

Robert W. Baird 2013 Industrial Conference

Tuesday, November 5, 2013

SINGLE SOURCE • INTERMODAL • DEDICATED • FINAL MILE • TRUCKLOAD • LESS THAN TRUCKLOAD • REFRIGERATED • FLATBED • EXPEDITED



Disclosure

This presentation and discussion may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “expects,” “anticipates,” “intends,” “estimates,” or similar expressions are intended to identify these forward-looking statements. These statements are based on J.B. Hunt’s current plans and expectations and involve risks and uncertainties that could cause future activities and results of operations to be materially different from those set forth in the forward-looking statements. For further information, please refer to J.B. Hunt’s reports and filings with the Securities and Exchange Commission.



Differentiating Factors

- Industry-leading intermodal franchise
- Specialized dedicated business
- Independent brokerage and management services
- Full service truckload model

Supply Chain Solutions

Manufacturing



Distribution



Point of Purchase



Consumption



Intermodal



Truckload



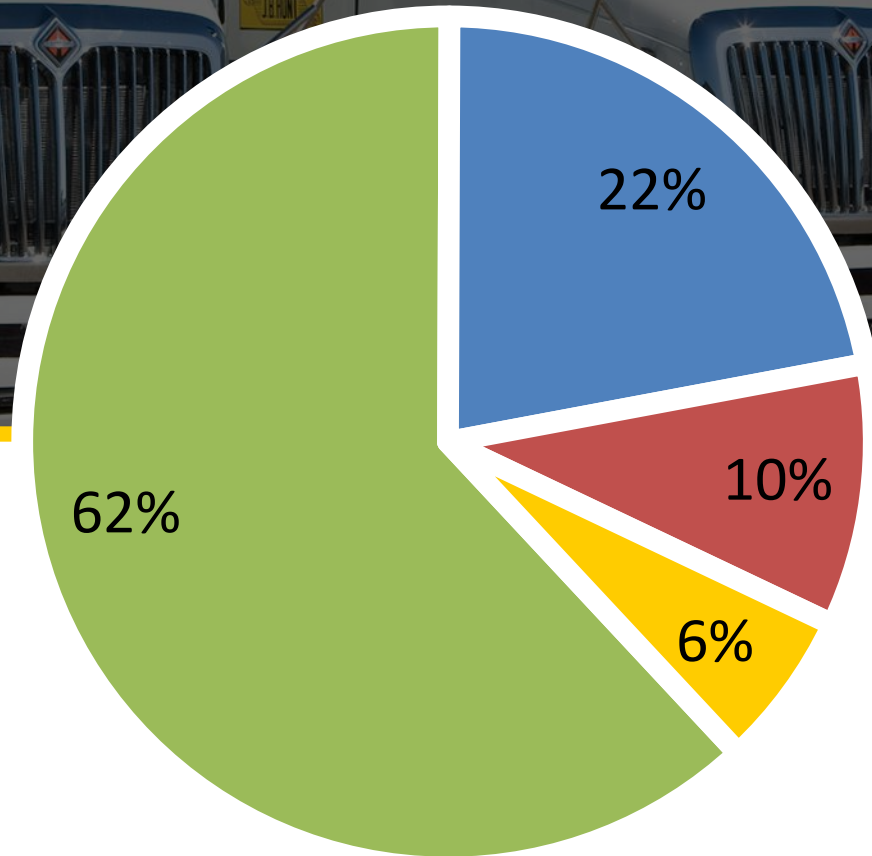
Integrated
Capacity Solutions







Dedicated
Contract Services®

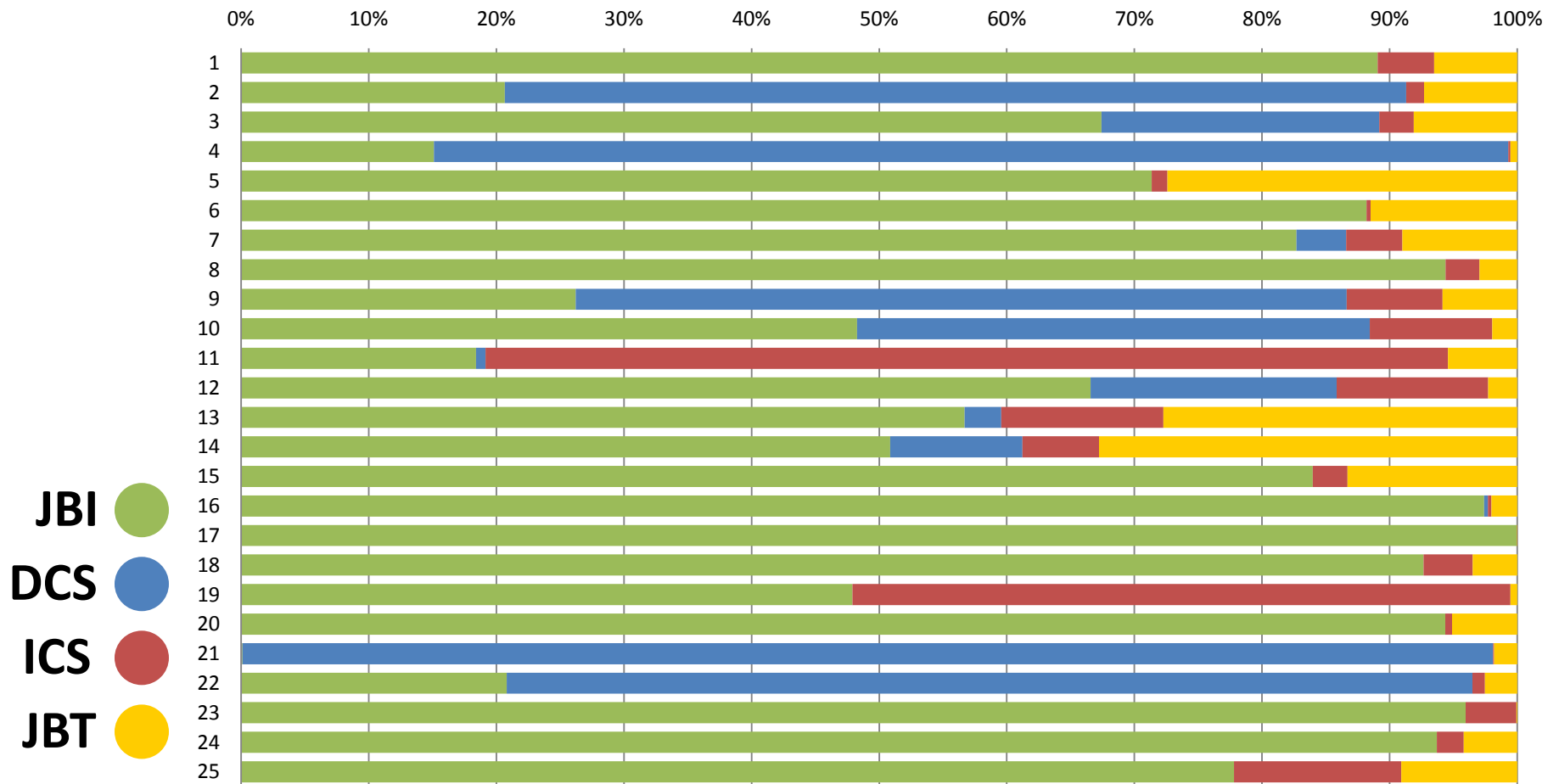


Diversified and Complementary

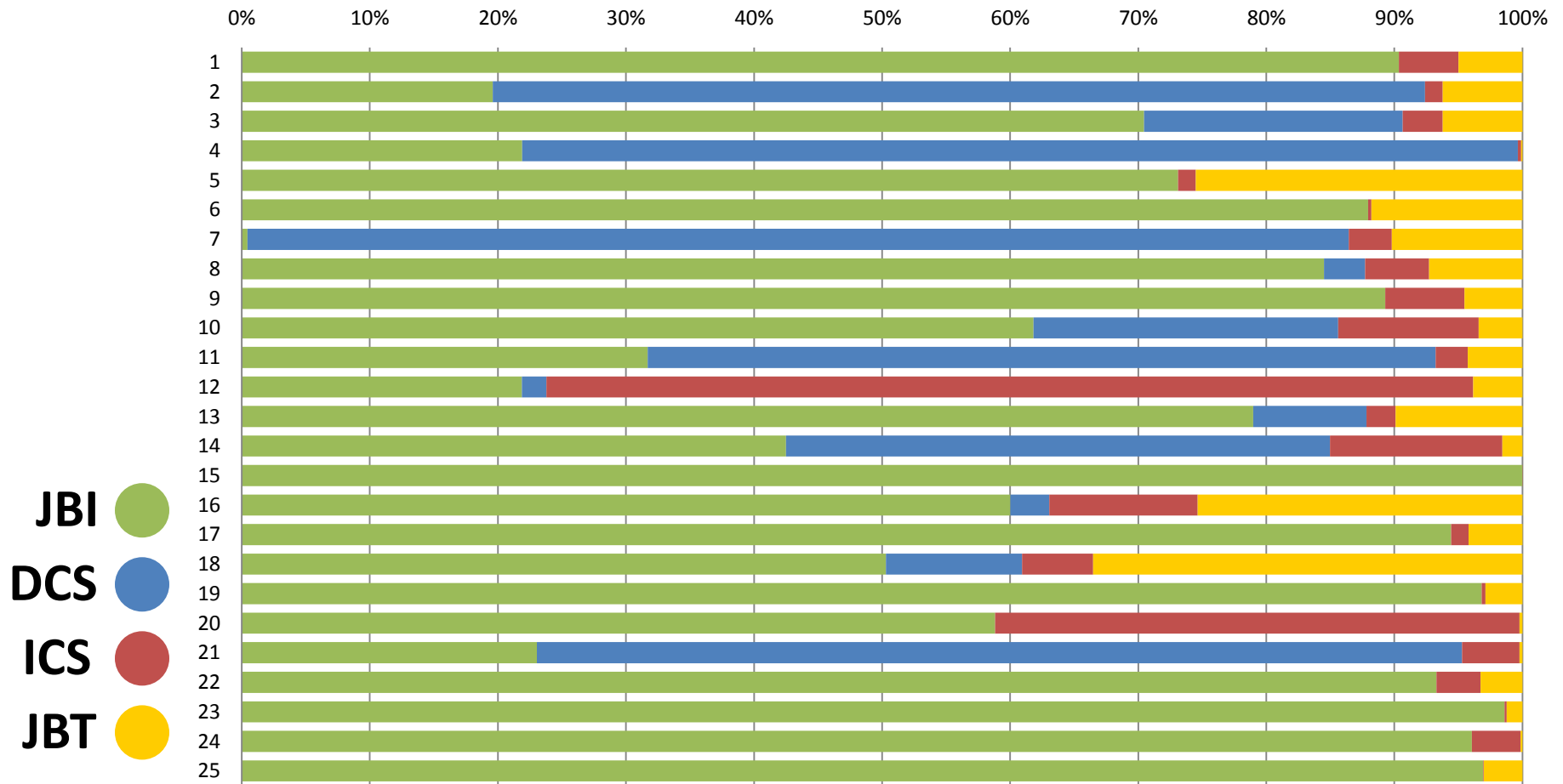


- JBI 
- DCS 
- ICS 
- JBT 

How Customers Buy 2012



How Customers Buy 2013





®

Intermodal



®

Industry-Leading Intermodal Network



Company Assets

- 100% company-owned containers and chassis
- Disciplined asset management - balance
- Methodical stacking proves advantageous
- 85% dray provided by company assets



