



C.H. ROBINSON

MAY 29, 2019

BERNSTEIN STRATEGIC DECISIONS CONFERENCE

SAFE HARBOR STATEMENT

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

	CUSTOMER SIZE SEGMENTATION	CUSTOMER COUNT	% OF NET REVENUES
	GLOBAL	0.6%	26.2%
	LARGE	2.2%	23.7%
	MEDIUM	5.9%	18.9%
	SMALL	91.3%	31.2%

TOP 500 CUSTOMERS

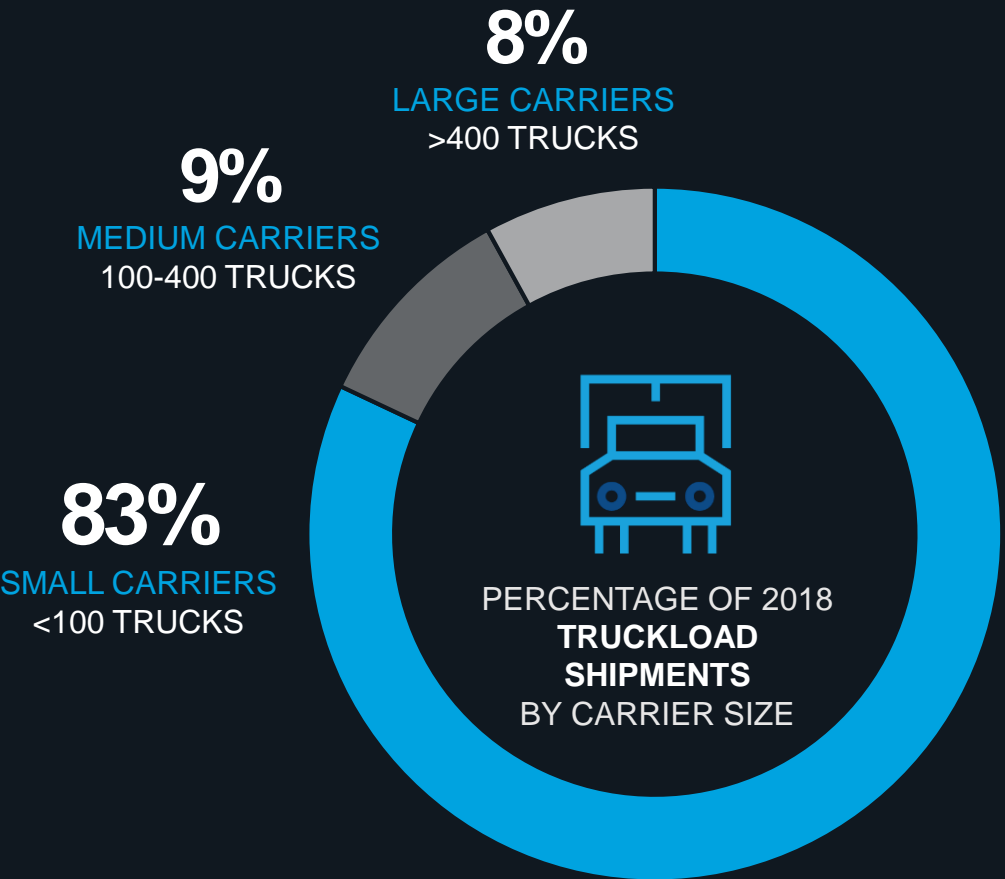
48%
OF NET
REVENUES

100%
RETENTION
IN 2018

90%
10+ YEARS WITH
C.H. ROBINSON

% of 2018 net revenues

