



OD-DOMESTIC

OD-EXPEDITED

OD-PEOPLE

OD-GLOBAL

OD-TECHNOLOGY

**HELPING THE WORLD
KEEP PROMISES.®**

December 2021

Forward-looking Statements



Today's discussion may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “expects,” “anticipates,” “intends,” “estimates” or similar expressions are intended to identify these forward-looking statements. These statements are based on Old Dominion Freight Line’s current plans and expectations and involve risks and uncertainties that could cause future activities and results of operations to be materially different from those set forth in the forward-looking statements. ***For further information, please refer to Old Dominion Freight Line’s filings with the Securities and Exchange Commission.***

COMPANY OVERVIEW



OD·DOMESTIC

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Full Menu of Services



OD·DOMESTIC

- Regional, inter-regional and long-haul LTL from a single-source operation

OD·EXPEDITED

- Time-sensitive and appointment shipments

OD·PEOPLE

OD·TECHNOLOGY

OD·GLOBAL

- LTL
- Canada, Mexico, Puerto Rico and other locations

OTHER SERVICES

- Container Drayage
- Truckload Brokerage

Overview – OD Domestic



**23,075 Full-Time
Active Employees**



**10,089 Tractors
39,371 Trailers**



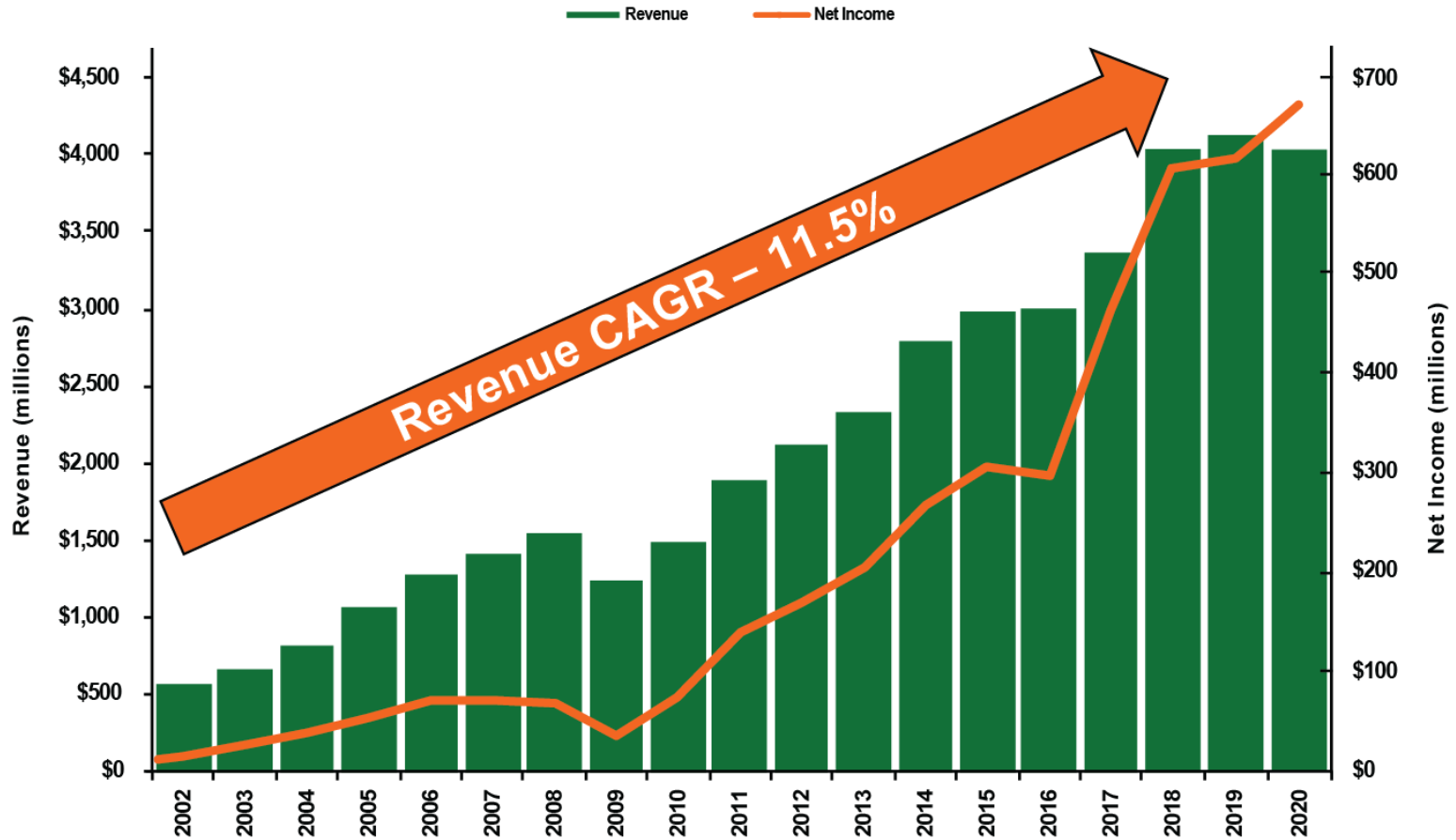
**251 Service Centers in
48 States**

*Note: All data on this page is as of September 30, 2021 with the exception of the number of service centers, which is shown with the latest data available.

