

# C.H. ROBINSON worldwide, inc.

Everything comes from somewhere! Presented by: Slots-A-Fun

#### Basics

**Business:** One of largest 3<sup>rd</sup> party logistics companies

**Incorporated:** Delaware in 1997 as successor to existing business

**Exchange:** Traded on NASDAQ National Market

**Experience:** Developed global transportation & distribution networks

**Subsidiaries:** 61 (incorporated around the world)

Auditor: Deloitte & Touche LLP

#### Milestones

**1896:** Charles Robinson establishes a wholesale brokerage house: Grand Forks, North Dakota.

**1923:** Mutual Brokers is founded, giving Robinson and Nash Finch a presence in Canada.

**1939:** The first non-ice-based refrigeration units for trucks are developed by U.S. Thermo Control

**1979**: Robinson adopts IBM mainframe technology, beginning a new era of centrally supported technology, electronic communications, and information sharing.

**1990:** C.H. Robinson begins providing air cargo services.

#### Milestones

**2003:** CHRW expands its international freight forwarding network by opening an office in Hong Kong

**2004:** CHRW acquires China-based Dalian Decheng Shipping Agency Co., establishing 7 new offices in mainland China.

**2005:** CHRW acquires FoodSource, Inc., FoodSource Procurement LLC, and Epic Roots, Inc.

**2006:** CHRW acquires Payne, Lynch & Associates, Inc ("Payne Lynch")

**2006:** CHRW acquires Triune Freight Private Ltd. and Triune Logistics Private Ltd., a third party logistics provider based in India

**2008:** CHRW acquires Transera International, a project forwarding company based in Calgary, Canada.

#### Milestones

**2009:** CHRW acquires Walker Logistics Overseas, LTD, a leading international freight forwarder headquartered in the United Kingdom.

**2009:** CHRW acquired certain assets of International Trade & Commerce, Inc., a customs brokerage company specializing in cross-border transportation, warehousing and distribution, headquartered in Texas.

**2012:** CHRW acquires Phoenix International, Inc. ("Phoenix"), an international freight forwarder headquartered in Chicago, IL.

**2012:** CHRW introduces Navisphere<sup>®</sup>, the company's proprietary single global technology platform.

**2012:** CHRW sells its payment services business, T-Chek Systems, Inc. ("T-Chek"), to Electronic Funds Source, LLC ("EFS").

#### **Business Model**

Service company: Add value, expertise, & execution

**Pricing:** Mixed of Fixed and Variable

Organizational Structure: Decentralized

#### Transportation...

#### Truckload

#### Less Than Truckload ("LTL")

Intermodal

Ocean

Air

#### ... & Logistics

- Fee based transportation management services
- **Customs brokerage**
- Warehousing services
- **Reduce/eliminate supply chain inefficiencies**
- Help minimize storage time
- Communication

#### Sourcing

**Produce:** Highly Perishable and need specialized shipping

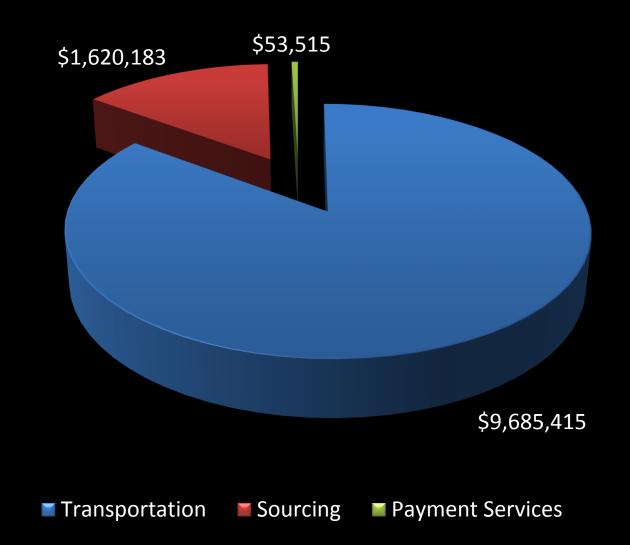
**Service:** provide to retailers, wholesalers, foodservice companies & restaurants