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

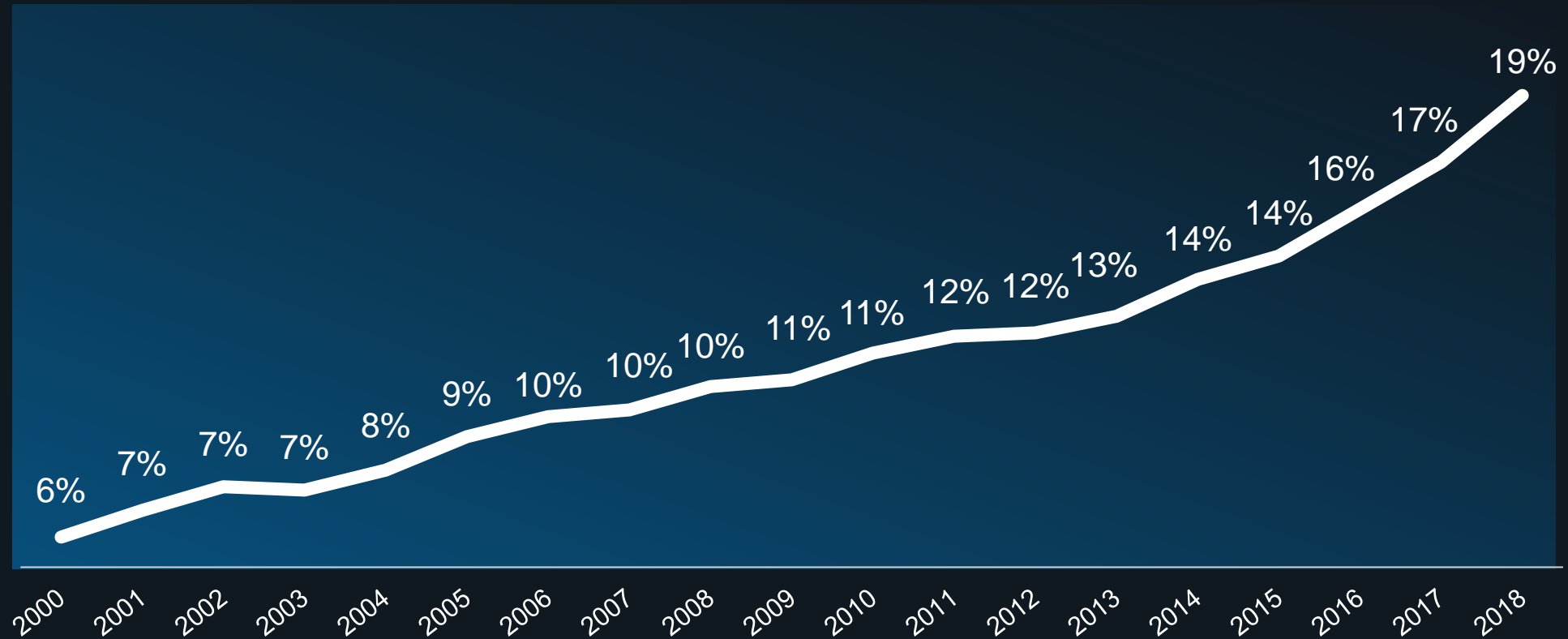


20 CORE AIR CARRIERS MOVE **73%** OF OUR VOLUME

FREIGHT BROKERAGE MODEL IS INCREASINGLY RELEVANT



U.S. FREIGHT BROKERAGE PENETRATION OF TOTAL FREIGHT MARKET



Source: Armstrong & Associates

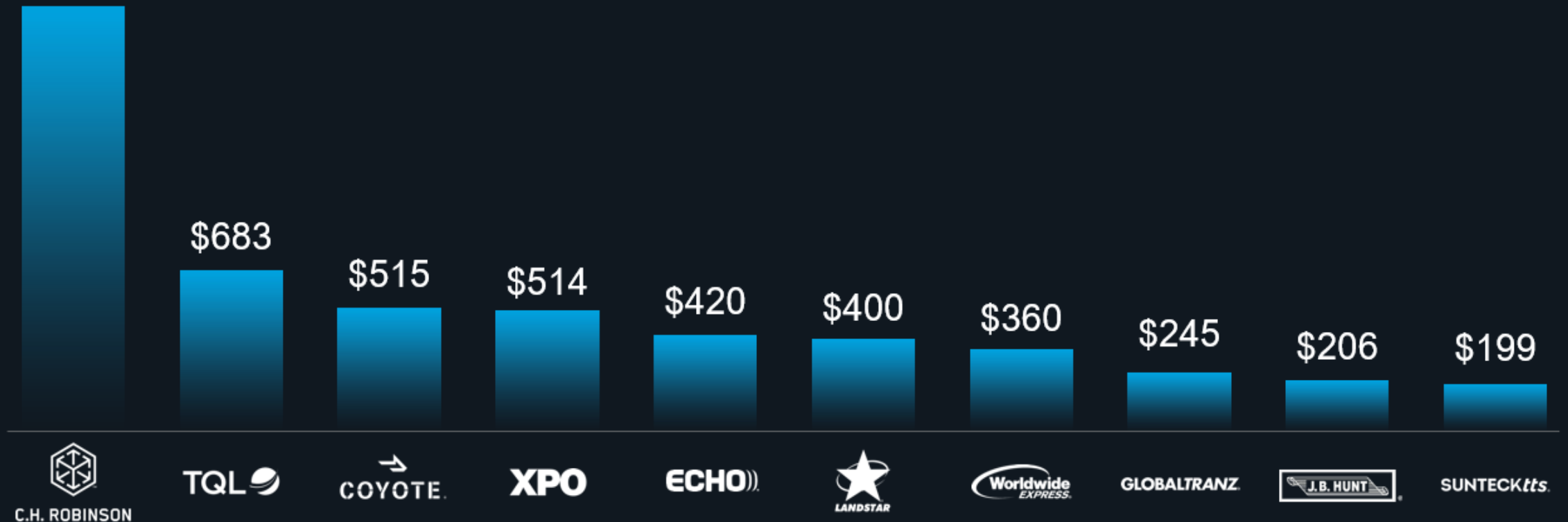


SIZE AND SCALE MATTER

LARGEST NORTH AMERICA FREIGHT BROKERS BY ESTIMATED NET REVENUES

2019 (IN MILLIONS)

