KNIFE RIVER

2025

SUSTAINABILITY REPORT

SUSTAINABILITY: THE LIFE AT KNIFE

DETAILS ABOUT THIS REPORT

For our sustainability reporting, Knife River leverages the Sustainability Accounting Standards Board (SASB) standard for the Construction Materials industry, as well as the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Data contained in this report is as of December 31, 2025, unless otherwise indicated.

FORWARD LOOKING STATEMENTS

Information contained in this report highlights key growth strategies, goals, targets, commitments, projections and certain assumptions for the company and its subsidiaries. Many of these highlighted statements and other statements not historical in nature are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Although the company believes that its expectations are expressed in good faith and based on reasonable assumptions, there is no assurance that the company’s statements with respect to its Competitive EDGE initiatives, projections or estimates for growth, shareholder value creation, long-term goals or other proposed strategies will be achieved. Please refer to assumptions contained in this report, as well as the various important factors listed in Part I, Item 1A - Risk Factors in the company’s 2025 Form 10-K and subsequent filings with the U.S. Securities and Exchange Commission (SEC). Changes in such assumptions and factors could cause actual future results to differ materially from those expressed in the forward-looking statements. All forward-looking statements are expressly qualified by such cautionary statements and by reference to the underlying assumptions. Undue reliance should not be placed on forward-looking statements, which speak only as of the date they are made. In this report, we do not undertake to update forward-looking statements, whether as a result of new information, future events or otherwise.

Inclusion of information in this report does not indicate the contents are necessarily material to investors or required to be disclosed in SEC filings, except as required by law. Website references and hyperlinks throughout this report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this document.

KNIFE RIVER

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MESSAGE FROM OUR CEO

At Knife River, we believe that building strong communities means being directly involved in their betterment. That belief is at the heart of our sustainability program: We are committed to doing all the little things – along with the big things – that make our business central to the long-term success of the communities where we operate.

A sustainability report shouldn't just be a status check compiled once a year; we think it should illustrate the strategy we live every day. So, we have updated our reporting to reflect our Core Values and the ongoing efforts we are making in those key areas: People, Safety, Quality and the Environment.

Whether it's investing in world-class training for our team (People – page 21), reinventing our approach to team member well-being and having our safest year on record (Safety – page 36), earning the first-ever ENERGY STAR® certifications for asphalt plants in Montana and Wyoming (Quality – page 45), or having more ready-mix plant Environmental Product Declaration generators verified by the National Ready Mixed Concrete Association system than any other provider in the country (Environment – page 66), we are committed to continuous improvement.

From technology-driven coaching for our drivers in the cabs of our trucks, to acquisitions that grow our business in key markets, to paving paths that are accessible for all children at summer camp, all of these efforts matter. When we talk about Building Strong Communities, these are great examples of what we mean.

In 2025, we conducted our first Sustainability Priority Assessment as a stand-alone company. This engagement of our internal and external stakeholders helped us confirm the key topics that are most important to the long-term success of our company and our communities. Like our sustainability report, this assessment is not a document to file away on a shelf – it will be continuously leveraged in our approach to sustainability and updated as Knife River and the world around us evolves.

On page 9 of this report, we share a timeline of our company's history going back 108 years. We are proud of that history and the decisions and actions that brought us to where we are today. While that look back is intended to illustrate the evolution of our business to date, we're even more excited about the present and everything our team is doing to prepare us for the next 108 years.

Thank you for your interest in Knife River. We're proud of our past, laser-focused on the present and excited for the future we're building together.

Brian Gray
President and CEO
Knife River Corporation

OUR SUSTAINABILITY COMMITMENT

We manage our business with a long-term view toward sustainable operations, focusing on how economic, environmental and social impacts help us continue building our nation's infrastructure. We integrate sustainability considerations into our business strategy because we believe these efforts directly affect long-term business viability and profitability. Our focus on sustainability helps enhance our role as a corporate steward while creating opportunities to increase revenues and profitability, fostering a competitive advantage and attracting a skilled workforce.

Our team members were directly involved in the creation of this report – including several of the photos. This shot of one of our Idaho paving teams is from Nicholas Wall, who also took the photo on page 2. This year's cover photo was taken by Josi Fettig in Lewiston, Idaho.

2025 SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Knife River's approach to sustainability is embedded in our four Core Values of People, Safety, Quality and the Environment. We continued to make strides across these areas in 2025, with performance highlights outlined below. More information on each of these achievements is found throughout this report. Full sustainability data can be found in Appendix D of this report.

PEOPLE

16% growth in team member count versus prior year

KNIFE RIVER TRAINING CENTER

The Knife River Training Center hosted nearly **700 events** and had over **15,000 visits**

Launch of company-wide **team member education assistance** and **family member scholarship programs**

20% **lower turnover** than industry average

Launch of the **Life at Knife team member-driven podcast**

SAFETY

Launch of the **I Choose Safety** program

Year-over-year reduction in both Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR)

2,800+ **vehicles equipped** with in-cab cameras to support driver safety

42% **reduction in Workers' Compensation** Cost per Hour Worked versus prior year

QUALITY

Completed comprehensive **Sustainability Priority Assessment** to help align sustainability strategy with stakeholder needs

KNIFE RIVER PIT CREW

Process Improvement Team (PIT) Crews drove operational improvements across our materials product lines

Advanced technology deployments in concrete product quality measurement and management

Cross-functional **Enterprise Risk Management (ERM) Committee** supported our **ERM program**

ENVIRONMENT

#1 in the nation for total ready-mix plant **Environmental Product Declaration** (EPD) generators verified by the National Ready Mixed Concrete Association for 2nd year in a row

28% of diesel consumption was **renewable diesel,** primarily in California and Oregon

Asphalt plants in Montana and Wyoming were the first to receive **ENERGY STAR® certification** in each state

Furthered water efficiency technology adoption and water reuse practices

COMPANY PROFILE

Knife River Corporation mines aggregates and markets crushed stone, sand, gravel and related construction materials, including ready-mix concrete, asphalt, liquid asphalt and other value-added products. Additionally, the company performs integrated contracting services. Knife River is headquartered in Bismarck, North Dakota.

Our Vision

Maintain our Life at Knife culture while becoming the best and safest provider of construction materials and services in all of our markets.

Our Mission

Through our Life at Knife culture, be the employer and supplier of choice while pursuing excellence in all we do.

Our Strategy

Leverage our unique Competitive EDGE to distinguish Knife River as the aggregates-based, vertically integrated employer, supplier and acquirer of choice in mid-size, higher-growth markets.

Our EDGE initiatives are focused on four key strategic areas — EBITDA Margin Improvement, Discipline, Growth and Excellence.

2025 By The Numbers

6,879
TEAM MEMBERS DURING PEAK CONSTRUCTION SEASON

14
STATES IN WHICH WE OPERATE

KNF
LISTED
NYSE

108
YEARS OF OPERATION

$3.1B
REVENUE

$496.5M
ADJUSTED EBITDA[1]

Our Core Values

PEOPLE
We will take care of our team by providing them the tools, training and time to perform their work safely and successfully. We will provide competitive wages and benefits. We will deliver excellent customer service and treat everyone with respect. We will watch out for the public in our work zones and anywhere we operate.

SAFETY
We choose safety. We strive to lead the industry in safety not because of statistics, but because we genuinely care about people's well-being. Everyone has the right to be safe and the responsibility to look out for their team members, the public and themselves.

QUALITY
We will deliver consistent, high-quality products and services to our customers, and we will be relentlessly driven to be excellent at everything we do. We will get called back to do more work, not re-work. We will build relationships with our customers and the public, so they know they can depend on us.

ENVIRONMENT
We continuously manage our impact on the environment to minimize our footprint and to keep our states beautiful for future generations. We aim to meet or exceed all regulations and to be good neighbors in all of our locations.

[1]For definition and reconciliation of this non-GAAP measure, refer to the section entitled "Non-GAAP Financial Measures" in the Knife River's annual report on Form 10-K.

OUR OPERATIONS

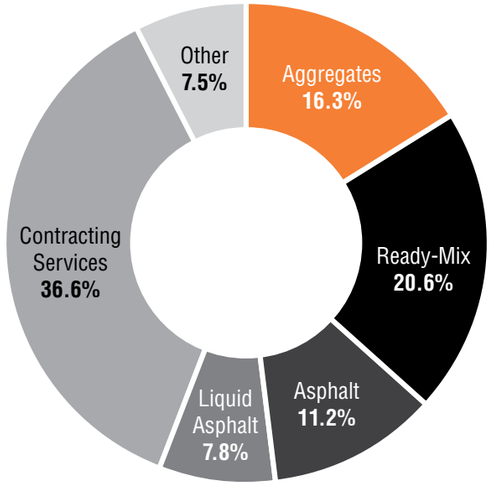
Knife River is an aggregates-based construction materials and contracting services provider in the U.S. Our 1.3 billion tons of aggregate reserves provide the foundation for a vertically integrated business strategy, with approximately 35 percent of our annual aggregates being used internally to support value-added downstream products (ready-mix concrete and asphalt) and contracting services (heavy-civil construction, asphalt paving, concrete construction, site development and grading services, and in some segments the manufacturing of prestressed concrete products). We provide construction materials and contracting services for both public and private customers.

Our business continues to grow. The five acquisitions we completed in 2025 have been added to our absolute reporting metrics throughout this report. Intensity metrics offer a view of our ongoing work toward resource efficiency and minimizing our environmental impact. Additional information on our business and financials can be found in our most recent Form 10-K, located at investors.kniferiver.com/financials/annual-reports.

Product Lines

In 2025, Knife River supplied construction materials and contracting services through our network of 208 active aggregate sites,135 ready-mix concrete plants, 55 asphalt plants and 9 liquid asphalt terminals.

2025 Revenue by Product Line

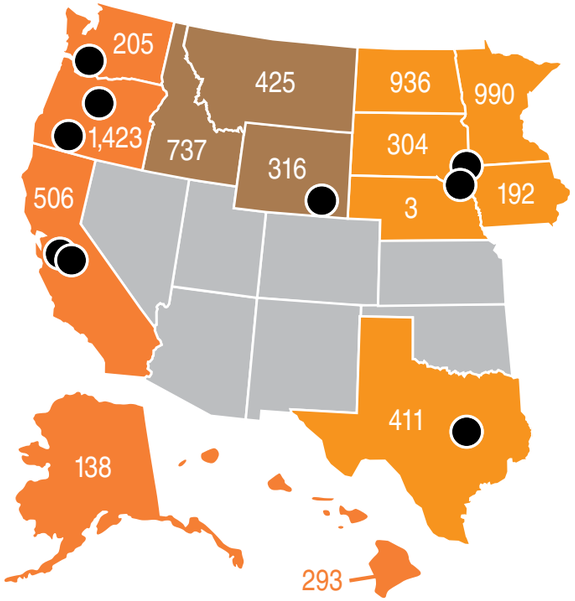


Volume of Material Sales

Material Sales (in thousands)	2025	2024	2023
Aggregates (tons)	32,494	31,832	33,637
Ready-Mix Concrete (cubic yards)	3,913	3,484	3,837
Asphalt (tons)	6,334	6,454	6,760

Operating Segments & Team Member Count by State[2]

West | Mountain | Central | Energy Services



[2]Team member count on our peak employment day of July 28, 2025.

Aggregates

Ready-Mix

Asphalt

Liquid Asphalt

Contracting Services

COMPANY HISTORY

Building Strong Communities

Our company was founded in 1917 near the Knife River in western North Dakota. From our early days to our evolution into one of the nation's top providers of construction materials and contracting services, Knife River has been focused on helping people build strong communities.

1917 — Founded as Knife River Coal Mining Company

1945 — Acquired by Montana-Dakota Utilities

1985 — Became part of MDU Resources Group

1992-2007 — **1992:** Acquired first aggregate construction materials business

Build to Scale
1992-2007

- *Expanded from 1 to 13 states*
- *Ceased last coal operation, completing transition to construction materials*
- *Emphasis on high-growth regional markets*
- *Completed 71 acquisitions*

2008-2017 — **Operational Excellence**

Operational Excellence
2008-2017

- *Became nationally branded as Knife River*
- *Built vertically-integrated model*

Sustainable Growth
2018-2022

- *Revitalized acquisition activity*
- *Greater focus on people, environment and sustainability*

2018-2022

Value-Driven Growth
2023-Present

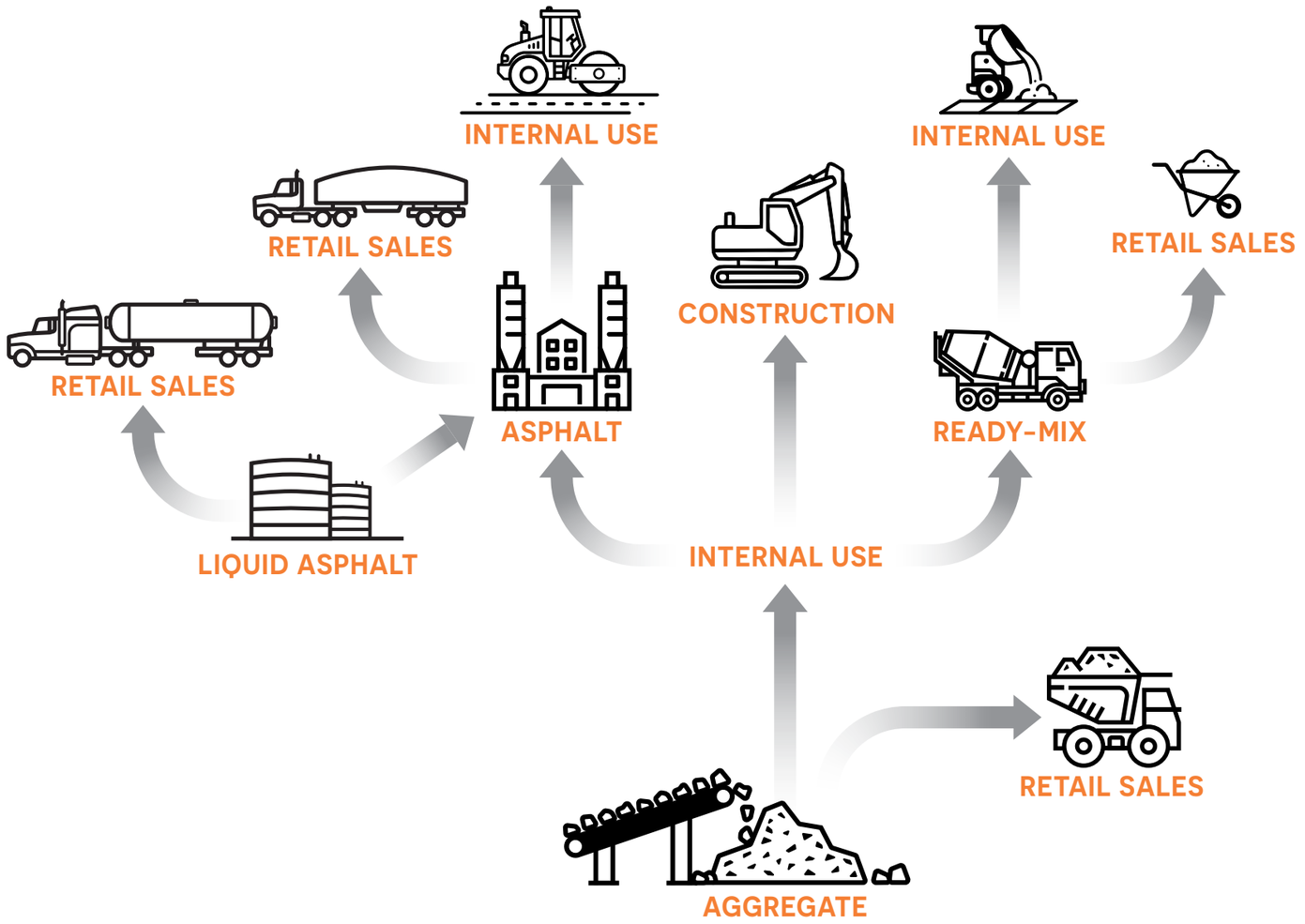
- *Launch EDGE initiatives to drive long-term, profitable growth*

2023-Present — **2023:** Spun off from MDU Resources to become an independent company listed on the New York Stock Exchange

THE BENEFITS OF VERTICAL INTEGRATION

Knife River is an aggregates-based, vertically integrated construction materials company. Aggregates are at the foundation of everything we do.

- Pull-through of higher-margin materials
- Multiple chances to engage in projects
- Greater supply-chain reliability
- Improved project coordination
- More acquisition opportunities across product lines



PEOPLE

2025 SUSTAINABILITY REPORT

PEOPLE

Knife River is a people-first company. We support our team members and believe that strong teams build both strong communities and a strong national infrastructure. Additionally, we are committed to all of our stakeholders, including our team members, communities, shareholders, customers and suppliers. These commitments include:

- Providing a safe and healthy environment for our team members.
- Fostering a culture that values, respects and supports each team member.
- Providing development opportunities through training, coaching, mentoring and internships.
- Offering competitive wages and benefits.
- Being actively involved in and supporting the communities in which we operate.
- Protecting our communities by evaluating and mitigating potential safety and environmental risks in our operations.

