



WORLD CLASS INDUSTRIES

2021 YEAR IN REVIEW

Putting It All Together.




WORLD CLASS
INDUSTRIES



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CORE PURPOSE

We believe in helping our customers achieve their brand promise.

EMPLOYEE PROMISE

To build a championship culture centered around caring, learning, and results that provides the benefits of a small family-owned company where each WCI'er is appreciated, able to make a difference, and work as a team.

CORE VALUES

*Agile
Team Driven
Genuine
Optimistic
Forever Committed*

OUR CUSTOMERS



2021 NEW CUSTOMERS

JOHN DEERE | HITACHI



A LETTER FROM THE CEO



I have been blessed to be a part of this incredible team for more than 20 years. Throughout that time, as a company, we have never been good at celebrating our wins. Too often, we quickly move on to the next challenge without taking time to appreciate or acknowledge the accomplishment.

Let's change that this year. Let's take a moment to soak in all we have been able to do in the face of the most challenging year we have seen as a company. The number and breadth of supply challenges were hard to fathom, even as we worked through them on a daily basis. Workforce challenges, steel availability, transportation constraints; we had them all in 2021.

We were on the phone problem-solving with customers and suppliers. We adjusted our daily work schedule to come in early or stay late to get parts assembled and shipped. We identified new processes and new suppliers. Throughout all that, we continued to deliver to our customers. We lived our core purpose and our core values daily.

Thank you, and congratulations on all that we were able to do as a team in 2021!

As I look towards the future, next year doesn't appear any easier. Customers are increasing their schedules, and large segments of the supply chain will not meet the requirements. Our best efforts will again be needed. But I'm as energized as I have ever been about WCI, energized by our efforts to invest and advance in our strategic priorities (as represented in our swim lanes). Energized by our efforts to diversify our customer base (as witnessed by new middle-market product customers). And energized by our unwavering focus on who we are and the value we bring to our customers.

I am honored to be a part of this remarkable company and incredibly proud to work with each of you on a daily basis. We are achieving great things!

Brent Cobb
CEO

THE HISTORY OF WCI

HOW IT ALL STARTED



“Why don't you do something about it?” Was the timely question directed towards Pat Cobb in the summer of 1992. The query came from a long-time friend, Flip Klinger, at a critical time. At the time, Cobb found himself amid a strategic planning program with one of his partners. He was frustrated by the direction and results of the business they ran together.

The business, Iowa Midland Supply, was nearly 30 years old and was owned and managed by four partners who had purchased the company a decade before from the founding partners. The company was well known to Cobb, having started in the warehouse right out

of high school. He worked his way up to an inside sales position, outside sales, and then into ownership and management.

During the previous several years, Pat's entrepreneurial instincts had led to creating multiple business areas. First, was an international procurement program, followed by a supplier consolidation offering, then assembling components into sub-assemblies. He could sense the value created for customers and what the businesses could become, but found constraints from a partner who didn't see the same.

Later that year, the company divided with Pat and another partner, Fred Eberhardt, founding World Class Industries. WCI's offerings included the newly created business areas and a sale agency, held together by Cobb's unwavering belief that their needs could be served by listening closely to customers. In turn, WCI could generate value.

That ethos has helped make World Class Industries a recognized leader and partner to global original equipment makers and a growing list of product companies. These customers have demanding requirements that require strong core competencies and dedication from a strong team of WCI'ers.

Today, Pat Cobb remains active in World Class Industries, serving as board chairman. He transitioned ownership and leadership of the company to his son, Brent, in 2005 and continues to help guide the evolution of the business in a way that creates value for customers.

WCI's history is ever-present in its



continuous growth and working through the challenges faced today. The company is committed to “Helping our Customers Achieve Their Brand Promise.” WCI believes that being team-driven, agile, genuine, optimistic and committed are foundational to the value delivered to customers. The team is determined to work through challenges and obstacles that stand in the way.

WCI is Putting It All Together, each and every day.

The First Assembly:

Thirty-three years ago, WCI's first sub-assembly shipped. It was a tube bundle for combines made by John Deere in East Moline, IL.

