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4Q 2020 AND FULL YEAR 2020 EARNINGS PRESENTATION

February 4, 2021

DISCLOSURE STATEMENT

This presentation may contain forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, as amended. Such forward-looking statements are based on information presently available to the Company's management and are current only as of the date made. Such statements are by nature subject to uncertainties and risks, including but not limited to, the impact of the coronavirus pandemic (COVID-19) and the operational, financial and legal risks detailed in the Company's Annual Report on Form 10-K for the year ended December 31, 2019 and subsequently filed Quarterly Reports on Form 10-Q. These risks and uncertainties could cause actual results or events to differ materially from historical results or those anticipated.

For those reasons, undue reliance should not be placed on any forward-looking statement. The Company assumes no duty or obligation to update or revise any forward-looking statement, although it may do so from time to time as management believes is warranted or as may be required by applicable securities law. Any such updates or revisions may be made by filing reports with the U.S. Securities and Exchange Commission, through the issuance of press releases or by other methods of public disclosure.



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WERNER OVERVIEW, 4Q 2020 AND FULL YEAR 2020 HIGHLIGHTS

Derek Leathers

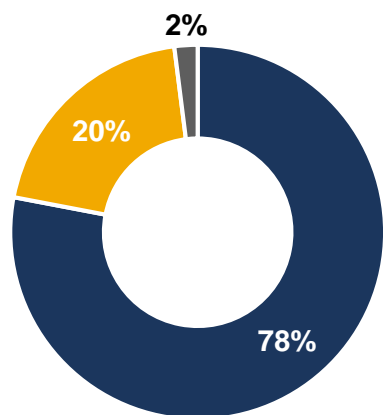
Vice Chairman, President and Chief Executive Officer

WERNER OVERVIEW

Premium Truckload Transportation & Logistics Services Provider

Omaha, NE Headquarters	\$2.7B Market Cap ¹	4,945 Dedicated Fleet Size ¹	2,885 One-Way Fleet Size ¹	12,732 Associates ²	0.9% Dividend Yield ¹
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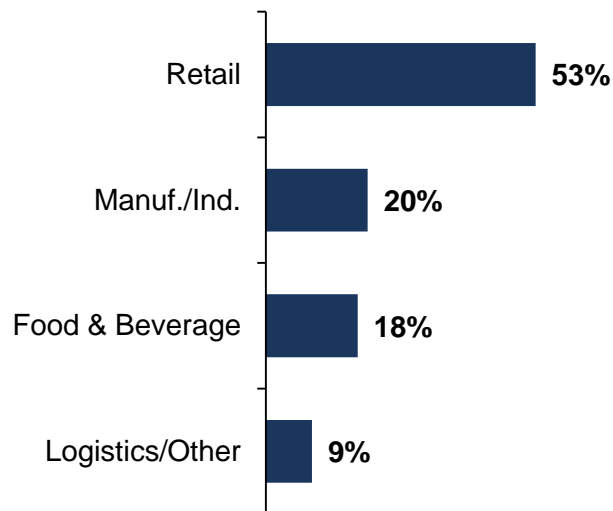
2020 Revenues by Segment



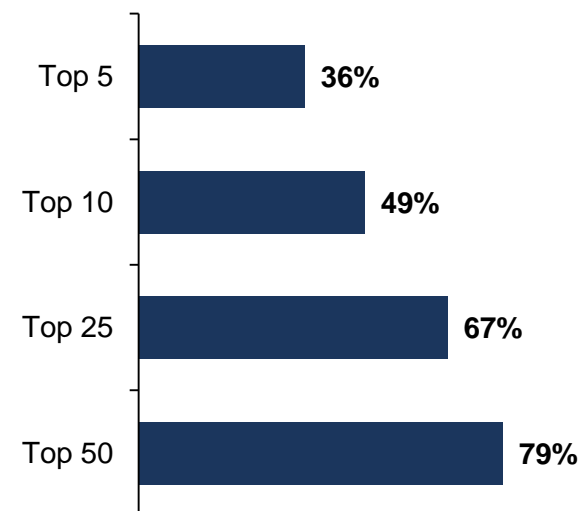
- Truckload Transportation Services (TTS)³
- Werner Logistics
- Driver Training Schools and Other

