

2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT



DRIVING TOWARD A MORE SUSTAINABLE FUTURE



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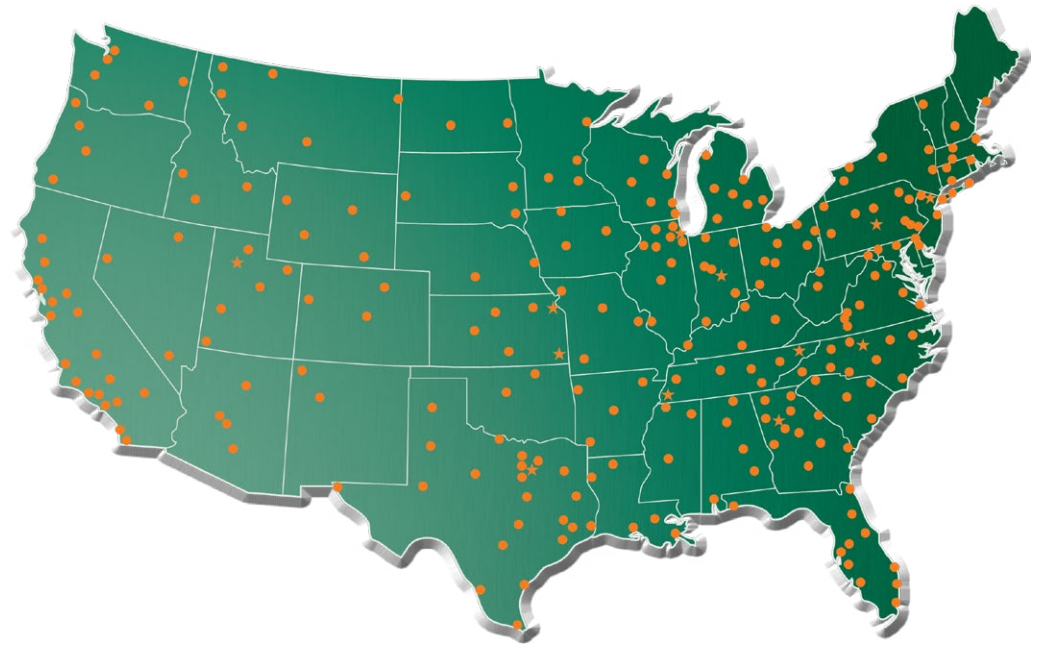
ABOUT OLD DOMINION FREIGHT LINE, INC.

Helping the World Keep Promises®

Old Dominion Freight Line, Inc. (“Old Dominion” or “OD”) is a publicly traded corporation that was founded in 1934 and is one of the largest North American less-than-truckload (LTL) motor carriers. Headquartered in Thomasville, North Carolina, OD provides regional, inter-regional, and national LTL services through a single integrated, union-free organization. Our service offerings, which include expedited transportation, are provided through an expansive network of service centers located throughout the continental United States. OD also maintains strategic alliances with other carriers to provide LTL services throughout North America. In addition to its core LTL services, OD offers a range of value-added services including container drayage, truckload brokerage and supply chain consulting.

OD adheres to a strategic foundation focused on adapting to the growing market; providing the highest level of customer service; maintaining pricing discipline and a sound financial position; strengthening our service center network; and investing in safety, equipment, information technology (IT), and infrastructure. At OD’s core is our OD Family Spirit, and we are dedicated to taking care of our employees and maintaining our company culture. Our employee culture separates OD from our competition, and we believe our OD Family of employees’ commitment to service excellence will keep driving our strong performance over the long term.

For more than 85 years, OD has been Helping the World Keep Promises®. We strive for on-time and damage-free delivery, and our industry-leading record of on-time service and low claims ratio differentiates us from our competitors. Based on the nature of our business, LTL motor carriers require an expansive network of service centers in addition to larger breakbulk or hub facilities. As of the date of this report, we have 256 service centers in 48 states across the country with more than 22,000 full-time employees, and we operate one of the newest, technologically advanced, and energy-efficient fleets in the LTL industry. The average age of our in-service tractors typically ranges from four to five years, and we remain focused on additional opportunities to increase efficiency and safety.



The OD Nationwide Service Center Network

Keeping our promises is how we do the job. We employ a team of dispatchers to control the movements of freight between our service centers through an integrated freight movement system. We use load-planning software to optimize efficiencies throughout our LTL operations, and our management team regularly monitors freight movement, transit times, load factors, and other productivity measurements to facilitate efficient arrivals and departures and to keep our promise of timely and damage-free delivery.



Vision

To be the premier transportation solutions company in domestic and global markets served.

Mission

To provide innovative solutions designed to exceed customer expectations, increase shareholder value, and ensure the continued success of the OD Company and our family of employees.

Elements of Success

Customer focus, total involvement, measurement, systematic support, and continuous improvement.

Values

“PROMISES” – Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, Supportive.

The Power of Promises

FOUNDATION OF SUCCESS

- OD's Promise of Premium Service is composed of 4 main points:
 1. The Meaning of Quality
 2. The Cost of Quality
 3. You and Your Customer
 4. Continuous Improvement
- Service 2.0D: Exceeding Customer's Expectations
- 1-10-100: Fix, Prevent & Improve
- P.R.I.D.E. Product • Relationship • Integrity • Delivery • Expense
- F.A.D.E. Focus • Analyze • Develop • Execute
- The Power of Promises is Quality and Quality is How We Achieve Our Vision.
- OD's Vision: To be the premier transportation solutions company in domestic and global markets served.

we are Professional, we are Reliable, we are Open, we are Mindful,
we are Innovative, we are Serving, we are Ethical, we are Supportive.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) HIGHLIGHTS

2022 Highlights



Biodiesel and Renewable Fuels

OD has increased its use of biodiesel and other renewable fuels by 45.7%¹ from 2020 to 2022.



First all-electric equipment delivered to OD

Our first battery-electric class 8 tractor, switcher, and forklifts were delivered to our Rialto, California service center in 2022 for driver orientation and testing.



Seventeen OD drivers competed in the 2022 National Truck Driving Championships in Indianapolis, Indiana

OD had over 230 drivers compete at the state trucking associations' Truck Driving Championships, with 17 winning their class and earning the opportunity to compete at the American Trucking Associations National Truck Driving Championship.



Investment in our service center network

These strategically located service centers drive improvements in operating efficiencies and provide capacity to address our customers' freight needs.



Named to Forbes 2022 America's Best Large Employers List

The list evaluates employers based on recommendations from respondents who were asked to rate their willingness to recommend their own employer to family and friends. OD was named to the list for the second consecutive year for commitment to professional development, company culture, and employer excellence.



New ESG Disclosures

This report includes OD's first comprehensive details of employee demographic data. We have also added certain disclosures referenced to the Global Reporting Initiative (GRI) standards.

¹Alternative fuels B100/R100 are represented in diesel equivalency gallons.



CEO STATEMENT

Significant Opportunities Ahead

To Our OD Family of Employees, Customers and Shareholders,

In my more than four decades in the transportation industry, I have learned that change is inevitable but consistent focus on a common, proven, long-term strategic plan is critical for success. Supply chains are undergoing a reorganization. This is the time to remake the world's supply chains, embedding intelligence, efficiency, and resilience so that the next set of challenges we face can be met with limited freight disruption. We believe there are significant opportunities for LTL freight to expand with these supply chain improvements and OD stands ready for the challenge.

In 2022, we extended our strong record of customer service with 99% on-time delivery and a claims ratio of 0.1%. These results provided our customers with access to inventory while also reducing emissions from moving additional inventory to replace damaged items or rush deliveries. These results and our other customer service-focused efforts led to Old Dominion being named as the No. 1 national LTL carrier in 2022 by Mastio and Company for the thirteenth consecutive year. We recognize our people are our most valuable asset, and we are committed to creating a sustainable workforce through industry-competitive wages; a robust benefits package; employee safety enhancements; continuous education through OD truck driver training, supervisor training, and management training programs; and prioritization of work-life balance.

We continued to be recognized as one of the most sought-after places to work, being named by Forbes as one of America's Best Large Employers for 2022. OD stands strongly behind a culture of family spirit, which is what helps differentiate us as a customer-centric and trusted partner. In addition to our company culture, we prioritize the safety of our OD Family of employees. We continue to focus on driver safety and equipping our

workforce with the best equipment, technology, and training available. I am proud of our success in delivering on our long-term strategic plan and commitment to continuously invest in our OD Family of employees, asset capacity, and technologies that can drive operational efficiencies and position us for future growth.

At the beginning of 2023, I announced my upcoming retirement as President and CEO. It has been an absolute privilege to serve Old Dominion over the past 30 years and to keep promises to our customers, employees, and communities. Change can fuel growth and excitement, which is why it is my pleasure to bring forward Marty Freeman as the company's next President and Chief Executive Officer as of July 1, 2023. Marty is a champion of our OD Family Spirit and has exceptional relationships with our employees and our customers. Marty will continue to promote the same culture and execution of our long-term strategic plan, and I look forward to working with him while I continue to serve on our Board of Directors. We are pleased with the direction of OD in the transportation industry and remain committed to driving continued profitable market share gains and increases in shareholder value.