The project was initially slated for a supplier represented by WCI's sales agency, but shifted to WCI and WCI's original Moline location when the transportation costs became excessive from the supplier's Indiana plant.

The project was motivated by Dick Klein, General Manager of Harvester Works, who thought the pallet boxes required for the assembly took up too much space and were unsightly. He also wasn't happy that the work was difficult to schedule, took the time of “one and a half people” and was costly when a supervisor needed to be called in for overtime.

This assembly has undergone several engineering changes over the years, including the tubes becoming hoses. It is still delivered daily, providing an example of enduring value to customers.

FY21 RESULTS

This past year brought with it an unprecedented degree of market turbulence and headwinds. In the face of such, this WCI "crew" successfully navigated forward and "landed" an impressive list of accomplishments.

DEERE-HITACHI
is our newest OEM customer

131%
is the Profit-Sharing Bonus for 2021

64%
of WCI'ers shared their thoughts in the Employee Feedback Survey

70
new WCI'ers joined the team this year

RED LETTER
Communications was selected as our new marketing firm

CEDAR FALLS
launched the Warehouse Management System in Q3 of 2021

2.39
is WCI's safety incident rate year end score (industry average is 3.9)

80%
of Master Tickets logged in Q4

15.8
new BCE's implemented in FY21

COBOTS & VISION SYSTEMS
in the Innovation Lab for exploration

TIMILON
expanded their relationship with WCI by starting new production at WCI's Kaiserslautern location

MICROSOFT PROJECTS
implemented in FY21

67
QPPM external quality results

FY22 ANNUAL PRIORITIES

Our priorities for the coming year are intended to both advance our longer-term strategic vision and address nearer-term operational challenges. We believe we have constructed a progressive but balanced plan that responsibly serves both external and internal stakeholders. The end result of these collectively is additional value to WCI customers and to WCI team members.

Define & Socialize the Problem

Success Is: A marketing program that aligns and executes our brand message and delivers sound commercial insight.

The first two quarters will be spent bringing alignment to the website and building marketing content & tools. The back half of the year will turn to sales enablement and program deployment.

Build Capability to Book Diversified BCE's

Success Is: An OEM and E2E roadmap in place to deliver >/=30 BCE's year-over-year to WCI for the next three years by the end of FY22.

Setting ourselves up for success starts with the effective and efficient management of these relationships with the above key results.

Planned & Scheduled Time for Location Leadership

Success Is: Leadership Team's daily operational focus will be 40% Fire-fighting, 30% Daily Operations, and 30% Continuous Improvement.

Develop a clear vision, structured training and access to data that provides an established pathway to increased personal development, decision making, retention (turnover reduction), and increased levels of operational improvements at all levels.

On-Site Supply Chain Leadership

Success Is: Resources and support in place to lead all Supply Chain activities (including issue resolution currently handled by Location Managers) by the end of FY 2022.

Execution of our established vision through departmental structure changes, process documentation/consistency and increased levels of training and coaching. By doing so we will provide increased value to both our internal and external customers.

Technology Road Map

Success Is: Unified vision for all company systems.

This year we plan to draft our first Technology Road Map while simultaneously attacking the most egregious negative ramifications: Camelot speed and data proliferation.

2021/2022

SUPPLY CHAIN UNDER STRESS

HOW WCI'ERS NAVIGATED SUPPLY CHAIN TURBULENCE

“
In my time here, there have never been so many cross-functional collaborations to support the challenges and strains we faced within the supply chain than there has been this past year.
”

The pandemic created supply chain havoc that touched all WCI teams. The supply chain and operations teams saw the earliest effects, starting with availability of parts, but impacts quickly rippled into the quote team as prices rapidly changed. WCI teams found new challenges, worked through difficult changes and had to be constantly agile in their work.

One perspective on the supply chain struggles of the past year comes from Megan Trout, Supply Chain Manager. “I feel I am representing our team well when saying we rode an exceptional roller coaster this past year, and what a ride it was and continues to be,” Megan said. “Most of our standard, proactive processes within the supply chain shifted to being reactive and just-in-time. This included minute-to-minute managing in many instances.”

