

ArcBest

2025 Impact Report

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About this Report

ArcBest's 2025 Impact Report highlights our sustainability progress and key initiatives throughout the 2025 calendar year. It references relevant frameworks, including the Sustainability Accounting Standards Board (SASB) standards and the Task Force on Climate-Related Financial Disclosures (TCFD) frameworks. We also share sustainability metrics and updates across several external platforms year-round to ensure transparency and accountability. Reach out to sustainability@arcb.com with questions about the report or our broader efforts.

[View previous reports and learn more about ArcBest's sustainability journey.](#)



Forward-Looking Statements

Certain statements and information in this report may constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts are statements that could be deemed forward-looking statements. Words such as “anticipate,” “assume,” “believe,” “could,” “continue,” “endeavor,” “estimate,” “expect,” “efforts,” “foresee,” “forecast,” “intend,” “goal,” “may,” “momentum,” “opportunity,” “plan,” “project,” “possible,” “potential,” “pursue,” “position,” “predict,” “strategy,” “seek,” “should,” “strive,” “target,” “view,” “would,” “will,” variations of such words, and similar expressions and the negatives of such terms are intended to identify such forward-looking statements. In addition, any statements that refer to (1) our goals, commitments and programs; (2) our plans, strategies, initiatives and objectives; (3) our assumptions, outlooks and expectations; (4) the scope and impact of our sustainability risks and opportunities; and (5) the standards, engagements, disclosures and expectations of third parties are forward-looking. Company goals are aspirational and not guarantees or promises that all goals will be met.

The actual conduct of our activities, including the

development, implementation, progress towards, or continuation of any goals, commitments, strategies, initiatives and objectives, discussed or forecasted in this report may differ materially in the future. Moreover, statistics, metrics and measurements relating to sustainability matters are estimates and may be based on assumptions or developing standards. Assumptions, standards, statistics, metrics and measurements used in preparing this report continue to evolve and are based on management’s beliefs, assumptions and expectations based on currently available information. Such beliefs, assumptions and expectations are not guarantees of future performance, and are subject to risks and uncertainties that are difficult to predict and may be beyond management’s control, including, without limitation, technological innovations and scientific developments, physical and transition risks associated with climate change, increased attention to sustainability-related matters, risks related to our public statements with respect to such matters that may be subject to heightened scrutiny from public and governmental authorities related to the risk of potential “greenwashing,” (i.e., misleading information or false claims overstating potential sustainability-related benefits), risks that the Company may face regarding potentially conflicting sustainability initiatives from certain U.S. federal, state or other governments, and those identified in our most recent filings with the Securities and Exchange Commission (SEC) on our Quarterly Report on Form 10-Q and Annual Report on Form 10-K, including in the sections titled “Risk Factors” and “Management’s Discussion

and Analysis of Financial Condition and Results of Operations,” and subsequent SEC filings. Other unpredictable or unknown factors not discussed in this report could also have material adverse effects on the Company, our operations, performance or the outcomes described in the forward-looking statements in this report. For additional information regarding known material factors that could affect the Company’s performance and cause results to differ materially from management’s expectations, please see our filings with the SEC, including our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, and Current Reports on Form 8-K.

While this report describes potential future events and matters that may be significant, and with respect to which the Company may even use the word “material” or “materiality,” the potential significance of these events and matters should not be read as equating to “materiality” as the concept is used in connection with the Company’s required disclosures made in response to applicable rules and regulations, including the rules and regulations of the SEC.

Moreover, while we have provided information on several sustainability topics, including goals and ambitions, there are inherent uncertainties in providing such information, due to the complexity and novelty of many methodologies established for collecting, measuring and analyzing sustainability data. In some cases, the information is prepared, or based on information prepared, by governmental agencies, third-party vendors,

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consultants, and other third parties and is not independently verified by the Company. The information herein should not be interpreted as any form of guaranty or assurance of accuracy, future results or trends, and the Company makes no representation or warranty as to this information. Some of the data provided in this report may be estimated or reliant on estimated information, which are inherently imprecise. While we endeavor to note throughout this report where such estimates are made, we cannot guarantee that estimates are identified as such in every instance. Furthermore, unless explicitly noted in each instance where it occurs, the relevant sustainability or related data provided in this report has not been audited or subject to any third-party assurance process.

While we anticipate continuing to monitor and report on

certain sustainability information, we cannot guarantee that such data will be consistent year-to-year, as methodologies and expectations continue to evolve. We hereby expressly disclaim any obligation or duty not otherwise required by legal, contractual, and other regulatory requirements to update, correct, provide additional details regarding, supplement, or continue providing such data, in any form, in the future. Furthermore, there are sources of uncertainty and limitations that exist that are beyond our control and could impact the Company's plans and timelines, including technological and regulatory advancements and changes in market participants' behaviors and preferences.

The forward-looking statements and statements of intention in this report speak only as of the date of the preparation

of this report. Readers are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date hereof. We undertake no obligation to publicly update or revise any forward-looking statements after the date they are made, whether as a result of new information, future events or otherwise. This information may be modified, updated, changed, deleted or supplemented from time to time without notice, and we reserve the right to make any such modifications in our sole discretion. Unless otherwise provided, the information contained in this report is expressly not incorporated by reference into any filing of the Company made with the SEC, or any other filing, report, application, or statement made by the Company to any governmental authority.



CEO Letter

ArcBest has a rich history of responsible stewardship, and I'm honored to lead a company with a strong commitment to integrity and doing what's right for our people, customers and communities.

Looking back on 2025, we made advancements in serving with excellence, operating efficiently and investing for a better future.

A critical part of that progress involves listening to our people. Last year, we launched our first sustainability-focused employee engagement survey to gain perspective from our people on a wide range of topics specific to our business and their experiences. Their feedback gave us valuable insight, and the survey will be part of our ongoing sustainability strategy.

Environmentally, we are disclosing certain Scope 3 greenhouse gas emissions for the first time alongside our Scope 1 and Scope 2 reporting. In our ABF Freight network, we updated 25 facilities to improve energy efficiency, operational reliability and employee comfort.

We also made additional investments in lower-emission equipment, including piloting a Class 8 Tesla Semi in real-world over-the-road operations. The vehicle logged nearly 4,500 miles and showed how emerging electric technologies

may lower carbon emissions and support industry needs in the years ahead.

As a result of our efforts, ArcBest was named among America's Most Responsible Companies by Newsweek and Statista for the third year in a row. We were also named an Inbound Logistics Green Supply Chain Partner for the 14th time and earned national recognition from USA Today as one of America's Climate Leaders.

Our teams prioritize safety and security every day. Their dedication, combined with high operational standards, earned ABF the American Trucking Associations' Excellence in Security Award for the 11th time, more than any other LTL carrier in history. We also celebrated individual excellence, including 13 ABF drivers recognized as Highway Angels by the Truckload Carriers Association. One of them, Tommy Burgoon, received the ABF Medal of Excellence for exceptional service and character.

Our people have always been the heart of our success, and I'm committed to our values-driven culture. In 2025, we delivered thousands of hours of targeted training in technical, leadership and cross-functional areas and introduced a job shadowing program that gives employees visibility into the critical work happening across teams. Efforts like these are why we continue to be recognized as a leading place to work by Forbes, U.S. News & World Report, Training magazine and the Women in Trucking Association.

Championing our culture also means doing our part to build happier and healthier communities. We continued supporting charitable organizations across the country, including our partnership with Samaritan's Purse. Over the last nearly 20 years, ArcBest has helped pack and transport more than 56 million shoebox gifts for [Operation Christmas Child](#). Getting to volunteer alongside our teams last December was a special experience and a great reminder of the positive impact we can make by serving others.

Thank you to our people for the work you do every day, and to our customers, investors and partners for your trust. Our progress in 2025 reinforces our commitment to responsible stewardship, stronger supply chains and a workplace where everyone feels welcome, safe and valued. I look forward to what we will accomplish together in 2026.

SETH RUNSER

ArcBest president and CEO



About ArcBest

Our Company

ArcBest® is a multibillion-dollar integrated logistics company that leverages technology and a full suite of solutions across multiple modes of transportation to meet our customers' supply chain needs.

Using our technology, expertise and scale, we connect shippers with the solutions they need — from ground, air and ocean transportation to fully managed supply chain solutions — serving our customers as a single logistics resource.

We started in 1923 as a local Arkansas freight hauler. Today, we are a publicly traded logistics powerhouse with global reach and 14,000 employees across 250 campuses and service centers. This transformation is the result of organic growth, strategic acquisitions, visionary leadership and skilled, resilient people who are driven to find a way to get the job done.

ArcBest is a trusted advisor to some of the world's largest and most recognizable brands. Our Vision is to be the leading logistics partner and innovator, working with customers to build better supply chains across the globe. We put ourselves in our customers' shoes, get to know their business, and constantly look for opportunities to optimize. The solutions

and strategies we recommend align with their goals. And when the unexpected happens, we're there to help them quickly pivot to overcome disruptions and keep their supply chain moving.

Our long history of innovation enriches these deep customer relationships. With innovation as a pillar of our strategy, we're committed to helping our customers navigate their logistics challenges now and, in the future, and we encourage our employees to think creatively and challenge the status quo.

Our people are at the heart of our success, and we are deeply focused on a culture that is grounded in the company's core values of Creativity, Integrity, Collaboration, Growth, Excellence and Wellness. We support employees by providing a workplace where everyone has an opportunity to grow and make a lasting impact.



We Offer

- ✓ **Managed Solutions**
 - Supply Chain Optimization
 - Retail Logistics
 - Product Launch
- ✓ **Less-than-Truckload**
- ✓ **Truckload**
- ✓ **Expedite and Time Critical**
- ✓ **International Ocean and Air**
- ✓ **Final Mile**
- ✓ **Trade Show Logistics**
- ✓ **Household Moving**
- ✓ **Vaux Intralogistics**

Our Mission

To connect and positively impact the world through solving logistics challenges.

Our Vision

To be the leading logistics partner and innovator, working with customers to build better supply chains across the globe.

Our Motto

We'll Find a Way.

Our Values

2025 Company Profile



Creativity

We create solutions.



Integrity

We do the right thing.



Collaboration

We work together.