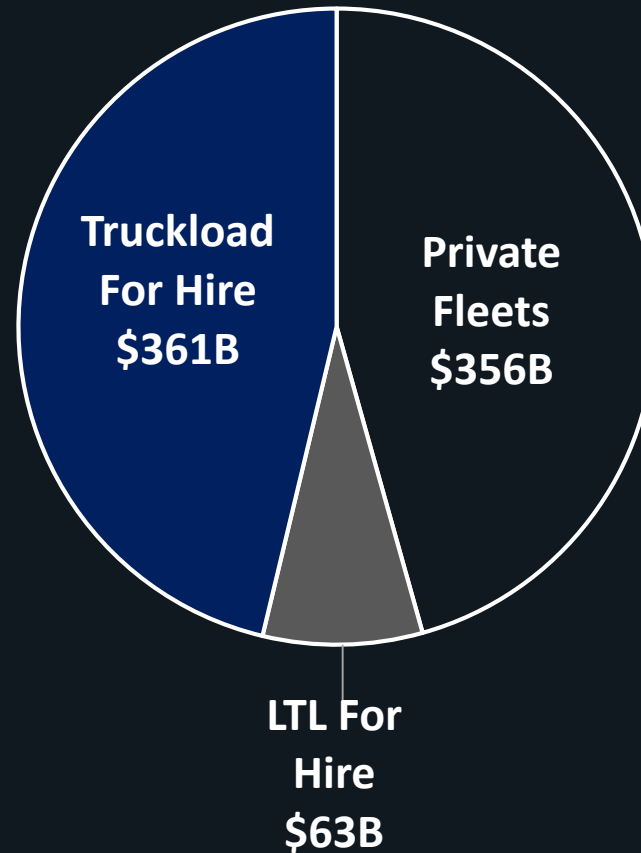
\$1,789



TRUCKING ADDRESSABLE MARKET



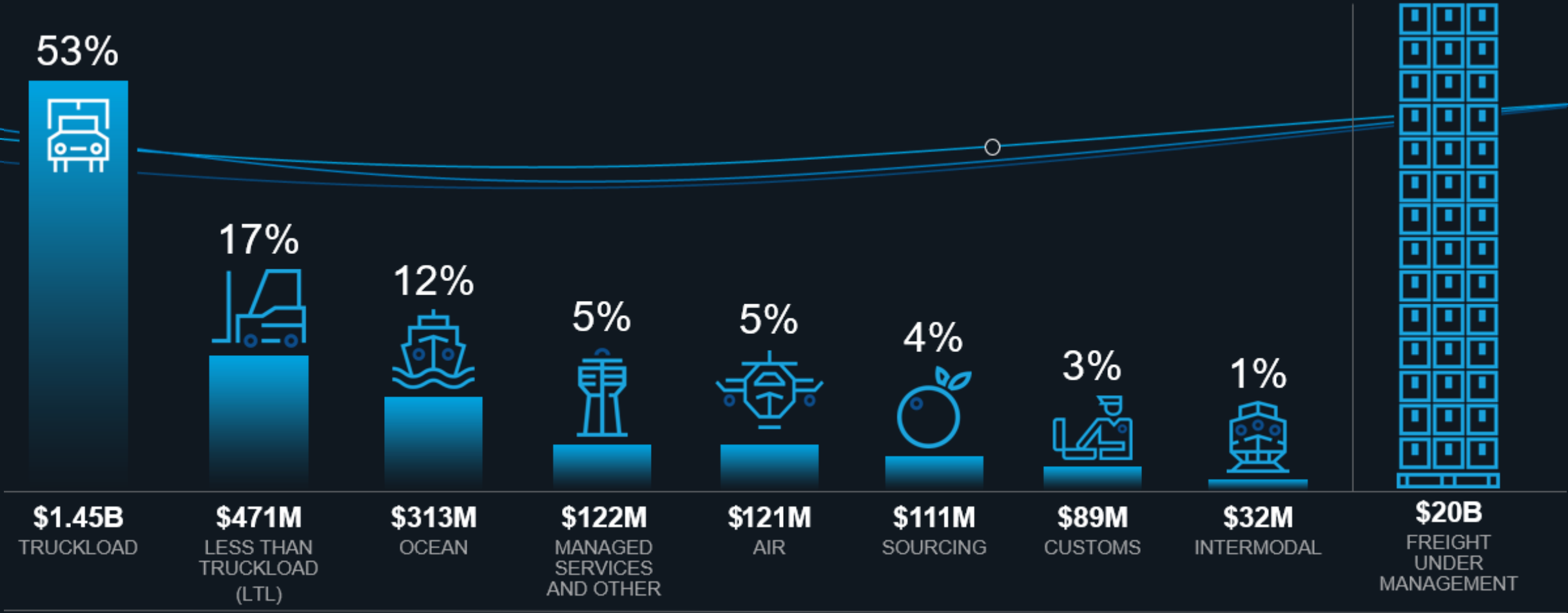
**2018 U.S.
TRUCKING
MARKET:
\$780B**



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

Source: Armstrong & Associates

FULL SUITE OF LOGISTICS AND TECHNOLOGY SERVICES



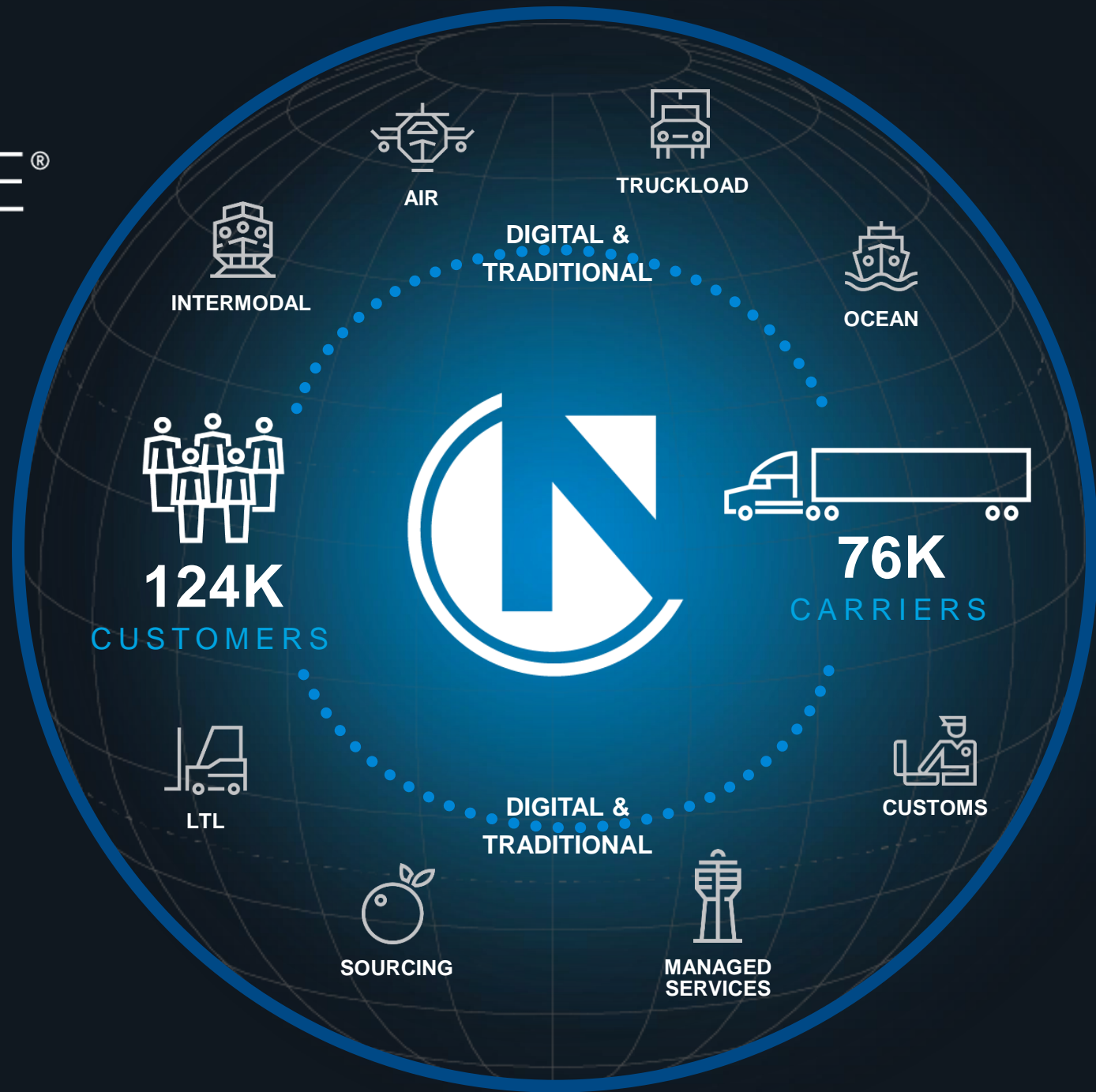
