



PROFESSIONAL PARTS PEOPLE



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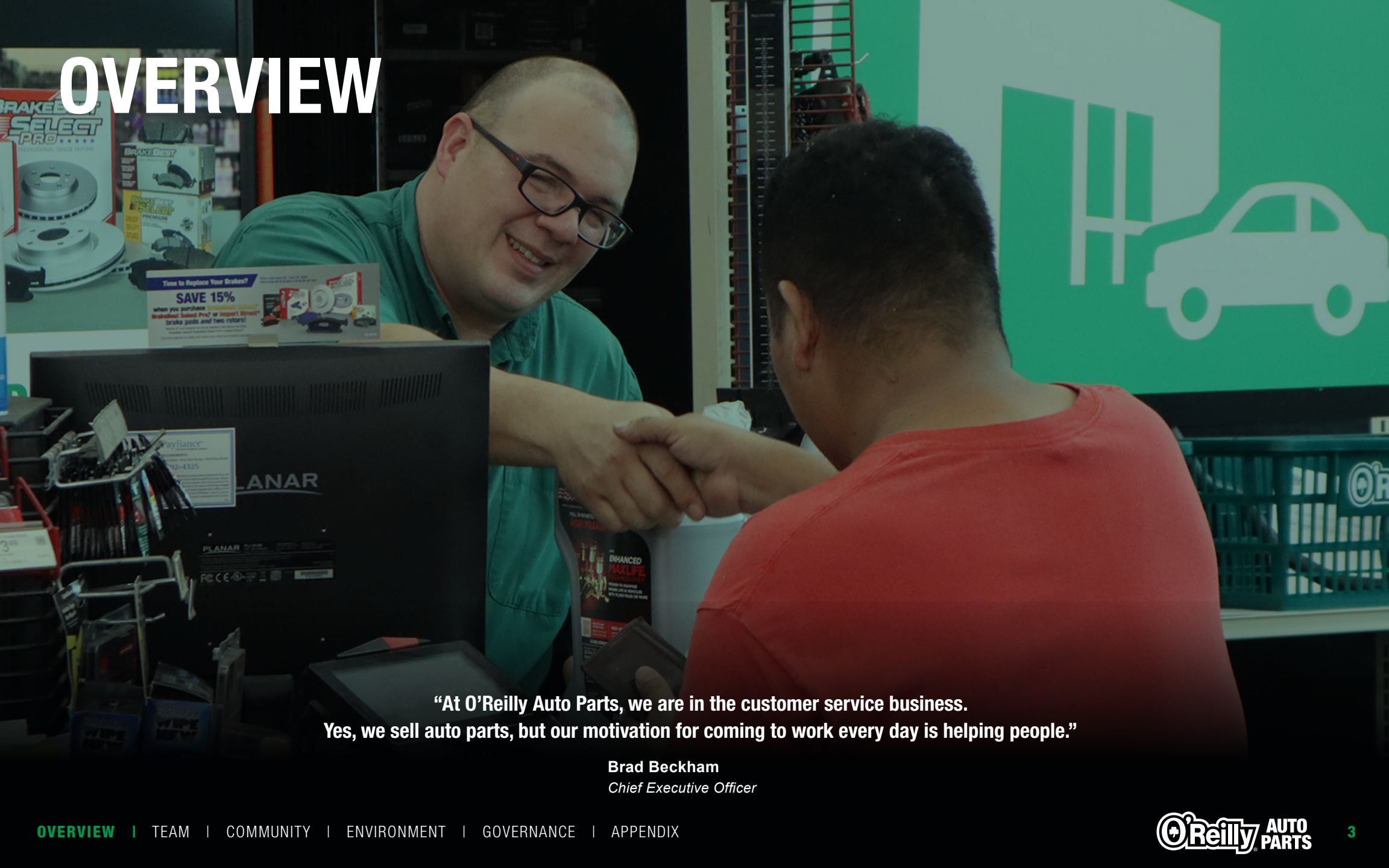
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OVERVIEW



**“At O’Reilly Auto Parts, we are in the customer service business.
Yes, we sell auto parts, but our motivation for coming to work every day is helping people.”**

Brad Beckham
Chief Executive Officer

A LETTER FROM OUR CEO

Under the direction and oversight of O'Reilly Automotive, Inc.'s Board of Directors, and in collaboration with a committee comprised of members of our management team, we are pleased to present our 2024 Impact Report. Within these pages, you will learn more about our environmental, social, and governance commitments and efforts to make a positive impact on every community we serve, all of which are guided by the O'Reilly Culture—the foundation for how we approach everything we do. You will also see how our engagement with our stakeholders informs our journey of continuous improvement.

This year, we wanted you to hear more about our company from the people who make it great: Team O'Reilly. You will hear about their experiences with our promote-from-within philosophy, our benefits, and opportunities to serve their communities. From internships to milestone anniversaries, each person has a unique story to tell of why they came to O'Reilly, and why they stay. Their voices shape our path forward—you will read how feedback gained from our Voice of the Team Member Survey has shaped our policies and programs, helping return our retention rates to pre-pandemic levels.

Each of our team members is extremely valuable to us, and with their help, we're always working to provide the safest workplace possible. New this year, you'll see how their priorities and ideas shaped their daily reminders of "Why We Work Safe."

You will also hear directly from a few of the charitable organizations we have partnered with to improve life in our communities, through team member volunteerism, local giving, and through the O'Reilly Automotive Foundation, Inc.

When it comes to the environment, we have made progress toward our greenhouse gas targets, including a new power purchase agreement that enables us to power nearly 600 stores in Texas with renewable energy. This has proven to be a win-win for us, as we respect the environment and reliably power our stores so we can serve our customers.

