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.
GLOBAL MULTIMODAL, MULTISERVICE PROVIDER

• 115 year history of accelerating commerce
• Connecting over 200,000 customers and carriers around the globe
• North America’s largest 3PL
• Unmatched experience and scale
DIVERSIFIED PORTFOLIO
OF CUSTOMERS

124K+
CUSTOMERS ACROSS THE GLOBE

<table>
<thead>
<tr>
<th>CUSTOMER SIZE SEGMENTATION</th>
<th>CUSTOMER COUNT</th>
<th>% OF NET REVENUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLOBAL</td>
<td>0.6%</td>
<td>26.2%</td>
</tr>
<tr>
<td>LARGE</td>
<td>2.2%</td>
<td>23.7%</td>
</tr>
<tr>
<td>MEDIUM</td>
<td>5.9%</td>
<td>18.9%</td>
</tr>
<tr>
<td>SMALL</td>
<td>91.3%</td>
<td>31.2%</td>
</tr>
</tbody>
</table>

% of 2018 net revenues

<table>
<thead>
<tr>
<th>TOP 500 CUSTOMERS</th>
<th>48% OF NET REVENUES</th>
<th>100% RETENTION IN 2018</th>
<th>90% 10+ YEARS WITH C.H. ROBINSON</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>©2019 C.H. Robinson Worldwide Inc. All Rights Reserved.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>OF NET REVENUES</td>
<td>PERCENTAGE OF NET REVENUES</td>
<td>PERCENTAGE OF NET REVENUES</td>
</tr>
<tr>
<td></td>
<td>48%</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>©2019 C.H. Robinson Worldwide Inc. All Rights Reserved.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>48%</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>©2019 C.H. Robinson Worldwide Inc. All Rights Reserved.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
A GLOBAL, DIVERSE CARRIER BASE – AGGREGATING A FRAGMENTED MARKET

76K ACTIVE CARRIERS AND SUPPLIERS IN 2018

CAPACITY RELATIONSHIPS WITH OVER 100 LTL CARRIERS

EXTENSIVE INTERMODAL COVERAGE WITH DIRECT ACCESS TO ALL CLASS 1 NORTH AMERICAN RAILROADS

TOP 5 NVOCC WITHIN THE GLOBAL OCEAN CARRIER PORTFOLIO

20 CORE AIR CARRIERS MOVE 73% OF OUR VOLUME

PERCENTAGE OF 2018 TRUCKLOAD SHIPPED BY CARRIER SIZE

- 8% LARGE CARRIERS >400 TRUCKS
- 9% MEDIUM CARRIERS 100-400 TRUCKS
- 83% SMALL CARRIERS <100 TRUCKS

20% LARGE CARRIERS, 83% SMALL CARRIERS, 9% MEDIUM CARRIERS

30% OF 2018 TRUCKLOAD SHIPMENTS BY CARRIER SIZE

©2019 C.H. Robinson Worldwide, Inc. All Rights Reserved.
FREIGHT BROKERAGE MODEL IS INCREASINGLY RELEVANT

U.S. FREIGHT BROKERAGE PENETRATION OF TOTAL FREIGHT MARKET

Source: Armstrong & Associates
SIZE AND SCALE MATTER

LARGEST NORTH AMERICA FREIGHT BROKERS BY ESTIMATED NET REVENUES 2019 (IN MILLIONS)

<table>
<thead>
<tr>
<th>Company</th>
<th>Net Revenue (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.H. Robinson</td>
<td>$1,789</td>
</tr>
<tr>
<td>TQL</td>
<td>$683</td>
</tr>
<tr>
<td>Coyote</td>
<td>$515</td>
</tr>
<tr>
<td>XPO</td>
<td>$514</td>
</tr>
<tr>
<td>ECHO</td>
<td>$420</td>
</tr>
<tr>
<td>Landstar</td>
<td>$400</td>
</tr>
<tr>
<td>Worldwide Express</td>
<td>$360</td>
</tr>
<tr>
<td>Global Trans</td>
<td>$245</td>
</tr>
<tr>
<td>J.B. Hunt</td>
<td>$206</td>
</tr>
<tr>
<td>SunteckITs</td>
<td>$199</td>
</tr>
</tbody>
</table>

