

Nick Adler

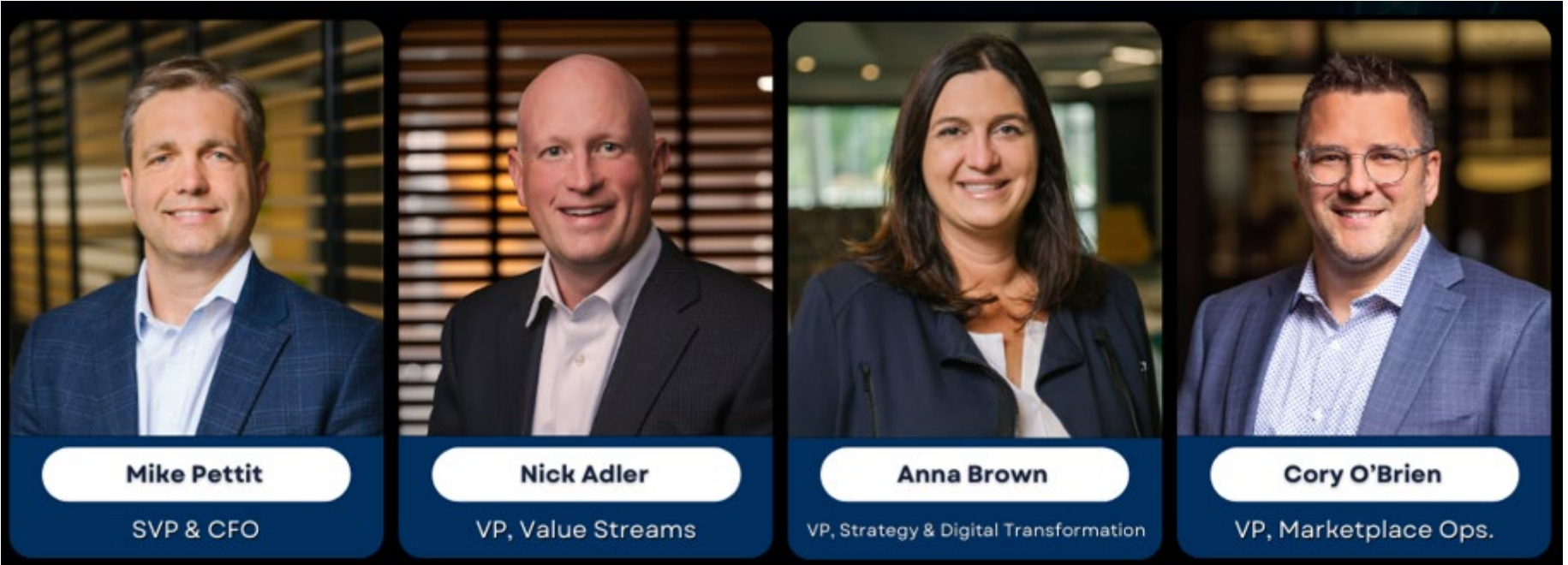
VP Value Streams, Wabash

Special Guests - Mike Pettit, SVP & CFO, Anna Brown, VP, Strategy & Digital Transformation, and Cory O'Brien, VP, Marketplace Operations

Digital Transformation takes a village

2/16/2024





Purdue, Industrial
Management

Purdue, Chemical
Engineering

Pittsburgh,
Accounting

Purdue, Mechanical
Engineering

Purdue connections at Wabash are deep



Mike Pettit

SVP & CFO



Nick Adler

VP, Value Streams



Anna Brown

VP, Strategy & Digital Transformation



Cory O'Brien

VP, Marketplace Ops.

Finance
P&L Leadership
IT
Strategy
Procurement

P&L Leadership
Lean Operations
Supply Chain
IT
Program
Management

Digital
Transformation
Strategy
Finance
Consulting

Startup Operations
New Business Development
Sales
Engineering
Connected vehicles

How it started



How it's going



Unleash On-Demand Trailer Capacity

Access additional trailer capacity.