Throughout the new experiences the year brought, Megan feels that these new challenges have helped her team gain support and understanding, not just from the WCI team but also from customers and suppliers alike. “In my time here, there have never been so many cross-functional collaborations to support the challenges and strains we faced within the supply chain than there has been this past year,” Megan said.

Unfortunately, many of the global constraints within the supply chain are not going away any time soon, but Megan says that there are still positives to be found among the stress. “WCI, along with suppliers and customers, now know more than we did six to eight months ago, so teams here at WCI are better equipped to work through these challenges.”

Another team that had to work

through many new changes and difficulties this year was the tactical quote team. Material availability and material cost were huge issues for the team this year. Before the pandemic, the tactical quote team would average 100-150 price changes per month. Over the past several months, they've seen an average of 500-600 price changes per month. Additionally, resourcing activity increased due to several suppliers who were unable to keep up with orders.

Difficulties for the team have included the amount of upper-level part numbers that need to be re-quoted every month primarily due to component price changes. Instead of re-quoting the same assembly several times per month, they are tracking what upper levels need to be re-quoted and have had to wait until the last week of the month to process the price change.

Though the year has had challenges, it's also allowed for silver linings and new perspectives. “Throughout this year, we have learned how to prioritize our workloads better and say no to the opportunities that no longer fit WCI's long-term plan,” said Matt Skinner, Tactical Quote Supervisor.

“We learned that it truly takes a team working together to get through difficult times like this,” Matt says. “The significant spike in price increases puts a lot of stress on us to complete all re-quotes and get them submitted by month's end. We have indeed worked together as a team to divide and conquer each month,” Matt said. “I'm really proud of each tactical quote rep for putting the team first and working hard to complete all required tasks each month.”

“
We learned that it truly takes a team working together to get through difficult times like this.
”

NOTABLE SUCCESSES IN 2021

- Despite numerous challenges, our team was able to celebrate many successes this year! Notable wins include; welcoming new team members, getting obsolete/excess coverage, finding part alternatives to avoid line down impacts, beginning mentorship relationships, finding dual paths to ease logistical strains, and maintaining consistent WCI representation for True Needs call and critical communications – we have much to be proud of.
- My sincere appreciation for every individual member of our team. All of them are All-Stars: Andy, Sara C., Matt, Ashley, Wendi, Mary, Lisa, Karen, Melanie, Kylie, Kelsey, Rachel M., Sara F., Alicia, Katy, Angie, Stacy, Macy, Amber, Rachel H., Leisa, Nick, Lisana, Klaus, Anja, Jon, Amy, Luke – thank you.

- Megan Trout
Supply Chain Manager

- We were able to resource fabricated tubes from a constrained supplier to a new supplier successfully. We have another package of parts we are working hard on resourcing as well.
- We are in the process of moving the lift arm components. This will result in a price decrease and improve shipping performance.
- We have implemented a new drop ship and stock pricing model.

- Matt Skinner
Tactical Quote Supervisor

ADVANCING INNOVATION IN SUPPLY AND ASSEMBLY

Teams at WCI have dedicated time this year to advancing new innovations into facilities and everyday practices. One project that has come to fruition has been the Innovation Lab at Hiawatha AIC. This year, the product realization team has spent time researching new technology that has been explored in a dedicated space using methodical testing parameters.

The company initiative to develop the Innovation Lab started in early 2021, with Alex Boomershine named as the lead on the project and the entire PR team as resources. The physical structure was in place by April, and the first testing protocol was completed for the Warehouse Management System project in May. Since that time, there has been continued work on Cobots, RFID technology, Cognex Vision System and Tulip Vision.

One of the most notable successes of the lab has been brainstorming current technologies and documenting multiple opportunities for a deep learning vision system (Cognex). "We were approved to purchase the system and

invested PR time to get training on the equipment ahead of the application, which will be the Tilt Console project at AIC," said Jane Renning, Director of Product Realization.

