

Condensed Consolidated Statements of Income
(unaudited, in thousands, except per share data)

	Three Months Ended June 30,			Six Months Ended June 30,		
	2023	2022	% change	2023	2022	% change
Revenues:						
Transportation	$ 4,084,827	$ 6,465,642	(36.8)%	$ 8,412,792	$ 12,993,993	(35.3)%
Sourcing	337,029	332,833	1.3 %	620,734	620,435	0.0 %
Total revenues	4,421,856	6,798,475	(35.0)%	9,033,526	13,614,428	(33.6)%
Costs and expenses:						
Purchased transportation and related services	3,453,560	5,466,874	(36.8)%	7,124,591	11,117,098	(35.9)%
Purchased products sourced for resale	302,800	299,988	0.9 %	557,799	559,521	(0.3)%
Personnel expenses	377,277	444,764	(15.2)%	760,383	858,125	(11.4)%
Other selling, general, and administrative expenses	155,596	117,184	32.8 %	297,097	264,545	12.3 %
Total costs and expenses	4,289,233	6,328,810	(32.2)%	8,739,870	12,799,289	(31.7)%
Income from operations	132,623	469,665	(71.8)%	293,656	815,139	(64.0)%
Interest and other income/expense, net	(18,259)	(27,395)	(33.3)%	(46,524)	(41,569)	11.9 %
Income before provision for income taxes	114,364	442,270	(74.1)%	247,132	773,570	(68.1)%
Provision for income taxes	17,048	94,085	(81.9)%	34,925	155,037	(77.5)%
Net income	$ 97,316	$ 348,185	(72.1)%	$ 212,207	$ 618,533	(65.7)%
Net income per share (basic)	$ 0.82	$ 2.71	(69.7)%	$ 1.79	$ 4.78	(62.6)%
Net income per share (diluted)	$ 0.81	$ 2.67	(69.7)%	$ 1.77	$ 4.71	(62.4)%
Weighted average shares outstanding (basic)	118,500	128,405	(7.7)%	118,567	129,447	(8.4)%
Weighted average shares outstanding (diluted)	119,807	130,338	(8.1)%	119,820	131,218	(8.7)%

Business Segment Information

(unaudited, in thousands, except average employee headcount)

Three Months Ended June 30, 2023	NAST	Global Forwarding	All Other and Corporate	Consolidated
Total revenues	$ 3,079,268	$ 779,867	$ 562,721	$ 4,421,856
Adjusted gross profits(1)	400,532	179,231	85,733	665,496
Income (loss) from operations	117,859	29,647	(14,883)	132,623
Depreciation and amortization	5,856	5,484	14,635	25,975
Total assets(2)	3,106,092	1,149,091	1,150,078	5,405,261
Average employee headcount	6,497	5,225	4,363	16,085

Three Months Ended June 30, 2022	NAST	Global Forwarding	All Other and Corporate	Consolidated
Total revenues	$ 4,147,046	$ 2,093,190	$ 558,239	$ 6,798,475
Adjusted gross profits(1)	624,551	324,443	82,619	1,031,613
Income from operations	276,499	167,557	25,609	469,665
Depreciation and amortization	6,123	5,471	11,668	23,262
Total assets(2)	3,688,215	2,851,114	918,110	7,457,439
Average employee headcount	7,552	5,759	4,582	17,893

(1) Adjusted gross profits is a non-GAAP financial measure explained above. The difference between adjusted gross profits and gross profits is not material.

(2) All cash and cash equivalents are included in All Other and Corporate.

Business Segment Information

(unaudited, in thousands, except average employee headcount)

Six Months Ended June 30, 2023	NAST	Global Forwarding	All Other and Corporate	Consolidated
Total revenues	$ 6,383,455	$ 1,569,845	$ 1,080,226	$ 9,033,526
Adjusted gross profits[1]	827,187	357,150	166,799	1,351,136
Income (loss) from operations	251,881	59,763	(17,988)	293,656
Depreciation and amortization	11,507	10,964	27,884	50,355
Total assets[2]	3,106,092	1,149,091	1,150,078	5,405,261
Average employee headcount	6,713	5,356	4,454	16,523

Six Months Ended June 30, 2022	NAST	Global Forwarding	All Other and Corporate	Consolidated
Total revenues	$ 8,261,935	$ 4,287,587	$ 1,064,906	$ 13,614,428
Adjusted gross profits[1]	1,130,651	646,291	160,867	1,937,809
Income from operations	458,853	335,195	21,091	815,139
Depreciation and amortization	12,362	11,026	22,360	45,748
Total assets[2]	3,688,215	2,851,114	918,110	7,457,439
Average employee headcount	7,442	5,690	4,422	17,554

[1] Adjusted gross profits is a non-GAAP financial measure explained above. The difference between adjusted gross profits and gross profits is not material.
[2] All cash and cash equivalents are included in All Other and Corporate.