Single Integrated LTL Network



History of Growth



Strategic Foundation



Strategy

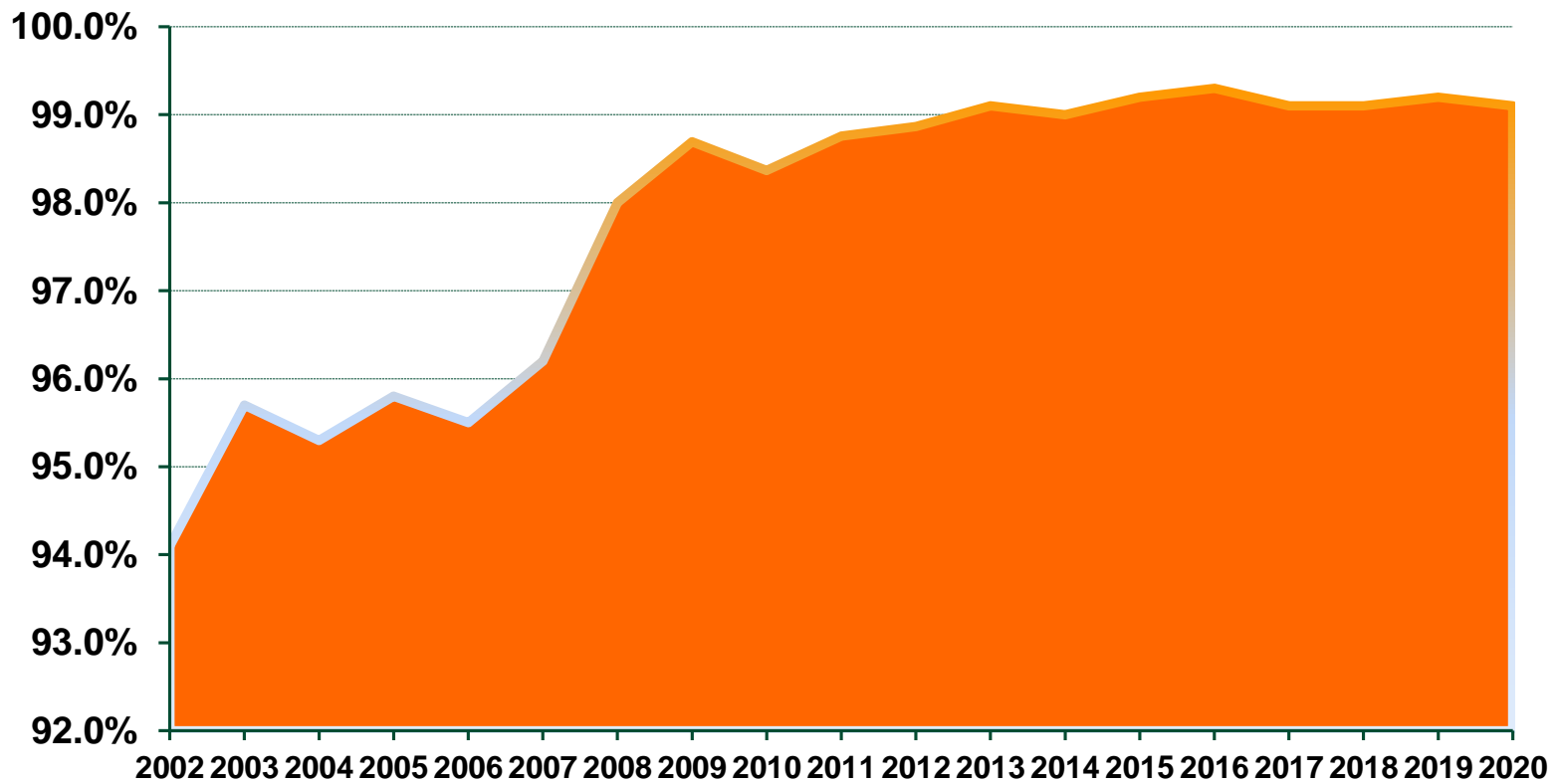
Result

Focus on Growing Market Segments	<ul style="list-style-type: none">> Approximately 70% of Shipments are Next or 2nd Day> Unique Network also allows for growth in longer-haul lanes
Deliver Superior Customer Service	<ul style="list-style-type: none">> On-time service has improved from 94% in 2002 to 99% in 2020> Cargo claims ratio has declined from 1.5% in 2002 to 0.1% in 2020> Mastio Quality Award - #1 National Carrier for 12th straight year
Maintain Pricing Discipline	<ul style="list-style-type: none">> Long-term approach to pricing that is focused on offsetting cost inflation and supporting continued investments in capacity and technology
Maintain Strong Financial Position	<ul style="list-style-type: none">> Total debt-to-total capital was 2.8% at September 30, 2021
Strengthen Service Center Network	<ul style="list-style-type: none">> Since the beginning of 2011, we have invested \$1.8 billion in service center additions and expansions - adding 38 service centers (a 18% increase) and increasing our door count by 56%
Invest in Equipment, I.T. & Infrastructure	<ul style="list-style-type: none">> Enhanced customer service, improved productivity, safe and efficient fleet> I.T. - <u>S</u>ystems <u>T</u>hat <u>I</u>ncrease <u>C</u>ustomer <u>C</u>onnection and <u>Y</u>ield
Take Care of Employees	<ul style="list-style-type: none">> The company has consistently improved our wages and benefits> Union free

