



DELIVERING SUCCESS



# one promise at a time.

## We stand on our promise to deliver.

We attribute our success to the promises our employees keep every day. From our drivers and dockworkers to our sales and support staff, every member of the OD Team is empowered to deliver. And we are committed and focused on delivering our customers' shipments on-time and damage-free, as we understand those shipments also represent a promise made by each of our customers. By doing our part, we can continue Helping the World Keep Promises.®





## Fellow Shareholders:

We are very proud of our operating and financial results for 2011, which were the best we have produced in our 20 years as a public company. We set new annual records for our revenue, earnings and operating ratio. Compared to our public LTL competitors, our operating ratio was significantly better and we generated higher rates of growth in both revenue and tonnage per day. We attribute our success to a simple formula of providing superior service at fair prices, a hallmark of the OD Brand that continues to win market share. We are grateful to our highly-motivated, union-free team of employees who drove these results, and together, we are determined to set the bar at even higher levels in 2012.

**2011 Was a Record-Breaking Year** – Revenue increased 27.1% for 2011 to \$1.88 billion from \$1.48 billion for 2010 and was 22.4% above our previous record for revenue in 2008. Our operating ratio improved more than 300 basis points for the second consecutive year, setting a new company record at 87.6% compared with 90.7% for 2010 and our previous record of

experienced relatively slow economic growth in 2011 and we anticipate the same for 2012; however, we believe that even modest tonnage growth will expose the absence of excess industry capacity resulting from both industry consolidation and capacity underinvestment during the economic downturn. We expect this imbalance in the supply/demand equation to support a positive pricing environment during 2012.

Despite our expectation of limited economic growth in 2012, we are well positioned to continue to gain market share and outpace overall economic indexes. Our structural advantages as a fully integrated carrier with a comprehensive, nationwide service center network make us highly competitive for regional, inter-regional, national and international business.

We plan to leverage our structural advantages with our ability to deliver on-time, claims-free service at a fair price. Our ability to consistently execute this value proposition continues to differentiate Old Dominion in the marketplace.

# Providing superior service at fair prices is a hallmark of the OD Brand that continues to win market share.

89.8% in 2006. Earnings per diluted share grew 80.7% for 2011 to \$2.44 from \$1.35 for 2010, which was our previous record.

In 2011, we generated strong net cash flow from operations of \$277.4 million that was used primarily to fund our \$250.2 million in capital expenditures for the year. Our debt-to-total capitalization at December 31, 2011 was 23.9%, which compared favorably to 28.9% at year-end 2010 and 34.0% at year-end 2009. We ended 2011 with \$75.9 million of cash and cash equivalents as compared to \$5.5 million at the end of 2010. As a result of our cash position and available borrowing capacity, we began 2012 in the strongest financial position in our Company's history.

**Poised for Growth in 2012** – We believe that favorable industry dynamics will continue throughout 2012, and due to our strong competitive market positioning, we are optimistic about our prospects for growth. The U.S. domestic economy

Our capabilities reflect many years of commitment to investing in the people, systems and network required to deliver our promise of outstanding service. We believe the strength of this commitment throughout the OD Family was the primary reason we were the only public LTL carrier to remain profitable throughout the recent economic downturn and for our record-breaking performance in 2011. While we must continue to enhance our execution capabilities, our multi-year performance demonstrates that our customers understand the value we deliver for their supply-chain needs, which strengthens our competitive advantage.

## 2012 Focus on Service, Yield, Density and Efficiency –

For 2012, we will continue to focus on these four core factors of our success:

**Service** – Old Dominion has redefined the meaning of superior service standards by sustaining its service metrics

at industry-leading levels. For 2011, Old Dominion's on-time delivery percentage increased to 98.8% from 98.4% for 2010. In addition, our cargo claims ratio improved to a new company record low of 0.50% of revenue for 2011 from 0.51% for 2010. We produced these improvements during a year of double-digit growth in both tonnage and our workforce, underscoring our ability to execute under challenging circumstances.