Condensed Consolidated Balance Sheets

(unaudited, in thousands)

	June 30, 2023	December 31, 2022
Assets		
Current assets:		
Cash and cash equivalents	$ 210,155	$ 217,482
Receivables, net of allowance for credit loss	2,505,130	2,991,753
Contract assets, net of allowance for credit loss	188,207	257,597
Prepaid expenses and other	147,993	122,406
Total current assets	3,051,485	3,589,238
Property and equipment, net of accumulated depreciation and amortization	159,222	159,432
Right-of-use lease assets	343,734	372,141
Intangible and other assets, net of accumulated amortization	1,850,820	1,833,753
Total assets	$ 5,405,261	$ 5,954,564
Liabilities and stockholders' investment		
Current liabilities:		
Accounts payable and outstanding checks	$ 1,449,588	$ 1,570,559
Accrued expenses:		
Compensation	112,421	242,605
Transportation expense	142,568	199,092
Income taxes	9,763	15,210
Other accrued liabilities	159,065	168,009
Current lease liabilities	72,223	73,722
Current portion of debt	815,863	1,053,655
Total current liabilities	2,761,491	3,322,852
Long-term debt	920,495	920,049
Noncurrent lease liabilities	288,960	313,742
Noncurrent income taxes payable	28,104	28,317
Deferred tax liabilities	15,099	14,256
Other long-term liabilities	3,005	1,926
Total liabilities	4,017,154	4,601,142
Total stockholders' investment	1,388,107	1,353,422
Total liabilities and stockholders' investment	$ 5,405,261	$ 5,954,564

Condensed Consolidated Statements of Cash Flow

(unaudited, in thousands, except operational data)

	Six Months Ended June 30,	
Operating activities:	2023	2022
Net income	$ 212,207	$ 618,533
Adjustments to reconcile net income to net cash provided by (used for) operating activities:		
Depreciation and amortization	50,355	45,748
Provision for credit losses	(8,397)	(2,142)
Stock-based compensation	21,642	52,535
Deferred income taxes	(21,825)	(5,844)
Excess tax benefit on stock-based compensation	(8,645)	(7,553)
Other operating activities	3,080	(26,356)
Changes in operating elements, net of acquisitions:		
Receivables	501,210	(378,641)
Contract assets	69,662	(65,362)
Prepaid expenses and other	(23,834)	(14,170)
Accounts payable and outstanding checks	(125,090)	37,207
Accrued compensation	(130,197)	(9,673)
Accrued transportation expenses	(56,524)	62,506
Accrued income taxes	3,308	(54,964)
Other accrued liabilities	(9,611)	1,391
Other assets and liabilities	2,035	(1,886)
Net cash provided by operating activities	479,376	251,329
Investing activities:		
Purchases of property and equipment	(21,679)	(36,781)
Purchases and development of software	(29,622)	(32,622)
Proceeds from sale of property and equipment	—	63,208
Net cash (used for) investing activities	(51,301)	(6,195)
Financing activities:		
Proceeds from stock issued for employee benefit plans	36,684	53,574
Total repurchases of common stock	(84,607)	(514,483)
Cash dividends	(146,195)	(145,268)
Proceeds from long-term borrowings	—	200,000
Proceeds from short-term borrowings	1,861,750	2,735,000
Payments on short-term borrowings	(2,099,750)	(2,586,000)
Net cash (used for) provided by financing activities	(432,118)	(257,177)
Effect of exchange rates on cash	(3,284)	(6,445)
Net change in cash and cash equivalents	(7,327)	(18,488)
Cash and cash equivalents, beginning of period	217,482	257,413
Cash and cash equivalents, end of period	$ 210,155	$ 238,925

