



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 Truck Driver Shortage, Vision Magazine, June 27, 2024. (2) American Trucking Associations, Driver Shortage Update 2021, October 26, 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's Core Value: Safety First, and Always

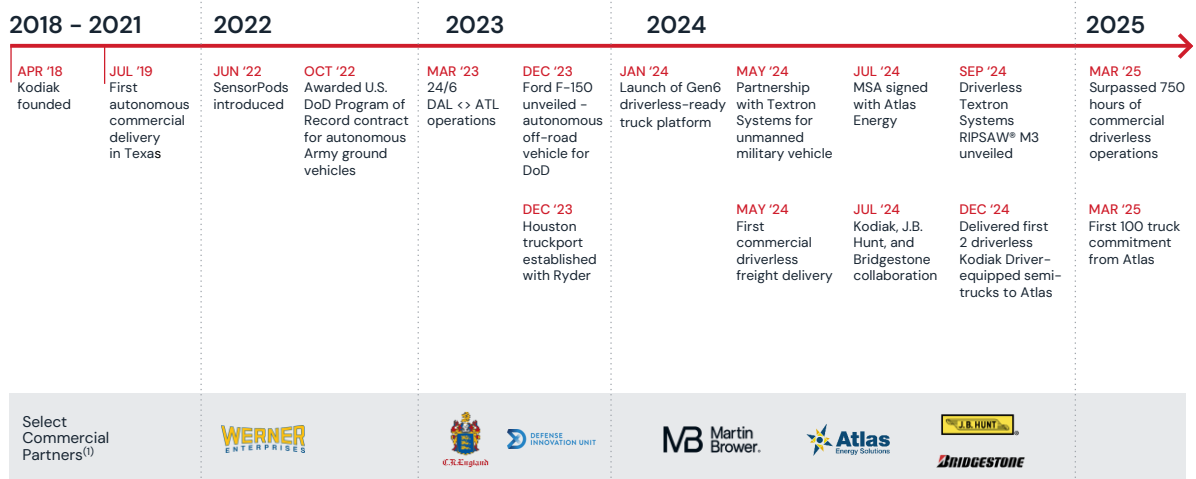
Safety is the foundation of everything we build. It's not an afterthought—it's the driving force behind what we do and why we do it.

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.

Kodiak's Safety Case Framework



History of Reaching Major Milestones



Real-World Impact and Demonstrated Market Leadership



Loads Delivered⁽¹⁾

7,300+

Autonomous Miles Driven⁽²⁾

~3m+

Network Size⁽³⁾

~23k miles

Hours of Paid Driverless Operations⁽⁴⁾

**3,000
+**

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(1) Data as of June 30, 2025, by Kodiak vehicles, inclusive of autonomous driving with Safety Driver present. (2) Data as of June 30, 2025, by Kodiak and customer vehicles, inclusive of autonomous driving with Safety Driver present. (3) Network represents miles for Commercial Trucking and Public Sector routes operated by Kodiak as of July 25, 2025. (4) Data as of June 30, 2025.

5

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⁾



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(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.

6



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



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.

8

Customer-Operated
Driverless Semi-Trucks⁽¹⁾

100

Initial Truck
Commitment

3,000+

Hours of Paid
Driverless Operations⁽¹⁾

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⁽¹⁾ Data as of June 30, 2025.

8

Kodiak's AI-Driven Approach to Ground Autonomy—The Kodiak Driver

Single AI Driver



Highway

Surface Streets



Dirt Roads

Off-Road

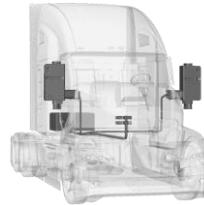
A unified virtual driver powered by parallel deep neural networks, continuously learning across domains for efficient, scalable autonomy.

AI-Driven Autonomy; Independent of HD Maps



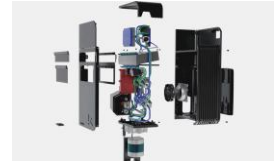
Free from HD map constraints, our system is designed to see the road, analyze its surroundings, and drive based on real-time perception—adapting to construction, obstacles, and shifting lanes.

Common Technology Platform



A vehicle-agnostic⁽¹⁾ self-driving system with redundant safety-critical functions, built to operate across multiple platforms—and operating today.

Modular Hardware



Designed for easy maintenance with no special training—faster to replace than a tire, designed to maximize system uptime.

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⁽¹⁾ Subject to certain minimum specifications.

9

Versatile Autonomy Built For Scale

Efficient Integration

Modular design and custom calibration streamline upfit with minimal touch.

Proven Across Platforms

Integrated on four vehicle types, with the capability to retrofit new models in-house and scalable production with upfit partners, including Roush Industries.

Eco-System First Approach

Partnerships with OEMs, Tier 1 suppliers, and contract manufacturers enable scalable AV hardware production.

Meeting Customer Needs

Autonomy isn't one-size-fits-all. The Kodiak Driver is engineered to meet fleet preferences across OEMs, models, and configurations—and to haul a wide range of trailer types and weights.

Platform Integrations

Kenworth
T680 (2018)



Ford F-150
(2023)



Peterbilt 567
(2024)



Textron Systems
RIPSAW® M3
(2024)



Freight Hauling

Container
Freight



Dry
Van



Refrigerated
Freight



Hopper
Trailers



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10

Current Legal and Regulatory Structure Supports Deployment

Regulatory approval in 24 states for driverless operations.



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11

A Business Model Tailored to Customer Operations

	Commercial Trucking	Public Sector
Overview	Kodiak Driver-as-a-Service Integrating the Kodiak Driver into customer fleets	
Revenue	Per Mile License Fee or Per Vehicle License Fee	R&D Funding & Fee Per Vehicle
Services	Operation and System Support	Sustainment Services
Expected Contract Duration	3-4 Years per Truck	4+ Years on Sustainment Services
Expenses	Variable Expense: Hardware cost, remote and on-site support, other Fixed Costs: R&D, S&M, G&A	
Balance Sheet	Asset-Light Business Model	

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12

