



C.H. ROBINSON
WORLDWIDE, INC.

Shareholder Presentation

Third Quarter 2009

Presenter comments may contain forward-looking statements, which are subject to risk and uncertainties. Our SEC filings contain additional information about factors that could cause actual results to differ from management's expectations.



+ WHO IS C.H. ROBINSON WORLDWIDE?

- + A leading third party provider (3PL) of global transportation, distribution, and other logistics services
- + One of the world's largest non-asset based transportation companies with 2008 gross revenues of \$8.6 billion
- + Approximately 7,300 committed, service-driven employees
- + More than 32,000 customers
- + Over 50,000 carriers under contract worldwide
- + 235 branch offices worldwide
- + 30-year track record of more than 15% compounded annual growth in net revenues and EPS



+ WHAT IS THE THIRD PARTY LOGISTICS (3PL) INDUSTRY?

- + Total U.S. transportation and logistics spend = approximately \$1 trillion
- + Estimates vary, but we believe approximately 10-12% currently goes through 3PLs
- + Examples include:
 - + **Domestic truck brokerage and transportation management**
 - + **International freight forwarding**
 - + **Value-added warehousing and distribution**
- + Definitions, roles are evolving
- + 3PL share of total market is growing



+ WHY IS THE 3PL INDUSTRY GROWING?

- + Supply chains are more competitive
- + Flexibility and service
- + Fixed costs become variable costs for shippers
- + Leveraged economies of scale
- + Immediate access to implemented information technology
- + Broad logistics knowledge, with industry specialists
- + Anticipated continuation of volatility



+ WHY ARE WE GROWING?

- + Execution of our core – People, Technology, Relationships
- + Scale and leverage of our network
- + Growth of third party logistics industry
- + Motor carrier fragmentation
- + Successful acquisitions



+ CHRW GLOBAL TRANSPORTATION & LOGISTICS SERVICES

- + Truckload
- + LTL (pallet to partial)
- + Intermodal
- + Ocean / NVOCC
- + Air
- + Customs Brokerage
- + Transportation Management



+ SOURCING

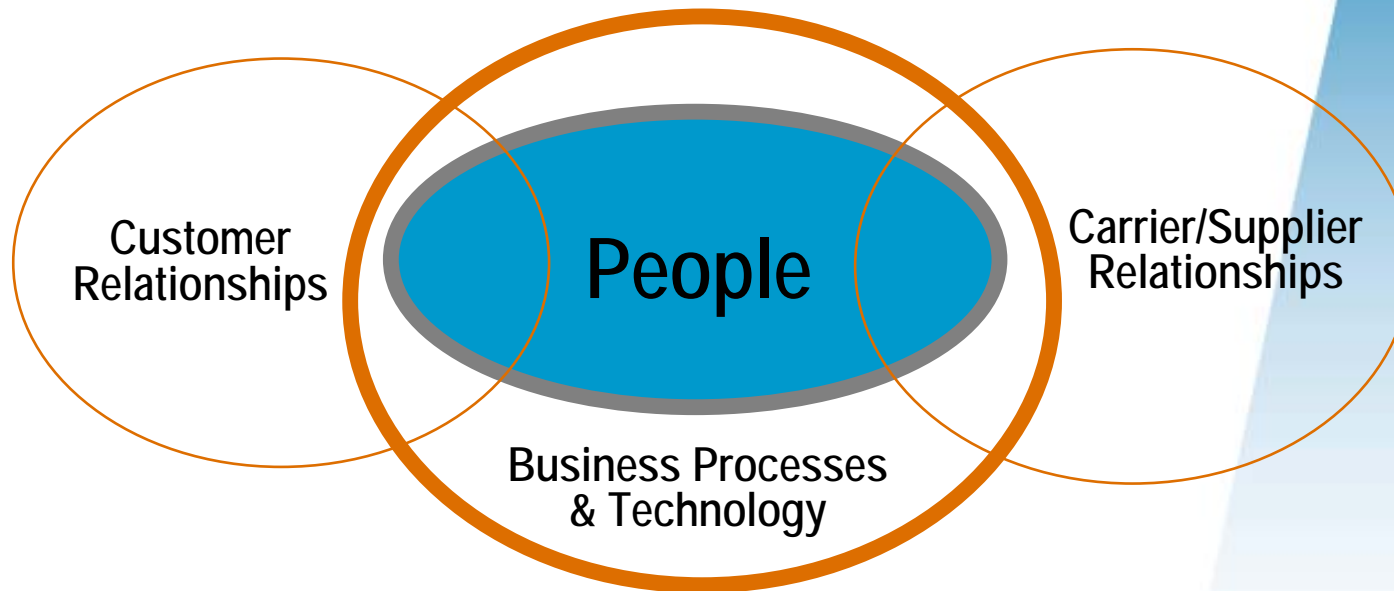
- + Procurement, distribution, and marketing of fresh produce
- + Customers: grocery retailers, foodservice companies, wholesalers, and repackers