Superior On-Time Service



On-Time Deliveries as % of Total

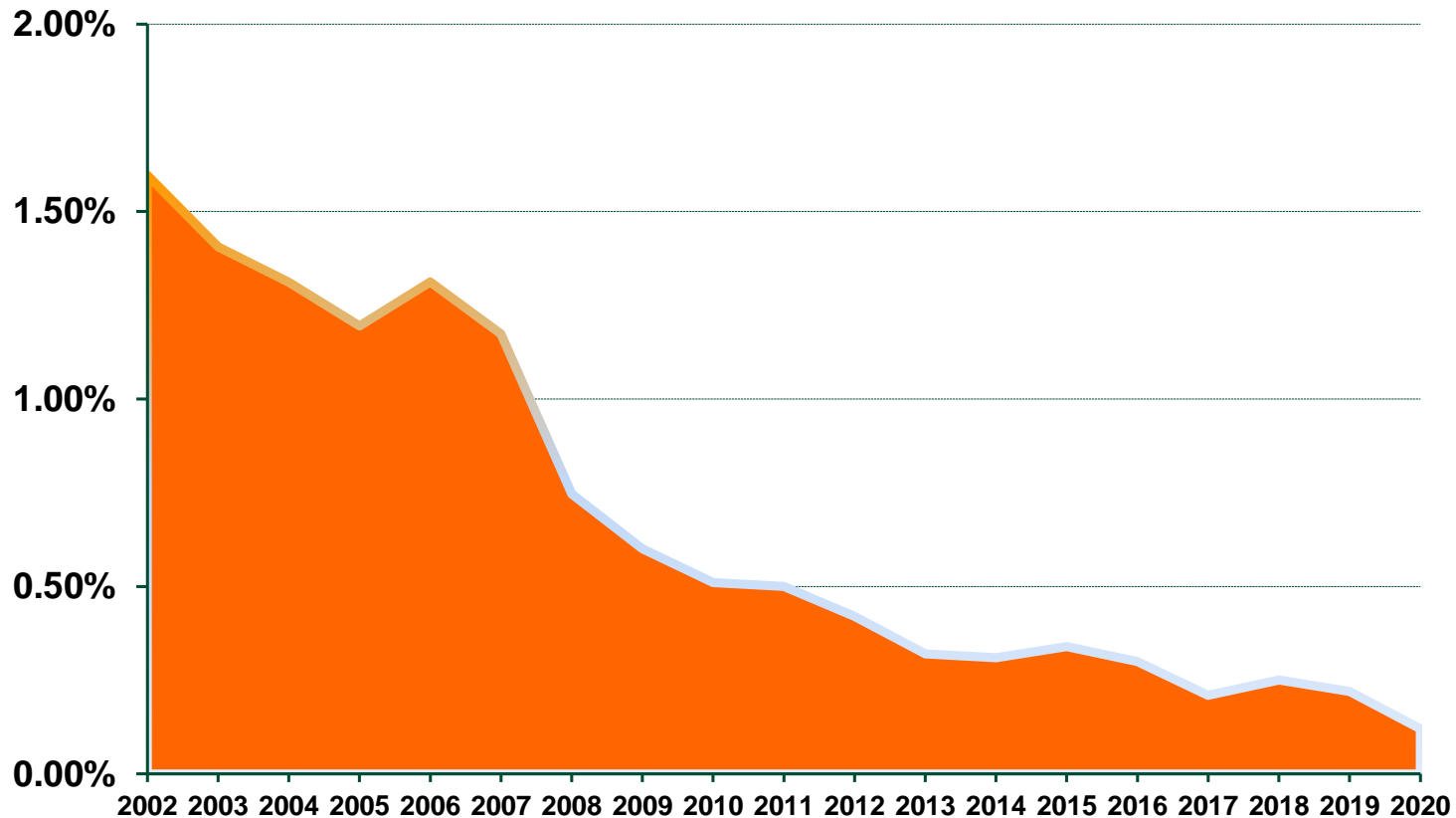


Exceptional Cargo Claims Ratio

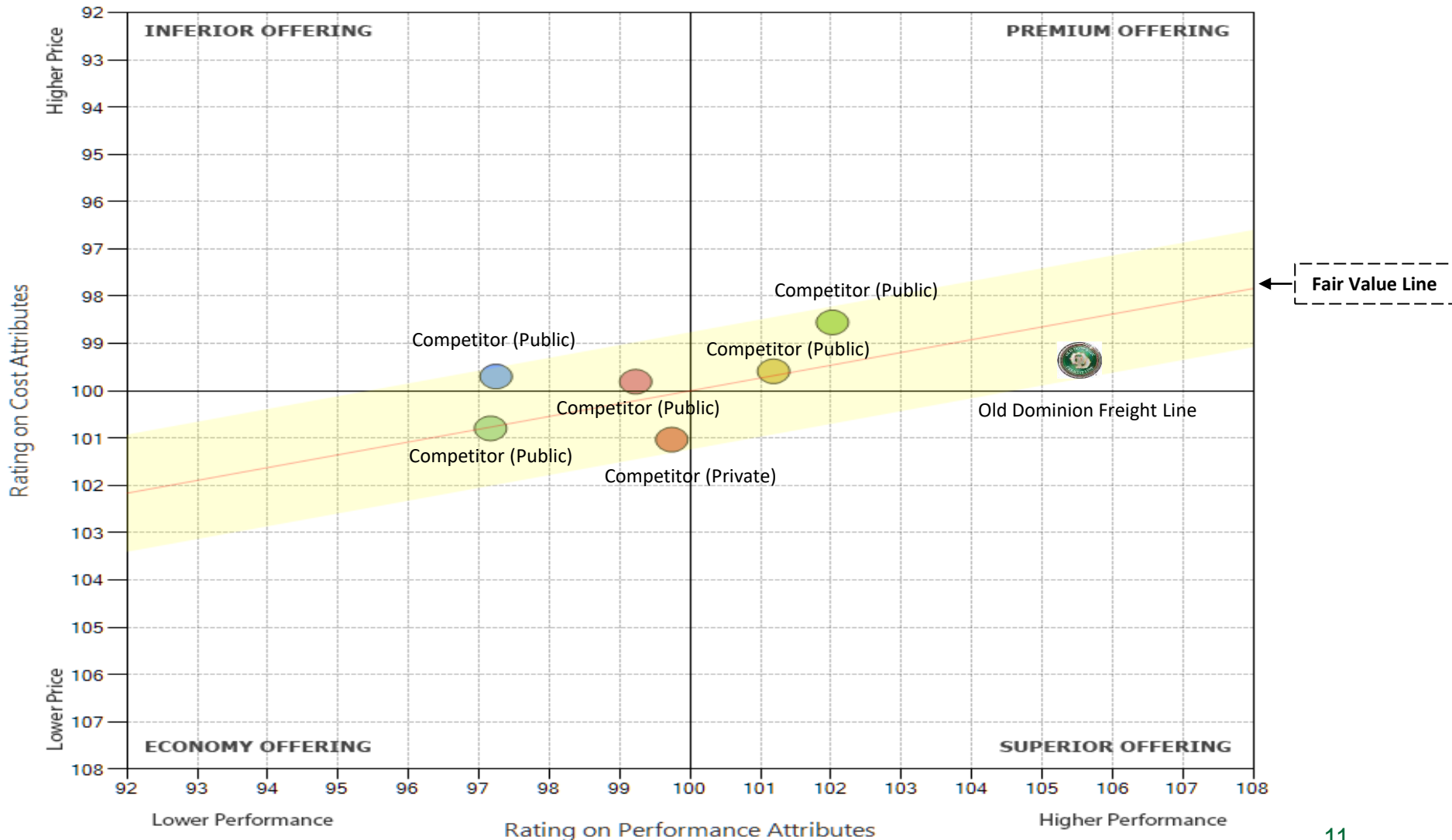


- Highly trained workforce and operational best practices result in positive claims trends