Thank you,



Greg C. Gantt
President and Chief Executive Officer



BUILDING A MORE SUSTAINABLE SUPPLY CHAIN

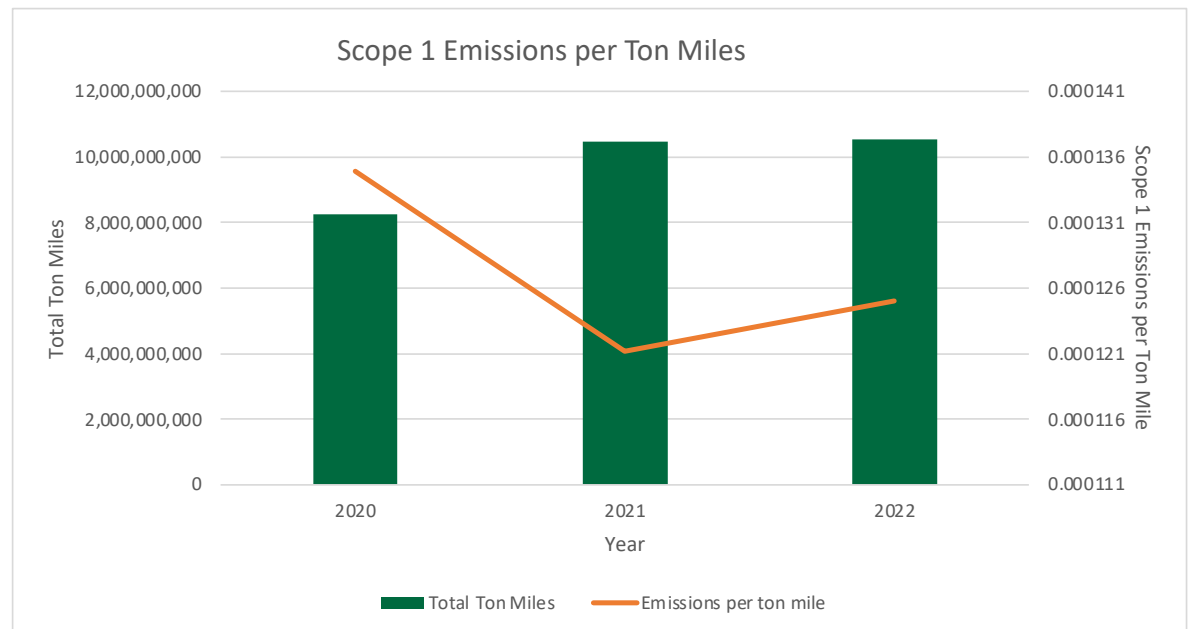
Embedding Efficiency Within Our Operations

To improve efficiency throughout OD's operations, we continue to invest in our fleet and service centers by purchasing new equipment, adopting new technologies, and making fleet modifications, which helps reduce our impact on the environment. We strive for continuous improvement through our capital investments and by assessing and managing our energy usage, waste levels, and carbon emissions.

Greenhouse Gas Measurement and Emissions Per Ton Mile Reduction

OD has inventoried its greenhouse gas (GHG) emissions from 2018-2022 to measure and identify where emissions are being produced throughout our operations, enabling OD to analyze and manage these activities. Due to the large volume of diesel fuel that is consumed by tractors, most of our emissions are associated with Scope 1 emissions, which are direct emissions from sources owned or controlled by OD.

OD normalizes its Scope 1 emissions data by measuring them in ton-miles, which OD defines as one ton of freight carried one mile. From 2020 to 2022, OD increased its ton miles by approximately 28%, as our business levels increased significantly over this period of time. Over the same period, our Scope 1 emissions per ton mile decreased by approximately 7%, demonstrating our operational efficiencies.



Fleet Efficiency

During 2022, we invested approximately \$365 million upgrading our fleet of tractors and trailers and expect to invest another \$365 million in 2023. OD continues to operate one of the newest fleets in the LTL industry, with an average tractor age of 5.4 years as of December 31, 2022. Our average tractor age has increased from 4.2 years as of June 30, 2020, due to challenges in the supply chain and the availability of Class 8 tractors. We will continue to work toward re-establishing our normal replacement cycle and reduce the average age of our tractors in the coming years as supply chains improve. Our tractor replacement cycle is based on several criteria, which include type, application, years in service, usage, and cost of operation.

Regardless of their mileage, tractors are serviced at least quarterly. OD's internal technician training program is Automotive Service Excellence (ASE) accredited, which helps ensure that our technicians are well-trained- which in turn reduces the risk of equipment failure and helps ensure that the equipment operates at peak efficiency. By using efficient tractors and trailers, OD benefits from the reduction in associated fuel costs and carbon emissions.

Maintaining our fleet of more than 56,000 tractors and trailers involves working with our suppliers to add new equipment on a regular basis. Operating a well-maintained fleet allows us to keep maintenance down-time low, reduce repair

costs, keep transit times competitive, improve service metrics, and maximize fuel efficiency. The addition of more fuel-efficient vehicles, along with our continued use of trailer skirts, air dams, and deflectors, is expected to further improve fuel efficiency and subsequently the associated GHG emissions from our operations.

Additionally, our fuel efficiency training focuses on progressive shifting, maintaining consistent speeds, and reducing idling time to promote efficient tractor operation on the road. Driver training and investments in tractor fuel utilization help maximize our fleet efficiency. As part of our new driver training, an additional 2,114 drivers were trained on these concepts in 2022. Efficient and consistent driving practices will help positively impact our Scope 1 emissions and help reduce fuel costs across our operations.

Biodiesel and Other Renewable Fuels

In 2022, Old Dominion increased its usage of biodiesel and other renewable fuels to 7.1 million gallons. This represents a 45.7%¹ increase from 4.8 million gallons in 2020. Biodiesel and other renewable fuels are a critical part of Old Dominion's transition to low-carbon fuels. We ensure manufacturer guidelines are followed to enhance the service life and performance of our tractors while striving to incorporate biodiesel blends where practical and economical.

¹Alternative fuels B100/R100 are represented in diesel equivalency gallons.



Electric Vehicle Deployment

In September 2022, we received our first fully battery-electric Class 8 tractor, switcher, and forklifts at OD's service center in Rialto, California. These investments have enabled OD to test firsthand the opportunities and limitations of this equipment. Because switchers only operate on our service center property, they have a significantly lower mileage range requirement compared to the average daily mileage requirement for our on-road tractors. Switchers and forklifts also have available recharging time during the day. Testing of this equipment serves as an important step in assessing the viability of electric vehicles (EVs) in support of our LTL business operations. Electric switchers and electric forklifts may work within our performance criteria, but we continue to face a significant challenge on the cost of these units as well as infrastructure requirements to support recharging a significant number of electric units at any particular service center location.

Additionally, we have experienced performance challenges with our battery-electric Class 8 tractor. The current driving range, weight capacity, and costs associated with emerging EV tractor technologies limit their potential use in OD's fleet at this time. As the operating performance criteria for EV Class 8 tractors improves and these tractors become more cost-effective, we plan to explore expanded opportunities for electrification. We remain optimistic regarding the prospect of advancing new natural gas engine options and the potential use of hydrogen, but these technologies must first become economically viable and meet our performance criteria.

Sustainable Operations and Environmental Excellence

OD utilizes trailer customizations such as deck bars and racking systems to maximize trailer load size and reduce product damage and miles driven to handle replacement or return products. Where it is legally permitted, trailer combinations such as twin 28-foot trailers, triple 28-foot trailers, and combinations of 48-foot and 28-foot trailers are used to minimize the number of tractors on the road while maximizing the cargo load per mile. These smart and sustainable actions lead to less emissions and fewer miles traveled.

In addition, OD's tractors and trailers are equipped with auto-inflating, low-rolling resistance SmartWay® Program-endorsed tires, which are fuel and cost efficient. Our tractor performance is measured by a telematics system that provides data to assess certain operating statistics, such as miles per gallon by tractor and driver.

As a result of these actions, OD has been recognized by the United States Environmental Protection Agency (U.S. EPA) SmartWay® Program for seven consecutive years as a leader in supply chain freight environmental performance and energy efficiency. OD continues to voluntarily participate in the U.S. EPA SmartWay® Program, which is a public-private partnership that helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency. OD has proudly participated in the SmartWay® Program for 13 years.



OPTIMIZING OUR NATIONWIDE NETWORK

Providing industry leading services

Old Dominion is committed to operational excellence and to providing industry-leading service to our customers. We strategically plan our service centers, driver delivery routes, and schedules to optimize distance and load.

We are regularly enhancing our LTL freight network capacity. Our \$299.5 million investment in our service center network in 2022 demonstrates OD's commitment to operational excellence and to build network capacity. OD is focused on identifying new cities for expansion, as well as enhancing current service centers by adding more door capacity, upgrading technology, and providing additional training to our employees, allowing us to better serve customers as demand increases.

To consistently offer premium service, OD seeks to locate service centers where future growth and heightened customer demand are anticipated. The addition of service centers in strategic locations reduces shipping times, enhances delivery flexibility, and provides increased capacity in key metropolitan areas.

We maintain a digitally available Operational Level Map, which details the real-time status of OD's service centers. Each service center reports when service levels are reduced due to inclement weather, allowing us to prepare for disruptions and to keep safety and communication to our customers at the forefront.

Technology That Serves Our Customers

Recent investments in technological innovations, including real-time tracking and traceability, allow us to accommodate evolving customer needs.

We are focused on finding ways to integrate technology for network improvements and efficiency gains. Sometimes that



involves changing the way our current processes are conducted. Improving data exchanges between shippers through electronic means allows us to plan for freight movement more efficiently. For example, paper bills of lading are prone to error, require manual intervention, and are less efficient for transmission of data than electronic means. As we digitize our processes, we make our service offerings more seamless and move into a more paperless environment.

