



KNIGHT-SWIFT TRANSPORTATION HOLDINGS INC.

2026 SUSTAINABILITY REPORT



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About Knight-Swift

Knight-Swift Transportation Holdings Inc. is one of North America’s largest and most diversified freight transportation companies, providing multiple full truckload, LTL, intermodal, and other complementary services. Our objective is to operate our business with industry-leading margins, continued organic growth and growth through acquisitions while providing safe, high-quality, cost-effective solutions for our customers. In addition to operating one of the country’s largest truckload fleets, Knight-Swift also contracts with third-party carriers to provide a broad range of transportation services to our customers while creating quality driving jobs for our driving associates and successful business opportunities for independent contractors.

Our multiple service offerings, capabilities, and transportation modes enable us to transport, or arrange transportation for, general commodities for our diversified customer base throughout the US and Mexico using our equipment, information technology, and qualified driving associates and non-driver employees. We are committed to providing our customers with a wide range of full truckload, LTL, logistics, and intermodal services and continuing to invest in developing a range of solutions for our customers across multiple service offerings and transportation modes.



During 2025, we covered over **1.8 billion loaded miles** for shippers throughout North America.



Our LTL segment operated an average of **4,164 tractors** and **11,057 trailers**.



The Truckload segment operated an average of **21,428 tractors** and **84,851 trailers**.



Intermodal segment operated an average of **595 tractors** and **12,539 intermodal containers**.

Operational Sustainability



Operational Sustainability

Driving efficiency and reducing environmental impact across our network

Knight-Swift Transportation plays a critical role in the modern economy, connecting manufacturers, retailers, and communities across the country. Moving goods on a large scale requires a significant amount of energy usage. While we continue to explore viable alternative options, our current fleet remains largely dependent on diesel-powered equipment to deliver the reliability and range our customers require.

With more than **25,000 Class 8 tractors in operation, over 400 facilities across the United States, and millions of miles of freight movement each day**, managing fuel use and energy consumption responsibly is an important part of how we operate our business.

Rather than focusing on a single solution, we are evaluating a range of technologies and operational strategies that are intended to contribute to lower energy usage and emissions over time. Examples of these efforts include lower-carbon fuels, emerging vehicle technologies, improvements in energy infrastructure, facility-level energy generation and the use of our internally developed Environmental Management System which evaluates environmental impacts across our nationwide operations.

In 2025, we continued to reduce year-over-year emissions and have achieved a 9% decrease in CO₂ (g/mile) since 2019.

-9% decrease in CO₂ (g/mile) since 2019.

Knight-Swift Transportation continues to be recognized by the US EPA SmartWay program through their Excellence Award and is a Heavy Duty Trucking Top Green Fleet recipient 4 years in a row.

Renewable and Bio-based Diesel: Opportunity and Uncertainty

One of the most promising near-term tools for reducing lifecycle emissions in heavy-duty trucking is renewable diesel. Unlike biodiesel blends, renewable diesel is chemically similar to petroleum diesel and can be used in existing engines and tractors without limitations.

Depending on the feedstock and production methods, renewable diesel can reduce lifecycle greenhouse gas emissions by 60-80% as compared with conventional diesel. These gains are all possible without requiring significant capital investment in new vehicles or fueling infrastructure. This solution is attractive to our business as it balances meaningful environmental improvement with the economic realities of operating in a hyper-competitive business environment.

In the last two years, however, the U.S. renewable and bio-based diesel market has faced increasing volatility. Changes in regulatory structures, evolving tax incentives, and supply constraints tied to feedstocks have created significant uncertainty for producers, fuel blenders, and fleet operators alike. This uncertainty has driven hard shifts in both pricing and supply. In 2025, biodiesel and renewable diesel supply in the US plummeted by approximately 40% (Figure 1).

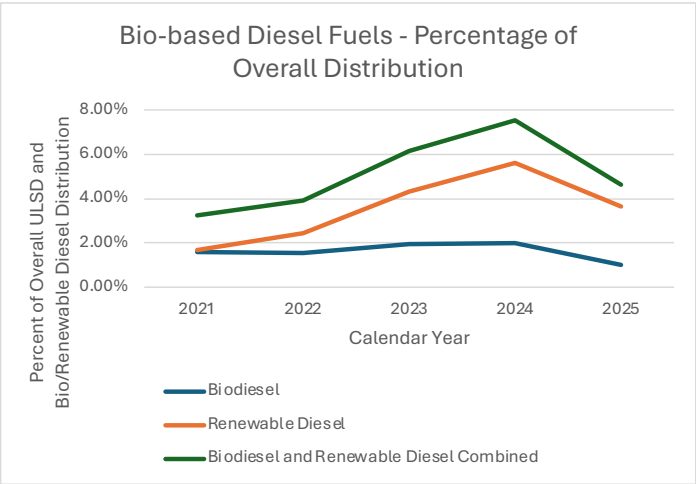


Figure 1: Bio-Based Diesel Fuels as a Percent of Overall Distribution in the US (https://www.eia.gov/dnav/pet/pet_sum_snd_d_nus_mbbi_a_cur-4.htm)

This material drop in supply of renewable and bio-based diesel fuels occurred despite a stable market for petroleum-based ultra-low sulfur diesel (ULSD), as shown in Figure 2.

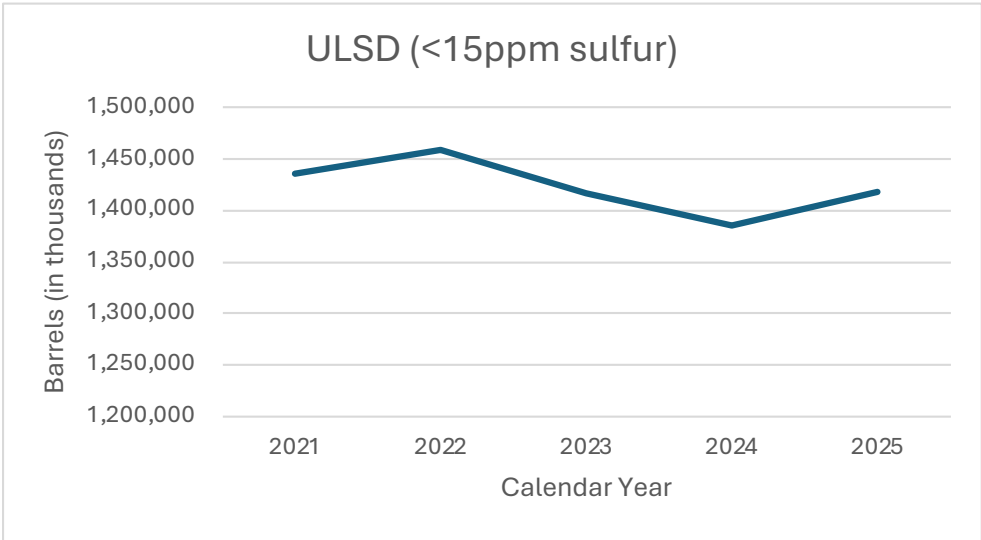


Figure 2: Petroleum-based Transportation Diesel (ULSD) Distribution in the U.S. (https://www.eia.gov/dnav/pet/pet_sum_snd_d_nus_mbbbl_a_cur-4.htm)

At the end of 2024, an IRS credit known as the Biofuels Tax Credit (“BTC”) expired. The BTC previously allowed for entities that do not produce fuel directly, such as fuel stations, truck stop fuel providers, and others to blend biofuels into their supply of product with sufficient economic benefit to promote large amounts of biofuels to enter the market.