Cargo Claims as % of Revenue



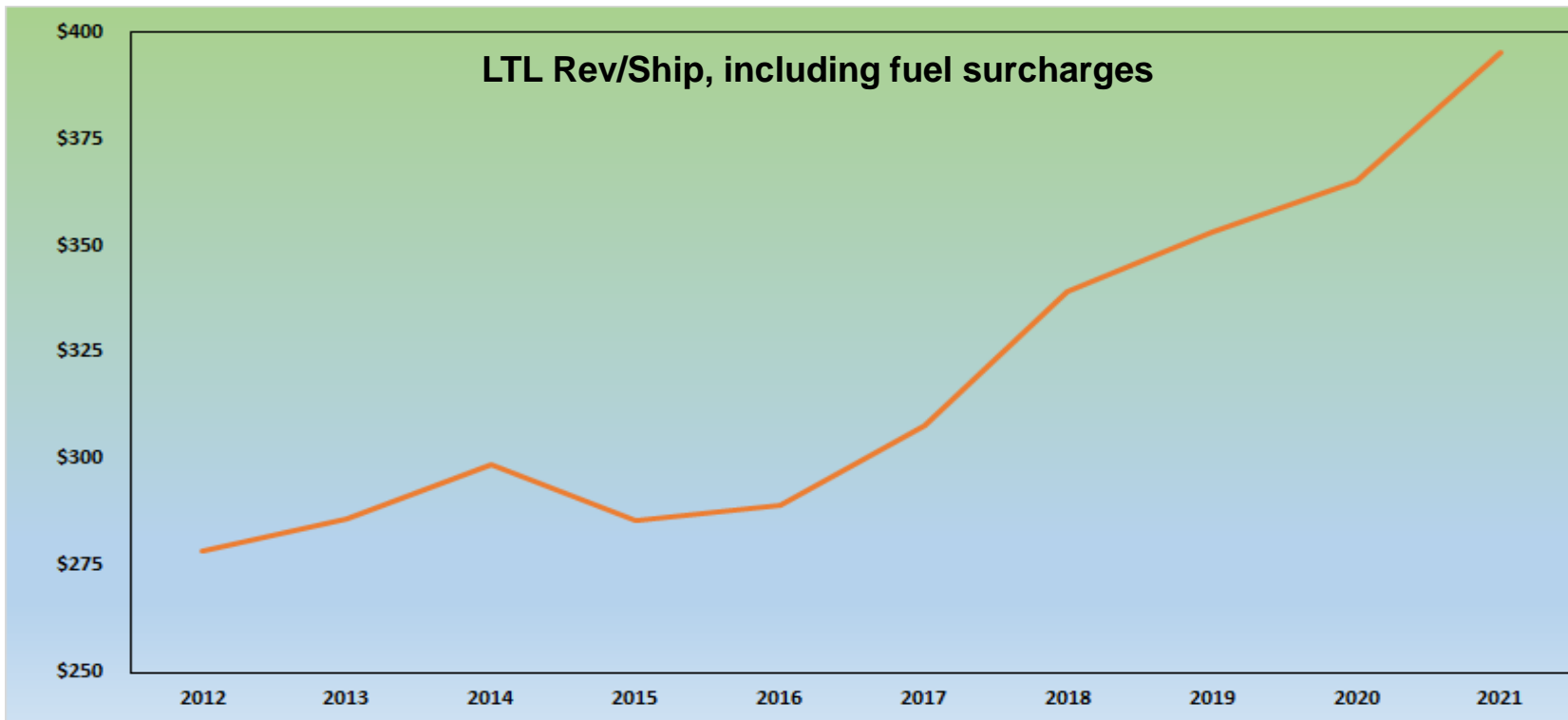
2020 Competitive Value Map



Consistent Pricing Strategy



- Long-term, consistent approach that is fair for all customers
- Target LTL Revenue per Shipment to exceed cost per shipment each year to support further investments in our business