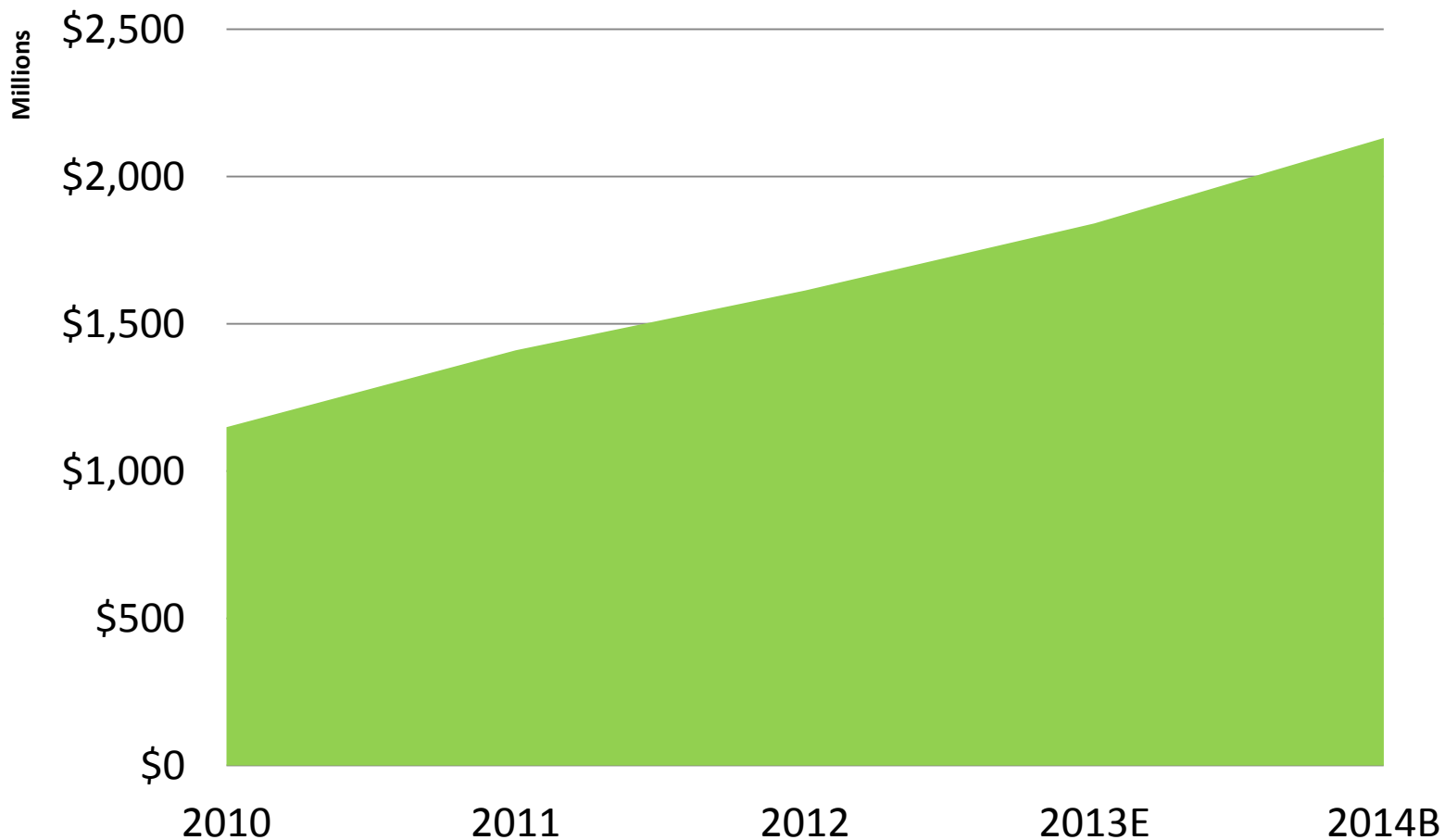
Intermodal Keys to Success

- Revenue per load quality
- Unique and growing rail relationships
- Asset utilization
- Maintain market share
- Balance network



