Nick Adler
VP Value Streams, Wabash

Digital Transformation takes a village

2/16/2024
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.

Purdue, Industrial Management
Purdue, Chemical Engineering
Pittsburgh, Accounting
Purdue, Mechanical Engineering
Finance
P&L Leadership
Lean Operations
Supply Chain
IT
Strategy
Procurement

P&L Leadership
Digital Transformation
Strategy
Finance
Consulting

Startup Operations
New Business Development
Sales
Engineering
Connected vehicles
How it started
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

One Wabash Approach

TRANSPORTATION SOLUTIONS

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
Transportation Solutions

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

PARTS & SERVICES

9% of 2023 Revenue

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

Our Recurrent Revenue Business

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

¹ As of 2/9/2024
Transportation, logistics, and distribution is going through a momentous transition as it adapts to a compilation of forces.

- Shifting attitudes around corporate responsibility (Alternative Energy Systems)
- Changing dynamics across the value chain and logistics models (Nearshoring)
- Increasingly agile and networked ecosystems (Functional Deployment of Data & AI)
- Growing network inefficiency (Disrupted Operating Models)
- Corporate stalwarts & new entrants with increasing influence and capabilities (Amazon)
- Advanced technology rapidly expanding possibilities of goods movement models (AI, 6G, Network Modeling)
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
5. Poor coordination across organization

$n = 500.$

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

- Cultural Issues: 62%
- Presence of Archaic IT Systems and Applications: 48%
- Lack of Digital Skills: 43%
- Lack of Clear Leadership Vision: 38%

$n = 1,700.$

Top Elements Critical to M&A Success

- Corporate Culture: 59%
- Customer Relationship Management: 39%
- Human Resources: 37%
- IT System: 29%
- Regulatory Compliance: 27%

$n = 160.$
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
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)\textsuperscript{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
  - 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

- Wabash Insights
- Digital Transformation Office
- Data Visualization COE
- Bot Challenge 1
- Digital Twin
- Automation COE
- Project Burst
- Art of the Possible
- DT Champions
- Marketplace JV
- Intro to Digital Transformation
- Roadmap
- Digital Day 2
- Great Plains Migration
- Bot Challenge 2
- E-Commerce MVP
- RPA COE
- Data Lake
- Bot Challenge 3
- SAP S/4 Kick-Off
- Digital Day 1