



KNIGHT-SWIFT TRANSPORTATION HOLDINGS INC.

SUSTAINABILITY REPORT

2023



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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. Knight-Swift uses a nationwide network of business units and terminals in the U.S. and Mexico to serve customers throughout North America. In addition to operating one of the country's largest truckload fleets, Knight-Swift also contracts with third-party equipment providers 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.

Mergers and acquisitions have enhanced our business and service offerings with additional terminals, driving associates, revenue equipment, and capacity. Our multiple service offerings, capabilities, and transportation modes enable us to transport, or arrange transportation for, general commodities for our diversified customer base 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 considerable resources toward developing a range of solutions for our customers across multiple service offerings and transportation modes. Our overall objective is to provide full truckload, LTL, logistics, and intermodal services that, when combined, provide efficient and cost-effective solutions for our customers.



During 2023, we covered **1.6 billion loaded miles** for shippers throughout North America.



The Truckload segment operated an average of **20,984 tractors** and **87,865 trailers**.



Our LTL segment operated an average of **3,201 tractors** and **8,482 trailers**.



Additionally, the Intermodal segment operated an average of **639 tractors** and **12,730 intermodal containers**.



EMISSIONS JOURNEY

Knight-Swift Transportation's journey in reducing carbon emissions and our company's impact on the environment is not new. This effort has been an important part of our culture for many decades. As a charter member of the Environmental Protection Agency's (EPA) SmartWay program and a recipient of over 15 years of SmartWay participation and excellence awards, we stand firm in our commitment to reduce the impacts of our operations. In relation to our publicly announced goals, we are pleased to report that we have met and exceeded our 2025 goal of a 5% CO₂ per mile reduction. Since our baseline year of 2019, we have reduced our CO₂ per mile output by 7%. While we continue to grow our business through best-in-class service and acquisitions, we have kept an intense focus on our CO₂ emissions goals. Now that we have met our 2025 goal early, we are able to remain focused on what will be necessary to meet our long-term goal of a 50% reduction by 2035.



We are pleased to report that we have met and exceeded our **2025 goal of a 5% CO₂ per mile reduction.**

An important element in meeting our ambitious 2035 goal is the development of new emissions reducing technologies. Our pilot programs across multiple technology platforms have been very informative, as we balance the capabilities and environmental benefits offered by each of these solutions, against the financial and operational challenges. Throughout our extensive testing of early prototypes as well as production models, we have identified 6 key challenges that will need to be overcome before more extensive deployment is feasible. *These include: 1) significantly increased acquisition costs, 2) weight increases which are causing operational difficulties, 3) very limited vehicle range, 4) insufficient charging/fueling infrastructure, 5) concerns around electrical grid readiness, and 6) sufficient technology maturity to avoid excessive downtime.*

A brief discussion for select technologies follows.

LOW CARBON DIESEL FUEL

Low Carbon Diesel Fuel generally includes biodiesel and renewable diesel. These terms are often used generically to describe different formulations of fuels. For the purposes of this report, we refer to biodiesel consisting of petroleum-based fuel blended with up to 20% organic materials, which we believe yields approximately a 10 to 20% reduction in carbon intensity. Renewable diesel, which in our reference, is sourced from non-petroleum-based materials and can be blended with any existing diesel fuel and can yield carbon intensity savings of up to 100%, depending on the formulation. While we have been pursuing opportunities to utilize renewable diesel for over 10 years, our usage of renewable diesel has increased significantly in recent years. This increase is due in large part to increasing availability, mostly on the west coast. Renewable diesel fuel can be burned in existing diesel engines with no alteration needed to our equipment or infrastructure. The minimal operational impact, combined with the meaningful carbon reduction make this fuel an attractive option in meeting our **company's carbon reduction goals in the short term.**



BATTERY ELECTRIC VEHICLES

In considering Zero Emissions Vehicles (ZEVs), the technology that is most often discussed is Battery Electric Vehicles (BEVs). While BEV technology has gained ground in the automotive world, the weight difference between an electric auto, which may weigh 5,000 pounds, versus a tractor trailer which can weigh up to 82,000 pounds

presents some unique challenges for the trucking industry. As a company, Knight-Swift has been very active in reviewing or testing BEVs with approximately 10 different manufacturers.

