

**CHARTER OF THE NOMINATING AND CORPORATE GOVERNANCE COMMITTEE
OF
THE BOARD OF DIRECTORS
OF
USA TRUCK, INC.**

Recitals

The Board of Directors (the "Board") of USA Truck, Inc., a Delaware corporation (the "Company"), has adopted this Charter of the Nominating and Corporate Governance Committee (this "Charter"). This Charter describes the duties and responsibilities of the Company's nominating and corporate governance committee (the "Nominating Committee") and grants the Nominating Committee the authority necessary to perform its oversight responsibility.

Charter

1. **Purposes of Nominating Committee.** The primary purposes of the Nominating Committee are to make recommendations to the Board concerning the composition and structure of the Board, identify individuals qualified to become Board members, recommend to the Board the director nominees for the next annual meeting of stockholders and in the event of any vacancies on the Board, develop and recommend to the Board a set of corporate governance principles applicable to the Company, and make recommendations to the Board on matters of Chairman of the Board, Chief Executive Officer, and President succession.

2. **Qualifications of Nominating Committee.** The Nominating Committee shall consist of not less than two directors, each of whom shall (a) meet the independence requirements of the Nasdaq Global Select Market listing standards (or replacement standards or other listing standards applicable to the Company) and any other applicable laws, rules, and regulations governing independence (including the Sarbanes-Oxley Act of 2002) and (b) be free of any relationship that, in the Board's discretion, would interfere with the member's independent judgment. The members of the Nominating Committee shall be appointed and removed by the Board.

3. **Duties and Authority of the Nominating Committee.** Subject to the third sentence of Paragraph 7, the Nominating Committee will perform the following duties in the manner and priority the Nominating Committee determines, in its sole discretion and judgment, to be appropriate under the circumstances:

(a) Develop and recommend to the Board for adoption an annual self-evaluation process of the Board and, at least every three years, an external evaluation process of the Board;

(b) Annually evaluate and report to the Board on the performance and effectiveness of the Board to facilitate the directors fulfilling their responsibilities in a manner that serves the interests of the Company's stockholders including an assessment of the Board's compliance with general corporate governance guidelines and identification of areas in which the Board could improve its performance;

(c) Consider and recommend to the Board the optimum size, classifications, diversity of the Board, terms of office of nominees, and members and criteria for Board and committee membership;

(d) Establish procedures for identifying and recruiting potential nominees for directorship who meet the criteria for Board membership set forth in Exhibit "A" hereto and such other criteria as may be established from time to time by the Nominating Committee and Board, and periodically review and assess such procedures and criteria and recommend changes to the Board as appropriate and when necessary.

(e) Evaluate each individual director nominee in the context of the Board as a whole with the objective of recommending a group that can best perpetuate the success of the business and represent stockholder interests through the exercise of sound judgment. The Nominating Committee also shall consider the diversity of the Board in identifying and recruiting potential nominees for directorship. Such consideration shall include each individual's ability to enhance differences of viewpoint, professional experience, education, skill, and other individual qualities among the members of the Board. The Nominating Committee shall also review all potential director nominees, including those properly submitted by stockholders, in accordance with the requirements of this Charter,

rules and regulations of the U.S. Securities and Exchange Commission, and Nasdaq listing standards;

(f) Evaluate whether incumbent directors should be nominated for reelection to the Board upon expiration of such director's term. In evaluating incumbent directors, the Nominating Committee shall apply the factors specified in Sections 3(d) and 3(e) above and also may consider the director's past attendance at, and participation in, meetings and contributions to the activities of the Board;

(g) Annually present to the Board a list of individuals who meet the criteria for Board membership that are recommended for nomination for election to the Board at the annual meeting of stockholders and also consider suggestions received from stockholders regarding director nominees in accordance with any procedures adopted from time to time by the Nominating Committee;

(h) In the event of a vacancy on the Board, present to the Board, a list of individuals who meet the criteria for Board membership that are recommended for nomination for election to the Board;