2020 Revenues by Vertical

Top 50 Customers



2020 Revenues by Customer



4Q 2020 AND FULL YEAR 2020 HIGHLIGHTS

Financial Highlights

	4Q 2020	Full Year 2020
Revenues	↔ at \$620M	↓ 4% to \$2.4B
GAAP EPS	↑ 26% to \$0.88	↑ 2% to \$2.44
Adjusted EPS	↑ 33% to \$0.89	↑ 8% to \$2.59
Adjusted operating income	↑ 30% to \$82.7M	↑ 7% to \$241.9M
Adjusted TTS operating margin ¹	↑ 420 bps to 18.2%	↑ 170 bps to 14.0%

Strategic Updates and Other Developments

- **Record operating income** and adjusted EPS for fourth quarter 2020 and full-year 2020
- **Strong freight demand** during fourth quarter in both Dedicated and One-Way Truckload
- **Achieved our lowest annual accident rate** per million-miles in the last 28 years and **our lowest work injury rate** in the last 15 years, both in 2020
- Issued comprehensive **Environmental, Social and Governance** report; tracking toward goals
- Earned **2020 Smartway Excellence Award** from the EPA for the fourth consecutive year
- Partnership with Mastery Logistics Systems to **accelerate supply chain automation**, visibility and productivity
- Investment in TuSimple to take an active role in the development of **autonomous trucking technology**, to enhance the lives of our professional drivers and customers
- Announced **sale of Werner Global Logistics** freight forwarding services for international ocean and air shipments (\$53M of revenues in 2020)



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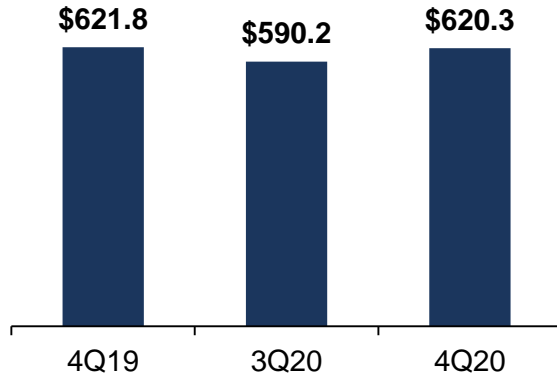
TOTAL COMPANY AND SEGMENT FINANCIAL RESULTS

John Steele

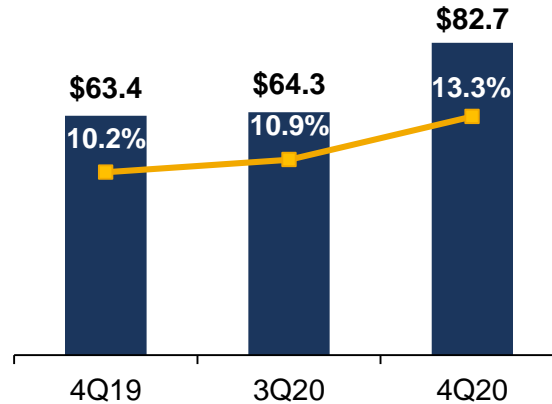
EVP, Treasurer and Chief Financial Officer

QUARTERLY FINANCIAL PERFORMANCE

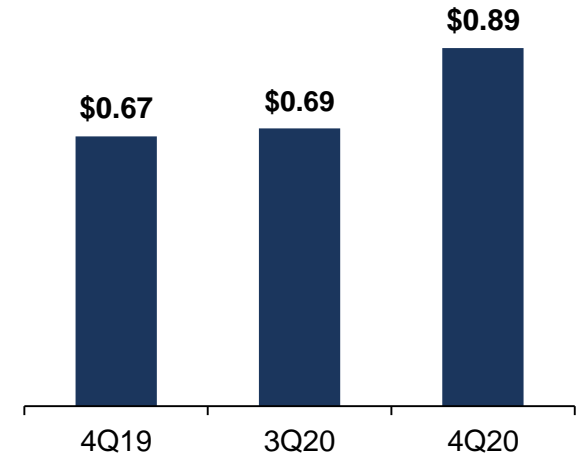
Total Revenues (\$M)



Adjusted Operating Income (\$M) and Operating Margin



Adjusted EPS



YoY Commentary (4Q20 vs. 4Q19)