\$4.0 Billion

total revenues in 2025

14,000

employees



Growth

We grow our people and our business.



Excellence

We exceed expectations.



Wellness

We embrace total health.

250

campuses and service centers

100+ Years

of serving customers

40,000+

owned and operated assets (tractors, trailers, straight trucks, ReloCube containers and other equipment)

2025 Highlights



Recognized as one of

AMERICA'S MOST RESPONSIBLE COMPANIES

by Newsweek and Statista for the third year, earning the "Three-Year Champion" designation



Named an

AMERICA'S CLIMATE LEADER OF 2025

by USA Today and Statista



Piloted a

TESLA CLASS 8 LONG-RANGE ELECTRIC SEMI-TRUCK

in our ABF Freight operations



Awarded over 400 ABF drivers with safety awards and had

13 DRIVERS RECOGNIZED AS TCA HIGHWAY ANGELS



Disclosed certain

SCOPE 3 GREENHOUSE GAS EMISSIONS

for the first time



Gave a total of

\$1.9 MILLION

to charitable organizations

Awards and Recognitions | Company Awards

Sustainability

- ✓ 2026 America's Most Responsible Companies by Newsweek and Statista
- ✓ 2025 America's Climate Leaders by USA Today and Statista
- ✓ [2025 EcoVadis Committed Badge](#)
- ✓ 2025 Sustainability Award winner by BNSF for the second consecutive year (ABF)
- ✓ 2025 Inbound Logistics' G75 Green Supply Chain Partner for the 14th time
- ✓ 2024 EPA SmartWay Leader in the Information System and Data Innovation category for our LTL City Route Optimization technology

Excellence

- ✓ 2026 America's Most Reliable Companies by Newsweek and Statista
- ✓ 2025 Materials Handling Solution of the Year by SupplyTech Breakthrough for Vaux
- ✓ 2025 Great Supply Chain Partner by SupplyChainBrain
- ✓ 2025 Quest for Quality Awards by readers of Logistics Management in three categories: Household Goods & High-Value Goods (ArcBest for the 5th time), Expedited Motor Carriers (ABF for the 8th time and Panther for the 9th time) and National LTL Carrier (ABF for the 8th time)
- ✓ 2025 American Trucking Associations' Excellence in Security Award for the 11th time (ABF)
- ✓ 2025 Top 3PL & Cold Storage Providers by Food Logistics (MoLo)

- ✓ 2025 U.S. Truckload Strategic Partner of the Year by Sysco (MoLo)
- ✓ 2025 Empowerment Award from Expediter Services (MoLo)
- ✓ FourKites Premier Carriers for the first half of 2025 (ABF and MoLo)
- ✓ Descartes™ MacroPoint Top Carrier for the first half of 2025 (MoLo)
- ✓ 2025 Most Admired Companies by Arkansas Money & Politics
- ✓ 2024 Total Quality Logistics LTL Preferred Carrier (ABF)
- ✓ 2024 Tosca Broker of the Year (MoLo)
- ✓ 2023-2024 Chairman's Award from the United Way of Fort Smith Area

Employee Experience, Development and Recruiting

- ✓ 2025-2026 Best Company to Work For by U.S. News & World Report
- ✓ 2025 America's Best Large Employers by Forbes and Statista
- ✓ 2025 America's Best Employers for Company Culture by Forbes and Statista
- ✓ 2025 America's Best Employer for Women by Forbes and Statista
- ✓ 2025 Top Company for Women to Work in Transportation by the Women in Trucking Association
- ✓ 2025 Military Times Best for Vets Employer

- ✓ 2025 Recognized Employer by VETS Indexes
- ✓ 2025 Training magazine's Training APEX winner, ranking No. 12
- ✓ 2025 Built In's Best Places to Work (MoLo)
- ✓ 2025 Best Leadership Teams by Comparably
- ✓ 2025 Best Company Happiness by Comparably, ranking No. 10
- ✓ 2025 Best Company Work-Life Balance by Comparably
- ✓ 2025 Best Company Perks & Benefits by Comparably, ranking No. 14

Performance Rankings

- ✓ Ranked No. 13 on the 2025 Transport Topics' Top Freight Brokerage Firms list
- ✓ Ranked No. 44 on the 2025 Transport Topics' Top 100 3PLs list
- ✓ Ranked No. 13 on Transport Topics' 2025 list of 100 Largest For-Hire Carriers in North America
- ✓ Ranked No. 7 on the 2025 Top 25 U.S. Less-Than-Truckload (LTL) Carriers list by the Journal of Commerce (ABF)
- ✓ Ranked No. 2 on the Arkansas Business 2025 Largest Trucking Companies list
- ✓ 2025 Inbound Logistics Top 100 3PL
- ✓ 2025 Top 100 Trucker by Inbound Logistics
- ✓ Ranked No. 19 on the Commercial Carrier Journal's 2025 list of Top 250 For-Hire Carriers
- ✓ Ranked No. 24 on the 2025 FleetOwner 500: For-Hire list

[More awards and recognitions](#)

Awards and Recognitions | Individual Awards



JUDY R. MCREYNOLDS

ArcBest Chairman

- ✔ Arkansas Business Arkansas 250 Recipient
- ✔ The University of Oklahoma 2025 Regents' Alumni Award



ERIN GATTIS

ArcBest Chief Human Resources Officer

- ✔ 2025 Arkansas Money & Politics C-Suite List



SETH RUNSER

ArcBest President and CEO

- ✔ 2025 Influencer of the Year by Arkansas Money & Politics
- ✔ Arkansas Business Arkansas 250 Recipient



MIKE HANSEN

ABF Freight Vice President of Employee Relations, Safety, Security & HR

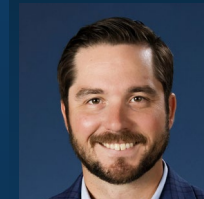
- ✔ Samsara's 100 Fleet Operators to Watch Professional of the Year Award



CHRISTOPHER ADKINS

ArcBest Chief Strategy Officer

- ✔ Distinguished Fellow Award by the Institute for Emerging Leaders



ALEX HOGE

ArcBest Director of Enterprise Carrier Partnerships

- ✔ NWA Business Journal Forty Under 40 Honoree



DENNIS ANDERSON

ArcBest Chief Innovation Officer

- ✔ 2025 Arkansas Money & Politics C-Suite List



TERRY BENNETT

ABF Freight City Driver

- ✔ Florida Trucking Association Truck Driving Championship Hall of Fame Inductee



Our Approach to Sustainability

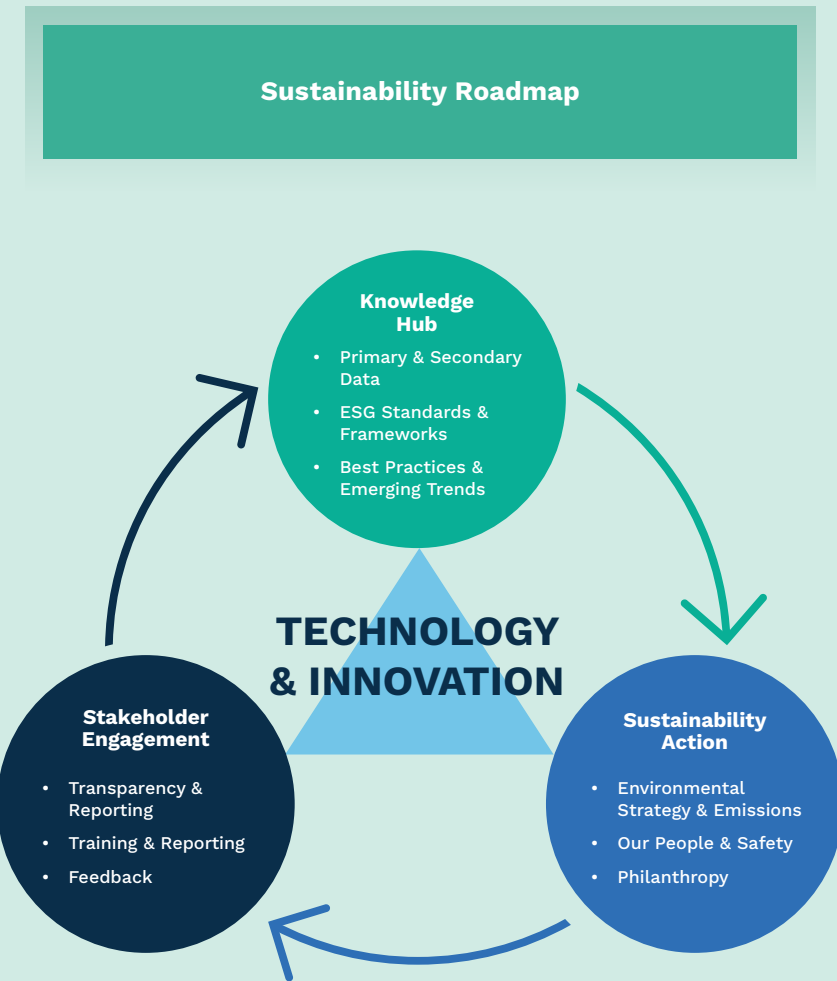
For more than 100 years, ArcBest has built its business on responsible stewardship. Today, we continue that intention through a comprehensive approach that strengthens efficiency across our operations, supports customers with more sustainable supply chain solutions, creates exceptional experiences and growth opportunities for our people, and ensures transparency in how we work. We also remain committed to the **United Nations Global Compact**, which focuses on helping advance ten principles covering human rights, labor, the environment and anti-corruption.

Our sustainability team collaborates with executive leadership and subject matter experts across the organization — and engages with stakeholders at every level — to identify and advance the issues that matter most. Guided by our Sustainability Roadmap, insights from priority assessments and surveys, and oversight from the ArcBest Board of Directors, we focus our efforts where they can create the greatest impact.

