UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
PURSUANT TO SECTION 13 OR 15(d)
OF THE SECURITIES EXCHANGE ACT OF 1934

Date of Report: April 30, 2019
(Date of earliest event reported)

C.H. ROBINSON WORLDWIDE, INC.
(Exact name of registrant as specified in its charter)

Commission File Number: 000-23189

Delaware	**41-1883630**
(State or other jurisdiction of incorporation or organization)	**(I.R.S. Employer Identification No.)**
14701 Charlson Road, Eden Prairie, Minnesota	**55347-5088**
(Address of principal executive offices)	**(Zip Code)**

952-937-8500
Registrant's telephone number, including area code

Not Applicable
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter). Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 2.02 Results of Operations and Financial Condition.

The following information is being "furnished" in accordance with the General Instruction B.2 of Form 8-K and shall not be deemed "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall it be deemed to be incorporated by reference in any filing under the Securities Act of 1933, as amended, or the Exchange Act, except as expressly set forth by specific reference in such filing.

Furnished herewith as Exhibits 99.1 and 99.2, respectively, and incorporated by reference herein are the text of C.H. Robinson Worldwide, Inc.'s announcement regarding its financial results for the quarter ended March 31, 2019 and its earnings conference call slides.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

99.1 Press Release dated April 30, 2019 of C.H. Robinson Worldwide, Inc.
99.2 Earnings conference call slides dated May 1, 2019

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

C.H. ROBINSON WORLDWIDE, INC.

By: */s/ Ben G. Campbell*

Ben G. Campbell

Chief Legal Officer and Secretary

Date: April 30, 2019

C.H. Robinson
14701 Charlson Rd.
Eden Prairie, MN 55347
www.chrobinson.com

FOR INQUIRIES, CONTACT:
Robert Houghton, VP of Investor Relations and Treasury
Email: robert.houghton@chrobinson.com

FOR IMMEDIATE RELEASE

C.H. Robinson Reports 2019 First Quarter Results

MINNEAPOLIS, MN, April 30, 2019 - C.H. Robinson Worldwide, Inc. (“C.H. Robinson”) (Nasdaq: CHRW) today reported financial results for the quarter ended March 31, 2019 .

- **Total revenues decreased 4.4 percent to $3.8 billion**
- **Net revenues increased 8.4 percent to $678.8 million**
- **Income from operations increased 17.2 percent to $224.6 million**
- **Operating margin improved 250 basis points to 33.1 percent**
- **Diluted earnings per share (EPS) increased 14.9 percent to $1.16**
- **Cash flow from operations increased 28.1 percent to $256.9 million**

“During the first quarter, we achieved high single-digit net revenue growth and double-digit growth in both operating income and earnings per share. Operating margin improved 250 basis points in the quarter. Our North American Surface Transportation business generated double-digit net revenue growth in the quarter, and we delivered significant operating margin expansion in both our NAST and Global Forwarding businesses,” said John Wiehoff, Chairman and Chief Executive Officer of C.H. Robinson. “We continued to make improvements in working capital, which combined with increased earnings, allowed us to generate over $250 million in cash flow from operations and increase cash returns to our shareholders. These strong first quarter results reflect the strength and hard work of our global network.”

First Quarter Results Summary

- **Total revenues** decreased 4.4 percent to $3.8 billion , driven by lower pricing across most transportation service lines.
- **Net revenues** increased 8.4 percent to $678.8 million , primarily driven by margin improvement in truckload services.
- **Operating expenses** increased 4.6 percent to $454.3 million . **Personnel expenses** increased 3.6 percent to $340.1 million , driven primarily by a 1.9 percent increase in average headcount, partially offset by declines in performance-based equity compensation. **Selling, general and administrative ("SG&A") expenses** increased 7.6 percent to $114.2 million , due primarily to increases in purchased services, particularly commercial off-the-shelf software, in addition to claims and occupancy, partially offset by a reduction in bad debt expense.
- **Income from operations** totaled $224.6 million , up 17.2 percent from last year due to growth in North American Surface Transportation ("NAST") and Global Forwarding, partially offset by a decline in All Other and Corporate. **Operating margin** of 33.1 percent increased 250 basis points.
- **Interest and other expenses** totaled $17.1 million , which primarily consists of interest expense. The first quarter also included a $5.0 million unfavorable impact from currency revaluation.
- The **effective tax rate** in the quarter was 22.0 percent compared to 21.3 percent last year.
- **Net income** totaled $161.8 million , up 13.7 percent from a year ago. **Diluted EPS** of $1.16 increased 14.9 percent .