Intermodal Capital Expenditures

Cumulative asset investment





Dedicated
Contract Services®

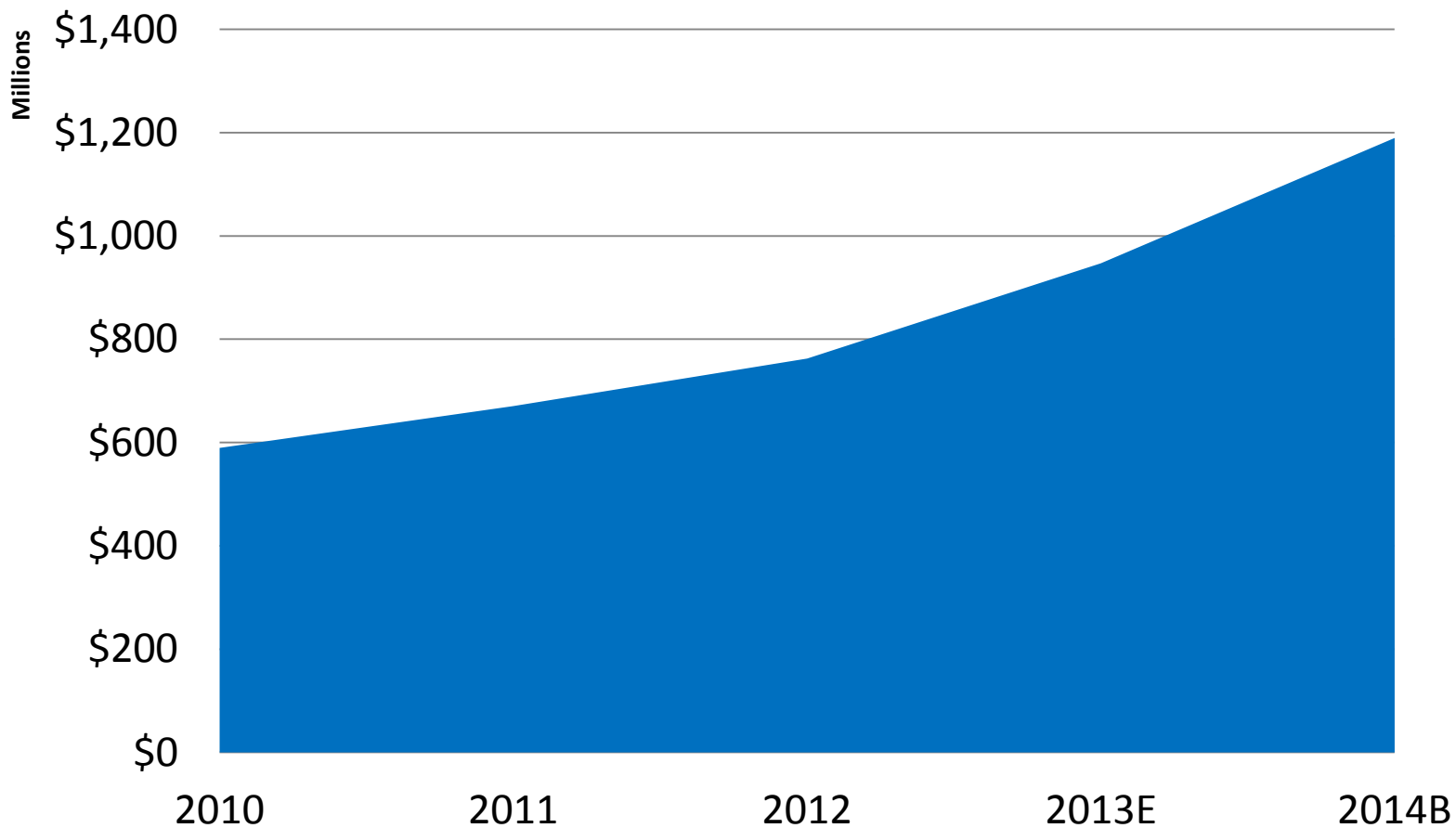


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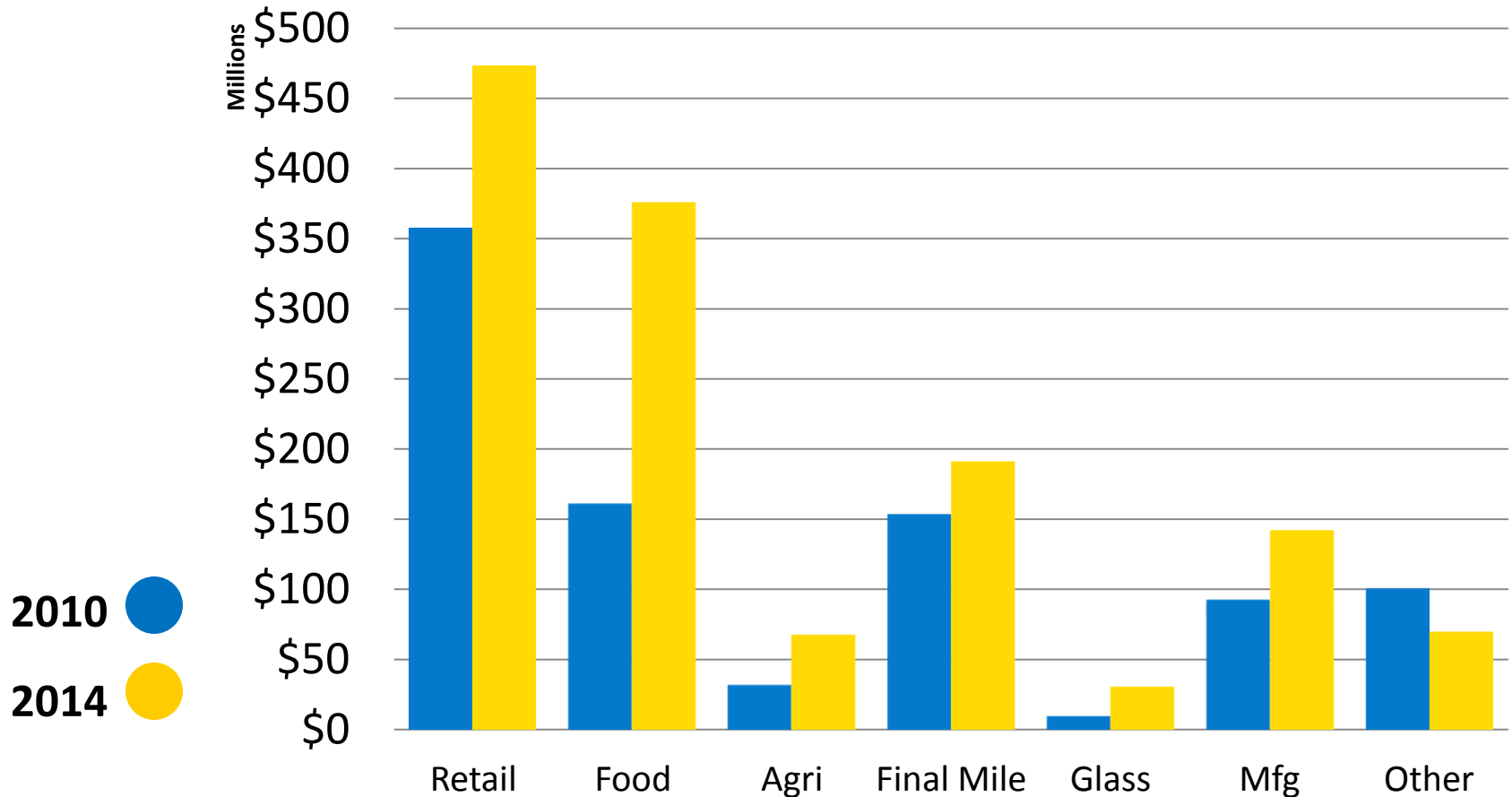