Adjust capacity to meet fluctuating demand.

Scale your business seamlessly.

[Learn more](#)

Wabash Snapshot (NYSE: WNC)

1985 Founded	Lafayette, IN Headquarters	\$1.17B¹ Market cap	~6,700 Global Employees	14 Manufacturing Locations	\$2.5B 2023 Revenue	12.3% 2023 Operating Margin
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One Wabash Approach

TRANSPORTATION SOLUTIONS



PARTS & SERVICES

First Mile



- Long-haul routes of goods
- Driven by freight activity

Middle Mile



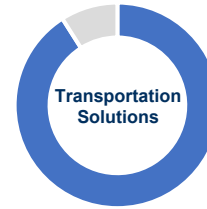
- Products moved into or redistributed among fulfillment centers
- Driven by strategic positioning of goods to allow for 2-day delivery or less

Final Mile



- Delivery of goods to home or final destination
- Driven by strong growth in eCommerce

91%
of 2023
Revenue

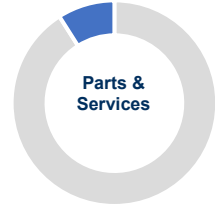


- Dry and Refrigerated Van Trailers
- Platform Trailers
- Tank Trailers
- Dry and Refrigerated Truck Bodies
- Service and Stake Bodies