North American Surface Transportation Results

Summarized financial results of our NAST segment are as follows (dollars in thousands):

	Three Months Ended March 31,		
	2019	2018	% change
Total revenues	$ 2,796,784	$ 2,908,419	(3.8)%
Net revenues	486,550	438,402	11.0 %
Income from operations	211,283	179,637	17.6 %

First quarter total revenues for C.H. Robinson's NAST segment totaled $2.8 billion , a decrease of 3.8 percent over the prior year, primarily driven by decreased pricing. NAST net revenues increased 11.0 percent in the quarter to $486.6 million . Net revenues in truckload increased 14.7 percent , less than truckload (“LTL”) net revenues increased 3.6 percent , and intermodal net revenues decreased 3.9 percent versus the year ago period. Excluding the impact of the change in fuel prices, average North America truckload rate per mile charged to customers decreased approximately 5.5 percent in the quarter, while truckload transportation cost per mile decreased approximately 8.5 percent . Truckload volumes increased 0.5 percent in the quarter. LTL volumes grew 1.0 percent , and intermodal volumes declined 33 percent versus the prior year. Operating expenses increased 6.4 percent , primarily due to increased cash compensation. Income from operations increased 17.6 percent to $211.3 million , and operating margin expanded 240 basis points to 43.4 percent . NAST average headcount was up 1.7 percent in the quarter. As a reminder, first quarter NAST results include Robinson Fresh transportation, which was previously reported under the Robinson Fresh segment.

Global Forwarding Results

Summarized financial results of our Global Forwarding segment are as follows (dollars in thousands):

	Three Months Ended March 31,		
	2019	2018	% change
Total revenues	$ 537,567	$ 553,754	(2.9)%
Net revenues	127,236	123,037	3.4 %
Income from operations	14,203	8,221	72.8 %

First quarter total revenues for the Global Forwarding segment decreased 2.9 percent to $537.6 million , primarily driven by lower pricing in ocean and air. Net revenues increased 3.4 percent in the quarter to $127.2 million . Ocean net revenues increased 4.0 percent driven by margin expansion. Ocean volumes were approximately flat in the quarter. Net revenues in air increased 0.4 percent , as margin expansion was largely offset by a decline in shipments. Customs net revenues increased 5.9 percent , primarily driven by volume growth. Operating expenses decreased 1.6 percent , primarily driven by a 1.3 percent decrease in average headcount. Income from operations increased 72.8 percent to $14.2 million , and operating margin expanded 450 basis points to 11.2 percent in the quarter.

All Other and Corporate Results

Net revenues for Robinson Fresh, Managed Services and Other Surface Transportation are summarized as follows (dollars in thousands):

	Three Months Ended March 31,		
Net revenues	2019	2018	% change
Robinson Fresh	$ 28,658	$ 30,237	(5.2)%
Managed Services	20,312	18,317	10.9 %
Other Surface Transportation	16,044	15,932	0.7 %

First quarter Robinson Fresh net revenues decreased 5.2 percent to $28.7 million , as weather-related crop reductions drove case volume declines. Managed Services net revenues increased 10.9 percent to $20.3 million , driven by a combination of selling additional service lines to existing customers and new customer wins. Other Surface Transportation net revenues increased 0.7 percent to $16.0 million , primarily driven by mid-single-digit volume growth in Europe truckload.

Other Income Statement Items

The first quarter effective tax rate was 22.0 percent , up from 21.3 percent last year. We continue to expect our full-year effective tax rate to be between 24 and 25 percent in 2019.

Interest and other expenses totaled $17.1 million , which primarily consists of interest expense. The first quarter also included a $5.0 million unfavorable impact from currency revaluation.

Diluted weighted average shares outstanding in the quarter were down 1.6 percent , as share repurchases were partially offset by activity in our equity compensation plans.

Cash Flow Generation and Capital Distribution

First quarter cash from operations totaled $256.9 million , up 28.1 percent versus the prior year, primarily due to improved working capital performance and increased earnings versus the year-ago period.

In the first quarter , $146.4 million was returned to shareholders, with $69.7 million in cash dividends and $76.7 million in share repurchases. This represents an increase of 8.7 percent over the prior year.

Capital expenditures totaled $13.9 million in the quarter. We continue to expect 2019 capital expenditures to be between $80 and $90 million, with the majority dedicated to technology.

Outlook

“We expect to continue to expand market share in 2019 and beyond, and we will continue to automate core processes and reduce our cost to sell and cost to serve, while also providing excellent service to our customers and carriers,” Bob Biesterfeld, Chief Operating Officer, stated. “We are firmly dedicated to operating margin expansion and believe our continued investments in technology will help enable us to achieve this objective. We are also committed to strong cash returns to shareholders and expect to deliver annual double-digit growth in earnings per share over the long term.”