In 2025, the Clean Fuel Production Credit of Section 45Z (“45Z Credit”) replaced the BTC and effectively changed the market. The 45Z Credits can only be claimed by fuel producers and has reduced the incentive for downstream providers to blend these

fuels for distribution. While our intent is not to debate the merits of one tax policy over another, the net result has been a material drop in the supply of low carbon diesel fuel available to our fleet.

Over the past year we have also seen constraints on the import of feedstocks, additional fees related to the import of feedstocks and finished fuels, as well as shifts in federal policy that would economically favor low carbon fuels flowing to the aviation industry rather than the over-the-road trucking industry.

Renewable and bio-based diesel remains an important pathway for reducing on-highway transportation emissions for our company. Greater access to economically attractive supply of these fuels will require more stable policy frameworks, expanded production capacity, and improved long-term economic certainty for fleet operators.



Infrastructure Investment: Testing Advanced Energy Systems

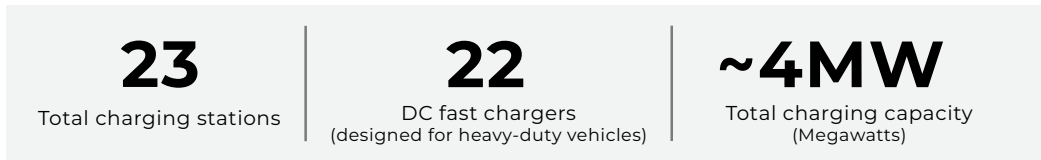
As the transportation sector explores a range of potential emissions reduction pathways, we believe it remains important to continue evaluating new technologies through real-world operational testing rather than theoretical projections.

To support this approach, we completed a multi-phase infrastructure investment at our Jurupa Valley, California facility. At this facility we developed an advanced energy system designed to function as a business test case for potential fleet electrification applications and energy management technologies.

The objective of this investment was to better understand how these systems perform in a working freight environment and gather operational data that can inform future decision-making across our network.

Charging Infrastructure

The site includes:

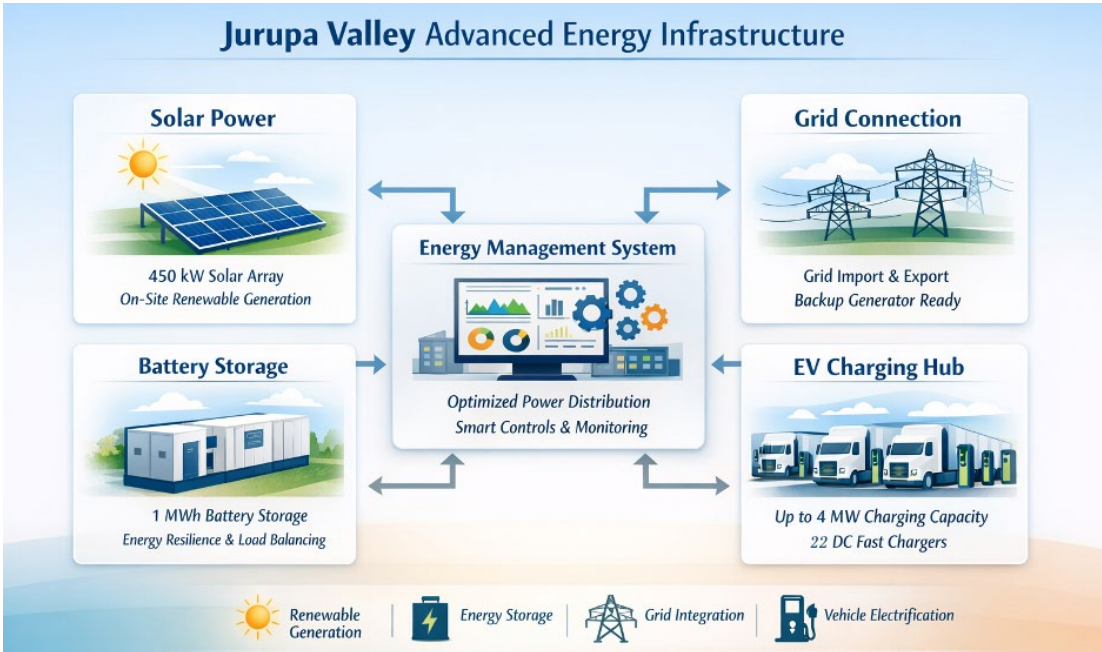


The Jurupa Valley site has already delivered more than 750 MWh of vehicle charging, providing valuable operational insight and data. While we do not believe that electrification is capable of supporting our broader over-the-road network needs, there may be niche applications or changes in regulatory approaches where this technology could play a role in the future.

Integrated Microgrid Design

As part of the Jurupa Valley investment, the facility was equipped with an integrated microgrid architecture designed to balance the use of on-site energy generation, storage, and grid power.

The on-site solar array is capable of supplying electricity directly to the charging infrastructure, storing energy in the battery storage banks, or exporting excess energy to the power grid. Together, these systems allow us to optimize operational costs and evaluate the effectiveness of various energy sources.



Research and Development Collaboration

The design and controls for the Jurupa investment were developed in cooperation with the U.S. Department of Energy under the agency's SuperTruck 3 program. This program was focused on improving freight efficiency and advancing innovation in heavy-duty transportation technologies. This collaboration allowed the company to evaluate technological applications and gain insights that may not have been feasible to explore on our own.

Solar Generation Across Our Facilities

Outside of the Jurupa Valley installation, Knight-Swift Transportation operates two other solar generation systems. While these projects represent a relatively small portion of our overall energy consumption, they are critical in understanding the operational and economic effectiveness of alternative energy production. Across our three solar installations, these systems generated more than 495 MWh of total production in 2025.