This year, severe weather impacted many of our communities, but as always, we reopened as quickly as possible so we could provide our customers with what they needed to start their recovery. And because a breakdown or even minor vehicle issue can greatly impact someone's day, we provide free store services like wiper blade replacement, battery installation, and O'Reilly VeriScan, a free check engine light diagnostics tool. The report O'Reilly VeriScan generates can help customers understand what parts and services are necessary to restore their vehicle's performance. We can either provide parts and advice, or recommend a local repair shop.

Whether it is providing great careers, serving our customers, giving back to our communities, or reducing our environmental impact, O'Reilly Auto Parts really is the Friendliest Parts Store in Town. We invite you to turn the pages to see why!



Brad as store manager in 1998, pictured with the team at store 333 in McKinney, Texas.

BRAD BECKHAM 28 YEARS OF O'REILLY SERVICE

Chief Executive Officer

Co-President

Executive Vice President and
Chief Operating Officer

Executive Vice President
Store Operations and Sales

Senior Vice President
Central Store Operations
and Sales

Vice President
Eastern Store Operations
and Sales

Division Vice President

Region Director

District Manager

Store Manager

Assistant Manager

Night Manager

Parts Specialist

ABOUT

O'Reilly Auto Parts began in Springfield, Missouri, with 13 team members in 1957.

From the beginning, the O'Reilly Culture has been the foundation for the way we approach everything, from our relationships with our team members, customers, business partners, and the communities where we live, work, and serve, to our ongoing engagement with our stakeholders. In this seventh annual O'Reilly Auto Parts Impact Report, we highlight some of the many ways we "Live Green" by subscribing to the O'Reilly culture values and instilling these principles in our team members daily.

These core culture values and supporting behaviors have paved the way for our past success and will provide the foundation for a bright, successful future.

O'REILLY TEAM MEMBER CULTURE VALUES & SUPPORTING BEHAVIORS



Commitment

O'Reilly is committed to our customers and our team members.



Expense Control

Focus on controlling expenses at all times.



Respect

Treat others as you would like to be treated.



Dedication

Focus your efforts on doing your best for the Company.



Hard Work

Work harder and smarter than our competition.



Safety/Wellness

Practice safe choices and healthy habits at work and at home.



Enthusiasm

Let your passion and determination help you and O'Reilly succeed.



Honesty

Be honest in your dealings with O'Reilly, fellow team members, and our customers.



Teamwork

Build and be part of a positive team.



Excellent Customer Service

Make it your priority to deliver extraordinary, above and beyond service.



Professionalism

Take pride in your responsibilities and abilities as a professional parts person.



Win-Win Attitude

Work with a positive attitude to help everyone succeed.

We are **enthusiastic**, **hardworking professionals** who are **dedicated** to **teamwork**, **safety/wellness** and **excellent customer service**. We will practice **expense control** while setting an example of **respect**, **honesty**, and a **win-win attitude** in everything we do.

Forward-Looking Statements:

We claim the protection of the safe-harbor for forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. You can identify these statements by forward-looking words such as "estimate," "may," "could," "will," "believe," "expect," "would," "consider," "should," "anticipate," "project," "plan," "intend," or similar words. In addition, statements contained within this annual report that are not historical facts are forward-looking statements, such as statements discussing, among other things, expected growth, store development, integration and expansion strategy, business strategies, future revenues, and future performance. These forward-looking statements are based on estimates, projections, beliefs, and assumptions and are not guarantees of future events and results. Such statements are subject to risks, uncertainties, and assumptions, including, but not limited to, the economy in general; inflation; consumer debt levels; product demand; a public health crisis; the market for auto parts; competition; weather; trade disputes, including the imposition of new or increased tariffs; availability of key products and supply chain disruptions; business interruptions, including terrorist activities, war and the threat of war; failure to protect our brand and reputation; challenges in international markets; volatility of the market

price of our common stock; our increased debt levels; credit ratings on public debt; damage, failure, or interruption of information technology systems, including information security and cyber-attacks; historical growth rate sustainability; our ability to hire and retain qualified employees; risks associated with the performance of acquired businesses; and governmental regulations. Actual results may materially differ from anticipated results described or implied in these forward-looking statements. Please refer to the "Risk Factors" section of the annual report on Form 10-K for the year ended December 31, 2024, and subsequent Securities and Exchange Commission filings, for additional factors that could materially affect our financial performance. Forward-looking statements speak only as of the date they were made, and we undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by applicable law.

Note on Materiality: The statements and data included in this report are provided because we believe they may be of interest to our various stakeholders. Such statements and data are not necessarily material for SEC or state mandated reporting or other regulatory purposes.

HISTORY

O'REILLY AUTOMOTIVE

OFFICE

COUNTER

EASILY DO NOT PARK IN THIS SPACE

O'Reilly Auto Parts has a proud history dating back to 1957. From its humble beginnings in Springfield, Missouri, to becoming a leading auto parts supplier with more than 6,300 locations, O'Reilly's journey is a testament to innovation and commitment to excellence.

1957-1998

1957

Charles F. "C.F." and Charles H. "Chub" O'Reilly open O'Reilly Automotive.

1964

O'Reilly Automotive adds its first branch store.

1975

O'Reilly opens its first distribution center and corporate office.

1978

The dual-market strategy is born.

1989

O'Reilly opens its 100th store in Barling, AR.

1993

O'Reilly is listed on the Nasdaq Stock Market.

1998

O'Reilly acquires Hi/LO Auto Supply, doubling the size of the Company.

