



# C.H. ROBINSON

**Investor Presentation** | Through Q4 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
- 113 years of innovation and still shaping the future
- Global services company with over 15,000 employees across 38 countries on 5 continents

**\$14.9B**  
TOTAL GROSS  
REVENUE

INBOUND LOGISTICS  
**A TOP 3PL**  
1998 – 2017

**#212** ON  
FORTUNE  
500

OVER  
**120K**  
CUSTOMERS

**73K**  
CARRIERS  
AND SUPPLIERS  
ACTIVE IN 2017



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# WHAT WE DO FOR OUR CUSTOMERS

→ WE CREATE TRANSPORTATION AND SUPPLY CHAIN ADVANTAGES

DRIVE **COSTS** DOWN

IMPROVE **EFFICIENCY**

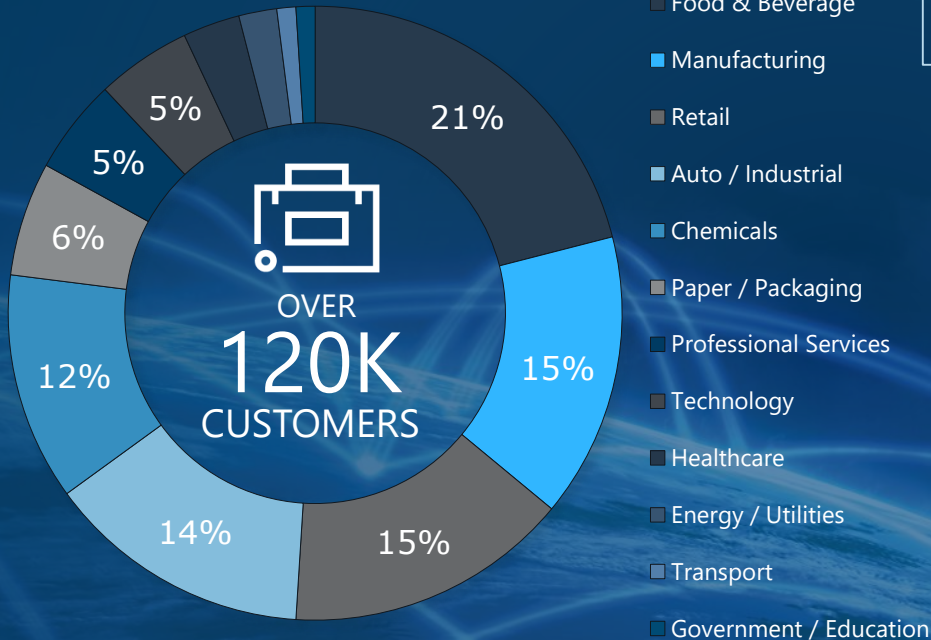
MITIGATE **RISK**

MANAGE **CHANGE**

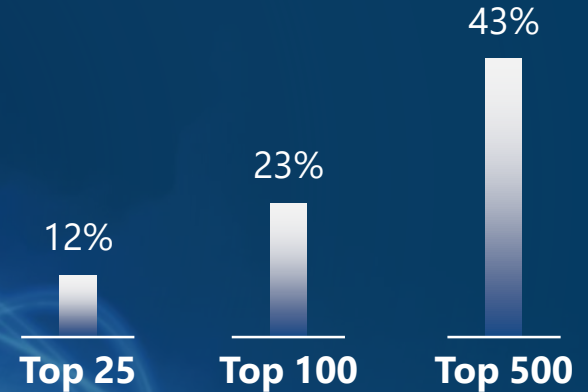


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WE DELIVER AN AVERAGE OF  
**3 SERVICES PER TOP 500 CUSTOMER**



Percentage of 2017  
Customer Gross Revenues

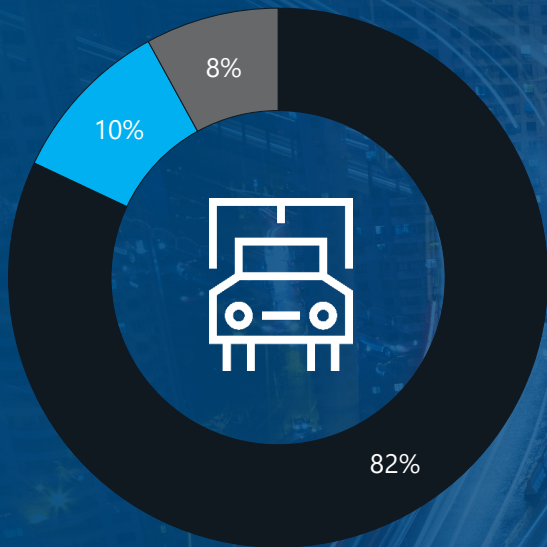


Diversified Customer Portfolio



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## Motor Carrier Relationships

Percentage of 2017 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 **1,600** GROWERS AND  
**118 MILLION** CASES OF FRESH PRODUCE  
SOLD ANNUALLY