+ INFORMATION SERVICES

- + Carrier Services: T-Chek Systems
 - + Fuel card – Fuel, phone and cash
 - + Fuel tax management
 - + Online information services

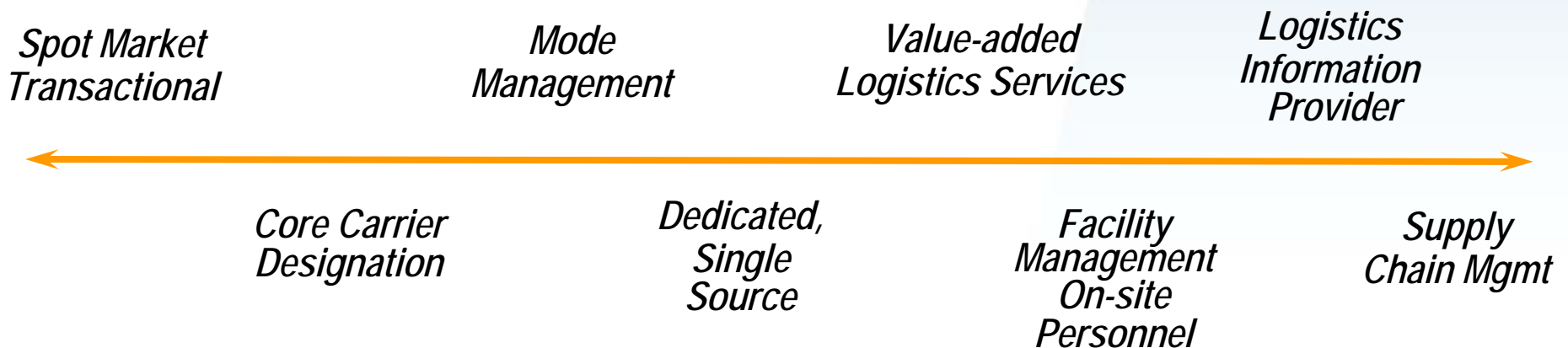
+ CORE COMPETENCIES





+ STRONG, DIVERSE CUSTOMER RELATIONSHIPS

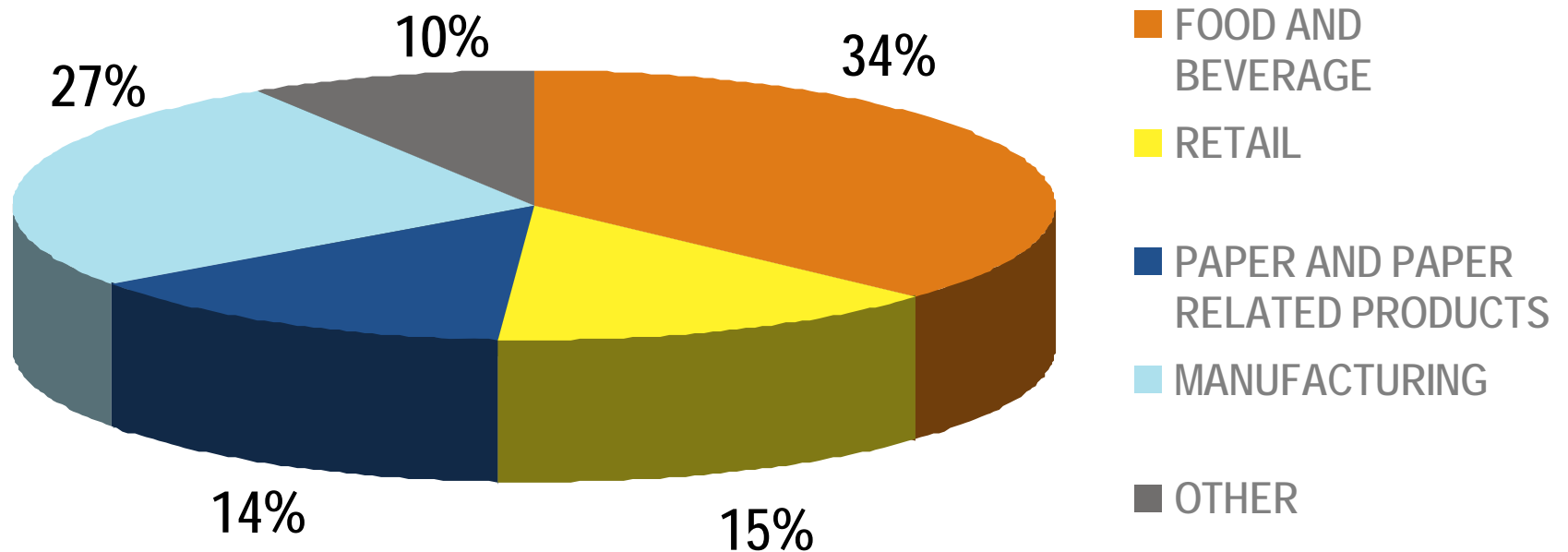
- + A spectrum of relationships, from transactional to highly integrated
- + 32,000 total customers
- + Largest customer less than 3% of total net revenue