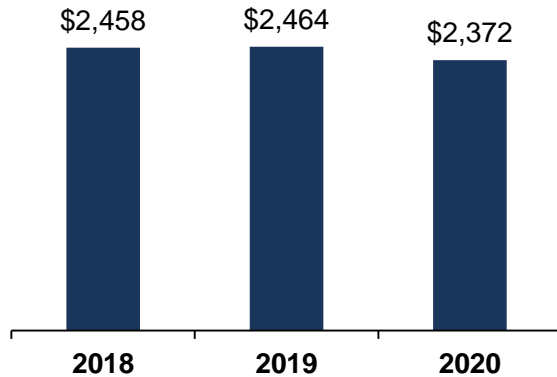
- \$1M total revenues decrease (\$20M lower TTS fuel surcharges)
- 5.3% higher TTS revenues per truck per week¹ YoY, due to higher revenues per total mile and slightly lower miles per truck (due to a larger Dedicated fleet mix)
- 3.1% lower TTS average trucks
- 8% higher Logistics revenues

- 30% growth in adjusted operating income, or \$19.3M
- Adjusted TTS operating income increased \$19.5M
- Logistics operating income decreased \$0.7M
- Adjusted Corporate and Other operating income increased \$0.5M

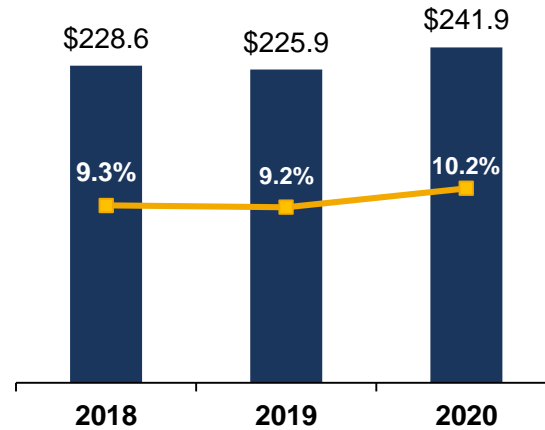
- 33% growth in adjusted EPS YoY

FULL YEAR FINANCIAL PERFORMANCE

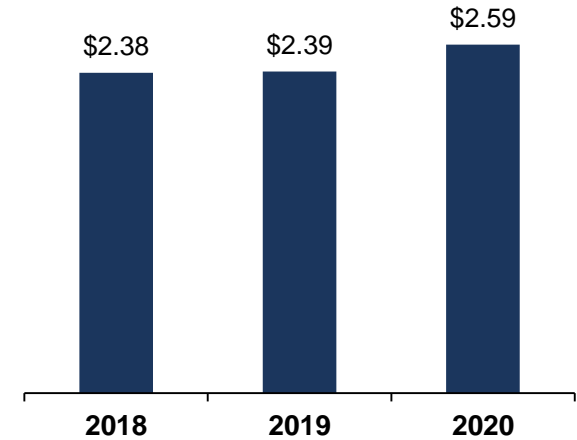
Total Revenues (\$M)



Adjusted Operating Income (\$M) and Operating Margin



Adjusted EPS



YoY Commentary (2020 vs. 2019)

- Total revenues decreased \$92M (\$76M due to lower fuel surcharges)
- 3.7% higher TTS revenues per truck per week¹
- 2.7% lower average TTS trucks
- 4% lower Logistics revenues

- 7% growth in adjusted operating income, or \$16.0M
- Adjusted TTS operating income increased \$29.9M
- Logistics operating income decreased \$10.3M
- Adjusted Corporate and Other operating income decreased \$3.7M

- Adjusted EPS increased by 8%

TRUCKLOAD TRANSPORTATION SERVICES (TTS) QUARTERLY RESULTS

	4Q19	3Q20	4Q20	4Q Δ YoY
Revenues (\$M)	\$486.6	\$458.3	\$475.0	(2)%
Adjusted Op. Income (\$M)	\$60.4	\$65.2	\$79.9	32%
Adjusted Op. Margin¹	14.0%	15.5%	18.2%	420 bps
Adjusted OR¹	86.0%	84.5%	81.8%	(420) bps

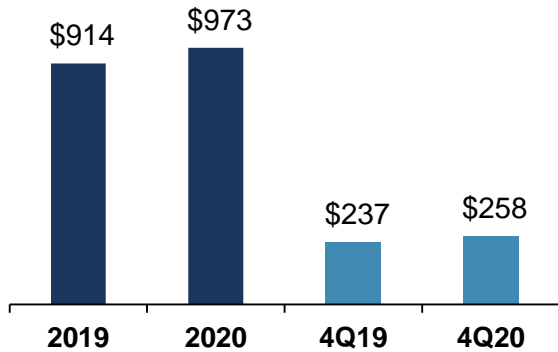
YoY Commentary (4Q20 vs. 4Q19)