**Expansion:** services include forecasting & replenishment, brand management, & category development services

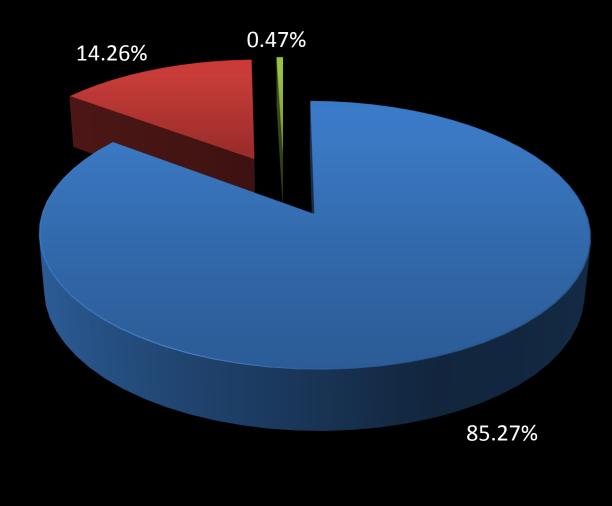
#### **Payment Services**

**T-Chek:** represented majority of payment services was sold October 16, 2012

#### Revenues (in 000's)

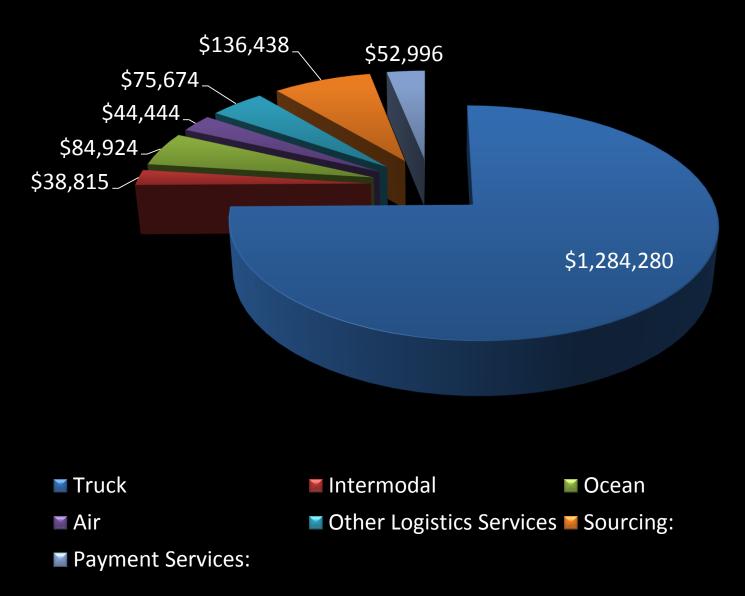


#### Revenues %

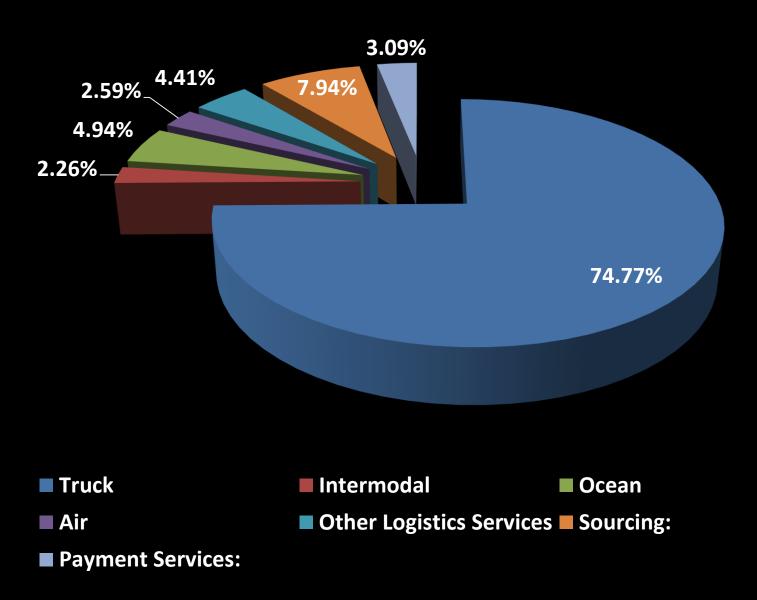


■ Transportation ■ Sourcing ■ Payment Services

#### Net Revenues (in 000's)



#### Net Revenue %



#### Branches

REGION	NUMBER OF BRANCHES
North America	189
Europe	51
Asia	31
South America	4
Australia	1
TOTAL	276



#### Employees

Added: 2,576 employees in 2012 primarily through acquisitions

**New Hires:** Put through centralized training

**Compensation:** Performance based bonus, 401K benefits, equity awards, advancement "promote from within" philosophy

**Employed:** 10,929 employees in 2012 with 9,432 in branch offices, services are supported centrally

#### Customers

Over 42,000 customers served in 2012

Top 100 customers represented around 34% total revenue, 29% net revenues

#### **Transportation Service Relations**

Carry very few assets on books

Carrier Base: Approximately 56,000 transport providers used in 2012

**Diversity:** 82% of truckload shipments were handled by carriers that own fewer than 100 tractors

No single contracted carrier represents more than about 2% of contracted carrier capacity