In general, our concerns with this technology align with the 6 challenges that were outlined earlier. 1) *BEVs carry an approximate 300% cost premium when compared to diesel trucks. While various incentive programs do exist, many of these programs include provisions which exclude our company from participating and/or fall well short of the incentive needed for cost parity.* 2) *The weight of the vehicles, which adds between 5,000 and 10,000 pounds when compared to a diesel tractor, can render these vehicles economically uncompetitive. Due to federal and state weight restrictions, the higher weight of the tractor can limit how much freight can be hauled, driving up the shipping cost per item for our freight shipping customers.* 3) *Current vehicle ranges vary based on the size of the battery pack, which significantly impacts vehicle weight. BEV ranges are generally between 100 and 300 miles on a single charge, which compares to a diesel tractor which can run 1,400 miles on a single fueling. This limited range significantly restricts the number and type of deliveries that can be made with a BEV.* 4) *Insufficient charging infrastructure has proven to be a limiting factor for greater deployment of this technology. The infrastructure build-out has been slowed by very high costs and very long lead times. With the range limitations of BEVs, a more comprehensive infrastructure build-out will need to precede a larger scale deployment of BEVs.* 5) *Throughout the process of researching and building charging infrastructure we have developed serious concerns about the readiness of the electrical grid across the country to support the significant increases in demand that come with BEV deployments.* 6) *As with any technology, there is a period of product maturity that occurs to fine tune the product and reduce operational downtime. In general, our experience thus far has led us*

to the conclusion that more time is needed to allow for further maturing to meet the supply chain demand requirements with this technology. Our most successful application for BEV technology to date has been with yard hostlers, which are confined to a single location and have shorter range needs. We intend to continue to invest in this application in the near term.

We will continue to work with our manufacturing partners to refine and develop BEV technology. Regular assessments of the state of this technology are made in order to determine the potential rate of further deployment.

RENEWABLE NATURAL GAS

Two breakthroughs in natural gas technology have reopened the possibility of natural gas as a viable option for our company. The first is the introduction of a 15-liter natural gas engine, which we believe can solve the low power challenges associated with previous smaller natural gas engines. Knight-Swift has been a part of a pre-production test fleet for this new engine and continues to evaluate performance, driver feedback, costs, and emissions savings potential as we accumulate additional miles. These engines are reportedly gearing up for retail production in the coming year.

The second breakthrough is the emergence of renewable natural gas. While natural gas provided a carbon intensity reduction of what we believe to be around 20%, renewable natural gas is believed to provide carbon intensity reductions that exceed 100%. Further development and availability of renewably sourced natural gas fuel for this type of engine is encouraging.

One of the challenges associated with this technology is that many of the rules being written or considered by state and federal governments are focused on zero-emissions technologies. Since renewable natural gas provides

substantial carbon reductions, but still produces trace Nitrogen Oxide (NOx) emissions, this technology is often not given appropriate credit as a compliance option for environmental regulations. This is a factor that we are watching and must be considered as we decide which technologies provide the best investment.

HYDROGEN GAS

Hydrogen gas solutions generally fall into two categories: hydrogen fuel cells and hydrogen internal combustion engines (ICE). Hydrogen fuel cells are effectively electric vehicles which produce electricity on-board through a fuel cell. We believe this technology holds long-term promise in overcoming some of the range limitation associated with BEVs depending on the storage capacity for hydrogen gas. But in this case, BEV technology and fuel cell technology are layered which presents cost and technical challenges that will need to be overcome. We will continue to stay close to this technology, but generally believe that this solution is likely not going to be ready as quickly as other technologies.

Hydrogen ICE can be compared, in general, to the functionality of natural gas engines, with hydrogen gas as the fuel. The cost and availability of hydrogen gas, as well as the energy conversion efficiency will likely be the ultimate factors in market readiness. Both of these technologies are being watched closely and will be reassessed regularly.





SAFETY

Our safety culture is the foundation of the company's strength. It all starts with setting high standards in selecting the right people to be part of the Knight-Swift team, from professional drivers and technicians to the people who support them. Our intensive hiring and screening practices are designed to source competent, conscientious, and capable individuals for our safety sensitive roles; where people are trained and prepared to be safe and successful; through an operational approach that simplifies and focuses expectations, and which leverages information and technology in ways that support and empower our employees and foster ownership and accountability for safety performance and results.