These installations will continue to be evaluated to determine whether they can provide low cost, predictable renewable electricity while contributing additional energy capacity to the respective local grids.



+495 MWh
Generated in 2025

Data-Driven Environmental Management

As new fuels, vehicle technologies, and energy systems continue to emerge, evaluating their environmental impact has become increasingly complex. To support responsible decision-making, we developed an in-house Environmental Management System (EMS).

This internal platform allows us to analyze how emerging technologies may affect emissions, energy use, and operational efficiency across our national network. Rather than relying solely on generalized industry assumptions, our EMS evaluates the real-world environmental performance of technologies within our own operations.

What the EMS Evaluates

The system assesses multiple pathways for reducing transportation emissions, including:

- Alternative fuels such as renewable diesel and biodiesel
- Battery-electric truck deployments and charging infrastructure
- Facility energy generation and consumption
- The impacts of these pathways on operational efficiency across routes and terminals

Fleet-Wide Visibility

Because our operations span multiple states, fuel markets, and regulatory environments, environmental outcomes can vary significantly by region.

Our EMS enables us to:

- Track emissions impacts across our entire U.S. network
- Compare technology performance under real operating conditions
- Evaluate potential infrastructure investments before deployment
- Quantify the environmental outcomes of new initiatives



Operational Stewardship

Managing resources responsibly across our facilities and operations

While much of our efforts are centered on the reduction of energy usage and emissions related to our over-the-road vehicles, we are also working hard to minimize the environmental impact of our operations across all facilities and activities. We comply with all applicable state and federal regulations and strive to exceed expectations wherever possible.

Examples of our stewardship efforts include:

- **Energy Efficiency** – We have invested heavily in energy-efficient LED lighting upgrades at the majority of our facilities and continually seek ways to reduce electricity consumption.
- **Reuse and Recycling** – Across our offices, maintenance shops, and terminals, we recycle a wide variety of materials, including paper, cardboard, e-waste, motor oil, brake components, steel, aluminum, and plastics.
- **Tire Retreading** – We retread tires where possible, reducing waste and maximizing the useful life of tire casings.
- **Water Conservation** – We implement water-saving measures across our vehicle wash stations and other operational sites, helping to reduce water use without compromising service quality.
- **Sustainable Procurement** – We incorporate environmental considerations into our sourcing decisions across materials, equipment, and services. This includes evaluating supplier practices, product lifecycle impacts, and opportunities to reduce waste and resource consumption.

By integrating these practices into our daily operations, we aim to maximize resource efficiency, reduce environmental impacts, and reinforce a culture of sustainable operations across our business.

A Disciplined Path Forward

Many sectors of the business world are experiencing a period of rapid and potentially transformational technology-related changes. The trucking industry has seen some of these technologies rise quickly and then fall out of favor, creating the need to efficiently analyze, evaluate, and in some cases, invest real dollars in order to understand the potential impacts of these pathways.

Our approach is to move forward deliberately. We continue to evaluate lower-carbon fuels such as renewable diesel, invest selectively in infrastructure that allows us to test emerging technologies under real operating conditions, and apply data-driven analysis through our EMS.

We do not believe that meaningful environmental progress in freight transportation will come from a single technology or policy change. It will likely come from continuous improvement, disciplined investment, and the transparent evaluation of new ideas.

As a business that provides a critical service to the nation's economy, we will continue to do our part in reducing our impact on the environment in a prudent, common-sense, and economically responsible way.



Safety at the Core

Safety at the Core

Protecting our drivers, employees, and the communities we serve

Safety Philosophy

Our approach to safety is built on a simple principle: safe operations are achieved through a combination of professional drivers, disciplined operational systems, and continuous investment in technology and training. By integrating these elements across our organization, we seek to create an environment where safety is embedded in every decision and every mile driven.

This commitment guides our investments in safety leadership, advanced vehicle technologies, comprehensive safety management systems, and programs that recognize and reward safe driving performance.

Safety Culture and Governance

We believe that strong safety performance begins with a culture of accountability and leadership commitment. Safety expectations are clearly defined across all levels of the organization and integrated into operational decision-making.

Our safety governance structure includes dedicated safety teams that work closely with operations leadership, fleet managers, and drivers to ensure adherence to company standards and regulatory requirements. Safety performance is regularly reviewed by leadership to monitor trends, identify areas for improvement, and reinforce accountability across our operations.

Drivers play a central role in maintaining a strong safety culture. Through training, coaching, and open communication, we encourage drivers to actively participate in safety initiatives and continuously improve their performance behind the wheel.

To support this culture of accountability, we continue to invest in advanced technologies that provide greater visibility into fleet operations and help drivers operate safely in increasingly complex roadway environments.



Technology and Innovation for Safer Operations

Technology plays a critical role in strengthening our ability to identify and mitigate risk across our fleet. We have made significant investments in advanced safety technologies that provide real-time insights into vehicle operation and driver behavior.

A key component of our technology strategy is the deployment of Netradyne, an AI-powered fleet safety platform. Netradyne uses computer vision and machine learning to analyze driving conditions and identify safety events while also recognizing examples of defensive and professional driving.

Unlike traditional event-based monitoring systems, Netradyne captures a broader set of driving behaviors and environmental conditions. This enables our safety teams to deliver more effective coaching while also recognizing the positive driving habits that help prevent incidents.

Data generated through these systems supports targeted coaching and provides safety leaders with actionable insights to proactively manage risk across a large and geographically distributed fleet.



✔ **Safety Technology in the Cab**

In addition to fleet-level analytics platforms, our tractors are equipped with a range of in-cab and vehicle-integrated safety technologies designed to support drivers and improve situational awareness. These systems provide an additional layer of protection by assisting drivers in identifying potential hazards, maintaining vehicle stability, and operating equipment safely and efficiently across a wide range of road and weather conditions.

Our fleet incorporates a combination of advanced driver assistance systems, vehicle safety technologies, and operational tools that support safe driving performance.

✔ **Collision Mitigation Systems with Active Braking**

Collision mitigation technology continuously monitors traffic conditions ahead of the vehicle and can provide alerts when a potential forward collision is detected. When necessary, the system can automatically apply braking to help reduce the severity of an impact or assist the driver in avoiding a collision.

✔ **Adaptive Cruise Control**

Adaptive cruise control helps maintain a safe following distance by automatically adjusting vehicle speed based on traffic conditions. This technology reduces the need for frequent manual adjustments and helps drivers maintain consistent spacing in highway traffic.