**Yield** – We have made significant investments in our systems and our people to ensure we know the cost of providing high quality service to each of our customers. Our goal is to optimize pricing at a level that is fair and equitable to both us and our customers for the value of the services we deliver. The strength of our yield discipline is our understanding that superior service and rational yields must work in concert, as neither can be sustained without the other.

**Density** – Along with our focus on yield management, improving shipment density within our existing service center network is a primary driver of our ability to produce profitable growth. We operated 216 service centers at the end of 2011, of which we owned 139. We believe we have sufficient capacity in our existing service center network to allow us to handle additional freight with lower incremental costs, which leads to improved profitability. At the same time, however, we plan to selectively invest in the expansion of our service center network to take advantage of continuing market share opportunities created by both organic growth and continued industry consolidation.

**Efficiency** – Old Dominion will continue to aggressively invest in technology that drives improvements in efficiency and profitability. In addition, we have made an equal commitment to the continuous education and training of our employees. As a result, the OD Family has embraced

the use of technology to create further gains in productivity, while also providing our customers with an unsurpassed transparency into the process of shipping their freight. We believe we are at the forefront of transportation technology, and we plan to continue investing in people and systems that will sustain our competitive advantages.

**Expanding Our Success for the Long Term** – Old Dominion has produced an unmatched record of superior performance throughout the recent economic cycle. With our market share today in only the mid-single digits, we are focused on long-term opportunities to improve and expand our Company through organic growth and industry consolidation. In addition to our core LTL services, we are also investing in expedited and value-added logistics services. These new services are building additional revenue streams and

leverage our service center network and the thousands of customer relationships we have developed in the U.S. and abroad.

We believe that our success in 2011 is evidence that we are achieving our corporate vision – to be the premier transportation solutions company in the markets we serve. We thank our employees for

their contributions to the Company's record-breaking year, and we look forward to Helping the World Keep Promises in 2012. We also thank you, our fellow shareholders, for your investment and continued confidence in our ability to generate shareholder value.

Sincerely,

*Earl E. Congdon*

Earl E. Congdon,  
Executive Chairman

*David S. Congdon*

David S. Congdon,  
President and Chief  
Executive Officer



# We make a promise to provide exceptional service. And we deliver.

OD has a strong reputation for delivering outstanding service, with a claims ratio and on-time service performance among the best in the industry today. We offer our services through our OD Domestic, OD Expedited, OD Global, OD Technology and Vault Logistics brands. We introduced OD Household Services in 2012, which provides a residential, self-service moving option that's affordable, reliable and backed by more than 75 years of shipping expertise. Delivering new and innovative solutions while maintaining exceptional service is a promise we intend to keep.







**OD Domestic** enables shippers to manage their domestic LTL and logistical needs throughout the continental U.S. by providing:

- Superior direct service throughout the continental U.S.
- Next- and second-day service within our Southeast, Gulf Coast, Northeast, Midwest, Central and West regions of the country
- Commitment to industry-leading on-time delivery and claims-free service
- Assembly and distribution services
- Security divider service, which provides locked-in security for freight

**OD Expedited** allows domestic and global shippers to customize their delivery requirements through the following services:

- **Guaranteed** – provides guaranteed on-time delivery within our normal transit times
- **On Demand** – provides time-specific delivery for shipments requiring more expedient service
- **Air** – provides time-specific air freight services within the continental U.S.
- **White Glove** – provides specialized delivery and assembly services to residential, medical and retail facilities across the continental U.S.
- **OD Expo** – provides transportation for trade show materials
- **NEW FOR 2012, OD Household Services** – provides homeowners an affordable, residential self-moving option

**OD Global** offers a full complement of services within the global supply chain, all of which provide door-to-door freight visibility, including:

- Direct service to Canada, Mexico, Alaska, Hawaii, and the Caribbean
- Door-to-door services between China and the U.S.
- Worldwide less-than-container load and full-container load services
- National container drayage
- International air freight services around the globe
- Global assembly and distribution services

**OD Technology** empowers our customers to manage their shipping needs. It also gives our people the right tools to better manage our business and improve the efficiency of our operations. Our use of proven technology is one reason why in 2011 *CIO Magazine* once again named OD to its CIO 100 listing, which honors companies that exemplify the strategic partnership of IT and business. In addition, our use of technology contributed to our being named the #1 national LTL carrier for the prestigious 2011 Mastio Quality Award.

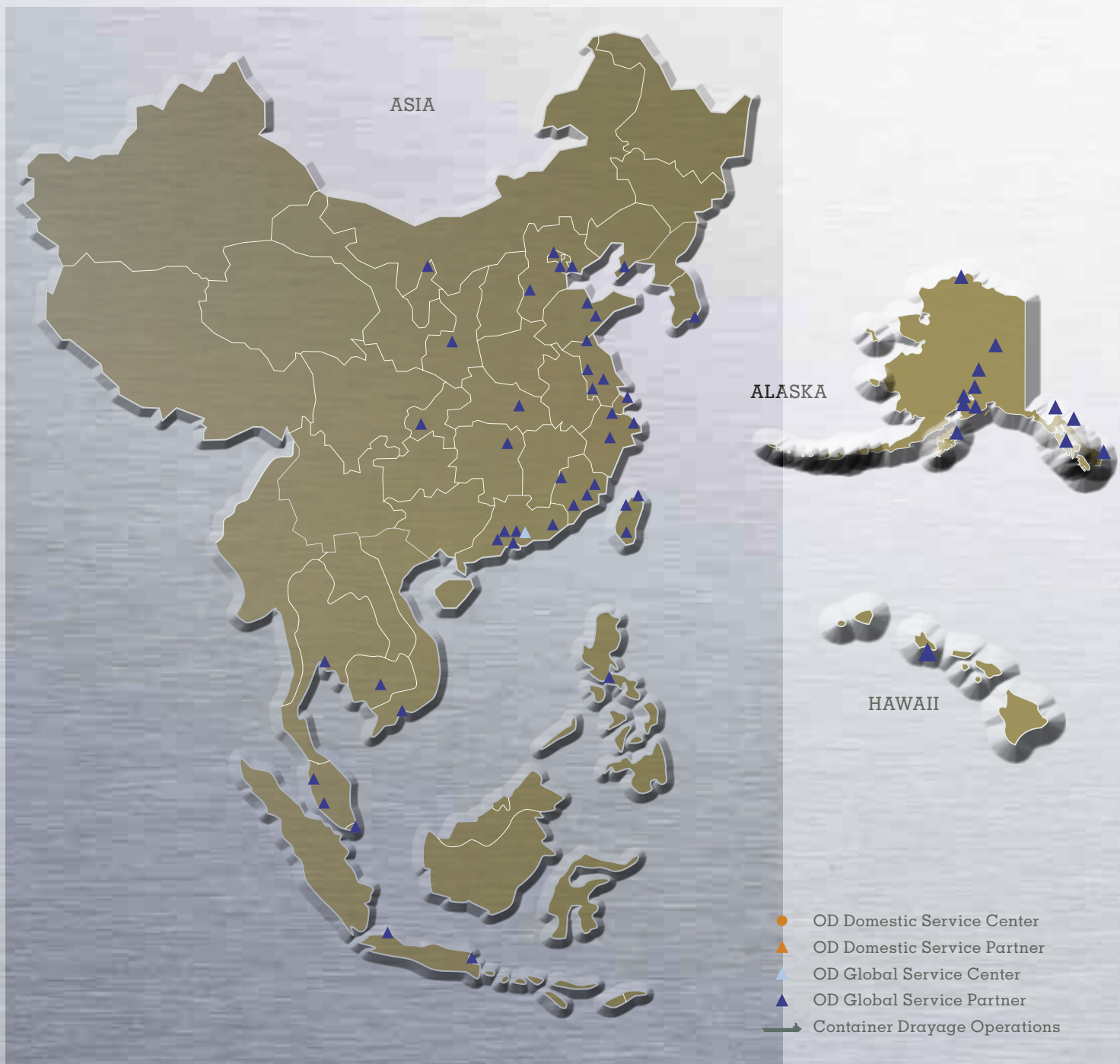
## **VAULT LOGISTICS**

Vault is an asset-based third-party logistics provider that offers a variety of value-added services to enable shippers to effectively manage their supply chain, including:

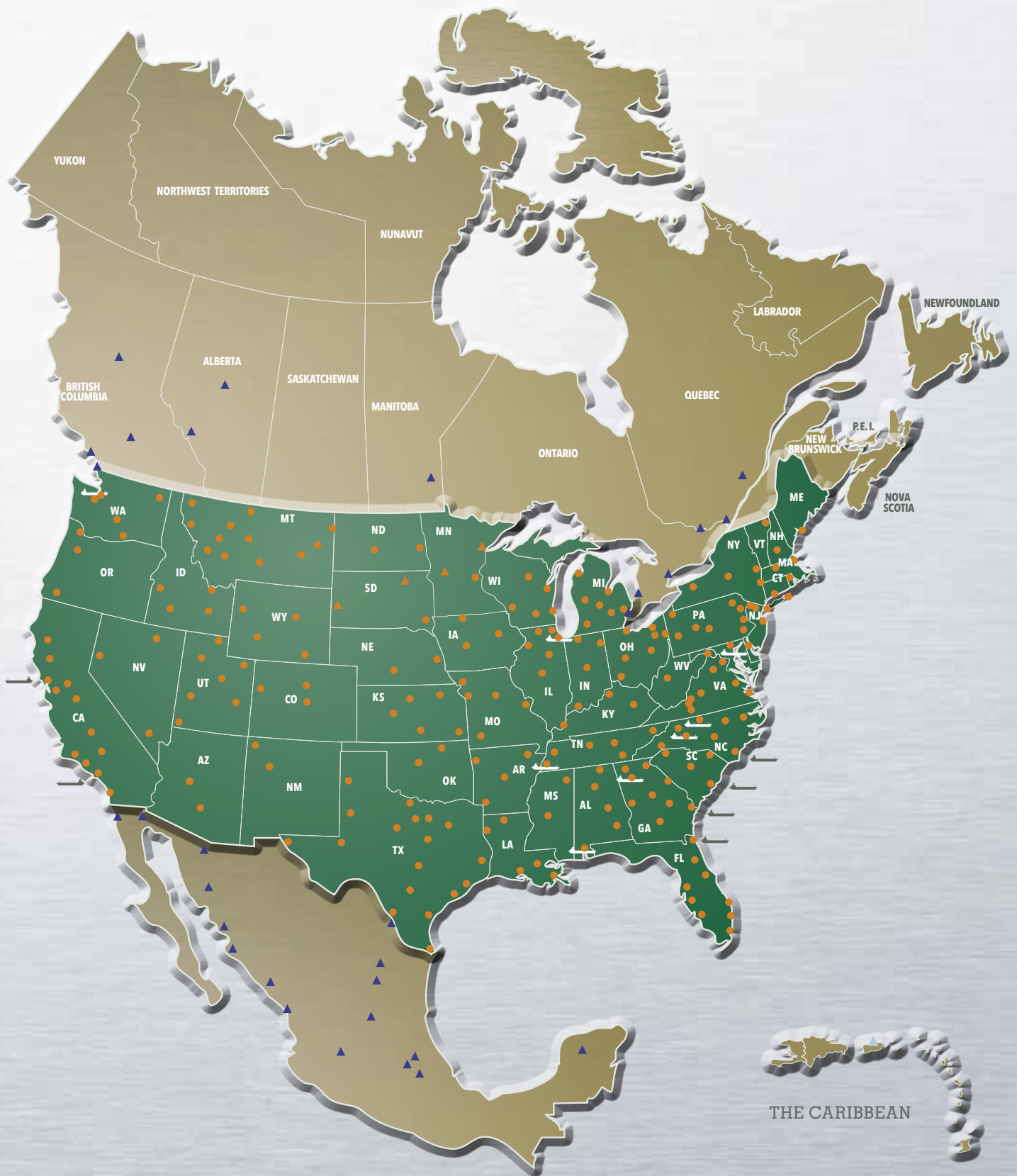
- Truckload brokerage throughout North America
- Warehousing and distribution services for both domestic and global shippers
- Dedicated fleet services
- Managed transportation consulting services