MAJOR CUSTOMERS: INDUSTRIES SERVED IN 2008

Percentage of 2008 Top 100 Customers Total Net Revenue

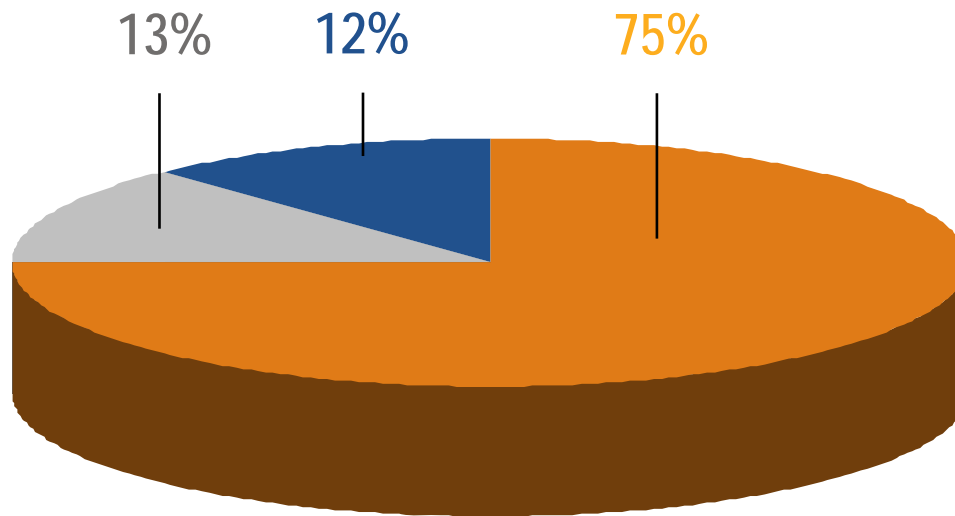


Top 100 Customers Represent 30% of CHRW Total Net Revenue



AGGREGATING THE NATION'S CARRIER BASE

Percentage of 2008 CHRW Shipments, by Carrier Size



- SMALL CARRIERS (LESS THAN 100 TRACTORS)
- MEDIUM CARRIERS (100-399 TRACTORS)
- LARGE CARRIERS (OVER 400 TRACTORS)

Over 45,000 Contract Carriers in North America



+ MOTIVATED AND CREATIVE EMPLOYEES

- + Empowered to serve customers
- + Compensation systems support growth and variable cost model
- + Average tenure of managers is 11 years with the company
- + Compensation and equity incentives align management with goals of shareholders

+ BUSINESS PROCESSES AND TECHNOLOGY

- + All North American operations are networked to provide consistent, real-time information
- + Core operating systems are internally developed
- + Continuous improvement and upgrade to enhance productivity and functionality
- + Increasing levels of customer and carrier electronic connectivity

+ CHRW LONG-TERM GROWTH STRATEGY

- + Grow share of North American transportation & logistics market
- + Develop new third party logistics services
- + Build continental branch networks
- + Strengthen global forwarding network