LIFE AT KNIFE

The Life at Knife is how we live our four Core Values. Through teamwork, resilience, selflessness and integrity, we focus on doing the right thing and creating genuine relationships. That means providing the tools, training and time for our team members to work safely and successfully. It also means committing to integrity and supporting respect in the workplace. We have a long history of focusing on a respectful workplace for all team members and providing development opportunities at all levels of the organization. Efforts have included:

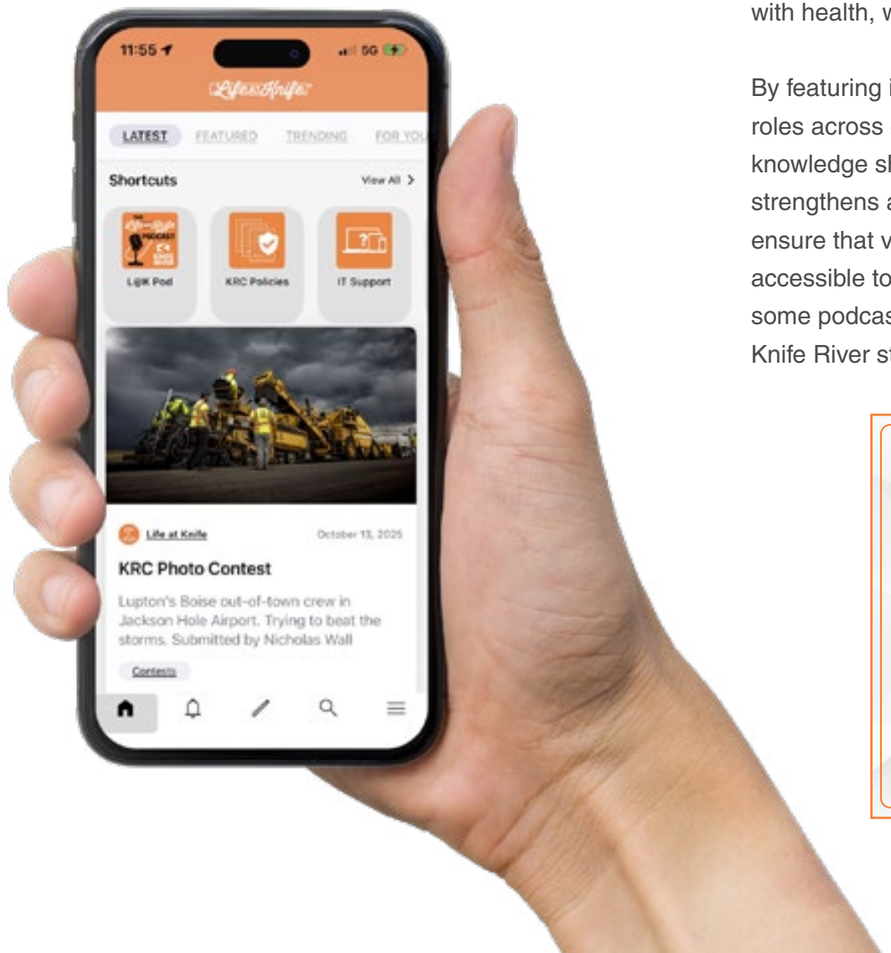
- Communications across our company that are focused on respect, using consistent tools readily available to team members.
- Building a team management dashboard to provide real-time insights, assist with workforce planning and continually assess our human resources needs.
- Expanding partnerships and recruitment efforts through outreach, career fairs and workforce development.
- Enhancing training and education on respect in the workplace through our team member orientation, leadership development and coaching programs.

IMPROVING COMMUNICATIONS

Knife River encourages open communication among team members, and we use several communication tools to keep our team informed on company activities and efforts. In addition to in-person meetings, we use electronic newsletters, a podcast, the corporate intranet, applications for mobile devices and various other team-related informational brochures and videos.

Life at Knife App

Our Life at Knife app is a tool to share information and resources with all company team members. Knife River believes that the ongoing engagement of our team is important to our success. Whether through operational updates, safety information or recognition for a job well done, we want to keep our team connected. In the newsfeed, team members can post updates, likes, comments and photos, many of which are featured throughout this year's Sustainability Report. The app also includes several tools and resources to help make the work day easier. In 2025, we advanced the app's capabilities by broadening our communications that are available in Spanish and launching a podcast.



Life at Knife Podcast

Launched in 2025, the Life at Knife podcast serves as an additional platform to showcase organizational achievements and foster cross-departmental communication. Episodes highlight recent successes, innovative projects, team member contributions and important updates, creating visibility for initiatives that might otherwise remain siloed. We have also released episodes focused on benefits to assist our team members with health, wellness and retirement planning.

By featuring interviews with team members from various roles across our regions, the podcast encourages knowledge sharing, promotes collaboration and strengthens a sense of community. This approach helps ensure that valuable insights and best practices are accessible to our team across our footprint. Additionally, some podcast episodes are shared publicly, to help tell the Knife River story.

Team Member Surveys

While we continue our work to keep team members informed on company news and activities, Knife River also needs to hear from team members to understand their engagement and perspective on topics such as safety, empowerment, belonging and pride within the workplace. This is done on a regular cadence through a company-wide team member survey process. The survey is deployed to all team members and consists of questions focused on our four Core Values of People, Safety, Quality and the Environment. Survey results are used to develop action plans, which are shaped by team-member input.

Excellence Awards

Each year, Knife River Excellence Awards honor our team members who go the extra mile for our customers, communities and each other. Team members have the opportunity to nominate their colleagues for this recognition. Winners are selected in four categories that represent our Core Values: People, Safety, Quality and the Environment.

The winners receive a monetary award as well as a donation to the qualified charity of their choice. In 2025, nearly 300 nominations were submitted for Excellence Awards, illustrating the pride our team members share in each other's success. Look for the 2025 winners throughout this report to see the ways in which our team members go above and beyond.

KNIFE RIVER
EXCELLENCE
AWARDS

2025 People Excellence Award

Michael received the People Excellence Award for the dedication and expertise he brings every day to the Bismarck batch plant. He was recognized by his team for consistently giving 100% of his effort and helping to produce large volumes of concrete to meet customer demands. When something needs to be fixed, Michael is immediately on it, ensuring repairs are made so the plant can keep running. He regularly puts in the extra time and effort to keep production moving for our customers.

Michael is always working to make the job better, safer and easier for everyone around him. He takes the time to help others learn, answers questions with patience and explains things until they are fully understood, all while maintaining a great attitude. He makes sure his coworkers are safe and have what they need to succeed. Although he is a batch man by title, he truly does it all. His work ethic, leadership and willingness to go above and beyond—likely shaped by his military background—make him more than deserving of the People Excellence Award.

2025 People Excellence Award Winner
Michael Bhend
Ready-Mix Batch Plant Operator
North Dakota Division
Bismarck, North Dakota

OUR TEAM

We believe in building things that last, and that effort starts with building a strong team. Our team-member count fluctuates during the calendar year due to work seasonality and the number and size of construction projects. Therefore, we offer a snapshot of our team on our peak employment day of July 28, 2025, when our workforce consisted of 6,879 team members. We review our team composition on an ongoing basis. This bolsters our planning, retention and recruitment strategies by providing insights into metrics such as age and tenure.

Team Member Demographics	Count	% of Total
Gender		
Female	849	12%
Male	6,030	88%
Total	**6,879**	
Ethnicity		
American Indian/Alaskan Native	122	2%
Asian	113	2%
Black/African American	126	2%
Hispanic/Latino	918	13%
Native Hawaiian or Other Pacific Islander	157	2%
Two or More Races	190	3%
Unknown[3]	49	<1%
White	5,204	76%
Age		
Under 30	1,385	20%
30-39	1,444	21%
40-49	1,469	21%
50-59	1,434	21%
60 and Over	1,147	17%

[3]Unknown or not disclosed.

Recruitment & Retention

Building an exceptional workforce begins with intentional team member recruitment. We believe wide outreach in our communities and to prospective team members provides Knife River with a recruiting advantage. Coupled with our training and development efforts – and our commitment to our Core Values – we believe this outreach ultimately helps foster an engaged, sustainable workforce, which contributes to team member satisfaction and reduced turnover.

Knife River uses a variety of means to recruit new team members for open positions, which in 2025 resulted in more than 28,000 applications. Specialized strategies we employ to ensure that we attract the best team include:

- **Job Service Organizations.** Job opportunities are posted through various state job service organizations. Knife River also uses a network of job boards that ensure postings are distributed to varied agencies across our operating footprint.
- **Associations.** Partnerships with multiple professional associations help us in sourcing skilled job candidates.
- **Higher Education Institutions.** Partnerships and relationships with colleges and technical schools are developed to hire students and promote knowledge of our company and the broader construction materials industry. Our company representatives engage with career placement personnel, department heads and student clubs.
- **Career Fairs.** Our company representatives attend career fairs to promote the company and seek applicants for open positions.
- **Team Member Referrals.** We offer a referral program through which team members may receive a bonus upon the new hire's successful onboarding and completion of an introductory period.
- **Career Exploration Opportunities.** Through the Knife River Training Center, we offer career exploration programs that give students an opportunity to experience equipment operation, learn about career paths, and experience our people-first culture. In 2025, over 2,300 students and educators participated in these programs.

Recruiting in the Veteran Community

Knife River is a proud employer of veterans. To facilitate the transition from military service to our organization, Knife River posts a Military Job Equivalent Chart that helps veterans and service members correlate their military occupation with transferable Knife River roles. We participate in veteran-focused career fairs and leverage direct outreach to local veteran services organizations to recruit talent. To honor the veterans on our team, each year our Chief Executive Officer individually recognizes each veteran team member, and we participate in a variety of Veteran's Day parades and celebrations across the country.

Knife River attends public events and recruiting events across our footprint to engage with prospective team members.

MAKING AN IMPACT

'Warrior Impact' Builds Supportive Community for Veterans

They call it moon dust.

It's loose soil, really – the consistency of flour. Like flour, it goes instantly airborne with the slightest encouragement from the breeze. Or, in this case, the shuffling of three pairs of boots through a high desert forest in Central Oregon.

"It gets everywhere, instantly," said Nick Valdez, the occupant of two of those boots. Valdez, Ryan Johnson and Toby Rey were spreading gravel across a quarter-acre patch of land, between towering ponderosa pines.

It was a hot day in early summer with no clouds across the blue sky. The men had a skid-steer to help spread the gravel, but ultimately it took heavy rakes to push and pull the rock into place. With the sun bearing down on them and the moon dust everywhere, the sweat on their faces and forearms turned into tiny rivers of mud. It was hard work and miserable work, and there was nowhere they'd rather be.

"Somebody else did this work for me to be here, for me to be able to participate, and now it's my turn to help," said Valdez, an emergency room technician at a hospital in Bend, Oregon. "I don't have a lot of money, but I have the time and the desire to give back, and that's why I'm here – to support our veterans and first responders."

Valdez, Johnson and Rey are volunteers for Warrior Impact, a nonprofit dedicated to providing veterans and first responders with resources to support their mental health and well-being. According to Warrior Impact, 22 veterans and first responders in America take their lives each day due to the pressures felt from post-traumatic stress. One of them was Valdez's best friend.

"His widow introduced me to this community, and I call it the West Coast Love Mafia," Valdez said. "Our slogan is 'You are worth it.' We meet weekly for meditation and to get together to talk. This program has really helped give me my life back."

Founded in Central Oregon by Matt Bassitt, Warrior Impact provides the space for veterans and first responders to come together and build a supportive community. In addition to weekly meetings, they organize outdoor getaways and are in the process of building Warrior Village. Located on land donated by Rock Springs Ranch, the village will have cabins, a classroom, a dining hall and equine therapy. It will also have a labyrinth on a gravel pathway amongst the ponderosas. That's where Knife River came in, to donate the rock. Former Knife River team member Ron Jones, a Vietnam veteran, delivered it at no cost from his personal truck at Jonesy Trucking.

"I'm always willing to do something for the veterans," Jones said. "I remember that time well, coming back and needing a hand. This is a good program."

The rock labyrinth is symbolic, Valdez said.

"There's one way in, one way out," he said. "It's meditative. You're meant to take the stuff that's been weighing you down and leave it in there. I've done it, and it works. This community and the help they have provided me is second to none."

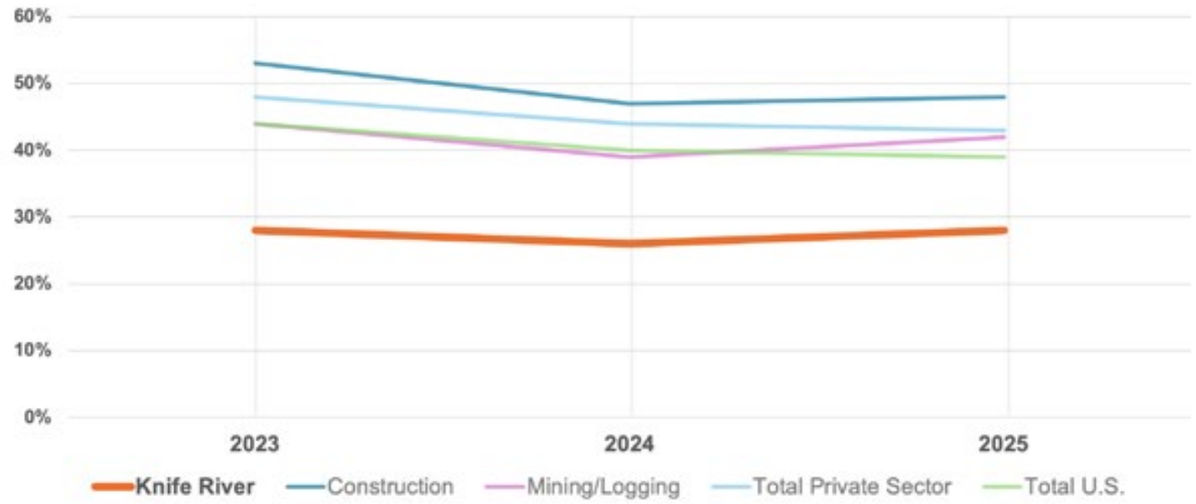
Members of Warrior Impact utilizing the labyrinth they built to support each other.

Industry-Leading Retention and Low Turnover

Key to our long-term business success and resilience is the ability to retain the talented individuals we bring onto the Knife River team: We want our team members to connect and grow with Knife River. Providing ongoing opportunities for training and professional growth helps team members advance in their careers and contributes to retention rates that are above industry-average, as does our tireless commitment to the Life at Knife culture.

In 2025, we recorded annualized turnover of 28 percent. When compared to the rest of the construction industry and the overall U.S. average,[4] Knife River's turnover rate is significantly lower. An outcome of our low turnover rate is that the average tenure of our team members in 2025 was nine years. We are proud that so many of our team members choose to stay with Knife River year after year, and we believe talent retention contributes to the sustainability of our business.

Comparison of Employee Turnover Rates[4]



Central Oregon aggregate and ready-mix team members visit the Redmond ready-mix plant to listen, observe and reinforce our commitment to safety.

[4]U.S. Bureau of Labor Statistics, https://www.bls.gov/.

TEAM MEMBER DEVELOPMENT

Building a strong workforce requires the development of team members in their current positions and in preparation for future advancement opportunities. Knife River creates opportunities for team members to advance in their careers through job mobility, succession planning and promotions – both within and between our various operations.

A Coaching Mentality

Knife River has adopted a coaching leadership style, based on the belief that it is better to coach than to just supervise – for both the coach and for the player. It is more natural and easier to coach the performance you want to see. Coaches – those who lead others at Knife River – also work hard to win, recruit, grow and retain the best talent. To support the coaching philosophy, we developed the "Coaching for Success 6 Cs:" Care, Communication, Consistency, Challenge, Commitment and Culture. The goal is to support our coaches in building meaningful relationships and rapport, actively listening to their team, treating everyone with respect, and coaching our players to grow in their careers and potential.

We want our coaches to create a culture of enjoyment and belonging at work, and we provide training to help them get the most out of themselves and their team. Offerings include both leadership and technical skill development, as well as a two-day immersion course titled "Coaching 101," which has follow-up monthly coaching challenges. Additionally, some regions offer "Coaches Clinics," which are conferences for coaches to further develop their leadership skills.

Key to team member development is open communication with their coach to provide ongoing feedback regarding performance and opportunities. We encourage coaches to conduct regular performance reviews with team members through a process called "My Life at Knife" discussions. This review process can be initiated at any time by either the coach or the team member, creating an open dialogue about the team member's goals in the company and the skill development they might need to achieve those goals. It also asks team members to offer feedback on the coach's performance as a leader. It gives our team members a chance to express any concerns about their role and identify areas of support that could help them overcome obstacles and advance performance. Additionally, frequent, informal discussions between coaches and team members are encouraged to regularly seek information and provide feedback in a positive, open manner.

COACHING FOR SUCCESS

796
TEAM MEMBERS PARTICIPATED IN

48
COACH TRAININGS IN 2025

Training & Development Team

The Training & Development team at Knife River drives discipline, encourages growth and fuels excellence by equipping our team members with the skills and tools they need to lead, perform and excel – every day. We believe that training increases team member retention and supports long-term business continuity. Knife River employs professional instructors as part of our Training & Development team, based out of the Knife River Training Center. This team has a long-standing tradition of offering quality training to both frontline and leadership-level team members. In 2025, the Training & Development team delivered over 185 courses, engaging nearly 2,000 team members. Courses are typically delivered across four content areas:

Frontline	Functional Skills	Leadership Skills	Custom to the Customer
• Entry Level Driver • Commercial Driver's License • Experienced Driver • Heavy Equipment Experienced Operator	• Sales • Instructor Development • Dynamic Pricing	• Coaching • Strengths & Personality Assessment • Communications	• Custom content created to address specific team or business scenarios

These training courses provide opportunities for team members to improve their skills and advance toward career objectives within the company. Our training programs are an important part of the Life at Knife. We believe they help team members grow and contribute to our retention rates, efficiency and profitability.

To evaluate the effectiveness of training and to inform future offerings, the Training & Development team utilizes formalized pre- and post-training assessments, observation, coach feedback and self-attestation. The team reviews these results to adjust delivery, content and message reinforcement. The Training & Development team continues to expand engagement and reinforcement post-training, providing team members with ongoing information and encouragement to deploy and practice learned skills in their unique roles.