Dedicated Capital Expenditures

Cumulative asset investment



Revenue by Category 2010 vs 2014





®

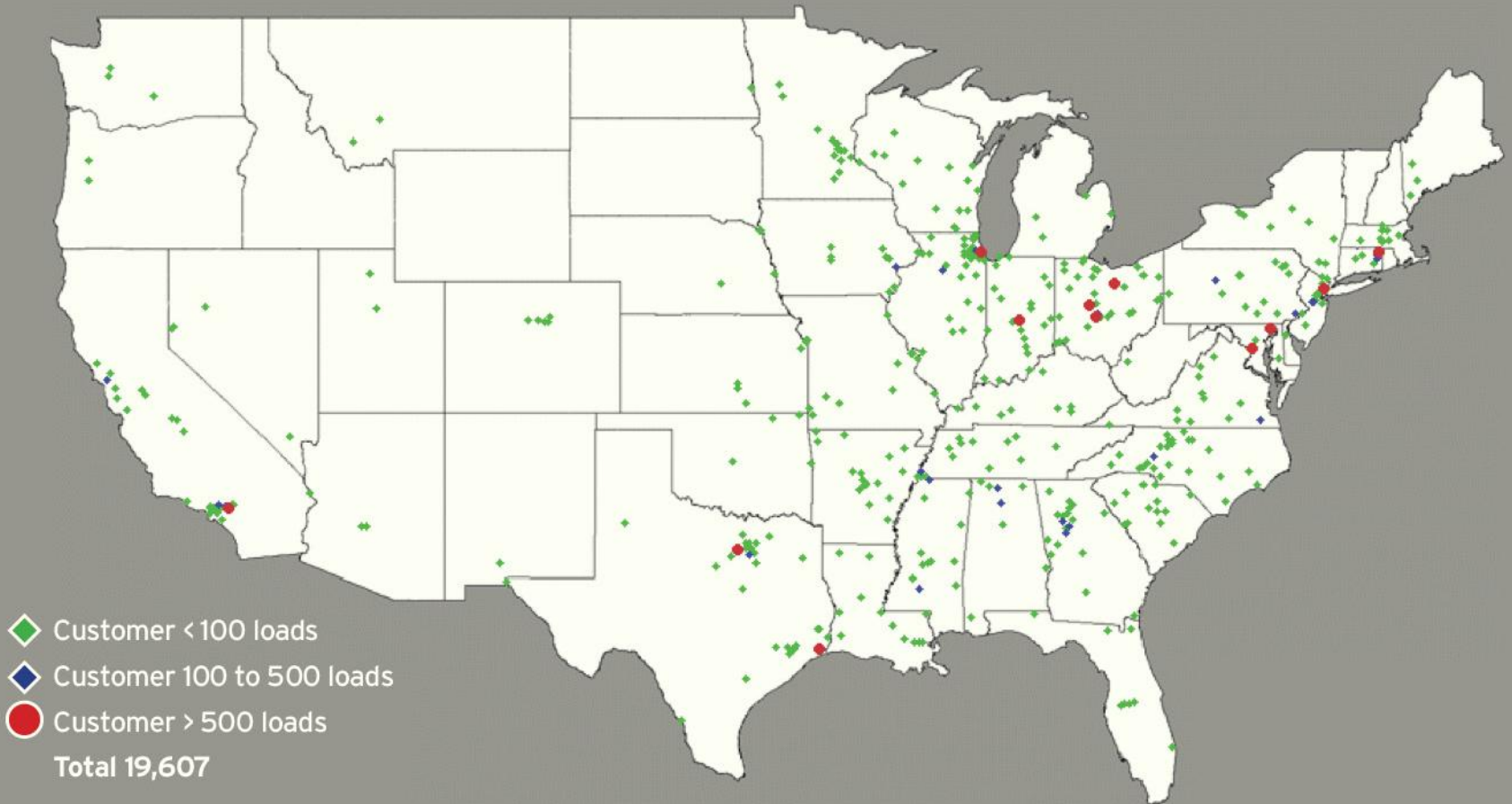
Integrated
Capacity Solutions



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Customer Growth by Shipper Site