(i) Review continued appropriateness of Board membership of those members who retire or change their employment status that they held when they joined the Board;

(j) Consider and recommend to the Board a succession plan for the Chairman of the Board, Chief Executive Officer, and President;

(k) Recommend the functions of the various committees of the Board, the members of the committees, and the chairpersons of the committees;

(l) Conduct a periodic review of the Nominating Committee's performance, assess periodically the adequacy of this Charter, and recommend changes to the Board as needed;

(m) Periodically review the charters of Board committees to ensure they reflect a commitment to effective corporate governance and make recommendations of any changes to the Board for approval;

(n) Periodically review and make recommendations to the Board concerning the Company's corporate governance policies and principles;

(o) Periodically make recommendations to the Board concerning orientation, training, and continuing education of members of the Board and various committees of the Board;

(p) Periodically review and assess the effectiveness of the Nominating Committee's policies with respect to the consideration of diversity in identifying director nominees;

(q) To the extent they should arise, consider possible conflicts of interest of Board members and management and make recommendations to prevent, minimize, or eliminate conflicts of interest;

(r) Perform such duties and make such investigations and reports as the Board shall by resolution determine, subject to the restrictions on committee power and authority as set forth in the Company's Bylaws or applicable law;

(s) Obtain advice and assistance, as needed, from internal or external legal, accounting, search firms, or other advisors, including the retention, termination, and negotiation of terms and conditions of the assignment;

(t) Delegate responsibility to subcommittees of the Nominating Committee as necessary or appropriate;

- (u) Periodically evaluate the design and effectiveness of the processes in place to perform and review the Company's enterprise-wide risk assessments;
- (v) Review and make recommendations concerning the leadership structure of the Board; and
- (w) Develop, review and recommend to the full Board of Directors director indemnification and insurance matters.

The Board of Directors has adopted the Nominating and Corporate Governance Committee Guidelines as set forth on Exhibit "B" hereto. These guidelines relate to board members and related matters, including but not limited to, board retirement and term limits, majority voting for director elections, director stock ownership, change in occupation and service on other company boards.

In discharging its duties, the Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities, and personnel of the Company.

4. Access to Legal Counsel and Advisors. The Nominating Committee shall have full and free access to the Company's outside legal counsel, and if requested, to its own independent legal counsel and other advisors. The Company will pay for the cost of any such legal counsel and advisors.

5. Meeting Procedures.

(a) The Nominating Committee shall meet at such times as may be necessary and at least twice a year. It is anticipated that Nominating Committee meetings will be held in conjunction with selected Board meetings. Special meetings of the Nominating Committee may be called by the chairperson of the Nominating Committee or the Chairman of the Board.

(b) Members of the Nominating Committee shall endeavor to attend all meetings of the Nominating Committee. The Nominating Committee is governed by the same rules regarding meetings (including meetings by telephone conference), action without meetings, notice, waiver of notice, and quorum and voting requirements as are applicable to the Board and is authorized to adopt its own rules of procedure not inconsistent with any provision of this Charter, any provision of the Company's Bylaws, or the laws of the state of Delaware.

(c) Written minutes will be maintained for each meeting of the Nominating Committee.

6. Other Duties. The Nominating Committee will perform such other duties as the Board may assign to it or as may be imposed by applicable law, rule, or regulation.

7. Limitation of Nominating Committee Duties. The Nominating Committee will exercise its business judgment in performing its duties under this Charter, including the duties outlined in Paragraph 3, and may emphasize and prioritize those duties and responsibilities set forth above which the Nominating Committee, in its sole discretion and judgment, believes are the most important, given the particular circumstances. In performing its functions, the Nominating Committee may rely upon information provided to it by management, the Company's auditors, or legal counsel. This Charter imposes no duties on the Nominating Committee or its members that are greater than those duties imposed by law upon a director of a Delaware corporation under Delaware statute or case law. If any claim is asserted against the Nominating Committee, any of its members or the Company by a stockholder or any other person, nothing in this Charter shall be construed to limit or restrict any defense or indemnification available to the Nominating Committee, any of its members, or the Company.