1999-2017

2001

The Mid-State acquisition gives the Company an additional 82 stores in five states.

2005

O'Reilly acquires Midwest, increasing presence in six additional states.

2008

O'Reilly acquires CSK Auto, bringing the Company to 3,200 stores in 38 states.

2012

The acquisition of VIP Auto Parts in New England puts O'Reilly Auto Parts in 42 states.

2016

O'Reilly acquires Bond Auto Parts, an additional 48 stores in four states.

2017

O'Reilly opens its 5,000th store in Norwich, CT.

2018-2024

2018

O'Reilly acquires Bennett Auto Parts, adding 33 stores.

2019

O'Reilly becomes an international company with the acquisition of Mayoreo de Autopartes y Aceites, S.A. de C.V. ("Mayasa Auto Parts").

2022

O'Reilly celebrates its 65th anniversary.

2023

O'Reilly opens its first distribution center and two retail stores in Puerto Rico, and rebrands its stores in Mexico to O'Reilly Autopartes.

2024

O'Reilly moves into Canada with the acquisition of Montreal-based Groupe Del Vasto, adding two distribution centers, 23 stores, and thousands of jobber customers.

To learn more about our history visit:

<https://corporate.oreillyauto.com/history/>

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DISTRIBUTION
CENTERS (DCs)

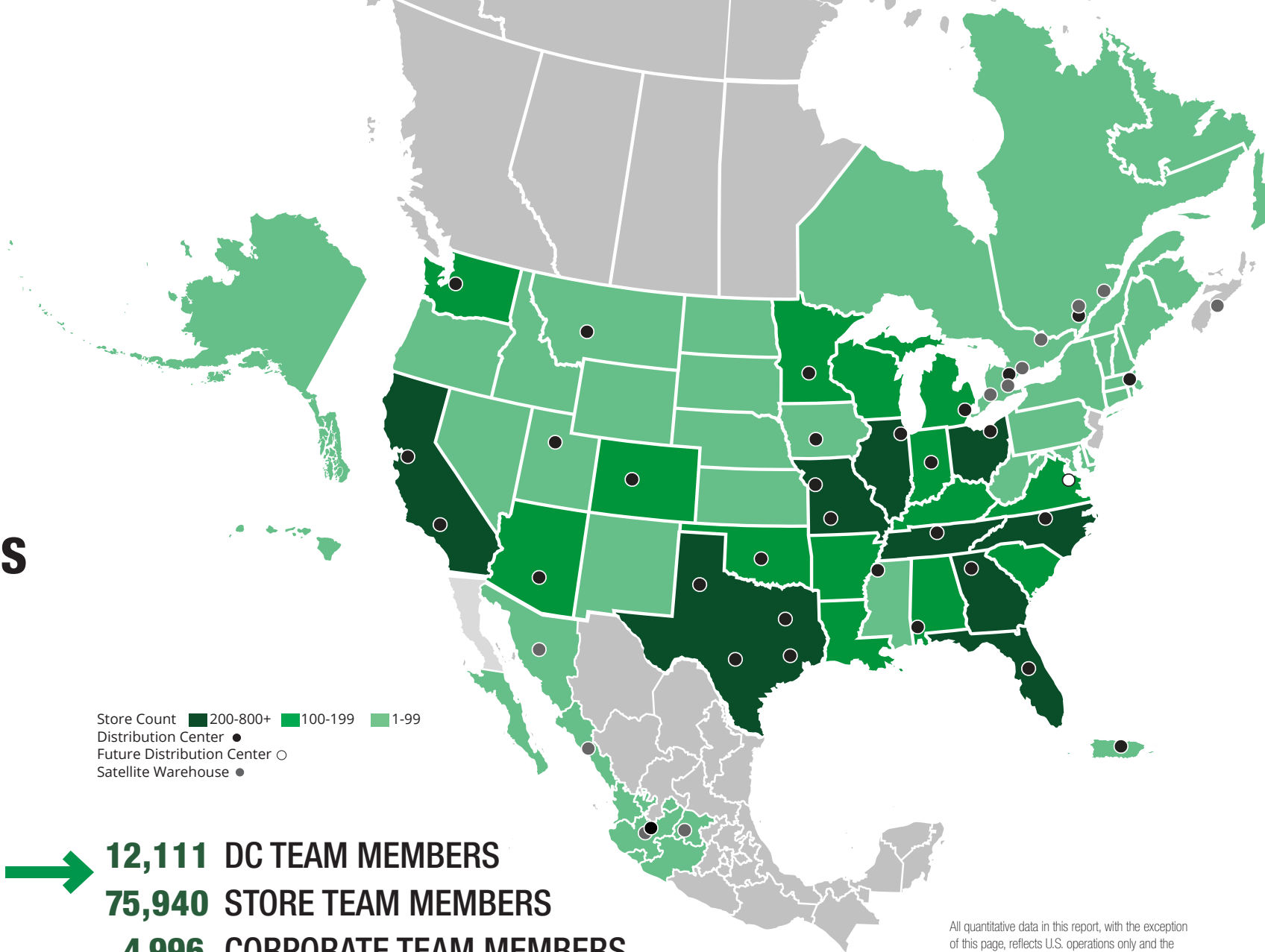
6,378
STORE LOCATIONS

93,047
TEAM MEMBERS



12,111 DC TEAM MEMBERS
75,940 STORE TEAM MEMBERS
4,996 CORPORATE TEAM MEMBERS

Store Count ■ 200-800+ ■ 100-199 ■ 1-99
Distribution Center ●
Future Distribution Center ○
Satellite Warehouse ●



All quantitative data in this report, with the exception of this page, reflects U.S. operations only and the Company's fiscal year ended December 31, 2024.