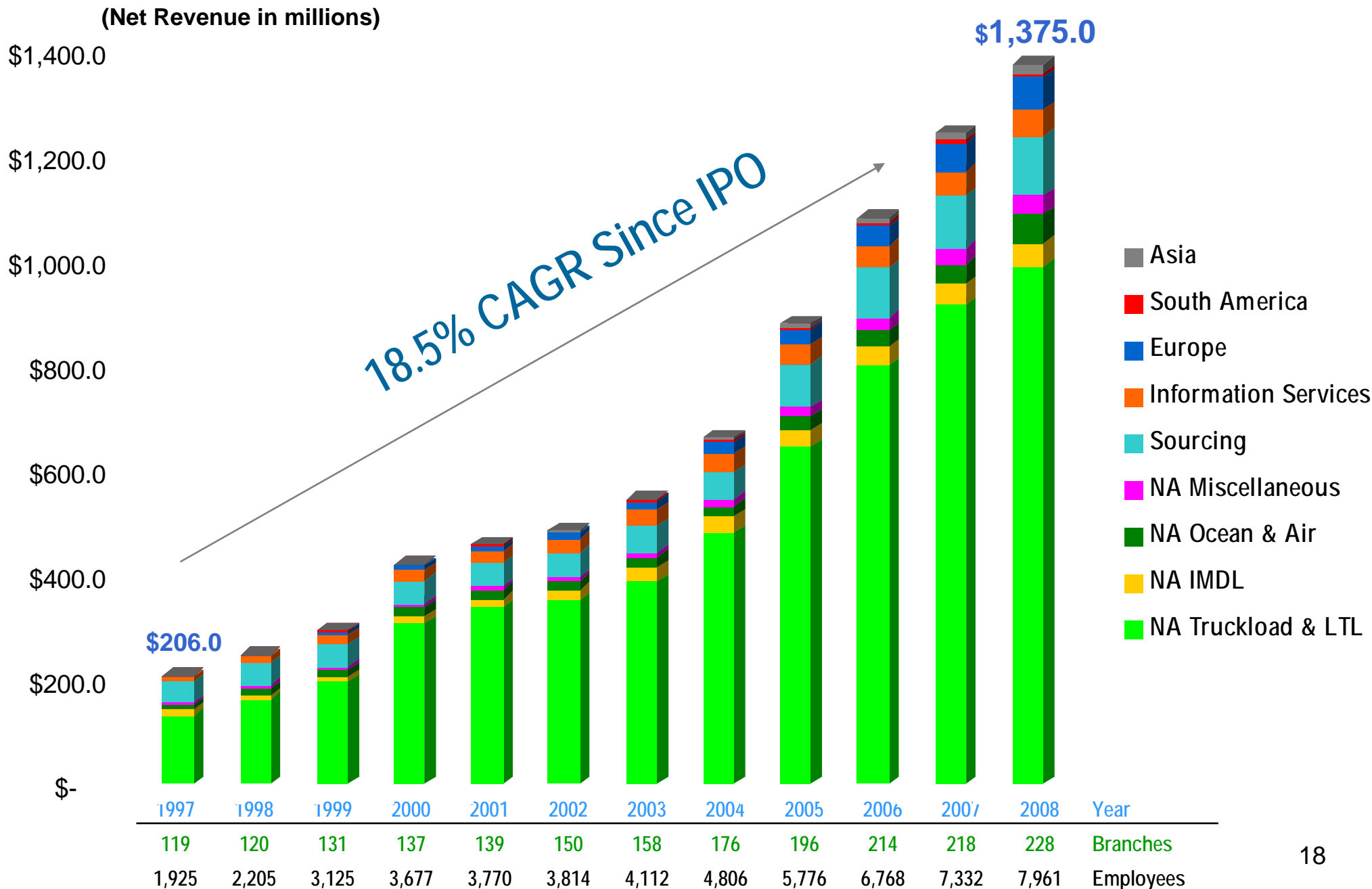
Long-term compounded annual growth goal of 15% for net revenue, operating income, and EPS

+ CHRW LONG-TERM GROWTH STRATEGY

What will it take to achieve our goals?