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Adopted by the Board of Directors of USA Truck, Inc. on March 23, 2021

EXHIBIT "A"

CRITERIA FOR BOARD OF DIRECTORS

The Nominating and Corporate Governance Committee (the "Committee") of the Board of Directors of USA Truck, Inc. (the "Company") shall consider many factors when evaluating the suitability of, and selecting, individual director nominees. The following criteria should be used as guidelines and not absolute prerequisites for selecting director nominees.

- All director nominees should be committed to the Company's basic beliefs as set forth in the Company's Code of Business Conduct and Ethics and shall be individuals of integrity, intelligence, and strength of character;
- All director nominees should have reputations, both personal and professional, consistent with the image and reputation of the Company;
- All director nominees should have strong leadership skills;
- All director nominees should have the ability to exercise sound business judgment;
- All director nominees should have relevant expertise and experience, including educational or professional backgrounds and should be able to offer advice and guidance to management of the Company based on that expertise and experience;
- All director nominees should have a willingness to commit the necessary time and effort to attend and participate in board meeting and related board activities, and also to ensure an active board of directors whose members work well together;
- No director nominee should serve as a director of more than four (4) public companies, including the Company;
- No director nominee who is also the CEO of the Company should serve as a director of more than one (1) public company, excluding the Company;
- To the extent necessary to ensure that a majority of the board of directors is independent, non-employee director nominees should be "independent" as defined by NASDAQ Rule 5605(a)(2) (or any successor rule), qualify as a "non-employee director" as defined in Section 16 of the Securities Exchange Act of 1934, be free of any relationship that, in the board of director's discretion, would interfere with the member's independent judgment, and comply with all of the Company's corporate governance guidelines and principles as amended from time to time;
- At least three members of the board of directors satisfy the audit committee membership criteria specified in NASDAQ Rule 5605(c)(2)(A), at least one member of the board of directors eligible to serve on the audit committee is financially sophisticated within the meaning of NASDAQ Rule 5605(c)(2)(A) and qualifies as a "financial expert" in accordance with Item 407 of Regulation S-K (or any successor rules, items, or regulations), and at least two members of the board of directors satisfy the compensation committee membership criteria specified in NASDAQ Rule 5605(d)(2)(A).
- All director nominees shall meet any requirements set forth in the Company's bylaws or applicable law, rules, or regulations.
- Non-employee director nominees also should maintain the independence necessary for an unbiased evaluation of management performance;
- Non-employee director nominees should effectively oversee the Company's strategy, goals, and progress;
- Non-employee director nominees should have a working knowledge of corporate governance issues and the changing role of boards;
- Non-employee director nominees should have demonstrated management and/or business skills or experience that will contribute substantially to the management of the Company;
- Non-employee director nominees should have a general understanding of marketing, finance, and other disciplines relevant to the success of a publicly traded company in today's business environment;

- Non-employee director nominees should have an understanding of the Company's business and the general trucking or transportation industry, or the willingness and ability to develop such an understanding; and
- All director nominees also shall comply with any additional criteria determined by the Committee from time to time to be necessary.

All director nominees will be evaluated and selected consistent with the Company's policy of nondiscrimination with respect to race, gender, creed, religion, or national origin.

EXHIBIT "B"

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE GUIDELINES

(AS ADOPTED BY THE BOARD OF DIRECTORS ON MARCH 23, 2021)

In addition to the requirements for Board membership set forth in the Company's bylaws, applicable statutes and regulations, and elsewhere in this Charter, the Company's Board has adopted the following guidelines for Board membership and related matters.