TEAM O'REILLY

From hire to retire, we are committed to providing a work environment that enables team members to learn and grow, feel highly valued, and be productive and effective in their roles. Our ongoing emphasis on a positive team member experience, including our policies, recruitment and selection procedures, onboarding processes, and training efforts, further strengthens our successful “promote-from-within” philosophy.





VETERAN HIRING PROGRAMS

O'Reilly Auto Parts has a long-standing reputation as an ideal workplace for a smooth transition from active military service to civilian life for veterans and their families.

Since our founding in 1957, O'Reilly has valued the skills, experience, and dedication our team members bring from their time in the military. O'Reilly is committed to hiring veterans, in addition to providing recognition and support to our veteran team members. We want them to feel comfortable continuing their career path, and we strive to work with them as a team along the way.



TALENT ACQUISITION

Recruiting and retaining quality team members builds the foundation for the Company's success, and we strive to be a top workplace. Our recruiting efforts include creating brand awareness, building relationships, engaging candidates, developing team members, and instilling our company's culture values.



The Partnership for Your Success Program

Provides America's Soldiers with an opportunity to serve their country while they prepare for their future. As a partner, we guarantee soldiers an interview and possible employment after the Army.



The DOD SkillBridge Program

Provides an opportunity for service members to gain valuable civilian work experience through industry training, apprenticeships, or internships during the last 91-120 days of service.



The Hiring Our Heroes Program

Connects transitioning service members, veterans, and military spouses with employment opportunities through fellowships, career fairs, and mentorship.



"I first learned about **SkillBridge** while preparing to transition from active duty to retirement. As I began exploring my options, a close friend, also a veteran and current O'Reilly team member, reached out to share his experience with the Company. He spoke highly of the culture, the people, and how supportive O'Reilly had been during his own transition. Shortly after, I was contacted by an O'Reilly recruiter who provided more details about the **SkillBridge** opportunity. Throughout my experience, I had the chance to meet and work with a wide range of people across the Company. No matter where I went, I consistently encountered a strong, values-driven culture that aligned with the Company's mission and with my own personal and professional values. The culture here is both strong and supportive, very reminiscent of the camaraderie I experienced in the military. Within the first week of the program, I knew O'Reilly was the right place for me."

— Gregory Laing, Eastern U.S. Transportation Field Manager, 2024 SkillBridge Participant and new O'Reilly hire



2024 Corporate Internship Cohort

INTERNSHIP PROGRAMS

We offer a variety of internship opportunities to students seeking to develop their skills and jump start their careers. Our nine-week summer corporate internship program provides opportunities for mentorship and collaboration. Interns and mentors are encouraged to work collaboratively to develop tasks and projects with a focus on individual career goals. Several departments in our corporate office also offer co-op opportunities designed for students who desire an extended experience, spanning a full semester or more. Some go on to secure full-time positions with O'Reilly.



"I started as an intern with the digital traffic team in the Marketing Department. As I approached graduation, a corporate assistant job became available and I thought it would be a good opportunity to get my foot in the door. I was able to learn so much about the Company, meet folks outside of the department, and work on a wide variety of projects. That helped me realize I wanted to work in the digital landscape. When my current position became available, I didn't hesitate to apply. I've now been in my current position for two years and absolutely love it! I get to work with a great team and on some incredible projects every day. I started at O'Reilly looking to tick a box on my college resume and ended up finding a career, thanks to **Promote From Within!** The culture and the O'Reilly team are truly special."

— Kylynn King, Social Media & Digital Content Specialist, 3 years of O'Reilly service



ONBOARDING

An outstanding **onboarding process** for new team members is vital in keeping good people on our team. In our stores, DCs, and corporate office, we focus on a warm welcome, general information about the Company, and details a new team member needs to begin their O'Reilly career journey. Our goal is for them to gain insight on the organization as a whole, who we are, our commitment to culture and their growth, and what we have to offer as an employer. We also strive to encourage new team members to ask questions and build connections within the workplace.



"In 1997, I was a young student working two jobs; never did I realize what I would find when I was hired at O'Reilly Auto Parts. I was blessed to find not only a career but also a family. O'Reilly is a company that provides for their teams and their communities."

— Julie Terra, Store Manager-
Alexandria, Louisiana, 27 years of O'Reilly service

INVESTING IN OUR TEAM

TOTAL REWARDS



Investing in our team members is a top priority for O'Reilly. We continually evaluate and benchmark our comprehensive compensation programs to ensure they remain competitive and relevant, providing an important tool to attract and retain the best and most qualified team members in every market.

We have a dedicated team that regularly reviews our compensation programs, policies, and practices to ensure team members are paid fairly. If we find that individual team members are not paid at an appropriate rate for their performance, job duties, qualifications, and experience, we address these instances to ensure that these team members are compensated fairly.

Our compensation philosophy has always been to incentivize team members to “run it like you own it.” Store team members have the opportunity to earn incentive pay based on their individual performance or the performance of their store. Certain drivers in our distribution network have the opportunity to earn incentives based on metrics like safe driving, miles per gallon, and delivery performance. In addition, beginning at the district manager level, O'Reilly adds share-based compensation to our already competitive wages and benefits, which further ties our managers’ interests to those of our shareholders.