Clear expectations and individual accountability are part of the onboarding process at Knight-Swift and its operating companies. Every driver must review and agree to a core set of Safety Expectations from the start of their driving career with the company. Our employees are directly responsible for our operational and safety performance success, so we have continued to invest in pre-employment hair follicle drug testing for all driving and non-driving staff as a part of our hiring and screening process. We've recently added fentanyl to the testing panel and will continue to evaluate the use of new drug testing panels as national drug use trends evolve. We have carefully created a culture where operational excellence and safety performance work seamlessly in tandem; where our expectations are defined by producing consistent safe outcomes; where our employees can be productive, safe, and secure.

Driver leaders are assigned to individual drivers and have daily interactions with them, acting as a consistent source of support and feedback. Safety coaching is a central aspect of that relationship, and the close relationship driver leaders cultivate with drivers makes that coaching more effective. Driver leaders receive daily feedback about the safety performance of their drivers and use that information to praise great professional driving and point out areas for improvement.

At Knight-Swift, we have a tiered monthly bonus program designed to not only reward recent and current safe driving behaviors and defensive driving, but to further incentivize consistent month-over-month and year-over-year individual safety performance results. In addition, each team member commits and agrees to our company Team Rules, which focus on matters such as compliance, defensive driving, and highway safety.

We constantly scrutinize our results and search for ways to improve. We learn from others, and we are always searching for and investing in technologies that help us strengthen our culture and improve our results. Over the past decade, Knight-Swift has invested significantly in technologies designed to improve safety and working conditions for our drivers, including:

- ✔ Electronic Logging devices
- ✔ Company Smartphone Apps to streamline communication and productivity
- ✔ Electronic Stability Control
- ✔ Automatic Transmission
- ✔ In-Cab Power Converters
- ✔ Collision Mitigation/Adaptive Cruise Control
- ✔ Push Button 5th wheel release
- ✔ Forward Facing Cameras with Feedback Coaching
- ✔ Sitting-Duck alerts
- ✔ Speed for Conditions Alerts
- ✔ Automated Hazardous Material Handling Smartphone App
- ✔ Opti-idle
- ✔ Air disc brakes
- ✔ Side-object detection
- ✔ Automatic high beam headlights
- ✔ Automatic windshield wipers



DRIVER WORKING CONDITIONS

We offer a wide array of benefits, services, programs, and amenities to our employees. For our drivers, this enables them to easily access tools and resources to improve their overall health and well-being, maintain a healthy lifestyle, and to receive ongoing support for a long and successful career. Some of those benefits and services include:

- Medical, Dental, Rx Benefits available with a variety of coverage options
- Full suite of voluntary benefits offered including critical illness, hospital indemnity, accident, disability, and supplemental life insurance
- Telemedicine and nurse-line services available 24/7 to support driver health needs while on the road
- Free wellness program which includes annual biometric screenings, educational webinars, and live health coaches to help drivers maintain or improve their health and build healthy habits
- Fatigue and overall health management assistance through Sleep Apnea screening and treatment monitoring program, chronic condition management programs, and Smoking cessation programs
- Medical testing available within our robust dedicated network of vendor clinics nationwide
- 401k retirement plan for all employees
- Employee Assistance Program (EAP) available 24/7 to support drivers and their families with counseling for personal, family, financial, or legal issues
- Free life insurance coverage and will preparation services available to full time employees
- Employee Stock Purchase Program eligible
- Fully refurbished and upgraded driver lounge centers to maximize comfort and entertainment during periods off work
- On-site amenities and events including healthy food choices, state-of-the-art fitness centers, indoor and outdoor sports courts, dog runs, and health and wellness educational trainings
- Pet and Rider programs available to drivers to provide them companionship while on the road
- Tuition covered benefits for drivers and dependents



WORKFORCE CULTURE

Our commitment to continuous improvement includes continuous enhancement and upskilling of the knowledge and abilities of our talented workforce. By providing effective learning solutions to the execution of the organization’s business strategies and providing employees with practical tools and processes to enhance and sustain performance levels, our workforce learning and development efforts directly contribute to achieving business goals. Through our online corporate universities, leadership development programs, instructor-led workshops and more, we empower our employees through customized learning content designed for their specific needs.