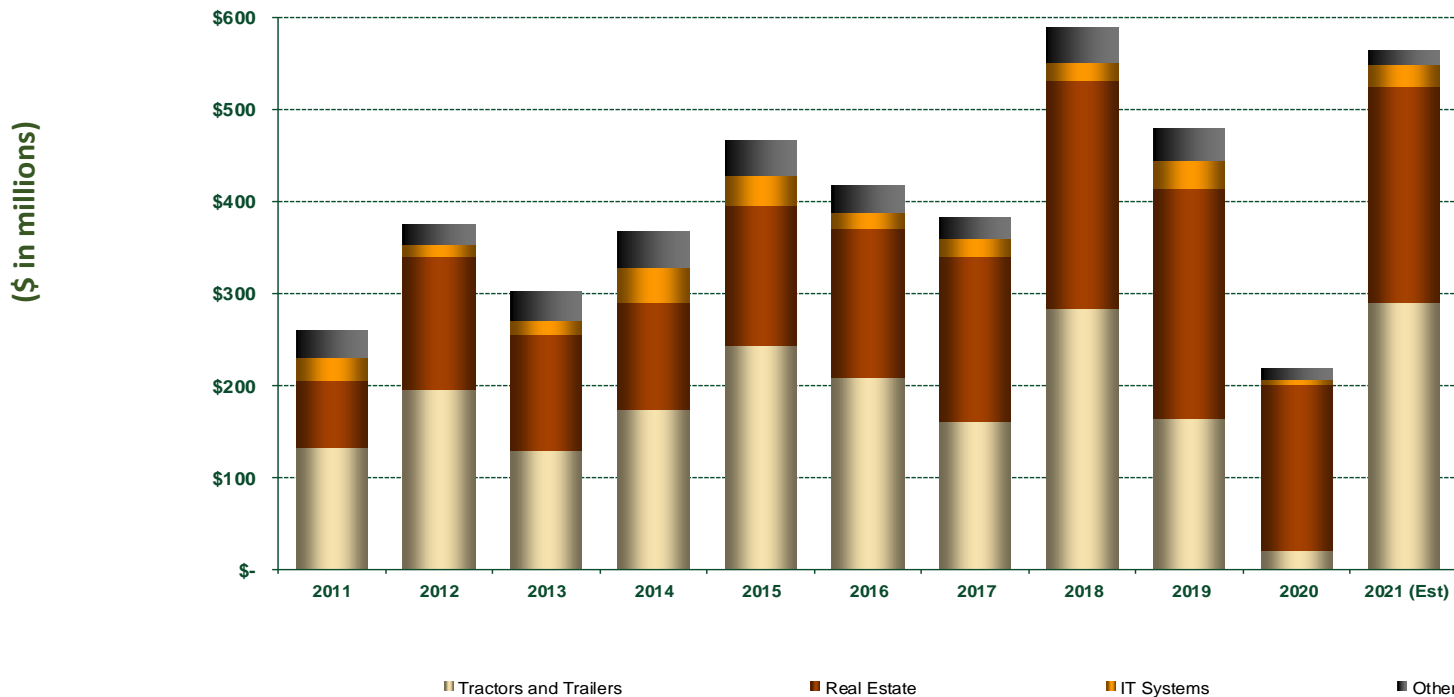
*Note: 2021 is for year-to-date September 30, 2021

Investing for Growth



- Significant real estate purchases from 2011-2021^(a) of \$1.8 billion to expand and improve the service center network
- Capital expenditures are typically between 10% to 15% of total annual revenue
- Tractor and trailer purchases were reduced in 2020 as we balanced the size of our fleet with anticipated shipment levels