✔ **Electronic Roll Stability and Electronic Traction Control**

Electronic roll stability systems monitor vehicle dynamics and can automatically reduce engine power or apply braking if a potential rollover condition is detected. Electronic traction control improves vehicle stability by helping maintain traction during acceleration on wet, icy, or uneven road surfaces.

✔ **Blind Side Object Detection**

Blind side detection systems monitor areas alongside the tractor that may be difficult for drivers to see using mirrors alone. When an object or vehicle is detected in these areas, visual or audible alerts help drivers make safer lane change decisions.

✔ **LED Headlights with Automatic High Beam**

Advanced LED lighting improves nighttime visibility while reducing driver fatigue. Automatic high beam systems adjust lighting levels based on surrounding traffic conditions, helping maximize visibility without impacting other drivers.

✔ **Automatic Transmissions**

Automatic transmissions reduce driver workload and optimize gear selection based on vehicle speed and load conditions, allowing drivers to focus more fully on roadway conditions.

✔ **Driver Alert Technologies**

Driver alert systems such as sitting-duck alerts and speed-for-conditions alerts provide warnings about stopped vehicles ahead or potentially unsafe driving speeds relative to traffic conditions.

✔ **Operational Safety and Driver Convenience Tools**

Additional equipment such as push-button fifth wheel release systems, in-cab power converters, and company smartphone applications help streamline operational tasks and improve communication between drivers and operations teams.

Together, these technologies complement our driver training, safety management systems, and safety culture—creating a layered approach designed to support our drivers and continuously improve safety outcomes across our fleet.

These tools are further supported by a comprehensive safety management framework that integrates safety oversight, driver performance data, and operational processes across our organization.

Comprehensive Safety Management Systems

Our safety programs are supported by a comprehensive Safety Management System (SMS) that is designed, developed, and managed internally. Maintaining this capability in-house allows us to tailor safety processes to our operational model and continuously refine them based on real-world performance data.

Our SMS integrates multiple safety functions across the driver lifecycle and fleet operations, including:

- Driver qualification and onboarding
- Safety training and ongoing education
- Incident reporting and investigation
- Regulatory compliance management
- Driver performance monitoring
- Targeted coaching and corrective action programs

This integrated system ensures safety data is consistently captured and analyzed across our network, enabling our safety teams to identify trends, implement corrective actions, and continuously strengthen our safety practices.

In addition, an ISO 9001 Quality Management System is in place within our LTL business that includes safety and risk management processes, as well as hiring and training procedures that further validate our rigorous SMS program.

A key component of this system is ensuring that our drivers receive the training and support necessary to maintain high safety standards throughout their careers.

Driver Training and Onboarding

Professional driver training is a foundational component of our safety strategy. We maintain structured onboarding and training programs designed to ensure that every driver operating within our fleet is prepared to meet our safety standards from the first mile.

New drivers complete a comprehensive qualification and onboarding process that includes background screening, regulatory compliance verification, and safety-focused orientation. During onboarding, drivers receive training on company safety policies, defensive driving principles, vehicle systems, hours-of-service compliance, and operational procedures specific to our network.

Training continues throughout a driver’s career with our organization. Ongoing safety education and performance-based coaching are supported by insights from our safety management systems and in-cab technologies. When safety events or operational risks are identified, our safety teams provide individualized coaching designed to reinforce safe driving behaviors and support continuous improvement.

Training and Development Metrics

127,000+

Annual driver safety training
hours delivered.

8.7

Average safety training
hours per driver.



Driver Recognition and Safe Driving Incentives

Recognizing the professionalism of our drivers is an important component of reinforcing safe driving behaviors across our fleet.

Our Million Mile Safe Driving Program honors drivers who have achieved one million miles or more without a preventable accident. Reaching this milestone reflects years of disciplined driving and a sustained commitment to safety. Drivers who achieve this distinction are recognized across the organization as examples of the high standards we strive to maintain.

In addition to milestone recognition programs, we offer driver bonus programs that reward consistent adherence to safety standards. These incentives reinforce the importance of safe operating practices and acknowledge the professionalism of the drivers who operate our equipment every day.



Driver Recognition Metrics:



1,189

Drivers achieving one million safe miles



354

Drivers achieving two million safe miles



81

Drivers achieving three million safe miles



12

Drivers achieving four million safe miles



2,864,937,385

Total miles driven safely by these drivers



\$29,790,906

Total safety incentive payouts
(for all Knight-Swift companies)

Forklift Safety and Operational Controls

While trucking operations are central to our business, we operate a substantial number of forklifts across our facilities, and the safety of our forklift operators and site personnel is a priority. Every forklift purchased for our operations is evaluated rigorously for safety features that protect operators, pedestrians, and cargo.

Our procurement standards require forklifts to include features that minimize risk and promote safe operation, including:

- **Fork width adjustment from inside the cab** – allows operators to safely adapt forks to different load sizes without leaving the cab.
- **Seat and seatbelt sensors** – prevent drive and fork operations unless the operator is properly seated and secured.
- **Adjustable seats** – ensure ergonomic positioning for operators of varying sizes.
- **Speed limited to 8 mph** – reduces the likelihood of collisions and improves control.
- **Backup alarm and light** – alerts pedestrians and nearby personnel when the forklift is reversing.
- **Horn and rear handle controls** – additional alerts and control for safe operation in reverse.
- **Lowering propane tank rack** – reduces the height operators must lift full tanks, minimizing strain and risk.
- **Front cage bars** – prevent falling objects from entering the operator compartment.
- **Rev sensors** – prevent sudden shifts from forward to reverse and reduce wheel spinning, improving stability.

By incorporating these features into our procurement standards, we ensure that forklifts contribute to a safe working environment across all sites, complementing the broader safety culture and risk management programs implemented throughout our organization.

These standards reflect the same commitment to operator safety, risk mitigation, and technology-informed design that guides our trucking operations, demonstrating that safety is embedded across every aspect of our facilities.



Continuous Improvement

Safety is an ongoing process that requires constant attention and investment. As our operations evolve, we remain focused on strengthening our safety systems, expanding the use of advanced technologies, and supporting the drivers who operate our fleet every day.

Through continued investment in safety leadership, technology, and driver development, we remain committed to improving safety performance and maintaining a culture where safety is embedded in every mile we travel.

Our People

Our People

Supporting our workforce through development, engagement, and opportunity

Workforce Overview

Our employees are the foundation of our ability to deliver reliable transportation services to customers across the United States. With a nationwide network of facilities and one of the largest Class 8 tractor fleets in the country, our operations depend on the professionalism and dedication of thousands of drivers, technicians, and support personnel working together every day. Supporting an operation of this scale requires more than equipment and infrastructure, it requires people who take pride in their work and understand the importance of keeping freight moving efficiently across the country.