### Technology & Intellectual Property

**Navisphere:** Enables customers to communicate worldwide with every party in their supply chain across languages, currencies and continents

**CHRW Trucks:** Access to CHRW's systems-carriers, check available freight, perform on-line check calls, keep track of receivables, and upload scanned data

**Mobile:** CHRW Trucks benefits are available in mobile applications for Android and IOS operating systems

#### **Risk Factors**

Economic recessions

Higher carrier prices may result in decreased net revenue margin

Changing fuel costs may have an impact on net revenue margins

Our international operations subject company to operational and financial risks

Face substantial industry competition

Reliant on technology to operate

Since the business is managed on a decentralized basis, operations may be materially adversely affected by inconsistent management practices

#### Natural Gas

5% of heavy duty trucks sold next year

Sells at less than \$1.50/Gallon

Existing engines can be converted

#### Goals & Growth

**Company goal:** long-term compounded annual growth of 15% for net revenues, income from operations, and earnings. (since publically traded: 1997-present)

**Internal Growth:** Growing market share through addition of new customers, expanding current relations, adding new services, expanding market presence and operations globally, and hiring additional salespeople

Augmented Growth: Selective acquisitions over course of company history-2 acquisitions in 2012 alone

#### **Competitive Advantage**

Network

**Portfolio of Services** 

Scale

Relationships

People

Stability

Technology

#### Insider Buys

#### YTD 1Y 3Y 5Y 10Y AII

Embed



#### Guru Holdings

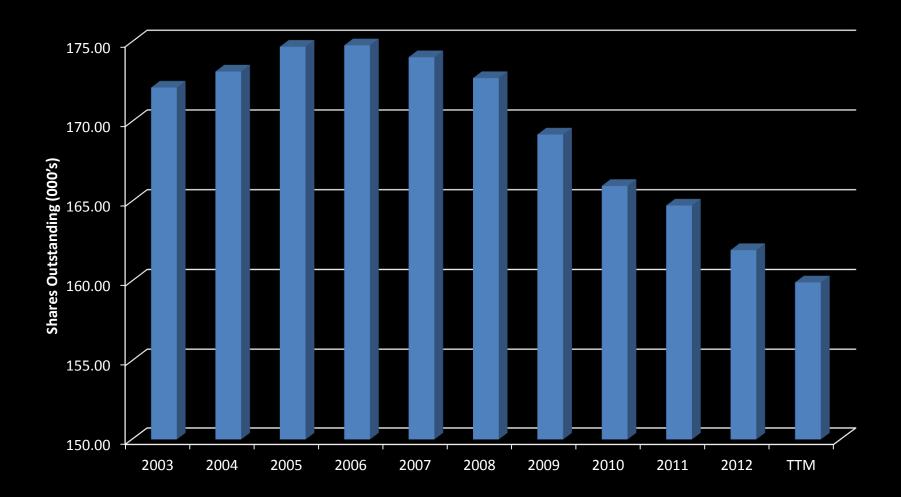
Ticker ≬	Guru Name	Portfolio Date*	Current Shares V	% of Shares Outstanding	% of Total Assets Managed <sup>©</sup>	Change from Last Holdings
CHRW	PRIMECAP Management	2013-06-30	8,811,548	5.53	0.71	-7.21%
CHRW	Donald Yacktman	2013-06-30	6,178,781	3.88	1.6	+57.83%
CHRW	Manning & Napier Advisors, Inc	2013-09-30	4,568,780	2.87	1.3	+13.24%
CHRW	Yacktman Fund	2013-09-30	2,900,000	1.82	1.7	+6.23%
CHRW	Yacktman Focused Fund	2013-09-30	2,600,000	1.63	1.8	+7.44%
CHRW	Bill Frels	2013-06-30	1,460,221	0.92	1.6	+49.53%
CHRW	Ron Baron	2013-06-30	1,376,211	0.86	0.4	+44.28%
CHRW	Jeremy Grantham	2013-06-30	305,537	0.19	0.05	-6.06%
CHRW	Chuck Royce	2013-06-30	256,000	0.16	0.05	
CHRW	Ray Dalio	2013-06-30	148,184	0.09	0.07	-35.04%
CHRW	Chris Davis	2013-06-30	119,874	0.08	0.02	+1741.38%
CHRW	Joel Greenblatt	2013-06-30	11,582	0.01	0.03	+67.01%
CHRW	Steven Cohen	2013-06-30	6,053	0	0	-99.23%