2025 Sustainability Survey

In early 2025, we conducted a sustainability-focused employee engagement survey among our campus employees in Fort Smith, Arkansas; Chicago, Illinois; and Medina, Ohio, to gauge their understanding and interest in our sustainability program and progress. Their responses revealed valuable feedback about what they think the most critical initiatives are for ArcBest. Employees rated these areas most important:

- ✓ **Environmental**
 - Waste Management
 - Water Management
 - Supplier Standards on Environmental Management
- ✓ **Social**
 - Compensation and Benefits
 - Work-Life Balance
 - Driver and Dock Safety Management
- ✓ **Governance**
 - Ethical Business Practices
 - Business Continuity and Planning
 - Regulatory Compliance



Sustainability Governance

<p>ARCBEST BOARD OF DIRECTORS</p>	<p>Responsible for overseeing company strategy, risk management and capital allocation including sustainability matters.</p>
<p>NOMINATING/CORPORATE GOVERNANCE COMMITTEE OF THE BOARD OF DIRECTORS</p>	<p>Responsible for overseeing the company’s sustainability strategy, practices and policies, and as appropriate, providing updates, making recommendations to the Board and monitoring emerging trends, best practices and regulatory developments related to sustainability matters, including environmental, social and corporate governance issues.</p>
<p>AUDIT COMMITTEE OF THE BOARD OF DIRECTORS</p>	<p>Responsible for the oversight of general financial risk matters, significant risk exposures, including sustainability-related risks, and the company's policies for risk assessment and risk management.</p>
<p>SUSTAINABILITY EXECUTIVE SPONSORS</p> <p>Sponsors:</p> <ul style="list-style-type: none"> • Chief Human Resources Officer • Chief Legal Officer and Corporate Secretary • ABF Freight President • Vice President of Marketing and Customer Experience • Vice President of Treasury and Investor Relations • Vice President of Real Estate 	<p>Responsible for providing guidance and general management oversight of the employee-level Sustainability Committee.</p>

SUSTAINABILITY COMMITTEE CHAIR

Responsible for the organization's overall sustainability strategy and positioning, as well as coordinating and leading meetings with the Sustainability Committee and providing progress reports to the Sustainability Executive Sponsors to align the committee's focus and actions with the company's strategy and value objectives. The current chair also helps the company communicate sustainability updates and progress to key stakeholders through the right channels, serving (along with the Manager of Sustainability and Vice Chair) as an advisor and collaborator with customers, stockholders and other third-party groups around current sustainability initiatives.

SUSTAINABILITY COMMITTEE

Includes representatives from the following departments:

- Carrier Relations
- Corporate Accounting
- Customer Experience
- Employee Experience
- Enterprise Sales
- Fleet Services
- Human Resources, Compliance and Safety
- Information Services
- Internal Audit
- Investor Relations
- Legal
- Real Estate
- Talent Management
- Yield

Employee-level committee responsible for providing guidance to the company and its Board on matters relating to corporate citizenship, and executing and making recommendations concerning the company's sustainability initiatives, policies and practices relating to safety and health, climate and environmental sustainability, belonging and philanthropy.

MANAGER OF SUSTAINABILITY AND SUSTAINABILITY COMMITTEE VICE CHAIR

Serves as an internal subject matter expert, guides strategy, facilitates initiatives for our sustainability program and serves as an advisor and advocate, collaborating with various departments and organizational leaders to identify opportunities for improved sustainability. Alongside the Sustainability Committee Chair, helps coordinate and lead meetings and reports progress to the Sustainability Executive Sponsors and other leadership.

CORPORATE SOCIAL RESPONSIBILITY TEAM

Leads the development and strategic initiatives of ArcBest's philanthropy efforts and the company's Belonging Roadmap and partners with the Belonging Advisory Board and leaders across the organization to implement and manage employee and community policies and programs. In addition, the CSR team works closely with our employee networks to support employee engagement.

Environment

In 2025, we continued working toward environmental excellence through initiatives focused on innovation, transparency and accountability. We engaged with customers on their evolving sustainability expectations, ensuring our environmental strategies remained aligned with the priorities of those we serve. Our efforts advanced areas of our operations while enhancing the systems and practices that support long-term sustainability.

We strengthened our greenhouse gas (GHG) management practices and transparency by developing internal processes for emissions calculations and reporting our Scope 1 and Scope 2 emissions for the third consecutive year. For the first time in this report, we've disclosed certain Scope 3 emissions categories and sources:

CATEGORY 1

Purchased Goods and Services
(specifically purchased transportation)

CATEGORY 3

Fuel and Energy Related Activities

CATEGORY 2

Capital Expenditures

CATEGORY 6

Business Travel
(hotel stays, car rentals, airfare)



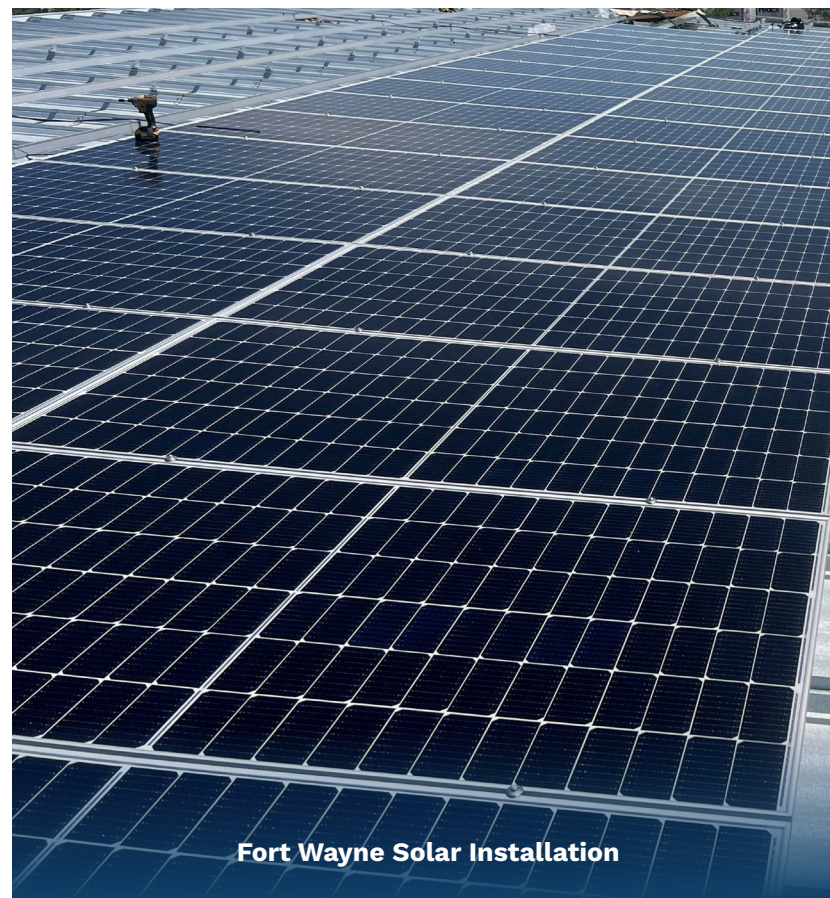
Additionally, our Manager of Sustainability completed advanced training through the Supplier Leadership on Climate Transition (SLoCT) program.

Beyond reporting, we made significant progress at the facility level. At our Fort Wayne, Indiana, service center, we closely monitored our solar installation, which generated more than 47 MWh of renewable energy and helped us avoid the equivalent of more than 19 metric tons of CO₂e emissions. As part of our proactive approach to **environmental compliance**, we partnered with **Cura** for additional hazmat management services, gaining access to landfill-avoidance tracking and container reuse opportunities. In addition to significant cost savings, in 2025, they've enabled us to divert more than 400,000 pounds of material from landfills.

Our hazmat team visited several customer locations last year to understand their packaging processes, offer guidance on proper packaging materials and provide visibility tools to help maintain load compliance.

We also focused on continually modernizing our fleet to reduce emissions and increase efficiency. In 2025, we added 618 new Class 8 tractors and 15 new Class 6 straight trucks to our ABF Freight equipment pool to maintain a young, safe and efficient fleet. Our ABF road power units average 1.5 years and our ABF city power units average 5.5 years. To further accelerate EV adoption, we purchased five additional battery electric yard tractors, bringing our total to 14.

Building on these efforts, we successfully piloted a Class 8 Tesla Semi in real-world, over-the-road operations. The vehicle logged nearly 4,500 miles — from climbing Donner Pass to completing regional runs in California — matching diesel performance while demonstrating impressive energy efficiency and delivering positive driver feedback.



2025 Greenhouse Gas Emissions

Gross Global Scope 1
GHG Emissions

465,110

Metric tons (t) CO₂e

Gross Global Scope 1
GHG Emissions

(related to alternative
fuel usage)

9,712

Metric tons (t) CO₂

Gross Global Scope 2
GHG Emissions

13,301

Metric tons (t) CO₂e

Scope 3
GHG Emissions*

1,239,369

Metric tons (t) CO₂e

*Scope 3 emissions include Purchased Goods and Services (Purchased Transportation only), Capital Expenditures, Fuel and Energy Related Activities, and Business Travel

City Route Optimization Update

City Route Optimization (CRO) remains critical in our ABF Freight less-than-truckload operations. In 2025, we launched CRO Phases 2 and 3 at more than 150 service centers — a major milestone in scaling the platform across our network. Phase 2 introduced dynamic route planning that enables near real-time adjustments to pickup and delivery manifests, improving efficiency and service reliability. Phase 3 enhanced our City Pickup software, giving dispatchers better tools to make faster, more informed pickup decisions. Last year, CRO delivered \$15 million in cost savings and since implementation has helped us avoid approximately 4,942 metric tons of CO₂e.



2025 Electric Vehicles Count



14 ORANGE EV ELECTRIC YARD TRACTORS

at service centers in Dallas, Texas; Salt Lake City, Utah; Anaheim, California; Compton, California; Oakland, California; San Jose, California; San Bernardino, California; Sacramento, California; Pico Rivera, California; and Portland, Oregon



TWO MITSUBISHI EV FORKLIFTS

in Montreal, Quebec



Q&A with Don Davis

Don Davis, vice president of fleet services at ABF Freight, has spent 33 years at the forefront of equipment innovation and industry-wide advancements in fleet efficiency. He plays a critical role in shaping ABF's fleet strategy, ensuring our equipment runs optimally, keeps our drivers safe and enables us to deliver freight reliably for our customers. In this Q&A, Don shares insights into how we evaluate, pilot and implement equipment-related sustainability initiatives across our LTL network.

Q: How does investing in EVs and fuel-efficient equipment support the company's sustainability goals?