An important part of this process is our award-winning online tools, which include tracing, rate estimators, and pickup scheduling. This technology helps ensure shipments move as safely and efficiently as possible, and that our customers have access to the most up-to-date information about their shipment progress and delivery times. Other technologies like our use of the Electronic Data Interchange standard, mobile scanning computers, our cutting-edge dock yard management system, and OD's Inbound Route Planner all help optimize our operations, increase customer satisfaction, and ensure Old Dominion remains a leader in the LTL shipping industry.

ADVANCING OUR SERVICE CENTERS AND FLEET MAINTENANCE CENTERS

Investing in Energy Efficiency

OD has invested heavily in energy efficiency for new and renovated service centers. We have installed energy-efficient lighting, motion detectors, and high-efficiency fans, and are actively investing in IT infrastructure and third-party data management to reduce our energy consumption.

We recently finalized a number of LED lighting upgrade projects, which addresses 98% of the 231 OD-owned (not leased) service centers. Since 2016, the total cost savings from these upgrades are estimated to be approximately \$9 million using a national average for price/kilowatt-hour and estimations provided from our vendor. The total energy savings are estimated to be 90,500 MWh over the same period, based on comparisons to estimated energy use by legacy equipment.

These LED lighting projects have supported OD's ambition to reduce our GHG Scope 2 emissions inventory while realizing cost efficiencies. Throughout the life of the projects, OD has avoided more than 64,000 metric tons of carbon dioxide equivalent (CO₂e) emissions.

Generating Onsite Solar Power

In 2011, OD installed its first roof-top photovoltaic (PV) solar power generation system at our facility in Thomasville, North Carolina. The 1.8-megawatt system was established with a power purchase agreement with a local utility to sell the electricity generated by the onsite PV.

By utilizing the existing roof infrastructure, the system safeguards against any biodiversity loss or deforestation. In 2022, the system generated more than 1,600 MWh of energy, which is equivalent to an annual CO₂e reduction of 1,134 metric tons. This is equivalent to:

- 252 gasoline-passenger vehicles driven for one year;
- 127,590 gallons of gasoline consumed;
- 143 homes' energy use for one year; or
- Carbon sequestered by 1,352 acres of U.S. forests in one year.



Pre-Construction Impact Mitigation

While maintaining and expanding our operations, OD closely monitors new developments to limit our impact on the local environment. All new projects involve pre-construction site assessments that include biodiversity, protected species, and other environmental factors.

Selection of new construction sites is regulated by local environmental agencies, and OD makes impact mitigation and regulatory compliance a priority for new projects. We actively work with local authorities in the construction of properties that are minimally impactful to local ecosystems while being beneficial to our operations.

Waste and Water Management

Old Dominion is committed to the proper management and reduction of hazardous and non-hazardous waste from our operations. We actively pursue partnerships and new technologies to directly reduce or manage our waste products. We are transitioning to paperless communications, electronic waste (“e-waste”) management systems, and recycling programs across the organization to reduce waste and environmental impact.

In 2022, we successfully diverted over 7,000,000 pounds of general service center waste from the landfill. OD also diverted over 559,000 pounds of aluminum bar scrap and maintained active partnerships to divert additional corporate and fleet maintenance related waste from landfills.

E-Waste

At OD, we partner with a vendor to recycle our company’s e-waste. Since 2013, we have recycled over 88,000 pounds of e-waste. We estimated that our recycling efforts have avoided over 123,000 pounds of CO₂e emissions, diverted over 2,500 pounds of toxic metals from landfills, and successfully recovered approximately 2,900 pounds of copper, 1,800 pounds of aluminum, and 24,000 pounds of steel for re-use.

As we continue to integrate waste management solutions into our operations, we remain committed to reducing our impact on landfills and improving materials management.

Motor Waste

One of our waste management and recycling partners manages the responsible facilitation of six different waste management categories within our operations. This partner manages relevant waste management work at our fleet maintenance centers across the country for used oil filters, motor oil, antifreeze, parts washers, and paint gun cleaners, and also handles containerized waste and vacuum services.

In 2022, we recovered and recycled over 725,000 pounds of used oil filters from our 44 fleet maintenance centers across the country, a 5% increase from 2021. Similarly, we recycled 100% of the 378,046 gallons of reclaimed motor oil. Finally, we were able to reclaim and recycle more than 25,000 gallons of used antifreeze from our vehicle operations.

Upcycling Freight

In 2022, we extended our strong record of customer service with a claims ratio of 0.1%. We are proud of our industry-low claims ratio and our commitment to excellence. To help ensure minimal incidents and maintain our low claims ratio, OD employs a number of tools and technologies to secure and protect freight. Movable load bars are used to create multiple levels within a trailer, allowing us to better protect freight and increase the load efficiency of each trailer by reducing the amount of empty space. We mitigate the risk of any unavoidable empty space with the use of dunnage air bags to cushion and secure freight while in transit. Even with our industry-leading claims ratio, sometimes incidents occur that may lead to the refusal of freight. To prevent disposal of this freight into landfills, OD works to recover this cargo so it can be salvaged, recycled, or donated, lowering its environmental impact. In 2022, OD recovered over 6,000,000 pounds of refused freight, excluding what was returned to the shipper or origin.





Reclaimed Wastewater

To maintain a clean fleet and reduce our water consumption, we have integrated truck wash water recovery systems into our operations in Memphis, Tennessee; Denver, Colorado; Fort Wayne, Indiana; Carlisle, Pennsylvania; and Bonner Springs, Kansas. The water reclamation systems clean the wash water, and a portion of the treated water gets recycled without being discharged to the sewer system. These innovative systems result in reduced water uptake, savings on water and sewage costs, and a decrease in overall wastewater.

Hydration Stations

OD has invested in filtered water hydration stations at our corporate office and many of our more recently built or renovated service centers. The hydration stations provide the dual benefits of reducing OD's plastic bottle waste and providing safe, clean, and convenient drinking water to thousands of our employees. We have also been implementing water-efficient appliances and fixtures to reduce daily water use.

Air Quality

Indoor and outdoor air quality is vital to human and environmental health. We want to provide indoor air quality for our employees that contributes to long-term wellness and health, and in support of that ideal, we have prohibited smoking on OD property and in OD-owned vehicles. We regularly use low volatile organic compound- (VOC-) containing paint and green construction materials for new construction. Approximately 90% of new facilities are concrete, have reflective roofs, and generally contain low VOC-containing materials to limit impact on air quality.

Paper Invoice Waste Reduction

Paper shipment invoices have long been the LTL standard for customer transactions. However, in 2022 OD instituted operational initiatives that improved business efficiency and reduced paper waste. These initiatives reduced both the number of mailed invoices and the amount of paper used. Throughout the calendar year, OD sent out over 1.5 million invoices. Of those, approximately 84% were mailed-only invoices, approximately 13% were email-only invoices, and approximately 3% were both mailed and emailed invoices.

We started working with a vendor to increase our emailed invoice rate and have been actively targeting our top 100 customers to make the shift to digital invoices. OD is also transitioning to duplex printing for all paper invoices to dramatically reduce paper use through double-sided invoices.



OUR PEOPLE AND FAMILY SPIRIT

Valuing Our People

At OD, our employees are the heart of our organization. We recognize that without their hard work and dedication, we would not be the leader in LTL services. We provide many opportunities for our employees to connect with one another, and our unique culture encourages development and employee engagement while also motivating our employees to provide the superior customer service for which we are known. Creating a safe and collaborative working environment with training and advancement opportunities helps us maintain our “OD Family Spirit.”

Caring for Our Employees

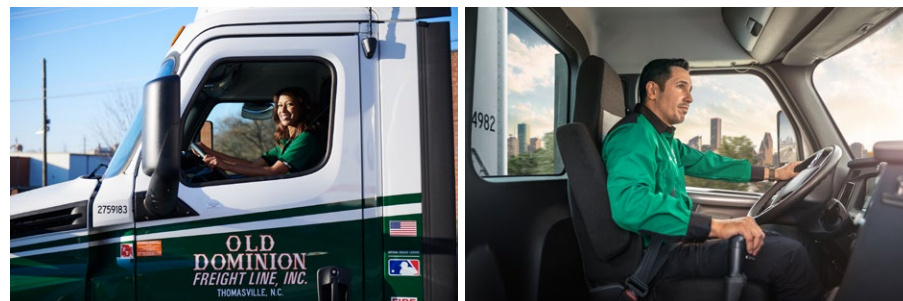
OD provides our employees with a premier benefits package so that our team members can stay healthy, meet their financial goals, develop their careers, and balance the demands of their work and personal lives. We are committed to our employees' health and wellness, recognizing the enduring benefits that health and wellness provide to our invaluable team members. We recognize our employees' needs are as unique as those of our customers, which is why we offer flexible benefits for every stage of life.

OD is invested in the financial security of our employees. We wish to help our employees be financially comfortable during and following employment at OD. Our financial benefits include automatic enrollment into a 401(k) plan with a guaranteed employer match as well as a discretionary employer match opportunity. The guaranteed and discretionary OD matching contributions to our 401(k) plan have increased 105% over the past 3 years as a direct result of OD's financial performance. These OD-provided contributions to our 401(k) plan are shared with each participant in the plan, which includes 96% of OD's employees.

Our medical benefits cover the cost for our eligible employees' premium for health insurance in one of our medical plans, with over 92% of our full-time employees enrolled in one of our plans. Benefits include health, vision, and dental along with additional employee benefits for lifestyle wellness, chronic disease/illness management, and employee assistance programs.

Our employee assistance programs also include several behavioral health programs through our health care provider, which are provided to assist our employees with stress, anxiety, and overall emotional support. To keep our employees updated on new programs and health awareness, OD disseminates monthly newsletters covering various physical and mental wellness topics. These newsletters provide professional tips on everything from meal preparation ideas to steps for financial well-being, heart health awareness, and how to recognize burnout. Furthermore, OD has 90 Wellness Champions located in various service centers throughout our network who assist in cultivating and encouraging participation in our wellness initiatives. We are proud to offer trusted resources intended to support the health and well-being of our OD Family of employees.