About C.H. Robinson
At C.H. Robinson, we believe in accelerating global trade to seamlessly deliver the products and goods that drive the world's economy. Using the strengths of our knowledgeable people, proven processes, and global technology, we help our customers work smarter, not harder. As one of the world's largest third-party logistics providers (3PL), we provide a broad portfolio of logistics services, fresh produce sourcing and managed services for more than 124,000 customers and 76,000 active contract carriers through our integrated network of offices and more than 15,000 employees. In addition, the company, our Foundation and our employees contribute millions of dollars annually to a variety of organizations. Headquartered in Eden Prairie, Minnesota, C.H. Robinson (CHRW) has been publicly traded since 1997. For more information, visit www.chrobinson.com .

Except for the historical information contained herein, the matters set forth in this 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 such as changes in economic conditions, including uncertain consumer demand; changes in market demand and pressures on the pricing for our services; competition and growth rates within the third party logistics industry; freight levels and increasing costs and availability of truck capacity or alternative means of transporting freight; changes in relationships with existing contracted truck, rail, ocean, and air carriers; changes in our customer base due to possible consolidation among our customers; our ability to successfully integrate the operations of acquired companies with our historic operations; risks associated with litigation, including contingent auto liability and insurance coverage; risks associated with operations outside of the United States; risks associated with the potential impact of changes in government regulations; risks associated with the produce industry, including food safety and contamination issues; fuel price increases or decreases, or fuel shortages; cyber-security related risks; the impact of war on the economy; changes to our capital structure; risks related to the elimination of LIBOR; and other risks and uncertainties detailed in our Annual and Quarterly Reports.

Any forward-looking statement speaks only as of the date on which such statement is made, and we undertake no obligation to update such statement to reflect events or circumstances arising after such date. All remarks made during our financial results conference call will be current at the time of the call, and we undertake no obligation to update the replay.

Conference Call Information:
C.H. Robinson Worldwide First Quarter 2019 Earnings Conference Call
Wednesday, May 1, 2019 ; 8:30 a.m. Eastern Time
Presentation slides and a simultaneous live audio webcast of the conference call may be accessed through the Investor Relations link on C.H. Robinson's website at www.chrobinson.com .
To participate in the conference call by telephone, please call ten minutes early by dialing: 877-269-7756
International callers dial +1-201-689-7817
Callers should reference the conference ID, which is 13689013

We invite call participants to submit questions in advance of the conference call, and we will respond to as many of the questions as we can in the time allowed. To submit your question(s) in advance of the call, please email adrienne.brausen@chrobinson.com .

Summarized Financial Results

($ in thousands, except per share data)

This table of summary results presents our service line net revenues consistent with our historical presentation and is on an enterprise basis. The service line net revenues in the table differ from the service line net revenues discussed within the segments as our segments have revenues from multiple service lines.

	Three Months Ended March 31,		
	2019	2018	% change
Total revenues	$ 3,751,210	$ 3,925,327	(4.4)%
Net revenues:			
Transportation			
Truckload	$ 377,993	$ 330,291	14.4 %
LTL	116,229	112,144	3.6 %
Intermodal	6,076	6,332	(4.0)%
Ocean	71,533	68,844	3.9 %
Air	27,582	28,883	(4.5)%
Customs	21,878	20,655	5.9 %
Other logistics services	30,385	28,889	5.2 %
Total transportation	651,676	596,038	9.3 %
Sourcing	27,124	29,887	(9.2)%
Total net revenues	678,800	625,925	8.4 %
Operating expenses	454,250	434,340	4.6 %
Income from operations	224,550	191,585	17.2 %
Net income	$ 161,788	$ 142,297	13.7 %
Diluted EPS	$ 1.16	$ 1.01	14.9 %

Our total revenues represent the total dollar value of services and goods we sell to our customers. Net revenues are a non-GAAP financial measure calculated as total revenues less the cost of purchased transportation and related services and the cost of purchased products sourced for resale. We believe net revenues are a useful measure of our ability to source, add value, and sell services and products that are provided by third parties, and we consider net revenues to be our primary performance measurement. Accordingly, the discussion of our results of operations often focuses on the changes in our net revenues. The reconciliation of total revenues to net revenues is presented below (in thousands):

	Three Months Ended March 31,	
	2019	**2018**
Revenues:		
Transportation	$ 3,504,932	$ 3,637,640
Sourcing	246,278	287,687
Total revenues	3,751,210	3,925,327
Costs and expenses:		
Purchased transportation and related services	2,853,256	3,041,602
Purchased products sourced for resale	219,154	257,800
Total costs and expenses	3,072,410	3,299,402
Net revenues	$ 678,800	$ 625,925

Condensed Consolidated Statements of Income

(unaudited, in thousands, except per share data)