	As of June 30,	
Operational Data:	2023	2022
Employees	15,763	18,146

Source: C.H. Robinson
CHRW-IR

C.H. ROBINSON

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

Q2 2023

Earnings Presentation

August 2, 2023

Safe Harbor Statement

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; freight levels and increasing costs and availability of truck capacity or alternative means of transporting freight; risks associated with significant disruptions in the transportation industry; changes in relationships with existing contracted truck, rail, ocean, and air carriers; changes in our customer base due to possible consolidation among our customers; risks with reliance on technology to operate our business; cyber-security related risks; risks associated with operations outside of the United States; our ability to successfully integrate the operations of acquired companies with our historic operations; climate change related risks; risks associated with our indebtedness; interest rates related risks; risks associated with litigation, including contingent auto liability and insurance coverage; risks associated with the potential impact of changes in government 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 war on the economy; changes to our capital structure; changes due to catastrophic events including pandemics such as COVID-19; 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 new President & CEO, Dave Bozeman

- Privilege to be leading C.H. Robinson, a market leader with enormous scale, a strong base of loyal customers, and a resilient business model that generates profits and free cash flow through the entirety of the freight cycle
- Tremendous opportunity in front of us to accelerate growth in a very fragmented market
- Goal is to provide such a compelling offering that customers feel like C.H. Robinson is essential to the success of their supply chain
- Empowering our people to uncover new ways to challenge the status quo, remove waste, accelerate our clock speed and act boldly to better anticipate our customers' needs and exceed their expectations
- As a Lean practitioner, I'm passionate about continuously improving how organizations operate. Lean principles can further improve our efficiency.
- Excited about the potential benefits from generative AI, in conjunction with the machine learning and AI that the company has already been utilizing
- Strength of our people, scaled network, financial model and investments in improving efficiency position us well for the eventual freight market rebound

Q2 Highlights

- Global freight markets continue to be impacted by weak demand, high inventories and excess capacity, resulting in a more competitive market and suppressed transportation rates
- Focused on providing superior service to our customers and carriers and continuing to streamline our processes by removing waste and manual touches
- On track to deliver $300 million of net annualized cost savings by Q4 of this year
- 12% YTD improvement in shipments/person/day against a goal of 15% Y/Y improvement by Q4
- Balance sheet continues to be strong, we continue to invest for the long-term, and we're positioned well for the eventual freight market rebound

Q2 2023

$4.4B Total Revenues -35.0% Y/Y	**$665M** Adj. Gross Profit -35.5% Y/Y
$133M Income from Ops. -71.8% Y/Y	**$0.81** Net Income/Share -69.7% Y/Y $0.90 of adjusted net income per share, excluding $14.1M of restructuring charges[1]

1. Adjusted net income per share is a non-GAAP financial measure. Refer to page 23 for further discussion and a GAAP to Non-GAAP reconciliation.

Complementary Global Suite of Services

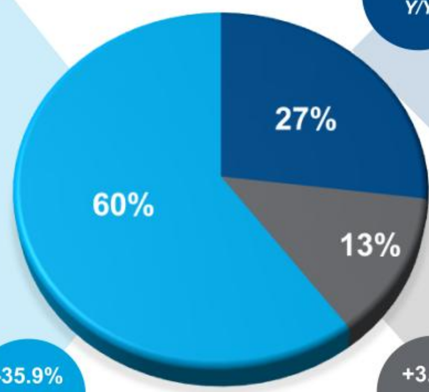
Over half of total revenues and adjusted gross profits came from customers to whom we provide both surface transportation and global forwarding services.[1]

North American Surface Transportation (NAST)

- Adjusted gross profit (AGP) per load/order declined Y/Y in both TL and LTL
- Load-to-truck ratios indicate the truckload market remains soft by historical standards
- Significant market share opportunities remain in highly fragmented market
- Solid progress on initiatives that improve the customer and carrier experience and lower our costs
- 12% YTD improvement in productivity driven by increased automation of in-transit tracking, case management & appointments drove

-35.9% Y/Y

Q2 2023 Adjusted Gross Profit[2]



-44.8% Y/Y

Global Forwarding (GF)

- Destocking of inventory, reduced global demand and excess capacity has led to declining prices for ocean and air freight
- Sequential increase in air & ocean volume
- Continuing to diversify our trade lane and industry vertical exposure