For more information on the full set of employee benefits, please visit our [Benefits](#) page on our website.



Training and Educating Our Employees

Employee development is important to maintaining a skilled and motivated workforce. Over the course of 2022, we experienced tremendous engagement with thousands of our employees participating in various training courses which include orientation training, driver training, leadership development, and preventing harassment. Collectively, our employees' combined efforts resulted in over 350,000 hours of vocational training in a single year.

Our employee engagement starts from the beginning with our “Welcome to the Family” classroom orientation where new hires learn what it means to “Be OD.” During orientation, each employee is welcomed as a valued member of the OD Family of employees, and taught everything from the history of OD, to selecting the best benefit program for them and their families.

Newly promoted drivers from within OD spend time in a classroom combined with comprehensive on the job training to obtain their commercial driver's license (CDL). We are proud to say this training program has developed some of the most skilled drivers within OD and accounted for over 211,000 hours of our training. Additional information regarding this program can be found in the “Driver Safety and Training” section of this report.

OD trains employees on a particular topic, typically bi-annually, and in 2022 we chose “Be the Difference!” Additionally, each year OD celebrates Service 2.0D and we chose to follow that week up with a training session for

our employees. In this classroom session we reiterated and displayed our commitment to providing Service 2.0D by demonstrating our core values of being Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical and Supportive.

Our leaders take a variety of classroom training, but we believe the “OD Leadership Essentials” establishes the foundation for our leadership expectations. This two-day training class begins with an introduction into winning the hearts and minds of our team members, learning to collaborate with one another for mutual commitment and success, and focusing on our pledge to deliver on our promises. Leaders learn about various communication styles and how to communicate effectively with a variety of team members.

“Preventing Workplace Harassment” is a mandatory class that every new OD employee is required to attend. After the initial training, OD reaffirms its commitment against unlawful harassment or discrimination in the workplace on a regular basis. This class is taught in various settings as we hold both classroom and online learning sessions for preventing harassment.

In addition to our classroom training, Old Dominion provides monthly online training topics to our supervisors up to the director level and, at minimum, offers quarterly webinars to all supervisors and managers. In 2022, these sessions included topics such as Internal Customer Service, Conflict Resolution, Demonstrating Appreciation, and Respect and Embrace Differences.

We understand that communicating to connect is essential for our employee engagement and maintaining our OD Family Spirit. Because of that, we conduct quarterly one-on-one conversations with employees that focus on individual performance, challenges, and career goals, as well as opportunities for general feedback and personal connection. In 2022, over 73,000 scheduled one-on-one conversations were held with our employees. We also hold annual career development sessions with our employees and provide reimbursement for certain successfully completed professional certificates, including our technicians and drivers.

Our first-line supervisors are essential to our success, and to help ensure a smooth transition into management positions OD holds formal 6-month supervisor development programs and a management trainee program for recent college graduates that typically lasts from 10 -12 months. OD also invests in the next generation of skilled employees with summer internship programs in IT, Finance, and Operations. We invested more than 32,000 hours into this type of development in 2022.



Our People Are The Difference

OD has a family culture that is hard to come by. Whether it's on the road, on the docks, at employee appreciation events, or in the office, there is a spirit of caring, sharing, and being kind to one another. We believe that developing a passionate workforce that encourages diverse perspectives, promotes an inclusive culture, and celebrates all our employees is at the heart of our values of being professional, open, and supportive. We are a stronger organization when we recognize each person's unique talents, regardless of race, ethnicity, national origin, age, religion, gender, sexual orientation, disability, veteran status, or any other characteristic protected by applicable law in support of our mission of being the premier solutions provider in the transportation industry.

OD's Employee Profile

As of December 31, 2022, we employed over 23,000 active full-time employees, none of whom were represented under a collective bargaining agreement, trade union, or other representative organization. The OD Leadership Team is firmly committed to open communication that builds teamwork and cooperation and believes that communication is best done directly with our OD Family of employees. Our Open Door Policy allows for healthy and effective communication at all levels of the organization and invites every employee to take any issue to senior management, without fear of harassment or reprisal.

OD promotes a strong internal culture and encourages employees to recommend qualified candidates through our Employee Referral Program. The success of this program was highlighted in 2022, as more than 44% of new hires were recruited and hired through the employee referral program. We are proud of this accomplishment and its lasting benefits of fostering a deeper sense of community and teamwork.

Our solid foundation of family values, hard work, and mutual respect truly sets OD apart as an LTL carrier and an employer. Together we have created an environment of competitive wages, good working conditions and opportunities for professional growth. Across the organization, our full-time employees work as drivers, platform technicians, fleet technicians, and in sales/administrative positions.

Our commitment to transparency and our inclusive culture promote progress and drive both customer and employee satisfaction, which is why we are tracking and disclosing the representation of our employees' gender and race/ethnicity in the charts below.

2022 Total Employees	
Demographic Category	Percent
Caucasian	59.4%
Hispanic or Latino	19.9%
Black or African American	16.3%
Asian	1.9%
Two or More Races	1.2%
Native Hawaiian or Other Pacific Islander	0.8%
American Indian or Alaska Native	0.5%

2022 Total Employees	
Gender Category	Percent
Male	89.9%
Female	10.1%

DIVERSITY ACTION PLAN

People are the most valuable asset of our organization

OD's established Diversity Action Plan formalizes our diversity recruitment and development efforts. We are committed to taking action to implement and execute strategies to recruit, retain, develop, and promote a diverse candidate pool both internally and externally, while focusing on three main areas:

1. Enhancing diversity recruitment efforts.
2. Fostering diversity within all management levels.
3. Strengthening relationships with organizations for underrepresented groups and women.

To implement the activities detailed in our Diversity Action Plan, we have employed tools and engaged industry partners for the advancement of recruitment and development throughout our organization while also being mindful of placing the most qualified candidates in open positions.

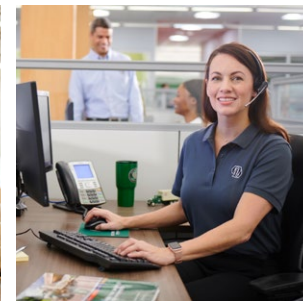
Enhancing Diversity Recruitment Efforts

In 2022, we began working with an organization to support our early career recruitment efforts with opportunities throughout the United States. In 2022, OD attended nineteen high school career fairs to increase our engagement with students. Our work has provided us with additional opportunities to hire and retain diverse talent. In 2022, 60% of our new hires were people from underrepresented groups and women.

Increasing Diversity Within Management

One of our goals is to foster a culture that is passionate about being supportive to exceed customer expectations and to promote the continued success of the OD Family Spirit. This goal spans our organization – from drivers and dock workers to management.

As of December 31, 2022, approximately 37% of our leaders consisted of people in underrepresented groups and women. Our actions, guided by the Diversity Action Plan, have contributed to the development of members of these groups into management-level employees. Additionally, we are proud of the progress our organization has made over the past three years to advance diversity, as detailed below.



50%

management promotions earned by underrepresented groups and women

57%

new management hires were from underrepresented groups and women

28%

increase in both women and underrepresented males in leadership positions

OD works to strengthen our relationships with organizations that advance underrepresented groups and women involvement and diversity in the workforce. To achieve our goals, we have developed partnerships with several organizations to eliminate barriers for employment and career development.



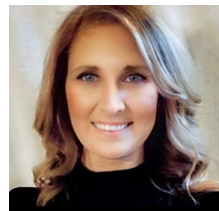
Strengthening Relationships with Organizations for Underrepresented Groups

United Negro College Fund

We are proud to continue our partnership with the United Negro College Fund (UNCF). UNCF's mission is to build a robust and nationally recognized pipeline of underrepresented students who become highly qualified college graduates. This unique partnership offers trainee and internship programs, opportunities for professional development, and an introduction to careers in the LTL industry. We also continue to host on-site and virtual job fairs at locations across the country, looking to recruit a diverse workforce from local high schools and colleges.

Women in Trucking

OD was recognized by the Women in Trucking Association (WIT) as a Top Company for Women to Work For in Transportation for the second consecutive year. This achievement acknowledges organizations that excel in professional development, corporate culture inclusion, gender diversity, competitive compensation and benefits, flexible hours and work requirements, and career advancement opportunities. WIT is an industry non-profit organization established to encourage the employment of women in the trucking industry.



Melissa Davis,
Regional Director-Sales,
named as one of the
Top Women to Watch in
Transportation for 2022.

Melissa Davis, who serves as a Regional Director - Sales at OD, has been recognized as one of the "Top Women to Watch in Transportation" in 2022 by WIT. At OD, she is part of a team that supports and empowers women in the trucking industry, fostering their growth and recognition. Her success mirrors our efforts in creating a conducive environment where knowledge and hard work can provide women in the field of trucking a rewarding career. We are proud to be associated with Melissa's journey and her recognition as a leading figure in the industry.

2021 & 2022 WOMEN IN TRUCKING EXCELLENCE



- **Silver Partner** in 2021 and 2022.
- Sent four participants to 2022 **WIT Accelerate Conference**.
- OD named as a **Top Company for Women to Work For in Transportation** in 2021 and 2022.
- DeeDee Cox, Vice President-Human Resources, named as one of the **Top Women to Watch in Transportation** for 2021.