Leadership Development

At Knife River, we support succession planning at both the corporate and regional levels by providing resources and development opportunities. Our approach focuses on identifying critical roles and potential successors, then equipping those individuals with tools and training to prepare for future opportunities. Key elements of our approach include candidate evaluation, which involves assessing readiness and identifying strengths and skill gaps, as well as customized development plans. These are tailored to each individual to strengthen skills and increase promotion readiness. Several training tools have been identified to provide exposure to and knowledge of high-priority skills. These may include 360 assessments, one-on-one coaching, training facilitated by our internal Training & Development team, external training, mentorship and stretch and special project assignments.

Annual Training Requirements

In addition to coaching and leadership development, Knife River provides annual trainings that promote a safe, professional and collaborative environment. We require coaches and team members alike to complete training on a variety of important topics, which in 2025 included:

- Safety Commitment
- Cybersecurity
- Artificial Intelligence
- Financial Integrity
- Ethics & Leading with Integrity
- Team Member Handbook
- Workplace Violence & Bullying

Knife River Training Center

Training is an investment in the future of our company – driving continuous improvement that supports growth and excellence. We provide extensive and ongoing opportunities to our teams at every Knife River location and at our state-of-the-art Knife River Training Center in Albany, Oregon. The Center is located on 230 acres and includes an 80,000 square foot dome, two classroom buildings, multiple conference rooms and a patio gathering space.

Additionally, we have incorporated an outdoor training area into the campus, which simulates an urban working environment and includes a two-mile haul road. The campus provides a safe and controlled environment for new and experienced team members to learn, fostering growth in areas from leadership and communication to state-of-the-art GPS grade control. One of the most popular programs is the Commercial Driver's License (CDL) class.

The Training Center is also made available for rent by external users, helping our peers and industry associations train their teams. In addition to making these facilities available to industry peers and partners, Knife River strives to be a strong community supporter by providing non-profit groups access at low or no cost. In 2025, the Training Center hosted nearly 700 events and had over 15,000 visitors.

TRAINING TOMORROW'S LEADERS – AT KNIFE RIVER AND BEYOND

Built atop a former aggregate site near Albany, Oregon, the Knife River Training Center is far from what many would consider a "traditional" classroom. Beyond its massive 80,000 square-foot indoor training dome, skills development happens in bright, collaborative spaces designed for movement, conversation and hands-on learning – not just lectures from behind a podium.

Several of the Training Center's courses are open both to Knife River team members and to the public. In one of the classes – Supervising for Success – it wouldn't be uncommon to find a construction foreman, a corporate accountant and a local restaurant manager all learning side by side. The diverse classroom reflects a simple idea: Leadership fundamentals are universal, and sharing them beyond Knife River's walls benefits the wider community.

"People are often promoted because they excel in their current roles. But those strengths don't necessarily translate into effective leadership right away," said Mike Glazier, a senior instructor at the Training Center, who co-leads the supervising course.

Glazier, whose career at Knife River spans more than 20 years, began as a crusher operator before steadily growing into more senior and supervisory roles. Long before joining the Training Center full time, Glazier was mentoring new hires and task-training operators in the field. He has lived the work – and that experience now shapes how leadership is taught in the classroom. "We want to equip new leaders with the skills they need to hit the ground running," he adds.

Like many of Knife River's courses, Supervising for Success gets students up on their feet: Participants team up to problem-solve and work through hands-on exercises that simulate real-world leadership scenarios. It's a scene that illustrates Knife River's people-first approach to training: practical, interactive and designed so that team members leave feeling confident and capable.

"Field training builds technical skills, while the classroom provides a safe space to practice new ideas and broaden perspectives," said Kris Latimer, Knife River's Senior Director of Training and Development. "That investment helps people feel valued and confident in their roles."

For Knife River, leadership development is not a stand-alone initiative, but a long-term investment in people: One that strengthens teams and creates positive ripple effects in the communities where its employees live and work.

"Taking this course was one of the first steps in driving my career path at Knife River," said Sheryl Sailer, a financial analyst at Knife River's corporate headquarters in Bismarck. "I can see why the Training Center is such a great source of pride for our company."

Participants in "Supervising for Success" build the skills they need to support their teams.

HIGHER EDUCATION PARTNERSHIPS

Knife River Internship Program

Knife River offers an internship program geared toward students who are pursuing a college-level degree. Each year, we welcome approximately 50 interns – providing students with inspiring career experiences and establishing connections with the next generation of our workforce. The goal of the program is to prepare students for future positions with the company.

Our internship program is rooted in a "roadmap" model, designed to guide Knife River coaches (including project managers, engineers, accountants, technology professionals, human resources generalists, technical services managers and other professional roles) and interns in covering as much ground as possible within a specified time period. Each roadmap is customized to meet technical and leadership skills aligned with the students' majors and career goals, and to meet the needs of the business operation the intern is supporting.

Our program is designed to be structured yet dynamic, so students and coaches can get the most out of their experience. At a high level, it involves:

- **Kickoff Week** – Students begin with a strong start through orientation and a company-wide intern "kick-off" event. This is their chance to connect with peers and meet Knife River leaders, setting the tone for engagement and belonging.
- **Behind-the-Scenes Access** – Students tour our facilities and operations to see firsthand how we build the infrastructure that keeps communities moving. This gives them context and pride in the work they will be doing.
- **Hands-On Training** – Students dive into real projects, gaining practical skills that matter in the field. These experiences are meaningful and connected to their future career path.
- **Continuous Support** – Each intern is paired with a dedicated coach to guide, answer questions and help them succeed throughout the program.
- **Growth Checkpoints** – Students have two formal checkpoints with their coach during the internship. These are opportunities for our coaches to confirm progress, provide feedback and ensure interns feel supported.
- **A Showcase of Their Work** – At the end of the program, students present their accomplishments and share feedback through an end-of-program presentation and survey. This is our opportunity to celebrate growth and the positive impact they have on our business.

Intern Spotlight - Tyler Dunn

"After graduating from Texas Christian University in Fort Worth with a degree in finance, I began my journey with Knife River as an intern on the Corporate Development team under Director Jose Peña. My role involved financial modeling for potential acquisitions, preparing deal materials and contributing to process-improvement initiatives.

During my internship, I had the opportunity to tour operations in Texas, including in Bryan, Waco and the Honey Creek Quarry in Marble Falls — where I even rode in an aggregate haul truck. My favorite experience was attending the Texas strategy meeting, where I gained insight into strategic planning and met senior leadership, including Chief Executive Officer Brian Gray and Chief Operating Officer Trevor Hastings. After my internship, I joined Knife River fulltime and relocated to Bismarck, North Dakota, where I am completing rotations in Financial Planning and Analysis and Treasury. Looking ahead, I plan to join the Central Region next year to gain firsthand experience in operations."

Tyler Dunn, Financial Analyst I at Knife River.

GONZAGA UNIVERSITY PARTNERSHIP TO FORM THE FUTURE OF ENGINEERING AND CONSTRUCTION

Article courtesy of Gonzaga University

Gonzaga University and Knife River are investing in Spokane's future together. Knife River has provided bold leadership with a $120,000 investment to fund a Material Testing System in the School of Engineering and Applied Science (SEAS) and College of Arts and Sciences' Bollier Family Center for Integrated Science and Engineering.

Through a growing, values-aligned partnership, Knife River's commitment helps fund Gonzaga's Structural High Bay Laboratory—a cutting-edge testing and research space. While Knife River's gift moves Gonzaga closer to securing a large-scale Material Testing System (MTS) for the Center for Materials Research, the impact reaches far beyond equipment.

President of Knife River Prestress Inc., Peter Gay (M.A. '03), a graduate of Gonzaga's Master of Organizational Leadership program, describes the partnership as rooted in a shared commitment to Spokane's next generation.

"We're a people-first company and Gonzaga shares that outlook," said Gay. "This partnership is about investing in students who will build the structures and systems that support our communities."

The partnership ensures future engineers understand the complexities, data and decision-making that shape modern construction. Knife River already employs Gonzaga graduates, hosts interns and develops long-term hires from the University. Melissa Verwest, Knife River's Sustainable Materials Program Lead and member of the SEAS Design Advisory Board, supports senior engineering capstones and previously taught as an adjunct professor for 15 years. Rob Holland ('08) of Knife River serves on the SEAS Advisory Council, adding further depth to the partnership.

"Helping educate good engineers helps all of us," Gay said. "This is an investment in the future."

Knife River recently opened a world-class precast facility in Newman Lake. Collaborating with Gonzaga ensures Spokane becomes a hub for advanced construction and materials excellence.

"The High Bay Lab, especially with the completion of the MTS test line made possible through Knife River's support, is becoming a place where academic inquiry intersects with real industry challenges," says Interim Dean of Engineering and Applied Science, Jennifer Niven Shepherd, Ph.D. "I am incredibly enthusiastic about the opportunities this partnership presents for Civil Engineering faculty and students and am proud of the work being done to elevate the engineering experience at Gonzaga."

Knife River Prestress hosted SEAS leaders onsite.

Concrete & Construction Industry Programs

Knife River actively supports construction industry programs across the country, including at Texas State University, Oregon State University, South Dakota State University and California State University - Chico. Our involvement ranges from endowment contributions and advisory roles to hosting campus information sessions, career fairs and internships. Examples include:

Texas State University

Members of our Texas leadership team are active in Concrete Industry Management (CIM) programs, hosting multiple guest lectures for classes and working with the Texas State University Foundation to establish a $1 million endowment for the program. Rob VanTil, Executive Vice President of Support Services for Knife River's Central Region, serves as the Patron Board Chair for the CIM program at Texas State University. These partnerships help strengthen the construction materials workforce and create a pipeline of talented graduates for our operations.

Oregon State University

Knife River demonstrates strong support for construction education and workforce development through active engagement with Oregon State University. Our efforts include delivering both Associated General Contractors and American Society of Civil Engineers student chapter presentations, sponsoring the prestress upper division civil engineering course, serving on an industry professional panel for the senior design class, participating in Ultra High Performance Concrete research and development, and hosting a plant tour for the Architectural Engineering Student Group.

Knife River executives serve on Oregon State University's Construction Education Foundation Board of Directors, and we regularly support student learning through first-year cohort program field trips, junior School of Civil & Construction Engineering (CCE) field trips and participation in the CCE Career Fair. Additional outreach includes sponsoring golf tournaments, and engaging in other Construction Engineering Management degree program events. These initiatives reflect our commitment to education, innovation and building a sustainable talent pipeline for the future.

Oregon State alum and Senior Design Engineer, Dan Serra, shares insights into Knife River and the technical discipline of prestressed engineering with Oregon State's American Society of Civil Engineers student chapter.

Supporting Team Member Academic Pursuits

Education Assistance Program

In 2025, Knife River launched a company-wide Education Assistance program to encourage team members to pursue educational opportunities that enhance their knowledge and skills. Offering an education assistance program supports our commitment to team member development and a standardized program strengthens our ability to retain and grow our team. We leveraged a third-party assessment to ensure that our educational assistance is competitive in the market and standardized the application process across our business to encourage broad participation.

Scholarships for Family Members

In 2025, Knife River awarded $50,000 in scholarships to children, grandchildren and spouses of team members who plan to enroll in full-time undergraduate or graduate study at an accredited two- or four-year college, university or vocational technical school for the upcoming academic year. See a letter from one of our recipients in 2025.

The letter to the right from a 2025 recipient illustrates the tremendous personal impact these programs can have.

Dear Knife River Corporation,

Thank you so much for believing in my dreams and supporting my first-year journey at Oregon State University! I am sincerely thankful to share that Fall 2025 was one of the most rewarding and foundational chapters of my academic journey thanks to your wonderful support.

This Fall, I was able to learn and explore my passion for construction and engineering in ways that my younger self could have only dreamed of! For example, in my CCE 321 (Civil & Construction Engineering Materials) class we tested key materials such as concrete, asphalt, and aggregates to understand the importance of quality control in ensuring safe and resilient construction. My CEM 442 (Building Construction Management) class taught me the importance of building codes as well as the materials and processes that shape the homes and buildings we live in. In my CEM 471 (Electrical Facilities) class I studied key electrical components in construction and learned how to perform quantity takeoffs and prepare project estimates. Lastly, in my CEM 406 (Obtaining Construction Contracts) class, I learned how to prepare and deliver construction project proposals. Together, these courses helped build a strong foundation of knowledge and skills that will guide me throughout the rest of my academic and professional journey, while also inspiring me to apply what I've learned through meaningful opportunities beyond the classroom.

The support from the Knife River Family Scholarship will forever hold a special place in my heart. Each day, your generosity inspires me to continue falling in love with my career and education in order to one day give back and support the dreams of the future generations, in the same way that you have believed in mine. As I continue my journey at Oregon State University, I look forward to honoring your support by growing into a future construction leader who serves with purpose, gratitude, and a strong love for our community.

Sincerely,
Jesus Moreno Rangel

COMPENSATION AND BENEFITS

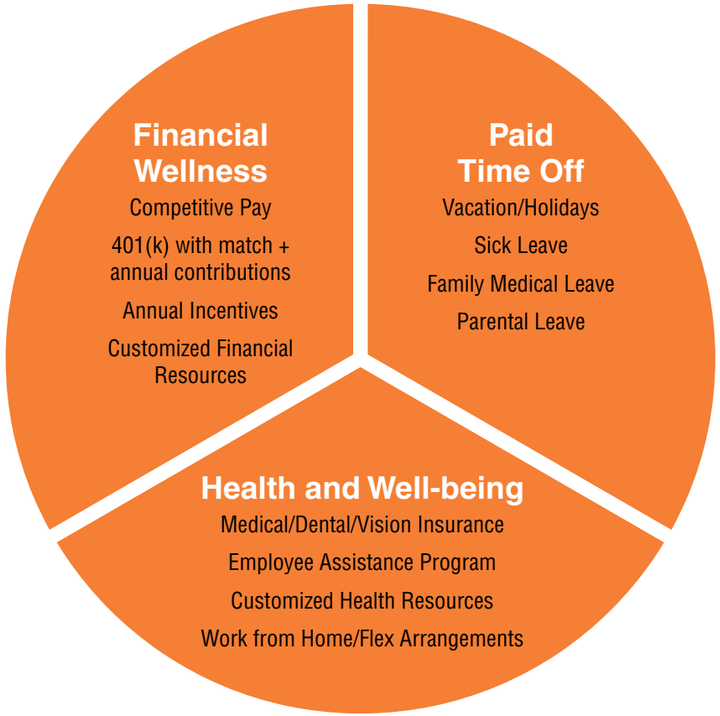
Knife River understands that to attract and retain the best team, we need to support our team members holistically. We are focused on offering compensation and benefits that are competitive in our industry and local markets, and that are specifically designed to meet the needs of our different operating regions and companies. We work to comply with the specific requirements across the states in which we operate and provide all applicable state and federal leave entitlements.

Compensation

We are focused on offering competitive pay. Knife River annually analyzes pay equity by comparing the compensation of team members in the same or similar positions. We also regularly, and on an ongoing basis, review our pay practices to assure competitive compensation through the use of leading market compensation data sources.

Benefits

Team member benefits are an important part of Knife River's total compensation package. Our philosophy is to provide and maintain competitive, cost-effective and flexible benefit programs that attract and retain top talent, support business needs and the changing workforce, foster shared responsibility, encourage wise consumerism and are easy to understand. Knife River promotes an inclusive environment by providing benefits for same-sex partners who have a legally recognized marriage certificate or as otherwise directed by state laws and regulations. The following chart highlights typical team member benefits.



Support in Selecting Benefits

In 2025, we offered a new interactive tool to help our team members make informed benefits elections. This health plan comparison tool helps our team members make more informed and personalized benefits decisions that meet their unique needs. It includes free telehealth and an interactive AI tool to help guide team members on a variety of benefits needs.

Employee Assistance Program

Our team has access to an employee assistance program (EAP), which provides free, confidential and professional assistance, including assessment, problem solving and referral for a wide variety of personal or family concerns. Services support our team through free confidential face-to-face counseling sessions, legal consultations, free simple wills, financial coaching, child and elder care resource retrieval services, home ownership program, identity theft services and more. There is also a wellness program available that includes unlimited access to a personal health coach, free pedometer, gym and fitness center discounts, as well as online tools.

EMPLOYMENT PHILOSOPHIES

Knife River hires team members because they have the skills, abilities and motivation to achieve the results needed for their jobs. Each job is important and part of a coordinated effort to accomplish our objectives. General philosophies that guide our team members' actions include:

Teamwork and Cooperation	Open Communication	Mutual Trust and Respect	Increasing Standards	Individual Responsibility
A positive work environment is dependent on willing cooperation from everyone. Every team member is expected to be a positive and productive member of the work group, and to cooperate with their coworkers.	An effective and responsive organization relies upon knowledgeable and informed individuals. All team members are responsible for seeking out the information they need to perform their work responsibilities, and for willingly providing information to others in a positive and open manner. Communication must be open and two-way. Coaches and team members are expected to be good listeners and must provide each other with easy access to information.	Effective teamwork and cooperation, as well as open and honest communication, are based on developing and maintaining trusting, respectful relationships. Coaches must foster a work environment that encourages and supports these relationships. All team members must guard against prejudging, jumping to conclusions, or questioning another person's motives or actions.	Team member skills and abilities must be continually expanded to meet changing job requirements and maintain business competitiveness. Coaches must stimulate positive change by providing clear performance expectations, resources for self-development, and maintaining high standards in the selection of individuals for hire, promotion, transfer, or reassignment. Team members must continually develop their skills and abilities to be able to meet ever-changing job requirements.	Through training and development designed specifically for coaches and based on the coaching philosophy, coaches are responsible for providing a positive and supportive work environment that encourages individual responsibility and initiative. Team members are responsible for taking advantage of the opportunities available to them, and for working toward positive change.