43,273

The number of learners utilizing our corporate universities in 2023



5,802

The number of self-paced courses available in 2023

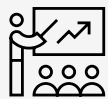


285,140

The number of learning hours completed in 2023

Skill Building for New and Tenured Employees:

Employee training has deep roots in our company culture, and we believe that providing the necessary skills for job success are critical to our business model. We have created and managed several New Employee Skills Training programs that aim at closing skill gaps for our most critical roles within our Operations and Finance teams. In 2023, we focused on creating a more immersive learning experiences for all employees, diversifying opportunities to allow more flexibility with live and virtual training.



3,720

Number of live instructor-led training hours for newly hired employees in 2023

Immersive learning tracks with 70 interactive courses comprised of almost 15 hours of self-paced learning available for key operational roles.

Shop Training:

Our Shop Tech Training Program is designed for all levels of technicians in our organization: Body Technicians, Level 1 Technician, Level 2 Technician, and Level 3 Technicians.



1,502

The number of hands-on Shop training hours in 2023



34,887

The number of completed Shop Technician courses in 2023

First Gear™ (Pre-Hire training):

Knight-Swift's proprietary learning series, First Gear™ was developed as a series of safety focused driver training modules built in partnership with our Safety department. This mobile adaptive microlearning pre-hire program is designed to enhance the driver training experience and provide the critical training needed to meet safety standards and expectations.



26,429

The number of learners utilizing pre-hire safety training curriculum in 2023



141,948

The number of learning hours completed in pre-hire safety program in 2023

Leadership Development:

We believe employees have opportunities to make contributions toward our success while experiencing leadership developmental programs that help individuals reach personal and professional goals. Understanding company culture and expectations is critical to the success of a leader and we have a responsibility to carry a mantle of a high-performance workplace. We have created opportunities for leadership development for both seasoned and emerging leaders to elevate leadership effectiveness, drive change, and sustain an innovative, high-performance culture.

We provide leaders at all levels of the organization opportunities to attend specially designed leadership development training throughout their career. These experiential learning workshops are built to provide tools and resources that allow leaders to be more successful in fulfilling leadership expectations and tackle difficult challenges in our competitive market. Approximately 700 leaders have graduated from our workshops in 2023, including our newly launched Driving High Performing Teams workshop, designed to cultivate key leadership behaviors.



Management Development Program (MDP):

This program is designed to recruit and develop recent college graduates while providing them opportunities to learn and grow. The rotational program has a rich history in our organization and provides individuals the critical business acumen important to our business while learning and applying leadership skills to manage responsibly and effectively. We partner with prestigious colleges and universities across the country to source talented new graduates from a variety of educational programs and schools.

Internships:

Knight-Swift hires interns for key areas of our business, including Information Technology (IT), Accounting, Logistics, and Account Management. These internships provide opportunities for individuals to expand their skills and enhance knowledge while providing a great foundation within the transportation industry.

Educational Benefits Program:

Our employees are eligible to participate in our progressive educational benefits program while getting an education at an accredited college or university. In addition, we have established robust partnerships with schools like Grand Canyon University, the University of Arizona – Global Campus, Colorado Technical University, and Purdue Global, which provides employees hundreds of program options from associate to graduate degrees. Our tuition covered program, Go the Distance, continues to benefit over 400 employees and eligible dependents that have already begun their path to higher education in a variety of programs such as Business, Information Technology, and Finance.



470

Total participation for 2023



\$2,157,919

Total Go the Distance grants paid for 2023



\$178,641

Total tuition reimbursement for 2023





Diversity, Equity, and Inclusion (DEI)

Diversity, equity, and inclusion serve as a pillar to support our organization's innovative culture. Attracting and retaining a diverse workforce allows us to leverage the effects of diversity to achieve a competitive business advantage, while working towards a more inclusive workplace. When diverse voices are represented and heard, new ideas emerge that foster creative solutions and problem solving.

We are committed to supporting our diverse workforce and have expanded upon our Employee Resource Groups (ERGs) in 2023 to include the addition of U.S. Xpress's Faith-Based ERG. Our previously formed ERGs include: Somos LatinX and Allies, Women in Leadership and Allies, Vets and Allies, Inspire Black and African American and Allies, and Shine LGBTQ+ and Allies.

Our ERGs provide professional development, educational opportunities and networking events aimed at uniting our employees to promote cultural awareness while positively affecting the hiring and retention of our talented workforce. These ERGs also influence and lead many volunteer opportunities across the country and partner with not-for-profit organizations to give back in our local communities. We are proud to celebrate significant cultural events such as Hispanic Heritage Month, Black History Month and Pride Month to name a few.

