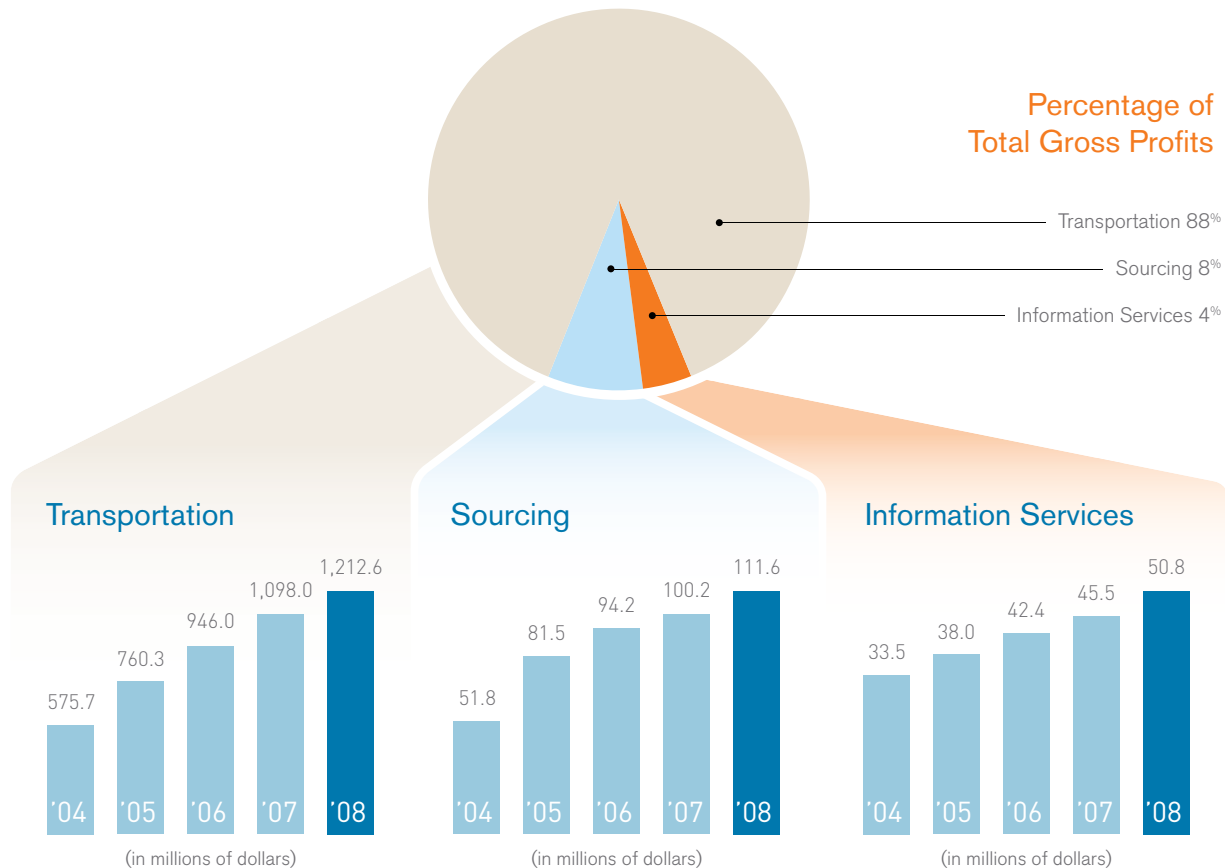


2008 Gross Profits



C.H. Robinson is one of the largest third party logistics companies in the world, and is a global provider of multimodal (truck, air, ocean, and rail) transportation services. As a non-asset based transportation provider, we can be unbiased in selecting optimal logistics solutions for our customers.

Competitive Advantages

- 228 offices—North America, Europe, Asia, South America, and the Middle East
- 7.3 million shipments in 2008*
- Flexibility of non-asset based model
- Local knowledge with international capability
- 50,000 carrier relationships
- 32,000 customer relationships
- Complete multimodal capability
- Value added logistics services

Major Customer Segments

- Food and beverage
- Manufacturing
- Retail
- Paper
- Printed materials

When C.H. Robinson began in 1905, our primary business was selling fresh produce. Today, we continue to add value by procuring and marketing fresh produce for retailers, wholesalers, and foodservice operators and distributors. We also provide category management, inventory management, and business analysis services.