Equal Employment Opportunity

To be the employer of choice for the broadest pool of talent and skill, Knife River is committed to equal employment opportunity. We ensure that employment-related decisions are made in accordance with the principles of equal employment opportunity by imposing only job-related requirements for employment opportunities. We are committed to ensuring that the following actions are undertaken without regard to race, ethnicity, religion, gender, gender identity, national origin, disability, age, marital status, protected veteran status, creed, status with regard to public assistance, sexual orientation or any other characteristics protected under local, state or federal law:

- Recruiting, hiring, training, promoting, disciplining and discharging persons in all job classifications.
- Compensation, performance reviews, transfers, layoffs, returns from layoff, company-sponsored training, education/tuition assistance and social and recreational programs.

No team member will be retaliated against for raising concerns under this policy, and each of our operating segments has an assigned EEO coordinator. The corporation's most recent EEO Employer Information Report can be found on our website. Our corporate policies address Human Rights and Equal Employment Opportunity, as well as other areas that provide our team members with information about the company's employment philosophies.

Collective Bargaining

Knife River respects the rights of our team members to join, form, or not to join a labor union, consistent with applicable organizing laws, without fear of reprisal, intimidation or harassment. Approximately 11 percent of Knife River's team members were represented by collective bargaining agreements on December 31, 2025. Where team members are represented by a legally recognized union, Knife River is committed to establishing a constructive dialogue with their freely chosen representative and bargaining in good faith. Team members covered by collective bargaining agreements have the ability to file with the corporation or through Knife River's anonymous reporting hotline any grievances or concerns they may have about the workplace.

COMMUNITY IMPACT

Knife River believes that building strong communities includes being directly involved in their betterment. Whether providing construction materials or contracting services to strengthen local infrastructure, or providing contributions to local charitable causes, we aim to strengthen the communities where our team members live and work. In addition to in-kind contributions and volunteer resources, we support projects and programs that help make the lives of people in our communities safer, more successful and more resilient.

VOLUNTEERISM

The Knife River team takes pride in volunteering in activities. We encourage our team members to be active in their local communities, supporting the unique needs of and growing relationships with their community members. From participating in community clean up efforts to organizing school supply donations, our teams proudly represented Knife River in their communities in 2025.

CHARITABLE GIVING

We focus our giving in three key areas:

- **Youth and Education:** We support efforts that help vulnerable children and families, improve access to education and build skills in vocational areas, particularly construction. Knife River also develops partnerships with higher-education institutions in the areas of infrastructure building, engineering, health and safety.
- **Military Veterans**: We support efforts focused on veteran's assistance in all areas of need.
- **Community Improvement**: We support efforts to enrich and improve our communities, from "brick-and-mortar" projects to parks to programs addressing hunger and improving community health, both mental and physical.

Preference is given to organizations, programs and projects that demonstrate the following:

- Engagement of a registered nonprofit, nongovernmental, civic or educational organization that complies with local tax laws.
- Evidence of leadership, sound financial practices, impact of its efforts, and capacity to implement initiatives and evaluate the success of those initiatives.
- Alignment with Knife River's values and business priorities.
- Service to communities where Knife River operates.
- Participation of Knife River team members and leveraging their expertise.
- Promoting long-term solutions to issues.
- Clear objectives, indicators of success and a plan to measure and report on the outcomes.
- Opportunities to collaborate with others, such as governmental, civil society or industry partners, working on similar issues.

In 2025, Knife River team members and our operations in Sioux City, Iowa, donated personal-care items to the June E. Nylen Cancer Center.

CAMP HIGH HOPES

Going off to camp is a summertime rite of passage for kids across the country, and for more than 10 years, Knife River and Jebro - our Energy Services business in Sioux City, Iowa - have teamed up with Camp High Hopes to ensure campers of all abilities are able to enjoy time away at camp.

Located on 120 picturesque acres, Camp High Hopes offers recreational activities for children, teens and adults with disabilities, special needs and chronic illnesses. Camp staff remove barriers to foster physical, social and emotional growth while allowing each camper independence in a safe environment.

“Everything we do is adapted to our campers’ abilities,” Camp High Hopes Executive Director Sarah Morgan said. “We can adapt everything so they’re able to participate.”

Helping Morgan and her staff keep Camp High Hopes adaptable – and accessible – is where Knife River and Jebro come in. What started as a monetary donation from Jebro’s employee donation fund in 2013 has evolved into in-kind product and man hours to help the camp keep up with evolving needs.

“[Camp High Hopes] approached us as they were starting to build,” said Rod Birdsell, Jebro’s Human Resources Manager. “They were looking for sponsorships and a lot of capital improvement projects, and it was a good fit.”
“The camp is beautiful and scenic with the lake, and many of their campers need different ways to access areas around the camp,” added Chris Winkel, Vice President of Knife River Midwest in Sioux City. “Maybe they need to get down by the lake, or to a rope swing or the archery range. We come in with our crew and put in a paved trail to increase access to these different areas and activities.”

In addition to paved trails, the Knife River team helped the camp build a sensory garden that includes a light and sound game, musical instruments, a water table, a wheelchair-accessible gazebo and more. Jebro’s employee donation fund sponsored a new accessible disc golf course on campus, and Knife River paved the course cart paths. Our team also added stairs and a path to one of the staff housing units to allow easy access to all apartments, and helped expand access to the camp’s new fireside space.

“These upgrades unlock so much potential for the camp and our campers,” Morgan said. “For Knife River and Jebro to chip away at some of those much-needed projects is so helpful. This impacts volunteers and other groups that use our facilities, and has an even bigger impact for those who use Camp High Hopes.”

Knife River Midwest and Jebro have teamed up with Camp High Hopes for more than 10 years.

GIVING BACK IN OUR COMMUNITIES

Knife River makes a positive economic impact in numerous ways in the communities where we do business, including the compensation we pay to team members, the charitable donations we provide, the federal, state and local taxes we pay and through the infrastructure and equipment investments we make.

In addition to charitable contributions, Knife River regularly donates time and materials in its communities. Examples of these efforts include donating equipment and team members' time for various community projects, donating used equipment to rural fire departments, donating products and materials for park construction projects and other community-centric contributions.

Knife River Helps Communities Rebuild After Devastating Wildfires

When disaster strikes, rebuilding requires more than determination — it demands resources, expertise and commitment. Knife River has stepped up in two of our communities devastated by tragic wildfires — Lahaina, Hawaii, and Paradise, California — playing an essential role in restoring homes, infrastructure, and hope.

Hawaiian Cement: Supplying the Foundation for Lahaina's Recovery

Hawaiian Cement, a Knife River company, has been a critical partner in recovery following the catastrophic 2023 wildfires that destroyed much of Lahaina, Kula and neighboring areas.

David Gomes, President of Hawaiian Cement and a Maui resident, recalls the tragedy vividly. "On August 8, 2003 we had three drivers stuck on the Lahaina side of Maui, and we didn't immediately know if they were safe or not safe. We found out they were okay, and our team jumped into action." Gomes said. The Cement Division led a clothing and supply drive, gathering donations on Oahu and delivering them to Maui on the company's PunaPau inter-island barge.

Knife River's Hawaiian Cement operations helped rebuild neighborhoods in the Lahaina area.

"I learned about my team," Gomes said. "I saw how when people needed help, our team rallied. They took the shirts off their back. And we're still looking for ways to help anyone affected by the fires."

Hawaiian Cement's Waikapu Quarry provides essential aggregate materials for residential and commercial rebuilding projects across West Maui. These materials form the backbone of new foundations, roads and infrastructure. Hawaiian Cement's vertically integrated operations ensure a steady supply of high-quality aggregates and ready-mix concrete, reducing logistical hurdles in an island environment where importing materials can be costly and time-consuming.

Gomes shares one example: "As they cleared out all the affected sites in Lahaina, the federal contractor needed a specific type of aggregate for sustainable dust control. At times our team worked seven days a week to make sure we didn't run out of that rock for them."

As Lahaina residents navigate the long road to recovery, Hawaiian Cement's role is clear: providing the raw materials that make rebuilding possible, while upholding environmental stewardship and community support.

Knife River Construction: Rebuilding Paradise After the Camp Fire

In November 2018, the Camp Fire devastated Paradise, California — destroying 90 percent of the town's structures and tragically claiming 85 lives. Today, Paradise is one of the fastest-growing communities in California, thanks to a massive rebuilding effort that includes Knife River's operations in Chico, CA.

"Rise Up:" Knife River helped rebuild critical roadways in Paradise, California, after the Camp Fire.

Andy Lanier, Vice President of Knife River Construction in Chico, knows the story personally. "I lived in Paradise for 20 years. Both my kids grew up there, went to high school there. We moved out before the Camp Fire, but so many friends lost their businesses, lost their homes," Lanier said. "Every time I go up there, I look around and I don't even recognize it anymore. But it's just now getting to the point where it's starting to look like a town again."

Knife River's role began soon after the fire. "We did a lot of emergency work on the surrounding highways," Lanier explained. "The Camp Fire wasn't just in the town of Paradise. We've been quite active in rebuilding roads, not only for the town of Paradise, but for Butte County, the city of Chico, all the surrounding areas."

Paradise's recovery has exceeded early projections. "At one point, they were projecting that Paradise would be 50 percent rebuilt by 2050," Lanier said. "Before the Camp Fire, the population was 26,000, and currently it's around 7,000 to 11,000. They're projecting in 12 to 15 years that they'll be back up to the 26,000. So it does look way better now."

Lanier's connection to Paradise makes the work personal. "Our family built two houses in Paradise, and both of them were burnt down," he said. "It's still got a long, long ways to go."

Lahaina and Paradise serve as powerful examples of Knife River's commitment to building stronger communities. From supplying sustainable aggregates in Maui to rebuilding fire-resistant infrastructure in California, our team strives to demonstrate how a construction materials company can play a vital role in disaster recovery while honoring the people and places that make these communities home.

PUBLIC POLICY ADVOCACY

Projects that Knife River supports are directly impacted by federal and state infrastructure-funding mechanisms. Long-term funding mechanisms established at the state and federal level help ensure the development of road, highway and bridge construction projects, which provide business opportunities for Knife River. The absence of long-term funding mechanisms can negatively impact workloads. Our team members' engagement with industry associations and other organizations help us stay informed of these and other pertinent regulatory and legislative changes.

Team Member Participation in Politics

Knife River encourages team members to actively exercise their individual citizenship responsibilities, including voting, serving in civic bodies, keeping informed on political matters, volunteering time for political causes, contributing financially to the corporate political action committee, contributing financially to a political party or candidates, campaigning for a political party or public office and holding a political party or public office.

Political Contributions

The Knife River Corporation Political Action Committee (PAC) is a voluntary political contributions program for eligible employees. It is organized to encourage their financial participation in the election process, supporting the campaigns of candidates who back infrastructure development at all levels of government, regardless of political affiliation.

Knife River team members meet with Congressman Pete Stauber from Minnesota.

SAFETY

2025 SUSTAINABILITY REPORT

SAFETY

Knife River is committed to health and safety, and a culture that values, respects, and supports our team and community members in the areas where we operate. In 2025, we recorded our safest year on record. We believe safety is a choice and – through choice – all injuries are preventable. We promote health and safety through a variety of means, including continual training and education programs for team members. We adhere to these key principles regarding safety:

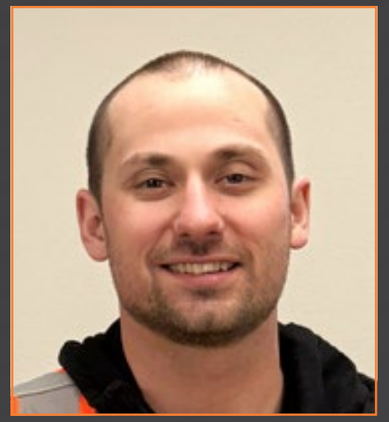
- All injuries can be prevented.
- Team members are expected to live safety as a value. Alignment with Knife River values is a core principle of developing a strong and cohesive team.
- Management must demonstrate leadership in preventing injuries by building trust within their teams, empowering individual ownership of safety, providing a safe work environment, ensuring adequate resources are available and ensuring accountability for unsafe conditions or actions.
- All team members have ownership over safety for themselves and their teammates and are responsible for preventing injuries to themselves and others.
- All team members are expected to stop any work at any time if they know or believe the work to be unsafe.
- All operating exposures can be safeguarded or controlled.
- Training team members to work safely is essential.
- Preventing personal injuries and property damage is good business.

Knife River has a goal of zero workplace injuries. We have developed our safety culture, programs and training as appropriate for the construction materials and contracting services industries, and the types of operations we perform. We continuously evolve our programs to incorporate best practices, innovations in personal protective equipment, and changes to safety and health laws. External organizations that oversee our safety practices include the Mine Safety and Health Administration (MSHA) and the Occupational Safety and Health Administration (OSHA). Our safety policies include Team Member Safety and Accident and Incident Reporting/Investigation.

2025 Safety Excellence Award

After an exhaustive search for a dust shroud that would properly fit our handheld grinders, Alec Haddad came to a frustrating realization: nothing available in market would meet our team's needs. Instead of settling, he chose to innovate. Armed with determination—and a 3D printer—Alec designed and produced a custom dust shroud tailored precisely to our specifications. The result? A brand-new tool that fills a gap the market had overlooked.

This isn't just a workaround. It's a solution. Built from the ground up to meet real-world demands, Alec's creation exemplifies the power of hands-on problem solving and the spirit of relentless improvement. The shroud is used to grind concrete on corners and capture the silica dust that is produced—helping us stay compliant and safe. Most importantly, Alec's shroud protects the most valuable part of our business: our team members.



2025 Safety Excellence Award Winner
Alec Haddad
Safety and Environmental Coordinator
Knife River Prestress
Harrisburg, Oregon

I CHOOSE SAFETY

In 2025, we introduced I Choose Safety, a values-based safety program intended to build upon and grow Knife River's safety culture. The fundamental component of I Choose Safety is the belief that all injuries are preventable.

Knife River's I Choose Safety program includes three key components:

- **Choice:** Make the decision on every task, every time, to choose the safe way to perform it. Through our choices, all injuries are preventable.
- **Commitment:** Follow our safety policies. Be an active member of our safety culture.
- **Courage:** Ask questions. Speak up. Help us spot risks and fix them. Stop work when conditions or actions are unsafe.

Safety Creed

Knife River has adopted a Safety Creed and asks all team members to follow it. Modeled after the U.S. Army Soldier's Creed, our creed is the promise we make to ourselves and to our teammates that we are committed to working safely – and speaking up if we see something unsafe. The creed reinforces Choice, Commitment and Courage, and makes clear that everyone at Knife River should always use the right tool for the job, should always have proper training before performing a task, and should take the necessary time to perform each task safely. Our focus on the coaching leadership style reinforces our safety culture by building the coach and player relationships. This helps team members feel comfortable coming forward with requests for the tools, training and time they need to be safe and effective in their roles.

We have identified 10 safety focus areas, called Safety Commitments, that are at the forefront of our daily decision making.

Fitness For Duty
"I will only carry out work I am qualified, trained and fit to perform."

Hazard & Risk Assessment
"I will conduct a hazard and risk assessment before engaging in tasks, and I will minimize risks with effective controls. I will STOP unsafe work to keep myself and others safe."

Hazardous Energy Control
"I will ensure all forms of hazardous energy are removed or controlled and will maintain possession of my personal locking or control devices at all times."

Working At Heights
"I will protect myself from falls by maintaining 100% tie-off, using fall prevention and correctly using fall protection equipment."

Confined Spaces & Trenches
"I will get authorization and ensure the atmosphere and environment are safe before entering."

Equipment & Vehicle Operation
"I will obey traffic rules, drive to conditions, avoid distractions and use safety devices."

Safeguards & Protective Devices
"I will ensure all guards, emergency stops and similar protective devices are in place and functional before operating equipment."

Chemicals & Hazardous Materials
"I will follow all controls, precautions and safeguards while working around hazardous chemicals and materials."

Lifting & Rigging
"I will ensure all lifting operations are planned and executed safely and people are clear of the drop zone."

Records Integrity
"I will ensure all records, documents, statements and similar materials are accurate and truthful."

Our ultimate goal remains zero workplace injuries, supported by industry-specific best practices and continuous improvement strategies. Leadership at every level is fully engaged and accountable for driving these efforts, ensuring safety remains a Core Value. Our approach features a cascading rollout through the commitment of senior leadership to our front line team members, with the expectations of ownership and accountability for safety at both the individual and team level. Our investments in our team's safety have real impacts on our business. In 2025, we reduced our average workers' compensation costs per hour by 42 percent. We also reduced our total recordable incident rate (TRIR) and lost time incident rate (LTIR) compared to 2024.

Safety Metrics	2025	2024	2023
Recordable Incident Rate[5]	1.79	1.89	2.20
Lost Time Incident Rate[5]	0.33	0.39	0.30
Workers' Compensation $ per Worked Hour	$0.18	$0.31	$0.31

Occupational Health & Hygiene

Our Occupational Health & Hygiene program focuses on anticipating and identifying potential health hazards, evaluating exposures such as noise, dust, welding fumes, heat, vibration and respirable crystalline silica (RCS), and implementing a hierarchy of controls tailored to each situation.

We utilize both internal resources and independent testing to ensure accuracy and compliance. Knife River continues to make significant investments in advanced monitoring equipment and comprehensive team member training, reinforcing our commitment to safeguarding long-term health and well-being while driving continuous improvement in our operations.

One of our Central Oregon asphalt paving crews conducts a job-hazard analysis prior to beginning work on a residential street.

[5] Per 200,000 work hours.

SAFETY TECHNOLOGY & INVESTMENTS

Knife River continually invests in the safety of our team members and communities across our operations.

On-Road Truck Safety Technology

More than 2,800 Knife River vehicles have been equipped with in-cab cameras to provide real-time coaching to drivers and better support company-wide driver safety and vehicle maintenance.

Utilizing AI to Keep Our Drivers Safe

At Knife River, we believe a key element of building a strong safety culture is equipping our team with the right tools and training to get the job done safely and effectively. One of the newest additions to our toolkit is an in-cab camera system designed to protect drivers and support safe driving habits.