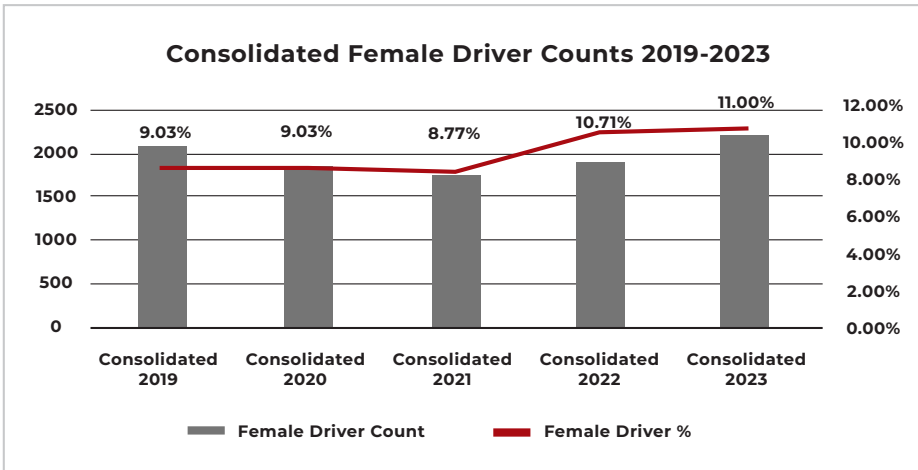
In 2023, we expanded our ERG efforts through an ERG Ambassador Program. ERG Ambassadors help expand our culture and inclusion efforts by engaging employees at all levels of the company. In addition, Knight-Swift created a robust infrastructure of employee-led committee groups that aim at identifying and amplifying unique employee perspectives while networking and connecting with senior leaders and executives within the organization. Our partnership with Swift Charities has provided rich community involvement and community grant donations impacting local non-profit organizations that are important to our employees.

- Knight-Swift was a recipient of the 2023 American Transportation Association (ATA) Change Leader Award
- Signed Unity Pledge with One Community (LGBTQ+ community)
- Professional Development Webinars offered with a total of over 800 attendees since 2021
- Volunteer events impacting our communities nationwide with 170 volunteers

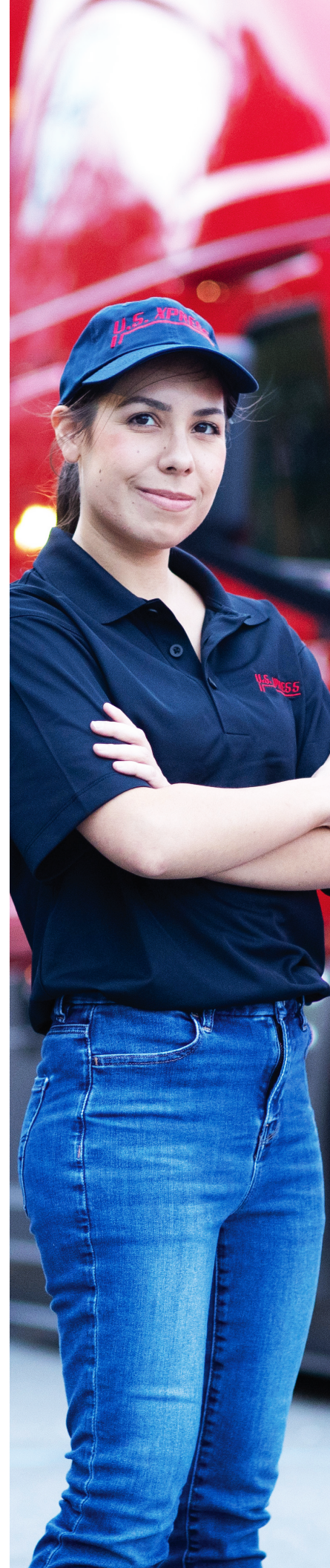
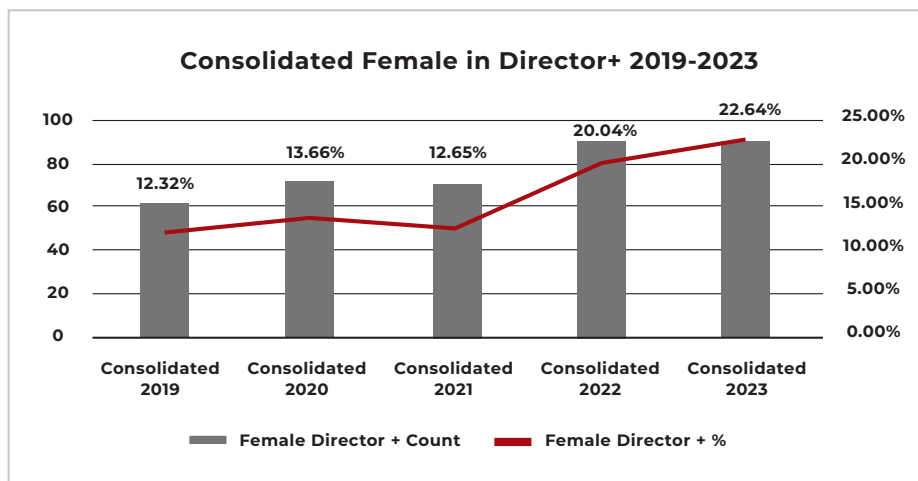


