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 such factors as changes in economic conditions, including uncertain consumer demand; changes in market demand and pressures on the pricing for our services; changes in the availability of equipment and services from third party providers, including the availability of contracted truckload carriers and changes in prices; changes in political and governmental conditions domestically and internationally; catastrophic events such as environmental events or terrorist attacks; failure to retain employees; failure of any of our technology or operating systems, including due to data security breaches or hacking; competition and growth rates within the third party logistics industry; risks associated with our decentralized operations; seasonality in the transportation industry; risks associated with litigation and insurance coverage; risks associated with operations outside of the U.S.; risks associated with the produce industry, including food safety and contamination issues; fuel prices and availability; risk of unexpected or unanticipated events or opportunities that might require additional capital expenditures; our dependence on our largest customers; risks associated with identifying suitable acquisitions and investments and with integrating acquired companies; risks associated with our long-term growth and profitability; and other risks and uncertainties detailed in our Annual and Quarterly Reports.
C.H. ROBINSON OVERVIEW

- Global provider of transportation services and logistics solutions
- Select and hire the appropriate transportation for shipment
- Purchase or market fresh produce and sell to customers
- Non-asset based business model

$14.9B TOTAL GROSS REVENUE

#193 ON FORTUNE 500

73K CARRIERS AND SUPPLIERS ACTIVE IN 2017

OVER 120K CUSTOMERS

INBOUND LOGISTICS A TOP 3PL 1998 – 2018
SERVICE LINES

- Truckload: 52%
- Less-Than-Truckload: 17%
- Ocean: 13%
- Managed Services (1): 5%
- Sourcing: 5%
- Air: 4%
- Customs: 3%
- Intermodal: 1%

- We deliver an average of 3 services per top 500 customer

Based on 2017 net revenues.

(1) Includes other logistics services.
NORTH AMERICAN SURFACE TRANSPORTATION

LTM TOTAL REVENUES\(^{(1)(2)}\): $11.1B (+18.1\%)

LTM NET REVENUES\(^{(2)}\): $1.7B (+17.6\%)

LTM OPERATING INCOME\(^{(3)}\): $743M (+22.8\%)

---

- **Truckload**
  - Largest truckload network in North America

- **Less Than Truckload**
  - Largest LTL 3PL in the U.S.

- **Intermodal**
  - Direct programs on all Class 1 railroads

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(1) Total revenues do not include intersegment revenues.
(2) Represents LTM results as of September 30, 2018.
GLOBAL FORWARDING

LTM TOTAL REVENUES\(^{\text{(1)(2)}}\): $2.4B (+18.6%)

LTM NET REVENUES\(^{\text{(2)}}\): $529M (+12.2%)

LTM OPERATING INCOME\(^{\text{(2)}}\): $79M (-21.0%)

Ocean
• #1 NVOCC from China to the U.S.

Air
• 175k metric tonnes moved in 2017

Customs
• Over 1M transactions in 2017

Over $900 million in acquisitions since 2012

(1) Total revenues do not include intersegment revenues.
(2) Represents LTM results as of September 30, 2018.
ROBINSON FRESH

LTM TOTAL REVENUES\(^{(1)(2)}\): $2.3B (-0.8%)

LTM NET REVENUES\(^{(2)}\): $224M (+0.1%)

LTM OPERATING INCOME\(^{(2)}\): $53M (-1.2%)

(1) Total revenues do not include intersegment revenues.
(2) Represents LTM results as of September 30, 2018.