+3.8% Y/Y

All Other & Corporate

- Robinson Fresh integrated supply chain solutions generating increased AGP
- Managed Services Q2 AGP up 4.8%, driven primarily by new customer business
- Other Surface Transportation AGP decreased 5.7% Y/Y

C.H. ROBINSON

1. Measured over trailing twelve months.
2. 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.

NAST Q2'23 Results by Service

Second Quarter Highlights

- Truckload volume down 6.5% year-over-year[2]
- Truckload AGP per shipment decreased 41.5% due to declining profit per shipment on both contractual and transactional volume[2]
- LTL volume was flat and AGP per order decreased 19.0%[2]
- Other AGP increased primarily due to growth in warehousing services
- Added 4,500 new carriers in Q2 vs. 12,300 in Q2 last year

Adjusted Gross Profit[1]
($ in millions)

	2Q23	2Q22	%▲
Truckload ("TL")	$236.1	$432.0	(45.4)%
Less than Truckload ("LTL")	$135.4	$166.9	(18.8)%
Other	$29.0	$25.6	13.2%
Total Adjusted Gross Profits	$400.5	$624.6	(35.9)%
Adjusted Gross Profit Margin %	13.0%	15.1%	(210 bps)

C.H. ROBINSON

1. 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.
2. Growth rates are rounded to the nearest 0.5 percent.

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

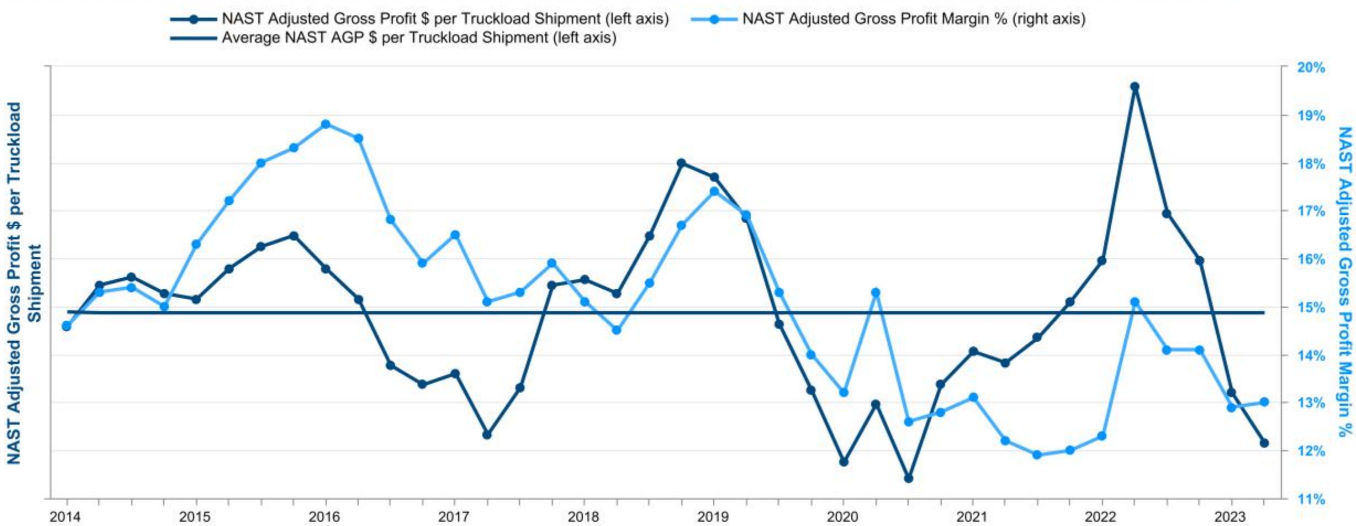
- 70% / 30% truckload contractual / transactional volume mix in Q2
- Average routing guide depth of 1.1 in Managed Services business vs. 1.4 in Q2 last year

Truckload	Q2
Volume[2][4]	-6.5%
Price/Mile[1][2][3]	-23.0%
Cost/Mile[1][2][3]	-19.0%
Adjusted Gross Profit[4]	-45.4%

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



- AGP $ per Truckload Shipment reflects market conditions better than AGP Margin % (1)
- Contractual pricing continued to decline while purchased transportation costs began to level off and increase sequentially in May and June.

1. 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.