O'Reilly Auto Parts’ objective is to offer a competitive benefits package with many options to meet the varying needs of our team members. We provide our team members with the information they need to make informed decisions and select benefits that provide the best value and protection for them and their family. Along with a traditional **401(k)**, our team members are eligible from their first day of work to participate in our **Employee Stock Purchase Program** (ESPP). They can choose to have 1% to 5% of their paycheck go toward the purchase of O'Reilly stock, which they receive at a 15% discount.

In 2024, all team members were asked to participate in a **Total Rewards and Benefits survey**, covering topics including benefits, compensation, career development, O'Reilly Culture, and recognition programs. Confidential results collected by a third party will help assist the Company with future decisions, ensuring we continue to make investments that are meaningful to our team members.

Team Members Earning **More Than** Minimum Wage

99.78%

Store Team Members

100%

DC Team Members



“The 37 years I’ve worked here, I’ve felt like I’m working with family. O'Reilly team member benefits have helped by family grow and make it through the good and bad times. The **401(k)** and **Employee Stock Purchase Plan** will help ensure I have a good retirement.”

— Tim Riley, Installer Service Specialist-
Sedalia, MO, 37 years of O'Reilly Service



“When I started working at O'Reilly over 30 years ago, I contributed what I could to my **401(k)**. Later, as I got merit increases, I increased my contribution to take full advantage of the company match. About 20 years ago, I started participating in the **Employee Stock Purchase Plan**, too, which includes a 15% team member discount. I tell everyone to take advantage of these benefits, because otherwise, you’re leaving free money on the table. If I needed to, I could retire today and be very comfortable.”

— Angie Henderson, Graphic Designer-
Springfield, MO, 31 years of O'Reilly service

AVAILABLE BENEFITS



Medical, Vision, & Dental Insurance,
Short & Long-Term Disability,
Accident & Illness Coverage



401(k), Flexible Spending
Accounts, & Employee Stock
Purchase Plan



Employee Assistance
Program



Paid
Time Off



Discount
Programs



Education
Assistance



Legal Services
& Identity Theft
Protection

INVESTING IN OUR TEAM

AWARDS & RECOGNITION

Just as pay, benefits, and growth opportunities are critically important to our team members' success, we believe it is equally important to recognize a job well done.

Each year, thousands of team members are recognized through our various awards for merit, achievement, and living our culture. These recognitions let our team members know their efforts make an impact and contribute to the Company's overall success.



You R.O.C.K. Awards

Team members who exemplify the O'Reilly Culture can be nominated by leadership for the "Recognized O'Reilly Culture Keepers" awards, also known as You R.O.C.K.

Awards. Recipients are entered into monthly, quarterly, and annual awards drawings ranging from \$100 to \$1,000.



"I spent the last week in Des Moines at DC 4. I hate leaving my daughter, but I wanted to be a team player and assist with the training of a new operations manager. To my surprise, when I returned I had a letter from CEO Brad Beckham notifying me that my dedication and enthusiasm to our Team Member Network Group (which I hold near and dear to my heart) had earned me a **Shamrock Award**."

— Tommie Williams, DC Operations Manager-Outbound-Saraland, AL, 11 years of O'Reilly service



Holiday Gifts

During holiday seasons, all team members receive gifts in appreciation for their continued hard work and dedication to Team O'Reilly.



Shamrock Awards

O'Reilly team members are able to recognize the excellence of their peers through the Shamrock Award program. Recipients are presented with a pin and letter of recognition as a thank you for living the O'Reilly Culture.



TEAM MEMBER ENGAGEMENT

CONNECT: The Corporate-Field Leadership Engagement Program

With a large team that spans three countries, this program ensures corporate team members spend time in stores and DCs across the Company. The visits enhance relationships, improve collaboration, and foster a solid understanding of field operations so the corporate team can provide excellent customer service to all team members and our customers.

Supply Chain Leadership Cohort

In an era of constant innovation and growth, we launched a strategic Supply Chain leadership development program in 2024. The six-month intensive program educates leaders on industry best practices, leadership skill building, and mentorship. Participants were nominated by their leaders and represented a broad mix of roles within the supply chain organization.

Team Member Network Groups

Our team member network groups provide the opportunity for mentorship and skill-building, and create a sense of belonging and community across O'Reilly Auto Parts. Throughout 2024, we hosted regular chats within each group to share promote-from-within stories, discuss development topics, and celebrate our team members' accomplishments.

PROMOTE-FROM-WITHIN PHILOSOPHY

O'Reilly focuses on promoting from within, providing opportunities for advancement at every level of the Company. This philosophy builds loyalty, gives team members a clear pathway for advancement, and develops an experienced, motivated team. To enhance opportunities for all of our team members, the Company offers a number of programs designed to prepare team members for more responsibility and advancement.



Certified Parts Professional Program

The Certified Parts Professional (CPP) program deploys industry-leading training tools to equip team members with in-depth product knowledge. Once complete, the team member earns the CPP designation, recognizing they have the knowledge and skills necessary to provide the best customer service in the automotive aftermarket. This certification is recognized with a certificate, shirt patch, and lapel pin.



Automotive Service Excellence Certification

After at least two years of on-the-job experience as a parts specialist, team members are encouraged to pursue the nationally-recognized Automotive Service Excellence (ASE) certification. The test covers a wide range of vehicle component systems for all makes and models, as well as customer relations, sales, merchandising, vehicle identification, cataloging, and inventory management skills.



FastTrack Training Program

FastTrack, O'Reilly Auto Parts' innovative learning platform, uses micro-learning technology to deliver training, reinforce knowledge, and equip team members for success. FastTrack offers learning related to technical auto parts instruction, job-specific topics, customer service, soft skill training, and regulatory and compliance subjects. FastTrack also provides a library of additional development resources on a variety of topics. FastTrack makes training fun, fast, and competitive, and includes a rewards points program which offered hundreds of thousands of dollars in prizes in 2024.