A: Responsible environmental management and emissions reduction are key focus areas of ArcBest's sustainability commitment. Whether we're improving the efficiency of traditional fuel vehicles or exploring alternatives like EVs or hydrogen fuel cell EVs, these steps help us reduce carbon emissions.

Q: What challenges has ABF encountered in integrating EVs into the fleet, and how are we working to overcome them?

A: Range, infrastructure availability and high cost of ownership have been the biggest hurdles. The good news is that these challenges are improving, and the performance gap between

traditional internal combustion equipment and the latest EVs continues to narrow. While today's Class 8 electric tractors still don't have the range needed to replace our modern diesel units, they have advanced considerably. Within ABF, we've identified existing lanes suitable for EV pilots to evaluate products that may meet the operational capabilities our network requires.

Q: What feedback have we received from drivers operating EVs in these pilots?

A: Driver feedback has been encouraging. The driver who participated in our Class 8 road tractor pilot with the Tesla Semi provided positive feedback, and the performance at least matched that of our current diesel-powered units. We've also received good operator acceptance for EVs in other operational areas, like yard tractors.

Q: How are we evaluating which routes or regions are better suited for potential EV deployment?

A: Range limitations and charging infrastructure are the biggest factors in determining where EV deployment is feasible in our network. For pilot tests, we select dispatch routes where trucks can complete their runs and access charging at the destination or mid-route. Currently, there are a limited number of charge sites in the U.S. capable of delivering the charge rates needed to support standard dispatch schedules and meet service timelines — making viable lanes limited. As both vehicle range and charging infrastructure improve, we expect the number of feasible applications to expand. Tesla, for example, is expanding its Megacharger network, which will enhance route availability and flexibility.

Q: Which emerging technologies or trends in fleet sustainability are most exciting to you?

A: Quite a few. There is new testing underway in heavy-duty diesel hybrid technology and ongoing research in hydrogen internal combustion engine technology (Hydrogen ICE). Both hold promise in reducing emissions output without sacrificing range or performance. We're also actively monitoring developments in hydrogen fuel cell electrics.

Q: What's next for ABF as we explore EVs and additional green technologies?

A: We continue to partner with several engine and chassis manufacturers to stay ahead of emerging technologies that could bring positive returns to our stakeholders while supporting our dedication to sustainability. We're exploring additional pilots that could incorporate zero or near-zero emission technologies. At the same time, we're continually engaging with innovators, including startups, that are developing solutions like electric-assisted axles, stored energy systems for trailers and more efficient EV charging methods.

Q: How do these technologies help ABF deliver on customer expectations?

A: It's ultimately about value. Initiatives such as reducing total cost of ownership through reduced energy or potential maintenance costs translate into increased value for our customers. These technologies help reinforce our position as a trusted logistics partner capable of navigating complex shipping challenges and delivering excellence while being responsible stewards.

Safety and Security

ArcBest prioritizes employee well-being and freight protection through four dedicated teams: ArcBest Safety and Security, ArcBest Risk Management, ABF Safety and Compliance and ABF Security and Investigations. Their combined expertise in training, awareness, technology and continuous monitoring protects our people, customers, freight and facilities.

Leveraging technology and innovation are key to this commitment. Our ArcBest Technologies team works alongside our safety and security teams to explore, develop and implement products and processes that strengthen workplace safety and operational security. For example, we continue to develop in-house technologies for ABF Freight service centers that reduce reliance on third-party systems, improve efficiency and lower long-term costs. Current pilots include perimeter breach detection — alerting us if a fence is cut, climbed or compromised — and solar-powered lighting that keeps docks and yards illuminated around the clock. These upgrades have already reduced safety incidents and security risks.

Across our campuses, we continue to enhance building security and emergency preparedness. Updates included installing badge-controlled turnstiles at every employee entrance so only authorized individuals can enter or exit, applying shatter-resistant window film, and improving tornado and fire safety procedures. We also advanced operational

safety within specialized areas, including forklift operator recertification and pre-shift safety meetings in the Innovation Lab.

We expanded automated external defibrillator (AED) coverage across multiple campuses and updated our CPR-certified employee lists monthly. In 2025, more than 300 employees completed in-house CPR training.

Alongside initiatives to keep our people safe, we recognize team members who set the bar for safety every day. An

example of this is [ABF Freight's Road and Load Team](#) Week, which honors our professional drivers who keep freight moving safely. During National Truck Driver Appreciation Week 2025, we welcomed these teams to Fort Smith for networking, training and hands-on equipment demos — including a first look at ABF's newest Freightliner and Mack tractors, each featuring advancements in safety performance and driver comfort.

You can view our TRIR, DART and other safety metrics in the [index](#).

2025-2026 ABF Road Team



2025-2026 ABF Load Team



Service Center Safety Program

Our Risk Management and Safety and Compliance teams collaborate each year to identify improvement opportunities at specific service centers and implement solutions to reduce injuries. They spend time onsite with leadership and employees to discuss safety trends, working conditions and injury prevention strategies. The following year is dedicated to tracking progress and measuring outcomes based on the plans developed.

In 2025, six ABF service centers completed the program and reported a combined

47.5% REDUCTION

in workers' injuries and accidents.

ABF service centers targeted:

Brockton, Massachusetts; Salisbury, Massachusetts; Kinston, North Carolina; Little Rock, Arkansas; Bay Shore, New York; and Carlstadt, New Jersey

ABF Medal of Excellence and TCA Highway Angels

The ABF Medal of Excellence recognizes employees who go above and beyond in service and character. Tommy Burgoon, an ABF Freight road driver out of Dayton, Ohio, is the ninth recipient of this prestigious award since its introduction in 2004. Tommy earned this honor in 2025 for his heroic response at the scene of an accident, where he encountered a burning vehicle with a motorist trapped inside. Acting quickly, he worked to extinguish the flames and assisted first responders in rescuing the driver. For these courageous actions, Tommy was also recognized as a Highway Angel by the Truckload Carriers Association (TCA).



In addition to Tommy, 12 other ABF drivers were named [Highway Angels by the Truckload Carriers Association](#) for taking heroic action to help others on our roadways:



Matt Harris



Mark Campbell



Stan Combs



Tim Akins
'Retired'



Flavio Ortega
De Cespedes



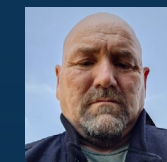
David Cyr



Luis Davila



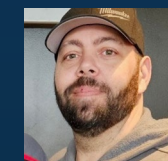
Mike Kimball



Randy Fisher



Joshua Tyler



Travis Braun



George
Lancaster

2025 Safe Driving Awards

Our ABF Freight city and road drivers consistently achieve significant safe driving milestones. In 2025, we presented 199 drivers with awards for reaching different levels of consecutive hours behind the wheel or miles driven without a preventable accident.



We also honored

230 EMPLOYEES

with Stay Safe awards:

City Drivers

Safe Driving Milestones

82

Drivers

Bronze Award

(15,000 Consecutive Hours)

24

Drivers

Silver Award

(30,000 Consecutive Hours)

6

Drivers

Gold Award

(45,000 Consecutive Hours)

1

Driver

Platinum Award

(60,000 Consecutive Hours)

Road Drivers

Safe Driving Milestones

59

Drivers

One Million Miles

13

Drivers

Two Million Miles

11

Drivers

Three Million Miles

3

Drivers

Four Million Miles

Awarded
**10 STAY SAFE EXCELLENCE
IN DRIVING AWARDS**

recognizing drivers who prevented a potential fatality accident or other severe crash

Presented
220 STAY SAFE AWARDS

to drivers who prevented or avoided accidents using defensive driving and to employees who helped promote safety across the organization

Employee Experience

Our people are at the heart of our success, and we're committed to remaining a top employer year after year. As a values-driven organization, we work hard to ensure **our culture is supportive and empowering** so that every employee feels appreciated and equipped to grow.

In 2025, our People and Culture teams continued listening closely to employees through regular feedback channels and our annual engagement survey, which showed strong results: 73% of our nonunion employees agreed "Our company is responsive to employee feedback," compared

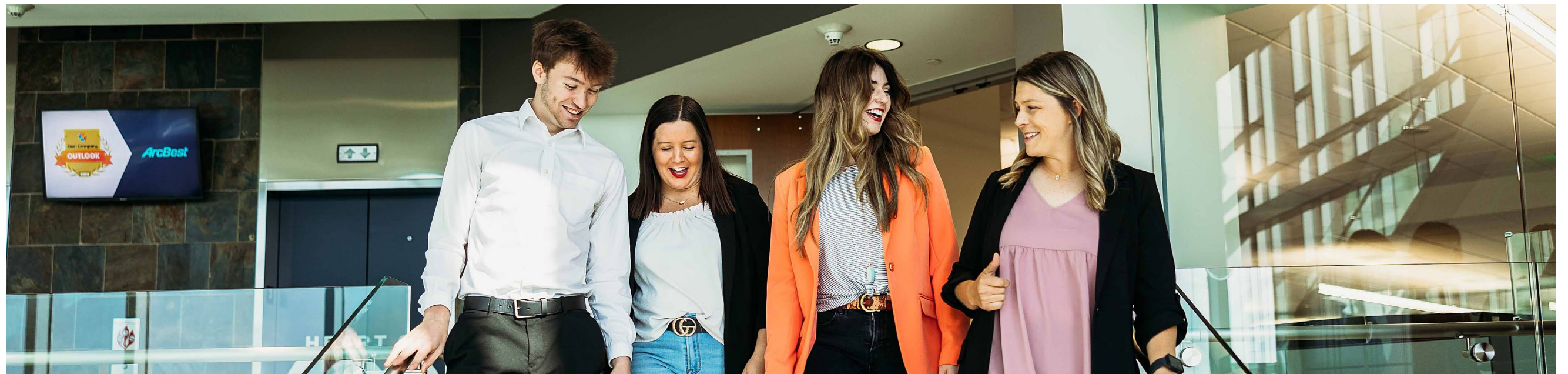
to 55% for the global 75th benchmark, and 94% of nonunion employees agreed "I am aligned with our company's values." We use these insights to drive improvements and strengthen programs that provide greater opportunities for our people to thrive.