Women in Our Workforce:

Women remain a critical part of the workforce and we have invested in leadership development and training programs to increase the number of women drivers and leaders throughout our organization. Over the last several years we have seen a meaningful increase in the number of women who are in leadership roles throughout our terminal network. We intend to continue to invest in our development programs and increase the number of women leaders and drivers throughout our organization.



We are proud of our continued progress in elevating women to positions of senior leadership within our company. Intentional efforts of promoting from within and sourcing diverse talent are reflected in our year over year results. The improvements in this area are representative of the recent U.S. Xpress acquisition and are indicative of our continued growth as an organization.





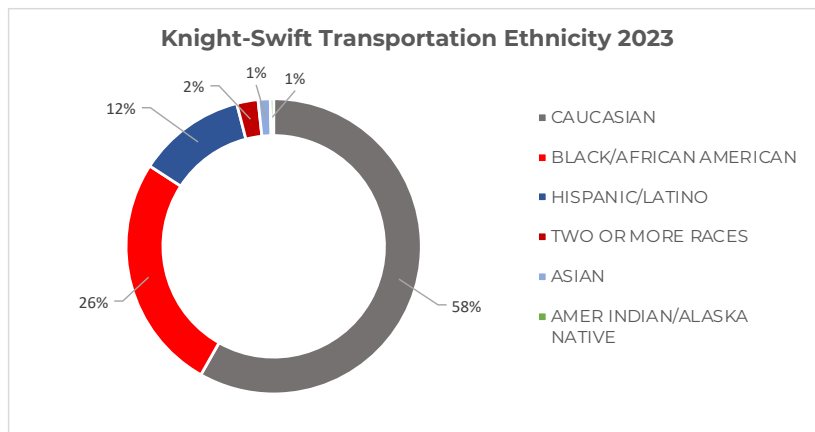
Veterans in Our Workforce:

We value the sacrifice that our U.S. military and our Veterans have made to protect our families, freedom, and our future. We value the dedication, integrity, and professionalism our military servicemen and servicewomen bring to our organization. We are proud to be part of the Veterans Affairs (VA) on-the-job training and apprenticeship program. Approved by the U.S. Department of Labor to assist military veterans as they transition to a civilian occupation, it is just one of the ways we support our veterans.

Apprenticeships for veterans are open to Active-Duty members of the Navy, Marines, Coast Guard, Army, and Air Force, as well as those who have served or are currently serving in either the Reserves or National Guard. In addition, we offer fully paid CDL school tuition scholarships to veterans, their spouses, or dependents to attend a Swift Academy. Veterans, their spouses, or dependents can take advantage of this free opportunity to earn their CDL.

We also proudly participate in the Wreaths Across America program that honors millions of our country’s fallen heroes with wreath-laying ceremonies. 2023 marked our fifth year of participation in this great program. Today, each year, millions of wreaths are placed on headstones across the country honoring those who paid the ultimate sacrifice. Our Vets and Allies ERG, in partnership with Swift Charities, were honored to provide a grant donation to Wreaths Across America impacting several veteran cemeteries across the nation. In 2019, we joined forces with transportation companies across the country to provide our services at no cost to Wreaths Across America to help in this new tradition. Each year we provide multiple cross-dock deliveries and hands on delivery with wreath placement working side-by-side with volunteers to spread the holiday cheer.