- **129+ million training questions answered in 2024.**
- **More than 850 unique training topics are available in FastTrack, around 1/3 of which are translated into Spanish.**
- **On average, 87% of team members are engaged in FastTrack training each month.**

Personal Development Based on Behavioral Talents

Through the use of the Predictive Index behavioral assessment, team members and leaders understand how best to leverage their natural behavioral strengths for improved performance, better communication, and teamwork. This tool is helpful for one-on-one conversations between leaders and team members and is also used in facilitated leadership and teamwork sessions.



"I started as a parts specialist and worked my way through the ranks with the simple things like showing up for work when scheduled and being a sponge by soaking up all the knowledge I could. The store manager had seen something in me and gave me a chance when I needed it most and I felt that I could not let him down. Later, I became assistant store manager and my team members depended on me for support and leadership. I worked really hard to become **CPP certified** and encouraged all team members to take on the challenge. I worked as an assistant manager for about a year before my district manager asked if I wanted to be store manager. In the end, it was my team that helped me make the decision to become the store manager at 6098. Because they believed in me, I could not let them down, so I accepted the challenge. I can honestly say that I have learned leadership skills that I have not seen anywhere else in the working world and I am proud to be a leader for O'Reilly Auto Parts."

— Broddrick Jones, Store Manager-Hemphill, TX,
2 years of O'Reilly service

PROMOTE-FROM-WITHIN SPOTLIGHTS



C. JONES

DC MANAGER

STAFFORD, VIRGINIA

24 YEARS OF O'REILLY SERVICE

Quality Assurance
Supervisor

Weekend
Stocking Supervisor

Inbound
Operations Manager

Assistant QA Supervisor
Cycle Count

Assistant Stocking
Supervisor

Outbound Material
Handler

Inbound Material Handler
Designated Trainer

"The **upward mobility** in the company is up to you. You have to keep a positive mindset, dedicate yourself, and commit to the outcome you would like to see. It will not always be easy, but it will be worth it. I've had the opportunity to not only grow within the Company, but I have also had the opportunity to move around the U.S., opening the doors to new experiences and new people."

— C. Jones



PATTY CARAVEZ

REGION DIRECTOR

SAN JOSE, CALIFORNIA

31 YEARS OF O'REILLY SERVICE

Assistant
Manager

Store
Manager

District
Manager

Merchandiser

Parts
Specialist

Cashier

"I started as a part-time team member just looking for a job while I completed college, and I found a career. Over the past 31 years, I climbed the ladder from cashier to every role along the way, eventually becoming the first female **region director** in the Company's history – a milestone I hold with pride and purpose. Along this journey, I was fortunate to have mentors who believed in me even before I believed in myself. That kind of belief is powerful, and it's a gift I strive to pay forward every day."

— Patty Caravez

PROMOTE-FROM-WITHIN SPOTLIGHTS



DON SHANK
REGIONAL FIELD SALES MANAGER
HOUSTON, TEXAS
9 YEARS OF O'REILLY SERVICE

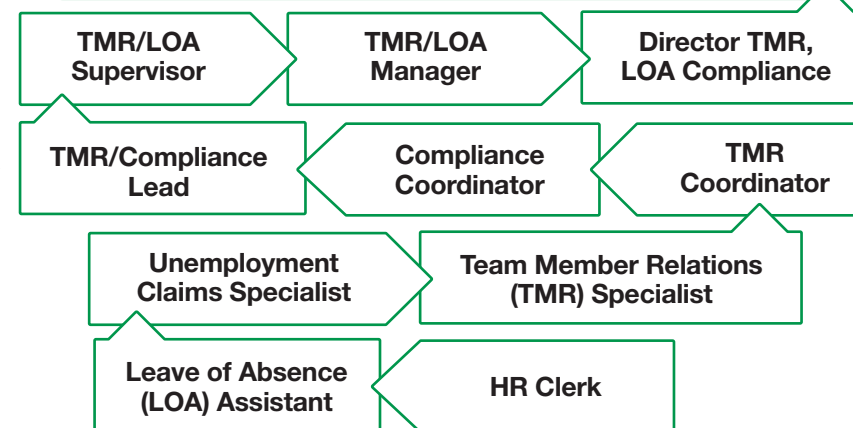


"The very first time I ever visited an O'Reilly store, the team members gave me some of the best customer service I ever experienced. This led to a conversation with the store manager, and he eventually asked if I wanted to join the team. He showed me an **O'Reilly Culture** card, and being a veteran, I'm all about culture. After seeing the passion he displayed during our conversation, I knew I had to give this a try. I was hooked from that point. I enjoy meeting so many people, both team members and customers, and getting to teach, coach, and mentor others every day."

— Don Shank



AMANDA HALL
VICE PRESIDENT
HR OPERATIONS
16 YEARS OF O'REILLY SERVICE



"I'm so thankful for all the opportunities I've had at O'Reilly and for the support I've received from some truly incredible leaders along the way; their **servant leadership**, shown through putting the team first, leading with humility, and consistently investing in others, has made a lasting impact on my career. I began my journey with O'Reilly in 2009 as a temporary Human Resources (HR) Clerk after graduating with my degree in HR Management from Missouri State University. Since then, I've had the chance to take on a variety of roles, each one pushing me to grow and learn in new ways. All of that has led to where I am today. As I look ahead, I'm beyond excited about what's next for Team O'Reilly and proud to continue supporting our incredible team as we grow, evolve, and succeed together."