This work is supported through direct leadership involvement, including oversight from ArcBest's Chief Human Resources Officer, Erin Gattis, who provides quarterly updates to the **ArcBest Board of Directors**.

In 2025, we launched our Take Control of Your Career campaign to give employees practical ways to pursue development. Through this initiative, full-time nonunion

employees with at least six months of tenure can access personalized coaching to help them advance in their current role and prepare for new opportunities. Employees can also participate in job shadowing or skills-based mentoring, gaining a better understanding of different roles and capabilities and how each contributes to our customers' success.

To further increase clarity around career growth, we introduced a new career visibility tool that maps job titles, roles and career levels. This resource helps employees understand where they are today, what potential career development paths are available and how each role fits into ArcBest's long-term strategy. The tool builds on the job architecture work we introduced in 2024 and creates a clearer roadmap for career progression.



2025 Training Statistics*

Over
127,700

enrollments in our online or instructor-led training courses, with more than 700 unique course titles available

Approximately
80%

of those enrollments were in self-guided online courses

Approximately
20%

of those enrollments were in instructor-led training courses via webinar or in person, totaling more than 100,000 hours of live training

*includes full-time union and nonunion employees

New Leadership Training Program

We continued to invest in leadership programs that build the skills our people need for future roles. Alongside the Aspiring Leaders Program, Leadership Series Program and the ArcBest Leadership Academy, we now offer People Leaders Essentials. Newly promoted leaders receive an overview of the key tools and processes that support recruiting, onboarding, developing and coaching their teams.

While other leadership programs focus on building tactical leadership skills, the new People Leaders Essentials serves as a comprehensive resource overview to help leaders understand the systems and support available to them.



Succession Planning

ArcBest's succession planning strategy is designed to prepare employees for career mobility while ensuring our readiness for the future. Every year, our people leaders invest time in identifying emerging talent across their teams, holding career conversations to align individual aspirations with organizational needs, and developing targeted plans to cultivate skills in ways that matter. Additionally, our executive team and department leaders participate in talent review meetings to study department-level data and identify potential successors for key positions. This intentional approach supports [seamless transitions](#) and helps ensure we have the right people in the right roles.

The leaders featured below show how this strategy continues to shape career growth and reinforces the company's long-term success.



Matt Godfrey

ABF Freight president

"Succession planning matters because it shows our commitment to investing in people and preparing for the future. Throughout my 20-year career with the company, I've had opportunities through training, hands-on learning and intentional development that strengthened my skills and prepared me for broader responsibilities. My first service center manager, Bud Elliott, guided me from day one and his continued support has shaped my career in ways I'll never forget."



Amy Mendenhall

ArcBest vice president of treasury and investor relations

"Succession planning keeps ArcBest resilient and agile by developing internal talent and preserving the knowledge that defines who we are. I've been trusted with work that stretched me in meaningful ways and prepared me for the role I'm in. I've also been fortunate to work alongside leaders who offered guidance and honest feedback. Their mentorship helped me build confidence and taught me how to think more strategically and navigate challenges; it's shaped how I develop others today."



Steven Little

ABF Freight vice president of service center operations

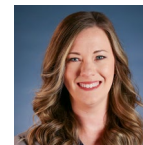
"ArcBest's in-depth succession planning has created a foundation that enables leaders to step into new roles with confidence. I felt prepared for my position because the company invested in my growth through continued education and leadership development, which pushed me to understand myself and my strengths. There's no shortage of people willing to mentor across the organization, and that support is one reason our culture is so strong."



Doug Thiel

ABF Freight vice president of optimization

"Through mentoring and targeted development, ArcBest's succession strategy develops leaders who understand our business, culture and customers. And though I didn't realize it at the time, each role prepared me for the next. Looking back, I see now where leaders helped remove obstacles so I could focus on growing, and their support has shaped how I work to remove barriers and develop others today."



Erica Brigance

ArcBest vice president of strategic product and analytics

"Succession planning matters because growth is one of our core values, and growing our people drives ArcBest's long-term success. Working across different parts of the business gave me a fuller understanding of how we operate and helped me develop stronger, more informed solutions. I'm grateful to the leaders who pushed me beyond what I thought I could do—their support helped shape me as a leader and got me to where I am today."

New and Updated 2025 Benefits and Wellness*



Physical Health

- Began offering a Cancer Support Program through our Doctor on Demand partnership to provide emotional and financial support to employees who've been diagnosed with cancer or are managing a potential diagnosis
- Updated dental coverage policy to cover preventative dental services at 100%
- Launched [Virta](#), a benefit for weight loss and diabetes management with personalized nutrition support for losing weight, lowering blood sugar and more



Mental Health

- Added marriage counseling coverage through our medical plan

**These policies and programs are available to nonunion employees who participate in our Choice Benefits Program.*

For union employees, the company contributes to 38 multiemployer health and welfare plans that provide medical, dental, vision and related benefits.



Annual Step Challenges

We held two step challenges in 2025 to celebrate our Wellness core value and encourage our people to get active. Employees teamed up to compete for the most steps, with nearly 478 million steps taken. Here's what a leader from one of the winning teams said:

“By 4 a.m. every day, text messages started flooding our group chat. The energy was immediate from day one. Collaboration and accountability amongst the team grew tremendously as the challenge continued, and this carried over to the office, boosting morale. Dedication to a group challenge like this shows the amount of effort this group puts into their day-to-day as well.”

Larry Womack

senior manager of solutions development

Customer Experience

Our people operate with a simple principle in mind:

MAKE IT EASY FOR CUSTOMERS TO DO BUSINESS

That commitment is reflected in the strong relationships we've built and the trust our customers place in us to deliver reliable solutions through clear communication and consistent service.

In 2025, we strengthened that commitment to customers by bringing our Sales, Marketing, Customer Experience, Customer Solutions, Yield and Managed Solutions teams together to eliminate internal gaps and unify decision-making. With everyone aligned, customers get quicker access to the support and solutions they need, with clearer communication and a more streamlined end-to-end experience.

2025 Customer Interaction Quality Review Data

Our Customer Experience Quality Team reviewed nearly 90,000 service touchpoints in 2025 to uncover insights, remove friction and elevate the customer journey across our entire network.

What Our Customers are Saying

”



“I get great service from ArcBest, and for me, that’s the most important. It’s the people that make a difference. I love the reliability, transparency and honesty.”

- Dillmeier Glass



“I think the biggest strength of ArcBest is the people. The way they have established a company culture that scales across the entire organization is extremely impressive.”

- Sole Fitness



“ArcBest provides excellent customer service and on-time delivery. We value the partnership with them and can always count on them to deliver our freight to meet our customer needs.”

- Weiman

Corporate Governance

Our industry runs on relationships — with customers, carriers, suppliers and communities — and those relationships are built on trust and integrity. Supported by a legacy of ethical leadership and a values-driven culture, we continue to uphold the highest standards of ethics and transparency, which keep us aligned with our mission to connect and positively impact the world through solving logistics challenges.

The ArcBest Code of Conduct (CoC) reinforces our commitment to anti-bribery, anti-corruption, nondiscrimination, anti-harassment, confidentiality and responsible business practices. These expectations are embedded in company policies, reinforced through training and supported through consistent leadership engagement.

✓ All nonunion employees complete mandatory Code of Conduct training annually

✓ Union employees review and acknowledge the Code of Conduct during onboarding

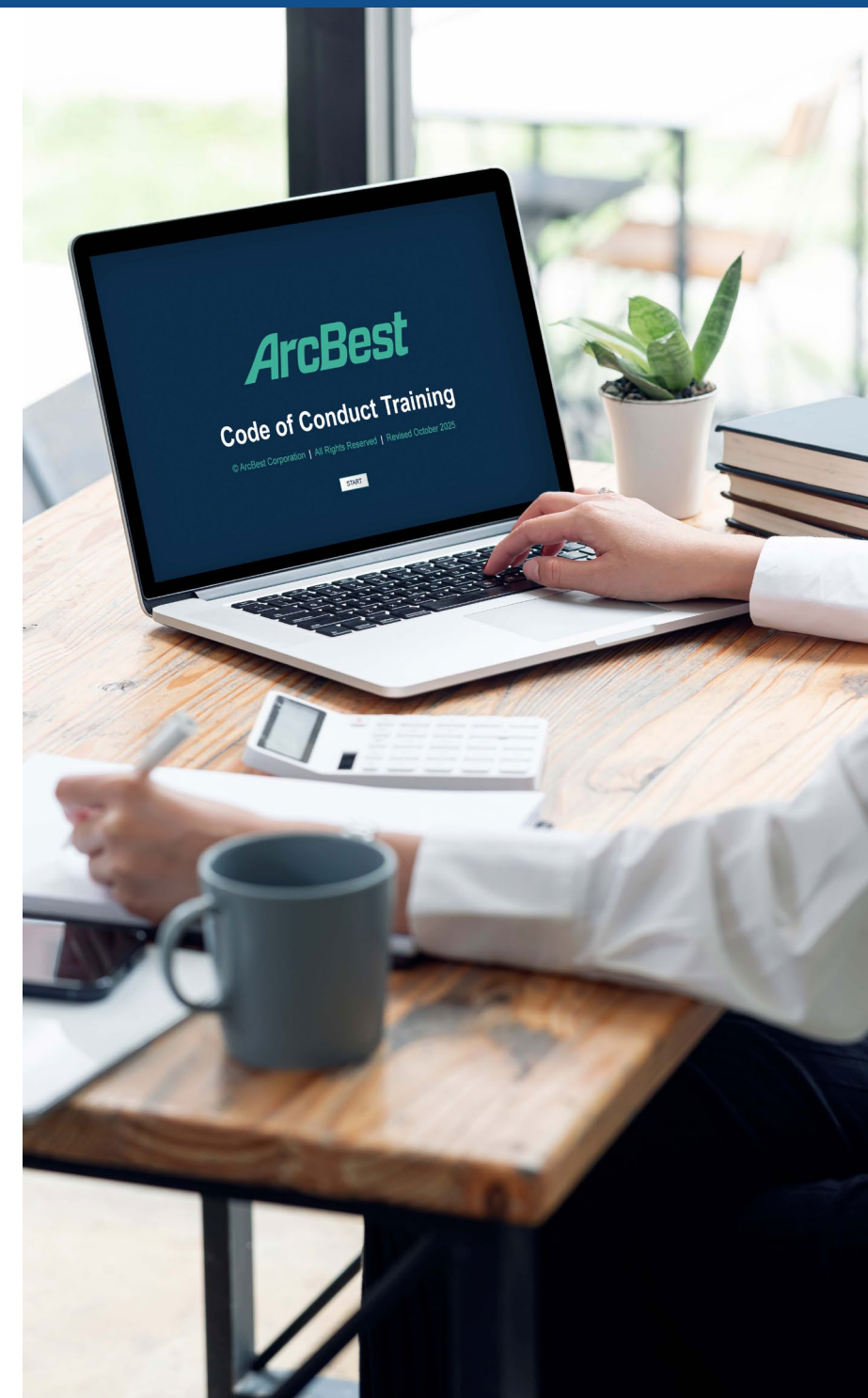
✓ All employees can access company policies and governance documents at any time through our internal employee management system

We encourage our people to raise concerns in good faith without fear of retaliation and offer multiple channels for doing so. Employees can reach out directly to their leaders, our People and Culture teams, the Chief Legal Officer or the Vice President of Internal Audit. They can also share concerns anonymously and confidentially through EthicsPoint, an independent, 24/7 reporting service. The Chairman of the Audit Committee and the Chairman of the Nominating/Corporate Governance Committee review these reports. Then the vice president of internal audit presents quarterly summaries to the Audit Committee and the chief legal officer presents quarterly summaries to the Nominating/Corporate Governance Committee.