DRIVER DEVELOPMENT AND SAFETY

Prioritizing employee safety

OD's family spirit has always led to prioritizing employee safety. Working with OD, each employee is trained and equipped with the skills needed to safely complete their daily activities. OD invests in multiple programs for employee safety including trainings, technology updates, and incentives. We regularly invest in our people, processes, and equipment.

As a result of our dedication and initiatives, OD was presented with the prestigious President's Trophy by American Trucking Associations. This marks the second time OD has been awarded the President's Trophy, the first being in 2016. This award recognizes the extraordinary safety accomplishments of motor carriers across the United States by operation type and size. OD was ranked at the top for the "Over 100 million miles" category. A team of OD personnel accepted the industry's top honor at the American Trucking Associations' conference in Minneapolis, Minnesota on behalf of our OD Family of employees.

Driver Development and Safety

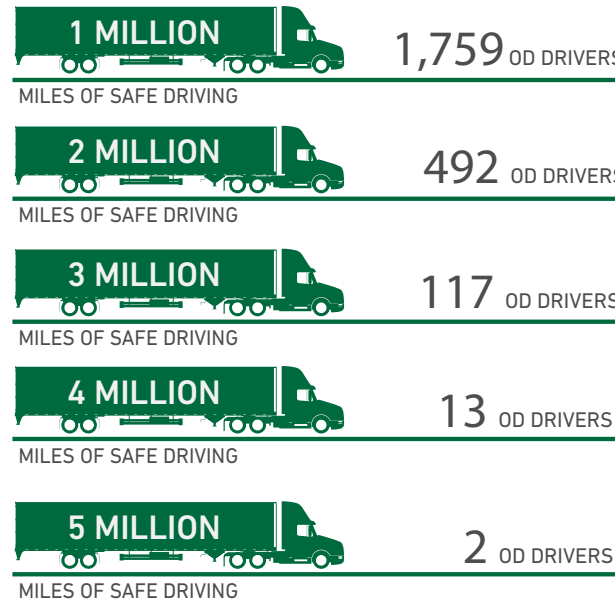
Driver Trainers

OD is committed to safety, which is why we employ approximately 1,500 certified Driver Trainers. To qualify as a Driver Trainer, candidates must have two years of verifiable driving experience, and one year of driving experience with OD without a preventable accident/incident. Each Driver Trainer must complete a two-day program that includes training on fatigue management, distracted driving, hazardous materials, truck maintenance, proper inspections, and defensive driving. These trainers are vital to the success of OD's new-driver training program and our commitment to safety.

New Driver Training

Drivers starting at OD are required to participate in our driver training program, which helps us retain safe, qualified drivers. These new drivers are evaluated by a certified driver trainer who assesses their knowledge and skill on regulations, safe distances between vehicles, safe stopping, and more. Our customized training program offers driver-specific training to empower the advancement and development of our drivers. More than 19% of our drivers have achieved one million safe driving miles or more. We believe our driver training and qualification programs have been important factors to both our safety record and our ability to retain qualified drivers.

Million-Mile Drivers



To acknowledge the dedication to safety, we proudly awarded \$5.2 million in aggregate safety bonuses to eligible drivers in 2022. Our safety bonuses are annually awarded to drivers who maintain the highest standards on the road and remain accident- and incident-free for one year. Additionally, drivers are eligible for an increase in bonus each year thereafter if they remain accident- and incident-free.

Hazmat and Security Response

In 2022, approximately 6,000 employees completed training in Hazmat & Security Response. This training provides employees with knowledge of the Hazardous Materials Regulations and enables employees to recognize and properly identify hazardous materials, address emergencies and proper response, learn accident-avoidance techniques, and increase awareness of security risks and threats.

Developing Drivers from Within Old Dominion

Since 1988, we have provided qualified employees the opportunity to become drivers through the paid Old Dominion Truck Driver Training (ODTDT) program, at no cost to them. Each driver-trainee participating in the program completes an average of 40 hours of in-class learning, and an additional 240 hours of behind-the-wheel training. We are proud to support our employees in their pursuit of becoming drivers and wish to continue promoting our high-quality workforce from within. As a result, we had 757 students graduate from the ODTDT program in 2022. As of December 31, 2022, 3,789 of our active drivers had successfully completed this training, accounting for approximately 31% of our driver workforce.

Improving Safety Technologies

In addition to maintaining trained and prepared drivers, OD equally values investments in vehicle technology. Our fleet technology includes:

- **Telematics platform** – technology that, among other things, provides data on idle time, speed, hours of service (HOS) compliance, and overall driver and truck performance.
- **GPS** – powers different devices within the truck enabling navigation, positioning for HOS, and dispatch support.
- **Radio-frequency identification (RFID) devices** – assists with tracking of equipment and freight.
- **Vehicle Speed Governance** – set speed limits (based on equipment and location) for added highway safety.
- **In-cab messaging capability and navigation** – available to our drivers through our electronic logging devices (ELDs).
- **Accident mitigation and lane departure warning technology** – helps to provide warning and intervention to reduce accident risk.
- **On Board Event Recorders** – forward-facing camera and sensor technology to proactively assess and address key driving behaviors and events.



Providing Support

2022

We hired six full-time coaches dedicated to supporting our drivers and their safe driving habits. These coaches utilize forward facing in-cab video captures for certain behaviors and events to proactively coach drivers one-on-one. All six of our coaches hold a commercial driver's license. This coaching program is a further enhancement to OD's commitment to safety.

SERVICE CENTER SAFETY

Injury prevention initiatives

Our behavior-based safety program, S.H.I.E.L.D. (Safety/Hazards/Injuries – Employees Leading the Defense), is focused on preventing injuries. OD has trained S.H.I.E.L.D. team members in each of our service centers who are empowered to take corrective action to improve the safety of co-workers and to sustain a safe working environment. These team members work together to develop and implement solutions to reduce safety hazards, while continuously improving the communication, awareness, engagement, and training to help ensure that everyone receives the knowledge, skills, guidance, and resources to perform their jobs safely and efficiently.

Monthly safety meetings, facilitated by regional safety managers, are conducted at each service center to raise safety awareness for all employees. Topics include the importance of adequate sleep, seasonal safety subjects, and various dock and road safety topics.

With technological advancements such as the newer equipment for measuring cargo loads and improvements in forklifts, our safety programs have helped foster a safe working environment.

In 2022, more than 230 drivers represented OD at the state trucking associations' Truck Driving Championships. The annual competition is an extraordinary display of truck driving professionalism and safety where drivers compete through written exams, pre-trip inspections, and above all, skills testing. Drivers must be accident-free for a minimum of one year to be considered for competition. Of the OD drivers who completed, 17 won first place in their class and advanced to compete at the National Truck Driving Championship in Indianapolis, Indiana.

OD COMMAND

Preventative Actions and Analysis

In addition to our S.H.I.E.L.D. team members, we also have a team of regional safety managers throughout the country that helps each service center follow proper safety practices and protocols. OD conducts Self-Critical Safety Analyses (SCA) at our service centers and fleet maintenance centers on a biennial basis. During a SCA, the safety managers inspect each location in a variety of areas, including Housekeeping, OSHA Compliance, DOT Compliance, Hours of Service Compliance, Employee Training, Hazardous Materials, and Equipment. After completion of these analyses, our teams are presented with opportunities to improve our processes and eliminate non-conformities. Over the last two years, SCAs were performed at 211 service centers and 26 fleet maintenance centers to address non-conformities and identify areas of improvement. The Safety Team identified enhancements to improve our established policies with a response completion rate of 100%.

Installing Automated External Defibrillators at Our Service Centers

To improve safety throughout our field operations, OD has set a target to have, at a minimum, one automated external defibrillator (AED) installed at every service center nationwide by the end of 2023. Although rare, people conducting arduous tasks can sometimes experience cardiac arrest. Once installed, various employees at each location are provided training on the proper use of the device as well as training on vital medical activities such as cardiopulmonary resuscitation (CPR), first aid, and bloodborne pathogens.

ENGAGING OUR COMMUNITY

Catalyst for Change

Engaging in our communities is at the cornerstone of our organization's success. As a transportation leader, we know OD has an opportunity to be a catalyst for positive change in the communities we serve. Our commitment to excellence in service expands beyond our customers to the local surrounding communities.

Part of community engagement is the continued development of our employees through training programs. By educating our workforce, we are improving the well-being of our employees who are representatives in the communities where they reside. As OD grows into new territories and expands our service centers, we create local employment opportunities, serving as an economic driver for the communities where we operate.

Charitable Giving

We are focused on supporting the well-being of the members of our communities, especially those in need. That's why in 2022, we were proud to support family, health, education, and safety causes. On a company-wide basis, we currently support initiatives carried out by these outstanding organizations: the American Red Cross, United Way, Salvation Army, Big Brothers Big Sisters, and Toys for Tots.

We are honored to support the American Red Cross humanitarian mission through our contributions to the Disaster Responder Program. In 2022, we continued to support the great work of the American Red Cross. Whenever and wherever disaster strikes, the Red Cross responds to assist people through the emergency and to help prepare them for future situations. Our OD Family of employees is honored to help fund the training, technology, and other critical resources necessary to empower the Red Cross and provide relief and support to those needing it most.

As proud members of our community, OD runs an annual United Way (UW) campaign for our corporate office employees to make a payroll deduction pledge. Our total company donations in 2022 supported the UW's 27 partner agencies. By being the largest campaign donor in the Greater High Point, North Carolina region, we can help the community where we are headquartered thrive.

With the Salvation Army, we sponsor annual holiday concerts in both Greensboro and Winston-Salem, North Carolina. These events include major food drives that support several underserved communities. OD provides complimentary admission to the concert in exchange for non-perishable food donations. Most donations are from within our OD Family of employees, but we encourage community involvement. In 2022, donations equated to 785,390 non-perishable food items.