Workforce Demographics:





COMMUNITY SUPPORT

We are committed to making a positive difference in the lives of our employees and the communities where we live, serve, and work. Swift Charities and Knight-Swift Charitable Foundation are the 501(c)3 charitable arms of Knight-Swift Transportation Holdings. Along with Xpress Cares, at U.S. Xpress, these groups are dedicated to enhancing our mission of improving the lives of our employees, local communities and bettering the future for our children one person, one shipment, and one community at a time. All three of these are funded by voluntary payroll contributions from Knight, Swift, and U.S. Xpress employees and owner/operators, followed by a dollar-for-dollar match and generous yearly fundraising.

In 2023, our total charitable giving totaled more than \$1.9 million, which included more than 425 individual gifts and grants. These charitable arms advocate and provide opportunities to its team members, vendors, and employees to give back locally through volunteering, employee assistance programs, scholarships, community grants, and support for our primary National Charity Partner, Children's Miracle Network Hospitals.

Children's Miracle Network Hospitals raise funds and awareness for 170 member hospitals across the country. These hospitals provide 32 million treatments to kids across the U.S. and Canada each year. Donations stay local to fund critical treatments and healthcare services, pediatric medical equipment, research, and charitable care. As a corporate partner, Knight-Swift Transportation supports the non-profit's mission to save and improve the lives of as many children as possible. Knight-Swift aligns with 42 local children's hospitals across the nation.



GOVERNANCE

We believe that effective corporate governance is the cornerstone for building sustainable long-term value and we are dedicated to ensuring that our stakeholders' interests are at the heart of our strategy. Independent oversight and leadership, as well as sound corporate governance practices, have been and remain a top priority for the Board. We have welcomed new members with a diversity of skills, backgrounds, perspectives, gender, race, ethnicity, and nationality. Most recently, we have added our fourth female director to the Board and now 33% of our Board are women, over 40% of our Board is diverse, 66% of our Board is independent, and our Audit, Nominating and Corporate Governance, Finance, and Compensation Committees are comprised solely of independent directors to ensure that matters critical to the Company benefit from fully independent oversight. We continue to seek Board members with a range of experiences, perspectives, and backgrounds, and believe diversity on our Board yields considerable advantages, driving innovation and adaptability, as we continue to navigate the industry's evolving landscape.

The Board of Directors has embraced environmental, social and governance (ESG) topics and continues to use a balanced approach for management over Knight-Swift's sustainability initiatives. The Nominating and Corporate Governance Committee oversees our ESG risks, strategy, policies, and disclosures. ESG risks are reviewed quarterly by management and presented to the Board of Directors bi-annually. We remain committed to a robust governance framework that we believe allows us to respond to industry and broader marketplace dynamics, and our Board is actively engaged in addressing trending corporate governance issues. Highlights for Knight-Swift's corporate governance include, but are not limited to, the following:

- Independent lead director
- Regular executive sessions of independent directors
- Board diversity (33% women directors, 17% non-Caucasian)
- Majority voting standards and resignation policy for directors in uncontested elections
- Annual risk oversight by full Board and Committees
- Robust director and key officer stock ownership guidelines, along with a key officer stock retention policy
- Clawback policy
- New director orientation program
- Annual CEO evaluation
- Annual election of directors
- Separation of Chairperson and CEO roles
- Director communication policy
- Four out of six members of the Audit Committee qualify as audit committee financial experts
- Proxy access
- Stockholder right to call special meetings
- Anti-Pledging and Anti-Hedging Policy with no hardship exemption
- Overboarding policy
- Rigorous annual Board self-assessment
- Management and executive succession planning strategy
- Director tenure policy
- Executive compensation plan design that aligns our executives' interests with corporate strategy, including ESG component in Cash Bonus Plan



Cyber & Information Security

We recognize the importance of maintaining the trust and confidence of our customers, driving associates, and employees. Our company has information security employees enabling us to monitor and promptly respond to threats and incidents, maintain oversight of third parties, innovate and adopt modern technologies, as appropriate, and drive industry efforts to address shared cybersecurity risks. Employees, contractors, and those with access to our company's systems receive comprehensive education on responsible information security, data security, and cybersecurity practices and how to protect data against cyber threats.