Our expectations extend to suppliers, vendors and other business partners through our Supplier Code of Conduct, which outlines required ethical standards and provides resources for reporting concerns.

Key Governance Policies and Resources

- ✓ [ArcBest Code of Conduct](#)
- ✓ [Supplier Code of Conduct](#)
- ✓ [Governance Charters and Corporate Governance Guidelines](#)
- ✓ [Insider Trading Policy](#)
- ✓ [Antitrust Laws Compliance Policy](#)
- ✓ [Anti-Discrimination, Harassment and Retaliation Policy](#)
- ✓ [Human Rights Policy](#)
- ✓ [Environmental Policy](#)



ArcBest Board of Directors

The [ArcBest Board of Directors](#), chaired by Judy R. McReynolds, is composed of ten members organized into three committees responsible for overseeing strategy, enterprise risk management, financial integrity, and legal and regulatory compliance. On January 1, 2026, ArcBest President and CEO Seth Runser joined the Board in conjunction with his appointment as Chief Executive Officer.

Additionally, Steven L. Spinner retired in 2025 and Dr. Craig E. Philip, Fredrik Eliasson, and Kathy McElligott retired in early 2026. Following their retirements, the ArcBest Board appointed four new members whose experiences strengthen the Board:

- ✓ Ann Bordelon is a member of the Audit Committee and a designated financial expert with over 36 years of finance experience, focused on fiscal strategy and performance optimization
- ✓ Bobby K. George serves on the Audit Committee with more than 25 years of experience driving tech strategy and digital innovation
- ✓ Chris Sultemeier brings more than 30 years of experience in logistics, transportation and supply chain operations. He serves on the Compensation and Nominating/Corporate Governance Committees
- ✓ Thom Albrecht has over 35 years of experience in transportation and logistics and serves on the Audit Committee

Enterprise Risk Management

ArcBest's enterprise risk management approach blends experienced leadership with independent oversight from the ArcBest Board of Directors to identify and manage financial, operational, technological, environmental, social, legal and reputational risks. Through consistent evaluation, we make informed decisions that support long-term resilience and sustainable growth.

Crisis Management and Business Continuity

ArcBest has long been a trusted partner in moments of uncertainty — whether responding to natural disasters, global disruptions or local emergencies. Customers depend on our ability to keep their supply chains moving, and we continually invest in strengthening our crisis response capabilities. This includes proactively assessing risks, developing and testing contingency plans, refining response strategies and prioritizing clear, timely communication.

Our Crisis Management Framework anchors this work. Led by President and CEO Seth Runser and our executive leadership team, the framework brings together experts in business continuity, safety and security, disaster recovery and information security to help safeguard our people, customers and operations.

Ethical AI Practices

ArcBest is committed to using artificial intelligence (AI) in ways that support our people, improve operations and

strengthen the service we provide to customers. Across our business, AI is helping us plan and work more efficiently so we can deliver better experiences and smarter logistics solutions:

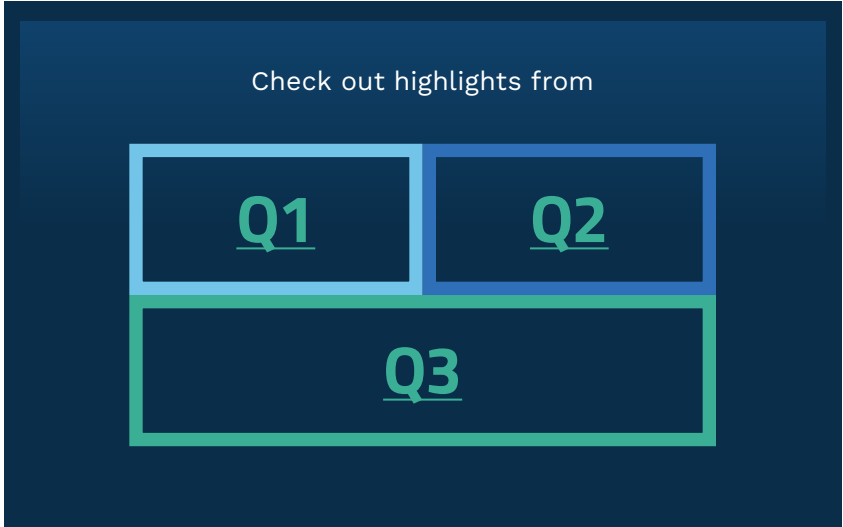
- ✓ With predictive analytics, we're enhancing labor planning, dock operations and delivery routing.
- ✓ Using automated document-processing tools, we speed up billing and reduce manual tasks.
- ✓ Our intelligent call-routing systems help improve customer experiences and support our carrier partners.
- ✓ By piloting generative AI tools, we're making internal information easier for employees to access.

In addition, ArcBest developed Vaux Smart Autonomy, which provides human-in-the-loop Autonomous Mobile Robot (AMR) forklifts and reach trucks that can navigate complex environments, avoid obstacles and support safety. With this technology in place, our customers can automate workflows in warehouses, manufacturing facilities and distribution centers.

As we adopt emerging AI tools and capabilities, we follow a formal governance process to ensure each use case meets our legal, ethical, data privacy and security standards. This review model allows us to balance automation with the appropriate level of human oversight and monitoring, depending on the risk profile and purpose of each system.

Philanthropy

Beyond logistics and workplace excellence, ArcBest is committed to driving change in the places where we live and operate. Following our Philanthropy Pillars **Community**, **Education and People**, we invested in local development, expanded access to learning and partnered with organizations that deliver vital resources.



In 2025, we contributed \$1.9 million to philanthropic efforts, including a one-time gift to the **U.S. Marshals Museum** in honor of former CEO Judy McReynolds' longstanding support and community leadership. ArcBest also contributed to establishing **Fort Kids Children's Museum**, a dedicated space for children and grown-ups to learn through play. Together, we're working to build a brighter future one story, one action and one impact at a time.



Arvest Million Meals Campaign Check Presentation



U.S. Marshals Museum



Fort Kids Children's Museum

COMMUNITY

Contributing to stronger, healthier places to raise our families and live our lives

Through our Community pillar, we strengthened local ties and invested in the well-being of our employees' hometowns.

United Way of Fort Smith Area*

ArcBest has been a Pacesetter company of the [United Way of Fort Smith Area](#)® for nearly 30 years, and in 2025, we gave over **\$423,000**. Throughout the year, we hosted or attended numerous events benefitting the United Way, including the 32nd annual Day of Caring, a community initiative that supports six local counties with volunteers landscaping, meal prepping and assisting with special programs for various nonprofits.

Additionally, we supported the [Scott Sebastian County Regional Library](#), [Community Services Clearinghouse](#), [Arvest Million Meals Campaign](#), [Arkansas River Valley's Walk to End Alzheimer's](#)® and [Community Rescue Mission](#).



Day of Caring



Walk to End Alzheimer's

*The United Way of Fort Smith Area has an endowment that covers all overhead. 100% of ArcBest's contributions go to the agencies they support.

EDUCATION

Actions to grow our people and invest in local education

In 2025, we collaborated with schools and other educational institutions to support learning opportunities for our employees and students in our communities.



Educational Match Program

Through ArcBest's Educational Match Program, our people donated over \$68,000 to primary and secondary schools, and two- and four-year colleges and universities. With the company match, we gave a total of more than \$136,000.

Employee Dependent Scholarship

For the second year, we awarded the [ArcBest Employee Dependent Scholarship](#) to 10 students who received \$2,000 for the 2025-2026 school year. This scholarship can be renewed up to three academic years or until a bachelor's degree or equivalent is earned.

Aubrie Phosavang, daughter of Andrew Phosavang, ArcBest Technologies senior business solutions analyst, received the 2025-2026 scholarship. This father-daughter duo shares a passion for STEM and the logistics industry.

Aubrie, who is attending the University of Arkansas, is thrilled to follow in her father's footsteps at his alma mater. Inspired by Andrew's work at ArcBest and encouraged by her success in science, math and robotics classes during high school, Aubrie is pursuing a computer science and computer engineering degree.

After graduation, Aubrie hopes to find a career at ArcBest, joining her dad and hundreds of employees on our ArcBest Technologies team to continue leveraging tech and innovation to meet our customers' needs and transform the logistics industry.



We also volunteered with our local [FIRST Robotics Competition team](#), continued our Partners in Education program with the Fort Smith Public School District, attended various Touch-A-Truck events and sponsored the HogsHack Hackathon.