WE DELIVER AN AVERAGE OF **OVER 3 SERVICES PER TOP 500 CUSTOMER**

Based on 2018 net revenues



OUR GLOBAL
MULTIMODAL PLATFORM

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



MEETING OUR CUSTOMERS & CARRIERS WHERE THEY WANT TO BUY

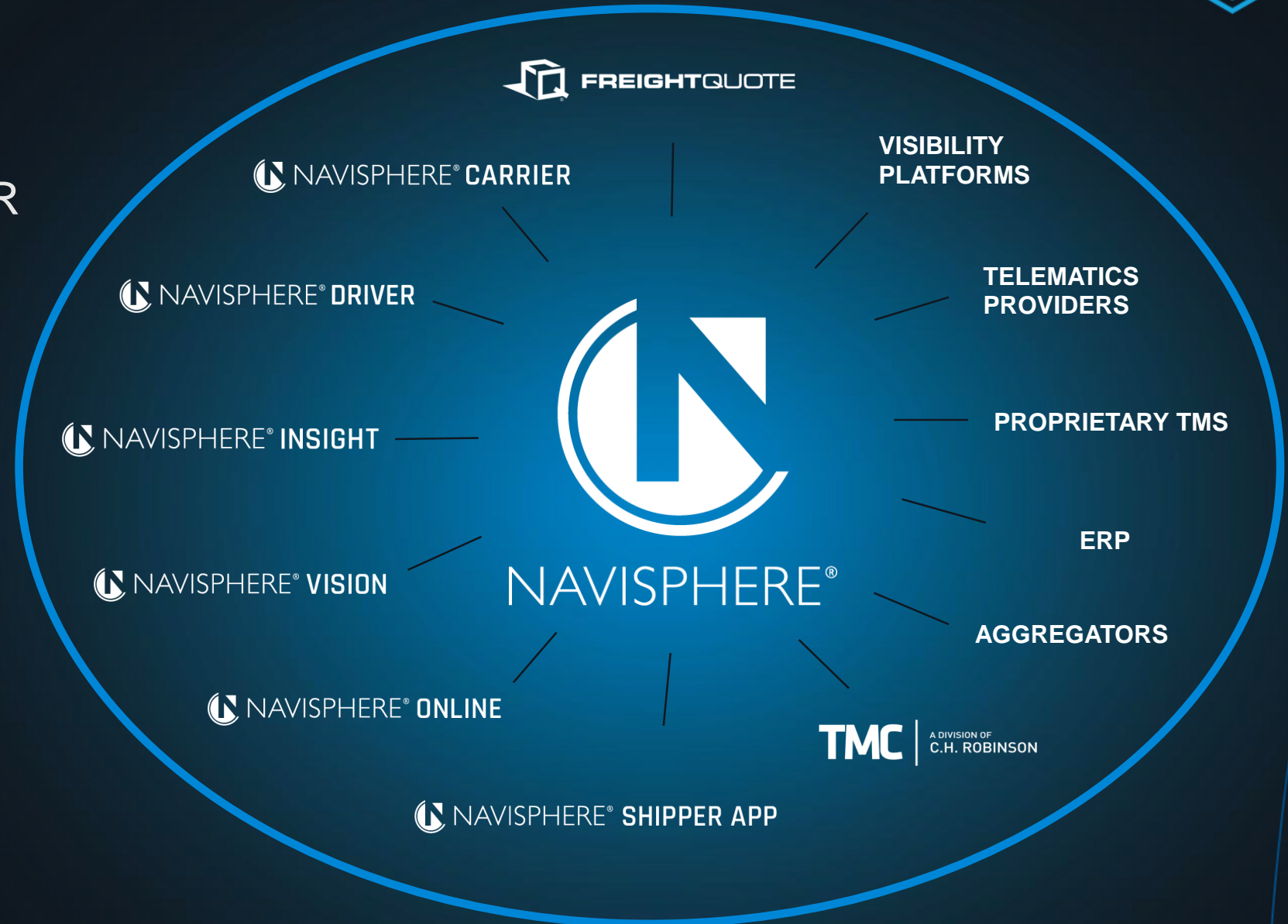


**MOST CONNECTED,
EASIEST TO ACCESS:**
USE OUR PLATFORM OR