"As part of our ongoing commitment to safety and professional development, Knife River has installed dual-facing dash cameras in all Department of Transportation (DOT) registered vehicles," said Glenn Pladsen, Knife River's Chief Excellence Officer. "The in-cab coaching capabilities of the camera system are enabled through AI technology and provide real-time support to our drivers."

The system that supports the cameras also provides real-time telematics information, which enables our equipment-maintenance team to be alerted and provides visibility of truck location to our dispatchers.

Drivers choosing to embrace the new technology and using the alerts to drive more safely is a reflection of the I Choose Safety program. "The core of our I Choose Safety program is founded in the idea of Choice and that each team member is responsible for their safety and the safety of those around them," said Collin Rogers, Knife River's Safety Director. "The AI-enabled, in-cab coaching capabilities of this camera technology helps our drivers keep themselves and the traveling public safe."

While parked, driver Jeremy McCaslin reviews the alert screen on his in-cab safety system between aggregate deliveries.

Drone Deployment for Aggregate Management

Knife River leverages drones at our aggregates operations to facilitate safe, efficient and accurate inventory measurement and management. Led by each region's Technical Services team, drones are deployed on a regular basis for stockpile measurement and topography mapping. The use of this mapping approach, which can generate thousands of data points in one assessment, creates a robust picture of inventory. To ensure quality data gathering, we deploy team members independent from the local operation to run the drone flights. The readings then go through a review process with the local engineer or operations manager before being submitted for financial review.

This approach is more efficient, as our teams can typically fly an entire aggregate site in the time it previously took to climb one stockpile at a site. It also helps keep our team members safe. Prior to drone use, our team members physically mapped the stockpiles by climbing them with a GPS receiver. For end of season inventory, this may have involved climbing and descending stockpiles in snowy and icy conditions. Through the use of drones, we keep our team members out of these potentially cold and slippery conditions and improve the quality of our measurements.

In several locations, Knife River utilizes drones for aggregate stockpile measurements.

QUALITY

2025 SUSTAINABILITY REPORT

QUALITY

Knife River is committed to quality across our operations through our focus on strong corporate governance, by producing high-quality products and services and by operating with integrity in all aspects of our business.

SUSTAINABILITY PRIORITY ASSESSMENT

To help ensure our sustainability strategy is aligned with stakeholder needs, we completed our first Sustainability Priority Assessment as a stand-alone company in 2025. We engaged with internal and external stakeholders, including team members, customers, suppliers, investors, an insurer, industry associations, senior leaders and our Board of Directors. This helped us identify key topics across economic, environmental and social themes that we believe are most important to the long-term success of our company, as well as most impactful to people and the environment. The results of this assessment have and will continue to inform our sustainability strategy and disclosures.

Stakeholder Engagement	Process	Next Steps
• Board of Directors • Business Partners • Company Leadership • Customers • Industry Associations • Insurer • Investors • Suppliers • Team Members	• Compilation of relevant topics following the Global Reporting Initiative (GRI) guidelines • Financial and impact assessment • Interviews and surveys • Internal analysis and report of deep insights into topics	• Strategic focus on top 10 priorities • Formalizing associated workstreams • Coordination with Enterprise Risk Management • Enhanced reporting of sustainability initiatives for key topics

2025 Quality Excellence Award

Wyatt, who has been an Equipment Operator with our Montana paving crew for more than 20 years, received the Quality Excellence Award for consistently demonstrating exceptional workmanship, initiative and pride in every project he touches. As the screed operator for the Kalispell paving crew, he has an unmatched ability to read complex jobs and execute efficient layouts. His attention to detail, impressive screed operation and commitment to doing the job right result in a consistently high-quality finished product that reflects positively on the company and builds long-term customer trust. While Wyatt works quietly and doesn't seek recognition, his standards of excellence lead directly to repeat customers and a strong reputation.

Beyond his technical expertise, Wyatt is a true leader by example. He is always finding productive ways to improve efficiency, mentoring new employees with patience and practical guidance, and stepping in wherever needed—whether running equipment, assisting in the shop, or resolving field breakdowns to keep projects moving. His versatility, reliability and willingness to go above and beyond speak volumes about his character and dedication to quality in all we do.

2025 Quality Excellence Award Winner
Wyatt Mann
Equipment Operator
Mountain Region
Kalispell, Montana

PRODUCT QUALITY & OPERATIONAL EXCELLENCE

Knife River is committed to delivering high-quality products and services to our customers. Quality control is a critical strategy in our aggregates, concrete, asphalt and liquid asphalt products, as well as our contracting services: Our quality management efforts lend us an operational advantage for our customers and in our own business because we are vertically integrated. Leveraging initiatives like our Process Improvement Teams (PIT Crews) helps us continually drive for best-in-class and build and maintain long-term relationships with our customers.

A key strategy through which we drive quality is institutionalizing the standardization of a quality management system (QMS). These comprehensive documents drive the process around which our teams create, organize and document the quality control program, so we are expanding their development across our quality control labs within Knife River. Each of our labs has a playbook for operating, ensuring our technicians are qualified, and where needed, certified, to run a particular test. It also helps us maintain visibility into the chain of custody of samples and test results. In addition, some of our labs are AASHTO (American Association of State Highway and Transportation Officials) and ASTM (Advancing Standards Transforming Markets) certified, across our Materials, Construction and Energy Services divisions.

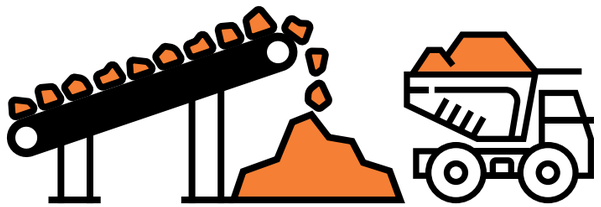
Quality assurance and quality control are key components in delivering safe and reliable products for our customers.

Process Improvement Teams – 'PIT Crews'

Knife River developed Process Improvement Team (PIT Crews) to drive excellence in our operations. These crews are comprised of experts from across our operations who bring knowledge of best practices they can share in three key areas: commercial, operational and standardization. Members of the PIT Crews are leaders in their respective fields and work as a team, alongside operations, to identify areas for improvement, make recommendations and prioritize solutions.

The strategy began with a materials-focused PIT Crew and has grown to encompass many other aspects of our operations. These teams travel to Knife River sites where, as a team, they observe local operations to identify best practices and share learnings from other areas of our business. This approach has meaningfully changed the mindset of our teams around performance improvement: as we continue to grow through acquisitions, we have an effective strategy for learning from our new team members and supporting integration. While much work is done onsite during the PIT Crew visits, equally important is the follow up once our PIT Crew members head back to their respective locations. The PIT Crew generates recommendations and action plans in coordination with local leadership to ensure continual engagement after the time together onsite.

OPERATIONAL



Controlling Costs

- Driving plant efficiencies and mix optimization
- Tracking performance with daily/weekly/monthly KPIs
- Supporting operations with training and coaching

COMMERCIAL

Optimizing Prices

- Utilizing pricing/quoting tools and real-time analytics
- Ongoing training and advancement of dynamic pricing
- Marketing KNF-wide capabilities for mission-critical data centers

The PIT Crew approach reinforces Knife River's approach to sustainability. It keeps team member safety and learning at the forefront of our drive for excellence, allowing us to attract and retain talent. It also focuses on the efficiency of our operations, addressing energy, water and other environmental impacts. Integrating these considerations into our business strategy can support our long-term business viability and profitability.

Recognition for Quality & Operational Excellence

Knife River earned national recognition for operational excellence this year at plants in Idaho, Iowa, Minnesota, Montana, Oregon, South Dakota, Washington and Wyoming.

The company's ready-mix plant in Baxter, Minnesota, won a 2025 Environmental Excellence Award from the National Ready Mixed Concrete Association. The recognition was for outstanding contributions to protecting the environment and maintaining sound environmental management practices.

Knife River's asphalt plants in Belgrade, Montana, and Cheyenne, Wyoming, earned 2025 ENERGY STAR® certification for superior energy efficiency – placing them in the top 25 percent of similar facilities nationwide. These are the first asphalt plants for any company in the states of Montana and Wyoming to achieve ENERGY STAR® certification.

Additionally, three Knife River asphalt plants were recognized by the National Asphalt Pavement Association with 2025 Diamond Commendations for showcasing best practices and exhibiting top-tier performance:

- Commendation for Excellence in Asphalt Plant/Site Operations – Belgrade, Montana.
- Quality Commendation for Excellence in Paving Operations – Boise, Idaho.
- Sustainable Commendation for Excellence in Asphalt Plant/Site Operations – Sioux Falls, South Dakota.

Knife River's Energy Services operations also earned recognition in 2025. Albina Asphalt plants in Klamath Falls and Madras, Oregon, and Vancouver, Washington, earned the 2025 Excellence in Manufacturing Awards from the Asphalt Emulsion Manufacturers Association (AEMA), at the Silver level. And the Jebro Inc. plant in Sioux City, Iowa, earned the 2025 AEMA Excellence in Manufacturing Award at the Bronze level.

In Washington, Knife River's Prestress Division was named the 2025 Leading Environmental Practices Award winner by the Association of Washington Business (AWB). The award recognized the Prestress Division's efforts to advance sustainable materials, as well as initiatives at the company's 185,000- square-foot plant in Spokane. Opened in 2024, the state-of-the-art facility features a closed-loop water recapture system, automated batch concrete delivery to indoor casting beds, and electric forklifts to reduce overall diesel use.

These commendations from across our operations recognize our team's commitment to being best in class. Excellence is a core component of our Competitive EDGE strategy to safely drive profitable growth. As we expand these same excellence initiatives to plants across our 14 states, we are proud of our team members in each of these plants for helping to set the standard.

Central Region President Andy Cramer, left, accepts the Environmental Excellence Award from the National Ready Mixed Concrete Association.

Innovations in Ready-Mix Product Quality Management

Knife River continues to invest in automated quality measuring tools. Our quality control technicians, plant supervisors and ready-mix truck drivers play an important role in ensuring the quality of our concrete prior to customer delivery. They may take samples off the chute of the truck to measure concrete properties, visually inspect a load and manually add water or admixture to meet product specifications. To provide an additional tool to help our team members and customers ensure that concrete leaving our plants and being delivered to our jobs meet specifications and remain consistent, Knife River has been deploying ready-mix concrete digital monitoring and information technologies in portions of our fleet.

The first is an AI-driven tool that evaluates slump, a measure of concrete consistency and workability, using sensors on the truck. It can automatically add water and admixtures in response to sensor readings. It also sends information back to the batch plant, to help our plant operators so they can make mix adjustments based on material and environmental conditions. The second provides continuous, real-time air, temperature and hydraulic pressure measurements on the trucks. These quality and risk-management tools help us ensure that loads are more consistent and meet specification requirements, such as air, temperature and slump, and will help keep track of water added to loads after they are batched.

These tools provide add-on benefits of offering our customers an additional level of confidence that their concrete will meet their needs, saving time for our drivers in their deliveries by taking readings while the truck is en route to the project site, and providing readings of excess concrete returning to the plant in the truck. The latter measure helps us reuse product in some instances. When the data from these platforms are integrated into daily huddles, mix reviews, and root-cause workflows, the systems become a continuous improvement engine: It helps prevents defects before they ship, documents performance automatically, and creates a common language across batching, dispatch, drivers and quality control. This helps us turn quality management from a back-end function into an operational advantage.

Instant feedback from concrete maturity sensors reduces project delays.

Advanced Sensor Testing Speeds Up Project Completion

One of the often unseen – but vitally important – parts of working with ready-mix concrete is the proper sampling, curing and testing of concrete cylinders. Knife River's ready-mix operations were featured in the September 2025 issue of the North Dakota Concrete Council's newsletter for our deployment of a technology that helps calculate maturity, evaporation rate and strength of concrete.

Concrete maturity sensors provide real-time data that allow crews to open completed projects for use faster than a traditional schedule might call for, because the sensors' instantaneous feedback eliminates the delay in getting testing results back from a lab.

When using the sensors in mass placements, our quality control teams track the temperature difference on the surface to the center mass of the structure placed. Data is updated every five minutes and automatically sends notifications to the project team. When used for maturity, the system is based on temperature and age of the placement, and real-time data is sent about the strength of the slab. This helps the team know right away when strengths or other limits are set.

"Having instantaneous data available helps us evaluate every step in the production and delivery process," said Brendan Scott, Quality Control Manager for North Dakota's Eastern operations. "We can provide immediate updates as to the current status of the material our team has produced."

GOVERNANCE

Knife River is committed to strong corporate governance aligned with stakeholder interests. The following highlights our corporate governance practices and policies.

- No supermajority voting requirements.
- Highly qualified directors with deep institutional, industry, and market knowledge, and the right mix of skills to meet Knife River's evolving needs.
- Committed to continuous board and committee refreshment.
- Separate chair and CEO.
- Fully independent board, excluding our CEO.
- Majority voting for directors in uncontested elections.
- Structure in place to fully declassify board at the 2027 annual meeting.
- Extensive and proactive shareholder engagement program to facilitate year-round dialogue.
- Succession planning and implementation process.
- Stock ownership requirements for directors and executive officers.
- Anti-hedging and anti-pledging policies for directors and executive officers.
- No related party transactions by our directors or executive officers.
- Mandatory retirement policy for directors.
- Directors may not serve on more than three public boards, including our board.

Knife River's board meets regularly at company operations to engage with front-line team members and see operations in person.

Board of Directors

The composition of our Board of Directors reflects a diversity of experience, skills and backgrounds to serve Knife River's evolving governance and strategic needs. Additional information on our Directors and governance practices can be found in our most recent Proxy and Annual Report at investors.kniferiver.com/financials/annual-reports.

Karen B. Fagg

Through her management experience and knowledge in the fields of engineering, environment and energy resource development, including four years as director of the Montana Department of Natural Resources and Conservation and over eight years as president, chief executive officer and chair of her own transportation and water resources engineering services company, Ms. Fagg contributes experience in responsible natural resource development with an informed perspective of the construction, engineering and energy industries. She also provides insights on executive leadership, managing enterprise risks, workforce management and succession planning.

German Carmona Alvarez

With over 30 years of global experience in corporate strategy, digital transformation and human capital management, and 15 years of global experience in the building materials industry, Mr. Carmona Alvarez brings broad industry and related expertise to the board. Mr. Carmona Alvarez also contributes experience and expertise in finance and mergers and acquisitions.

Patricia Chiodo

With substantial experience in both public and private companies, Ms. Chiodo contributes financial acumen and operational understanding in mergers and acquisitions, corporate strategy, risk management, financial reporting, capital markets and investor relations. Ms. Chiodo also provides insight on employee recruitment and development and compensation.

Brian R. Gray

Serving as president and chief executive officer of Knife River Corporation since 2023, Mr. Gray is the only officer of the company that serves on our board. With over 30 years of experience at the company, he brings industry experience to the board, as well as extensive knowledge of our company and its business operations. He contributes valuable insight into management's views and perspectives and the day-to-day operations of the company.

Thomas W. Hill

With over 40 years of experience in aggregate, asphalt, cement and ready-mix, Mr. Hill brings strong business leadership, supports disciplined and strategic growth, and has extensive experience in capital markets and capital allocation strategy. Mr. Hill also contributes experience in corporate governance, overseeing enterprise risk management and employee recruitment and engagement.

Patricia L. Moss

With substantial experience in the finance and banking industry, including service on the boards of public banking and investment companies, Ms. Moss contributes broad knowledge of finance, business development, human resources and compliance oversight, as well as public company governance to the board. Through her business experience and knowledge of the Pacific Northwest, Ms. Moss also provides insight on state, local and regional economic and political issues where a significant portion of our operations and employees are located.

William J. Sandbrook

With over 30 years of experience in mining, building materials, construction industries and public companies, Mr. Sandbrook brings critical knowledge of the construction materials and contracting industry to the board. Mr. Sandbrook also contributes strong business leadership and management capabilities and insights through his various roles as CEO.

Business Strategy and Risk

Knife River's Board of Directors oversees the company's risk management, including the implementation of various risk-management processes. Our company has an independent board chair. In the event of a non-independent board chair, the corporate governance guidelines require a lead independent director. The chair and CEO meet regularly to discuss strategy and matters of risk facing the company. Each quarter, the Board of Directors receives presentations on key risks facing our company, and the board tours company operations in connection with certain board meetings to enhance its understanding of risks and risk-management measures in place at particular company operations.

The board is apprised of ongoing activities through recurring financial and operations reports, as well as regular meetings with the President/CEO. These reports and meetings keep the board informed on operational performance, business development activity, financial performance, safety performance, new initiatives, emerging issues and risks and any material litigation updates.

Board Committees

- The Audit Committee assists the board in fulfilling its oversight responsibilities with respect to risk management in, among other things, the areas of financial reporting, internal controls, cybersecurity, artificial intelligence, compliance with legal and regulatory requirements, and environmental, health, safety and other social sustainability matters that affect the company's interests and long-term viability. Risk assessment reports are regularly provided by management to the Audit Committee.

- The Compensation Committee assists the board in, among other things, fulfilling its oversight responsibilities with respect to the management of risks arising from our compensation policies, programs and human capital management.

- The Nominating and Governance Committee assists the board in, among other things, fulfilling its oversight responsibilities with respect to the management of risks associated with board organization, membership and structure, succession planning for directors and executive officers, and corporate governance.

Strategic Planning Sessions

A strategic planning session is held by the board and senior management each year to discuss strategies, key challenges and opportunities for the company. This discussion is the culmination of a strategic planning process that is ongoing throughout the year. Additionally, Knife River's Management Policy Committee, which is comprised of company executive officers, meets monthly or more frequently as warranted to address key business imperatives.

Oversight of Sustainability

Board of Directors Audit Committee

The Audit Committee of the Board of Directors helps fulfill the board's oversight of risk management responsibilities for environmental, health, safety and other social sustainability matters that affect Knife River's business interests and long-term viability. The committee's responsibilities include reviewing significant risks and exposures to current and emerging environmental and social sustainability matters, including climate-related risks and opportunities, and discussing with management and overseeing actions taken in response.

