

AUTONOMOUS TRUCKING

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kodiak
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FORWARD-LOOKING STATEMENTS

This Presentation includes forward-looking statements. These include Kodiak's or their management teams' expectations, hopes, beliefs, intentions or strategies regarding the future. Forward-looking statements may be identified by the use of words such as "anticipate," "believe," "continue," "could," "estimate," "expect," "forecast," "intend," "may," "plan," "potential," "project," "seek," "should," "will," "would" and similar expressions that predict or indicate future events or trends or that are not statements of historical matters, but the absence of these words does not mean that a statement is not forward-looking. These forward-looking statements include, but are not limited to, statements regarding: Kodiak's operational and product roadmap, and its ability to produce and deploy the Kodiak Driver at scale; the regulatory landscape for the Kodiak Driver and complexities with compliance related to such landscape; developments relating to Kodiak's competitors and industry; Kodiak's ability to successfully collaborate with business partners and customers; and expectations regarding Kodiak's expansion plans and opportunities. These statements are based on various assumptions, whether or not identified in this Presentation, and on the current expectations of Kodiak's management and are not predictions of actual performance. These forward-looking statements are provided for illustrative purposes only. These forward-looking statements are subject to a number of risks and uncertainties, including changes in business, market, financial, political and legal conditions; the rapid evolution of autonomous vehicle technology and flaws or errors in Kodiak's solutions or flaws in or misuse of autonomous vehicle technology in general; risks related to the rollout of Kodiak's business and the timing of expected business milestones; the effects of competition on Kodiak's business; supply shortages in the materials necessary for the production of the Kodiak Driver; risks related to working with third-party manufacturers for key components of the Kodiak Driver; risks related to the retrofitting of Kodiak's vehicles by third parties; the termination or suspension of any of Kodiak's contracts or the reduction in counterparty spending; and delays in Kodiak's operational roadmap with key partners and customers.

Transportation Faces Growing Challenges

Trucking is demanding and unforgiving—we believe rising costs, safety risks, and workforce shortages are straining the industry.

Labor Shortages & Workforce Challenges

Long hours, time away from home, and dangerous working conditions

Estimated **60k**⁽¹⁾ truck driver shortage as of 2023, with **~1m** drivers needed between 2021 and 2030⁽²⁾

70+% annual turnover rate of driver pools for large truckload fleets⁽³⁾

Rising Costs & Inefficiencies

Fuel costs, inefficient driving, and delays increase expenses

Since 2014, overall trucking costs are up **~33%**, driver wages are up **~68%**, and insurance costs are up **~39%**⁽³⁾

Safety Risks

Fatigue, distraction, and extreme conditions increase risk

85+%⁽⁴⁾ of truck crashes are caused by human error. From 2021–2023, large truck crashes resulted in over 15,000 deaths⁽⁵⁾

Strategic & Operational Pressures

71% of retailers target next-day or same-day delivery to meet consumer demand⁽⁶⁾



(1) Bobby Samuels, The Economic Factors Fueling the Trucker Shortage, Vision Magazine, June 27, 2024. (2) American Trucking Associations, Driver Shortage Update 2021, October 25, 2021. (3) American Transportation Research Institute, An Analysis of the Operational Costs of Trucking: 2024: Update, June 2024. Annualized turnover presented is as of 2023 for fleets with 251 trucks or more, and overall trucking costs, driver wages, and insurance costs comparison is from 2014 to 2023. (4) FMCSA, The Large Truck Crash Causation Study – Analysis Brief, July 2007. Data is from April 2001 to December 2003. (5) FMCSA, Motor Carrier Safety Progress Report Federal Motor Carrier Safety Administration, as of March 31, 2024. (6) Retailer Industry Leaders Association and McKinsey & Company, Retail Speaks. Retailer delivery speed goals as of 2022.


Kodiak delivers AI-powered autonomy that tackles some of the tough driving jobs that help keep the world moving.



Coast-to-Coast Commercial Network



Current lane network serves some of the most freight dense lanes in the US ⁽¹⁾

-  Kodiak Facilities
-  Daily Operations
-  Operational Ready Lanes

Announced customer relationships with some of the country's largest transportation providers⁽²⁾



(1) Network represents miles for commercial trucking routes operated by Kodiak.

(2) Kodiak has also announced customer relationships with IKEA, Loadsmith, and Maersk, and has a number of other yet to be announced relationships with major shippers and carriers.

Real-World Impact and Demonstrated Market Leadership



Loads Delivered⁽¹⁾

7,300+

Network Size⁽²⁾

20k miles

Autonomous Miles Driven⁽¹⁾

2.8m+

Hours of Paid Driverless Operations⁽³⁾

1,900+

(1) Data as of June 13, 2025, by Kodiak and customer vehicles, inclusive of autonomous driving with Safety Driver present. (2) Network represents miles for Commercial Trucking and Public Sector routes operated by Kodiak. (3) Data as of June 13, 2025.

Scaling Driverless Trucks with Atlas Energy Solutions



"We plan to be adding additional autonomous trucks to the fleet with the goal of going to a significantly higher number. We're really excited about what we've seen."

John Turner
Atlas, President and CEO

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First Known Publicly Announced Driverless Trucks in Commercial Operations

- Solving operational challenges – Kodiak's driverless technology helps Atlas address challenges with driver recruitment, high labor costs, and demanding operating conditions, strengthening its competitiveness.
- Customer-owned driverless deployment – Atlas Energy Solutions operates its own fleet of Kodiak-equipped semi-trucks.
- Revenue-generating driverless operations today – delivering day and night in most weather conditions.
- Integrated with Atlas's 42-mile Dune Express conveyor system for end-to-end automation.
- Commitment from Atlas to order initial 100 trucks secured after Kodiak exceeded key performance and operational milestones in March 2025.

4

Customer-Operated
Driverless Semi-Trucks⁽¹⁾

100

Initial Truck
Commitment

1,900+

Hours of Paid
Driverless Operations⁽¹⁾

(1) Data as of June 13, 2025.

Proprietary & Confidential | 11

Kodiak's Core Value: Safety First, and Always

Kodiak's Safety Case Framework

Safety is the foundation of everything we build. It's not an afterthought—it's the driving force behind what we do and why we do it.

Kodiak's Safety Case Framework is a structured approach that provides clear, evidence-backed reasoning for how we manage the risks of autonomous vehicle operations, fostering confidence among customers, regulators, and the general public.



Current Legal and Regulatory Structure Supports Deployment

Regulatory approval in 24 states for driverless operations.