Our
Recurrent
Revenue
Business

9%
of 2023
Revenue

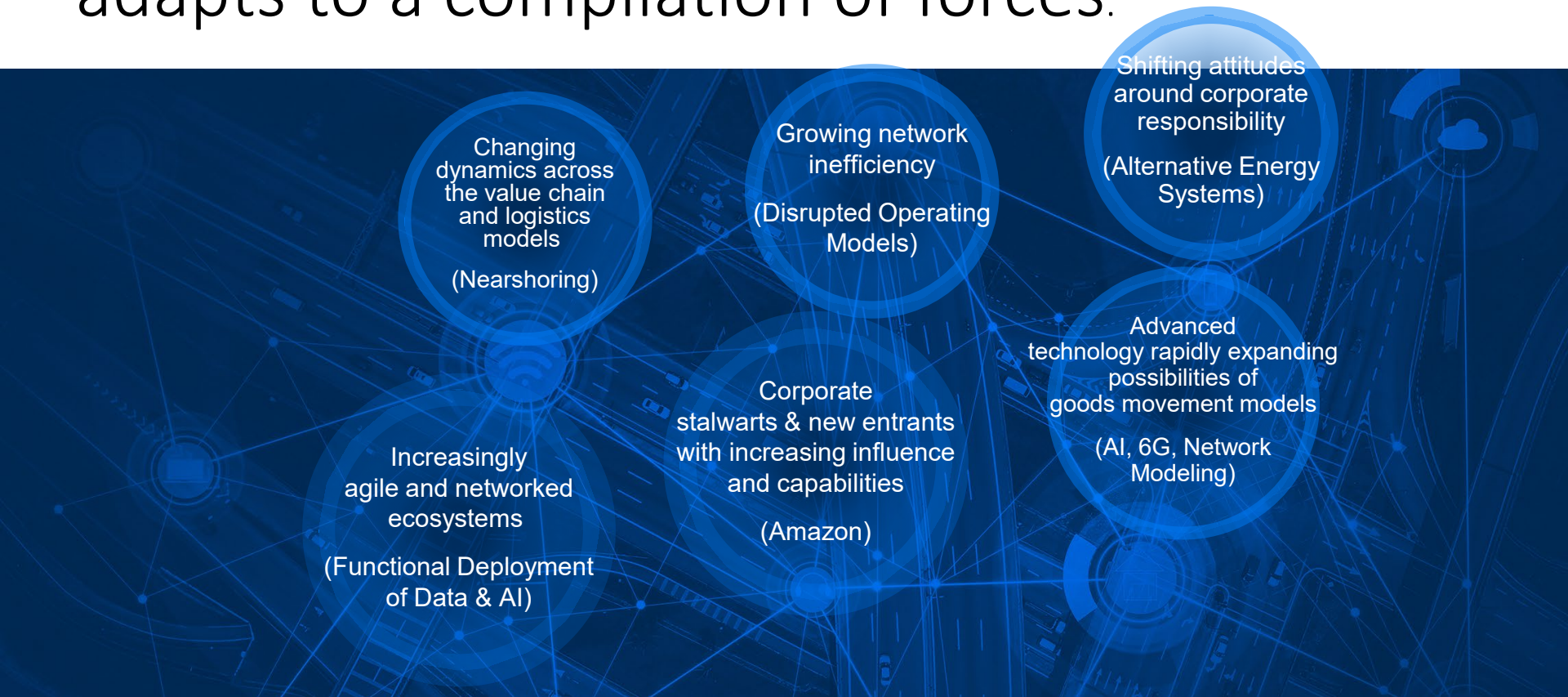


- Aftermarket Parts and Service
- Composite Panels and Products
- Engineered Products
- OE Component Parts
- Upfitting Parts and Service

¹ As of 2/9/2024

Leveraging the Industry's Broadest Portfolio Across All Phases of Transportation

Transportation, logistics, and distribution is going through a momentous transition as it adapts to a compilation of forces.





Culture Is a Common Barrier to a Transformation's Success

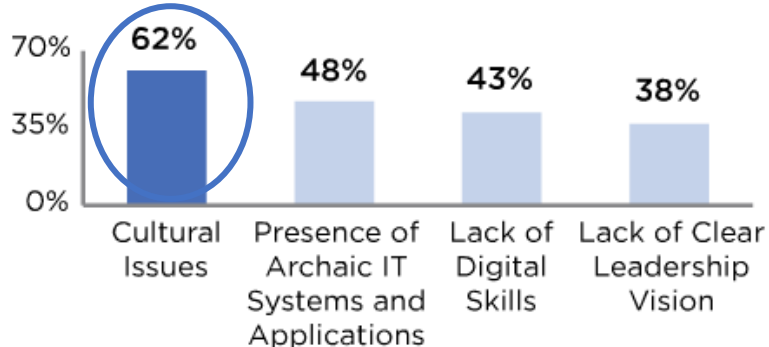
Top Barriers to Successful Strategy Implementation

1. Cultural attitudes

- 2. Insufficient or poorly managed resources
- 3. Insufficient agility
- 4. External developments
- 4. Strategy not understood/poorly communicated
- 4. Poor coordination across organization

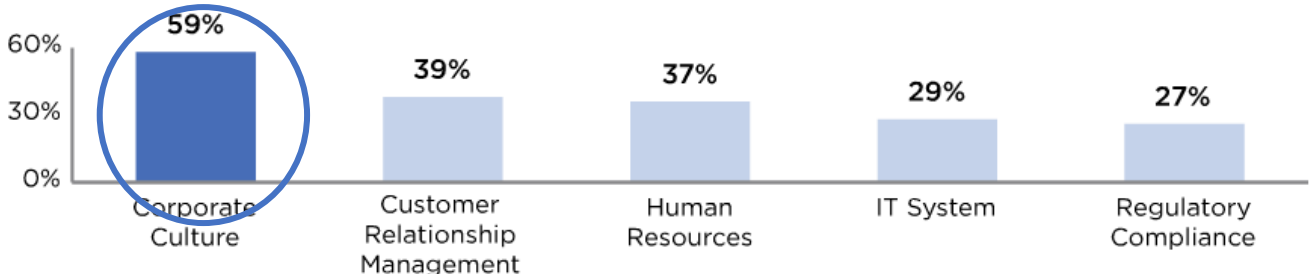
n = 500.
 Source: Economist Intelligence Unit, Closing the Gap: Designing and Delivering a Strategy that Works, 2017.