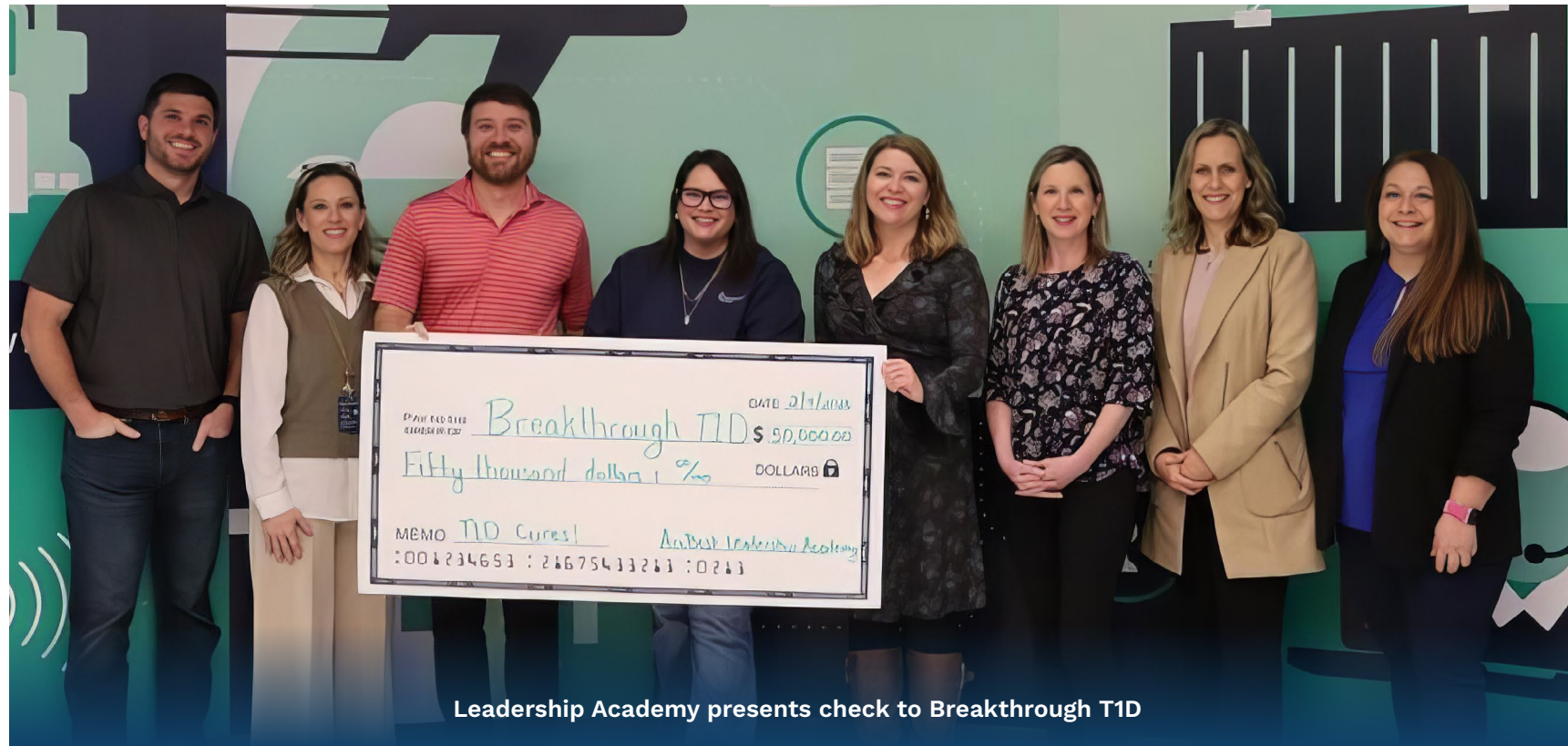
PEOPLE

Resources we provide to organizations that support underserved and underfunded groups

Last year, we worked with various organizations to help make essential care and resources more accessible.

Breakthrough T1D

ArcBest's 2024 Leadership Academy (LA) class selected [Breakthrough T1D](#) to raise funds for throughout 2025. Working toward Breakthrough T1D's mission to accelerate life-changing breakthroughs to cure, prevent and treat type 1 diabetes and its complications, our LA team organized various activities, including sports ticket raffles, a "Soak the Suits" challenge, food sales and more. The class raised **\$50,000**.



Leadership Academy presents check to Breakthrough T1D

PHILANTHROPY SPOTLIGHT

Veterans Day Celebrations

Our Dayton, Ohio, and South Chicago, Illinois, service centers celebrate Veterans Day in a big way each year. In 2025, Dayton donated to the [Fisher House Foundation](#) for the 9th year, giving \$20,000 (with company match). South Chicago donated \$20,000 (with company match) to the Pointman Project and \$20,000 (with company match) to the Canaryville Veterans Riders Association.



Veterans Day

Other organizations we supported include [Ronald McDonald House](#), [The Pediatric Brain Tumor Foundation](#) and [Toys for Tots](#).

Appendix

Sustainability Index

(Aligned to SASB Standards for Transportation)

TABLE 1 | GREENHOUSE GAS & AIR QUALITY EMISSIONS

Topic	Activity Metric	Unit of Measure	2025 Response	2024 Response	2023 Response	
Greenhouse Gas Emissions¹ (TR-RO-110a.1, TR-RO-110a.2, TR-RO-110a.3)	Gross global Scope 1 Emissions	CO ₂	451,374	463,715	500,504	
		CH ₄	122	121	88	
		N ₂ O	3,903	3,930	1,113	
		CO ₂ (Biogenic) ²	9,712	9,890	10,504	
		Total	465,110	477,656	512,209	
	Scope 1 Emissions Intensity	g CO2e/Mile	1,546.24	1,561.41	1,536.35	
	Gross Global Scope 2 Emissions	Location Based	Metric tons (t) CO2e	13,301	14,992	15,188
		Market Based		15,364	-	-
	Scope 3 Emissions ³	Purchased Goods & Services ⁴		742,171	-	-
		Capital Expenditures	Metric tons (t) CO2e	46,946	-	-
		Fuel & Energy Related ⁵		447,388	-	-
		Business Travel		2,864	-	-
		Total		1,239,369	-	-
		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.		See Table 5		
		Total fuel consumed	Gigajoules (GJ) (million)	6.61	6.79	7.32
	% Natural Gas	Percentage	1.16%	1.07%	1.00%	
	% Renewable		2.13%	2.12%	2.05%	

TABLE 2 | WORKFORCE

Topic (SASB Code)	Metric	Unit of Measure	2025 Response	2024 Response	2023 Response
Employee Counts (TR-RO-000.C)	Number of Employees ⁶	Count	14,006	14,016	14,871
	Number of Truck Drivers		6,977	6,932	7,383
Working Conditions (TR-RO-320a.2)	Voluntary turnover rate for all employees	Rate	9.3%	9.7%	10.6%
	Involuntary turnover rate for all employees		4.2%	3.2%	4.4%
Workforce Demographics⁶	Two or More Races	Percentage	1.64%	1.51%	1.51%
	American Indian or Alaska Native		0.79%	0.84%	0.81%
	Asian		1.95%	1.92%	1.86%
	Black or African American		13.75%	12.99%	13.23%
	Caucasian		66.10%	67.64%	67.95%
	Hispanic or Latino		13.74%	13.56%	12.78%
	Native Hawaiian or Pacific Islander		0.36%	0.36%	0.37%
	None Specified (Ethnicity and Race)		1.68%	1.57%	1.49%
	Female		15.26%	15.82%	15.49%
Female Workforce Statistics	Male	84.46%	83.91%	84.25%	
	Not Specified (Gender)	0.28%	0.27%	0.26%	
	ArcBest Supervisors ⁷	Percentage	23%	20%	20%
	ArcBest Executives ⁸		16%	18%	20%
ArcBest Board of Directors	30%		33%	33%	
ArcBest Employees	15%		16%	15%	
Workforce by Country⁶	United States	Percentage	99.32%	99.39%	99.70%
	Canada		0.68%	0.61%	0.30%
Age Demographics⁶	Under Age 30	Percentage	12.77%	-	-
	Age 30-50		40.64%	-	-
	Over Age 50		46.59%	-	-
Training Hours	Total Training Hours	# of Hours	123,767	-	-
Training Hours by Gender	Male	Percentage	73.4%	-	-
	Female		26.2%	-	-
	Not Specified		0.4%	-	-
Training Hours by Role	Leadership, Sales & Support	Percentage	56.2%	-	-
	Dock & Drivers		43.8%	-	-

TABLE 3 | SAFETY

Topic (SASB Code)	Metric	Unit of Measure	2025 Response	2024 Response	2023 Response	
Working Conditions (TR-RO-320a.1, TR-RO-320a.3)	Total recordable incident rate (TRIR) ⁹	Rate (per 200,000 workhours)	7.11	7.29	7.71	
	Fatality rate for direct employees ⁹		0.015	0.007	0.000	
	DART Rate ¹⁰		3.73	3.83	5.49	
	Description of approach to managing short-term & long-term driver health risks	See Table 5				
Accident & Safety Management¹¹ (TR-RO-540a.1, TR-RO-540a.2, TR-RO-540a.3)	Number of Road Accidents and Incidents		Count	300	320	298
	Safety Measurement System BASICS	Unsafe Driving	Percentage	10%	15%	13%
		Hours of Service Compliance		45%	20%	17%
		Driver Fitness		52%	31%	15%
		Controlled Substance/Alcohol		0%	0%	0%
		Vehicle Maintenance		39%	53%	59%
	Hazardous Materials Compliance	36%	50%	71%		
	Hazardous Materials	Number of spills and releases to the environment	Count	92	224	132
Aggregate volume of spills and releases to the environment		Cubic Meters (m ³)	11.23	3.35	5.32	

TABLE 4 | ADDITIONAL METRICS

Topic (SASB Code)	Metric	Unit of Measure	2025 Response	2024 Response	2023 Response
Activity Metrics¹¹ (TR-RO-000.A, TR-RO-000.B)	Revenue ton miles (RTM)	RTM (billion)	3.22	3.24	3.60
	Load Factor (linehaul only) ¹²	Percentage	90.31%	90.09%	91.49%
Resource Use	Electricity Consumption	MWh	36,966.56	38,330.58	39,069.61
	Water Consumption ¹³	Gallons (million)	56.93	-	-
Waste & Recycling	Waste ¹⁴	Tons	11,670	12,145	11,562
	Recycling ^{14, 15}		716	1,030	969
	Electronic Recycling ¹⁶		27.0	14.8	11.8