The committee also reviews Knife River's efforts to integrate social, environmental and economic principles, including climate change, greenhouse gas emissions management, energy, water, waste management, product and service quality and reliability, customer care and satisfaction into the company's strategy and operations.

Enterprise Risk Management Committee

Knife River maintains an Enterprise Risk Management Committee, comprised of team members with expertise including safety, information technology, quality, environmental, operations, financial, legal, human resources, sustainability and risk management, to support the company's enterprise risk management processes.

Sustainability Committee

Knife River's Sustainability Committee is comprised of corporate and operating-segment senior leadership. It supports execution of our environmental and sustainability strategy and establishes, maintains and enhances the processes, procedures, methods and controls for our environmental and sustainability disclosures.

Sustainability Governance Structure

Board of Directors
The board is ultimately responsible for the oversight of environmental, health, safety, and other social sustainability matters applicable to the company.

Audit Committee of the Board
The audit committee assists the board in fulfilling its oversight responsibilities with respect to environmental, social, and other sustainability matters, including climate change risks and opportunities, health, safety, and other social sustainability matters.

Compensation Committee of the Board
The compensation committee assists the board in fulfilling its oversight responsibilities with respect to human capital management matters.

Management Policy Committee
The management policy committee is comprised of company executive officers. The committee meets monthly, or more frequently as warranted, and is responsible for the management of risks and pursuit of opportunities related to environmental and social sustainability matters, including climate change, health, safety, and other social sustainability matters.

Executive Sustainability Committee
The executive sustainability committee is comprised of corporate and business segment senior leadership and supports execution of the company's sustainability strategy and establishes, maintains, and enhances the processes, procedures, and controls for the company's sustainability disclosures.

SUPPLY CHAIN & SOURCING

As a vertically-integrated, aggregates-based construction materials company, Knife River benefits from direct visibility into much of our supply chain. All of our owned operations occur in the United States, and many of our products build upon our self-supplied aggregates. In 2025, 35 percent of our annual aggregates were used internally to support value-added downstream products (ready-mix concrete and asphalt) contracting services (heavy-civil construction, asphalt paving, concrete construction, site development and grading services, and in some segments the manufacturing of prestressed concrete products). Although rare, we leverage external suppliers in markets where we cannot economically self-supply aggregates. In 2025, we purchased approximately one percent of our aggregate tons from third parties.

Additional inputs to value-added downstream products that we source externally include products such as cement, steel, slag and liquid asphalt. One strategy we employ to gain visibility into the supply chain of our construction materials is through the development of Environmental Product Declarations (EPDs). Knife River generates EPDs at many of our ready-mix and asphalt plants, which requires us to identify the specific supplier and distance from the supplier to the plant in order to obtain a third-party verified EPD. Information on the environmental aspects of our EPD work is found in the Sustainable Materials section of this report.

In addition to material inputs for our products and services, key categories we source for our operations include energy, such as diesel for our fleet, and transportation equipment, including on-road and off-road vehicles. We engage with these suppliers to understand, test and deploy sustainable options such as renewable diesel and electrified equipment.

Knife River utilizes rail to deliver aggregate products from a number of our quarries.

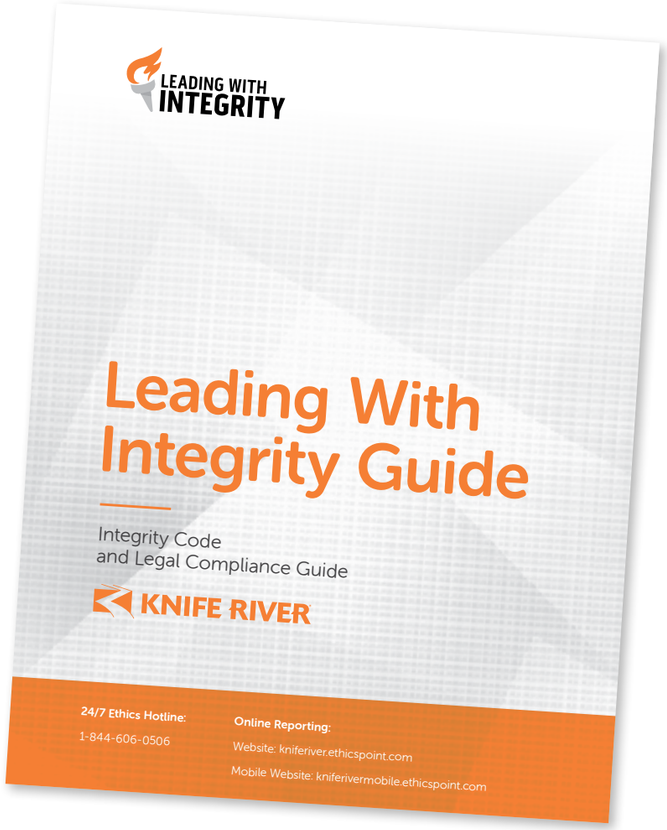
LEADING WITH INTEGRITY

Knife River's corporate code of conduct, outlined in our Leading With Integrity Guide, provides a summary of the expected behaviors that guide our team members, coaches, officers and directors to perform all matters with integrity. To ensure accessibility for our team members, the guide is published two languages, both English and Spanish. Throughout the guide, we make a commitment to:

- **Integrity:** Team members will conduct the corporation's business legally and ethically with their best skills and judgment.
- **Team Members:** Our team will work together to provide a safe and positive workplace.
- **Shareholders:** Team members will act in the best interest of the corporation and its shareholders, and protect its assets.
- **Customers, Suppliers and Competitors:** Knife River will compete in business only by lawful and ethical means.
    - We also maintain a Vendor Code of Conduct that outlines expectations of vendors.
- **Communities:** Knife River will be a responsible and valued corporate steward.

ETHICS AND COMPLIANCE

Knife River has a robust program to promote a culture of legal and ethical compliance, consistent with the right tone at the top, to mitigate risk. The program includes training and adherence to our Leading With Integrity Guide code of conduct.



Annual Fraud Risk Assessment

Each year, Knife River performs a comprehensive fraud risk assessment to evaluate potential exposure to fraud and to confirm that appropriate mitigating controls are in place. The annual assessment comprises two primary workstreams: an organization-wide fraud survey and a structured evaluation of key fraud schemes relevant to the company's operations. This process is designed to strengthen Knife River's control environment by reinforcing ethical behavior, proactively identifying emerging fraud risks, incorporating employee perspectives on fraud-related concerns, and enhancing awareness of fraud risks and ethical responsibilities across the organization.

Grievance and Ethics Reporting

Knife River has a Compliance Reporting and Investigation Policy, which also covers whistleblower protection. Team members are encouraged to report concerns that something may be unethical or illegal within the company to their coach, a human resources representative, a company executive or their compliance officer.

For those wishing to remain anonymous, Knife River also has an anonymous reporting hotline. Team members, customers and other stakeholders can report confidentially and anonymously through this third-party telephone- and internet-based reporting system any concerns about possible unethical or illegal activities. Reports are carefully considered and investigated. Summaries of the reports and investigative results are provided to the Audit Committee of the Board of Directors. Anyone who wishes to file an anonymous report can call 1-844-606-0506 or visit http://kniferiver.ethicspoint.com or http://kniferivermobile.ethicspoint.com.

OUR COMMITMENT TO OUR STAKEHOLDERS

Knife River is committed to competing in business by lawful and ethical means. We believe our long-term success can be achieved through fair, honest, and sound decisions in dealing with customers, shareholders, suppliers and competitors.

Customers

Knife River strives to be our customers' supplier of choice in all our markets by providing high-quality products and services, and excellent customer service. Our successful relationships with customers require that we provide quality products and services competently and efficiently and treat customers with courtesy. We make many commitments to customers about the availability, quality and price of our products and services. Each team member is expected to ensure that Knife River lives up to these promises, including maintaining open communication with customers and responding promptly to inquiries, requests and complaints.

Customer Privacy

Knife River understands the importance of protecting the privacy of all information provided by customers and, to that end, has a Sensitive Information Policy. We collect information about customers in connection with furnishing certain products and services, to prevent fraud, and to meet legal and regulatory requirements. Depending on the nature of the services being provided or the work being performed, personally identifiable information may be collected.

Knife River restricts access to customer information to those team members who need to know the information to support essential business services. We maintain physical, electronic, and procedural safeguards that comply with applicable industry standards and federal regulations, including the Fair and Accurate Credit Transactions Act, to protect nonpublic personal information from unauthorized disclosure.

Knife River may disclose information to select team members at company subsidiaries and to a limited number of contract-bound, third-party contractors who are required to protect the confidentiality of the information. We only share information outside the company under the following conditions:

- When the customer has authorized us to do so in writing.
- When we are responding to a subpoena or other legal process.
- When we are reporting to a credit bureau for credit reporting purposes.
- When shared with contract-bound third parties as previously described.

Cybersecurity

Knife River has implemented a cyber security risk management program to help ensure that our electronic information and information systems are protected from various threats and are built on and follow the Cybersecurity Maturity Model Certification for information security requirements and the protection of sensitive information. Our cyber risk management program is maintained as part of our overall governance, enterprise risk management program, and compliance program. Among our efforts is cybersecurity training to facilitate education for employees who may have access to our data and critical systems. We also engage third parties for risk management through strategies including penetration testing and security framework assessments.

Knife River has an established Cyber Risk Oversight Committee (CyROC). The committee is comprised of members from financial and operations management, technology leaders and cybersecurity professionals and is chaired by the IT director of core technologies. The CyROC receives updates on current cyber threats that could impact our electronic information, business systems or operation technology systems. Input from CyROC on these threats assists in the development of cybersecurity strategies and policies. Additional information on our cybersecurity practices can be found in our most recent Form 10-K, located at investors.kniferiver.com/financials/annual-reports.

Suppliers & Vendors

Knife River's relationships are based on a commitment to open and fair dealings. We select suppliers of goods and services based on quality, service, cost-benefit considerations, performance capacity and adequacy of supply. Knife River has a Gift Policy regarding giving gifts to or receiving gifts from others in the course of business, and a Vendor Code of Conduct that outlines our expectations of vendors, including ethical business practices, workplace safety, environmental stewardship and compliance with applicable laws and regulations.

Shareholders

We will act in the best interests of our corporation and protect its assets. Every director, officer and team member has a duty to protect our corporation's property and financial integrity, and to provide our stockholders with timely, accurate information. We will not let personal interests conflict with our corporation's interests.

Fair Business Dealings

Knife River's Leading With Integrity Guide outlines that the corporation conducts business through fair, honest and sound decisions. No corporate funds or assets may be paid, loaned or otherwise given as bribes, "kickbacks" or payments designed to influence or compromise the recipient's conduct. No team member may accept funds or other assets — influencing preferential treatment for fulfillment of responsibilities — in return for helping get business from our corporation or for getting special concessions from our corporation.

Inside Information

Team members may not trade in or recommend company stock based on material non-public information. Officers and directors of the corporation are prohibited from trading in company stock during a "Blackout Period," as described in the corporation's Insider Trading Policy and Leading with Integrity Guide.

Conflicts of Interest

Knife River's code of conduct, the Leading With Integrity Guide, requires directors, officers and team members to conduct themselves in such a way that there is no conflict — or even the appearance of a conflict — between their personal interests and the corporation's interests. Team members and non-executive officers who recognize a conflict of interest must report it to their coach, the human resources department, the chief legal officer or the internal audit director. Directors and executive officers must report to the chief legal officer all proposed or existing transactions between them or their immediate family members and the corporation.

Personal Financial Interests

Knife River's Related Party Transactions Policy requires a team member to disclose and obtain approval of a transaction in which the corporation is a participant and the team member or an immediate family member has or will have a direct or indirect material interest.

Significant Relationships

Knife River team members are required to disclose "significant relationships," meaning a family, business or personal relationship that causes or appears to cause an inability on the part of a team member to objectively and impartially perform his or her responsibilities. These might include:

- A family, business or personal relationship with another team member with whom a reporting relationship exists. This applies whether the relationship is direct or indirect and whether it is superior-to-subordinate or subordinate-to-superior.
- A relationship with an officer of any Knife River company.
- A relationship with another corporate team member whose career or terms and conditions of employment may be affected by the reporting team member.

Further information on our company policies can be found in Appendix A of this report.

ENVIRONMENT

2025 SUSTAINABILITY REPORT

KNIFE RIVER

ENVIRONMENT

Environmental stewardship is a core value at Knife River. We strive to operate efficiently to meet the needs of the present without compromising the ability of future generations to meet their needs. Our efforts include promoting emission reductions and fuel conservation, advancing water conservation practices, protecting water quality, land management, reducing noise and implementing programs to develop and enhance public spaces in the communities we serve. Knife River operates with three primary environmental goals:

- Minimize waste and optimize resources.
- Be a good steward of the environment, while providing high-quality and competitively priced products and services.
- Meet or exceed all applicable environmental laws, regulations and permit requirements.

Knife River's commitment to operating in an environmentally-responsible manner is reviewed and encouraged through several measures, including oversight by professional environmental staff with reporting and accountability to regional operations leaders, regular review by the executive Sustainability Committee, audits of operating activities and property reviews during due diligence on potential acquisitions.

Team members volunteering for the 2025 Sioux City Litter Dash in Sioux City, Iowa.

ENVIRONMENTAL STEWARDSHIP

Knife River operates with the aim of minimizing environmental impacts and promoting conservation, while optimizing resource use to meet our customers' needs. Knife River's corporate Environmental Policy addresses environmental practices and supports our environmental management strategy. The policy directs that we operate efficiently to meet the needs of the present without compromising the ability of future generations to meet their needs. Our company's environmental leaders have responsibility for administering the Environmental Policy, and our company officers are responsible for compliance.

ENERGY USE

As energy is a critical input to our business, we strive to reduce our energy consumption through efficient operations. Knife River's annual energy sources that result in scope 1, scope 2 and biogenic emissions include electricity, natural gas, diesel, renewable diesel, gasoline, burner fuel oil and propane. These are reported in gigajoules (GJ), along with each fuel type's contribution to total energy consumption.

Energy use increased in 2025 versus prior year in alignment with the growth in our business. We continued to purchase renewable diesel in Oregon and California where it is available to us at cost parity to traditional diesel. Changes in our Oregon operations revenues in 2025 resulted in lower than typical renewable diesel consumption, and acquisitions outside of Oregon and California impacted the proportion of renewable diesel. This in turn contributed to 12 percent of our overall energy consumption coming from renewable energy.

Energy	2025	2024	2023
Total Energy Consumption (GJ)	7,190,416	6,442,402	6,730,619
by Source (%)			
Diesel	32%	31%	30%
Renewable Diesel	12%	14%	14%
Gasoline	5%	4%	4%
Burner Fuel Oil	8%	9%	9%
Natural Gas	36%	35%	36%
Propane	<1%	<1%	<1%
Electricity	7%	7%	7%

2025 Environmental Excellence Award

Megan was recognized with the Environmental Excellence Award for her delivery of forward-thinking, industry-leading achievements in her role as Sustainability Coordinator for the Mountain Region. As a key member of the Knife River Environmental Product Declaration (EPD) Committee, she has served as the asphalt materials point person and led efforts that help position Knife River as a leader in sustainable asphalt production. Her work directly resulted in ENERGY STAR® certifications in 2025 for asphalt plants in Belgrade, Montana and Cheyenne, Wyoming—making them the first asphalt plants in their respective states to earn this recognition.

These achievements were driven by Megan's leadership in improving plant operations, educating asphalt team members and implementing energy-efficient practices that demonstrated Knife River's commitment to sustainability while also delivering cost savings. Her impact extends beyond the company through her appointment to the National Asphalt Pavement Association's Sustainability Committee, where she can support sustainability standards for the asphalt industry. In addition, Megan launched and hosts the Life at Knife Podcast that offers an important point of connection for our team members. Through these accomplishments, Megan has made lasting and meaningful contributions toward our Core Values.

2025 Environmental Excellence Award Winner
Megan Winter
Sustainability Coordinator
Mountain Region
Boise, Idaho

Energy-Efficient Operations

Knife River is continuously investing in energy use reduction efforts to improve efficiency and reduce emissions associated with our operations.

Power Factor Correction Technology

Another efficiency strategy we have employed is the adoption of power factor correction (PFC) technology at some of our sites that rely upon diesel generators for onsite power generation. At our aggregates operations, for example, we may leverage onsite diesel generators to supply direct power to the crushing equipment. Each time that the crushing equipment starts up, the associated surge of power demand from what may be upwards of 50 electric motors, puts strain on the generator. Power factor correction technology installed at the generator shifts this peak energy demand to a capacitor bank, allowing for more consistent, efficient power delivery from the generator.

At one Minnesota location, Knife River has experienced fuel savings of greater than 25 percent after the installation of the PFC equipment. We have also installed them in a number of our Idaho locations, and are planning expansion of the strategy in 2026. An added benefit of PFCs is the right-sizing of generators at the time of purchase. Because PFCs efficiently manage the electric load, we have been able to procure smaller sized generators that operate more efficiently, rather than purchasing oversized generators just to meet peak demand from the initial startup of equipment.

Paving the Way for ENERGY STAR® at Asphalt Plants

Key examples of this work in 2025 were upgrades to and ENERGY STAR® certification of our asphalt plants in Belgrade, Montana and Cheyenne, Wyoming. The Belgrade Asphalt Plant earned the U.S. Environmental Protection Agency's (EPA) ENERGY STAR® certification in 2025, which signifies that the industrial plant performs in the top 25 percent of similar facilities nationwide for energy efficiency and meets strict energy efficiency performance levels set by the EPA. Belgrade was the first asphalt plant to earn the certification in the state of Montana. To earn ENERGY STAR®, the team took the following actions:

- Replaced outdated or ill-fitted equipment.
- Prioritized regular maintenance and inspections of the plant.
- Patched burner air leaks.