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# HOW WE DO IT



## PEOPLE

**15,074**  
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

**45 MILLION** digital  
transactions per month



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# NAST (North American Surface Transportation)

% OF NAST  
NET REVENUE<sup>(2)</sup>

TOTAL REVENUES<sup>(1)(2)</sup>: **\$9.7B**



**Truckload**

**69%**

*Most powerful truckload network in North America*

NET REVENUES<sup>(2)</sup>: **\$1.5B**



**Less Than Truckload /  
Consolidation**

**25%**

*Largest LTL 3PL*

OPERATING INCOME<sup>(2)</sup>: **\$628M**

EMPLOYEES<sup>(3)</sup>: **6,878**



**Intermodal**

**2%**

*Direct programs on all Class 1 railroads*

(1) Total revenues do not include intersegment revenues.

(2) Represents FY 2017 results.

(3) Average headcount in Q4 2017.



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# GLOBAL FORWARDING

% OF GF  
NET REVENUE<sup>(2)</sup>

TOTAL REVENUES<sup>(1)(2)</sup>: **\$2.1B**



**Ocean**

**59%**

*#1 NVOCC from China to U.S.*

NET REVENUES<sup>(2)</sup>: **\$485M**



**Air**

**19%**

*175,000 metric tonnes moved in 2017*

OPERATING INCOME<sup>(2)</sup>: **\$92M**

EMPLOYEES<sup>(3)</sup>: **4,683**



**Customs**

**14%**

*Leading North America & Oceania customs house broker with 1.4M+ entries*

(1) Total revenues do not include intersegment revenues.

(2) Represents FY 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 Q4 2017.



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# ROBINSON FRESH

% OF RF  
NET REVENUE<sup>(2)</sup>

TOTAL REVENUES<sup>(1)(2)</sup>: **\$2.4B**



**Sourcing**

**54%**

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

NET REVENUES<sup>(2)</sup>: **\$226M**

OPERATING INCOME<sup>(2)</sup>: **\$53M**



**Transportation**

**46%**

*2,000 shipments daily*

EMPLOYEES<sup>(3)</sup>: **935**

(1) Total revenues do not include intersegment revenues.

(2) Represents FY 2017 results.

(3) Average headcount in Q4 2017.



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# ALL OTHER

% OF ALL OTHER  
NET REVENUE<sup>(2)</sup>

TOTAL REVENUES<sup>(1)(2)</sup>: **\$584M**

NET REVENUES<sup>(2)</sup>: **\$132M**

EMPLOYEES<sup>(3)</sup>: **2,540**



**Managed Services**

**55%**

*Over \$3.5 billion in freight under management*



**Other Surface Trans.**

**45%**

*Primarily surface transportation in Europe*

(1) Total revenues do not include intersegment revenues.

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

(3) Average headcount in Q4 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



