



C.H. ROBINSON

Investor Presentation | Through Q3 2017

SAFE HARBOR STATEMENT

This presentation includes forward-looking statements which are subject to risk and uncertainties that could cause actual results to differ materially, including changes in market demand and pressures on the pricing for our services, freight levels and increasing costs and availability of trucking and other transportation alternatives, our ability to integrate the operations of acquired businesses and those risks and uncertainties detailed in our most recently filed Annual Report on Form 10-K and Quarterly Report on Form 10-Q.

We have included herein certain non-GAAP financial information, including certain fiscal 2012 information adjusted to reflect an acquisition and a divestiture that occurred during 2012. Reconciliations of such non-GAAP information to actual results are available in our press release dated February 5, 2013 furnished as an exhibit to our Form 8-K filing of the same date.



WHO WE ARE

- Our people, processes, and technology set us apart
- 112 years of innovation and still shaping the future
- Global services company with over 14,000 employees across 39 countries on 5 continents

\$13.1B
TOTAL GROSS
REVENUE

INBOUND LOGISTICS
A TOP 3PL
1998 – 2017

#212 ON
FORTUNE
500

OVER
113K
CUSTOMERS

107K
CARRIERS
AND SUPPLIERS
UNDER CONTRACT



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WHAT WE DO FOR OUR CUSTOMERS