"The ongoing challenge will be identifying emerging technologies that have a high probability of being implemented at future WCI cells," said Jane. Even with some challenges ahead, this project will be a huge win for WCI and all facilities to identify operational needs that can drive future research for new technology and improve operational metrics at WCI.

Another way innovation has continued to be at the forefront of WCI's initiatives has been the growing relationship with the Center for Industrial Research and Service. CIRAS supports Iowa businesses with an emphasis on manufacturing, to help find unique strategies for growth. For WCI, CIRAS has helped the Innovation Lab assess current technologies and identify suppliers that WCI should be engaged with on emerging technologies.

In addition, CIRAS has assisted WCI

with the results of a tech assessment that resulted in WCI connecting with Cobot resources and a company that provides solutions using RFID technology. CIRAS will be an ongoing resource for WCI, as noted in the technology swim lane. They will also be a resource for connecting with other Iowa companies that supply technology solutions that benefit operational metrics.

Tulip has also been a large success this year, helping align people, machines, devices and systems in a production cell. Tulip is essentially an app for assembly cells that gathers information for metrics and provides instruction and quality alerts to the assembler. Tulip also helps by tracking quality defects and labor efficiency numbers to see if production is on track or if changes are needed.

This year, Tulip has impacted WCI by introducing Industry 4.0. According to Alex Boomershine, Operations Project Manager, Industry 4.0 is the ongoing automation and digitization of traditional manufacturing and industrial practices using modern smart technology. "We learned

OUR LONG-TERM GOAL IS FOR WCI TO BECOME THE LEADER IN THE INTEGRATED MATERIAL AND SUPPLY SPACE. TO REACH THAT LOFTY PERCH, INNOVATION IS CRITICAL IN MATERIAL HANDLING AND ASSEMBLY PROCESSES, WHICH HAPPENED IN SPADES DURING 2021.

a lot on how to collaborate with the assemblers to create an application that adds value to their process and gathers valuable data," said Alex.

"Getting Tulip on the Timilon assembly cell was a big success. It was the largest Tulip project done, comprising of 12 work cells," Alex said. "There was a lot of work to get Tulip to where it is now on Timilon," Alex continues. "Dwayne Orth, WCI's Factory Automation Engineer, contributed significantly, as well as the assemblers to drive success in the project."

The Warehouse Management System is another new project to come out of 2021. According to Teresa Merchant, Location Manager in Cedar Falls, parts are received into a dock location, scanned to a warehouse location, scanned as they are moved to the work cell and scanned back into an inventory location as needed. WMS gives WCI better tracking of packages in real

time throughout the warehouse. "This detail surrounding the part movement will help us track down parts, reduce cycle counts and improve FIFO," said Teresa.

Each facility has expressed concerns about the amount of time spent looking for parts. First-In, First-Out has also been an ongoing challenge. WMS reduces time looking for parts and informs operators when First-In, First-Out practices are not being followed.

Cedar Falls kicked off this project in March of this year, and the Camelot programming was completed in May. "We received the handheld units and labeled our racking with barcodes in June," said Teresa. "We started the initial testing in July and identified how many handhelds would be needed for our facility in September. We then received four additional units and have been testing the stock to station module in October."

One challenge the group has found with the system has been the time needed for label racking and testing. Some areas do not easily label, so they've had to be creative with label placement.

The most significant hurdle they faced was the implementation of moving inventory from stock to the work cell, as the labels may not match due to operators using different packages than the system consumes. This issue has taken time at the start-up of each cell to relabel boxes so that they are aligned.

Overall, Teresa says that they have gained better alignment between Camelot and packages physically on the production floor. Inventory counts in the cells that have been strictly using the WMS system for two months have been spot on and parts are now easier to locate.

A special thank you to Alex Boomershine for his help with the Innovation Lab, Dwayne Orth for leading the charge of Tulip and for his work with Alex on the Innovation Lab, Josh Thorson who has led the WMS project, and to Greg Koenighain and Crystal Everett for their ongoing support.