# We get it there – no matter where there is.

- Direct, on-time domestic LTL service throughout the continental United States.
- Next-day and second-day domestic service within each of our six geographic regions.
- Expedited service for time-sensitive shipments.
- Global service to and from all of North America, Central America, South America and the Far East.
- Worldwide less-than-container load and full-container load services.







## Selected Financial Data

(In thousands, except per share amounts and operating statistics)

	2011	2010	2009	2008	2007
<b>Operating Data:</b>					
Revenue from operations	\$1,882,541	\$1,480,998	\$1,245,005	\$1,537,724	\$1,401,542
Operating income	234,072	137,739	70,391	129,070	129,937
Net income	139,470	75,651	34,871	68,677	71,832
Diluted earnings per share	\$ 2.44	\$ 1.35	\$ 0.62	\$ 1.23	\$ 1.28
Diluted weighted average shares outstanding	57,146	55,927	55,927	55,927	55,927

### Operating Statistics:

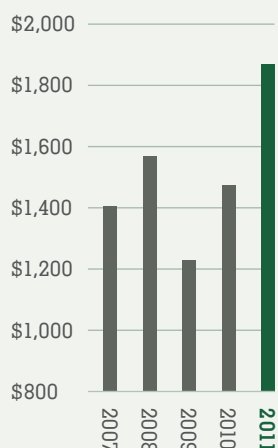
Operating ratio	87.6%	90.7%	94.3%	91.6%	90.7%
Revenue per hundredweight	\$ 14.72	\$ 13.09	\$ 12.70	\$ 13.88	\$ 13.30
Revenue per intercity mile	\$ 4.83	\$ 4.38	\$ 4.16	\$ 4.60	\$ 4.31
Intercity miles (in thousands)	389,588	338,504	299,330	334,219	325,268
Total tons (in thousands)	6,397	5,656	4,902	5,545	5,271
Total shipments (in thousands)	7,256	6,327	5,750	6,691	6,765
Average length of haul (in miles)	952	948	928	901	926
Total service centers	216	213	210	206	192
Tractors	5,830	5,718	5,390	5,058	5,016
Trailers	22,685	20,986	21,185	20,067	19,513

### Financial Position:

Current assets	\$ 331,852	\$ 222,582	\$ 174,175	\$ 209,230	\$ 216,277
Current liabilities	204,810	170,046	148,125	142,190	127,723
Total assets	1,513,074	1,239,881	1,159,278	1,074,905	981,048
Long-term debt (including current maturities)	269,185	271,217	305,532	251,989	263,754
Shareholders' equity	856,519	668,649	593,000	558,129	489,452

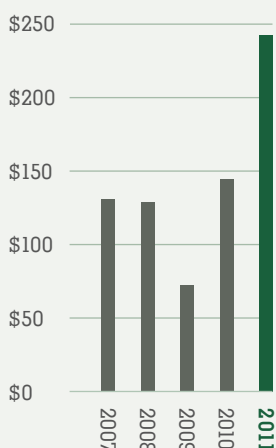
#### Revenue from Operations

(in millions)