CONNECT VIA OTHERS

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

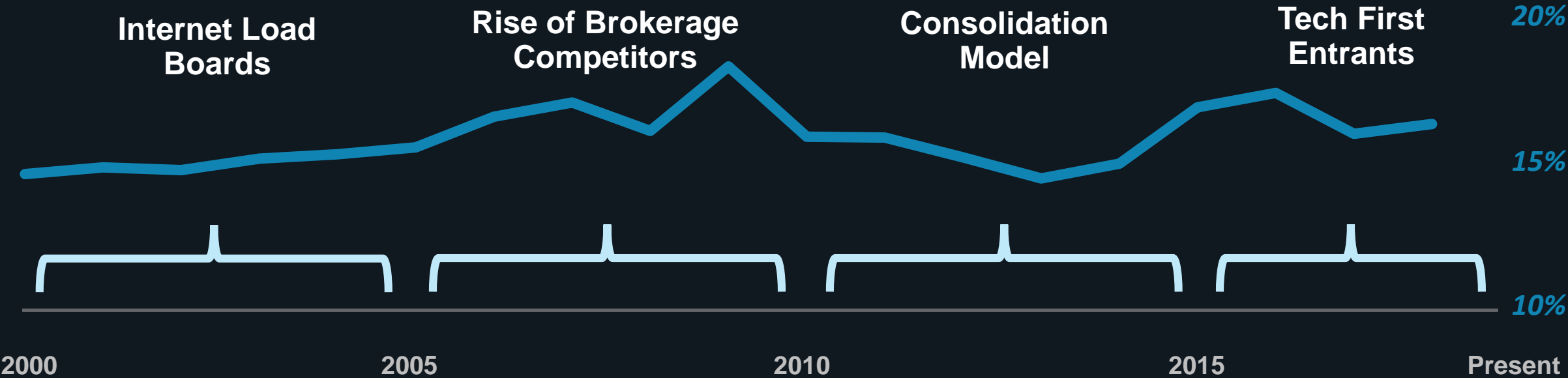
DELIVERS AN
**INFORMATION
ADVANTAGE**

Creating better outcomes for customers,
carriers, and employees



STRONG PERFORMANCE ACROSS A CHANGING COMPETITIVE LANDSCAPE

CHRW Net
Revenue
Margin %



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



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LONG-TERM GROWTH TARGETS

NET REVENUE

ANNUAL GROWTH TARGET ⁽¹⁾

NAST

5 – 10%

GLOBAL FORWARDING

10%+

ROBINSON FRESH

4 – 8%

EUROPE SURFACE TRANS &
MANAGED SERVICES ⁽²⁾

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⁾ Includes all other services.