Red Letter Communications is a marketing firm located in Cape Girardeau, MO, serving clients throughout the United States. They specialize in blending strategy, creative services, and marketing technology to help their clients adapt and grow. Think of them as an extension of WCI, helping to create the marketing plan and platform to connect with new, diverse customers.

The relationship started in early May this year when their team came onsite to WCI's two Hiawatha facilities to learn more about the company. Red Letter has spent time building the foundation for a re-tooled marketing platform throughout the summer and early fall.

As WCI continues to grow and reach new customers, there will be a need to teach people something about their business that they weren't aware of, or better yet, may not even know.

To do this, Red Letter has conducted interviews with WCI's current customers and employees, studied competitors and participated in the annual strategy session to help identify the commercial insight needed to communicate with potential customers. Red Letter has a proven track record of doing this for their clients, and it has been a large part of their initial work with WCI.

Red Letter will help WCI grow brand identity and customer acquisition/engagement strategy through branding and messaging alignment across the website and social media platforms, targeted marketing campaigns and content

development.

WCI has also had continued focus and intentionality on communication, transparency, learning, caring and appreciation. This year, WCI launched the Employee Feedback Survey, an online survey consisting of approximately 30 statements in the areas recognized by experts as the most critical drivers of employee engagement. The survey provided an opportunity for all employees to share their feedback and thoughts confidentially through responses to the engagement statements and a few open-ended questions.

WCI learned from the data and "results" and focused on how that information could guide conversations and drive improvements across the company and within teams. Teams, departments and locations had the opportunity to review the data with their leaders and teams, discuss what the information meant to them and align on one or two actions for improvement.

Appreciation was the number one identified opportunity for improvement. Leaders immediately began working to improve this and found ways to demonstrate how much they appreciate their teams. At the Manager's Meeting, leaders discussed appreciation and committed to at least one action item to focus on appreciation. In addition, new initiatives have started to recognize individuals, teams and departments.

One notable example of this is the culture/appreciation boxes given out to recognize employees for

exceptional work or milestones in their lives, such as getting married or welcoming a child.

In addition, WCI will be launching pulse surveys (a few questions at a time) that will focus on appreciation to measure whether WCI has improved through continued focus and intentionality on communication, transparency, learning, caring and appreciation efforts.

Launching the Employee Feedback Survey was a project, and focusing on employee engagement is a journey, something WCI will continue to

“

I'm very proud of the company I work for and all of the hard work all of us continue to do to ensure we get product in to meet customer demand.

”

- Andy McDermott
APPRECIATION BOX RECIPIENT

prioritize and something that requires commitment from all WCI'ers. Cheers to more exciting things to come in 2022!

CULTURE

The People Experience Team is a cross-functional, cross-locational group of engaged employees looking to improve the overall work-life at WCI. The team's mission is to analyze all WCI people-related data, formulate suggestions and execute these initiatives within individual teams and locations. In other words, the PET team is a group of WCI'ers that represents every area of the business that strives to make WCI a great place to work.

The PET team has looked to revitalize initiatives this past year after a stunted year with the pandemic. With each location in charge of finding new activities and community events to participate in, the PET team has been able to find many

new opportunities to be involved, both outside and within facilities.

Internally, the PET team has put together parties, worked with locations on Connection Friday videos and coordinated holiday projects. Externally, the team has participated in blood and can drives, volunteering events and the Corridor Corporate Games in Hiawatha.

This year, Hiawatha employees participated in the United Way Day of Caring, which helped with trail construction at the Indian Creek Nature Center. They also hosted two ImpactLife blood drives that helped over 120 local patients receive blood and blood products in the surrounding community.

U.S. locations also participated in the first-ever WCI can drive, resulting in over 1,600 donations to local food pantries. WCI'ers also had the opportunity to order WCI gear from the online clothing store with a \$100 spending credit.

Next year, the PET team will continue to find ways to bring WCI'ers together through community involvement and internal team-building initiatives.

LEARNING & CULTURE

WELCOME TO THE TEAM, WCI'ERS!



