



**C.H. ROBINSON**

# **C.H. ROBINSON - STABILITY & CONSISTENCY**

## **CONTINGENCY PLANS FOR DISRUPTION**

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# WE ARE FINANCIALLY SECURE

## Z-SCORE OF FREIGHT TRANSPORT COMPANIES OR PARENT COMPANIES

Company	Period	Period Ended	Unit	Net Sales	EBIT	Assets		Book Value of Equity	Liabilities		Retained Earnings	Z-Score
						Total	Current		Total	Current		
CH Robinson	9 months	30-Sep-19	million US\$	11,516	653	4,637	2,683	1,673	2,963	1,434	4,944	6.09
Expeditors International	9 months	30-Sep-19	million US\$	6,130	586	3,706	2,769	2,209	1,497	1,184	2,301	5.17
Panalpina	6 months	30-Jun-19	million CHF	2,964	52	2,165	1,562	592	1,574	1,047	585	3.79
Seaboard Corp. (parent of Seaboard Marine)	9 months	30-Sep-19	million US\$	5,028	13	5,946	3,096	3,410	2,536	959	3,817	3.27
Kuehne + Nagel	9 months	30-Sep-19	million CHF	15,838	794	9,578	4,996	2,113	7,465	5,047	1,354	2.93
DSV A/S	6 months	30-Jun-19	million DKK	40,058	3,085	49,721	19,578	15,488	34,233	19,012	15,363	2.74
Agility	9 months	30-Sep-19	million KD	1,176	96	1,996	580	1,103	893	505	737	2.30
AP Moller-Maersk	9 months	30-Sep-19	million US\$	29,222	1,383	55,662	11,562	28,879	26,783	9,525	25,351	2.14
OOIL (parent of OOCL)	6 months	30-Jun-19	million US\$	3,301	198	10,692	3,865	4,771	5,921	2,490	4,708	1.99
Deutsche Post DHL	9 months	30-Sep-19	million euro	46,385	2,870	50,912	14,499	12,471	38,441	15,555	8,145	1.86
UPS	9 months	30-Sep-19	million US\$	53,526	5,850	53,282	14,184	5,574	47,708	12,835	15,677	1.85
Wan Hai	9 months	30-Sep-19	million NT\$	54,074	2,024	84,417	22,525	36,127	48,291	19,464	12,998	1.67
Regional Container Lines	9 months	30-Sep-19	million THB	12,656	-81	17,342	3,606	7,676	9,665	5,596	2,664	1.51
Hapag-Lloyd Holding	9 months	30-Sep-19	million euro	9,482	643	16,695	2,481	6,713	9,982	4,056	3,357	1.50
Matson, Inc.	9 months	30-Sep-19	million US\$	1,662	104	2,574	300	798	1,956	438	498	1.49
Cathay Pacific	6 months	30-Jun-19	million HK\$	53,547	2,474	206,396	26,631	62,569	143,827	-27,494	45,170	1.48
NYK group	12 months	31-Mar-19	billion Yen	1,829	11	2,002	472	522	1,480	528	294	1.32
CMA CGM	9 months	30-Sep-19	million US\$	22,732	868	32,556	6,871	5,299	27,257	10,335	5,087	1.26
K Line group	12 months	31-Dec-18	billion Yen	639	-9	992	307	169	728	230	95	1.19
Lufthansa Group	9 months	30-Sep-19	million euro	27,700	1,637	44,187	12,067	8,991	35,196	16,846	4,601	1.17
MOL group	6 months	30-Sep-18	billion Yen	620	15	2,263	415	654	1,609	532	311	0.97
Deutsche Bahn Group (parent of DB Schenker)	6 months	30-Jun-19	million euro	22,014	629	63,790	12,423	12,804	50,986	17,769	6,762	0.95
Pacific International Lines	6 months	30-Jun-18	million US\$	2,244	-38	6,666	1,714	1,728	4,938	2,349	952	0.93
Evergreen Marine Corp	9 months	30-Sep-19	million NT\$	142,665	3,775	310,109	72,101	70,868	239,242	64,483	9,802	0.92
China Cosco (parent of Cosco Container Lines)	9 months	30-Sep-19	million RMB	111,617	4,125	264,305	70,890	64,534	199,771	73,969	18,545	0.91
AMR (parent of American Airlines)	9 months	30-Sep-19	million US\$	34,455	2,236	61,175	9,572	160	61,015	19,560	1,894	0.76
Yang Ming	6 months	30-Jun-19	million NT\$	75,475	-293	202,441	39,463	18,110	194,331	62,146	-9,095	0.59
CEVA Logistics	9 months	30-Sep-19	million US\$	5,262	47	4,638	1,652	67	4,571	2,334	-3,323	0.39
Zim	9 months	30-Sep-19	million US\$	2,473	108	1,949	609	-251	2,200	928	-2,041	0.21
Hyundai Merchant Marine	9 months	30-Sep-19	billion Won	4,161	-265	6,844	1,079	714	6,130	1,761	-4,255	-0.28