Our approach to supporting our workforce focuses on three core priorities:

- Supporting our drivers and frontline employees
- Investing in training and career development
- Providing competitive compensation and a respectful workplace

By focusing on these priorities, we aim to attract and retain skilled individuals who make our operations possible.

Workforce at a Glance



Training & Development

- Over 280,000 annual training hours completed
- Structured onboarding programs for new drivers and employees
- Ongoing professional development opportunities

Together, our workforce supports operations that move freight across millions of miles each day.

Workforce Composition & Opportunity

Our workforce reflects the broad range of communities where we operate. Across our nationwide network, we employ individuals with a variety of backgrounds, experiences, and perspectives that contribute to the strength of our operations.

We are committed to maintaining a workplace where employees are treated with respect and have the opportunity to succeed based on their skills, experience, and performance.

Workforce Snapshot

83% Male
17% Female



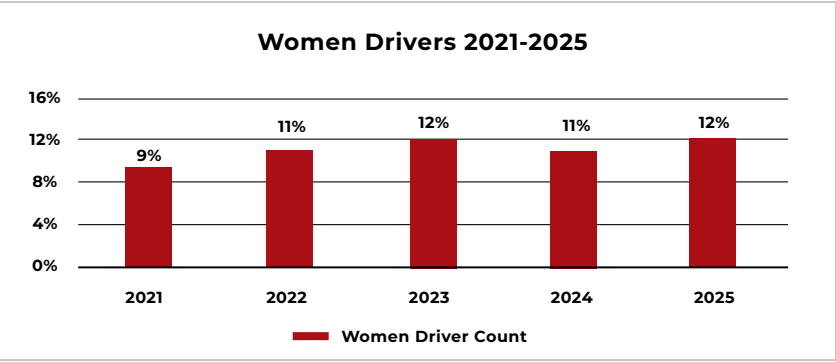
- 33% Women - Junior management roles
- 24% Women - Middle management roles
- 10% Women - Senior leadership positions
- 33% Women - Board of Directors

Women in the Workforce

Women contribute across a range of roles within our organization, including professional driving, operations, and leadership positions. As part of our overall workforce development efforts, we support training and development programs that help expand access to careers in transportation and provide opportunities for advancement.

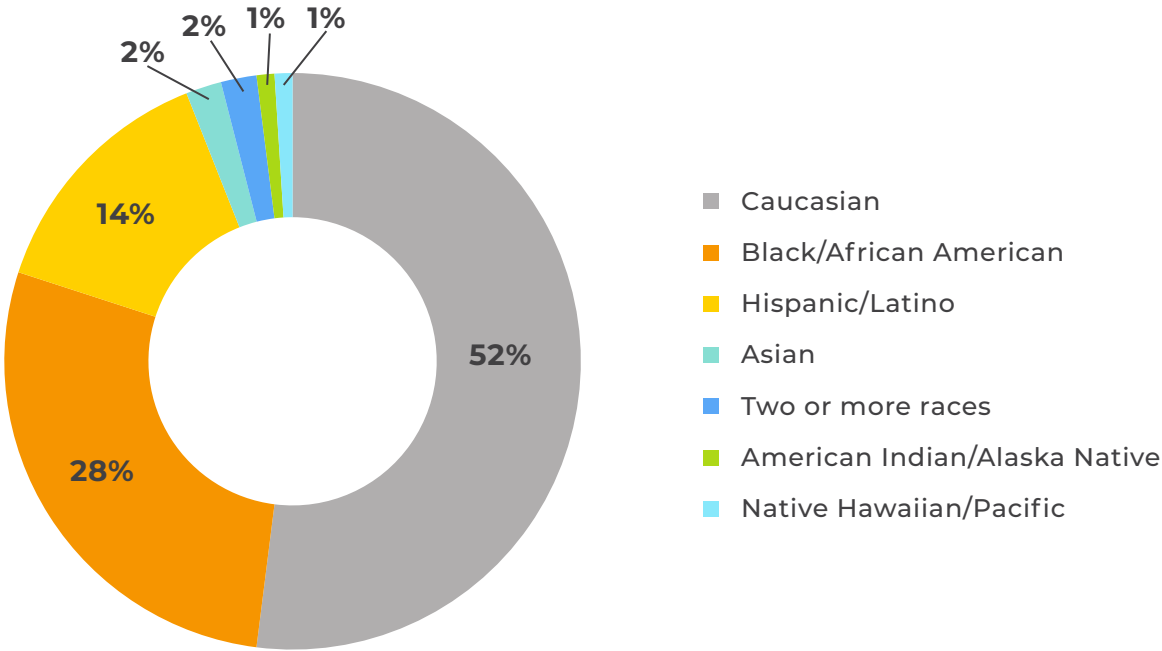
In recent years, we have seen a steady increase in the number of women serving in leadership roles across our operations. We believe this reflects our focus on developing talent, promoting from within, and maintaining a consistent approach to recruiting and career progression.

We expect these trends to continue as we maintain our focus on workforce development and providing opportunities for employees to grow within the organization. Supporting the continued advancement of women in both operational and leadership roles remain part of our broader approach to building a strong and capable workforce.



Workforce Representation

We track workforce demographics to better understand the composition of our employee base and to support informed decision-making related to recruiting, development, and retention.



Veteran Hiring & Support

We value the service and sacrifice of the men and women who have served in the U.S. military, and we recognize the leadership, discipline, and professionalism veterans bring to our workforce. Many of the skills developed through military service - such as accountability, adaptability, teamwork, and operational focus - align closely with the needs of the transportation industry.

Across our family of companies, we support veterans, transitioning service members, and military families through a range of hiring, training, and career development efforts. Because our operating companies serve different markets and workforce needs, programs may vary by business unit, role, and location. Examples of veteran-focused initiatives across our holdings include partnerships and programs designed to support military-connected talent as they transition into civilian careers and build long-term opportunities in transportation and logistics.

In certain parts of our organization, these efforts include participation in the DOD SkillBridge Program, which provides transitioning service members with hands-on civilian work experience prior to separation from military service. Certain operating companies also participate in the Military Spouse Employment Partnership (MSEP) and work with local VA offices to help connect veterans and military spouses with employment opportunities aligned to their skills and experience.

Some businesses within our portfolio also offer programs designed to support career entry and development for veterans pursuing driving careers. These may include accelerated pay initiatives intended to support financial stability during the transition into civilian employment, as well as participation in the Military Apprenticeship Program (MAP), which allows eligible service members and veterans to earn Department of Labor-recognized apprenticeship hours while working as professional drivers.