Ashten Adams
Assembler
Augusta



Diego Aguilar-Corral
Assembler
East Moline



Jackson Bartholow
Assembler
Des Moines



Kat Baumgartner
Supply Chain Specialist
East Moline



Julie Beck
HR Generalist
Hiawatha SCIC



Gary Benson
Assembler
Des Moines



Blake Evans
Assembler
Hiawatha SCIC



Taylor Evans
Assembler
Augusta



Jay Fitzjarrell
Quality Analyst
East Moline



Colin Franey
Assembler
Hiawatha AIC



Kenneth Gayden
Assembler
Hiawatha SCIC



Misti Gryp-Hess
AR Associate
Hiawatha AIC



Amber Bowman
Supply Chain Specialist
Augusta



Claudia Browning
Assembler
Kaiserslautern



Jim Carney
Program Supervisor
Hiawatha SCIC



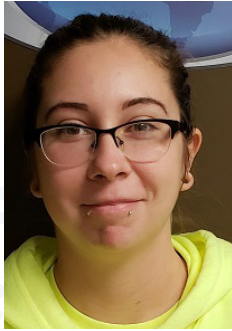
Sara Carroll
Supply Chain Specialist
Cedar Falls



Rogelio Chicao
Assembler
East Moline



Devin Daniels
Operations Supervisor
East Moline



Hannah Hughes
S&R Clerk
Augusta



Ryan Hughes
Assembler
Hiawatha SCIC



Christina Johnson
AP Associate
Hiawatha AIC



Elijah Jones
Assembler
East Moline



Micah Jones
Assembler
East Moline



Dennis Köhler
Assembler
Kaiserslautern



Kelsey Delaney
Supply Chain Specialist
Hiawatha AIC



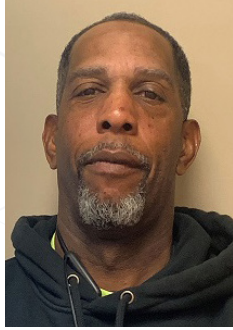
Traci Devlin
Project Manager
Hiawatha AIC



Nick Donderwinkel
Supply Chain Specialist
Augusta



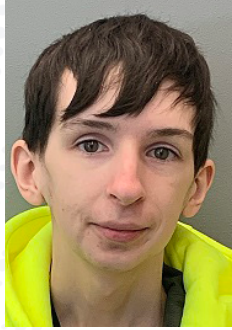
Lydia Dudley
Data Entry Specialist
Hiawatha AIC



Samuel Dunn
Assembler
East Moline



Christopher Ekwall
Assembler
Hiawatha SCIC



Mark Lafrenz
Assembler
Hiawatha AIC



Spencer Leach
Operations Resource
Hiawatha SCIC



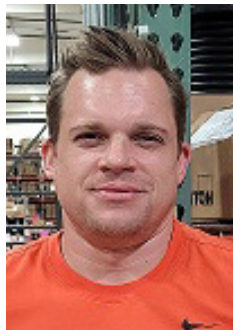
Charles Lingle
Assembler
Augusta



Doris Mädler
Assembler
Kaiserslautern



Roberto Martinez
Assembler
Hiawatha SCIC



Scott McWhorter
S&R Clerk
Crystal Lake

NEW HIRES



Terry Mercer
S&R Clerk
Crystal Lake



Jennifer Michael
CI Manager
Hiawatha SCIC



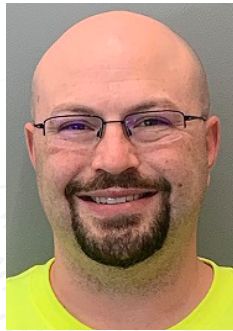
Rachel Morton
Supply Chain Lead
East Moline