- Revenues reduction due to lower fuel surcharges of \$20M due to lower fuel prices, partially offset by 5.3% higher revenue per truck
- Strength of the operational execution of our Dedicated fleet (63% of average TTS trucks), improved One-Way Truckload performance and effective cost management programs produced 32% adjusted operating income growth

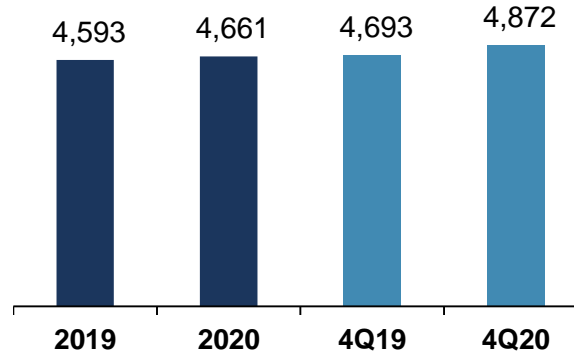
TTS¹ FLEET METRICS UPDATE

Dedicated Truckload

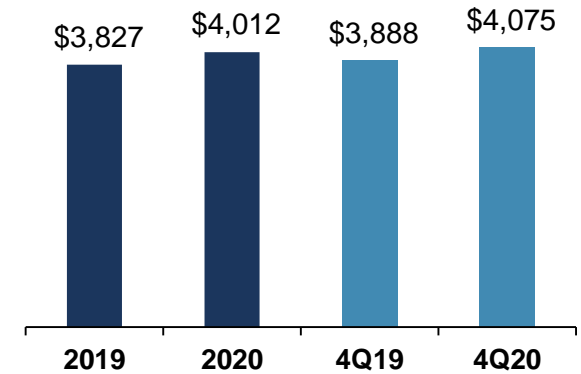
Trucking Revenues² (\$M)



Average Trucks

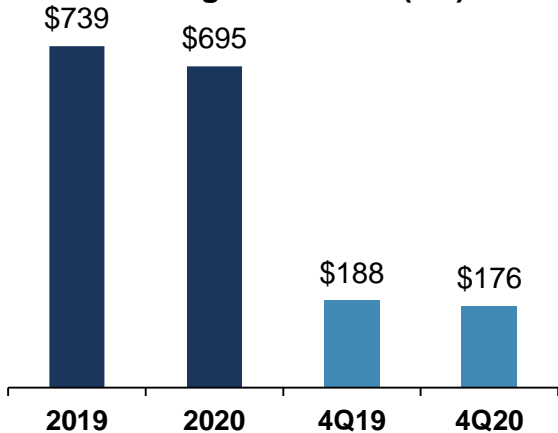


Revenues / Truck / Week²

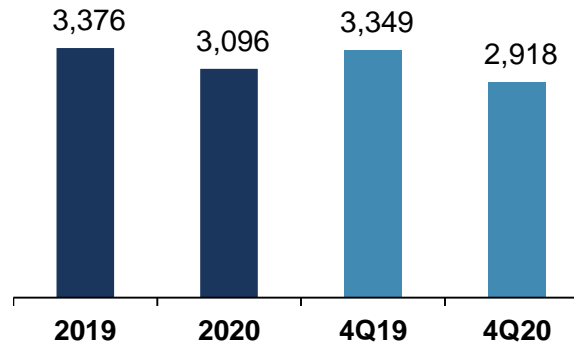


One-Way Truckload

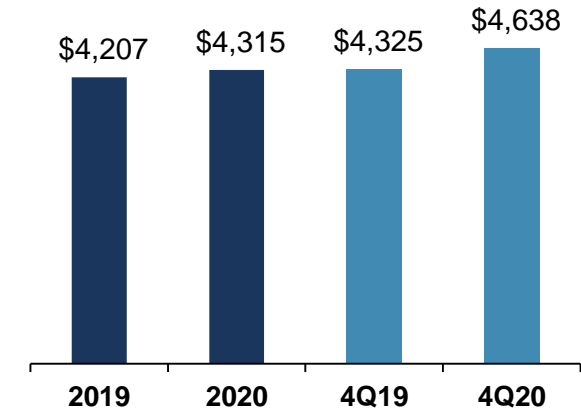
Trucking Revenues² (\$M)



Average Trucks



Revenues / Truck / Week²



¹ TTS consists of the Dedicated and One-Way Truckload fleets. ² Net of fuel surcharge revenues.