In addition, certain operating companies provide access to CDL training opportunities for veterans and military families, helping expand pathways into transportation careers and support long-term professional growth.

Beyond hiring and workforce development, we also support veterans through employee engagement and community involvement. Throughout the organization, employees participate in programs and partnerships that recognize military service and support veteran communities, reflecting our broader commitment to honoring those who have served. We also proudly participate in the Wreaths Across America program that honors millions of our country’s fallen heroes with wreath-laying ceremonies. 2025 marked our seventh year of participation in this great program.



Talent Attraction & Retention

Our ability to attract and retain skilled employees is critical to delivering reliable transportation services at scale. In a competitive labor environment, we believe our workplace culture, development opportunities, and long-term career paths help position our company as an employer of choice across the transportation industry.

We are committed to creating an environment where employees can grow their skills, contribute to the success of the business, and build lasting careers. Across our operations, employees have opportunities for professional development and advancement in roles spanning driving, maintenance, operations, and corporate support functions.

The strength of our retention is reflected in employee tenure across the organization. More than **9,000 employees** have been with the company for over **five years**, more than **5,000 employees** have been with us for over **10 years**, and more than **2,000 employees** have been with the company for over **20 years**.

These tenure milestones reflect the experience, commitment, and institutional knowledge of our workforce and support the stable, reliable service our customers depend on.



Driver Experience

Professional drivers are the backbone of our company and play a critical role in the success of our operations. We recognize that the driver experience is shaped by many factors, from the quality of equipment and operational support to communication with dispatch and time spent away from home. Our goal is to create an environment where drivers feel respected, supported, and equipped to succeed.

We focus on several key areas to support the driver experience:

Modern Equipment

We invest in late-model equipment designed to provide reliability, comfort, and efficiency for drivers operating across long distances.

Operational Support

Drivers are supported by experienced operations teams who help coordinate routes, resolve challenges on the road, and maintain consistent communication.

Driver-Focused Policies

We regularly review policies and operational practices with the goal of improving the day-to-day experience of our drivers and supporting long-term retention.

Career Opportunities

Through partnerships with driving schools and training programs, we help new drivers begin careers in the trucking industry while also creating opportunities for experienced drivers to grow within our organization.

By focusing on the driver experience, we aim to build long-term relationships with the professionals who represent our company every day on the road.





Marcia Luchenbill

2025 TCA Driver of the Year
Knight Transportation



Jesus Acevedo-Soto

2025 TCA Driver of the Year
Swift Transportation

Driver Spotlights

Our drivers represent our company on highways across the country every day. Their professionalism, experience, and commitment to service help ensure freight moves reliably from origin to destination. Supported by modern equipment and experienced operations teams, our drivers play a critical role in delivering the dependable transportation solutions our customers expect.

Training & Development

Training and development help ensure employees across our organization have the knowledge and resources needed to perform their jobs effectively.

We provide structured onboarding programs for new drivers and employees that introduce company policies, operational procedures, and expectations. For drivers, this may include training related to equipment operation, regulatory compliance, and the technology systems used throughout our fleet.

Employees across the organization also have access to development opportunities designed to strengthen their skills and support career growth. These programs include technical training for maintenance personnel, leadership development initiatives, and ongoing professional education.

Investing in training helps prepare our workforce to meet the evolving needs of the transportation industry while supporting long-term career development.



283,300

Hours of training completed.



39,751

Learners across our organization.



230+

Individuals graduation from leadership development courses.

Technicians & Operations

Our technicians are responsible for maintaining and servicing our equipment across our nationwide network of facilities. Their work helps ensure our tractors and trailers operate reliably and efficiently across hundreds of thousands of miles each day.

Over 31,000 hours of combined shop training hours

In addition, our operations teams coordinate freight movements, support drivers on the road, and help ensure customers receive reliable service. From dispatch and logistics professionals to facility personnel, these employees play a critical role in maintaining the efficiency and reliability of our network.

Together, these teams form the operational backbone that supports our drivers and customers every day.



Siera K-Aloha
Swift Transportation

Technician Spotlight

Behind every mile driven is a team of skilled technicians who keep our fleet operating reliably. Working across our nationwide network of facilities, these professionals maintain and service the equipment that supports our drivers on the road and helps ensure our customers’ freight moves without interruption.

Compensation & Benefits

We believe that competitive compensation and comprehensive benefits are essential to supporting our employees and their families. Our programs are designed to promote health and well-being, provide financial security, and support employees throughout their careers.

Health & Well-Being

Employees have access to medical, dental, and prescription drug coverage, along with a range of voluntary benefits, including critical illness, hospital indemnity, accident, disability, and supplemental life insurance. Our wellness programs also support overall health through biometric screenings, educational webinars, live health coaches, and resources that encourage healthy habits.

Additional support is available through programs focused on chronic condition management, smoking cessation, and fatigue reduction, including sleep apnea screening and treatment monitoring.

Support for Drivers on the Road

For drivers, access to care and resources while away from home is an important part of overall well-being. Telemedicine and nurse-line services are available 24 hours a day, and medical testing is supported through a nationwide network of vendor clinics. These services help drivers access timely care and guidance wherever they are operating.

Driver quality of life is also supported through refurbished driver lounge centers, on-site amenities at certain locations, and programs designed to improve comfort and convenience. Depending on location, these amenities may include healthy food choices, fitness centers, indoor and outdoor recreation areas, and wellness education.

Pet and rider programs are also available to many drivers, helping provide companionship and support while on the road.

Mental Health & Family Support

Through our **Employee Assistance Program (EAP)**, employees and their families have access to confidential support 24 hours a day, including counseling and resources related to mental health, family matters, financial concerns, and legal issues. We recognize that careers in transportation - particularly for drivers who spend extended time on the road - can present unique demands, and these resources are intended to support employees both personally and professionally.

Financial Security & Career Support

We also offer programs that support long-term financial well-being and career development, including company-provided life insurance for full-time employees, will preparation services, a 401(k)-retirement plan, and eligibility for our Employee Stock Purchase Program.

Together, these benefits and programs help us support a workforce that is healthy, engaged, and prepared for long-term success.



People & Culture

Our employees play an important role not only in the operation of our business, but also in shaping the culture of our organization and the communities where we live and work.

Across our nationwide network of facilities, employees bring a wide range of experiences and perspectives to their roles. We believe this strengthens our organization by fostering collaboration, teamwork, and a shared commitment to service.