— Amanda Hall

DEVELOPING FUTURE LEADERS

We have extensive processes in place to identify emerging leaders and conduct formalized training focused on leadership development.

Field Manager Training Programs

Leaders in field management receive ongoing training that provides resources to build leadership skills and enhance team member relations. They also train on sales-related topics, customer service, management, and more as they continue cultivating the skills to be exceptional leaders.

Store Manager Leadership Development

Store managers attend this week-long class at our corporate headquarters, designed for impactful learning related to human resources, team member development, store operations, sales, and leadership. Scenario-based learning and problem-solving allow for highly interactive engagement. The program focuses on each manager's personal leadership development and prepares them to successfully meet challenges and to build a strong bench of future leaders.

Distribution Center Leadership Development

DC supervisors and managers visit our corporate offices for a program designed to further their understanding of DC processes and procedures. They learn leadership and accountability strategies, team member development, and how to establish effective routines.

Leadership Enhancement & Development Program

Team members identified as candidates for higher-level leadership positions are nominated for the Leadership Enhancement and Development program. In this program, team members complete development activities to prepare them for advancement.

Corporate Leadership Cohort

This leadership program gives new corporate leaders an opportunity to hear from O'Reilly executive leaders on important topics of culture, strategy, and vision, as well as engage cross-functionally with leaders from other departments in a roundtable format. The program runs multiple times per year and includes 12 segments which cover themes such as engagement, teamwork, change management, and communications. The course ends with a capstone project where teams present a proof-of-concept idea to an O'Reilly executive panel.

Dale Carnegie Course

Participants are nominated for this eight-week course to practice principles that grow their skills as persuasive communicators, inspirational influencers, and innovative problem solvers.

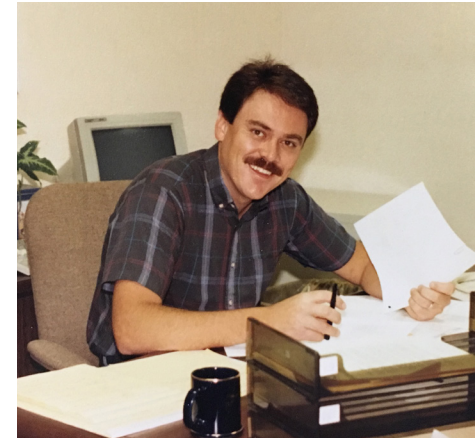
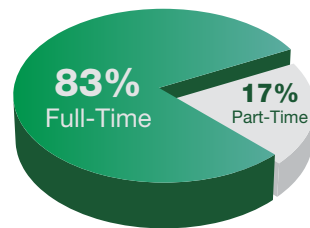




NOT JUST JOBS – CAREERS

Our ongoing focus on developing a technically proficient team has resulted in the growth of our full-time workforce. While full-time Professional Parts People play a vital role in our ongoing success, the flexibility of incorporating part-time positions is also an important component of providing excellent customer service.

Many of our part-time team members choose to work at O'Reilly while attending school, after retirement, or simply because of their passion for cars. Part-time team members have the opportunity to become career Professional Parts People because of our “**promote-from-within**” philosophy, and many of our leaders began their careers as part-time team members in our stores or DCs.



FROM THE COUNTER TO EXECUTIVE CHAIRMAN

40 years ago, O'Reilly Executive Chairman of the Board Greg Henslee was just 23 years old when he joined the Company and started working the counter of our original store.

At the time, O'Reilly was a regional company with about 50 stores, operating in southwest and central Missouri, northern Arkansas and southeast Oklahoma. As the Company grew, Greg's responsibilities increased as well. One of his first promotions was to district manager. "There were just a handful of us, and we met monthly," Greg remembers. "We could all fit around one table." Now, the Company has more than 630 district managers.

Through the years, Greg held several positions that were "firsts" for the Company, including Computer Operations manager, which meant a move into the corporate office. "I clearly remember the anxiety I felt the first day to that new job," he said. "I'd always worked in the field, and my focus was making sure we had great team members helping our customers and that our stores provided the best customer service in the business. I quickly learned everyone in the corporate office was focused on the same thing. I'll never forget the end of that first day and the feeling of true teamwork I felt."

To read more about Greg's story, and hear his advice for others, visit <https://orly.cc/3T9ZZug>





Charlie O'Reilly honoring the 2024 Charlie O'Reilly Leadership Award winners. Pictured left to right, Doug Bragg, Mikel Fowers, Charlie O'Reilly, and Greg Johnson.

Charlie O'Reilly Leadership Award

The Company's most distinguished recognition is the Charlie O'Reilly Leadership Award. Each year, this award is presented to leaders who consistently exemplify the characteristics of honesty, respect, excellent customer service, enthusiasm, hard work, and dedication. Since its inception in 2002, 42 team members have received this honor and have been recognized for being outstanding champions of the O'Reilly Culture each and every day.

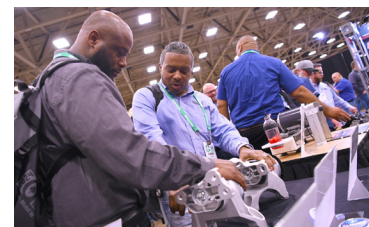
ANNUAL LEADERSHIP CONFERENCE

Our leadership teams meet annually for a multi-day conference offering training, awards, and networking opportunities to more than 8,000 of our leaders.

During **Leadership Conference**, attendees are recognized for their performance in a variety of areas, including customer service, sales, productivity, and safety. In addition, leaders are acknowledged for their performance across these areas, as well as individual contributions toward leadership, team member development, and exemplifying our culture values.