→ WE CREATE TRANSPORTATION AND SUPPLY CHAIN ADVANTAGES

DRIVE **COSTS** DOWN

IMPROVE **EFFICIENCY**

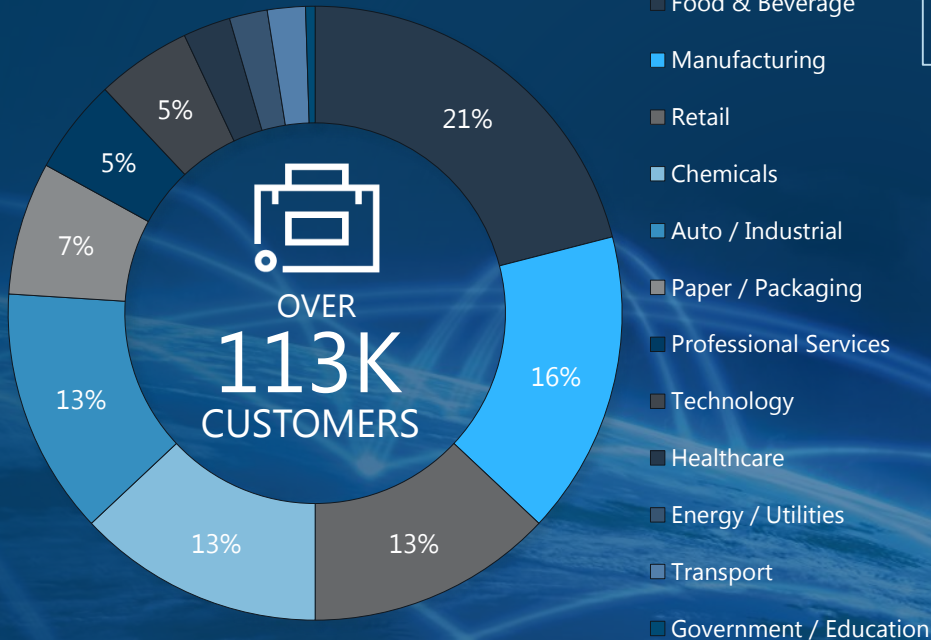
MITIGATE **RISK**

MANAGE **CHANGE**

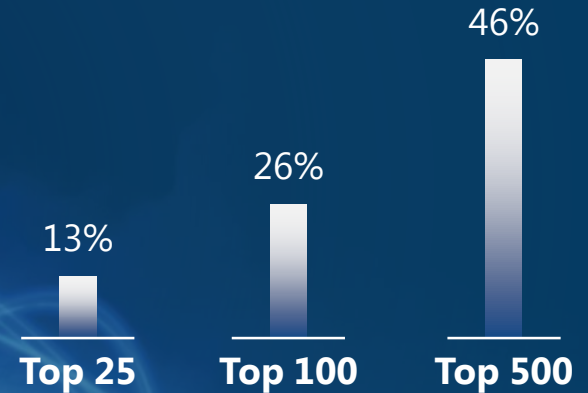


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WE DELIVER AN AVERAGE OF
3 SERVICES PER TOP 500 CUSTOMER



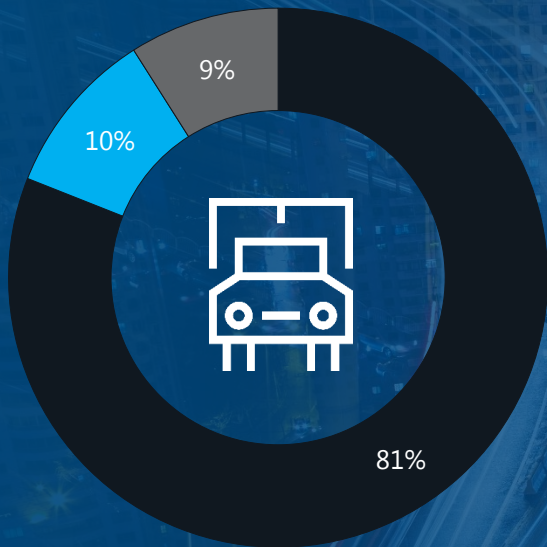
Percentage of 2016
Customer Net Revenues



Diversified Customer Portfolio



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Motor Carrier Relationships

Percentage of 2016 TL Shipments by Carrier Size

LARGEST CONTRACTED POOL OF MOTOR CAPACITY IN **NORTH AMERICA** WITH ACCESS TO MORE THAN **ONE MILLION** PIECES OF EQUIPMENT



CAPACITY RELATIONSHIPS WITH **OVER 100** LTL CARRIERS



EXTENSIVE 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



ROBINSON FRESH
MORE THAN **1,700** GROWERS AND
122 MILLION CASES OF FRESH PRODUCE
SOLD ANNUALLY



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HOW WE DO IT



PEOPLE

14,998
employees

Average Tenure

Employees: 6 years
Leadership: 15 years



PROCESS

Case Study: Blue Ridge Project Solutions

- Saved **15%** on transportation costs
- Cut transit time by **three days**



TECHNOLOGY

OVER 70% of
shipments are tendered
to us electronically

44 MILLION digital
transactions per month



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NAST (North American Surface Transportation)

% OF NAST
NET REVENUE⁽²⁾

TOTAL REVENUES⁽¹⁾⁽²⁾: **\$9.4B**



Truckload

71%

Most powerful truckload network in North America

NET REVENUES⁽²⁾: **\$1.5B**



**Less Than Truckload /
Consolidation**

26%

Largest LTL 3PL

OPERATING INCOME⁽²⁾: **\$605M**

EMPLOYEES⁽³⁾: **6,998**



Intermodal

2%

Direct programs on all Class 1 railroads

(1) Total revenues do not include intersegment revenues.

(2) Represents LTM results as of September 30, 2017.

(3) Average headcount in Q3 2017.



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GLOBAL FORWARDING

% OF GF
NET REVENUE⁽²⁾

TOTAL REVENUES⁽¹⁾⁽²⁾: **\$2.0B**



Ocean

61%

#1 NVOCC from China to U.S.

NET REVENUES⁽²⁾: **\$471M**



Air

19%

144,000 metric tonnes moved in 2016

OPERATING INCOME⁽²⁾: **\$100M**



Customs

14%

Leading North America & Oceania customs house broker with 650,000+ entries

EMPLOYEES⁽³⁾: **4,301**

(1) Total revenues do not include intersegment revenues.

(2) Represents LTM results as of September 30, 2017. Includes results from APC Logistics, acquired on September 30, 2016, as well as Milgram & Company, acquired on August 31, 2017.

(3) Average headcount in Q3 2017.



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ROBINSON FRESH

% OF RF
NET REVENUE⁽²⁾

TOTAL REVENUES⁽¹⁾⁽²⁾: **\$2.4B**



Sourcing

54%

Largest provider of fresh produce in North America with 100 million pounds of fruits and vegetables sourced weekly

NET REVENUES⁽²⁾: **\$224M**

OPERATING INCOME⁽²⁾: **\$53M**



Transportation

46%

2,000 shipments daily

EMPLOYEES⁽³⁾: **970**

(1) Total revenues do not include intersegment revenues.