	Three Months Ended March 31,	
	2019	2018
Revenues:		
Transportation	$ 3,504,932	$ 3,637,640
Sourcing	246,278	287,687
Total revenues	3,751,210	3,925,327
Costs and expenses:		
Purchased transportation and related services	2,853,256	3,041,602
Purchased products sourced for resale	219,154	257,800
Personnel expenses	340,098	328,297
Other selling, general, and administrative expenses	114,152	106,043
Total costs and expenses	3,526,660	3,733,742
Income from operations	224,550	191,585
Interest and other expense	(17,140)	(10,700)
Income before provision for income taxes	207,410	180,885
Provisions for income taxes	45,622	38,588
Net income	$ 161,788	$ 142,297
Net income per share (basic)	$ 1.17	$ 1.02
Net income per share (diluted)	$ 1.16	$ 1.01
Weighted average shares outstanding (basic)	137,854	140,032
Weighted average shares outstanding (diluted)	138,955	141,270

Business Segment Information
(unaudited, dollars in thousands)

	NAST	Global Forwarding	All Other and Corporate	Consolidated
Three Months Ended March 31, 2019				
Total revenues	$ 2,796,784	$ 537,567	$ 416,859	$ 3,751,210
Net revenues	486,550	127,236	65,014	678,800
Income (loss) from operations	211,283	14,203	(936)	224,550
Depreciation and amortization	6,259	8,926	9,375	24,560
Total assets	2,693,668	1,001,881	1,001,895	4,697,444
Average headcount	7,424	4,707	3,250	15,381

	NAST	Global Forwarding	All Other and Corporate	Consolidated
Three Months Ended March 31, 2018				
Total revenues	$ 2,908,419	$ 553,754	$ 463,154	$ 3,925,327
Net revenues	438,402	123,037	64,486	625,925
Income from operations	179,637	8,221	3,727	191,585
Depreciation and amortization	6,331	8,909	9,001	24,241
Total assets	2,593,648	805,184	908,944	4,307,776
Average headcount	7,298	4,767	3,023	15,088

Condensed Consolidated Balance Sheets

(unaudited, in thousands)

	March 31, 2019		December 31, 2018	
Assets				
Current assets:				
Cash and cash equivalents	$	445,473	$	378,615
Receivables, net of allowance for doubtful accounts		2,057,931		2,162,438
Contract assets		165,556		159,635
Prepaid expenses and other		59,394		52,386
Total current assets		2,728,354		2,753,074
Property and equipment, net		225,669		228,301
Right of use lease assets		257,034		—
Intangible and other assets		1,486,387		1,446,037
Total assets	$	4,697,444	$	4,427,412
Liabilities and stockholders' investment				
Current liabilities:				
Accounts payable and outstanding checks	$	1,059,507	$	1,063,107
Accrued expenses:				
Compensation		66,383		153,626
Transportation expense		127,151		119,820
Income taxes		68,049		28,360
Other accrued liabilities		54,905		63,410
Current lease liabilities		53,669		—
Current portion of debt		—		5,000
Total current liabilities		1,429,664		1,433,323
Long term debt		1,341,605		1,341,352
Noncurrent lease liabilities		211,069		—
Noncurrent income taxes payable		21,763		21,463
Deferred tax liability		40,412		35,757
Other long-term liabilities		370		430
Total liabilities		3,044,883		2,832,325
Total stockholders' investment		1,652,561		1,595,087
Total liabilities and stockholders' investment	$	4,697,444	$	4,427,412

Condensed Consolidated Statements of Cash Flow

(unaudited, in thousands, except operational data)

	Three Months Ended March 31,	
	2019	2018
Operating activities:		
Net income	$ 161,788	$ 142,297
Depreciation and amortization	24,560	24,241
Provision for doubtful accounts	1,774	6,630
Stock-based compensation	17,123	18,134
Deferred income taxes	(364)	(26)
Excess tax benefit on stock-based compensation	(4,458)	(6,224)
Other operating activities	576	323
Changes in operating elements, net of acquisitions:		
Receivables	117,720	(10,056)
Contract assets	(5,921)	(13,264)
Prepaid expenses and other	(6,367)	6,327
Accounts payable and outstanding checks	(10,742)	21,797
Accrued compensation	(87,259)	(37,867)
Accrued transportation expenses	7,331	17,109
Accrued income taxes	39,078	35,184
Other accrued liabilities	1,801	(5,128)
Other assets and liabilities	291	1,093
Net cash provided by operating activities	256,931	200,570
Investing activities:		
Purchases of property and equipment	(8,619)	(11,719)
Purchases and development of software	(5,246)	(3,744)
Acquisitions, net of cash acquired	(44,143)	—
Other investing activities	8	(726)
Net cash used for investing activities	(58,000)	(16,189)
Financing activities:		
Proceeds from stock issued for employee benefit plans	19,615	24,497
Net repurchases of common stock	(79,666)	(65,791)
Cash dividends	(69,742)	(65,382)
Proceeds from short-term borrowings	14,000	2,119,000
Payments on short-term borrowings	(19,000)	(2,183,000)
Net cash used for financing activities	(134,793)	(170,676)
Effect of exchange rates on cash	2,720	2,187
Net change in cash and cash equivalents	66,858	15,892
Cash and cash equivalents, beginning of period	378,615	333,890
Cash and cash equivalents, end of period	$ 445,473	$ 349,782