WERNER LOGISTICS QUARTERLY RESULTS

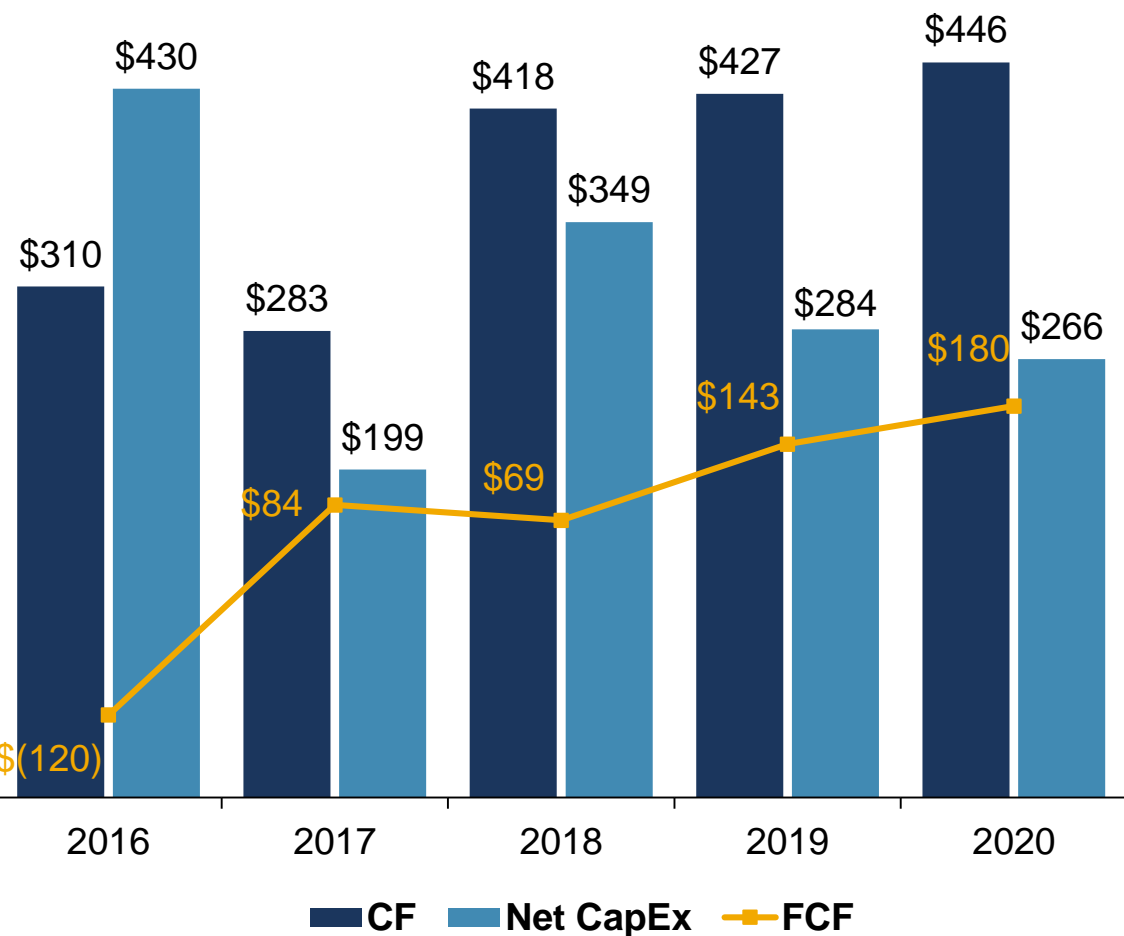
	4Q19	3Q20	4Q20	4Q Δ YoY
Revenues (\$M)	\$120.1	\$117.4	\$130.1	8%
Gross Margin	15.3%	10.8%	12.5%	(280) bps
Operating Income (\$M)	\$3.4	\$(0.9)	\$2.6	(22)%
Operating Margin	2.8%	(0.7)%	2.0%	(80) bps

YoY Commentary (4Q20 vs. 4Q19)

