



## KNIGHT TRANSPORTATION *SWIFT* Joint Ownership Update

We wanted to provide everyone with an update on the Knight/Swift Joint Ownership Announcement. The great news is that the transition plan is beginning to take shape. We have identified our Transition structure and the areas of focus that we believe represent the most synergy between both companies. Here are a few highlights:

### Transition Structure

- An Executive Steering Committee has been created consisting of: (from Knight) Kevin Knight, Adam Miller, Kevin Quast, (from Swift) Richard Stocking, Ginnie Henkels and Deborah Owens.
- That Committee is identifying Senior Facilitators, from Swift and from Knight who will help lead the process.
- Senior Facilitators will pull people from many departments and disciplines to help them analyze the functional aspects of the identified areas of our business.

### Synergy Areas

The Transition Teams will focus on seven key areas.

- 1) *Buying power/procurement* – We will work to identify opportunities where the combined size and purchasing volumes of both companies can be leveraged to reduce the cost to both companies.
- 2) *Financial Accountability* – We will work to make sure there is clear financial accountability that ties directly to profit in each Business, Service Center, Terminal, and Department.
- 3) *Safety, Claims and Risk Management* – We will

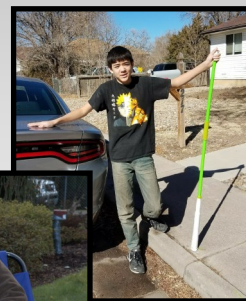
work together to make sure both companies are leveraging strong management processes and technology to improve safety and reduce cost in both companies.

- 4) *Yield Improvement & Market Efficiency* – We will focus on how we will coordinate bids, customer quotes, and spot market pricing while still maintaining independent decision making. Goal is to improve market yield, meaning improvement in rate per mile, adjusted for any changes in length-of-haul. This includes the impact of spot market opportunities.
- 5) *Functional Efficiency* – We will work with leaders in each functional area to first establish if necessary and second compare common metrics for performance of functional teams and individuals on those teams.
- 6) *Brokerage* – We will focus on improving brokerage growth and profitability in both Knight and Swift.
- 7) *Independent Contractors – Next Generation* – We will focus on creating a “next generation” Owner Operator program including operational changes and contract revisions where necessary.

The goal is to begin to work through these areas of opportunity and create a plan forward so we are best positioned to move ahead after the close of the Joint Ownership Agreement. We are committed to operate Swift and Knight as two separate companies. This path forward will provide the best opportunity for the success of both companies.

## IN THE SPOTLIGHT... TROY WOLF | DRIVING ASSOCIATE

Hometown: Fountain, CO  
Hobbies: Getting together with his PTSD group of Veterans and playing PS4 together  
Favorite Food: Scrapple  
Favorite Movie: *Cape Fear*  
Favorite Team: Fanatic Redskins Fan!  
Grateful For: His wife  
Favorite Book: Recently finished *1776*  
Favorite Place: Wants to visit Australia  
Favorite Junk Food: Turtles  
Character Traits: High integrity, honest to a fault, loyal  
Family: Troy has been married to Bethany for 5 1/2 years. He has 1 daughter and 1 son  
Interesting Fact: Troy served in the Army for 18 1/2 years.



*“My favorite thing about Knight is the respect I receive from the people here and the ability I have to make decisions.”*

Troy has been an outstanding employee for us. We have grown to love his entire family. We know when Troy is unhappy on the road because we usually hear from his wife Beth. In all seriousness, we appreciate that we can rely on Troy with any load or assignment he is given. Thanks Troy for being a part of our team.



Are you a member of Knight's Driving Associates Facebook group?  
For additional driver support

JOIN TODAY!

@ WeDriveKnight

<https://www.facebook.com/groups/619666684901381/>

JULY 19, 2017

Important Dates

Sept. 10—16, 2017

**National Truck Driver APPRECIATION WEEK**

Please be sure to stop by your Service Center for special events throughout the week!



**Recognizing... CHRIS LITTLE | Driver Manager**

In the few short months that Chris has been with us, he has quickly been able to build strong relationships with his drivers. He is a pro at ensuring his portal reviews are completed each week, and his board currently leads in Star %'s. Chris has been a great addition to our team and we look forward to seeing his development within Knight and the Leader he will become.



- Hometown:** Broomfield, CO
- Favorite Food:** Steak
- Hobbies:** Hiking, BBQing, going to movies
- Favorite Team:** Denver Broncos
- Favorite Movie:** *The Departed*
- Favorite Place:** San Diego
- Future Goals:** Go to a Broncos Super Bowl
- Grateful For:** His family
- Favorite TV Show:** *Sons of Anarchy*
- Favorite Book:** *Quiet Strength* by Tony Dungy
- Biggest Fear:** Heights
- Interesting Fact:** Chris played college football at Adams State
- Favorite Music:** Classic Rock
- Favorite Junk Food:** Sweet Tarts

**DRIVING ASSOCIATE HIGHLIGHTS**

**2ND QUARTER 3 STAR DRIVERS ★★ ★**

- |                 |                 |
|-----------------|-----------------|
| DONALD GALES    | EVERETT WILCKEN |
| GARRY BRANTLEY  | KIN KAM         |
| MARK PORTER     | JEFFREY WOOLF   |
| SANTO SAVOIA    | KAIN MURPHY     |
| ROY CLENNAN     | JASON GIPSON    |
| DANIEL BURG     | ALI BEN HAILA   |
| FRANK PFEIFER   | BRIAN CUSSON    |
| JORGE DOMINGUEZ |                 |
| ROBERT SMITH    |                 |
| MARK PHIPPS     |                 |
| KENNETH NESS    |                 |
| BROOKS BELL     |                 |
| TRAVIS CLARK    |                 |

Total Company Bonus Payout  
**\$1,581,438**

**KNIGHT ANNIVERSARIES**

<u>Name</u>	<u>Date</u>	<u>Yrs.</u>	<u>Name</u>	<u>Date</u>	<u>Yrs.</u>
ROY CLENNAN	7/15	1	ROBERT MATTICKS	7/21	1
JON HARDY	7/10	14	SCOTT KELLY	8/11	1
TRISA HICKEY	7/22	2	EVERETT WILCKEN	8/27	3
BRADLEY HUTCHINSON	9/4	1	JOHN CASEDY	8/26	1
RENEE HUTCHINSON	9/4	1	JEREMY ADAMSON	9/28	2
STEVE MORRIS	7/15	3	TERRY WOOTONN	9/21	1
KENNETH NESS	7/14	2	ROBERT KING	9/22	1
DOUGLAS WILCOX	7/19	1	SANTO SAVOIA	9/4	2
NICHOLAS HADLEY	7/18	1			

**Quarter 2 MPG**