## Buffettology

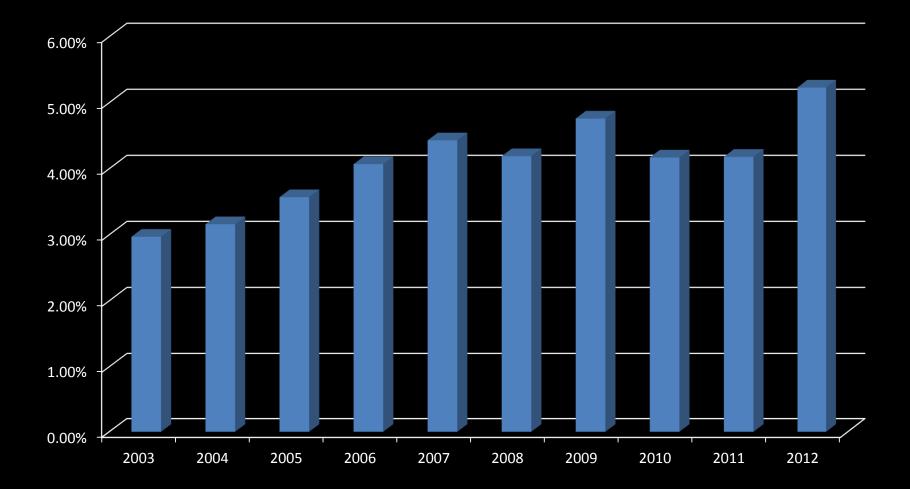
### Buffettology

Metric	CHRW	Buffet's Standard	Satisfied?
Gross Profit Margin	15%	> 20%	No
Net Profit Margin	5.2%	≥ 10%	No
SG&A Expenditures/ Gross Profit	62.84%	≤ 80%	Yes
Depreciation/ Gross Profit	2.70%	≤ 10%	Yes
Interest/ Operating Income	0.00%	≤ 15%	Yes
Current Ratio	1.34	≥1	Yes
Long Term Debt/ Net Earnings	0 (No Leases) .54 (W/ Leases)	< 5 years	Yes
Return on Equity	39.22%	≥ 15%	Yes
Return on Capital	39.22%	≥ 15%	Yes
Dividend Payout Ratio	47.49%	≤ 60%	Yes
Adj. Debt/ Shareholders' Equity	0.54	< .80	Yes