Tylor Obermeyer
Quality Analyst
Hiawatha AIC



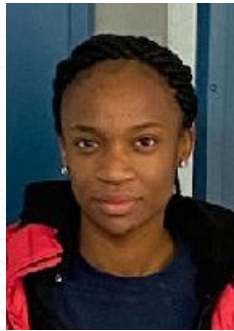
Brandon Oestern
Assembler
Hiawatha AIC



Ben O'Malley
Assembler
Hiawatha AIC



Gabriela Villafana
Alba
Assembler
East Moline



Cori Washington
Assembler
Cedar Falls



Isaak Zaeske
Assembler
Kaiserslautern



Rosendo Perez
Assembler
Hiawatha SCIC



David Perez
Assembler
East Moline



Kris Peyton
Assembler
Hiawatha AIC



Justin Phillips
Assembler
Hiawatha SCIC



Cole Rathjen
S&R Clerk
Des Moines



Mark Rodgers
Assembler
Augusta



Chandler Saeugling
Assembler
Hiawatha AIC



Ariana Sanchez
Marketing Coordinator
Hiawatha AIC



Dennis Schroder
Assembler
Augusta



Rusty Schuermann
Assembler
Hiawatha SCIC



Tim Shoup
Assembler
Hiawatha SCIC



Isaiah Shour
S&R Clerk
Des Moines



Kaiden Shull
S&R Clerk
Crystal Lake



Melissa Starks
Learning Dev Specialist
Hiawatha SCIC



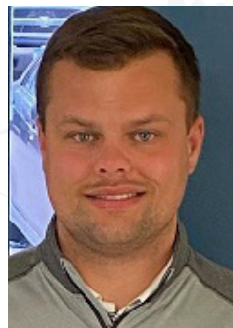
Andrew Storey
Assembler
Augusta



Marvin Thompson
Assembler
Hiawatha SCIC



Luke Thorp
Program Supervisor
Hiawatha SCIC



Zachary Utter
Operations Resource
Cedar Falls

Growth and an upswing in unit-volumes created needs to expand our team during FY21. During the year, WCI was blessed to welcome **70 new A-Players** that are consistently contributing to our core purpose of helping our customers achieve their brand promise.

WCI MILESTONES

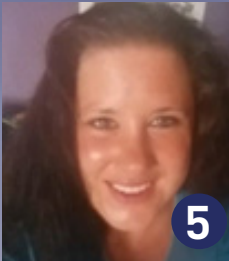
Team depth and longevity have long been hallmarks of the WCI team. During the past year, we were able to celebrate several important milestones with WCI'ers. Their contributions have made WCI the company we are today and will be critical as we work to execute our strategy in 2022 and beyond.



Mike Behounek
Location Manager
Augusta



Aubrey Brinkman
Strategic Account Manager
Hiawatha AIC



Anja Deubert
Supply Chain Specialist
Kaiserslautern



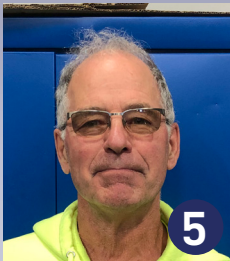
Sara Ferguson
Supply Chain Specialist
East Moline