The **Z-score** is a statistical analysis to predict a company's probability of failure in the next 2 years, using data from a company's financial statement.

The higher score the safer the business is

- **Z-score  $\geq 2.99$**  - company is "safe"
- **Z-score between 1.8 and 2.99** recommend exercising caution
- **Z-score  $\leq 1.8$**  - higher risk of the company going bankrupt – classed as potential "distress zone".





# WE ARE FULLY OPERATIONAL AROUND THE GLOBE TO SERVE OUR CUSTOMERS

All of our locations have business continuity plans in place, and our global network of experts remains committed to providing the superior service and support you rely on.



- Our global scale provides access to over 78,000 reliable multimodal providers.
- We are executing over 50,000 daily shipments, with over 8,000 employees remote.



- We have experts in over 40 countries, 150 local markets, around the world.
- Local expertise ensures customers and contract carriers have the support they need as the situation evolves.



- Our global multimodal platform, Navisphere, is providing uninterrupted service.
- Our platform is supported by our experts to maintain consistent connectivity with our customers and contract carriers.



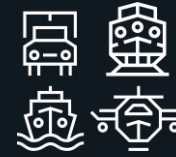
- We have a mobilized global workforce providing 24/7 coverage.
- We have tested 10,000+ global access points, enabling our employees to work remotely as the need arises.

# WE CAN HELP YOU MINIMISE SUPPLY CHAIN DISRUPTION

**119K**  
CUSTOMERS



**NAVISPHERE®**



**78K**  
CARRIERS



## SERVICES



INTERMODAL



CUSTOMS  
& COMPLIANCE



MANAGED  
SERVICES



SOURCING



TRUCKLOAD



LTL



OCEAN



AIR

## CURRENT SITUATION

Imbalance of supply and demand is changing daily, leading to pricing fluctuations on spot market freight and route guide erosion.

Shippers' current providers lack ability to respond to the rapid need for replenishment.

As global trade ramps back up, demand is expected to exceed available capacity by mid-April, putting pressure on equipment and vessel space and ports.

Drastic reduction of passenger flights has thrown supply and demand out of balance on most global routes.

## C.H. ROBINSON'S SOLUTION

Provide customers access to more dry and temp controlled capacity and pricing data than any other provider in North America, through over 1,000 capacity personnel.

Customers get core LTL service plus strong retail consolidation services, getting products on store shelves as quickly as possible.

Our strong carrier relationships, flexibility across all major steamship lines, and knowledge of how to execute and expedite during market volatility enable supply chain continuity.

Large blocked space agreements with airlines and secured additional space through chartered 747 Freighter services provide shippers more options.



# WE'RE HERE TO HELP. LET'S DISCUSS OPTIONS FOR YOUR SUPPLY CHAIN.



- How is your business doing?
- How is your supply chain operating?
- How are your route guides performing?
- What are your top pain points?

# OUR COMMITMENT TO CUSTOMERS



Global suite of services

Technology built by and for supply chain experts

Information advantage driving smarter solutions

People you can rely on

Work with a provider that can reliably meet all of your logistics services and technology needs today and in the future

Tailored, market-leading solutions that work for supply chain professionals and drive supply chain outcomes

Drive better outcomes for your business by taking advantage of our experience, data, and scale

Our global network of experts acts as an extension of your team