#### Shares Outstanding



#### Net Profit Margin

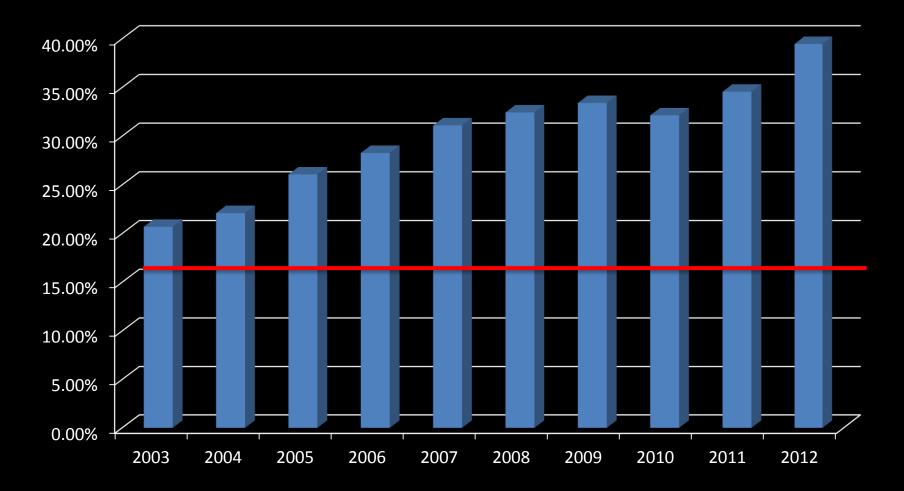


#### **DuPont Analysis**

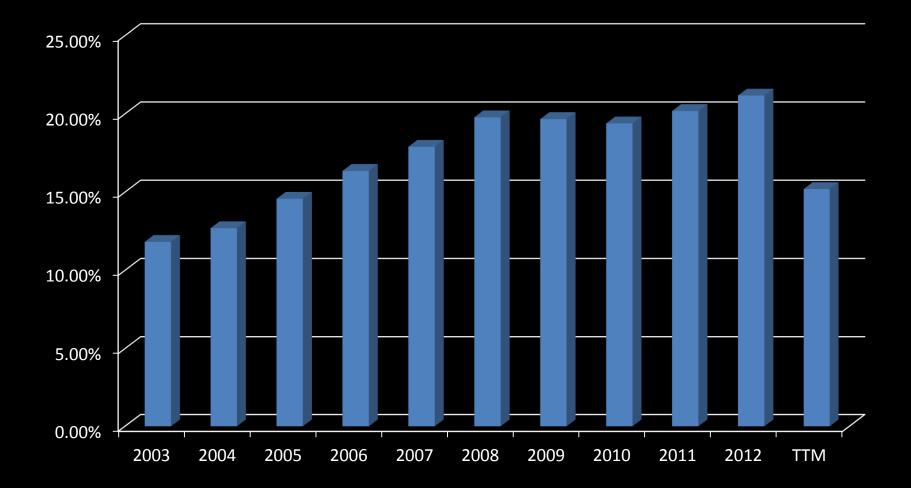




#### Return on Equity & Return on Capital



#### **Return on Assets**



## Buffettology

Metric	CHRW	Buffett's Standard	Satisfied?
Guru Focus Predictability Stars:	3	> 3 stars	Yes
Value Line			
Financial Strength:	А	> B+	Yes
Price Stability:	80	> 80	Yes
Earnings Predictability:	95	> 80	Yes

#### Interpretation of Financials

Statistical Array Analysis	
Increasing trends?	
Sales per Share	Yes
Cashflows per Share	Yes*
Earnings per Share	Yes
Dividends Declared per Share	Yes
Book Value per Share	Yes
Revenues (Sales)	Yes
Gross Profit Margin	Yes
Operating Profit Margin	Yes
Net Profit	Yes
Net Profit Margin	Yes
Working Capital	Yes*
Shareholder's Equity	Yes
Return on Total Capital	Yes
Return on Shareholder's Equity	Yes
Common Shares Outstanding	No
Long-Term Debt	No
LT Debt Payable in 5 years	Yes
All Dividends to Net Profit under 60%	Yes

#### Interpretation of Financials

Qualitative Review	
What type of business is this: commodity or sustained competitive	Competitive
advantage?	Advantage
	Yes -
	Coordinate
	Moving
Can you easily explain what the business does?	Goods
Is it heavily unionized?	No
Does it require heavy capital infusion?	No
Does it require lots of research and development?	No
Can inventory become obsolete?	No
Are there chronic "one time" write offs?	No
	Yes - if
	inflation is
Is the company able to raise its prices to offset inflation?	<mark>not due to oil</mark>
Will the company be able to sell more in the future?	Yes
If I gave you \$1 billion could you develop a competitor? If the answer is	
"no" your business has a sustained competitive advantage.	No

#### **Discounted Cash Flow Model**

# Discounted Cash Flow – 10 year earnings growth

Earnings Per Share : \$	3.66	7	0	DCF Reverse DCF NEW 5	
Growth Rate In the Next:	10	Years : 18.7 %	0	Tangible Book Value: \$ 3.42 Add to Fair Value	0
Business Predictability	**		P		0
Terminal Growth Rate:	4	%	0		0
Years of Terminal Growth:	10		0		
Discount Rate:	12	96	0	Margin Of Safety: 37%	

### Discounted Cash Flow – 10 year revenue growth

Earnings Per Share: \$ 3.66	0	DCF Reverse DCF NEW
Growth Rate In the Next: 10 Years : 13.4	% @	Tangible Book Value: \$ 3.42 🔲 Add to Fair Value 🔮
Business Predictability	0	Growth Value: \$ 39.21
		Terminal Value: \$ 28.2
Terminal Growth Rate: 4 %	0	= Fair Value: \$ 67.41
Years of Terminal Growth: 10	0	
Discount Rate: 12 %	0	Margin Of Safety: 11%

### **Discounted Cash Flow - Breakeven**

Earnings Per Share: \$ 3.66	0	DCF Reverse DCF NEW5
Growth Rate In the Next: 10 Years : 11.7 %	0	Tangible Book Value: \$ 3.42 Add to Fair Value @
Business Predictability		Growth Value: \$ 36.07 @ Terminal Value: \$ 24.24 @
Terminal Growth Rate: 4 %	0	= Fair Value: \$ 60.31
Years of Terminal Growth: 10	0	
Discount Rate: 12 %	0	Margin Of Safety: 0%

## Discounted Cash Flow – Tangible Book added

Earnings Per Share : \$	3.66	0	DCF Reverse DC	F NEW (	
Growth Rate In the Next:	10 Years : 11.7 %	0	Tangible Book Value:	\$ 3.42	🗹 Add to Fair Value 🥝
Business Predictability			Growth Value:	\$ 36.07	0
Dusiness Fredictability	AAAAA		Terminal Value:	\$ 24.24	0
Terminal Growth Rate: 4	4 %	0	= Fair Value:	\$ 63.73	0
Years of Terminal Growth:	10	0			
Discount Rate:	12 %	0	Margin Of Safety:	5%	