Global Forwarding Q2'23 Results by Service

Second Quarter Highlights

- Destocking of inventories and a slowdown in global demand impacted ocean and air pricing and volumes on a year-over-year basis
- Ocean AGP decreased due to a 49.5% decrease in AGP per shipment and a 7.0% decline in shipments[2]
- Air AGP decreased due to a 39.5% decrease in AGP per metric ton shipped and a 2.0% decline in metric tons shipped[2]
- Customs AGP decreased due to a 14.5% decrease in volume[2]
- On a sequential basis, both ocean and air volume increased, displaying our improved trade lane diversity

Adjusted Gross Profit [1]
($ in millions)

	2Q23	2Q22	%▲
Ocean	$107.4	$228.1	(52.9)%
Air	$33.5	$56.1	(40.3)%
Customs	$25.1	$27.8	(9.7)%
Other	$13.2	$12.4	6.3%
Total Adjusted Gross Profits	**$179.2**	**$324.4**	**(44.8)%**
Adjusted Gross Profit Margin %	*23.0%*	*15.5%*	*750 bps*

1. 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.
2. Growth rates are rounded to the nearest 0.5 percent.

All Other & Corporate Q2'23 Results

Second Quarter Highlights

Robinson Fresh

- Increased AGP driven by a 10.0%[2] increase in case volume and integrated supply chain solutions for foodservice and wholesale customers

Managed Services

- AGP growth driven by new customer business, as well as growth with existing customers
  - Total freight under management of $1.4B in Q2

Other Surface Transportation

- 7.3% decrease in Europe truckload AGP

Adjusted Gross Profit [1] ($ in millions)

	2Q23	2Q22	%▲
Robinson Fresh	$37.9	$35.0	8.3%
Managed Services	$29.0	$27.6	4.8%
Other Surface Transportation	$18.9	$20.0	(5.7)%
Total	$85.7	$82.6	3.8%

1. 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.
2. Growth rates are rounded to the nearest 0.5 percent.

Sustainable Profitable Growth Strategy

Increase Share

- Leverage integrated service model to grow market share and expand globally
- Industry-leading tech, people and processes to provide best-in-class service
- Expand modal capabilities

Grow Globally

- Expand Global Forwarding business as provider of choice for multinational customers
- Leverage scale to capitalize on secularly growing market and unique global footprint
- Grow capabilities and presence in key industry verticals, trade lanes and geographies

Scale Digitally

- Provide customers and carriers the digital products they value
- Leverage data, scale and information advantage
- Bring meaningful products, features and insights to both sides of the two-sided marketplace
- Increase digital execution of all touch points in the lifecycle of a load

Optimize Processes

- Digitize more internal tools and processes and drive down costs
- Free customer and carrier reps' capacity for higher-value touchpoints
- Drive more revenue synergy across business units
- Execute on cost savings program

Spend Strategically

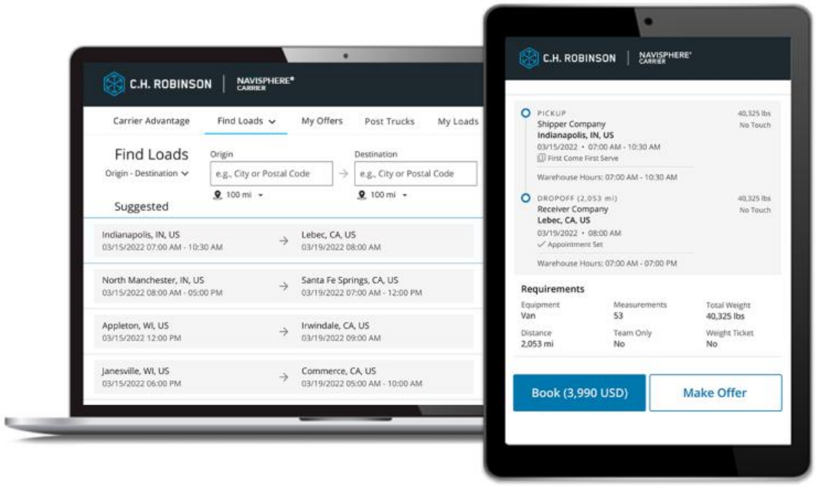
- Support organic growth by leveraging strong cash flow
- Modernize core for future integrations
- Complement with opportunistic M&A