OD strongly believes in mentoring our youth and helping underserved communities. Through our annual donation to Big Brothers Big Sisters, we can support their mentoring program, "big-little" matches, career development, and resource officers on staff.

OD has partnered with Toys for Tots for six years and we are proud of our continued collaboration. We have designated a champion in each market to reach out to the Toys for Tots representatives, and we coordinate the donations and utilize our own fleet to transport toys to their donation destination. Last year alone, we conducted 64 toy drives across the nation with 6,750 toys and 28 bicycles collected along with a direct donation.



Giving Back to Our Veterans

OD takes great pride in our veterans and their families. In 2022, we partnered with the United Service Organizations (USO) to support active-duty service men and women and their families as well as those transitioning from the military to the private sector. In addition to monetary donations, we regularly participate in career fairs through the USO Transition Program to provide service members and military spouses with industry information, resources, and career opportunities. OD actively recruits veterans to join our OD Family of employees. Twice a year, OD completes military appreciation work, which in 2022 included sending Memorial Day care packages to active-duty North Atlantic Treaty Organization (NATO) forces in Ukraine with signed cards from our employees.

OD also participates in Daimler's "Ride of Pride" program, which includes our ownership of a specially wrapped tractor. The tractor's patriotic design honors America's veterans, some of whom will have the chance to drive the tractor as it crosses the country over the next several years. Daimler has now produced more than 30 Ride of Pride tractors for carriers across the United States. OD took delivery of its first Ride of Pride Truck in a presentation at our corporate headquarters.



Passion.

Driven to remember our freedom is not free.

Respect.

Honoring those who have served past, present, and future.

Integrity.

Holding high ethical standards built upon teamwork.

Discipline.

Focusing on the details.

Excellence.

Building a superior product to make a difference in Americans' lives.



CORPORATE GOVERNANCE AND TRANSPARENCY

The Power of Promise

Delivering on Our P.R.O.M.I.S.E.S.

The OD Family of employees' work is based on keeping our P.R.O.M.I.S.E.S. – being Professional, Reliable, Open, Mindful, Innovative, Serving, Ethical, and Supportive. We focus on these commitments and are cognizant of these values when serving our customers each day.

Code of Business Conduct

Our Code of Business Conduct covers important rules, regulations, and expectations. Every employee of OD is expected to conduct themselves in a manner that is consistent with our code. Upon receiving their employee handbook, each employee is required to submit a signed copy of the Code of Business Conduct acknowledging its receipt.

Our Code of Business Conduct reflects our values and is a matter of pride for OD. The topics listed below are covered within our code (additional details can be found by accessing our [Code of Business Conduct](#) on our Investor Relations website):

- Antitrust and Other Applicable Laws
- Environmental and Safety Laws
- Equal Employment Opportunity
- Sexual and Other Harassment
- Human Rights
- Insider Trading

- Confidential Information, Data Privacy Protection
- Conflicts of Interest and Gifts
- Corruption and Bribery, Fair Dealing
- Company Assets, Transactions and Financial Reporting, Money Laundering Prevention
- Corporate Opportunities and Political Contributions
- Information Systems
- Communications with Press, Investors, and Market Analysts
- Reporting, Investigation, and Enforcement
- No Retaliation

Fighting Human Trafficking

As a leading LTL carrier, we understand the seriousness of human trafficking, forced labor, and exploitation experienced by thousands of people in the United States every year. That is why OD strictly prohibits its employees from using OD equipment to transport, or OD facilities to shelter, unauthorized persons, or to take any other act in support of human trafficking or human rights abuses. Each year our drivers are trained to recognize and report suspicious activity such as child labor, forced labor, exploitation, or human trafficking. In addition, over 2,700 new employees completed training on Human Trafficking.

OD is committed to supporting industry-wide human rights initiatives, including efforts to identify and prevent human trafficking. OD is a signatory of the United States Department of Transportation's Transportation Leaders Against Human Trafficking (TLAHT) Pledge. In addition to industry initiatives, OD's policies address human rights issues and help us maintain our commitment to a safe work environment. Together, the TLAHT network provides a committed and informed workforce that spans the entire nation.

OD's own driver, Rhonda Hartman, has more than 38 years of experience and 2.8 million accident-free miles to her name, which stand alone as major accomplishments. In addition to these achievements, Rhonda is also an ambassador to Truckers Against Trafficking (TAT) and one of the American Trucking Associations' Road Team Captains. Her personal experience on the road has fueled her passion for fighting human trafficking. Rhonda and her



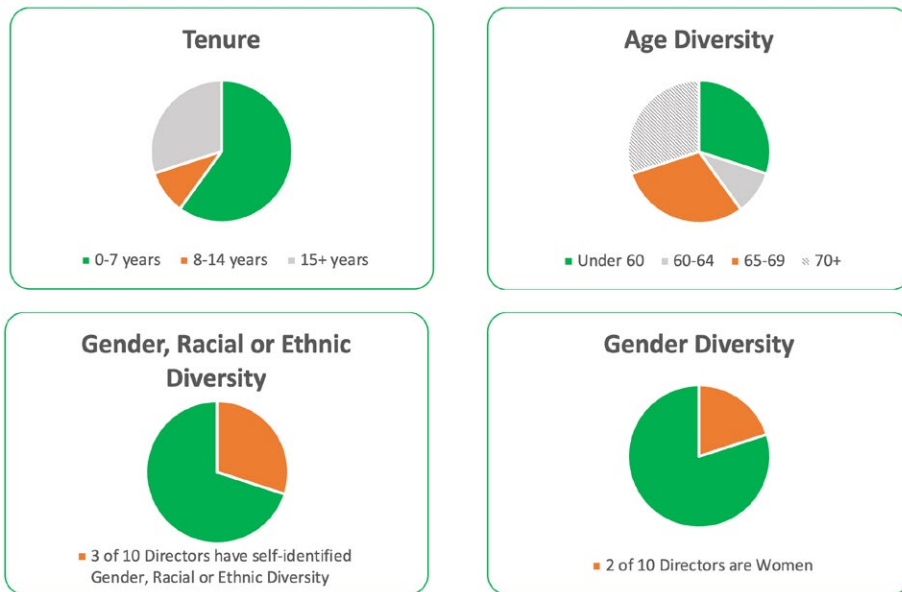
fellow OD drivers, trained through the TAT program, serve as vigilant observers on the highways, ready to identify and report suspicious activities. To support this effort, we provide resource cards with the National Human Trafficking hotline for drivers to carry.

We encourage anyone who encounters or suspects human trafficking to call the 24-hour national hotline at 1-888-373-7888. To learn more about TAT and how to become certified through its training program, please visit their website.

Board Governance and Leadership

The OD Board of Directors is comprised of 10 members, including three members of gender, racial, or ethnic diversity. Good governance starts with engaged and skilled directors who lead with ethics and respect.

Our Board of Directors



- 7 of our 10 directors are independent
- Our directors have an average tenure of 10 years as of June 2023
- 30% of our directors have self-identified gender, racial or ethnic diversity

Our Board of Directors upholds the OD Family Spirit and is responsible for the oversight of decisions made by our management team in support of long-term growth and success. To do so, the Board operates four fully independent committees:

- **Audit Committee:** Regularly reviews and considers financial and accounting matters, including internal audit considerations.
- **Governance and Nomination Committee:** Regularly reviews and considers corporate citizenship practices and policies, as well as director nomination criteria, director education, the self-evaluation process, and Board of Directors protocols and procedures.
- **Compensation Committee:** Regularly reviews our compensation and retirement programs, as well as our efforts, plans, and programs that have been designed to promote and strengthen our human capital investments and the commitment to our employees, including our commitment to diversity, equity, and inclusion.
- **Risk Committee (established in May 2023):** Regularly reviews enterprise risk management programs, (including OD's business continuity and insurance programs), as well as our cybersecurity, data privacy and compliance initiatives.

Our Board of Directors is aided by our Corporate Governance Guidelines, which depict the roles and responsibilities of each member. The Board has adopted these guidelines to help provide effective governance of the organization's business affairs and represent the ongoing interests of OD and its stakeholders by effectively monitoring the performance of management and providing advisory assistance as needed. These guidelines provide the Board with direction in selecting its directors, conducting meetings, and fulfilling its fiduciary responsibilities to the organization and its stakeholders.

For more information about the Corporate Governance Guidelines, please visit the [Governance](#) section on our website.

OD ESG Management

The day-to-day management of OD's ESG program is overseen by an internal ESG working group including leaders from Compliance, Finance, Legal, Human Resources, and Safety. The working group is responsible for tracking, planning, reporting, and executing initiatives and programs that align with our business strategy.

Furthermore, the working group reports to our ESG steering committee. This committee is composed of Executive Management including our CEO, COO, and CFO, as well as officers from Operations, Human Resources, Legal, Fleet Maintenance, Real Estate, Marketing, and Information Technology. This committee is responsible for measuring, monitoring, and reporting progress, reviewing stakeholder feedback and insights, and applying them appropriately.

To help ensure transparency and accountability in our ESG program, the leader of the ESG working group has historically reported quarterly to the Audit Committee and, beginning in July 2023, will transition to reporting quarterly to the Risk Committee. The leader of the working group also reports to the full Board of Directors on an as needed basis to keep them informed about OD's ESG initiatives and disclosure considerations.

Managing Business Risk

Our Board of Directors oversees the policies, procedures, and systems that manage our risk exposure. Our Risk Management Department identifies, assesses, and monitors risks that are inherent to our business and provides guidance to senior management and the Risk Committee regarding our enterprise risk management, insurance portfolio, business continuity programs, crisis management, claims management and governance, and record retention initiatives.