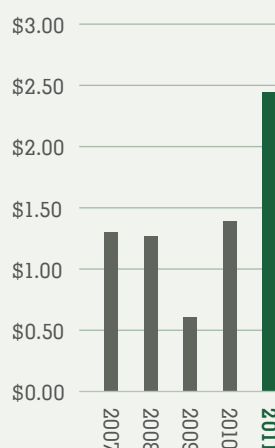
#### Operating Income

(in millions)



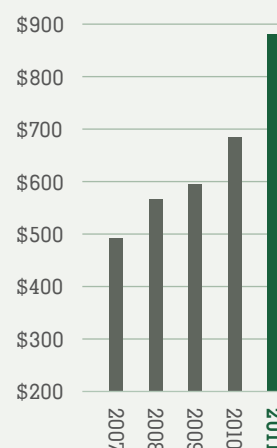
#### Diluted EPS

(in millions)



#### Shareholders' Equity

(in millions)



## Board of Directors and Executive Officers

**Earl E. Congdon**<sup>(1) (4)</sup>  
Executive Chairman

**David S. Congdon**<sup>(1) (4)</sup>  
Director; President and  
Chief Executive Officer

**John R. Congdon**<sup>(1) (4)</sup>  
Vice Chairman; Chairman,  
Old Dominion Truck Leasing, Inc.

**Robert G. Culp, III**<sup>(1) (2) (3)</sup>  
Lead Independent Director;  
Chairman of the Board of Directors, Culp, Inc.

**J. Paul Breitbach**<sup>(1) (2) (5)</sup>  
Director; Retired Executive Vice President,  
Krispy Kreme Doughnuts, Inc.

**John R. Congdon, Jr.**<sup>(1)</sup>  
Director; Vice Chairman,  
Old Dominion Truck Leasing, Inc.

**John D. Kasarda, Ph.D.**<sup>(1) (5)</sup>  
Director; Professor and Director of the Kenan  
Institute of Private Enterprise at the University  
of North Carolina at Chapel Hill

**Leo H. Suggs**<sup>(1) (3) (5)</sup>  
Director; Chairman of the Board of Directors,  
Greatwide Logistics, Services, Inc.

**D. Michael Wray**<sup>(1) (2) (3)</sup>  
Director; President,  
Riverside Brick & Supply Company, Inc.

**Greg C. Gantt**  
Executive Vice President and Chief Operating Officer

**David J. Bates**  
Senior Vice President – Operations

**K. Marty Freeman**  
Senior Vice President – Sales

**J. Wes Frye**  
Senior Vice President – Finance,  
Chief Financial Officer and Assistant Secretary

**Joel B. McCarty, Jr.**  
Senior Vice President,  
General Counsel and Secretary

**Cecil E. Overbey, Jr.**  
Senior Vice President – Strategic Development

(1) Director (2) Audit Committee (3) Compensation Committee (4) Executive Committee (5) Governance & Nomination Committee

## Shareholders' Information

### Form 10-K/Investor Contact

Our Annual Report on Form 10-K is available on our website, [www.odfl.com](http://www.odfl.com), or a copy (without exhibits) is available at no charge by contacting J. Wes Frye, Senior Vice President – Finance, at our corporate office.

### Annual Shareholders' Meeting

The Annual Meeting of Shareholders will be held on Tuesday, May 22, 2012, at 10:00 a.m. EDT at our corporate office.

### Registrar and Transfer Agent

American Stock Transfer and Trust Company, LLC  
59 Maiden Lane, Plaza Level,  
New York, NY 10038  
718.921.8200

### Independent Auditors

Ernst & Young LLP  
100 North Tryon Street, Suite 3800  
Charlotte, NC 28202





**HELPING THE WORLD  
KEEP PROMISES.**

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