- **Retirement Policy and Term Limits** - It shall be the general policy of the Nominating and Corporate Governance Committee (the "Committee") that no person will be appointed as or stand for election as a Director of the Company after he or she has passed his or her seventy- fifth (75th) birthday unless this requirement is specifically waived by a majority vote of the entire Board. Directors who attain the age of 75 during their term of service may serve out the remainder of their term. The Board has not adopted term limits. While term limits ensure fresh ideas and viewpoints, they result in the loss of the contribution of Directors who have been able to develop, over a period of time, insight into the Company, the continuity of its strategy and its operations, culture, and management, and a working relationship with other Directors.
- **Majority Vote Policy** - At any stockholder meeting at which a Director is subject to an uncontested election (i.e., an election where the number of nominees is not greater than the number of Directors to be elected), any nominee for Director who receives a greater number of votes "withheld" from or voted "against" his or her nomination than are voted "for" such election, excluding abstentions, shall promptly tender his or her resignation for consideration by the Committee. The Committee shall evaluate the best interest of the Company and its stockholders and shall, within 60 days following certification of the stockholder vote, recommend to the Board the action to be taken with respect to such tendered resignation. In determining whether or not to recommend that the Board accept any resignation offer, the Committee shall consider all factors believed relevant by the Committee, including without limitation: (a) any stated reasons for the nominee not receiving the required majority vote and whether the underlying cause or causes are curable; (b) the factors, if any, set forth in the guidelines and other policies that are to be considered by the Committee in evaluating potential candidates for the Board as such factors relate to each nominee who has so offered his or her resignation; (c) the length of service of such nominee; (d) the effect of such resignation on the Company's compliance with any law, rule, regulation, stock exchange listing standards, or contractual obligation; (e) such nominee's contributions to the Company; and (f) any other factors that the Committee believes are in the best interests of the Company. The nominee shall not participate in the vote by the Committee or the Board regarding any action to be taken concerning the tendered resignation. The Board will promptly disclose its decision and, if applicable, the reasons for rejecting the tendered resignation, on Form 8-K filed with the Securities and Exchange Commission, by a press release, or via other broadly disseminated means of communication.
- **Company Stock Ownership** - The Board believes that it is important to align the interests of the members of the Board with the long-term interests of the Company's stockholders. Therefore, it is the recommendation of the Board that each Director should own Company Common Stock in accordance with the guidelines adopted by the Board from time to time. For purposes of this guideline, "ownership" shall include the following: shares owned directly, in joint accounts or by dependent children of the Director; shares acquired through the exercise of options; shares for which the Director has beneficial ownership through a trust or similar estate planning device; or unrestricted stock units owned by the Director. Shares that have not yet vested, and shares that have vested but have not been exercised, shall not be included in the share calculation or valuation recommendation set forth in this guideline. Once achieved, the Board recommends that ownership of the guideline amount adopted by the Board from time to time be maintained for so long as the Director serves as a member of the Board.
- **Changes in Responsibilities** - A non-employee Director shall submit to the Committee a letter offering to resign if his or her principle occupation or business association changes substantially during his or her tenure as a Director so that the Committee and the Board can assess the continued appropriateness of Board membership under the circumstances. The Committee will review the tendered offer to resign and recommend to the Board the action, if any, to be taken with respect to the offer of resignation.
- **Board Memberships** - Although the Company values the experience Directors bring from other boards on which they serve and other activities in which they participate, it is the expectation of the

Board that every Director have sufficient time to commit to preparation for and attendance at Board and committee meetings. Service on other boards and participation in other activities may present demands on a Director's time and availability and may present conflicts or legal issues, including independence issues. Directors should advise the Committee before accepting membership on other public boards of directors, any public audit committee, or other significant committee assignment of any other public board of directors, and before establishing other significant relationships with businesses, institutions, governmental units, or regulatory entities, particularly those that may result in significant time commitments, a change in the Director's relationship to the Company, or a conflict of interest.

The Board has also directed that this Committee be responsible for administering these guidelines and reporting to the Board no less than annually regarding compliance with these guidelines.