	As of March 31,	
Operational Data:	2019	2018
Employees	15,514	15,101

Source: C.H. Robinson
CHRW-IR

Earnings Conference Call – First Quarter 2019
May 1, 2019

John Wiehoff, Chairman & CEO
Robert Biesterfeld, COO
Scott Hagen, Corporate Controller and Interim CFO
Robert Houghton, VP of Investor Relations

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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; competition and growth rates within the third party logistics industry; freight levels and increasing costs and availability of truck capacity or alternative means of transporting freight; changes in relationships with existing contracted truck, rail, ocean, and air carriers; changes in our customer base due to possible consolidation among our customers; our ability to successfully integrate the operations of acquired companies with our historic operations; risks associated with litigation, including contingent auto liability and insurance coverage; risks associated with operations outside of the United States; risks associated with the potential impact of changes in government regulations; risks associated with the produce industry, including food safety and contamination issues; fuel price increases or decreases, or fuel shortages; cyber-security related risks; the impact of war on the economy; changes to our capital structure; risks related to the elimination of LIBOR; and other risks and uncertainties detailed in our Annual and Quarterly Reports.

Q1 2019 – Key Themes

- Strong Q1 financial results
- Price and cost declines in most service lines
- Successfully adapting to changing market conditions
- Strength of our business model

Results Q1 2019

in thousands, except per share amounts and headcount

Three Months Ended March 31	2019	2018	% Change
Total Revenues	$3,751,210	$3,925,327	(4.4%)
Total Net Revenues	$678,800	$625,925	8.4%
Net Revenue Margin %	*18.1%*	*15.9%*	*220 bps*
Personnel Expenses	$340,098	$328,297	3.6%
Selling, General, and Admin	$114,152	$106,043	7.6%
Income from Operations	$224,550	$191,585	17.2%
Operating Margin %	*33.1%*	*30.6%*	*250 bps*
Depreciation and Amortization	$24,560	$24,241	1.3%
Net Income	$161,788	$142,297	13.7%
Earnings Per Share (Diluted)	$1.16	$1.01	14.9%
Average Headcount	15,381	15,088	1.9%

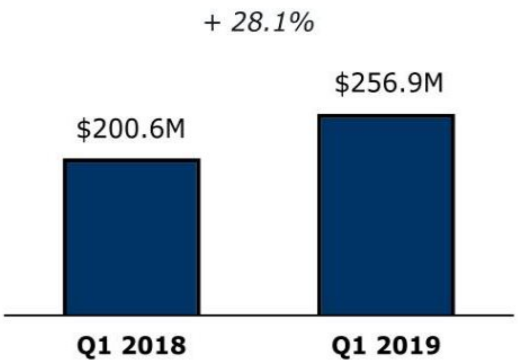
- Net revenues increase driven primarily by margin improvement in truckload
- Operating income growth includes moderating variable compensation expense and modest headcount growth

Q1 2019 Other Income Statement Items

- Q1 effective tax rate of 22.0% vs. 21.3% last year
- $5 million unfavorable impact from currency revaluation
- Interest expense increase due to an increase in interest rates
- Weighted average diluted shares outstanding down 1.6 percent

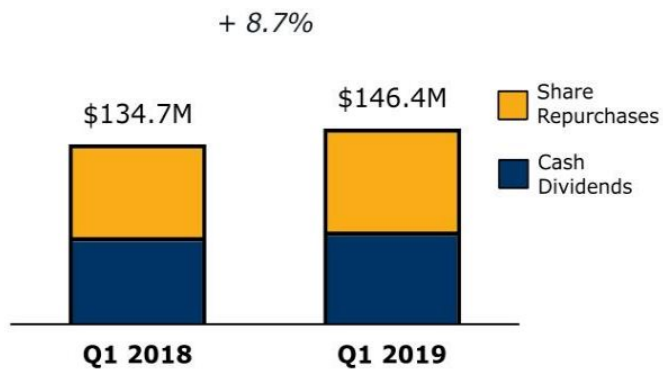
Q1 2019 Cash Flow and Capital Distribution