OD follows a robust risk management program. Every year we engage in a comprehensive process that includes an in-depth review of core risks, goal-setting, and evaluation of plans with risk owners. Our top risks are closely monitored on a regular basis.

We have a detailed set of enterprise-wide emergency plans to assist in the event of various crisis situations and conduct periodic crisis management

training to prepare employees. The plans and training include details for critical functions, communications, and recovery efforts in the event of an emergency. Also, each service center has its own location-specific emergency response plan. All plans are tested on at least an annual basis. We continue to closely monitor the evolving regulatory landscape of climate and transition risk reporting.

Securing What Matters

OD was presented with the 2022 Excellence in Security Award by the American Trucking Associations for the second year in a row. The Excellence in Security Award is judged by commercial vehicle enforcement personnel and given to one U.S. motor carrier that has surpassed all others in its ability to protect its employees, property, trucks, and cargo. A team of OD personnel accepted the industry's top honor at the American Trucking Associations' conference in Minneapolis, Minnesota, on behalf of OD and our OD Family of employees.

Cybersecurity and Data Privacy

The OD [Privacy Policy](#) highlights our dedication to maintaining the privacy and security of personal data collected during our operational transactions. The policy outlines the types of information collected and the measures we take to safeguard personal information.

To help ensure that our customer data is protected and to enhance our cybersecurity and privacy awareness, we provide annual and ongoing training to our office employees. In 2022, we conducted training for all employees with an OD email address to raise awareness and deploy measures if a cyberattack happens. Additionally, we provide periodic newsletters to educate our workforce on various cyber-attacks and security threats.

Our attention to security extends beyond our internal operations to our vendors. When we consider working with new vendors, we identify their susceptibility to breaches and data privacy gaps and inform them of our findings. Keeping ourselves secure means those around us must be protected.

Physical Security

OD is a member of Customs-Trade Partnership Against Terrorism (C-TPAT), a voluntary initiative that secures the supply chain and trade. We are also participants in the Canada Border Services Agency's Customs Self-Assessment Program that focuses on a streamlined border clearance process. These memberships demonstrate our commitment to maintaining a secure and efficient trade network.

We understand that some shipments require an increased level of security. Our Security Divider Service provides guaranteed, locked-in security for non-containerized or uncrated freight. This system keeps special-care freight tightly packed behind a secured wall and locked securely into place on a trailer at its origin. This freight is not unlocked until it reaches its destination.

We have multiple layers of security to protect our customers' freight. We have strategically placed additional security cameras throughout our service centers to provide greater levels of protection for everything that passes through one of our service centers.

Business Continuity

We are continually striving to improve the way we react to disruptions and natural disasters. Throughout 2022, we made enhancements to our Business Continuity Plan following the completion of our regular testing. This comprehensive plan addresses OD's ability to recover from disasters, including cybersecurity incidents, weather-related disasters, and other types of disruptions at our corporate and field locations. Being able to reroute shipments swiftly allows us to keep our promises to our customers.

Industry Associations

Old Dominion is actively involved with many industry and trucking associations representing the interests of our customers and their employees. As of December 31, 2022, OD was a member of more than 52 member associations including federal, state, and local institutions. It is important that we stay involved in the trucking industry and the larger business community through community relations and share our unique industry knowledge.



AWARDS AND RECOGNITION

Celebrating 2022



Customer Service and Operations

Mastio Quality Award: OD was named the No. 1 National LTL Carrier for the 13th consecutive year. This significant accomplishment recognizes quality operations within most facets of our business and shows that our customers value that we work hard to keep our promises.

Logistics Management Quest for Quality Awards. The Quest for Quality awards are selected by more than 4,500 logistics and supply chain decision-makers based on a variety of criteria including value, information technology, on-time performance, equipment, and operations.

Top 100 Trucker by Inbound Logistics (8th consecutive year). The top 100 truckers are selected by experts in the industry in recognition of innovations introduced in the trucking industry.

C.H. Robinson Carrier of the Year: C.H. Robinson, one of the world's largest global logistics companies, selected Old Dominion Freight Line as one of its 17 outstanding companies for our exceptional quality of service and operational excellence.

DHL Carrier of the Year: Old Dominion was named DHL's carrier of the year for 2022 for the second consecutive year. The award was presented to the carrier that delivered excellence and exemplified high-quality service to key customers.

Schneider National Carrier of the year: This award recognizes excellent on-time pickup and delivery, ease of doing business and carrier communication.

Top Food Chain Providers: Food Shippers of America, a trade organization for supply chain, transportation, logistics, and warehousing professionals in the food and beverage industry, has named Old Dominion to their list of "Top Food Chain Providers" for 2022.



Sustainability

Inbound Logistics 75 Green Supply Chain Partners "G75" List (13th consecutive year). OD was profiled in a G75 special edition featuring 75 leading companies that are committed to sustainability in the supply chain.

Heavy Duty Trucking Top Green Fleet Award. Heavy Duty Trucking, an industry trade publication, recognized OD for the continuous commitment to sustainability in lowering GHG emissions through fuel efficiency and alternative fuels.



Employment

OD was recognized on Forbes 2022 America's Best Large Employers' list, which identified OD as a company that stands out in attracting and retaining top talent.

Other Notable Carrier Awards

- Newell Rubbermaid Carrier of the Year
- Coyote Logistics Carrier of the Year
- Geodis Carrier of the Year
- AFS Logistics National Carrier of the Year
- Wabash Outstanding Suppliers- Platinum Award Winner

ABOUT THIS REPORT

Grounded in initiatives, impacts, and activities

This document is Old Dominion Freight Line, Inc.'s 2022 ESG Report. The report's content is grounded in our ESG initiatives, impacts, and activities and has been informed by the Sustainability Accounting Standards Board (SASB) Road Transportation Sustainability Accounting Standard and is reported with reference to the Global Reporting Initiative (GRI) standards. We have prepared a content index for each of these frameworks, which can be found in the appendix.

Information includes ESG initiatives for 2022, unless otherwise stated.

We welcome your questions and feedback. Please contact us at investor.relations@odfl.com. For additional information about Old Dominion Freight Line, Inc., visit www.odfl.com and to view all our corporate reports, please visit <https://ir.odfl.com/>.

Forward-Looking Statements



This report may include “forward-looking statements” within the meaning of the U.S. Federal securities laws. Forward-looking statements are any statements other than statements of historical fact. Forward-looking statements represent our current judgment about possible future events and are often identified by words such as “anticipate,” “appears,” “approximately,” “believe,” “continue,” “could,” “designed,” “effect,” “estimate,” “evaluate,” “expect,” “forecast,” “goal,” “initiative,” “intend,” “may,” “objective,” “outlook,” “plan,” “potential,” “priorities,” “project,” “pursue,” “seek,” “should,” “target,” “when,” “will,” “would,” or the negative of any of those words or similar expressions. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission. We caution the reader not to place undue reliance on our forward-looking

statements as (i) these statements are neither a prediction nor a guarantee of future events or circumstances and (ii) the assumptions, beliefs, expectations, and projections about future events may differ materially from actual results. We undertake no obligation to publicly update any forward-looking statement to reflect developments occurring after the statement is made, except as otherwise required by law.

This report represents our current policies and intent and is not intended to create legal rights or obligations. The standards of measurement and performance contained in this report are developing and based on assumptions, and no assurance can be given that any plan, initiative, projection, goal, commitment, expectation, or prospect set forth in this report can or will be achieved. This report may contain or incorporate by reference public information not separately reviewed, approved, or endorsed by us, and we make no representation, warranty, or undertaking as to the accuracy, reasonableness, or completeness of such information. This report contains examples of savings and results achieved by us that may or may not be representative of what other companies could achieve in similar circumstances. Inclusion of information in this report is not an indication that the subject or information is material to our business or operating results. No part of this report or our website constitutes, or shall be taken to constitute, an invitation or inducement to invest in us or any other entity and shall not be relied upon in any way in connection with any investment decisions.

CONTENT INDICES

SASB Accounting Metrics

Topic	SASB Code	Activity Metric	Category	Unit of Measure	2022 Response	2021 Response	2020 Response
Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions ¹	Quantitative	Metric tons (t) CO ₂ -e	1,318,785	1,268,254	1,114,046
		Emissions from the use of biofuels			71,353	68,555	48,829
		Scope 2 (indirect) emissions			28,949	27,965	26,595
		Scope 3 (other indirect) emissions ²			332,239	334,585	445,156
	TR-RO-110a.2	Discussion of long-term 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	Not applicable	See the “ Building a More Sustainable Supply Chain ” section of the 2022 ESG report.	See the “ Taking Action for the Environment ” section of the 2020 ESG report.	See the “ Taking Action for the Environment ” section of the 2020 ESG report.
	TR-RO-110a.3	Total fuel consumed	Quantitative	Gigajoules (GJ), Percentage (%)	19,392,466	18,654,068	16,192,686
		Percentage natural gas			0.6%	0.6%	0.6%
Percentage renewable fuel		4.6%			4.6%	3.7%	
Air Quality	TR-RA-120a.1 ³	Air emissions of the following pollutants: NO _x (excluding N ₂ O)	Quantitative	Metric tons (t)	476	458	403
		Air emissions of the following pollutants: SO _x			12	11	10
		Air emissions of the following pollutants: particulate matter (PM ₁₀)			24	23	20
Driver Working Conditions	TR-RO-320a.1	Total recordable incident rate (TRIR)	Quantitative	Rate	3.5 per 200,000 workhours	3.9 per 200,000 workhours	3.3 per 200,000 workhours
		Fatality rate for direct and contract employees ⁴			0.015 per 200,000 workhours	0.004 per 200,000 workhours	0.012 per 200,000 workhours
	TR-RO-320a.2	Voluntary turnover rate for all employees	Quantitative	Rate	12.31%	16.38%	8.25%
		Involuntary turnover rate for all employees			9.71%	4.13%	9.96%
	TR-RO-320a.3	Description of approach to managing short-term & long-term driver health risks	Discussion and Analysis	Description	See the “ Driver Safety and Training ” section of the 2022 ESG report.	See the “ Investing in Safety ” section of the 2020 ESG report.	See the “ Investing in Safety ” section of the 2020 ESG report.