Source: Transport Topics
2018 U.S. TRUCKING MARKET: $780B

TRUCKING ADDRESSABLE MARKET

OPPORTUNITIES FOR C.H. ROBINSON MARKET SHARE GROWTH IN ALL THREE MARKET SEGMENTS

Source: Armstrong & Associates
Based on 2018 net revenues

FULL SUITE OF LOGISTICS AND TECHNOLOGY SERVICES

WE DELIVER AN AVERAGE OF OVER 3 SERVICES PER TOP 500 CUSTOMER
NAVISPHERE®

OUR GLOBAL MULTIMODAL PLATFORM

CONNECTS 200K CUSTOMERS AND CARRIERS, DELIVERING REAL TIME INSIGHTS AND VISIBILITY

124K CUSTOMERS

76K CARRIERS

DIGITAL & TRADITIONAL

TRUCKLOAD

OCEAN

INTERMODAL

LTL

ART

MANAGED SERVICES

SOURCING

DIGITAL & TRADITIONAL

CUSTOMS

©2019 C.H. Robinson Worldwide, Inc. All Rights Reserved.
MEETING OUR CUSTOMERS & CARRIERS WHERE THEY WANT TO BUY

MOST CONNECTED, EASIEST TO ACCESS: USE OUR PLATFORM OR CONNECT VIA OTHERS

75% OF SHIPMENTS ARE TENDERED TO US ELECTRONICALLY

50% OF SHIPMENTS POWERED BY NAVISPHERE ARE FULLY AUTOMATED

650M DIGITAL INTERACTIONS ANNUALLY
OUR INFORMATION ADVANTAGE CREATES BETTER OUTCOMES

EXPERIENCE
• 115 years of accelerating commerce
• Multimodal
• Across all industries
• Across all customer segments

SCALE
• 124K customers, 76K carriers
• 650M digital interactions annually
• 18M shipments annually
• 1.5M quote requests per day

DELIBERS AN
INFORMATION ADVANTAGE

Creating better outcomes for customers, carriers, and employees
STRONG PERFORMANCE ACROSS A CHANGING COMPETITIVE LANDSCAPE

Internet Load Boards

Rise of Brokerage Competitors

Consolidation Model

Tech First Entrants

CHRW 5-Year Growth:
Annual Net Revenues: +$423M
EPS CAGR: 23.4%
Cash to shareholders: $268M

CHRW 5-Year Growth:
Annual Net Revenues: +$385M
EPS CAGR: 15.0%
Cash to shareholders: $1.6B

CHRW 5-Year Growth:
Annual Net Revenues: +$636M
EPS CAGR: 8.5%
Cash to shareholders: $2.8B

CHRW 3-Year Growth:
Annual Net Revenues: +$427M
EPS CAGR: 10.5%
Cash to shareholders: $1.5B
ESTIMATE $1 BILLION IN TECH INVESTMENTS OVER NEXT 5 YEARS

WHERE WE DEDICATE OUR EFFORTS

60%

CREATION:
EXPANDED CAPABILITIES WITHIN NAVISPHERE

20%

INNOVATION:
NEW TECHNOLOGIES, PRODUCTS, PLATFORM CAPABILITIES

20%

MAINTENANCE:
MODERNIZING OUR INFRASTRUCTURE
WHAT YOU SHOULD EXPECT

1. Continued focus on taking market share
2. Automation of core processes
3. Improved operating leverage
# Long-Term Growth Targets

## Net Revenue

<table>
<thead>
<tr>
<th>Service</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>Europe Surface Trans &amp; Managed Services (2)</td>
<td>10%+</td>
</tr>
</tbody>
</table>

## Enterprise Growth Targets (1)

**Operating Income:** Equal to or greater than net revenue growth

**EPS:** 10%+

---

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

(2) Includes all other services.