Cash Flow from Operations



- $56.3 million increase in cash flow driven by improved working capital performance and higher net income
- $13.9 million in capital expenditures

Capital Distribution



- $146.4 million of net income returned to shareholders
  - $69.7 million in cash dividends
  - $76.7 million in share repurchases
    - 872,489 shares repurchased in the first quarter at an average price of $87.87 per share

Q1 2019 Balance Sheet

in thousands

	March 31, 2019	December 31, 2018	% Change
Accounts Receivable, Net(1)	$2,223,487	$2,322,073	(4.2%)
Accounts Payable(2)	$1,186,658	$1,182,927	0.3%
Net Operating Working Capital(3)	**$1,036,829**	**$1,139,146**	**(9.0%)**

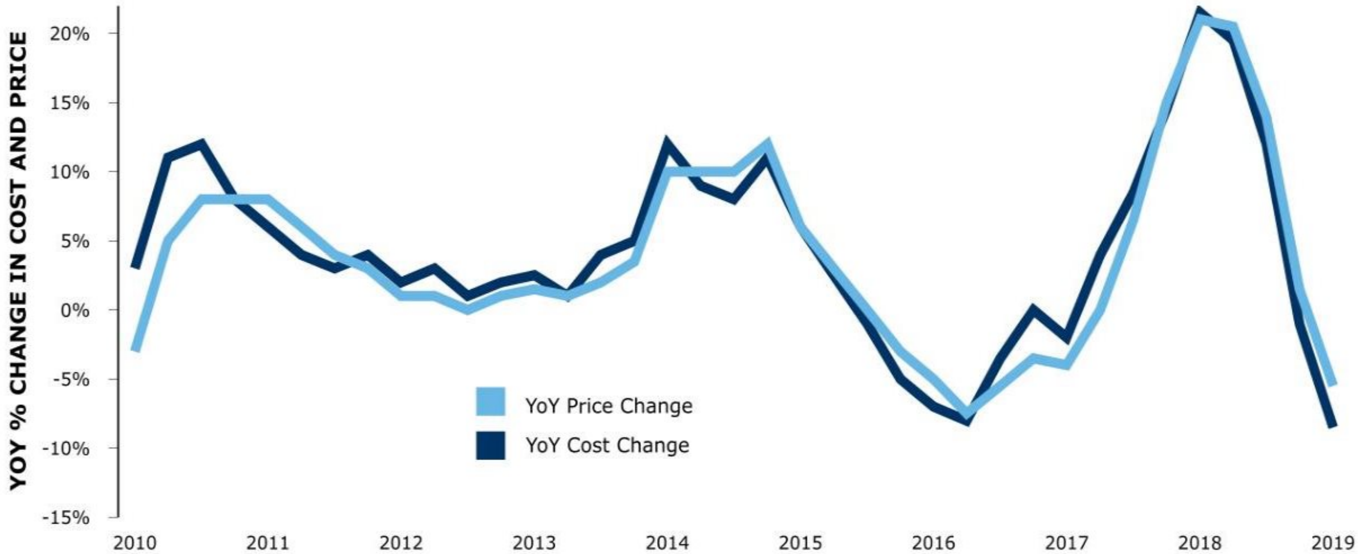
- Total debt balance $1.34 billion
  - $600 million senior unsecured notes, 4.20% coupon
  - $500 million private placement debt, 4.28% average coupon
  - $250 million accounts receivable securitization debt facility, 3.15% average rate
- Adopted new lease accounting policy in 2019 Q1

(1) Accounts receivable amount includes contract assets as the result of a 2018 accounting policy change that recognizes revenues for in-transit shipments.
(2) Accounts payable amount includes outstanding checks and also includes accrued transportation expense as the result of a 2018 accounting policy change that recognizes revenues for in-transit shipments.
(3) Net operating working capital is defined as net accounts receivable, as described above, less accounts payable, as described above.

Second Quarter 2019 Trends – April

- April to date total company net revenue per business day has increased approximately 5 percent when compared to April 2018
- Truckload volume per business day has decreased approximately 4 percent on a year-over-year basis in April

NAST Truckload Cost and Price Change[1]



- NAST Truckload cost and price change chart represents truckload shipments in North America.
- Includes the impact of the truckload service line previously reported in the Robinson Fresh segment.

NAST Truckload	Q1
Volume	0.5%
Pricing[1][2]	(5.5%)
Cost[1][2]	(8.5%)
Net Revenue Margin	⬆

(1) Pricing and cost measures exclude the estimated impact of the change in fuel prices.
(2) Represents price and cost YoY change for North America shipments across all segments.