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

New Carrier & Customer Experiences Driving Digital Adoption

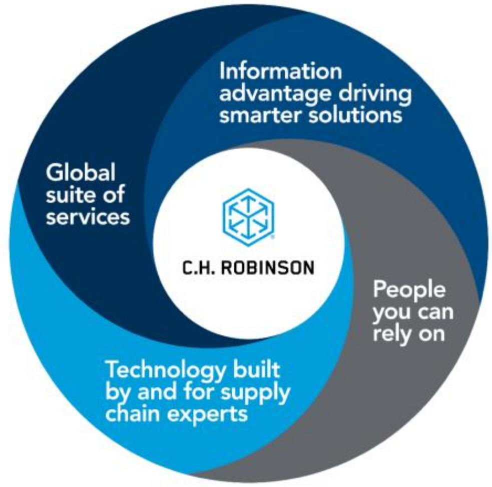


- **Improving customer outcomes with technology that supports our people and processes**
- **Shipments per person per day increased 12% YTD as of Q2, as we progress toward our goal of 15% year-over-year improvement by Q4 2023**
  - Accelerated the digital execution of critical touch points in the lifecycle 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 & borrowing availability)
- Stagger debt maturities to reduce refinancing risk

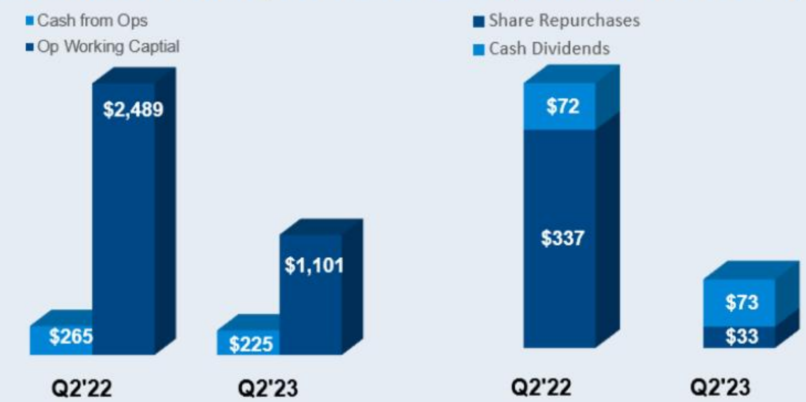
Optimize Balance Sheet

- 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)



- As the cost and price of purchased transportation (inclusive of fuel surcharges) has come down over the last four quarters, we've realized a benefit to net operating working capital and cash flow of $1.4 billion.
- We'll continue to manage our capital structure to maintain our investment grade credit rating.

- $106 million of cash returned to shareholders in Q2 2023
- Q2 2023 capital distribution equates to 109% of our Q2 net income
- 346,000 shares repurchased at an average price of $96.53
- More than 25 years of annually increasing dividends, on a per share basis

Appendix

Q2 2023 Transportation Results[1]

$ in thousands	Three Months Ended June 30 2023	2022	% Change	Six Months Ended June 30 2023	2022	% Change
Total Revenues	$4,084,827	$6,465,642	(36.8)%	$8,412,792	$12,993,993	(35.3)%
Total Adjusted Gross Profits[2]	$631,267	$998,768	(36.8)%	$1,288,201	$1,876,895	(31.4)%
Adjusted Gross Profit Margin %	*15.5 %*	*15.4 %*	*10 bps*	*15.3 %*	*14.4 %*	*90 bps*

Transportation Adjusted Gross Profit Margin %	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Q1	15.3%	16.8%	19.7%	17.3%	16.4%	18.6%	15.3%	14.9%	13.5%	15.2%
Q2	16.0%	17.5%	19.3%	16.2%	16.2%	18.3%	17.5%	13.8%	15.4%	15.5%
Q3	16.2%	18.4%	17.6%	16.4%	16.6%	16.9%	14.4%	13.7%	15.1%	
Q4	15.9%	19.0%	17.2%	16.6%	17.7%	15.6%	14.3%	13.3%	15.5%	
Total	**15.9%**	**17.9%**	**18.4%**	**16.6%**	**16.7%**	**17.3%**	**15.3%**	**13.8%**	**14.8%**	