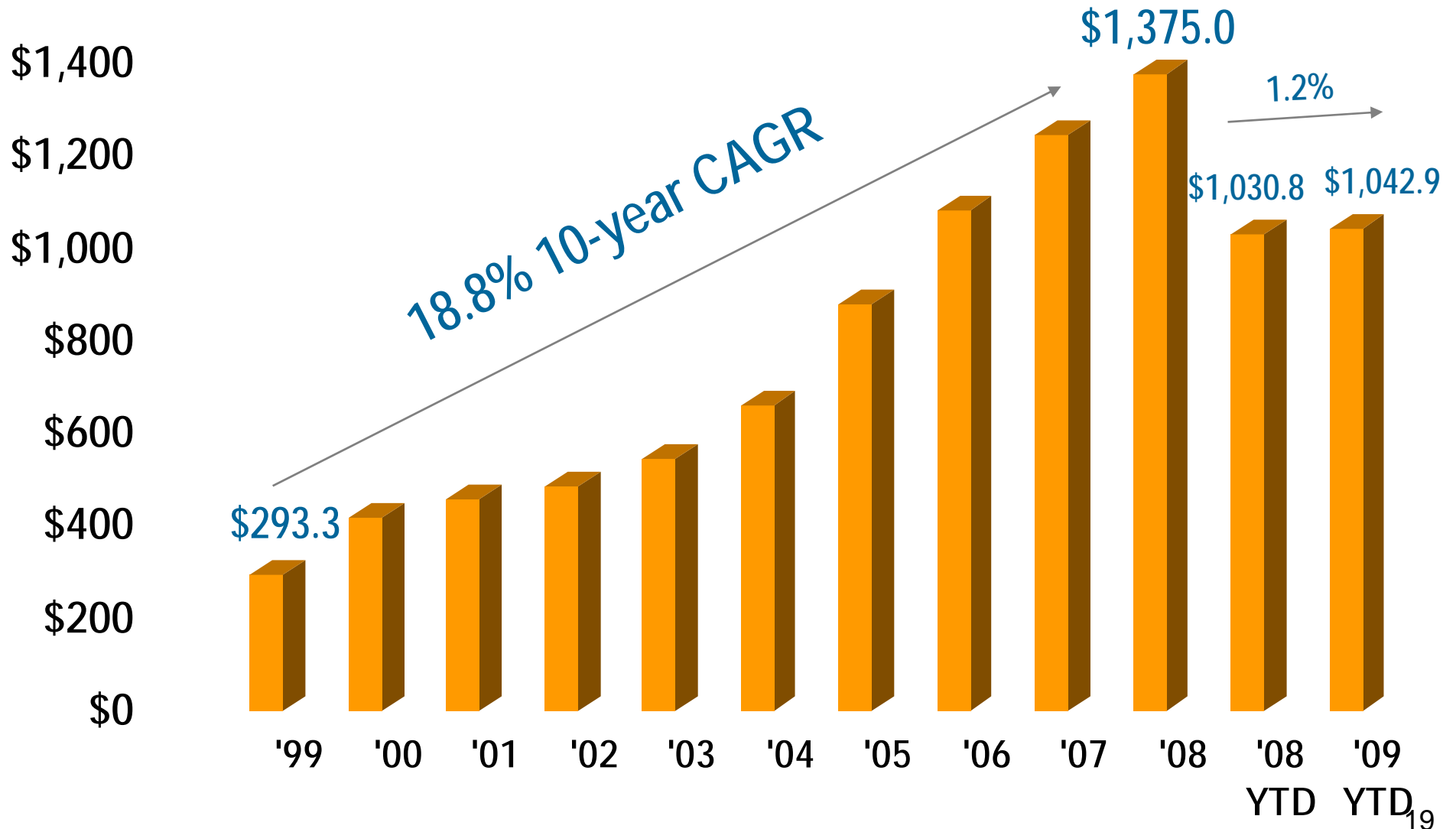
- + Execution of our core – People, Technology, Relationships
- + North American market share penetration
- + Successfully expand our network globally
- + Continue to evolve our capabilities to meet increasing demands and complexity of supply chains