¹ Scope 1 emissions exclude emissions from the use of biofuels (reported on the line below).

² Scope 3 emissions consist of employee business travel, employee commuting, well to tank from fuel, and downstream transportation and distribution.

³ We calculate our air emissions from the operation of our heavy-duty highway vehicles and do not include jet fuel.

⁴ OD does not use contracted drivers.

CONTENT INDICES (CONTINUED)

SASB Accounting Metrics

Topic	SASB Code	Activity Metric	Category	Unit of Measure	2022 Response	2021 Response	2020 Response
Accident & Safety Management	TR-RO-540a.1	Number of road accidents and incidents	Quantitative	Number	385	357	308
	TR-RO-540a.2	Safety Measurement System BASIC percentiles for unsafe driving, hours of service compliance, driver fitness, controlled substance/alcohol, vehicle maintenance, and hazardous materials compliance ⁵	Quantitative	Percentile	Not Reported	Not Reported	Not Reported
	TR-RO-540a.3	Number of spills and releases to the environment ⁶	Quantitative	Number Cubic meters (m ³)	2	0	1
		Aggregate volume of spills and releases to the environment			6.75	0.00	0.04

SASB Activity Metrics

SASB Code	Activity Metric	Category	Unit of Measure	2022 Response	2021 Response	2020 Response
TR-RO-000.A	Revenue ton miles (RTM)	Quantitative	RTM	10,546,184,228	10,462,454,323	8,258,951,214
TR-RO-000.B	Load factor (linehaul only)	Quantitative	Percentile	84.5%	86.2%	84.6%
TR-RO-000.C	Number of full time employees	Quantitative	Number	23,471	23,663	19,779
	Number of truck drivers			12,080	11,802	10,114

Additional Metrics

Activity Metric	Category	Unit of Measure	2022 Response	2021 Response	2020 Response
Scope 1 metric tons (mt) CO ₂ e per ton-mile	Quantitative	Rate	0.000125	0.000121	0.000135

⁵OD is not disclosing Behavior Analysis and Safety Improvement Categories (BASICS) data due to proposed changes in February 2023 to the Safety Management System (SMS) by the Federal Motor Carrier Safety Administration (FMCSA). The agency is proposing several changes to the existing SMS methodology and public availability of certain performance data remain under FMCSA review as required by Congress in the 2015 Fixing America's Surface Transportation Act (FAST Act). Several metrics are expected to be reorganized and updated into safety categories, including new segmentation, to replace current BASICS. The review is intended to address deficiencies identified by the National Academy of Sciences including the possibility of weak or negative correlation between the BASICS and vehicle crash risk.

⁶Spill data is in accordance with PHMSA (Pipeline and Hazardous Materials Safety Administration) regulations.

CONTENT INDICES (CONTINUED)

GRI General Disclosures 2021 Standards

Disclosure	Disclosure Title	Response
GRI 2: General Disclosures		
2-1	Organizational details	Annual Report, Page 1 Proxy Statement, Page 9
2-2	Entities included in the organization's sustainability reporting	2022 ESG Report About This Report
2-3	Reporting period, frequency and contact point	2022 ESG Report CEO Statement and About This Report
2-6	Activities, value chain and other business relationships	Annual Report, Pages 1-6
2-7	Employees	2022 ESG Report OD's Employee Profile
2-9	Governance structure and composition	Proxy Statement, Pages 14-26
2-10	Nomination and selection of the highest governance body	Proxy Statement, Pages 14-26
2-11	Chair of the highest governance body	Proxy Statement, Pages 14-26
2-12	Role of the highest governance body in overseeing the management of impacts	Proxy Statement, Pages 14-26
2-13	Delegation of responsibility for managing impacts	Proxy Statement, Pages 14-21
2-14	Role of the highest governance body in sustainability reporting	Proxy Statement, Pages 21-23
2-15	Conflicts of interest	Corporate Governance Guidelines
		Code of Business Conduct
2-16	Communication of critical concerns	Proxy Statement, Pages 20-21
2-17	Collective knowledge of the highest governance body	Proxy Statement, Pages 20-21
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Guidelines
		Proxy Statement, Page 16
2-19	Remuneration policies	Proxy Statement, Pages 26-56
2-20	Process to determine remuneration	Compensation Committee Charter
		Proxy Statement, Pages 26-56
2-21	Annual total compensation ratio	Proxy Statement, Pages 50-51
2-23	Policy commitments	Code of Business Conduct
2-24	Embedding policy commitments	Code of Business Conduct
		Proxy Statement, Pages 23-24
2-25	Processes to remediate negative impacts	Proxy Statement, Pages 23-24 Code of Business Conduct
2-26	Mechanisms for seeking advice and raising concerns	Code of Business Conduct
		Proxy Statement, Pages 23-24

CONTENT INDICES (CONTINUED)

GRI General Disclosures 2021 Standards

Disclosure	Disclosure Title	Response
2-27	Compliance with laws and regulations	Annual Report, Page 19
2-28	Membership associations	2022 ESG Report Industry Associations
2-29	Approach to stakeholder engagement	2022 ESG Report Board Governance and Leadership
2-30	Collective bargaining agreements	Annual Report, Page 5
GRI 3 Materiality Topics		
3-1	Process to determine material topics	Proxy Statement, Pages 20-21
3-2	List of material topics	Annual Report, Pages 6-18
3-3	Management of material topics	Annual Report, Pages 6-18
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Annual Report, Pages 30-33
201-2	Financial implications and other risks and opportunities due to climate change	Annual Report, Page 16
201-3	Defined benefit plan obligations and other retirement plans	Annual Report, Page 41
GRI 302: Energy		
302-1	Energy consumption within the organization	2022 ESG Report Investing in Energy Efficiency Greenhouse Gas Emissions
302-2	Energy consumption outside of the organization	2022 ESG Report Investing in Energy Efficiency Greenhouse Gas Emissions
302-3	Energy intensity	2022 ESG Report Investing in Energy Efficiency Embedding Efficiency Within Our Operations
302-4	Reduction of energy consumption	2022 ESG Report Investing in Energy Efficiency
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	2022 ESG Report Greenhouse Gas Emissions
305-2	Energy indirect (Scope 2) GHG emissions	2022 ESG Report Greenhouse Gas Emissions
305-3	Other indirect (Scope 3) GHG emissions	2022 ESG Report Greenhouse Gas Emissions
305-4	GHG emissions intensity	2022 ESG Report Embedding Efficiency Within Our Operations
305-5	Reduction of GHG emissions	2022 ESG Report Embedding Efficiency Within Our Operations Investing in Energy Efficiency
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	2022 ESG Report Air Quality
GRI 306: Waste		

CONTENT INDICES (CONTINUED)

GRI General Disclosures 2021 Standards

Disclosure	Disclosure Title	Response
306-1	Waste generation and significant waste-related impacts	2022 ESG Report Waste and Water Management
306-2	Management of significant waste-related impacts	2022 ESG Report Waste and Water Management
GRI 401: Employment		
401-1	New employee hires and employee turnover	2022 ESG Report OD's Employee Profile Driver Working Conditions
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2022 ESG Report Caring for Our Employees
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	2022 ESG Report Prioritizing Employee Safety
403-2	Hazard identification, risk assessment, and incident investigation	2022 ESG Report Prioritizing Employee Safety
403-3	Occupational health services	2022 ESG Report Caring for Our Employees
403-4	Worker participation, consultation, and communication on occupational health and safety	2022 ESG Report Prioritizing Employee Safety
403-5	Worker training on occupational health and safety	2022 ESG Report Prioritizing Employee Safety
403-6	Promotion of worker health	2022 ESG Report Caring for Our Employees
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2022 ESG Report Injury Prevention Initiatives
403-8	Workers covered by an occupational health and safety management system	2022 ESG Report Prioritizing Employee Safety
403-9	Work-related injuries	2022 ESG Report Prioritizing Employee Safety Driver Working Conditions
403-10	Work-related ill health	2022 ESG Report Prioritizing Employee Safety Driver Working Conditions
GRI 404: Training and Education		
404-1	Average hours of training per year per employee	2022 ESG Report Training and Educating Our Employees
404-2	Programs for upgrading employee skills and transition assistance programs	2022 ESG Report Training and Educating Our Employees
404-3	Percentage of employees receiving regular performance and career development reviews	2022 ESG Report Training and Educating Our Employees
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	2022 ESG Report OD's Employee Profile Board Governance and Leadership
GRI 408: Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	2022 ESG Report The Power of Promise Code of Business Conduct

CONTENT INDICES (CONTINUED)

GRI General Disclosures 2021 Standards

Disclosure	Disclosure Title	Response
GRI 409: Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2022 ESG Report The Power of Promise Code of Business Conduct
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	2022 ESG Report Catalyst for Change
GRI 416: Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Annual Report, Page 19
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2022 ESG Report Cybersecurity and Data Privacy



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