(2) Represents LTM results as of September 30, 2017.

(3) Average headcount in Q3 2017.



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ALL OTHER

% OF ALL OTHER
NET REVENUE⁽²⁾

TOTAL REVENUES⁽¹⁾⁽²⁾: **\$557M**

NET REVENUES⁽²⁾: **\$130M**

EMPLOYEES⁽³⁾: **2,634**



Managed Services

55%

Over \$3 billion in freight under management



Other Surface Trans.

45%

Primarily surface transportation in Europe

(1) Total revenues do not include intersegment revenues.

(2) Represents LTM results as of September 30, 2017. All Other includes results from Managed Services, Other Surface Transportation outside of North America, and other miscellaneous operations.

(3) Average headcount in Q3 2017. Headcount includes personnel from shared services, Managed Services, Other Surface Transportation, and other miscellaneous operations.



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NAVISPHERE – OUR SINGLE GLOBAL PLATFORM

EMPOWERING DIGITAL SUPPLY CHAINS

→ GLOBAL TMS

→ AN ECOSYSTEM CONNECTS
EMPLOYEES, CUSTOMERS,
AND SUPPLIERS FOR TRADE

→ VISIBILITY TO EVERY
SHIPMENT IN REAL
TIME



6 MILLION
web and mobile
interactions
MONTHLY
with customers
& carriers



220K
organizations
CONNECTED
to our system

Over **45%** of
shipments powered by
Navisphere are fully
AUTOMATED



Over **70%** of primary
means of customer
interaction is
AUTOMATED



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WHY C.H. ROBINSON?