**200K+**  
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

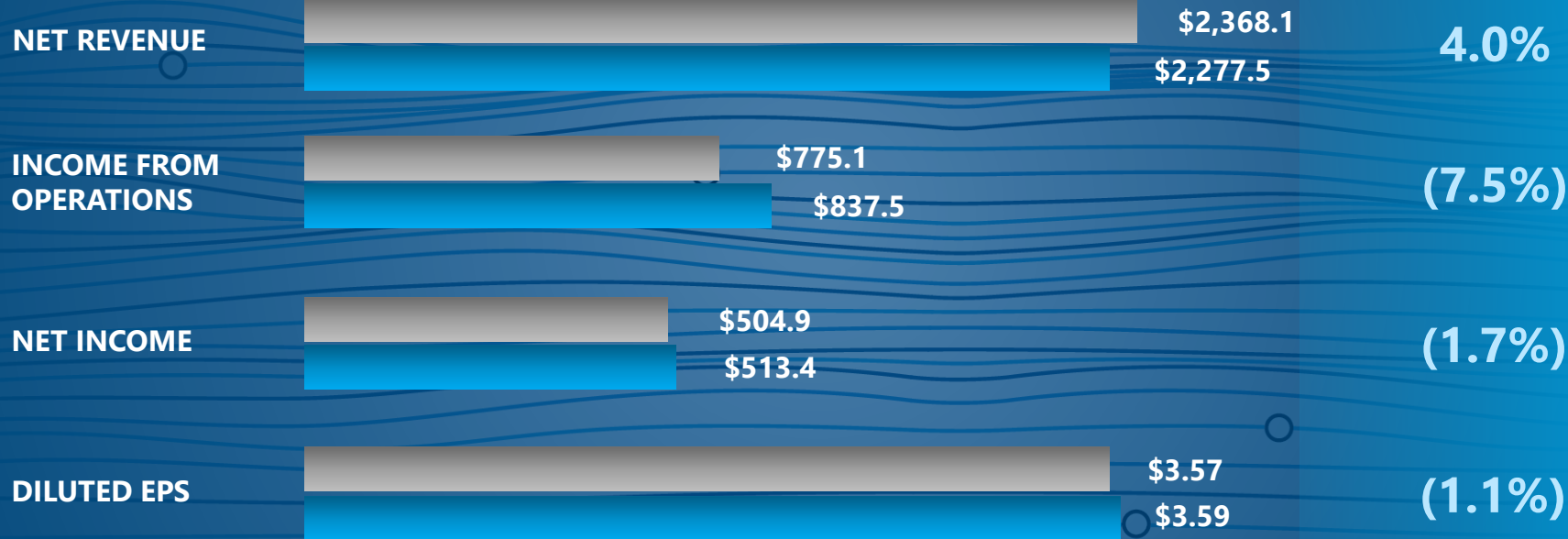


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# 2017 PERFORMANCE

FY 2017  
FY 2016

% GROWTH



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# YTD 2017 HIGHLIGHTS

→ SIGNIFICANT MARKET SHARE GAINS IN NEARLY ALL SERVICES

**NAST  
TRUCKLOAD  
VOLUME**

↑ **4.5%**

**NAST  
LTL  
VOLUME**

↑ **8%**

**NAST  
INTERMODAL  
VOLUME**

↑ **12%**

**ROBINSON FRESH  
TRUCKLOAD  
VOLUME**

↑ **17%**

**GLOBAL  
FORWARDING  
OCEAN VOLUME**

↑ **19%**

**GLOBAL  
FORWARDING  
AIR VOLUME**

↑ **31%**

**GLOBAL  
FORWARDING  
CUSTOMS VOLUME**

↑ **49%**



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# LONG-TERM GROWTH TARGETS

NET REVENUE	2014 – 2017 CAGR	ANNUAL GROWTH TARGET <sup>(1)</sup>
NAST	4.1%	5 – 10%
GLOBAL FORWARDING	11.5%	10%+
ROBINSON FRESH	3.6%	4 – 8%
OTHER <sup>(2)</sup>	8.7%	10%+

*Enterprise Growth Targets <sup>(1)</sup>*

**OPERATING INCOME: Equal to or greater than** net revenue growth

**EPS: 10%+**

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

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

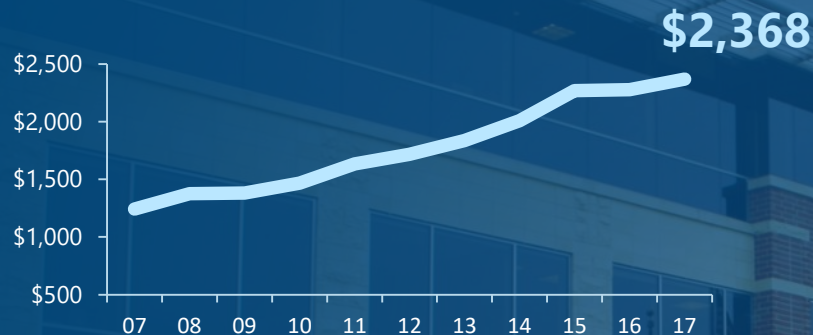


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## NET REVENUE

6.6% 10-YEAR CAGR

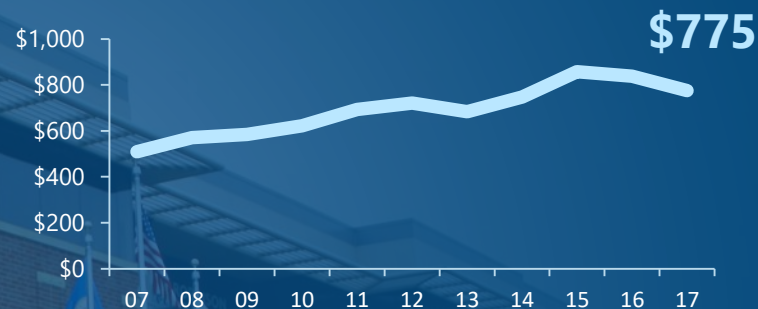
(IN MILLIONS)



## INCOME FROM OPERATIONS

4.3% 10-YEAR CAGR

(IN MILLIONS)



## DILUTED EPS FROM CONTINUING OPERATIONS

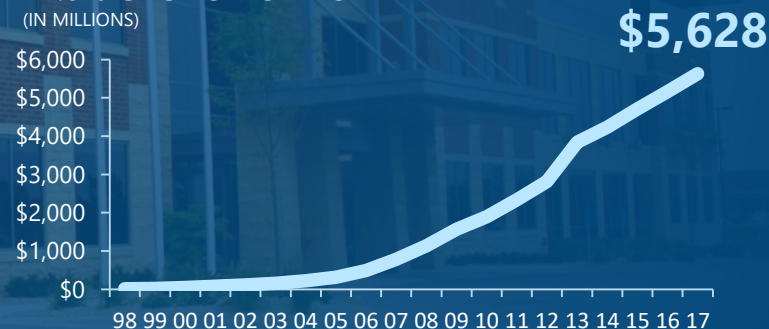
6.7% 10-YEAR CAGR



## CAPITAL RETURNED TO SHAREHOLDERS

22.0% CAGR SINCE IPO

(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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