TABLE 5 | DISCUSSIONS & ANALYSIS

Topic	Response
<p>Scope 1 emissions management and reduction strategy (TR-RO-110a.2)</p>	<p>Our emissions management and reduction strategy primarily focuses on improving efficiency. This includes limiting truck speeds and purchasing equipment with computerized engine shutoffs to reduce idling, which in turn conserves fuel and reduces emissions. We actively replace old equipment with newer, cleaner models that have aerodynamic bumpers, hoods and air deflectors and low-rolling resistance tires, many of which are SmartWay certified — all contributing to improved fuel efficiency and reduced emissions. We also continuously review and develop better ways of scheduling and routing to further reduce inefficiencies in our operations. Additionally, we are piloting electric straight trucks, yard tractors and forklifts at several ABF service centers across our network. We monitor our emissions by source and location as we work to better understand our current footprint and look for options to make reductions. Please see the environment section, starting on page 15 for more information on our emissions management and reduction strategy.</p>
<p>Driver safety risk management (TR-RO-320a.3)</p>	<p>We prioritize our drivers' safety by upholding and enforcing several safety protocols and procedures and by providing the proper training and tools. Within our ABF Freight Safety department, we have 12 Regional Managers of Safety and Security assigned to specific regions across our ABF network who are responsible for overseeing service center activity, equipment inspections, injury and accident investigations, road tests, driver coaching and theft investigations. The ABF Safety team also collaborates with the Learning and Development team to provide updated monthly training. We continuously evaluate and incorporate new technologies to improve driver safety, including, but not limited to, blind spot cameras, individualized driver coaching and piloting dynamic speed governors. We monitor our progress and set rolling targets covering metrics related to accidents and OSHA recordable injuries. Additionally, we maintain compliance with the Federal Motor Carrier Safety Administration (FMCSA) regulations and recommendations for hours of service and scheduling. Please see the Safety and Security section of this impact report, starting on page 19, for more details on our approach to driver safety.</p>

1. Greenhouse gas emissions calculated in accordance with the Greenhouse Gas Protocol
2. Renewable fuels used includes renewable diesel and biodiesel
3. Scope 3 emissions calculated using spend and activity based methodologies
4. Includes purchased transportation only
5. Electricity includes T&D loss only
6. Count as of 12/31 for respective year includes full-time, part-time and casual employees
7. Supervisor data represents employees with one or more direct reports
8. Executive data represents all corporate vice presidents and above

9. Includes all OSHA recordable incidents across all business units
10. Includes all DART incidents across all business units
11. For owned assets under ABF Freight only
12. Inverse of "% Empty Road Miles"
13. Data verification not available for prior years
14. Includes approximately 75% coverage of ArcBest facilities where reporting is available
15. Does not include recycled materials from equipment maintenance
16. A new recycling service was adopted in 2024, improving reporting accuracy

TCFD Disclosure

Governance

Board Oversight

Our Board of Directors (Board) has ultimate oversight of climate-related risks and opportunities and is responsible for reviewing and providing guidance on the company's climate-related risk management strategy and major plans of action as part of its wider corporate responsibility oversight. The Nominating/Corporate Governance Committee is responsible for providing oversight with respect to corporate responsibility strategy, practices and policies, and as appropriate, providing updates and making recommendations to the Board and monitoring emerging trends, best practices and regulatory development (view the [Nominating/Corporate Governance Committee Charter](#)). The Audit Committee is responsible for the company's risk management policies and processes for identifying, monitoring and managing significant risk exposures, including sustainability-related risk (view the [Audit Committee Charter](#)).

Management Oversight

ArcBest has designated sustainability executive sponsors including the Chief Human Resources Officer, Chief Legal Officer, Vice President of Investor Relations, and Vice President of Marketing and Customer Experience, who are responsible for providing guidance and general management oversight to the Sustainability Committee.

The Sustainability Committee is responsible for providing insights to the company and its Board to address environmental resiliency of the entire enterprise, by assessing actions and identifying areas of improvement. This cross-functional committee is composed of members from a range of departments across the organization, including our Manager of Sustainability and individuals with responsibilities specifically related to climate such as the Senior Manager, Real Estate Compliance; Director, Engineering and Construction; and VP, Fleet Services. The Sustainability Committee chair reports to the Board annually.

Our Enterprise Risk Management program (ERM), as further detailed below, is facilitated by Internal Audit and includes a quarterly risk survey with risk owners and an annual meeting with leadership to provide an update on the status of existing risks and identify new potential risks. The ERM team provides an update on risk assessments to the Risk Management Committee (RMC) quarterly and to the Board annually.

Strategy

As a transportation and logistics company, we recognize that climate-related issues can influence our operations, cost structure, and long-term strategic planning.

We consider climate-related risks and opportunities across short, medium, and long-term time horizons that align with the useful life of our assets and our operational planning cycles. ArcBest's Sustainability Committee supports the development of our sustainability strategy for the entire enterprise. This includes assessing environmental risks, such as climate-related risks, and identifying opportunities for improvements.

We have identified environmentally-related risks and opportunities that may impact our business, which include the following:

RISKS

Regulatory Risk

We are subject to federal, state, and local environmental laws and regulations relating to emissions. Evolving emissions standards for heavy-duty vehicles and alternative fuel requirements may increase equipment costs or limit availability of compliant models. Such regulations could also influence the demand for transportation services. Failure to comply with laws and regulations can result in penalties, revocation of our permits or licenses, or both civil and criminal actions against us, in addition to potentially harming our reputation and brands. Increasing disclosure and emissions reporting requirements could also lead to increased operational costs and regulatory risk.

Reputational Risk

Customer expectations for lower-emission logistics solutions could shift demand toward providers with more advanced offerings. Increasing evaluation of climate-related performance and regulatory compliance could impact access to capital. A failure to understand evolving issues and address climate-related risks and opportunities could result in reputational hardships that could negatively impact our business. We are aware of the impact transportation and logistics operations can have on the environment and are working toward adopting environmentally sustainable practices and improving sustainability across the organization.

Physical Risk

With 250 campuses and service centers, many of our facilities, along with the facilities of our customers and suppliers, are located in areas that are increasingly subject to extreme, and occasionally prolonged, weather conditions. Extreme weather conditions may interrupt our operations or the operations of our customers or third-party service providers; adversely impact employee working conditions; damage existing infrastructure, including roadways; damage or destroy our assets; affect regional economies; or disrupt fuel supplies or increase fuel costs. Regional climate impacts may require adaptation investments over time. We evaluate potential risks and have continuity plans in place to mitigate these risks, positioning the company to overcome serious incidents or disasters and resume normal operations within a reasonable period of time.

OPPORTUNITIES

Equipment

We regularly replace older model trucks with newer, cleaner models to reduce net emissions and purchase equipment with computerized engine shutoffs to reduce idling, minimize fuel consumption and limit emissions. We are also actively testing and/or purchasing electric trucks, forklifts and yard tractors at several of our ABF service centers.

Technology

Investments in technology represent an opportunity for ArcBest. For example, we have developed proprietary systems that match shipments to optimized routes and consolidate loads, which reduce the number of loads, and empty miles, which may result in fuel savings and lower emissions. Additionally, the use of newer model trucks, with newer technology, can do the same.

Facilities

Another example is our Facility Enhancement & Growth Roadmap (FEGRM), which was developed to help us standardize environmental updates across all facilities. As part of the FEGRM, we are converting current lighting systems to LED systems to improve sustainability measures and save on energy. These efficiency gains combined with continued investment in and exploration of new technologies, such as solar power, increase our ability to mitigate the potential risks posed by environmental change.

Risk Management

ArcBest’s overall Enterprise Risk Management program includes the analysis of the company’s top existing risks, including recent trends and how these risks are addressed by the company’s strategy and mitigating activities. The ERM team evaluates current risks quarterly using a survey of risk owners. The same metrics used to measure achievement of strategic initiatives are also used to evaluate the mitigation of risks and the effectiveness of risk management. Results of the quarterly surveys are reported to the RMC, which is made up of controllers and representatives from each relevant department, for further evaluation, and then provided to senior leadership. Additionally, leadership interviews are conducted annually as part of the process of identifying new potential and emerging risks. The ERM team and the RMC Chair present risks and risk management to the Board annually.

ArcBest’s Sustainability Committee supports the development of our environmental sustainability strategy for the entire enterprise. This includes assessing environmental risks and identifying opportunities for improvements. Our senior leadership team and Board are focused on managing and mitigating various risks to our business and financial performance, including climate-related risks.

Metrics

Climate-related metrics in line with strategy and risk management

We track and disclose our Scope 1 and Scope 2 Greenhouse Gas (GHG) emissions annually, and for the first time in this year’s report, certain Scope 3 emissions. Emissions are calculated in alignment with the Greenhouse Gas Protocol. We continue to refine our data collection processes and evaluate opportunities to improve emissions tracking and reporting over time. We track several additional metrics aligned with efficiency and operational improvement, including:

- ✓ Fleet age and composition
- ✓ Fuel efficiency
- ✓ Improved productivity (route optimization)

Scope 1, 2 and 3 GHG metrics and related risks

Metric	2025	2024	2023
Total Scope 1 GHG Emissions	465,110 MT CO ₂ e	477,656 MT CO ₂ e	512,209 MT CO ₂ e
Scope 1 GHG Emissions Intensity	1,546.24 g CO ₂ e /mile	1,561.41 g CO ₂ e /mile	1,536.65 g CO ₂ e /mile
Total Scope 2 GHG Emissions*	13,301 MT CO ₂ e	14,992 MT CO ₂ e	15,188 MT CO ₂ e
Scope 3 GHG Emissions**	1,239,369 MT CO ₂ e	---	---

*Location-based Scope 2 emissions

**Scope 3 includes emissions from purchased transportation, capital expenditures, fuel and energy related activities, and business travel only

Climate-related targets and performance against targets

Our sustainability team regularly assesses the feasibility of setting specific targets and developing strategies to reach them as our GHG emissions reporting processes and capabilities continue to mature and evolve. We continue to prioritize operational efficiency and explore emerging technologies that may support future emissions-related goal setting.

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