1. Includes results across all segments.
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.

Q2 2023 NAST Results

$ in thousands	Three Months Ended June 30			Six Months Ended June 30,		
	2023	2022	% Change	2023	2022	% Change
Total Revenues	$3,079,268	$4,147,046	(25.7)%	$6,383,455	$8,261,935	(22.7)%
Total Adjusted Gross Profits[1]	$400,532	$624,551	(35.9)%	$827,187	$1,130,651	(26.8)%
Adjusted Gross Profit Margin %	*13.0 %*	*15.1 %*	*(210 bps)*	*13.0 %*	*13.7 %*	*(70 bps)*
Income from Operations[2]	$117,859	$276,499	(57.4)%	$251,881	$458,853	(45.1)%
Adjusted Operating Margin %	*29.4 %*	*44.3 %*	*(1490 bps)*	*30.5 %*	*40.6 %*	*(1010 bps)*
Depreciation and Amortization	$5,856	$6,123	(4.4)%	$11,507	$12,362	(6.9)%
Total Assets	$3,106,092	$3,688,215	(15.8)%	$3,106,092	$3,688,215	(15.8)%
Average Headcount	6,497	7,552	(14.0)%	6,713	7,442	(9.8)%

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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 $0.3 million of restructuring charges in the Three Months Ended June 30, 2023 and $1.2 million of restructuring charges in the Six Months Ended June 30, 2023 mainly related to workforce reductions.

Q2 2023 Global Forwarding Results

$ in thousands	Three Months Ended June 30			Six Months Ended June 30		
	2023	2022	% Change	2023	2022	% Change
Total Revenues	$779,867	$2,093,190	(62.7)%	$1,569,845	$4,287,587	(63.4)%
Total Adjusted Gross Profits[1]	$179,231	$324,443	(44.8)%	$357,150	$646,291	(44.7)%
Adjusted Gross Profit Margin %	*23.0 %*	*15.5 %*	*750 bps*	*22.8 %*	*15.1 %*	*770 bps*
Income from Operations[2]	$29,647	$167,557	(82.3)%	$59,763	$335,195	(82.2)%
Adjusted Operating Margin %	*16.5 %*	*51.6 %*	*(3510 bps)*	*16.7 %*	*51.9 %*	*(3520 bps)*
Depreciation and Amortization	$5,484	$5,471	0.2 %	$10,964	$11,026	(0.6)%
Total Assets	$1,149,091	$2,851,114	(59.7)%	$1,149,091	$2,851,114	(59.7)%
Average Headcount	5,225	5,759	(9.3)%	5,356	5,690	(5.9)%

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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 $0.7 million of restructuring charges in the Three Months Ended June 30, 2023 and $2.4 million of restructuring charges in the Six Months Ended June 30, 2023 mainly related to workforce reductions.

Q2 2023 All Other and Corporate Results

	Three Months Ended June 30			Six Months Ended June 30,		
$ in thousands	2023	2022	% Change	2023	2022	% Change
Total Revenues	$562,721	$558,239	0.8 %	$1,080,226	$1,064,906	1.4 %
Total Adjusted Gross Profits[(1)]	$85,733	$82,619	3.8 %	$166,799	$160,867	3.7 %
Income (loss) from Operations[(2)]	-$14,883	$25,609	N/M	-$17,988	$21,091	N/M
Depreciation and Amortization	$14,635	$11,668	25.4 %	$27,884	$22,360	24.7 %
Total Assets	$1,150,078	$918,110	25.3 %	$1,150,078	$918,110	25.3 %
Average Headcount	4,363	4,582	(4.8)%	4,454	4,422	0.7 %

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.
2. Includes $13.1 million of restructuring charges in the Three Months Ended June 30, 2023 and $14.3 million of restructuring charges in the Six Months Ended June 30, 2023 mainly related to workforce reductions. Includes a $25.3 million gain on the sale and leaseback of a facility in Kansas City for Three and Six Months Ended June 30, 2022

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:

	Three Months Ended June 30				Six Months Ended June 30,			
$ in thousands	2023		2022		2023		2022	
Revenues:								
Transportation	$4,084,827		$6,465,642		$8,412,792		$12,993,993	
Sourcing	337,029		332,833		620,734		620,435	
Total Revenues	4,421,856		6,798,475		9,033,526		13,614,428	
Costs and expenses:								
Purchased transportation and related services	3,453,560		5,466,874		7,124,591		11,117,098	
Purchased produced sourced for resale	302,800		299,988		557,799		559,521	
Direct internally developed software amortization	8,749		6,640		16,066		12,374	
Total direct costs	3,765,109		5,773,502		7,698,456		11,688,993	
Gross profit & Gross profit margin	**$656,747**	**14.9 %**	**$1,024,973**	**15.1 %**	**$1,335,070**	**14.8 %**	**$1,925,435**	**14.1 %**
Plus: Direct internally developed software amortization	8,749		6,640		16,066		12,374	
Adjusted gross profit/Adjusted gross profit margin	**$665,496**	**15.1 %**	**$1,031,613**	**15.2 %**	**$1,351,136**	**15.0 %**	**$1,937,809**	**14.2 %**