Capital Expenditures



(a) 2021 is as of September 30, 2021

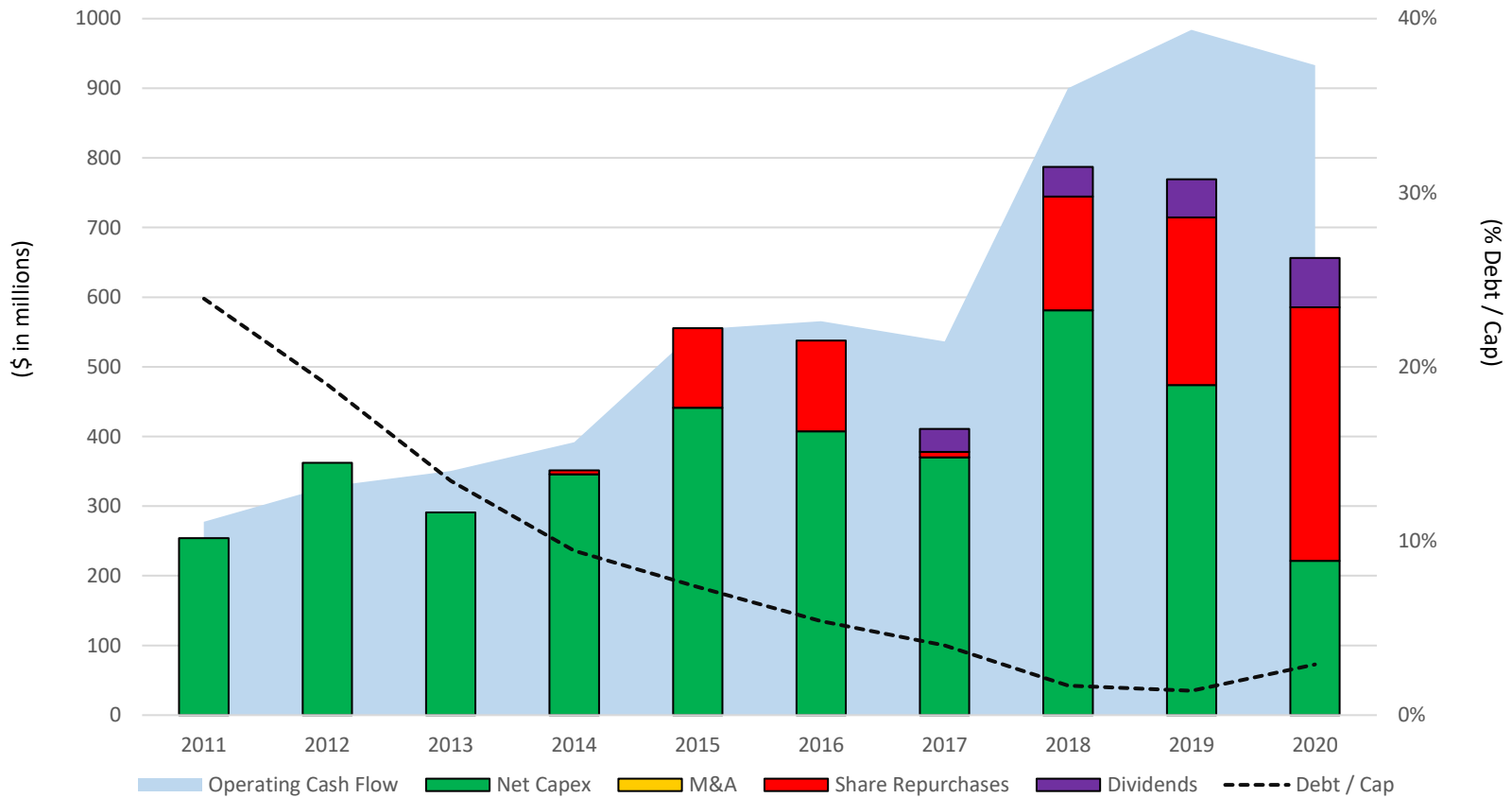
Service Center Capacity



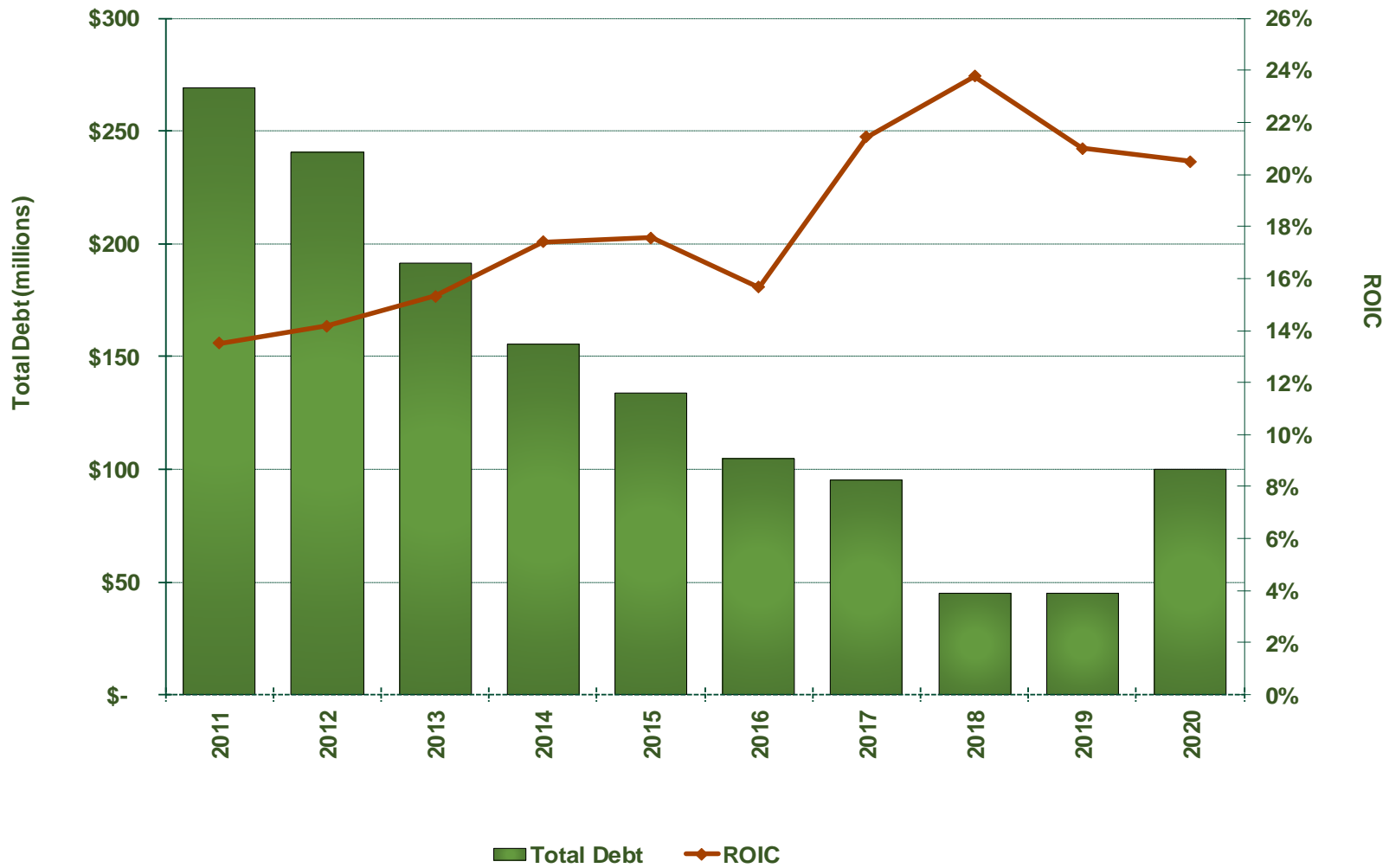
Public Carriers:	Number of Service Centers			Shipments per Day		
	2011	2020	% Change	2011	2020	% Change
YRC	396	332	-16%	87,076	67,123	-23%
FedEx Freight	366	373	2%	85,980	102,959	20%
XPO	286	290	1%	59,964	48,875	-18%
ArcBest	275	239	-13%	18,830	18,799	0%
UPS Freight	196	200	2%	40,502	34,831	-14%
Saia	152	171	13%	25,937	29,020	12%
Total	1,671	1,605	-4%	318,290	301,606	-5%
ODFL	216	244	13%	28,567	42,791	50%

Sources: SEC Filings, Company reports and ODFL estimates

Capital Allocation



Reduced Debt and Improved ROIC



WHAT'S AHEAD FOR ODFL?



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Significant Market Opportunity