Sourcing
• Largest provider of fresh produce in North America
• 100 million lbs. of fruits and vegetables sourced weekly
• Network of 1,600 growers

Transportation
• 40,000 deliveries per week to 10,000 locations
ALL OTHER & CORPORATE

Managed Services

LTM NET REVENUES\(^\text{\textregistered}\): $77M (+7.4%)

• Managed transportation management system
• Over $3.5 billion in freight under management
• Shipments across 170 countries

Other Surface Transportation

LTM NET REVENUES\(^\text{\textregistered}\): $61M (+5.5%)

• Presence in 13 countries in Europe

(1) Represents LTM results as of September 30, 2018.
WE COMPETE IN A GROWING INDUSTRY

U.S. 3PL Market Forecast

$ in billions

2016 – 2020 CAGR: 8%

Source: Armstrong & Associates

Global Ocean Freight Market Forecast

In million TEUs

2017 – 2021 CAGR: 4%

Source: Technavio

Global Air Freight Market Forecast

In million tonnes

2017 – 2021 CAGR: 4%

Source: Technavio
FREIGHT BROKERAGE MODEL IS INCREASINGLY RELEVANT

U.S. Freight Brokerage Penetration of Total Freight Market

Source: Armstrong & Associates
SIZE AND SCALE MATTER

2017 – Largest North America Freight Brokers By Estimated Net Revenues
($ in millions)

Source: Transport Topics
DIVERSIFIED CUSTOMER BASE

Over 120K customers active in 2017

Percentage of 2017 Gross Revenues
- Food & Beverage: 21%
- Manufacturing: 15%
- Retail: 15%
- Auto / Industrial: 15%
- Chemicals: 14%
- Paper / Packaging: 12%
- Professional Services: 12%
- Technology: 6%
- Healthcare: 5%
- Energy / Utilities: 5%
- Transport: 5%
- Government / Education: 6%

Growing Customer Base
- Top 500 customers are 43% of net revenues

Acquisition

2007: 29K
2008: 32K
2009: 35K
2010: 36K
2011: 37K
2012: 42K
2013: 46K
2014: 46K
2015: 110K
2016: 113K
2017: 120K

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ESTABLISHED CUSTOMER RELATIONSHIPS

**Client Relationship Length\(^{(1)}\)**

- 0 - 5 years: 3%
- 5 - 10 years: 6%
- 10+ years: 91%

**Annual Retention Rates\(^{(1)}\)**

- 2014: 99.6%
- 2015: 99.2%
- 2016: 99.2%
- 2017: 99.8%

- Majority of top 500 customers have continued to do business with C.H. Robinson for 10+ years

- 99.5% average retention rate since 2014

\(^{(1)}\) Based on 2017 net revenues of top 500 customers.
C.H. Robinson North America Carrier Share

### North America Carriers

<table>
<thead>
<tr>
<th>Tractor Tractor Range</th>
<th>Total (TRUCKS)</th>
<th>% of Total NA Carriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 TRUCKS</td>
<td>183,916</td>
<td>89% of total</td>
</tr>
<tr>
<td>6-50 TRUCKS</td>
<td>20,691</td>
<td>10% of total</td>
</tr>
<tr>
<td>51-399 TRUCKS</td>
<td>1,890</td>
<td>0.9% of total</td>
</tr>
<tr>
<td>400-3,999 TRUCKS</td>
<td>227</td>
<td>0.1% of total</td>
</tr>
<tr>
<td>4,000+ TRUCKS</td>
<td>22</td>
<td>0.0% of total</td>
</tr>
</tbody>
</table>

### 2017 CHRW Active Carriers

<table>
<thead>
<tr>
<th>Tractor Tractor Range</th>
<th>Total (TRUCKS)</th>
<th>% of Carrier Segment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 TRUCKS</td>
<td>46,567</td>
<td>25%</td>
</tr>
<tr>
<td>6-50 TRUCKS</td>
<td>10,437</td>
<td>50%</td>
</tr>
<tr>
<td>51-399 TRUCKS</td>
<td>1,874</td>
<td>99%</td>
</tr>
<tr>
<td>400-3,999 TRUCKS</td>
<td>227</td>
<td>100%</td>
</tr>
<tr>
<td>4,000+ TRUCKS</td>
<td>22</td>
<td>100%</td>
</tr>
</tbody>
</table>