### **Conscious Investor**

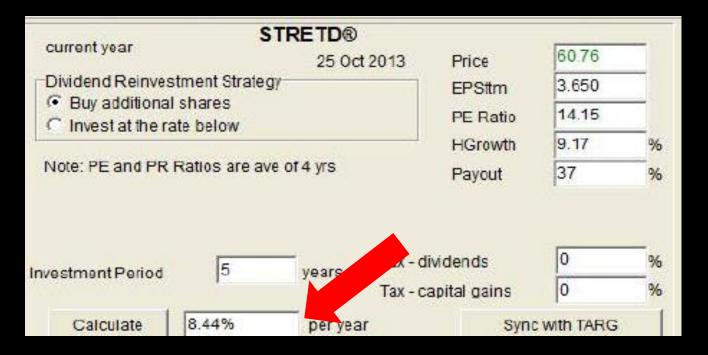
# Conscious Investor Report (10 yr.)

CHRW CH F	Robinson Work	dwide, Inc.			<u>s</u>	Symbol I	🛐 Detai	ls APrint	Save	Image	Rave Save	🗎 Load	Default	Safety
Industry: Air	Delivery_Fre	aight Services										1	Market: US	SA
				Earni	ings Per S	share (EPS)								
12/03	12/04	12/05	12/06	12/07	12/08		12/1	-	12/12	EPStim	Years	HGROW		TAEGR™
0.670	0.800	1.160	1.530	1.860	2.080	2.130	2.330	2.620	3.670	3.650	10 💌	Calc 18.6	5% 8	36.61%
			and the second		Sales Pe	r Share						HGROW		TAEGR™
21.181	25.467	32.879	37.973	42.830	50.400	45.346	55.85	63 242	70.410	Chart	10 -	Calc 132	1%	92.02%
	120			Net	Profit Mar	gin (NPM)	- 1000 - 1000					Current NPI	M	
3.16	3.15	3.57	4.07	4.43	4.19	4.76	4.17	4.18	5.23			5.23		Chart
-					urn on Equ	uity (ROE)						Current RO	E	
22.10	22.10	26.10	28.30	31.10	32.40	33.40	32.10	34.60	39.50			39.50		Charl
100000		111.00		Price Earn	ings Ratio	o (PE Ratio)				Currei	nt	Current PE		
32.60	35.20	35.90	36.10	31.30	32.40	29.00	34.80	31.50	19.60	18.61	High	16.65	-	Chart
20.50	22.90	20.30	23.20	22.00	17.50	17.50	22.00	23.80	13.80	14.72	Low	110.00		Ollan
						Price				Curren	nt	Current Drive		
21.50	28.20	41.70	55.18	58.19	67.36	61.69	81.02	82.61	71.76	67.93	High	Current Price	-	Chart
13.50	18.30	23.60	35.55	40.89	36.50	37.36	51.10	62.30	50.81	53.74	Low	100.70		Clian
					Payout	t Ratio (PR)						Current PF	२	
24	30	26	25	46	43	46	45	46	37			37%		Chart
Divide © Bu © Inv	y additional est at the ra	tment Strategy shares		PE HG	ce Sitm Ratio Growth yout	60.76 3.650 26.45 18.65 % 44 %		Current year Dividend Reim Buy additio C Invest at the Note: PE and PR	nal shares e rate <mark>b</mark> elow			Req Return EPSttm PE Ratio HGrowth Payout	15.0 3.650 26.45 18.65 44	% % %
Investm	entPeriod	5	ye	x - dividen	100	0 %		Investment Perio	d 5	years			0	%
C	alculate	32.33%	per year	Tax - capital		0 %		Calculate	\$122.57		Tax-Ca	pital gains Sync	with STF	1