January 2007



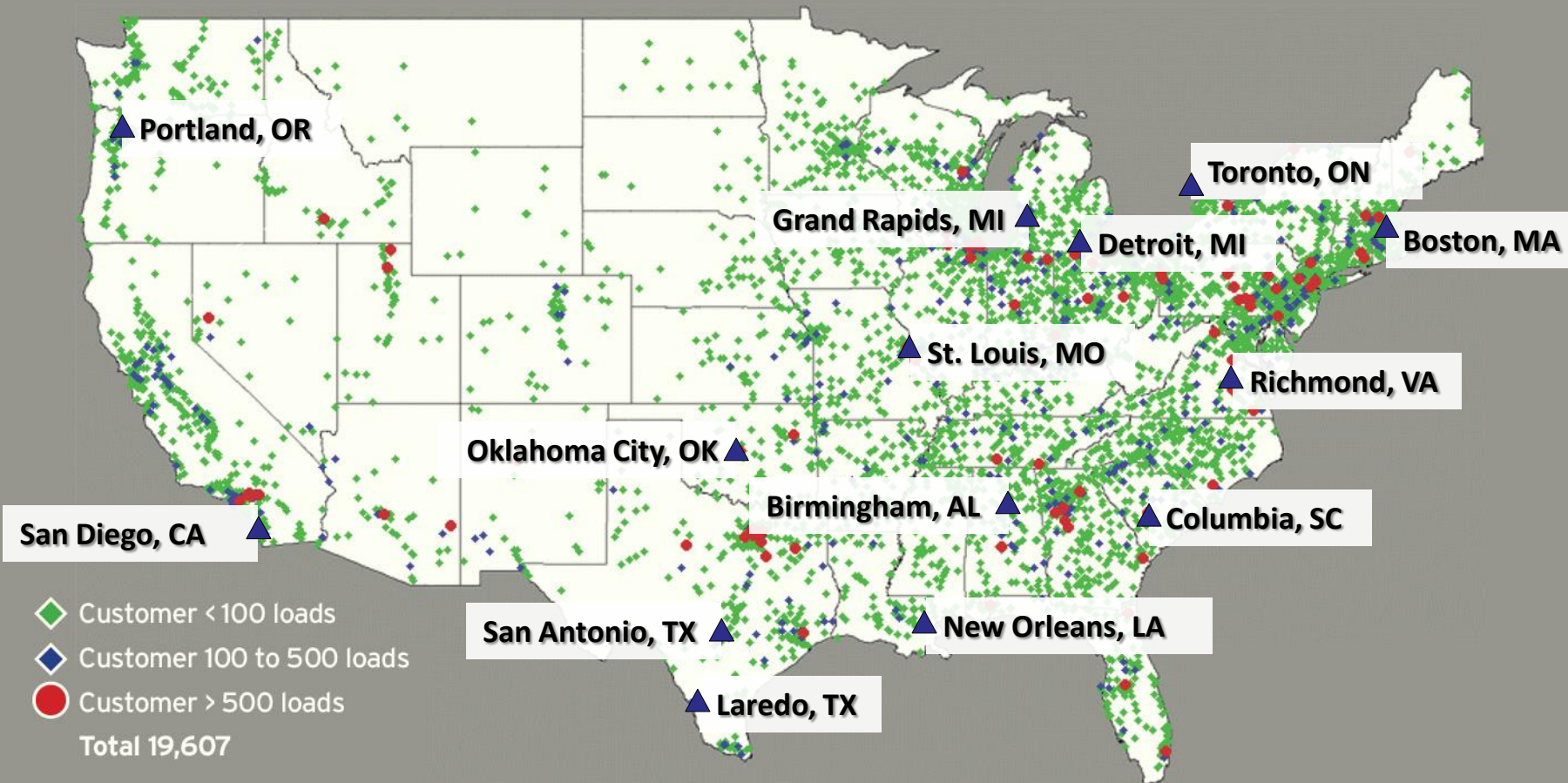
Customer Growth by Shipper Site

October 2013

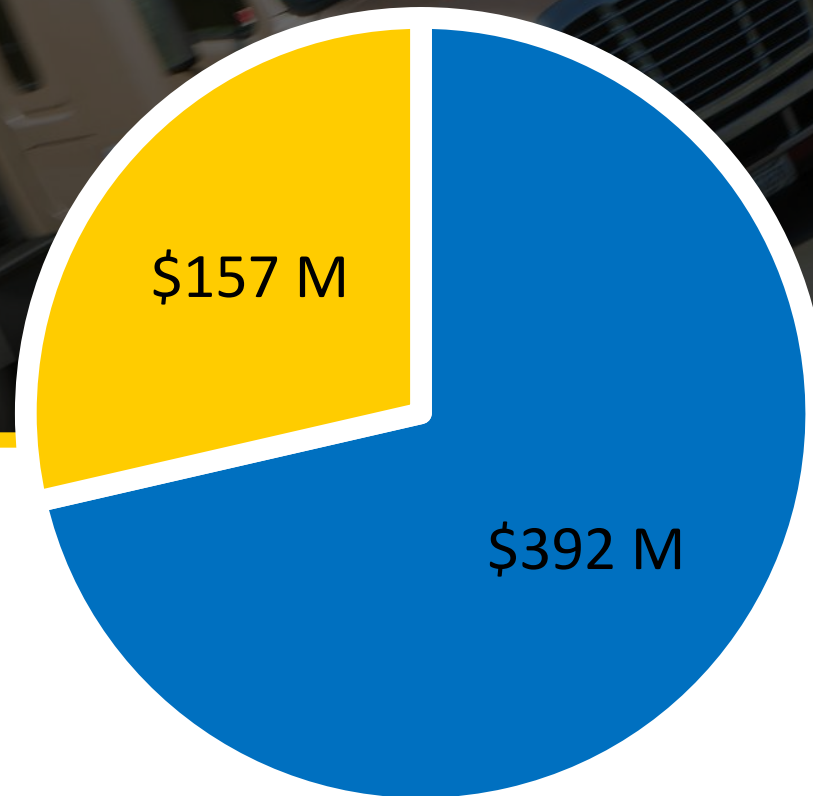


Customer Growth by Shipper Site