+ CHRW LONG-TERM GROWTH STRATEGY



+ FINANCIAL RESULTS

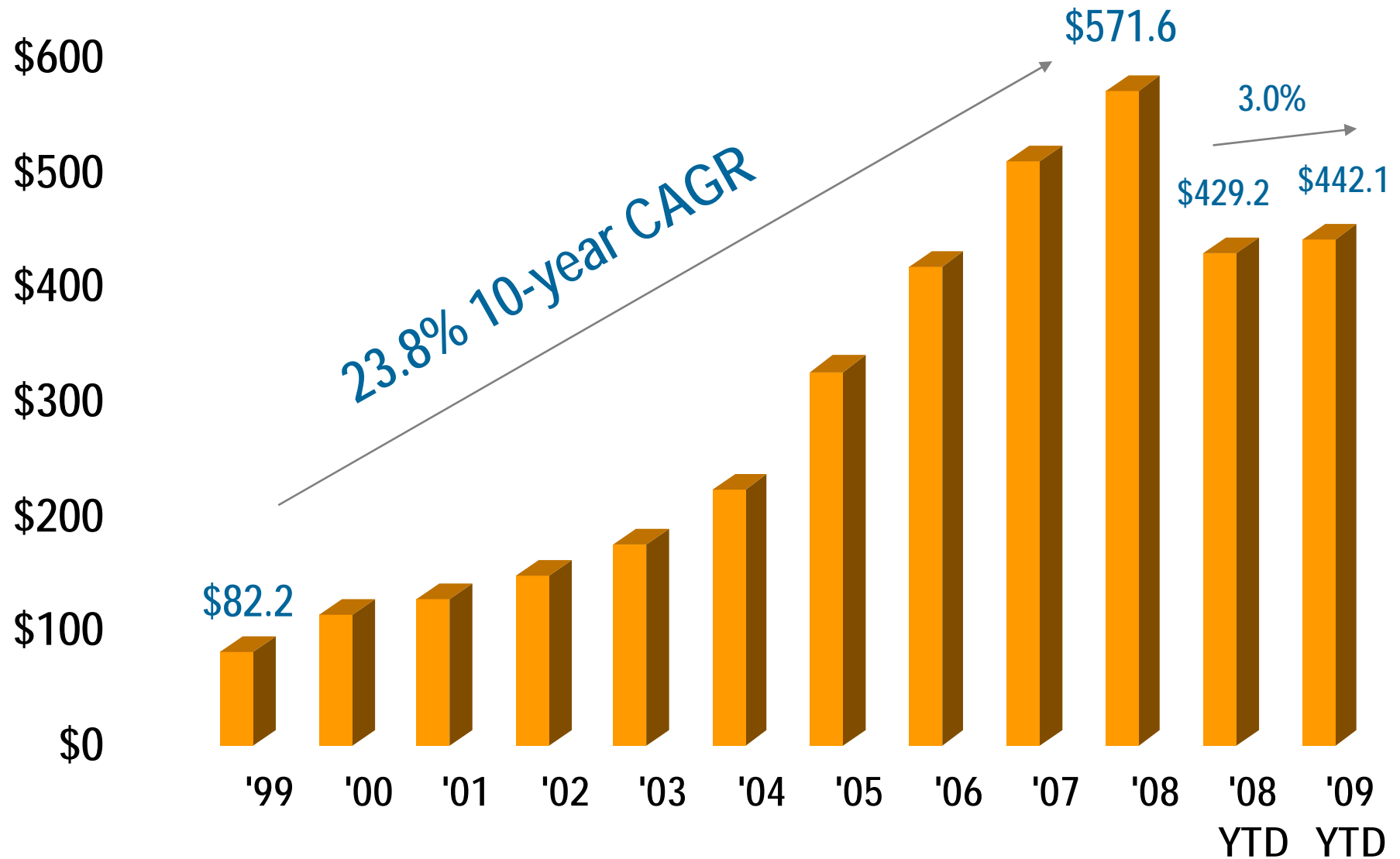
Net Revenue Growth (dollars in millions)