Top Hurdles to Digital Transformation *Responses Ranking the Issue in Top Two*



n = 1,700.
 Source: Capgemini Consulting, The Digital Culture Challenge: Closing the Employee-Leadership Gap, 2017.

Top Elements Critical to M&A Success



n = 160.
 Source: Mercer, Culture in M&A: We Know It's Important, So Now What?, 2014.

Digital Transformation & our Values & Leadership Principles

Purpose

We believe we can change how the world gets to you.

Vision

We will be the innovation leader of connected solutions for the transportation, logistics and distribution industries.

Mission

We transform breakthrough ideas into sustainable solutions to help our customers keep everything moving from first to final mile.

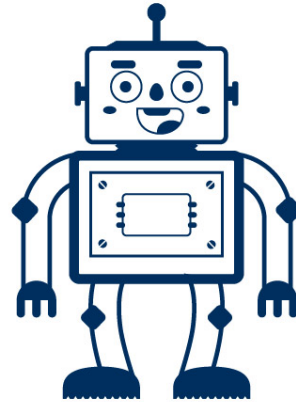
Values

- 1) Be Curious
- 2) Have a Growth Mindset
- 3) Create Remarkable Teams

Leadership Principles

- 1) Embrace Diversity and Inclusion
- 2) Seek to Listen
- 3) Always Learn
- 4) Be Authentic
- 5) Win Together

Making Digital Transformation Personal



**I AM
DIGITAL
TRANSFORMATION**

The Wabash Marketplace

Evolving Our Parts & Services Portfolio through an Innovative Business Platform

Connecting the Dots Across the Transportation Ecosystem Helping to Facilitate Interactions and Improve Operations for Our Customers

- Premier brand combined with strong dealer, supplier and customer relationships provide Wabash a unique position to **activate the power of the platform**
- **Distribution capabilities enhanced** to increase speed and availability to market
- **Customer-facing portal** needed to provide a hub for after sales value beyond the initial acquisition of equipment
- Building **Trailers as a Service (TAAS)SM** offering for customers where access to trailers is a critical enabler for their business model



Creating a Self-Sustaining Platform Ecosystem

Leveraging Purdue as a part of our partner ecosystem

Talent

- Boilermaker Athlete Network (BAN) – hires; info sessions
- Purdue Financial Management Association (PFMA) – roundtable/info session
- General recruiting support – Erik Props
- MSHRM – consulting project discussion (Fall 2021)
- Boilermaker Pathmaker internship program
- Recruiting/Career Fair attendance: Purdue AITP & CIT Computing; Assoc. of IT professionals; Industrial Roundtable; Purdue SMEF; SIGMA IE Career Fair; Grad Student Career Fair
- 11 Purdue interns in 2021
- 21 Purdue interns in 2022
- 23 Purdue interns in 2023

Learning/Education

- Center for Professional Selling – sales role play participant
- Boilermaker Consulting Group – Summer 2021 and 2022
- DCMME – supporting lean education/learning content in WMS University
- Wabash employee part time teaching activities
- Purdue Data Mine – supported first ever “Digital Day” at Wabash in 2021
- IE Senior project sponsorship
- Multiple employees utilizing WNC tuition reimbursement program for Purdue, Purdue Polytechnic, and Purdue Global degree programs
- “Leadership Skills for Success” – partnership to develop our front-line leadership in Lafayette
- Purdue data science – multiple non-certificate and certificate programs underway focusing on digital transformation with ~25 employees enrolled

Partnerships/Community/Giving

- Purdue Research Foundation partnership; technology exploration
- Wabash National physical office space at Convergence and Purdue Railyard (KPTC)
- Purdue Grand Prix Sponsor; multiple team sponsorships including all female team
- 1869 Society premier sponsorship
- Environment, Health & Safety consulting projects
- Multiple connection points with members of the Athletic Department
- Wabash signage and media at Purdue football and basketball games; digital Wabash impressions through partnership with Learfield Sports
- Wabash recruiting event hosted at Purdue Football complex
- Boilermaker Ball attendance

Wabash Digital Transformation Activities