- Truckload Logistics revenues (62% of total Logistics revenues) increased by 2% YoY in 4Q20 (volume decreased 12% YoY, and revenue per load increased 16% YoY)
- Intermodal revenues (27% of total Logistics revenues) grew by 23% YoY in 4Q20 (volume grew 21% YoY, and revenue per load increased 1% YoY)
- Due to the large rise in spot truckload rates that began in 3Q20 and extended through 4Q20, the cost of truckload capacity for contractual brokerage shipments increased significantly which reduced Logistics gross margin YoY and operating income YoY

STRONG FCF GENERATION; EXPECTED TO CONTINUE

(\$M)



COMMENTARY

- FCF generation of \$180M in 2020
- 2021 Net CapEx expected to be in the range of \$275M to \$300M; over the long-term, targeting Net CapEx at 11-13% of annual revenues
- Investment focused on maintaining a new truck/trailer fleet with the latest safety/equipment technology, modern terminal network, investing in our driver training school network, continued IT modernization, and advancing truck technologies

DISCIPLINED CAPITAL ALLOCATION

Priorities

Continual and Consistent Investment in the Five T's

- Reinvestments in new, feature-rich trucks and trailers, including the latest safety technology, that extend sustainable competitive advantages for customers and drivers
- Two new full-service terminals opening in 1H21 in Lake City, FL and Allentown, PA (replacing leased terminals)
- Werner Edge enhanced IT (better, faster, less expensive, more secure)

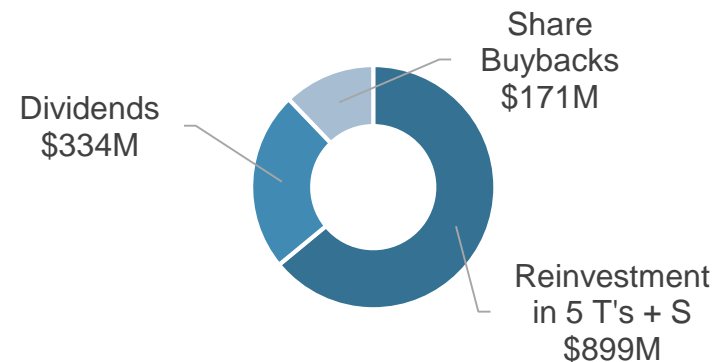
Committed to Return Cash to Shareholders

- 1.2M shares purchased for \$48M in 4Q20, for average price of \$39.77
- Continued quarterly dividends since July 1987

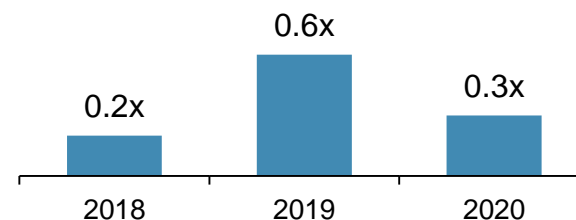
Maintain a Strong and Flexible Financial Position

- Debt of \$200M, Equity of \$1.195B (as of 12/31/20)
- LT goal of net debt to EBITDA of 0.5x to 1.0x (currently below the range during COVID-19)

Capital Allocation History 2018-2020 \$1.4B



Net Debt* to LTM EBITDA



* 12/31



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UPDATE ON BUSINESS & FINANCIAL OUTLOOK

Derek Leathers

Vice Chairman, President and Chief Executive Officer

5 T'S + S

ARE CORE COMPONENTS OF OUR STRATEGY

COMMITTED TO REMAINING AT THE FOREFRONT OF OUR INDUSTRY

KEY FOCUS AREAS

2020 RESULTS

1. Trucks



- Maintain the age of our industry-leading modern truck fleet, which includes state-of-the-art safety technology

- Delivered customer satisfaction with new and reliable fleet: **100% equipped with collision mitigation and automated manual transmissions**

2. Trailers



- Remain at forefront of industry with young trailer fleet age

- Improved fleet safety and performance: **Accident per MM declined by 18% YoY (lowest in 28 years); Work injury rate declined by 15% YoY (lowest in 15 years)**

3. Talent



- Rigorous hiring and retention processes to attract and retain industry-leading talent

- Enabled our high-performing team: **Recognized in August by *Logistics Management* for 2020 awards in truckload dry freight and 3PL categories**

4. Terminals



- Expansive network of terminals, dedicated fleet locations, and driving schools

- Covered 90% of U.S. population within 150 miles of our facilities

5. Technology



- Continuously upgraded and modernized IT infrastructure and data security (e.g., Werner EDGE)