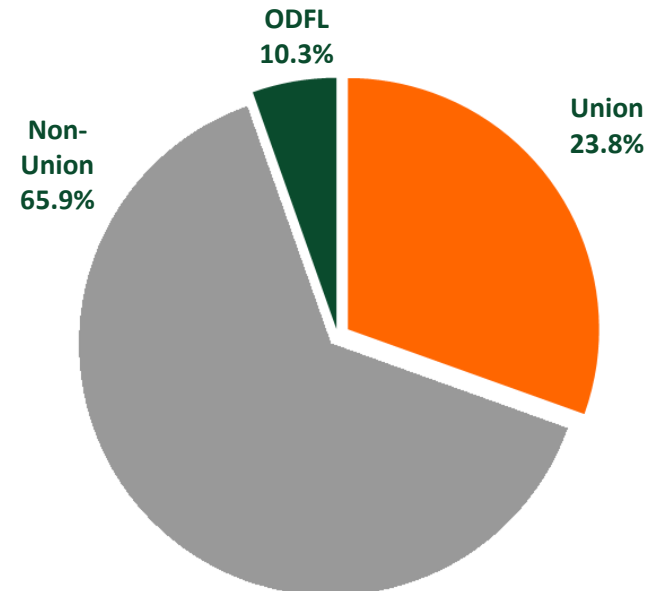
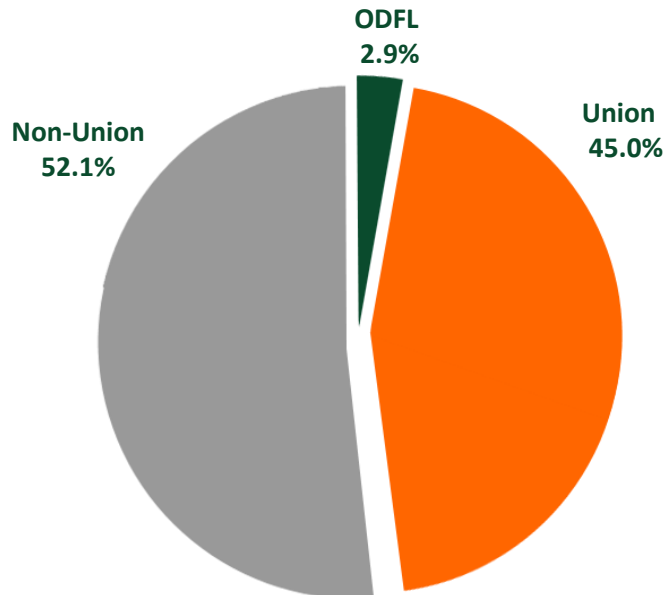
Top 25 LTL Carriers: 2002

Top 25 LTL Carriers: 2020

(\$19.4 Billion)

CAGR - 4.0%

(\$39.0 Billion)



Source: Transport Topics, American Trucking Associations and ODFL estimates
North America LTL only

Long-Term Market Share Gains



Pacific Northwest (\$1.1 bn)

2010 - (6.9%)
 2015 - (11.1%)
 2020 - (12.8%)
 2021 - (13.8%)

Midwest (\$10.7 bn)

2010 - (5.6%)
 2015 - (9.0%)
 2020 - (11.2%)
 2021 - (12.0%)

Northeast (\$5.0 bn)

2010 - (6.4%)
 2015 - (9.3%)
 2020 - (10.7%)
 2021 - (11.3%)

West (\$5.4 bn)

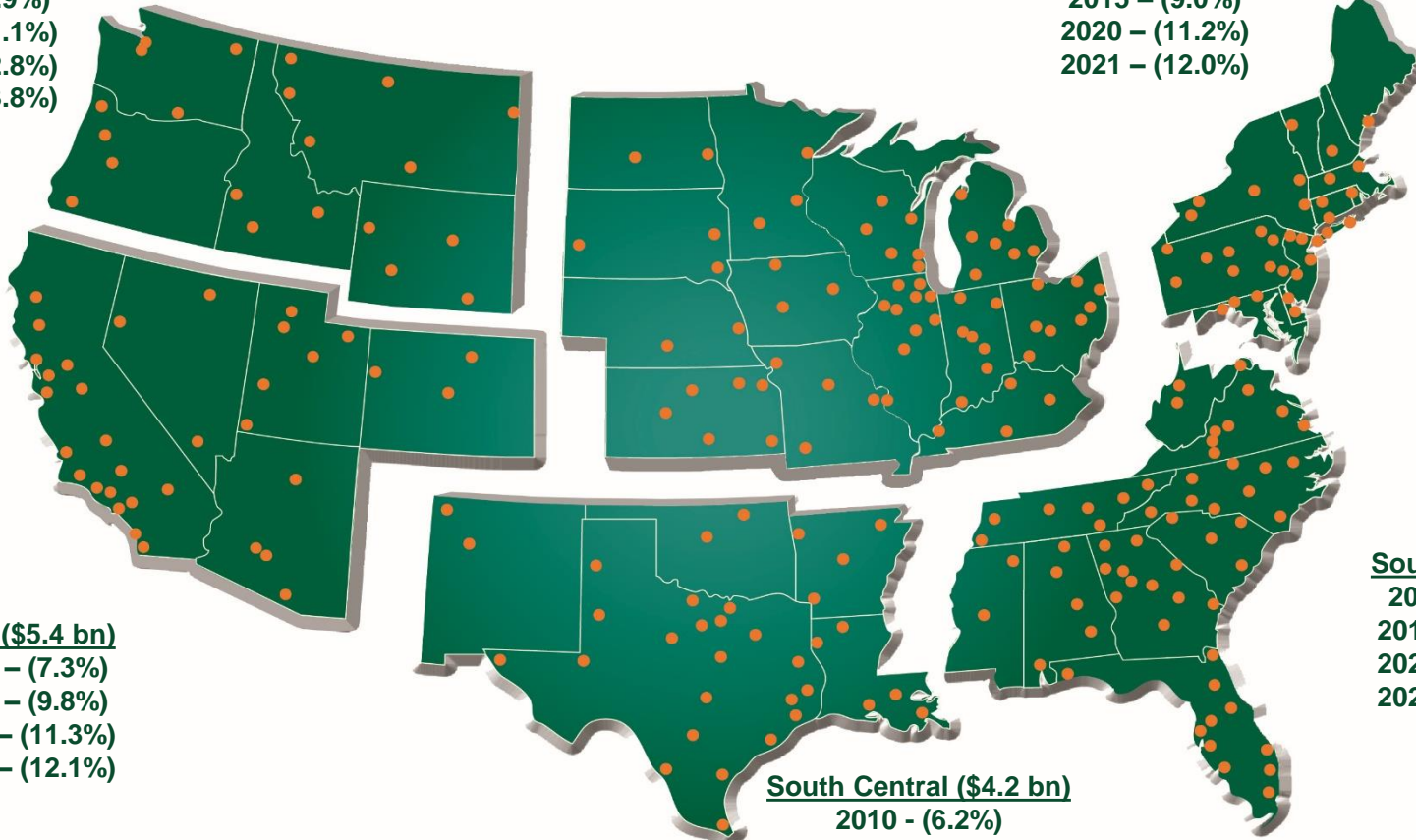
2010 - (7.3%)
 2015 - (9.8%)
 2020 - (11.3%)
 2021 - (12.1%)