Competitive Advantages

- Supply chain services
- Branded products
- Global sourcing and infrastructure
- Category management and point-of-sale analysis
- Inventory management
- Quality assurance and monitoring programs

Major Customer Segments

- Retail grocers
- Restaurant chains
- Produce wholesalers
- Foodservice distributors

C.H. Robinson's information services subsidiary, T-Chek Systems, provides motor carriers with a full range of fuel purchase and technology services, including the T-Card® and online information related to fuel purchasing, fuel tax and log audit processing, permits, and driver funds transfer. T-Chek also provides private label processing for fuel distributor networks.

Competitive Advantages

- Industry-leading technology
- Emphasis on flexibility
- Company focus on transportation

Major Customer Segments

- Truckload carriers
- Less-than-truckload carriers
- Private fleets

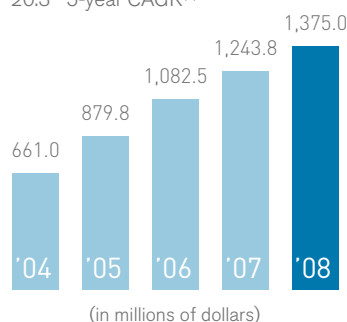
*Includes transportation management business

Financial Highlights

(Dollars in thousands, except per share data)	2008	2007	Change (%)
Gross revenues	\$8,578,614	\$7,316,223	17.3
Gross profits	1,374,963	1,243,778	10.5
Income from operations	571,586	509,684	12.1
Net income	359,177	324,261	10.8
Net income per share			
Basic	\$2.12	\$1.90	11.6
Diluted	\$2.08	\$1.86	11.8
Dividends per share	\$.90	\$.76	18.4
Return on average stockholders' investment	33.1%	32.4%	2.3
Diluted weighted average number of common shares outstanding (in thousands)	172,733	174,040	(.8)
Long-term debt	—	—	—
Number of branches, end of year	228	218	4.6
Number of employees, end of year	7,961	7,332	8.6
Average gross profits per employee ⁽¹⁾	\$178	\$177	.6

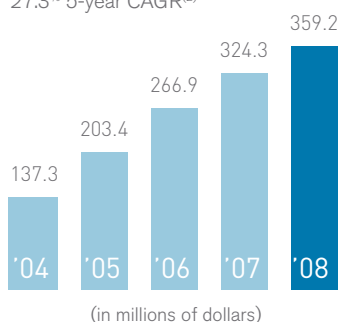
Gross Profits

20.3% 5-year CAGR⁽²⁾



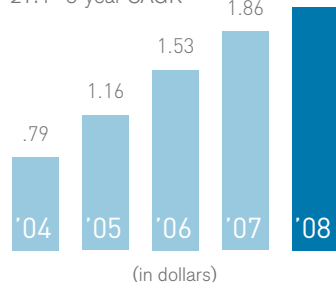
Net Income

27.3% 5-year CAGR⁽²⁾



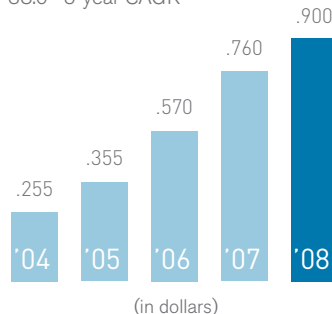
Diluted Net Income Per Share⁽³⁾

27.4% 5-year CAGR⁽²⁾



Dividends Per Share⁽³⁾

38.0% 5-year CAGR⁽²⁾



(1) Management uses gross profits per employee as a key performance indicator to analyze our productivity, benchmark the financial performance of our branches, and analyze impacts of technology and other investments in our business.

(2) Compounded annual growth rate (CAGR). We do not anticipate our annual performance in 2009 will match our 5-year CAGR.

(3) On October 14, 2005, the company's shareholders approved a 2-for-1 stock split. All share and per share amounts have been restated to reflect the retroactive effect of the split.