We encourage employees to engage with one another and with their communities through a variety of programs and initiatives. These include employee-led groups, workplace engagement activities, and community outreach efforts that support causes important to our employees.

Employee resource groups create opportunities for employees to connect, share experiences, and support one another across our organization. These groups contribute to a workplace culture built on respect, teamwork, and open communication.

Our people also play an active role in supporting the communities where we operate. Through volunteer activities, charitable initiatives, and

partnerships with community organizations, employees across our network help make a positive impact beyond our day-to-day operations.

Together, these efforts reflect our belief that strong teams and strong communities go hand in hand.

We also seek feedback from employees to better understand their experiences and identify opportunities to strengthen our workplace. Through periodic employee surveys, we gather input on engagement, communication, and overall satisfaction across our operations.

Participation rates vary across our workforce, with approximately 40% of employees taking part in our most recent survey. Feedback gathered through these efforts is reviewed by leadership and helps inform ongoing initiatives to improve communication, support employees, and enhance the overall workplace experience.

We continue to evaluate ways to improve participation and ensure broad representation across our workforce.



Community Engagement

As a company with operations across the United States, we recognize that our success is closely connected to the strength of the communities where our employees live and work. Supporting these communities is an extension of the values that guide our business and the commitment our employees bring to their work every day.

Across our organization, we contribute through a combination of charitable giving, in-kind support, and employee-driven initiatives. In 2025, our community contributions totaled more than \$1.6 million, including nearly \$808,000 in direct community grants and more than \$406,000 in in-kind support provided to organizations across the country.

These contributions support a wide range of causes, including food security, education, veteran support, and community-based organizations that provide critical services in the regions where we operate.

Supporting Our Communities

Our approach to community engagement reflects both company-led initiatives and employee-driven efforts. Across our network, local teams help identify organizations and causes that align with the needs of their communities, enabling us to support a diverse range of programs and initiatives.

In addition to financial contributions, we provide in-kind support through transportation services, logistics capabilities, and volunteer engagement. These efforts allow us to extend our impact beyond direct giving and leverage our operational strengths to support nonprofit partners.

Employees across our organization also participate in charitable giving and community engagement efforts, including payroll giving programs and volunteer activities that support local organizations.

Community Impact at a Glance

\$1.6 million+

total charitable contributions (2025)

\$808,000+

in community grants

\$406,000+

in in-kind support

• Support provided to multiple nonprofit organizations nationwide



Children’s Miracle Network

One of our longest-standing partnerships is with Children’s Miracle Network Hospitals, a nonprofit organization that supports children’s hospitals across North America.

Through this partnership, we support fundraising efforts that help provide critical care, equipment, and services to children and families in need. A significant portion of this support is driven by employee engagement and company-sponsored events, including our annual golf tournament, which serves as a key fundraising initiative.

In 2025, our combined contributions—including direct donations, employee giving, and in-kind support—totaled more than \$890,000 in support of Children’s Miracle Network Hospitals.

Beyond financial contributions, our employees actively participate in fundraising and community events, reinforcing our commitment to making a meaningful impact in the communities we serve.

Employee Engagement & Giving

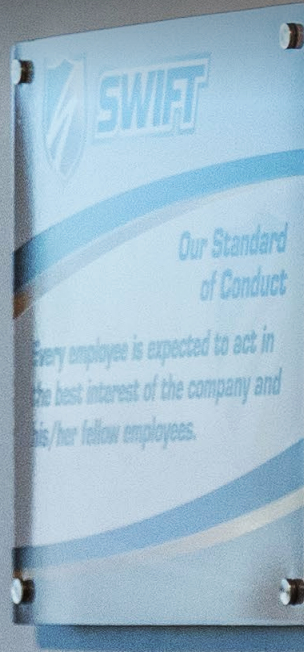
Our employees play an important role in our community engagement efforts. Through payroll giving programs and company-supported initiatives, employees contribute to causes that are meaningful to them and their communities.

These efforts are complemented by company matching programs and organized events that encourage participation and broaden the impact of employee contributions.

By supporting both company-led and employee-driven initiatives, we aim to create a culture of engagement that extends beyond our operations and into the communities where we live and work.



Governance & Risk Management



Governance & Risk Management

We believe that effective corporate governance is fundamental to delivering sustainable, long-term value. Our governance framework is designed to ensure strong oversight, accountability, and alignment with stakeholder interests, while enabling timely, informed decision-making across the organization.

Our Board of Directors maintains a high standard of independence, diversity, and expertise. In 2025, 66% of our Board was independent, with 33% women and over 40% diverse representation. All members of the Audit, Nominating and Corporate Governance, Finance, and Compensation Committees are independent, reinforcing objective oversight of critical business matters. The Board continues to prioritize a diversity of skills, backgrounds, and perspectives to enhance decision-making and reflect the communities we serve. Governance at Knight-Swift extends beyond Board oversight through a cross-functional approach that integrates leadership across operations, finance, legal, safety, and sustainability. This structure enables more holistic evaluation of risks and opportunities, improves alignment between strategic priorities and day-to-day execution, and supports faster, more informed decision-making—particularly in dynamic operating environments.

Investments in technologies designed to improve safety and working conditions for our drivers include:

- Independent Lead Director and separation of Chairperson and CEO roles
 - Regular executive sessions of independent directors
 - Majority voting standard with director resignation policy
 - Annual election of directors
 - Robust stock ownership and retention guidelines for directors and executives
 - Clawback policy and anti-hedging/anti-pledging provisions
- Proxy access and stockholder right to call special meetings
 - Annual CEO evaluation and rigorous Board self-assessment process
 - Director tenure and overboarding policies
 - Formal succession planning for executive leadership
 - Executive compensation programs aligned with corporate strategy, including ESG performance metrics

Enterprise Risk Management

The Board of Directors oversees management’s assessment of major risks at both the full Board level and through the Nominating and Corporate Governance Committee. A cross-functional management risk committee coordinates risk identification and monitoring across the organization, ensuring alignment across business units and functional areas.

Our risk management activities are governed by our Enterprise Risk Management (ERM) framework, which integrates sustainability-related risks (including climate-specific and broader environmental, social, and governance topics) into core business risk processes. These risks are evaluated alongside other enterprise risks to support comprehensive prioritization and informed decision-making.

At regularly scheduled meetings, management provides the Board and its committees with updates on key enterprise risks, including sustainability-related risks, and escalates significant issues as appropriate. This structured approach supports proactive risk identification and strengthens organizational resilience.