South (\$8.1 bn)

2010 - (7.9%)
 2015 - (10.8%)
 2020 - (11.1%)
 2021 - (11.8%)

South Central (\$4.2 bn)

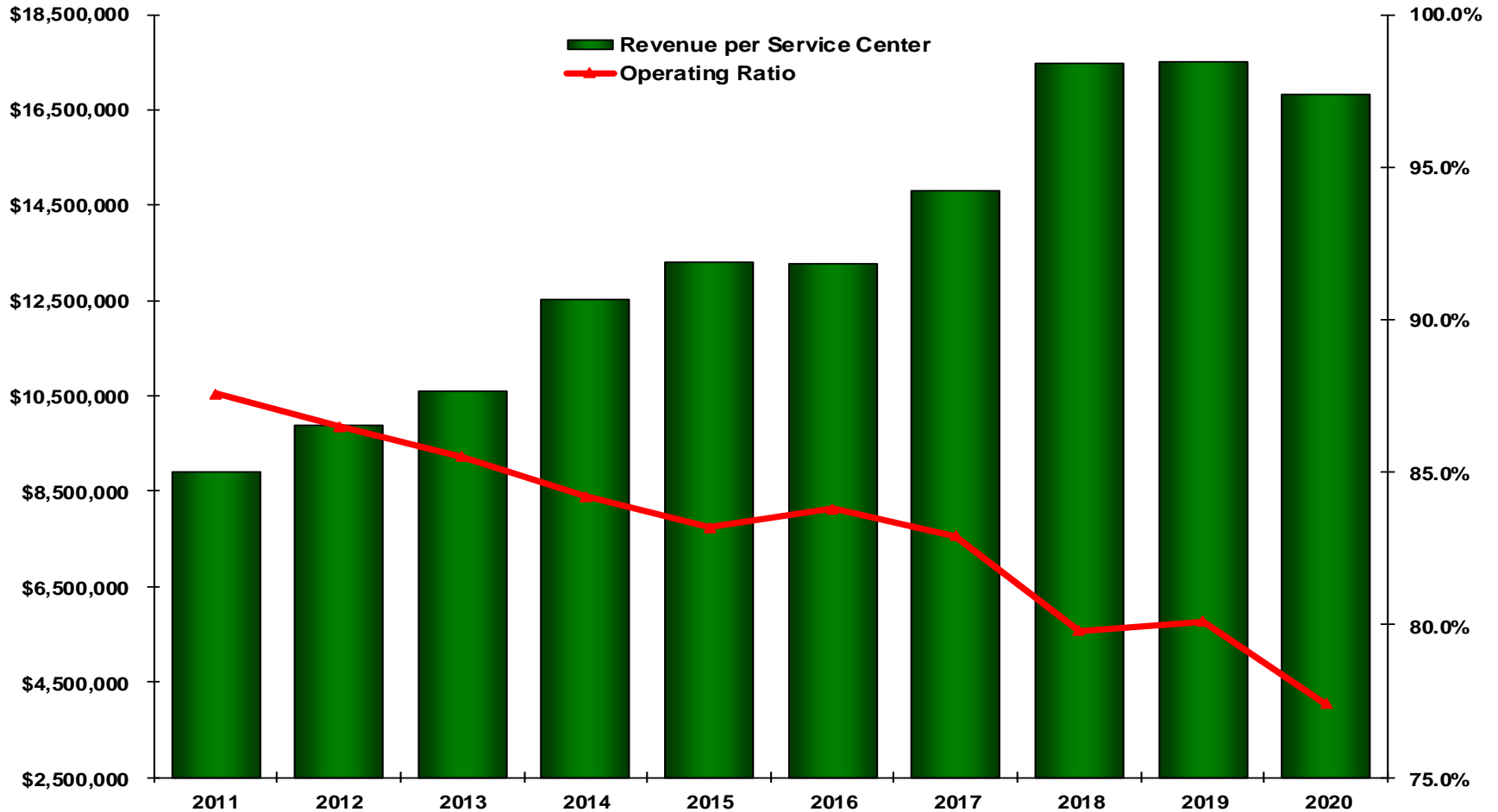
2010 - (6.2%)
 2015 - (9.4%)
 2020 - (10.6%)
 2021 - (11.4%)



Note: 2021 is as of September 30, 2021

Sources: Proprietary Data Base (LTL carriers representing approximately \$37.3 Billion in total revenue in 2020) and ODFL estimates.

Long Term Operating Ratio Improvement



Updated Financial Metrics



■ 3Q21 Financial Highlights

- > Revenue increased 32.3%
- > Operating ratio improved 190 bps to 72.6%
- > Diluted earnings per share increased 44.4%

■ 3Q21 Operating Statistics

- > LTL tons per day increased 13.7%
- > LTL shipments per day increased 19.4%
- > LTL weight per shipment decreased 4.8%
- > LTL revenue per hundredweight increased 15.7%
- > LTL revenue per hundredweight excluding fuel increased 10.1%

■ YTD21 Financial Highlights

- > Revenue increased 30.7%
- > OR improved 430 bps to 73.5%
- > Diluted earnings per share increased 59.2%

Best Positioned LTL Carrier



- History of significant revenue growth and profitability
- Ongoing Opportunity to Win Market Share
- Superior customer service delivered at a fair price
- Capacity to grow supported by an unmatched investment in our network and equipment
- Experienced and motivated team
- Commitment to delivering superior long-term shareholder return