2025 was the first year that that the EPA made this certification available to asphalt plants. Therefore, this recognition marks the Belgrade plant as one of the first 40 asphalt plants in the nation to receive ENERGY STAR® certification.

Knife River's asphalt plant in Belgrade, Montana, is the first ENERGY STAR® certified asphalt plant in the state.

2025 ENERGY STAR CERTIFIED FACILITY
ENERGY STAR
www.energystar.gov

Transportation Optimization

Location and proximity are critical drivers of success in our business and the broader construction materials industry. Heavy materials such as aggregates are economically delivered by truck within a certain distance, which can be extended through the use of rail and barge. In addition, several of our products may only be transported for a defined period of time to maintain desired properties: Both ready-mix concrete and hot-mix asphalt must be delivered quickly as they begin to harden while en route. These time and economic limitations mean that the distance from our plants to customer projects and the mode of transportation available affect operational success.

Fleet Emissions Management

At Knife River, we continually evaluate our fleet to ensure the appropriately sized vehicle and the right type of equipment is purchased for each specific need. Our fleet ranges from heavy-duty off-road equipment, such as articulated dump trucks and front-end loaders at our aggregates sites, to on-road vehicles including ready-mix trucks for concrete and dump trucks that haul aggregates and asphalt. Our fleet also includes barges for water transport and engines and rail cars for rail transport of our products.

Wherever feasible, we optimize our fleet to leverage smaller, more fuel-efficient vehicles and equipment, including electric and hybrids, to mitigate fuel costs and reduce emissions. The regular update of our equipment and vehicles ensures that we are leveraging manufacturers' advancements in motor efficiency. As of December 31, 2025, the average model year of Knife River's on-road trucking fleet and construction equipment was 2014.

Knife River has also implemented behavioral fuel conservation programs to educate team members and promote fuel conservation practices. Training sessions encourage team members to efficiently use resources and inform team members of the proper procedures for shutting down diesel-fueled engines. Our engine idling policy supports these procedures by establishing a companywide diesel and gasoline engine idling limit and institutionalizing our Shut Down & Save fuel conservation program.

Automatic shutdown systems installed on most of our heavy-haul construction trucks further support fuel conservation and emission reductions. These systems can automatically shut off a vehicle's engine after a set period of idling. More broadly, we install equipment on haul vehicles that allows us to monitor operating times, idle times and fuel consumption, and which can be used to monitor overall equipment performance.

Reducing the Use of On-Road Trucks

According to the Association of American Railroads, freight railroads are three to four times more fuel efficient than on-road trucks[6]. Leveraging rail transport diverts the transportation of heavy materials away from public roadways, reducing congestion and offering safety benefits. Knife River utilizes rail to deliver aggregate products from a number of our quarries. In 2025, approximately 31,000 rail cars were used to ship 3.2 million tons of aggregate material between Knife River locations within Alaska, Minnesota, Montana, North Dakota, Oregon, South Dakota and Texas.

Knife River's Energy Services division also primarily utilizes rail to move liquid asphalt products from their suppliers to storage and distribution facilities. In 2025, we had over 4,500 rail cars of liquid asphalt product delivered from suppliers. Moving this volume of liquid asphalt via on-road trucks on public roadways would require more than 15,000 trucks.

SUSTAINABILITY AWARD
2025
BNSF RAILWAY

Knife River was named a 2025 BNSF Railway Sustainability Award Winner, a designation awarded to companies that lead the way in sustainability.

The use of barge transportation on waterways rather than trucking additionally avoids the movement of heavy products on roads near passenger vehicles and lowers traffic congestion on public roadways. Knife River uses a barge to transport aggregate materials between quarries and ready-mix and asphalt sites in the Portland, Oregon, metro area. In 2025, over 247,000 tons of aggregate products were shipped via barge, which if delivered by truck would have required nearly 8,000 on-road truck deliveries in the congested metropolitan area. Part of our Southern California operations also leverage barges to efficiently and safety transport aggregate. To further lower their environmental impacts, this team has also been an early mover on barge electrification, proactively converting a barge to full electric ahead of emissions requirements in the state.

[6] Association of American Railroads, "Freight Rail & Amtrak," https://www.aar.org/wp-content/uploads/2023/06/AAR-Amtrak-Fact-Sheet.pdf.

CLIMATE

Greenhouse Gas Emissions

This report marks the third year that Knife River is disclosing its company-wide emissions inventory, calculated according to The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard[7] and utilizing the Operational Control approach. Knife River's 2025 scope 1 and scope 2 greenhouse gas emissions were verified by a third-party assurance provider, Keramida, Inc. to a limited level of assurance. See the 2025 Limited Assurance Statement.

The following table summarizes the most recent three years of calculated carbon dioxide equivalent (CO_2e) emissions reported in metric tons (mt). To offer a comparable year-over-year view of our emissions while we have continued to grow through acquisitions, Knife River also reports emissions intensity in the form of metric tons CO_2e of scope 1 and 2 emissions per million dollars of revenue, as indicated in the table below. 2023 and 2024 scope 1 and scope 2 greenhouse gas emissions have been corrected and restated in this report based on methodology improvements.

Greenhouse Gas Emissions	2025	2024	2023
Scope 1 Emissions (mt CO_2e)	370,162	322,903	338,138
Scope 2 Emissions (mt CO_2e)[8]	46,660	44,897	44,131
Total Scope 1 & Scope 2 Emissions (mt CO_2e)	416,822	367,800	382,270
Scope 1 & Scope 2 Emissions Intensity (mt CO_2e/$M revenue)	132	127	135

Renewable Diesel

Since 2021, Knife River has utilized renewable diesel fuel in its on-road and off-road fleets in California and Oregon. In 2025, renewable diesel accounted for approximately 28 percent of our total diesel fuel purchases across fleet and stationary uses. We continue to look for opportunities to purchase renewable diesel in other market areas where it is geographically available and financially competitive to traditional diesel. Following The Greenhouse Gas Protocol guidance on biogenic emissions, our emissions data for direct carbon dioxide (CO_2) emissions from biologically sequestered carbon is reported below, separately from scope 1.

Biomass Emissions	2025	2024	2023
Biomass Emissions (mt CO_2)	58,491	62,208	64,046
% of Renewable Diesel in Total Diesel Purchases	28%	33%	32%

Climate Risk Management

Knife River's approach to resilience includes monitoring and mitigating the impacts of climate change on our business as a part of our broader sustainability governance and management structures. We continue our efforts to document our climate-related risks and opportunities through frameworks relevant to our business and stakeholders, such as those recommended by Task Force on Climate-related Financial Disclosures (TCFD) guidance. Our TCFD report is found in Appendix B of this report, details on our sustainability governance are found in the Governance section of this report, and additional information on risks, including climate-related risks, can be found in our more recent Form 10-K, located at investors.kniferiver.com/financials/annual-reports.

[7] The Greenhouse Gas Protocol, A Corporate Accounting and Reporting Standard, https://ghgprotocol.org/corporate-standard.

[8] Scope 2 emissions from electricity are calculated according to the location-based method.

LAND USE & RECLAMATION

The construction industry relies upon natural capital to build and maintain safe, efficient roadways and sound building infrastructure. Knife River's construction materials are therefore dependent on natural capital including aggregate, sand, gravel, water and liquid asphalt. Knife River uses mine planning to manage aggregate reserves and mining sites in an environmentally sound manner. We work regularly with government agencies, landowners and other stakeholders to develop reclamation plans that return mined land to viable and productive use. In some cases, land may be returned to agricultural use or transformed into wetlands or other wildlife habitat.

In Corvallis, Oregon, Knife River reclaimed a sand and gravel site into wildlife habitat with a pond that connects to the Willamette River and is now considered essential fish habitat.

Knife River Builds Fish Passage to Restore Stream Connectivity

When Knife River acquired the Dhooghe Road Quarry southeast of Portland, Oregon in 2023, the team knew improvements were needed - not just for operations, but also for the environment. At the heart of the challenge was an old stream crossing: two elevated culverts acted like a dam, blocking fish and other aquatic life from moving freely through the creek.

The solution was ambitious.

“We installed a 20-foot by 100-foot culvert with a fish passage bottom to help alleviate that problem,” said Jake Mote, Special Projects Manager for Knife River’s North Division in Oregon. “This massive structure ensures that fish, crawdads and other species can move freely, reconnecting habitats upstream and downstream.”

While construction took just two weeks, the project required a year and a half of planning and permitting, involving multiple agencies and engineering partners. For Mote, an avid outdoorsman, the project was more than a technical challenge.

“I understand the impacts of these projects and allowing the wildlife and the fish to do what they’re naturally supposed to do in these streams,” he said. “It’s about making it a better environmental situation for everything involved.”

The investment reflects Knife River’s dedication to environmental stewardship. “We put a lot of resources into this project to try to better the crossing and do the right thing,” Mote noted.

The result is a tangible example of Knife River’s commitment to operating with integrity, supporting ecosystems and demonstrating that infrastructure and environmental responsibility can go hand in hand.

This fish passage near Portland, Oregon, reconnects a creek and allows wildlife to move freely.

ENVIRONMENTAL COMPLIANCE

Environmental Investments

Environmental compliance is at the core of our operations. Knife River invested $4.4 million in capital expenditures related to environmental compliance in 2025 and expects to invest $8.6 million in capital expenditures in 2026 related to environmental compliance with current laws and regulations. The increase is primarily due to upgrades at operations acquired in 2025, as well as preparation for potential changes in regulation and investment in our construction equipment. As part of our capital investment planning, Knife River annually assesses investment in environmental impact mitigation efforts in our operations, particularly in regard to meeting or exceeding permit requirements and environmental regulations. Knife River did not incur any material fines related to environmental compliance in 2023, 2024 or 2025.

Toxic Release Reporting

Knife River provides toxic release inventory (TRI) reporting to the EPA for nitrate compounds released with process wastewater from ready-mix concrete operations and polycyclic aromatic compounds emitted during the handling and processing of liquid asphalt oils and binders. The TRI data for reporting facilities can be accessed on the EPA's website at https://www.epa.gov/toxics-release-inventory-tri-program.

Spills

No EPA-reportable or National Response Center-reportable spills occurred within Knife River's operations in 2025. A number of minor spills were documented internally, some of which were reported to state and local agencies based on their reporting requirements.

More information about environmental matters related to Knife River is available in our most recent Form 10-K, located at investors.kniferiver.com/financials/annual-report.

Knife River subsidiary Hawaiian Cement supports sustainable operations and "kuleana:" Taking responsible actions today for a bright future. Photo courtesy of Like Salas, a ready-mix driver for Hawaiian Cement.

WATER

Water is a critical resource in Knife River operations. Our water sources vary from groundwater, rivers, lakes, city water, private wells and rainfall captured onsite. Many Knife River locations must secure and adhere to water permits in order to operate, depending on anticipated annual water volumes and stormwater management needs. Water use in our operations varies across product line, and typical uses are outlined below.

Aggregates	Ready-Mix	Construction
• Materials washing • Dust suppression	• Concrete production • Truck washing • Drum wash out • Dust suppression	• Dust suppression • Soil compaction

Washing of Aggregates

The majority of Knife River's water use occurs in the washing of aggregate materials (stone, sand and gravel). In these operations, washing separates excavated rock from clay, silt and organic matter. This ensures that materials meet strict quality standards. While large volumes of water may flow through a wash plant, it is important to note that minimal water is consumed. Rather, most of the water is recycled into a wash pond and then reused in washing or dust control, minimizing water depletion from the local source. For example, an independent engineering study at our Honey Creek aggregates operation in Texas estimated that 79 percent of water use is available for recycling.

Water consumption from a typical aggregates operation generally occurs in the final product itself as it leaves our sites. Fine products such as sand retain the most moisture of washed aggregates, while coarser products retain less. Water depletion may also occur through dust control onsite and from evaporation off a wash pond, product piles or the washing process itself, but these are relatively small contributors to overall water consumption.

An example of Knife River's dedication to optimized water operations is our Halawa Quarry on the island of Oahu, which uses a non-potable water source for washing aggregates and for use in concrete batch water. Water from the tire wash system is also captured and repurposed in the washing of aggregates onsite. These practices give us an alternative to using drinking water for aggregates washing and concrete production. In addition, more than 20 years ago, our Hawaiian Cement team partnered with the local Board of Water Supply (BWS), which manages Oahu's municipal water resources and distribution system, to capture artesian well discharge found on our site. Since then, BWS has collected and distributed this water to the community through the investment that our team made.This potable water source would otherwise drain into the ocean.

Ready-Mix Water Use

Water is a critical component of concrete. According to the National Ready Mixed Concrete Association, a typical ready-mix design includes approximately 15-20 percent water by volume[9], but varies depending upon the customer's specifications. Knife River closely monitors this water consumption through our concrete batching technology. In some applications we can use recycled water in the production of concrete, however this can be constrained by customers' product specifications. Water is also used in the wash off and wash out of ready-mix trucks. We aim to reduce this usage through efficiency measures including:

- **Automated Power Washing Systems:** Knife River has deployed automated power washing systems at a number of our ready-mix locations. These systems allow a ready-mix truck to drive through a wash system after loading without the driver exiting the vehicle. This not only reduces the volume of water used to wash the truck, it also keeps our drivers safely out of wet and potentially slippery conditions. The wash systems have additionally shown decreases in the time it takes our trucks to load up and leave the gate by as many as 5 minutes per load, increasing our operational efficiency and reducing fuel consumption.
- **Weir System Expansion and Ready-Mix Washout Ponds:** Weir systems designed to manage water flow as well as washout ponds are used at many of our sites to collect water used onsite for ready-mix truck wash off and wash out. In the weir system, used water flows into and then works its way through segments, or is channeled to a built washout pond, allowing sediment to settle and separate from the water. The separated water can then be reused for onsite purposes such as dust control. Ponds installed at our locations with seasonal variation in water availability also help by capturing and storing rainwater from the wet season in preparation for use in the dry season.
- **Water Shut Off:** Knife River locations that joined the company through the Strata acquisition in 2025 employ water shut off technology to prevent the excess use of water in filling the side tanks on ready-mix trucks. Upon learning of this best practice from their new colleagues, our Waco, Texas operations adopted the technology in 2025. These Texas locations have seen a nearly 8 percent decrease in water use since installation of the shut offs.

This photo of a truck being washed out was contributed by Michele Jagoda, from our Southern Oregon operations.

[9] National Ready Mixed Concrete Association, https://www.nrmca.org/about-nrmca/about-concrete/.

SUSTAINABLE MATERIALS

Knife River is focused on offering the sustainable materials solutions our clients seek to meet their sustainability goals. We focus on materials circularity to enable both cost management and resource efficiency, and look for alternative designs that offer lower embodied carbon in construction materials. By focusing on opportunities beyond compliance, fostering innovation and education within our organization and leveraging our expertise to drive industry advancement on material sustainability, Knife River has become a supplier of choice for clients with sustainability goals. In 2025, we strategically established a dedicated material sustainability role, and continued to grow and expand the work of an internal committee focused on material sustainability.

Environmental Product Declarations

Environmental Product Declarations (EPDs) are standardized documents that indicate a material's environmental impact, including embodied carbon. Project owners and designers use Environmental Product Declarations (EPDs) to evaluate construction materials that can help them meet their environmental goals. EPDs are standardized documents that indicate a material's environmental impact, including embodied carbon. To meet the needs of this customer segment, Knife River has established EPD generation capabilities for ready-mix and asphalt operations, and has built relationships with owners and designers to help them understand the fundamentals of EPD documentation and the environmental metrics they include.

The standardized measure for lowering the embodied carbon of construction materials is the global warming potential (GWP) of the material. Reduction in GWP can be achieved through multiple levers. Knife River has employed the strategies of refining mix designs and used supplementary cementitious materials (SCMs) which replace cement, the largest contributor of embodied carbon in concrete. We have also engaged in the research and testing of innovative products, leveraged local materials and worked to increase energy efficiency in our own operations. Each of these strategies allows us to provide our clients with reductions in embodied carbon, and therefore reductions in GWP, helping them meet emission reduction targets.

To accelerate our capabilities in sustainable materials, Knife River established a company-wide Environmental Product Declaration Committee in January 2024. The committee has representation from across our product lines and geographic regions to ensure that industry knowledge and best practices are shared in a collaborative manner. Key focuses include standardizing data collection and verification processes and coordinating customer needs for sustainable materials across state lines. Committee members act as liaisons in their local markets to help our clients understand material sustainability as it relates to our products and showcase how Knife River can help our clients achieve their material sustainability goals.

For the second consecutive year, our focus on sustainable materials has earned the National Ready Mixed Concrete Association's (NRMCA) recognition of Knife River as leading the country in the total number of ready-mix concrete plants with EPD generator capability under NRMCA verification. At the conclusion of 2025, 57 Knife River ready-mix concrete plants had been inputted into the NRMCA system for verified EPD generators. We have also added EPD capabilities at our asphalt plants, resulting in a total of 73 of our ready-mix and asphalt plants being EPD-ready by the end of 2025.

Advancing construction material sustainability is a team effort, both within our company and beyond. To stay current and inform the future of sustainable construction materials, our team members are active in the sustainability efforts of the NRMCA, the Precast/Prestress Concrete Institute (PCI) and the Product Category Rule (PCR) committees for concrete and prestress concrete, which determine the baselines for material environmental attributes.

Research & Development

Working directly with our customers to help them achieve their goals is at the core of our sustainable materials program approach. Knife River actively engages with owners and contractors to explore new embodied carbon-reducing materials and other sustainability approaches. Our internal materials experts partner with external stakeholders to assess offerings based on material source location, availability of product-specific EPDs and product scalability. When a new product demonstrates progress in one or several of these areas, Knife River can perform internal lab testing to verify strength and ensure that the other desired attributes of the material are maintained or exceeded. When testing results are favorable, onsite testing can then be performed and assessed for feasibility in client installations.