OUR PEOPLE MAKE A **DIFFERENCE**

WE **FOCUS** ON **SOLUTIONS**, NOT ASSETS

NAVISPHERE® **CONNECTS** THE WORLD

BEST IN CLASS FINANCIAL RETURNS

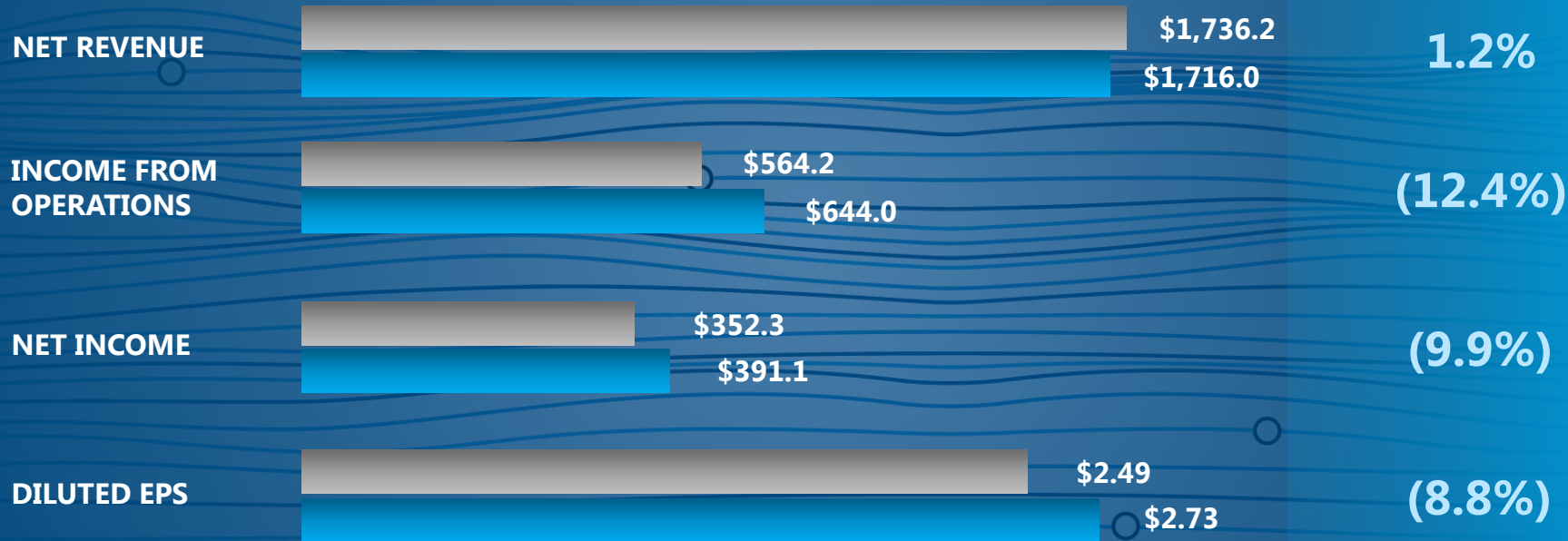


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YTD 2017 PERFORMANCE

■ YTD SEPTEMBER 30, 2017
■ YTD SEPTEMBER 30, 2016

% GROWTH



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YTD 2017 HIGHLIGHTS

→ SIGNIFICANT MARKET SHARE GAINS IN NEARLY ALL SERVICES

**NAST
TRUCKLOAD
VOLUME**

↑ 6%

**NAST
LTL
VOLUME**

↑ 7%

**NAST
INTERMODAL
VOLUME**

↑ 14%

**ROBINSON FRESH
TRUCKLOAD
VOLUME**

↑ 17%

**GLOBAL
FORWARDING
OCEAN VOLUME**

↑ 21%

**GLOBAL
FORWARDING
AIR VOLUME**

↑ 31%

**GLOBAL
FORWARDING
CUSTOMS VOLUME**

↑ 42%



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LONG-TERM GROWTH TARGETS

NET REVENUE	2014 – 2016 CAGR	GROWTH TARGET ⁽¹⁾
NAST	6.2%	5 – 10%
GLOBAL FORWARDING	6.5%	10%+
ROBINSON FRESH	7.4%	4 – 8%
OTHER ⁽²⁾	8.6%	10%+

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



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NET REVENUE

7.7% 10-YEAR CAGR

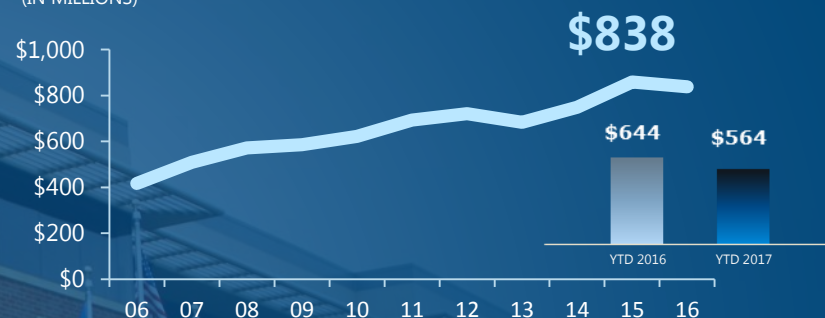
(IN MILLIONS)



INCOME FROM OPERATIONS

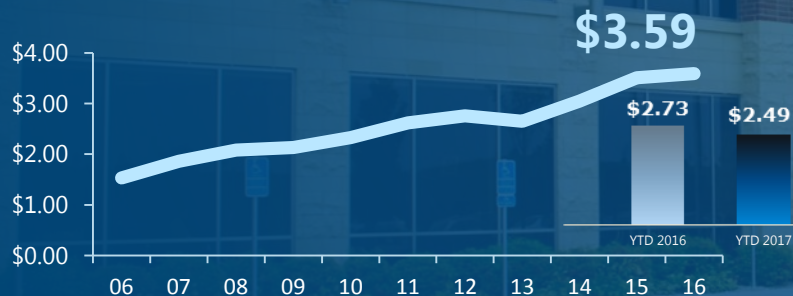
7.2% 10-YEAR CAGR

(IN MILLIONS)



DILUTED EPS FROM CONTINUING OPERATIONS

8.9% 10-YEAR CAGR



CAPITAL RETURNED TO SHAREHOLDERS

10.0% 10-YEAR CAGR

(IN MILLIONS)



(1) Adjusted results excluding Non-Recurring Transaction Impacts related to the acquisition of Phoenix International Freight Services LTD. and Apreo Logistics S.A. and the divestiture of T-Chek Systems Inc.

(2) Includes a \$500 million accelerated share repurchase.



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