- Advanced performance and safety of our drivers, customers and trucks, while controlling costs: **TTS adjusted operating margin, net of fuel, improved by 170 bps YoY**

+ Sustainability



- Further develop our sustainability practices with specific milestone goals through a multi-phased strategy

NEW in 4Q20

OUR FORMALIZED APPROACH TO SUSTAINABILITY

Environmental

Industry leader in Environmental, Health and Safety Impact

Social

Strong Foundation of Community and Stakeholder Engagement

Governance

Robust Corporate Governance Grounded in Ethics, Risk Management and Best Practices

Building on our Foundation, Advancing Our Commitment to Sustainability, Good Corporate Citizenship and Governance with **Clearly Defined Milestones and Recent Accomplishments**



Carbon Emissions

55% Reduction by 2035

- ✓ Earned Smartway Excellence award from the EPA for the 4th consecutive year
- ✓ Testing electric truck and will test hydrogen truck
- ✓ Investment in TuSimple



Associate Resource Groups

+3 by End of 2021

- ✓ Formed DEI council to oversee ARG development
- ✓ Women's Forum, Blue Brigade, and Toastmasters are in place
- ✓ Veterans' ARG is next one to go live mid-March 2021



Formal Diversity Leadership Position

Established by End of 1Q21

- ✓ Appointed Kathy Peissig to the position of AVP-Diversity, Inclusion and Learning
- ✓ Board diversity increased 25% with the appointments of Diane Duren in 2017 and Carmen Tapio in 2020

2020 AND 2021 GUIDANCE METRICS AND ASSUMPTIONS

2020 AND 2021 GUIDANCE	4Q20 GUIDANCE (AS OF 10/28/20)	4Q20 ACTUAL (AS OF 12/31/20)	2021 ANNUAL GUIDANCE (AS OF 2/4/21)	2021 COMMENTARY
TTS Truck Growth from BoY to EoY	(3)% to (1)%	(2)%	1% to 3%	Targeted growth with strong performing Dedicated fleet; Augmenting TTS capacity with a growing power-only Logistics solution
Gains on Sales of Equipment	\$2M to \$3M	\$4.0M	\$12M to \$15M	Higher gains in improving market with highly spec'd equipment; Growing retail vs. wholesale sales mix
Net Capital Expenditures	\$88M to \$113M	\$79M	\$275M to \$300M	Newer trucks/trailers with enhanced safety features; Opening two new full-service terminals; Continued investment in Werner Edge digital initiative
TTS GUIDANCE				
Dedicated RPTPW* Growth	n/a	n/a	3% to 5% (1H21 vs. 1H20)	Consistent performance record of YoY improvement through both strong and softer freight markets
One-Way Truckload (OWT) RPTM* Growth	3% to 5% (4Q20 vs. 4Q19)	6.9% (4Q20 vs. 4Q19)	7% to 10% (1H21 vs. 1H20)	HSD to LDD percentage contractual rate renewals expected during bid season; Strong OWT freight market; focus areas of cross-border and expedited
ASSUMPTIONS				
Effective Income Tax Rate	25.0% to 25.5%	25.4%	24.5% to 25.5%	
Truck Age	2.0 years	2.0 years	2.0 years	
Trailer Age	Low-to-mid "4" years	4.0 years	Low-to-mid "4" years	Reinvest to maintain young fleet

*Net of fuel surcharge revenues



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Q&A



INVEST WITH US

- ✔ Consistent and flexible execution of 5 T's + S strategy during COVID enabled Werner to achieve **record operating income and adjusted earnings per share in 2020**
- ✔ **Strong freight demand expected in 2021**; balanced revenue portfolio and consumer-centric freight base with winning customers provides earnings and cash flow stability through the cycle
- ✔ **Supporting customer growth** by expanding existing driver training school network with four new locations in 1H21 to support modest fleet growth augmented with asset-light logistics program
- ✔ **Committed to continuous improvement** in operational performance; **aligning with leading edge technology partners** to enhance safety and Supply Chain Automation, Visibility and Productivity
- ✔ Management team firmly committed to achieving recently announced Environmental, Social, and Governance goals; **comprehensive Sustainability (CSR) report to be issued in 2021**
- ✔ **Financially and operationally well-positioned** to grow earnings and free cash flow while achieving long-term, sustainable shareholder value creation