Cybersecurity and Information Security Governance Highlights:

- Comprehensive reporting to our Nominating and Corporate Governance Committee (both scheduled and real-time) in response to key developments
- Multi-format reporting approach, with presentations to Nominating and Corporate Governance Committee as well as memoranda addressing key issues
- Cross-functional approach to addressing cybersecurity risk, with Technology, Operations, Risk, Legal, and Corporate Audit functions presenting to the Nominating and Corporate Governance Committee on key topics
- Collaborative approach, working with a wide range of key stakeholders to manage risk, and share and respond to intelligence
- Annual penetration testing by external experts that specializes in information technology security with overview results provided to the Nominating and Corporate Governance Committee
- Immutable backups
- Privilege access management in place
- Annual review by the Nominating and Corporate Governance Committee of the cybersecurity insurance policy that the Company has in place
- No fines, penalties, or settlements against the Company in its history for information security breaches
- No information security breaches in the last seven years

APPENDIX

About this report statement

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,” “goal,” “aim,” “design,” “projects,” “expects,” “hopes,” “intends,” “strategy,” “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 enable 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 2-3 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 (t) CO ₂ e | 2,812,409 |
| | 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. 4-6 |
| | TR-RO-110a.3 | (1) Total fuel consumed, (2) percentage natural gas, (3) percentage renewable | Quantitative | Gigajoules (GJ), Percentage (%) | (1) 43,608,333 (2) <1% (3) 10.54% |
| 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) 4,606 (2) 13.2 (3) 12.9 |
| 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) 5.08 (2a) 0.007 (2b) 0.00 |
| | TR-RO-320a.2 | (1) Voluntary and (2) involuntary turnover rate for all employees | Quantitative | Rate | (1) 40% (2) 9% |
| | 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. 7-13 |
| Accident and Safety Management | TR-RO-540a.1 | Number of road accidents and incidents | Quantitative | Number | 9,343 road accidents and incidents 0.53 DOT accidents per million miles |
| | TR-RO-540a.2 | Safety Measurement System BASIC percentiles for: (1) Unsafe Driving, (2) Hours-Of-Service Compliance, (3) Driver Fitness, (4) Controlled Substances/Alcohol, (5) Vehicle Maintenance, and (6) Hazardous Materials Compliance | Quantitative | Percentile | (1) Unsafe Driving = 38%, (2) Hours-Of-Service Compliance = 71% (3) Driver Fitness = 45% (4) Controlled Substances/Alcohol = 0% (5) Vehicle Maintenance = 67% (6) Hazardous Materials Compliance = N/A |
| | TR-RO-540a.3 | (1) Number and (2) aggregate volume of spills and releases to the environment | Quantitative | Number, Cubic meters (m ³) | (1) 241 (2) 26 m ³ |
| Activity Metrics | TR-RO-000.A | Revenue Ton Miles (RTM) | Quantitative | RTM | 43,213,050,136 |
| | TR-RO-000.B | Load Factor | Quantitative | Number | 86.22% |
| | TR-RO-000.C | Number of employees, number of truck drivers | Quantitative | Number | Total employees: 34,800 Drivers: 25,100 |

| | Unit | 2023 | 2022 | 2021 | 2020 | 2019 |
|------------------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| Scope 1* (fleet) | Metric tons CO ₂ e | 2,812,409 | 2,999,125 | 3,010,470 | 3,706,131 | 3,855,495 |
| Scope 1** (operations) | Metric tons CO ₂ e | 7,296 | 6,783 | 5,813 | 5,933 | 7,038 |
| Scope 2*** | Metric tons CO ₂ e | 25,061 | 14,359 | 11,953 | 12,267 | 13,534 |
| Total Scope 1+2 | Metric tons CO ₂ e | 2,844,766 | 3,020,222 | 3,028,236 | 3,724,331 | 3,876,067 |
| Solar Production | MWh | 217 | 248 | 239 | 242 | 19 |
| CO ₂ per mile**** | Grams per mile | 1,343 | 1,354 | 1,357 | 1,398 | 1,445 |

*Scope 1 (Fleet) includes all fleet acquisitions

**Scope 1 (operations) does not include U.S. Xpress. Will begin in 2024

***Scope 2 does not include US Xpress. Will begin in 2024

****CO₂ per mile includes all fleet acquisitions and is an aggregate across all fleets under Knight-Swift



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