Data Privacy, Cybersecurity & Technology Resilience

We recognize the importance of maintaining the trust and confidence of our customers, driving and non-driving associates, and suppliers. Our approach to data privacy and cybersecurity is grounded in strong governance, cross-functional coordination, and continuous improvement to address an evolving threat landscape. We are committed to protecting personal data and limiting collection to what is necessary to support business operations and growth. Our Privacy Policy outlines how personal data is collected, used, and safeguarded across the organization.

Knight-Swift employs a cross-functional approach to managing technology risk, involving key stakeholders from Information Technology (IT), Enterprise Risk Management (ERM), Business Continuity Management (BCM), Operations, Finance, Physical Security, Legal, and the Board's Nominating and Corporate Governance Committee. This integrated structure ensures that cybersecurity risks are evaluated in the context of broader enterprise risks and operational priorities.

Across our IT functions, risks to technology assets are continuously identified and assessed through evolving threat intelligence, vulnerability assessments, internal reviews, and independent penetration testing. We deploy multi-layered technologies and processes designed to protect the confidentiality, integrity, and availability of both personal and proprietary data.

These include:

- Access controls and privileged access management
- Email security and anti-malware protection
- Network security and intrusion prevention systems
- Data loss prevention and continuous monitoring
- Data center redundancy, change management controls, and immutable backups

We complement these technologies with ongoing security awareness programs that train associates on responsible data handling, appropriate use of Company systems, and how to recognize and prevent social engineering attacks, including phishing. Cybersecurity risks associated with key third-party service providers are also evaluated as part of our broader risk management processes.

Our IT teams, including dedicated cybersecurity specialists, are equipped to detect, respond to, and contain anomalous activity. We also engage external partners to enhance our capabilities in threat intelligence, detection, and response. Preparedness remains a priority, and we continue to invest in incident response, business continuity, and disaster recovery capabilities to support operational resilience.

Knight-Swift did not experience any material data breaches in 2025 and has not incurred fines, penalties, or settlements related to data breaches in its history.



Appendix

About This Report

This report may contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Exchange Act of 1934, as amended, and such statements are subject to the safe harbor created by those sections and the Private Securities Litigation Reform Act of 1995, as amended. Such statements may be identified by words such as “anticipates,” “believes,” “estimates,” “plans,” “projects,” “expects,” “hopes,” “intends,” “strategy,” goal,” “aim,” “design,” “focus,” “outlook,” “will,” “could,” “should,” “may,” “continue,” or similar expressions, and speak only as of the date the statement was made. Such statements are made based on the current beliefs and expectations of the Company’s management and are subject to significant risks and uncertainties.

Actual results or events may differ materially from those anticipated by the forward-looking statements. Please refer to the various disclosures by the Company in its press releases, stockholder reports, and filings with the Securities and Exchange Commission, including without limitation, the Company’s Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, for information concerning risks, uncertainties, and other factors that may affect future results.

Materiality

In 2022, Knight-Swift conducted its first comprehensive materiality assessment to better understand the environmental, social and governance (ESG) topics that matter most to internal and external stakeholders. Our approach to materiality is guided by the same principles that have made Knight-Swift successful - an understanding of the importance of safely creating value. We recognize that our on-and-off road activities have impacts that extend well beyond our financial performance. Understanding how our environmental, societal, and economic impacts are perceived along our value chain enables us to prioritize timely mitigation efforts, inform our strategic planning, and provide long-term value creation.

Utilizing adapted frameworks from GRI, AccountAbility and other materiality resources, we began with a rigorous process to identify relevant stakeholders. This includes customers, suppliers, investors, employees, and senior leadership. We then solicited their feedback on ESG topics via surveys and in the case of investors, utilized existing framework and ranking/rating schemes (SASB, DJSI, MSCI, Sustainalytics and ISS) as proxies for material ESG topics. Finally, we cross-checked the survey responses with input from senior leadership to define the impact on our business interests. The results can be seen in our Materiality Matrix and discussed throughout this year’s ESG report. KNX plans to complete a materiality assessment every 3-4 years to ensure that we’re connected to our stakeholders’ needs and perceptions and continually balance these against business goals and strategy development.



SASB

Topic	SASB Code	Activity Metric	Category	Unit of Measure	Response/Comment
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions (Fleet)	Quantitative	Metric tons CO ₂ e (t)	2,752,458
	TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reductions targets, and an analysis of performance against these targets	Discussions and Analysis	n/a	See discussion in annual ESG report, (pg. 5-10)
	TR-RO-110a.3	(1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 42,122,310 (2) <1% (3) 9.2%
Air Quality	TR-RO-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , and (3) particulate matter (PM ₁₀)	Quantitative	Metric tons (t)	(1) 5,660.4 (2) 12.7 (3) 133.4*
Driver Working Conditions	TR-RO-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	(1) 4.79 (2a) 0.00 (2b) 0.00
	TR-RO-320a.2	(1) Voluntary and (2) involuntary turnover rate for all employees	Quantitative	Rate	(1) 31% (2) 14%
	TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	Discussions and Analysis	n/a	See discussion in annual ESG report, (pg. 12-15, 24-29)
Accident and Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	8,373 road accidents and incidents
	TR-RO-540a.2	(1) Number and (2) aggregate volume of spills and releases to the environment	Quantitative	Number, Cubic meters (m ³)	(1) 162 (2) 20.8
Activity Metrics	TR-RO-000.A	Revenue Ton Miles (RTM)	Quantitative	RTM	39,356,804,639
	TR-RO-000.B	Load Factor	Quantitative	Number	86.30%
	TR-RO-000.C	Number of employees, number of truck drivers	Quantitative	Number	Total employees: 37,100 Drivers: 26,200

*EPA SmartWay has updated PM10 calculations using the MOVES5 database starting with calendar year 2025, resulting in large increases in class 8 vehicle PM10 values.

Emissions & Solar Generation Data Table

	Unit	2025	2024	2023	2022	2021	2020	2019
Scope 1 (fleet)	Metric tons CO ₂ e	2,752,458	2,733,385	2,937,797	3,133,076	3,307,593	3,818,743	4,056,739
Scope 1 (operations)	Metric tons CO ₂ e	18,934	12,883	7,296	6,783	5,813	5,933	7,038
Scope 2	Metric tons CO ₂ e	21,019	24,099	25,061	14,359	11,953	12,267	13,534
Total Scope 1+2	Metric tons CO ₂ e	2,792,411	2,770,367	2,970,154	3,154,218	3,325,359	3,836,943	4,077,311
Solar Production*	MWh	497	188	217	248	239	242	19
CO ₂ per mile	Grams per mile	1,321	1,328	1,347	1,359	1,362	1,401	1,456

*Solar production includes new facility in Jarupa, CA



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