+ FINANCIAL RESULTS

Income From Operations

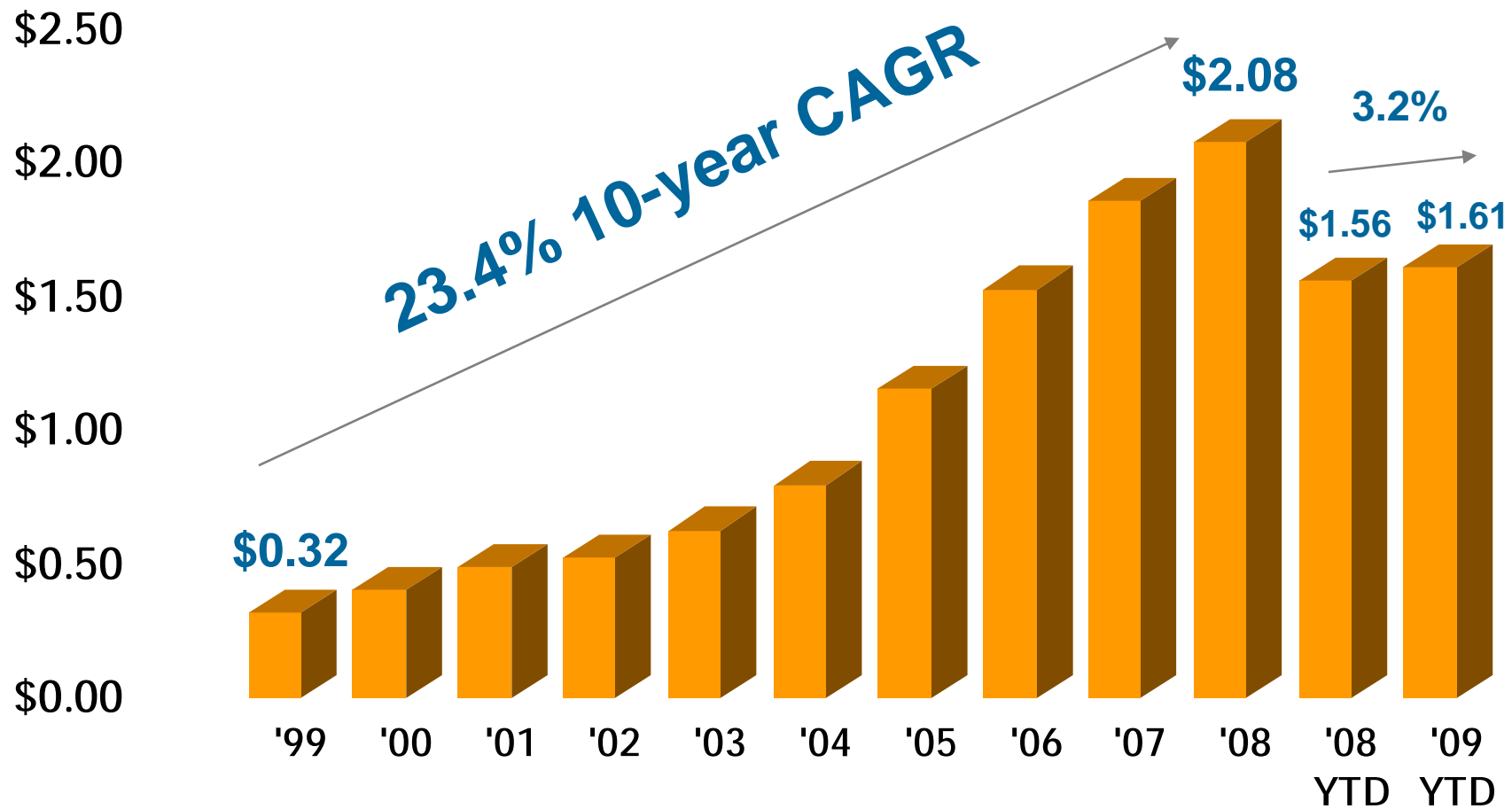
(dollars in millions)



1999-2003 results restated for adoption of SFAS 123

+ FINANCIAL RESULTS

Diluted EPS from Continuing Operations (in dollars)



Adjusted for December 2000 stock split and October 2005 stock split

1999-2003 results restated for adoption of SFAS 123

+ FINANCIAL RESULTS

CHRW Summary Balance Sheet Data

(dollars in millions)

September 30, 2009

▶ Cash and Investments	\$388.2
▶ Current Assets	\$1,312.3
▶ Total Assets	\$1,842.0
▶ Current Liabilities	\$698.0
▶ Stockholders' Equity	\$1,118.2
▶ Long Term Debt	\$0.0

+ FINANCIAL RESULTS

Uses of free cash flow

- + Working capital growth
- + Acquisitions
- + Dividends
- + Share repurchases

+ C.H. ROBINSON WORLDWIDE

- + History of consistent growth in revenues and profitability
- + Strong balance sheet and free cash flow
- + Motivated management and employees-aligned with the goals of shareholders