**2 0 6 , 7 4 6** for-hire motor carriers

**1 , 0 0 3 , 9 3 9** truck tractors

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C.H. Robinson 2017 analysis of May 2015 FMCSA’s MCMIS Census Data
Carriers included: For hire, USA 48 State, active status updated in 2014 and 2015; Carriers excluded: Bus companies, government vehicles, private, forwarders and brokers.
EXTENSIVE CAPACITY RELATIONSHIPS

- Capacity relationships with **OVER 100** LTL carriers
- Intermodal coverage with direct access to **ALL CLASS 1** North American railroads
- **TOP 10** NVOCC within the global ocean carrier portfolio
- **20** core air carriers move **72%** of our volume
- More than **1,600** growers and **119 MILLION** cases of fresh produce sold annually
Volume Growth YoY - C.H. Robinson vs. Cass Freight Index

North America
- Truckload volume 2010-2017 CAGR: 5%
- LTL volume 2010-2017 CAGR: 15%

Global
- Ocean volume 2013-2017 CAGR: 10%
- Air volume 2013-2017 CAGR: 15%
MAINTAIN MARGIN THROUGH THE FREIGHT CYCLE

North America Truckload Price and Cost YoY % Change(1), Transportation Net Revenue Margin

(1) YoY change in cost and price exclude the estimated impact of fuel.
NAVISPHERE® – EMPOWERING DIGITAL SUPPLY CHAINS

✓ Online ecosystem connecting customers and suppliers
✓ Real time global visibility to every shipment
✓ Seamless electronic integration

✓ Order & route optimization through mobile application
✓ Customized solutions for individual customers
✓ Inventory & purchases order management

200K+ organizations CONNECTED to our system

55 MILLION Digital transactions MONTHLY with customers & carriers

Over 50% of shipments powered by Navisphere are fully AUTOMATED
Over 75% of primary means of customer interaction is AUTOMATED
FINANCIAL PERFORMANCE

Net Revenues

+$787M, +7.4% CAGR

Q3 2013 LTM: $1,836
Q3 2018 LTM: $2,623

EPS

+$1.76, +10.5% CAGR

Q3 2013 LTM: $2.71 (1)
Q3 2018 LTM: $4.47

(1) Excludes proceeds from the sale of T-Chek Systems.
3Q YTD PERFORMANCE

$ in millions, except per share amounts

<table>
<thead>
<tr>
<th>Category</th>
<th>3Q YTD 2018</th>
<th>3Q YTD 2017</th>
<th>% GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET REVENUE</td>
<td>$1,991.5</td>
<td>$1,736.2</td>
<td>+14.7%</td>
</tr>
<tr>
<td>INCOME FROM OPERATIONS</td>
<td>$656.6</td>
<td>$564.2</td>
<td>+16.4%</td>
</tr>
<tr>
<td>NET INCOME</td>
<td>$477.4</td>
<td>$352.3</td>
<td>+35.5%</td>
</tr>
<tr>
<td>DILUTED EPS</td>
<td>$3.39</td>
<td>$2.49</td>
<td>+36.1%</td>
</tr>
</tbody>
</table>
$5.6B cumulative cash returns to shareholders
- 22.0% CAGR
- Dividends per Share CAGR of 19.1%
- Added to the Dividend Aristocrat Index in 2017
### LONG-TERM GROWTH TARGETS

#### NET REVENUE

<table>
<thead>
<tr>
<th>Segment</th>
<th>Annual Growth Target (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAST</td>
<td>5 – 10%</td>
</tr>
<tr>
<td>GLOBAL FORWARDING</td>
<td>10%+</td>
</tr>
<tr>
<td>ROBINSON FRESH</td>
<td>4 – 8%</td>
</tr>
<tr>
<td>OTHER (2)</td>
<td>10%+</td>
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</tbody>
</table>

#### ANNUAL GROWTH TARGET (1)

<table>
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#### OPERATING INCOME: Equal to or greater than net revenue growth

#### EPS: 10%+ (1)

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(1) Long-term growth targets represent an over time perspective and do not necessarily represent an expected annual growth rate.

(2) Other includes Managed Services, European Surface Transportation, and all other services.