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NAST Truckload Cost and Price Per Mile[1]

- NAST Truckload cost and price per mile chart represents all truckload shipments in North America
- Continued price movements in response to changes in marketplace conditions

(1) Cost and price per mile exclude the estimated impact of fuel.

Q1 2019 NAST Results by Service Line

Truckload, Less Than Truckload and Intermodal

in thousands

Three Months Ended March 31

Net Revenues	2019	2018	% Change
Truckload	$359,031	$312,952	14.7%
LTL	$114,918	$110,916	3.6%
Intermodal	$5,976	$6,217	(3.9%)
Other	$6,625	$8,317	(20.3%)
Total Net Revenues	**$486,550**	**$438,402**	**11.0%**
Net Revenue Margin %	*17.4%*	*15.1%*	*230 bps*

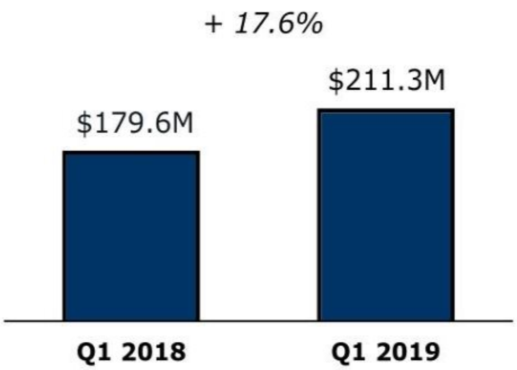
	Truckload	LTL	Intermodal
Pricing(1)(2)	↓	↓	↑
Cost(1)(2)	↓	↓	↑
Volume	↑	↑	↓
Net Revenue Margin	↑	↑	↑

- Year-over-year price declines in truckload and LTL
- Net revenue margin expansion in truckload, LTL and intermodal
- Volume increase in truckload and LTL
- Added 5,000 new carriers in the quarter

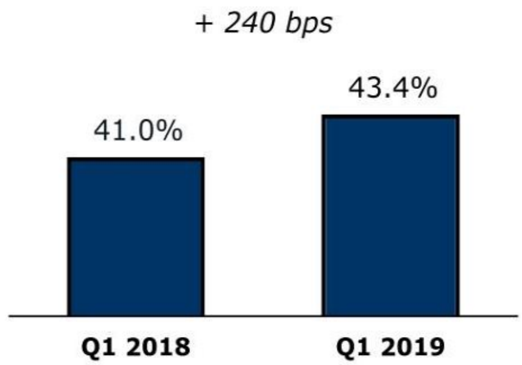
(1) Represents price and cost YoY change for North America shipments across all segments.
(2) Pricing and cost measures exclude the estimated impact of the change in fuel prices.

Q1 2019 NAST Operating Income

Q1 Operating Income



Q1 Operating Margin %



- Increased net revenues
- Headcount increased 1.7 percent
- Continued investments in technology
- Four consecutive quarters of year-over-year operating margin expansion

Q1 2019 Global Forwarding Results by Service Line
Ocean, Air and Customs

in thousands

Three Months Ended March 31

Net Revenues	2019	2018	% Change
Ocean	$71,457	$68,694	4.0%
Air	$26,136	$26,037	0.4%
Customs	$21,877	$20,655	5.9%
Other	$7,766	$7,651	1.5%
Total	**$127,236**	**$123,037**	**3.4%**
Net Revenue Margin %	*23.7%*	*22.2%*	*150 bps*

	Ocean	Air
Pricing	↓	↓
Volume	↔	↓
Net Revenue Margin	↑	↑

- Ocean net revenue growth due to margin expansion
- Air net revenue growth due to margin expansion, largely offset by declining volume
- Customs net revenue growth includes transactions growth of 2.5 percent

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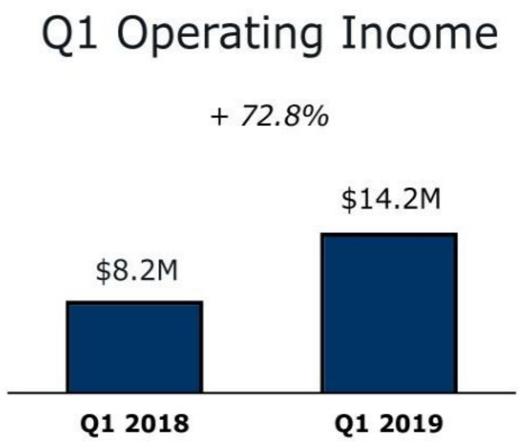
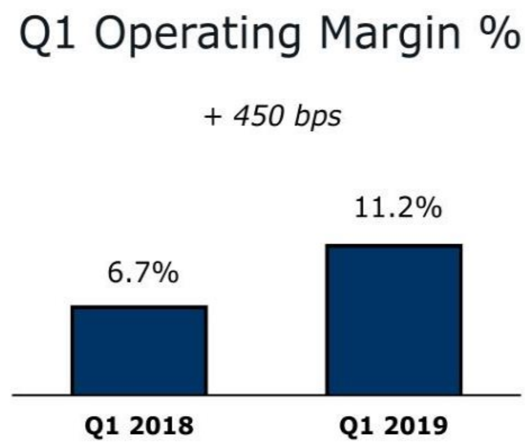
Q1 2019 Global Forwarding Operating Income