# Conscious Investor Report (6 yr.)

CHRW CH F	Robinson Work	lwide, Inc.			▼ I⊽ Sy	rmbol	🗐 Details	Print	Save	Image	🖹 Save	🔒 Load	Defa	ult Safety
Industry: Air	Delivery_Fre	aight Services								<u> </u>			Market	USA
				Earni	ings Per Shi	are (EPS)								
12/03	12/04	12/05	12/05	12/07	12/08	12/09	12/10		12/12	EPStm	Years	HGRO	WTH	STAEGR™
0.670	0.800	1.160	1.530	1.860	2.080	2.130	2.330	2.620	3.670	3.650	6 -	Calc 12	.25%	93.31%
					Sales Per S	Share						HGRO	WTH	STAEGR™
21.181	25.467	32.879	37.973	42.830	50.400	45.346	55.853	63.242	70.410	Chart	6 -	Calc 10	17%	95.17%
				Net	Profit Margi	n (NPM)						Current N	IPM	
3.16	3.16	3.57	4.07	4.43	4.19	4.76	4.17	4.18	5.23	_		5.23		Chart
				Ret	um on Equit	y (ROE)			1			Current F	ROE	
22.10	22.10	26.10	28.30	31.10	32.40	33.40	32.10	34.60	39.50			39.50		Chart
				Price Earr	ings Ratio (	PE Ratio)				Curre	ent		2	
32.60	35.20	35.90	36.10	31.30	32.40	29.00	34.80	31.50	19.60	18.61	and a second	Current	PE	
20.50	22.90	20.30	23.20	22.00	17.50	17.50	22.00	23.80	13.80	14.72		16.65		Charl
		4			Pr	rice				Curre	nt			
21.50	28.20	41.70	55.18	58.19	67.36	61.69	81.02	82.61	71.76	67.93	Color damage of the local	60.76	lice	Chart
13.50	18.30	23.60	35.55	40.89	36.50	37.36	51.16	62.30	50.81	53.74	Low			Clian
					Payout R	atio (PR)	-11-0-					Current	PR	
24	30	26	25	46	43	46	45	46	37			37%		Chart
Divide	nt year end Reinvest Jy additional	ment Strategy	25 Oct 2	EP	Stm	60.76 3.650 26.45		current year -Dividend Reinv Buy addition	nal shares	TARGD®	•	Req Return EPSttm PE Ratio	15. 3.6 26.	50
Cinv	vest at the rat	te below			- Tidado			C Invest at the	rate below			HGrowth	12	25 %
Note:	PE and PR F	Ratios are ave	of 4 yrs			12.25 % 44 %		Note: PE and PR	Ratios are a	we of 4 yrs		Payout	44	%
Investm	nent Period	5	y	ax - dividen Tax - capital		0 <u></u> 9		Investment Perio	d 5	year	S	ividends apital gains	0	%
C	alculate	25.19%	per year		Sync wi		1	Calculate	\$92.89				/nc with S	

# 6 Year Safety



### What it means

If the growth rate is cut by 25% to 9.17% and the Price to Earnings ratio is cut 46.5% to 14.25 we will have a 8.44% rate of return per year.

# Kill It



### What it means

If the growth rate is cut by 23.7% to 7% and Price to Earning ratio is cut by 8% to 13 we would have a 4.47% rate of return per year.

# Kill It Again



### What it means

If the growth rate is cut by 21% to 5.5% (lower than its even been) and the Price to Earnings ratio is cut by 15% to 11 (slightly higher than the lowest it has ever been) we would still have a 0.38% rate of return per year

### Morning Star:

### No Long-Term Debt

### Van Den Berg Metrics

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	Latest Q.
Price/Earnings	28.29	34.92	31.79	26.73	29.1	26.46	27.57	34.39	26.56	17.24	16.4
Shiller Price/Earnings	40.03	48.58	51.26	44.67	46.47	39.13	35.44	41.64	31.78	24.72	22.8
Price/Tangible Book	8.94	10.56	11.68	10.46	12.24	12.04	13.95	15.88	12.95	18.65	17.6
Price/Free Cashflow	32.68	40.82	31.92	23.77	35.37	22.28	29.37	41.98	30.34	24.99	27
Price/Sales	0.9	1.11	1.14	1.09	1.29	1.11	1.31	1.44	1.11	0.9	0.8
Enterprise Value/Revenue	0.84	1.04	1.08	1.01	1.23	1.04	1.25	1.39	1.07	0.9	0.76
Enterprise Value/EBITDA	16.19	19.31	17.84	15.05	16.7	14.81	15.36	19.78	15.23	14.39	13.73
Enterprise Value/EBIT	17.2	20.33	18.86	15.91	17.59	15.61	16.17	20.71	15.95	15.2	14.7

### Van Den Berg Metrics

Pri

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#### Latest Q as a percentage of:

	Latest Q.	Min	Median	Max	Min:	Median:	Max:
rice/Earnings	16.4	17.24	27.93	34.92	95.13%	58.72%	46.96%
niller Price/Earnings	22.8	24.72	40.84	51.26	92.23%	55.83%	44.48%
ice/Tangible Book	17.6	8.94	12.14	18.65	196.87%	144.98%	94.37%
ice/Free Cashflow	27	22.28	31.13	41.98	121.18%	86.73%	64.32%
ice/Sales	0.8	0.9	1.11	1.44	88.89%	72.07%	55.56%
nterprise Value/Revenue	0.76	0.84	1.06	1.39	90.48%	72.04%	54.68%
nterprise Value/EBITDA	13.73	14.39	15.78	19.78	95.41%	87.04%	69.41%
nterprise Value/EBIT	14.7	15.2	16.69	20.71	96.71%	88.10%	70.98%