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APPENDIX

GAAP TO NON-GAAP RECONCILIATION

(UNAUDITED) (IN THOUSANDS, EXCEPT PER SHARE AMOUNTS)

	Three Months Ended December 31,		Year Ended December 31,	
	2020	2019	2020	2019
Operating revenues	\$ 620,302	\$ 621,787	\$ 2,372,178	\$ 2,463,701
Operating expenses	538,851	556,133	2,144,740	2,238,229
Operating income	81,451	65,654	227,438	225,472
Total other expense (income)	308	1,530	2,744	3,566
Income before income taxes	81,143	64,124	224,694	221,906
Income tax expense	20,587	15,628	55,616	54,962
Net income	\$ 60,556	\$ 48,496	\$ 169,078	\$ 166,944
Diluted shares outstanding	69,052	69,723	69,427	70,026
Diluted earnings per share	\$ 0.88	\$ 0.70	\$ 2.44	\$ 2.38
Adjusted for:				
Operating expenses	\$ 538,851	\$ 556,133	\$ 2,144,740	\$ 2,238,229
Insurance and claims ⁽¹⁾	(1,259)	(1,198)	(4,893)	(3,914)
Gains on sale of real estate ⁽²⁾	-	3,439	-	3,439
Depreciation ⁽³⁾	-	-	(9,614)	-
Adjusted operating expenses	537,592	558,374	2,130,233	2,237,754
Adjusted operating income ⁽⁴⁾	82,710	63,413	241,945	225,947
Total other expense (income)	308	1,530	2,744	3,566
Adjusted income before income taxes	82,402	61,883	239,201	222,381
Adjusted income tax expense	20,908	15,062	59,315	55,082
Adjusted net income ⁽⁴⁾	\$ 61,494	\$ 46,821	\$ 179,886	\$ 167,299
Diluted shares outstanding	69,052	69,723	69,427	70,026
Adjusted diluted earnings per share ⁽⁴⁾	\$ 0.89	\$ 0.67	\$ 2.59	\$ 2.39

(1) During fourth quarter 2020 and 2019, we accrued pre-tax insurance and claims expense for interest related to a previously disclosed excess adverse jury verdict rendered on May 17, 2018 in a lawsuit arising from a December 2014 accident. The Company is appealing this verdict. Additional information about the accident was included in our Current Report on Form 8-K dated May 17, 2018. Under our insurance policies in effect on the date of this accident, our maximum liability for this accident is \$10.0 million (plus pre-judgment and post-judgment interest) with premium-based insurance coverage that exceeds the jury verdict amount. Interest is accrued at \$0.4 million per month until such time as the outcome of our appeal is finalized excluding the months of June and July 2019 where the plaintiffs requested an extension of time to respond to our appeal. Management believes excluding the effect of this item provides a more useful comparison of our performance from period to period. This item is included in the Truckload Transportation Services segment in our Segment Information table.

(2) During fourth quarter 2019, we sold two parcels of real estate which resulted in a \$3,439 pre-tax gain on sale. This item is included in our Segment Information table in "Corporate" operating income.

(3) During first quarter 2020, we changed the estimated life of certain trucks expected to be sold in 2020 to more rapidly depreciate these trucks to their estimated residual values due to the weak used truck market. These trucks continued to depreciate at the same higher rate per truck, until all were sold. Management believes excluding the effect of this unusual and infrequent item provides a more useful comparison of our performance from period to period. This item is included in the Truckload Transportation Services segment in our Segment Information table.

(4) Our definition of the non-GAAP measures adjusted operating income, adjusted net income and adjusted diluted earnings per share begins with (a) operating expenses, the most comparable GAAP measure. We subtract the insurance and claims jury verdict interest accrual and the additional depreciation expense and add the gains on sale of real estate to (a) to arrive at adjusted operating expenses, which we subtract from operating revenues to arrive at (b) adjusted operating income. We subtract (c) total other expense (income) from (b) adjusted operating income to arrive at (d) adjusted income before income taxes. We calculate adjusted income tax expense by applying the incremental income tax rate excluding discrete items to the net pre-tax adjustments and adding this additional income tax to GAAP income tax expense. We then subtract adjusted income tax expense from adjusted income before income taxes to arrive at adjusted net income. The adjusted net income is divided by the diluted shares outstanding to calculate the adjusted diluted earnings per share.



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