- Increased net revenues
- Improved employee productivity
- 1.3 percent decrease in average headcount

Q1 2019 All Other and Corporate Results

Robinson Fresh, Managed Services and Other Surface Transportation

in thousands

Three Months Ended March 31

Net Revenues	2019	2018	% Change
Robinson Fresh	$28,658	$30,237	(5.2%)
Managed Services	$20,312	$18,317	10.9%
Other Surface Transportation	$16,044	$15,932	0.7%
Total	**$65,014**	**$64,486**	**0.8%**

Robinson Fresh

- Case volume decline of 7 percent

Managed Services

- $4 billion in freight under management

Other Surface Transportation

- Mid-single-digit volume growth in Europe truckload

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Our Areas of Focus

- Grow market share
- Automate core processes
- Improve operating leverage

Long-Term Growth Targets[1]	
Net Revenues	5 - 10%
Operating Income	Greater than net revenue growth
Earnings Per Share	10%+

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

Final Comments

- We add value by helping our customers understand and navigate the marketplace
- Our people, processes and technology will allow us to continue to win in the marketplace
- John Wiehoff retiring as CEO on May 9, will remain Chairman
- Bob Biesterfeld to succeed Wiehoff as CEO

Appendix

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Q1 2019 Transportation Results[1]

in thousands

Transportation	Three Months Ended March 31 2019	2018	% Change
Total Revenues	$3,504,932	$3,637,640	(3.6%)
Total Net Revenues	$651,676	$596,038	9.3%
Net Revenue Margin %	*18.6%*	*16.4%*	*220 bps*

Transportation Net Revenue Margin %	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Q1	17.4%	17.2%	16.9%	16.3%	15.3%	16.8%	19.7%	17.3%	16.4%	18.6%
Q2	15.8%	16.2%	14.9%	15.4%	16.0%	17.5%	19.3%	16.2%	16.2%	
Q3	16.6%	16.4%	15.6%	15.0%	16.2%	18.4%	17.6%	16.4%	16.6%	
Q4	17.6%	16.3%	15.8%	15.1%	15.9%	19.0%	17.2%	16.6%	17.7%	
Total	**16.8%**	**16.5%**	**15.8%**	**15.4%**	**15.9%**	**17.9%**	**18.4%**	**16.6%**	**16.7%**	

(1) Includes results across all segments.

Q1 2019 NAST Results

in thousands, except headcount

	Three Months Ended March 31		
	2019	2018	% Change
Total Revenues	$2,796,784	$2,908,419	(3.8%)
Total Net Revenues	$486,550	$438,402	11.0%
Net Revenue Margin %	*17.4%*	*15.1%*	*230 bps*
Income from Operations	$211,283	$179,637	17.6%
Operating Margin %	*43.4%*	*41.0%*	*240 bps*
Depreciation and Amortization	$6,259	$6,331	(1.1%)
Total Assets	$2,693,668	$2,593,648	3.9%
Average Headcount	7,424	7,298	1.7%

Q1 2019 Global Forwarding Results

in thousands, except headcount

	Three Months Ended March 31		
	2019	2018	% Change
Total Revenues	$537,567	$553,754	(2.9%)
Total Net Revenues	$127,236	$123,037	3.4%
Net Revenue Margin %	*23.7%*	*22.2%*	*150 bps*
Income from Operations	$14,203	$8,221	72.8%
Operating Margin %	*11.2%*	*6.7%*	*450 bps*
Depreciation and Amortization	$8,926	$8,909	0.2%
Total Assets	$1,001,881	$805,184	24.4%
Average Headcount	4,707	4,767	(1.3%)

Q1 2019 All Other and Corporate Results

in thousands, except headcount

Three Months Ended March 31

	2019	2018	% Change
Total Revenues	$416,859	$463,154	(10.0%)
Total Net Revenues	$65,014	$64,486	0.8%
Income from Operations	($936)	$3,727	*NM*
Depreciation and Amortization	$9,375	$9,001	4.2%
Total Assets	$1,001,895	$908,944	10.2%
Average Headcount	3,250	3,023	7.5%

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