### Intra-portfolio Valuations

## Price to Earnings

Ticker	A Price /
	Earnings
BBY	-
AIG-WT	-
AIG	11.2
WRLD	12.8
MSFT	13.3
WMT	14.4
ORCL	14.5
BRK.B	14.9
LO	15.9
BBBY	16.1
CHRW	16.5
MDT	16.7
AAP	18.8
BDX	19.0
PEP	19.8
NSRGY	20.1
ко	20.8
WAG	23.1

### Price to Tangible Book

Ticker	Price /
	Tangible Book
LO	-
AIG-WT	-
PEP	-
AIG	0.8
BRK.B	1.8
WRLD	3.5
WAG	3.6
MSFT	4.6
BBBY	4.7
WMT	4.8
BBY	5.0
AAP	6.5
BDX	7.4
MDT	10.4
NSRGY	13.1
CHRW	17.6
ORCL	17.6
ко	38.9

### Price to Sales

Ticker	A Price /
	Sales
AIG-WT	-
BBY	0.3
WMT	0.5
WAG	0.8
CHRW	0.8
AAP	1.2
AIG	1.2
BBBY	1.5
BRK.B	1.6
PEP	2.0
NSRGY	2.3
WRLD	2.3
BDX	2.7
LO	2.9
MDT	3.6
MSFT	3.7
ко	3.8
ORCL	4.3

### 52 Week Range

Ticker	▲ 52-wk Range	Price vs 52-wk High (%)
CHRW	\$53.74 \$67.93	88.7%
ко	\$35.58 \$43.43	91.2%
ORCL	\$29.52 \$36.43	92.0%
WMT	\$67.37 \$79.96	96.2%
PEP	\$67.39 \$87.06	97.3%
MSFT	\$26.26 \$36.43	97.6%
WRLD	\$64.26 \$107.98	96.5%
BRK.B	\$83.85 \$119.30	97.5%
AAP	\$68.14 \$102.82	97.3%
NSRGY	\$61.50 \$73.90	98.7%
AIG-WT	\$13.50 \$21.78	97.6%
AIG	\$30.64 \$53.33	97.5%
WAG	\$31.88 \$60.82	97.2%
BBBY	\$54.33 \$78.88	98.3%
BDX	\$74.18 \$106.99	98.8%
MDT	\$40.28 \$58.58	98.9%
BBY	\$11.20 \$43.85	97.5%
LO	\$37.39 \$51.11	99.8%

## Return on Equity

Ticker	<ul> <li>Return on</li> </ul>	
HONGI	Equity	
CHRW	39.2%	
BDX	31.6%	
PEP	29.7%	
WRLD	29.5%	
AAP	28.7%	
MSFT	27.7%	
ко	27.2%	
BBBY	26.3%	
ORCL	25.4%	
WMT	23.9%	
MDT	19.2%	
NSRGY	16.9%	
WAG	12.6%	
BRK.B	8.9%	
BBY	6.5%	
AIG	2.9%	
AIG-WT	-	
LO	-59.2%	

### Industry Comparison

Company	CH Robinson Worldwide, Inc. (CHRW)	United Parcel Service Inc (UPS)	Expeditors International of Washington, Inc. (EXPD)	FedEx Corporation (FDX)	Kühne & Nagel International AG (KHNGY)
Market Value (\$mil)	9,604	92,214	9,564	42,053	15,374
Revenue (\$mil)	11,801	54,425	5,980	43,860	17,650
P/E(ttm)	16.40	114.60	27.70	27	21.50
P/S	0.80	1.70	1.60	1	0.80
Payout	0.38	2.76	0.35	0.12	0.43
ROA (%)	21.20	2.10	11.30	4.70	7.70
ROE (%)	39.50	17.30	16.40	9	20
Operating Margin (%)	5.90	2.50	8.90	5.80	3.70
Net Margin (%)	5.20	1.50	5.60	3.50	2.80
10-Year Earning Growth (%)	18.70	-4.70	11.90	1.20	-5.10
5-Year Earning Growth (%)	14.40	-17.70	7.80	83.30	-1.50
1-Year Earning Growth (%)	33.70	-78.80	-1.20	-22	341.20

### CHRW

Easy to Understand

Sustained Competitive Advantage

Good Growth Potential

No Debt

**Great Value** 

CHRW – Ideal Buffett Company

### Recommendation

Write an in the money put with \$60.00 per share strike price at a limit of \$2.00 per contract with an expiration date of 11/15/2013.