Potential branch locations



Integrated Sales 2013



Assets ●
Direct ●



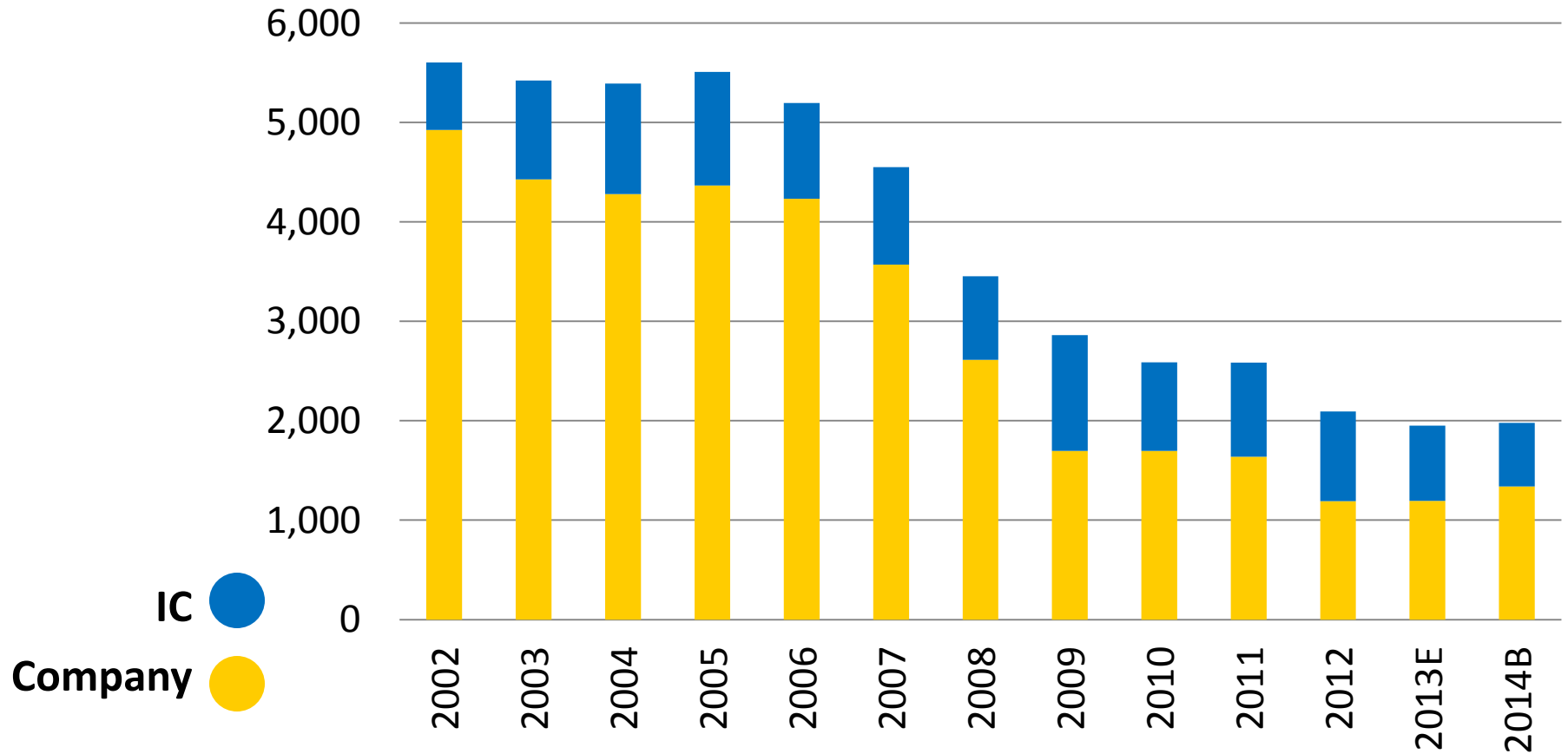
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Truckload