CarbonCutter™

CarbonCutter™ is a designation for Knife River products that reduce embodied carbon through design optimization. Originating in the Knife River Prestress Division, the brand indicates solutions that help customers meet their climate-related goals in construction materials, across our product lines. Knife River's application for registered trademark for CarbonCutter™ is currently under review by the United States Patent and Trademark Office.

CARBON CUTTER

Recycling of Construction Materials

Knife River continues its long-standing practice of recycling and reusing building materials. Recycling conserves natural resources, uses less energy, reduces waste sent to landfill and ultimately lowers costs for our customers. Within our operations, we recycle or reuse asphalt pavement, refined fuel oil, demolition concrete, returned concrete at ready-mix plants and dimension stone reject material. Knife River also employs waste materials from processes outside our operations including fly ash, slag, silica fume and other cement-replacement materials in our ready-mix operations to lessen the cement volume in our mixes. In some markets where the materials are available, Knife River incorporates recycled tires as rubberized asphalt concrete (RAC) and recycled asphalt shingles (RAS) in asphalt production as well.

According to the National Asphalt Paving Association, more than 89 percent of asphalt mixture in the U.S. is recycled into new pavements, with the remainder going into other civil engineering applications: This makes the road construction industry one of the most diligent in reducing material sent to landfill[10]. Knife River contributes by designing asphalt mixes that maximize the recycled asphalt pavement (RAP) content permitted by specifications. As of December 31, 2025, 95 percent of our asphalt plants were RAP-ready, meaning they had the ability to incorporate RAP into asphalt production. Volumes of RAP vary year to year, primarily dependent upon the availability of asphalt for recycling and customer specifications for the amount of RAP they allow in their asphalt mixes.

Knife River also has warm mix asphalt capabilities, which offer sustainability advantages over hot mix asphalt by reducing the production temperature compared to traditional hot mix asphalt. This lower temperature results in decreased fuel consumption and the associated greenhouse gas emissions from production, helping to minimize the emissions impact of paving projects. Additionally, warm mix asphalt allows the use of higher percentages of RAP, further conserving natural resources. The lower temperate allows for longer travel time and haul distances, and can extend production season due to its workability in colder weather.

Recycled Asphalt Pavement (RAP)	2025	2024	2023
RAP Used in Asphalt Production *(tons in thousands)*	1,322	1,403	1,422
% of RAP in Total Asphalt Production	21%	22%	21%

[10] Asphalt Pavement Industry Survey on Recycled Materials and Warm-Mix Asphalt Usage 2023, Information Series 138. National Asphalt Pavement Association. April 2025.

Used Oil and Oil Filters

Jebro Inc., a Knife River Energy Services company in Sioux City, Iowa, is another example of our operational investment in resource efficiency and reuse. Jebro has recycled used oil since 1989 and used oil filters since 2006. After being collected by our team, used oil filters are shipped to a used oil filter processor where the filters are drained of oil and sent to a scrap metal recycling center. The recovered oil is recycled and burned for energy recovery. Jebro's petroleum-recovery service area includes parts of Colorado, Illinois, Iowa, Minnesota, Nebraska, South Dakota and Wyoming.

Jebro Recycling	2025	2024	2023
Recycled Oil *(gallons in millions)*	3.6	2.9	2.7
Recycled Steel *(tons)*	325	359	358

Anchorage Sand & Gravel Champions Sustainability Through Recycled Products

Anchorage Sand & Gravel (AS&G), a Knife River company, is proving that construction and environmental responsibility can go hand in hand. At its Anchorage operations, AS&G has integrated recycled materials into its product lineup, reducing waste and supporting sustainable building practices in Alaska.

AS&G offers RAP and recycled concrete aggregate (RCA) — two products that give new life to materials that may otherwise end up in landfills. These recycled aggregates are used in road construction, structural fill and other applications, helping contractors meet LEED (Leadership in Energy and Environmental Design) credits for recycled content and regional materials.

"We reutilize leftover concrete material from customer orders into precast products or treat it as recycled concrete. None of that ends up in a landfill," said Ryan Zins, Vice President and General Manager or AS&G.

For those unfamiliar with the process, Zins clarified: "You bring it to us, and then we take that and basically run it through the recycle plant or high-speed impactor. We crush it down to spec product. Crushed concrete and RAP are near equivalents for base course material." Landscapers especially appreciate the product: "you put a little bit of water on it and it's almost like a concrete slab."

Recycled products are a core part of AS&G's business model, stretching back over four decades. Customers enjoy the products' workability and the cost savings. "We keep RAP and crushed concrete about a dollar cheaper than typical base course aggregate," said Dave Johnson, AS&G Sales Manager. "During the fall, which is our rainy season, paving customers tend to lean towards crushed concrete just because the environment's naturally wet, so it's easier to get compaction."

The company's commitment to sustainability goes beyond recycling. AS&G ensures that 100 percent of its aggregate products are sourced within 500 miles of project sites – not always an easy task in a state as large as Alaska – managing transportation emissions and supporting local economies. This regional approach aligns with LEED's Materials and Resources Credit 5 for regional materials, making AS&G a preferred supplier for environmentally conscious projects.

Anchorage Sand & Gravel's approach demonstrates that even in regions with unique logistical challenges like Alaska, sustainable practices are achievable and beneficial. "For our market, it's been looked at very favorably," Zins said. "And we hope to grow that even more."

Knife River subsidiary Anchorage Sand & Gravel employs recycled concrete in some of its mix designs.

LOOKING AHEAD

We manage our business with a long-term view toward sustainable operations. We asked President and CEO Brian Gray and Board Chair Karen Fagg to share their thoughts on what's ahead for Knife River.

Q: Where do you see the greatest business opportunities for Knife River related to sustainability?

Our commitment to sustainability helps us keep pace with evolving customer demands. Knife River serves both public and private-sector customers. The public side includes federal, state and municipal governmental agencies with contracting services projects related to highways, streets and other public infrastructure. Several states in which we operate, including Oregon and Minnesota, have passed Buy Clean legislation, which incorporates low-carbon requirements into construction purchases. Our efforts in EPDs and sustainable materials position us to meet these customers' evolving procurement practices.

The private side includes a broad spectrum of customers across industrial, commercial and residential developers and other private parties. Some commercial and industrial customers have set aggressive sustainability targets. They need construction material partners to help them meet their carbon goals and other environmental sustainability targets. This presents an opportunity for us to be a solution provider, rather than just a materials provider - we are focused on educating private-sector customers on the levers they can pull to meet their goals. We're also committed to advancing innovation in materials with sustainability attributes.

Q: As Knife River acquires companies, how do we effectively maintain our drive toward sustainability at these new operations?

Our business strategy is to maintain and grow a sustainable, profitable business by leveraging our vertical integration, strategic acquisition program and operational excellence. Our due diligence program for potential acquisitions includes extensive review of a company's historical environmental compliance and current environmental practices. Many times, third party experts are engaged to assist with this due diligence. This offers us insight on the front end of environmental and team practices, helps us identify best practices from other companies, and helps identify areas to improve alignment upon the close of a deal.

Once an acquisition is completed, our onboarding and integration approach for newly acquired companies involves data management and alignment that gives us the visibility we need into sustainability metrics, from energy and emissions impacts to team composition.

Brian R. Gray
President and Chief Executive Officer

Karen B. Fagg
Chair of the Board of Directors

Q: How does our sustainability message align with our efforts of recruiting the next generation into the construction workforce?

We believe that environmental and community impacts matter to the next generation of job seekers, as well as our current team members. We therefore view our sustainability work as a key strategy for attracting and retaining the best team. Each of our 6 Cs of coaching – Care, Communication, Consistency, Challenge, Commitment and Culture — are embedded in our commitment of putting people first. We believe this approach drives engagement and that an engaged team is happier in their jobs, safer and more profitable.

On the environmental side of sustainability, maximizing efficient resource use and minimizing the environmental impacts of our work are core to the way we do business. Knife River team members get to play a key role in ensuring we remain good stewards in the communities where we operate.

Q: How do you envision technology further accelerating our work in sustainability?

Ever-increasing data availability, visualization and analytics help bring us new insights. We continue to look for ways to reduce our environmental footprint through tools and technologies that help us run our plants efficiently and optimize mix designs. Our adoption of quality control technologies, such as sensors to assess the curing of concrete in a project, allow us to speed up project timelines as a value-added service while also helping to ensure a high-quality product for our customers.

In addition, advancements in hybrid and electric on-road and off-road equipment availability have the potential to change the energy consumption and associated emissions footprint of our fleet.

Q: Are there any key sustainability initiatives you can share that you're looking forward to in 2026?

We expect Knife River's continued focus on standardization and sharing of best practices across our regions and product lines to contribute to our operational sustainability. For example, our PIT Crews have rolled out new technologies and training programs to boost productivity and control costs across the product lines and provide more real-time visibility into daily operations.

We are focused on our plan for continued growth and delivering for our stakeholders — customers, communities, team members and stockholders — by executing on our Competitive EDGE initiatives and our four core values: People, Safety, Quality and the Environment.

APPENDIX A:

KEY POLICIES

Knife River has policies, procedures and practices in place that help communicate our corporate vision and values and guide our team members' actions. While certain policies apply to all Knife River operations, other policies are specific to certain locations to accommodate particular needs within the organization. The table below outlines some of the key policies and statements that support our sustainability work.

Policy & Statement	Objective
Accident and Incident Reporting/Investigation	Provides guidance on the reporting of accidents and incidents as well as their investigation.
Alcohol and Drug Free Workplace	Affirms the company's commitment to a safe workplace free of alcohol and drugs.
Compliance Reporting and Investigation Policy	Establishes policy and procedures for the receipt, retention, and treatment of complaints regarding accounting, internal accounting controls, or auditing matters and the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters.
Cyber Security Policy	Establishes duty to preserve and account for the company's electronic information and information technology systems.
EEO Policy	Affirms the company's commitment to the philosophy of Equal Employment Opportunity to the achievement of equality of opportunity for all team members and applicants for employment.
Environmental Policy	Addresses environmental practices.
Generative Artificial Intelligence Usage Policy	Outlines the company's expectations on the use of Generative Artificial Intelligence tools in the workplace.
Gifts Policy	Establishes the policy for employees receiving gifts from others and giving gifts to others in the course of business.
Harassment	To provide all team members a positive work environment, free from all forms of harassment, including sexual harassment.
Human Rights Policy	Affirms the company's commitment to salient human rights.
Insider Trading Policy	Provides guidance on prohibited actions to ensure compliance with insider trading laws.
Leading with Integrity Guide	To assure each team member is aware of and understands the Leading with Integrity Guide (Code of Conduct).
Preventing Violence in the Workplace	Provides guidance to ensure a safe and secure working environment.
Request for Customer and Team Member Information	Establishes standards for the release of information regarding customers and current or former team members to managers, team members, organizations, or individuals outside the company.
Smoke Free and Tobacco Free Work Environments	Provides a healthy work environment that also complies with state laws regarding tobacco restrictions.
Team Member Safety	Affirms the company's commitment to the establishment of a healthy and safe workplace and integration of health and safety into all workplace activities.
Vendor Code of Conduct	Establishes the company's expectations regarding the conduct of vendors with whom it does business.

APPENDIX B:

Sustainability Accounting Standards Board (SASB) Index – Sustainability Disclosure Topics & Metrics for the Construction Materials Industry

Sustainability Disclosure Topics & Metrics

Policy & Statement	SASB Accounting Metric	Category	Code	Knife River 2025 Data	Information Links
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limited regulations	Quantitative	EM-CM-110a.1	Scope 1: 370,162 mt CO_2e Biomass emissions: 58,491 mt CO_2e	Greenhouse Gas Emissions, page 60
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	EM-CM-110a.2		Energy Use, page 57-59 Climate, page 60
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals	Quantitative	EM-CM-120a.1	Information is currently not available.	
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative and (4) percentage renewable	Quantitative	EM-CM-130a.1	Total energy consumed: 7,190,416 Gigajoules (GJ) Percent renewable energy as portion of total energy consumed: 12 %	Energy Use, page 57
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	EM-CM-130a.1	Information is currently not available.	Water, page 64-65
Waste Management	Amount of waste generated, percentage hazardous and percentage recycled	Quantitative	EM-CM-150a.1	Information is currently not available.	Recycling of Construction Materials, page 67-68

Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	EM-CM-160a.1		Environment, page 56 Environmental Compliance, page 63
	Terrestrial land disturbed, percentage of impacted area restored	Quantitative	EM-CM-160a.2	Information is currently not available.	Land Use & Reclamation, page 61-62
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for: (a) direct employees and (b) contract employees	Quantitative	EM-CM-320a.1	1.79 TRIR rate 0.33 LTIR rate	Safety, page 36-40
	Number of reported cases of silicoses	Quantitative	EM-CM-320a.2	Information is currently not available.	Occupational Health & Hygiene, page 38
Product Innovation	Percentage of products that quality for credits in sustainable building design and construction certifications	Quantitative	EM-CM-410a.1	Information is currently not available.	Sustainable Materials, page 66-67
	Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production	Quantitative	EM-CM-410a.2	Information is currently not available.	Sustainable Materials, page 66-67
Pricing Integrity & Transparency		Quantitative	EM-CM-520a.1	Knife River has never incurred fines or paid settlements related to cartel activities, price fixing, or anti-trust activities.	Leading with Integrity, page 52-54

Activity Metrics

Activity Metric	Category	Code	Knife River 2025 Data	Information Links
Production by major product line	Quantitative	EM-CM-000.A	Aggregates (tons) 32,494 Ready-Mix Concrete (cubic yards) 3,913 Asphalt (tons) 6,334	Our Operations, page 8

APPENDIX C:

Task Force on Climate-related Financial Disclosures (TCFD) Index

TCFD Recommended Disclosure	Knife River 2025 Disclosure
Governance: Describe the board's oversight of climate-related risks and opportunities.	Governance, page 47-50
Governance: Describe management's role in assessing and managing climate-related risks and opportunities.	Governance, page 49-50
Strategy: Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2025 Form 10-K, found at investors.kniferiver.com/financials/annual-reports/ Climate, page 60
Strategy: Describe the impact of climate-related risks and opportunities on the organization's business strategy and financial planning.	2025 Form 10-K found at investors.kniferiver.com/financials/annual-reports/ Energy Efficient Operations, page 58-59 Climate, page 60
Strategy: Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Scenario analysis is not yet available.
Risk Management: Describe the organization's processes for identifying and assessing climate- related risks.	2025 Form 10-K found at investors.kniferiver.com/financials/annual-reports/ Climate, page 60
Risk Management: Describe the organization's processes for managing climate related risks.	Governance, page 49-50 Climate, page 60
Risk Management: Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Governance, page 49-50 Climate, page 60
Metrics and Targets: Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate, page 60
Metrics and Targets: Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.	Scope 1 emissions: 370,162 mt CO_2e Scope 2 emissions: 46,660 mt CO_2e Climate, page 60
Metrics and Targets: Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Climate, page 60

APPENDIX D:
Key Sustainability Data

Our Company		2025	2024	2023
Material Sales (in thousands)	Aggregates (tons)	32,494	31,832	33,637
	Ready-mix Concrete (cubic yards)	3,913	3,484	3,837
	Asphalt (tons)	6,334	6,454	6,760
People		**2025**	**2024**	**2023**
Employee Count (team members)	Total Team Member Count[1]	6,879	5,948	5,737
Gender Percent (%)	Female	12%	13%	12%
	Male	88%	87%	88%
Ethnicity Percent (%)	American Indian/Alaskan Native	2%	2%	2%
	Asian	2%	2%	1%
	Black/African American	2%	2%	2%
	Hispanic/Latino	13%	14%	13%
	Native Hawaiian or Other Pacific Islander	2%	2%	2%
	Two or More Races	3%	3%	3%
	Unknown[2]	<1%	<1%	<1%
	White	76%	75%	76%
Age Percent (%)	Under 30	20%	19%	Not Reported
	30-39	21%	21%	
	40-49	21%	22%	
	50-59	21%	21%	
	60 and Over	17%	17%	
Annualized Turnover by Year Percent (%)		28%	26%	28%

[1] Team member count on our peak employment day of July 28, 2025.
[2] Unknown or not disclosed.

SAFETY		2025	2024	2023
Recordable Incident Rate[3]		1.79	1.89	2.20
Lost Time Incident Rate[3]		0.33	0.39	0.30
Worked Hour		$0.18	$0.31	$0.31
ENVIRONMENT		**2025**	**2024**	**2023**
Total Energy Consumption (GJ)		7,190,416	6,442,402	6,730,619
Energy Consumption by Source Percent (%)	Diesel	32%	31%	30%
	Renewable Diesel	12%	14%	14%
Energy Consumption by Source Percent (%)	Gasoline	5%	4%	4%
	Burner Fuel Oil	8%	9%	9%
	Natural Gas	36%	35%	36%
	Propane	<1%	<1%	<1%
	Electricity	7%	7%	7%
Greenhouse Gas Emissions (metric tons CO_2e)	Scope 1 Emissions	370,162	322,903	338,138
	Scope 2 Emissions	46,660	44,897	44,131
	Total Scope 1 & Scope 2 Emissions	416,822	367,800	382,270
Greenhouse Gas Emissions Intensity (metric tons Scope 1 & Scope 2 emissions CO_2e/million $ revenue)		132	127	135
Biomass Emissions (metric tons CO_2)		58,491	62,208	64,046
Renewable Diesel as % of Total Diesel Purchases (Percent %)		28%	33%	32%
Recycled Asphalt Pavement (RAP)	RAP Used in Asphalt Production (tons in thousands)	1,322	1,403	1,422
	RAP in Total Asphalt Production (Percent %)	21%	22%	21%
Jebro Recycling	Recycled Oil (gallons in millions)	3.6	2.9	2.7
	Recycled Steel (tons)	325	359	358

[3] Per 200,000 work hours.