Klaus Dieter Hahn
Supply Chain Specialist
Kaiserslautern



Andy McDermott
Supply Chain Lead
Cedar Falls



Loren Moes
Product Implementation Specialist
Hiawatha AIC



Juan Robledo
Operations Lead
East Moline



Michaela Wiemer
Receiving
Kaiserslautern



Mike Young
Regional Manager of Business Development
Hiawatha AIC



Kirk Alliman
Hub Quality Supervisor
Des Moines



Jon Dallard
Supply Chain Supervisor
Worcester



Amy Rechkemmer
Supply Chain Supervisor
Hiawatha AIC



Amir Saery
Location Manager
Crystal Lake



Tina Schemmel
Human Resource Generalist
Hiawatha AIC



Ashley Winter
Quote Team Specialist
Crystal Lake



Korey Witt
Operations Lead
Cedar Falls



Melanie Koenighain
Supply Chain Specialist
Hiawatha SCIC



Brian Miller
Hub Quality Supervisor
Crystal Lake

THANK YOU

Ashten Adams
Jeff Adamson
Diego Aguilar-Corral
Timothy Ahrens
Gabriela Villafana
Alba
Kirk Alliman
Eric Almquist
Matt Anderson
Rodolfo Aponte
Jürgen Asel
Jackson Bartholow
Katy Baumgartner
Julie Beck
Michael Behounek
Melinda Behounek
Gary Benson
Sascha Boll
Alex Boomershine
Jack Boser
Timothy Bosworth
Amber Bowman
Aubrey Brinkman
Aaron Brinyark
Cindy Brown
Claudia Browning
Corina Burckle
Malcolm Cagle
Jim Carney
Sanjuana Carranza
Sara Carroll
Angie Cass
Jose Ceballos
Rogelio Chicoca
Brent Cobb
Patrick Cobb
Todd Cobb
Domingo Cobo
Dean Connel
Lance Cook
Matthew Corbin
Jordan Cummins
Devin Daniels
Wendi DeHaa
Kelley Delaney
Anja Deubert
Traci Devlin
Nick Donderwinkel
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Wade Eichhorn
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Charles Ellis
Isaac Estrada
Taylor Evans
Blake Evans
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Kathryn Fortier
Colin Franey
Luke Franzenburg
Brett Freml
Kenneth Gayden
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Samuel Gray
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Zach Walters
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Lisana Werno
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Creston Williams
Ashley Winter
Korey Witt
Peter Yopez
Michael Young
Isaak Zaeske
Kylie Zimmerman

WE CAN DO THAT



Dennis Donald Cobb, director of product realization for World Class Industries from 1999 to 2016, died on August 11th, age 69.

Driving across the broad expanses of Illinois and Indiana on Interstate 74 in the early morning hours of a summer day in 2010, Denny Cobb worried what the next two days had in store for him. He was heading for training on PLCs (programmable logic controllers) in Indianapolis.

The technology was exciting to him, yet scary, because the interface was a PC, one of the few things in his world he hadn't figured out. Two days later, he wasn't an expert, but more than capable of beginning deployment of PLCs to mistake-proof the assembly fixtures that were at the center of his career at WCI. This was not the first new capability that Denny brought to WCI.

Denny had no formal education beyond high school. He was the

product of curiosity and had an insatiable appetite to tinker and fix the objects he encountered at work and in his spare time.

His curiosity and need for fixing objects led him down a fascinating career path. While still a high school student, Denny's shop teacher recommended Denny as his replacement after being called to the Vietnam War. The school board ultimately rejected the plan, but this gives insight into the skills he accumulated prior to adulthood.

These skills led Denny to a career in maintenance at Iowa Light & Power's Sixth Street Generating Station near downtown Cedar Rapids. After 24 years of advancement and successful service, new management determined Denny wasn't qualified for the management job he had been performing for 12 years, because he lacked a college degree.

After leaving the power plant, the company Denny started was purchased by WCI, who was owned and led by his brother, Pat Cobb. Iowa Light & Power's loss was WCI's gain as Denny quickly took to his new role. Pairing Denny's engineering mind and Pat's sales skills, the combo worked closely with original equipment manufacturers such as John Deere on contract assembly projects that aided in streamlining final assembly line efficiency.

Denny was in his element. He collaborated on all manner of projects, utilizing his self-taught knowledge of hydraulics, drive-trains and

mechanical systems. During that time, Denny became known for a refrain that he liked to use at WCI and when visiting customers to review projects for the first time: "We Can Do That."

The part that went unspoken was that Denny wasn't exactly sure how he would create the fixture needed to accomplish the proposed endeavor. But he had been figuring things out throughout his life; he figured the latest challenge and project could ultimately be conquered, too. It might take trial and error, but it would be conquered. The refrain also captured the new company's spirit - the willingness to push capability to grow the company.

The path wasn't easy. New projects and growth meant extraordinary measures sometimes needed to be taken to hit agreed-upon goals. Ultimately, these projects were overcome by Denny's wealth of practical knowledge and, beyond that, his desire to tinker and learn.

His curiosity for learning, to find custom solutions to new problems, to lead with "We Can Do That" in mind, the drive to take a trip across the Midwest to learn to "speak PLCs," shows a glimpse into the life Denny Cobb lived, the groundwork he paved for WCI and the lasting legacy left behind.



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