JBHU
567000



Truckload Fleet Size and Mix

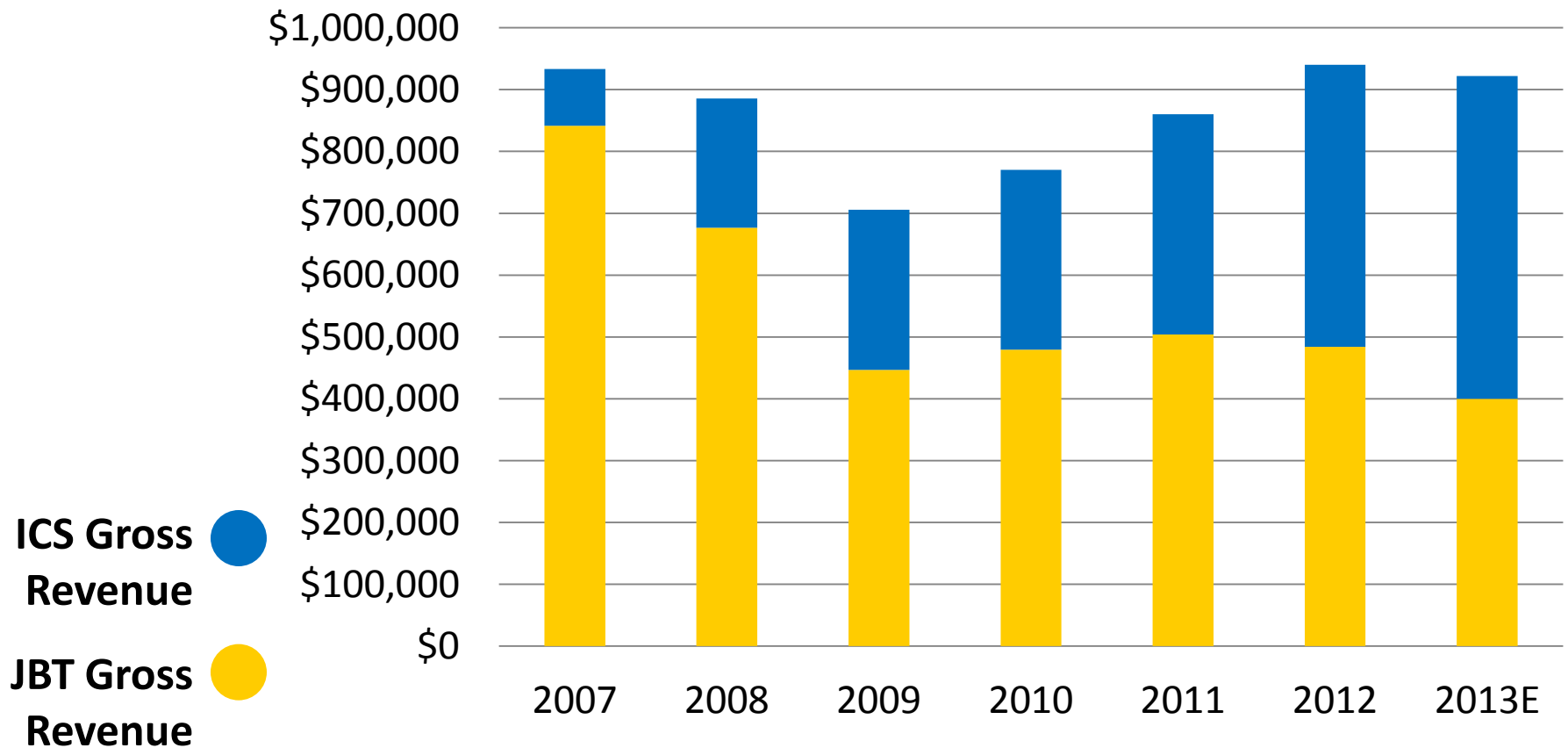


Truckload Keys to Success

- High service
- Improved efficiencies
- Enhanced driver pay
- Regional management approach



Combined Market Response



2014 Financial Expectations

JBI

5-7,000 Container Additions
10-14% Load Growth
+/- 1% Revenue Per Load
0.5% Improved Turns

DCS

10-12% Revenue Growth
50-100 bps Margin Improvement
8% Asset Light Revenue Increase

ICS

18-20% Revenue Growth
11 New Branches
150-180 New People
30 bps Operating Margin Drag

JBT

10% Utilization Increase
100 bps Margin Increase
Flat Truck Count
Flat Revenue Per Truck

2014 CAPEX

In Millions

Replacement

JBI	\$65	3250 Trucks
DCS	\$139	600 – 1000 Containers
JBT	\$100	4000 Trailers
	\$304	

Growth

JBI	\$212	1200 Trucks
DCS	\$103	6500 Containers
JBT	\$33	1000 Trailers
	\$348	

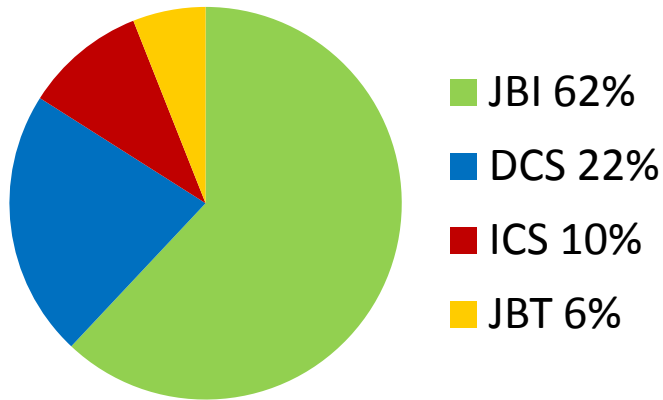
Facilities \$25

Technology \$23

Total CAPEX
\$700 Million

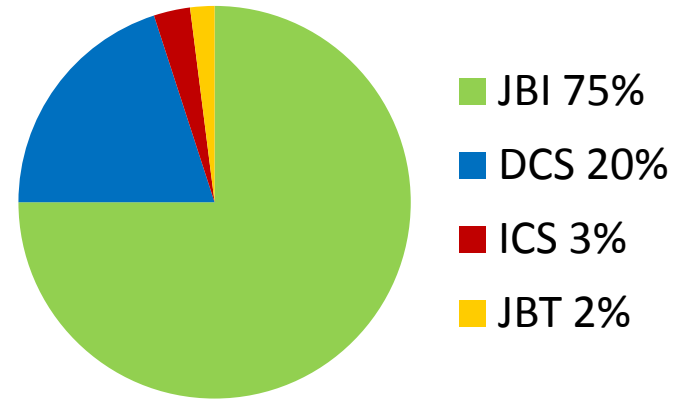
2014 Consolidated

Revenue



▲ 10 – 12%
Anticipated Annual Increase

Operating Income



▲ 11 – 15%
Anticipated Annual Increase

Interest Expense

▲ 15%
Anticipated Annual Increase

Our Strategy

- Grow Intermodal
- Grow Dedicated
- Grow Integrated
- Move Truckload to sustainability
- Deploy capital – equipment, stock, dividend