Non-GAAP Reconciliations

Our adjusted operating margin is a non-GAAP financial measure calculated as operating income divided by adjusted gross profit. We believe adjusted operating margin is a useful measure of our profitability in comparison to our adjusted gross profit which we consider a primary performance metric as discussed above. The reconciliation of operating margin to adjusted operating margin is presented below:

	Three Months Ended June 30		Six Months Ended June 30,	
$ in thousands	2023	2022	2023	2022
Total Revenues	$4,421,856	$6,798,475	$9,033,526	$13,614,428
Income from operations	132,623	469,665	293,656	815,139
Operating margin	**3.0 %**	**6.9 %**	**3.3 %**	**6.0 %**
Adjusted gross profit	$665,496	$1,031,613	$1,351,136	$1,937,809
Income from operations	132,623	469,665	293,656	815,139
Adjusted operating margin	**19.9 %**	**45.5 %**	**21.7 %**	**42.1 %**

Non-GAAP Reconciliations

Our adjusted income (loss) from operations 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 and net income per share (diluted) excluding the impact of restructuring and related costs. 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 and adjusted net income per share (diluted). The reconciliation of income (loss) from operations 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 June 30, 2023				Six Months Ended June 30, 2023			
	NAST	Global Forwarding	All Other and Corporate	Consolidated	NAST	Global Forwarding	All Other and Corporate	Consolidated
Income (loss) from operations	$117,859	$29,647	-$14,883	$132,623	$251,881	$59,763	-$17,988	$293,656
Severance	323	626	10,732	11,681	933	2,140	11,746	14,819
Other personnel expenses	4	65	1,377	1,446	223	89	1,594	1,906
Other selling, general, and administrative expenses	4	39	962	1,005	4	163	962	1,129
Total restructuring and related costs[1]	331	730	13,071	14,132	1,160	2,392	14,302	17,854
Adjusted income (loss) from operations	**$118,190**	**$30,377**	**-$1,812**	**$146,755**	**$253,041**	**$62,155**	**-$3,686**	**$311,510**
Net income per share (diluted)				$0.81				$1.77
Restructuring and related costs[1]				0.09				0.11
Adjusted net income per share (diluted)				**$0.90**				**$1.88**

C.H. ROBINSON

1. In the Three Months Ended June 30, 2023, we incurred restructuring expenses of $13.1 million related to workforce reductions and $1.0 million of other charges. In the Six Months Ended June 30, 2023, we incurred restructuring expenses of $16.7 million related to workforce reductions and $1.1 million of other charges.

Non-GAAP Reconciliations

Our adjusted income from operations and adjusted net income per share (diluted) are non-GAAP financial measures. Adjusted income from operations and adjusted net income per share (diluted) is calculated as income from operations and net income per share (diluted) excluding the impact of the gain on sale-leaseback of our Kansas City regional center. 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 from operations and adjusted net income per share (diluted). The reconciliation of income from operations and net income per share (diluted) to adjusted income from operations and adjusted net income per share (diluted) is presented below (in thousands except per share data):

	Three Months Ended June 30, 2022	Six Months Ended June 30, 2022
Income from operations	$469,665	$815,139
Gain on sale of property and equipment[1]	-25,296	-25,296
Adjusted income from operations	**$444,369**	**$789,843**
Net income per share (diluted)	$2.67	$4.71
Gain on sale of property and equipment[1]	-0.15	-0.15
Adjusted net income per share (diluted)	**$2.52**	**$4.56**

C.H. ROBINSON

1. The gain on sale of property and equipment related to the sale-leaseback of our Kansas City regional center is included within other selling, general, and administrative expenses in our condensed consolidated statements of income.

INVESTOR RELATIONS:

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C.H. ROBINSON

Thank you