"Charlie O'Reilly Leadership Award winner Mikel Fowers has personally developed five district managers for the Salt Lake City Region over the years and countless store managers for her district and surrounding districts. She is truly a steward of our culture for the Company for the past 25 years."

— Jason Tarrant, Executive Vice President Store Operations



VOICE OF THE TEAM MEMBER SURVEY

O'Reilly Auto Parts is dedicated to creating meaningful change to best serve our team members, and hearing from them provides critical understanding of their points of view. In 2024, we launched a new company-wide engagement survey, which will run annually. Through a partnership with a reputable third-party, we are able to anonymously survey all team members, complete post-survey action planning, host regular strategy sessions to address focus areas, and send as-needed surveys at points in the team member life cycle.

We have implemented changes based on team member feedback, and insight gained from the **Voice of the Team Member survey** will continue to directly impact our goal of fostering an engaging environment where every team member feels a sense of belonging. We aim to drive business results by providing a work environment where team members feel highly valued and can be productive and effective in their individual roles. Our survey partnership gives our company a greater opportunity to know what we're doing well, where we can improve, and how we can best support all team members. The included tools, reporting, and analysis will help us respond to the data received, positively impacting our team members, customers, and the Company overall. As a result of team member surveys and other feedback, we focused on the following key areas in 2024:

- Increased focus on team member recognition programs and creating a culture of recognition.
- Optimizing onboarding, training, and leadership development programs.
- More team member involvement in prioritizing safety.

We believe strategic changes such as these, based on critical insight gained through anonymous team member feedback, drove retention in 2024. While we are pleased with the significant improvement in our turnover rates in 2024, retaining high-performing team members is a critical focus to support our operations. We are committed to listening to our team and creating meaningful change to ensure O'Reilly continues to be a great place to work.



Survey feedback indicated that team members at DC 16-Brooklyn Park, MN wanted their leaders to take more of an interest in them as individuals, so they implemented 1-on-1 meetings to facilitate better communication and development. “This has contributed to lower turnover, improved safety, increased productivity, and better work-life balance. We believe in servant leadership and taking care of those who are taking care of the business.”

— Kurt Dybdahl, DC Manager-Brooklyn Park, MN, 23 years of O'Reilly service

TURNOVER:

	2024 DC	2023 DC	Change	2024 Store	2023 Store	Change
Voluntary	37.4%	42.5%	-5.1%	41.4%	48.8%	-7.4%
Involuntary	14.4%	14.8%	-0.4%	10.4%	11.5%	-1.1%
Total	51.8%	57.3%	-5.5%	51.8%	60.3%	-8.5%

SAFETY & WELLNESS

As one of the 12 values of the O'Reilly Culture, **Safety/Wellness** is defined as practicing safe choices and healthy habits at work and at home. We have strong safety policies, programs, and training designed to keep our team members safe at work, and we're committed to supporting their overall well-being, with wellness programs that extend beyond the workplace.



WHY WE WORK SAFE



Why We Work Safe boards are on display across all our locations and allow team members the creativity and freedom to display a visual reminder of why they commit to working safely.



Safety First

"As a team member at O'Reilly Auto Parts, we take safety very seriously. We understand that a safe environment is not only good for our team, but our customers as well. A safe environment allows us to perform excellent customer service whether we're installing a battery for a DIY customer or delivering parts to a professional customer. We understand that unsafe practices not only hinder our job performance, but can also negatively impact those around us. That is why we have safety as part of our culture values, so that we can live by them and protect those around us."

*— Anthony Messinger, District Manager-St. George, UT,
7 years of O'Reilly Service*

SAFETY

**WORK SAFE
LIVE WELL**
THINK SAFE · ACT SAFE · STAY SAFE

In 2024, we developed **Work Safe Live Well**, our safety initiative which reflects our belief that prioritizing safety at work directly supports the well-being of our team members, customers, and communities.

The success of the Company is dependent on having strong safety policies in place and team members who follow those policies and live our culture value of safety. It is our goal for every team member to be as healthy when they end their shift as when they started it. In the unfortunate occurrence of an accident or injury, the Risk Management team is a phone call away to immediately provide support, and guidance.

In 2024, we continued strengthening our safety culture through targeted initiatives that support improved team member engagement and compliance. One key effort was expanding the Safety Business Partner program across more DCs, reinforcing our commitment to proactive safety leadership. We also expanded our field safety team to provide greater support for our store operations, allowing for more consistent engagement, training, and guidance at the local level. Together, these added roles have played an instrumental part in partnering with leadership to implement focused training, drive participation in safety observation programs, and respond positively to risk assessment findings. These efforts have helped build a more supportive, prevention-focused environment across our store and distribution networks.



ACCIDENT/INJURY METRICS INCLUDE:

	2024	2023
OSHA Total Recordable Incident Rate (TRIR)*	2.80	3.34
Team Members Without an OSHA Recordable Injury	97.5%	96.9%

*Number of OSHA recordable injuries per 200,000 hours worked.



We use FastTrack, a digital platform, for all individual training, with multiple topics to reinforce workplace safety. 2024 safety training highlights include:

- **MORE THAN 100 SAFETY TRAINING TOPICS**
- **36 MILLION QUESTIONS ANSWERED**

WELLNESS



As a company, we recognize the importance of overall health and wellness and are committed to helping eliminate barriers for our team members to access healthcare. Wellness initiatives within our **Live Life Well program** include 24/7 access to medical care through phone or video chat, monthly wellness communications, vaccine clinics, access to fitness centers, company-wide wellness challenges, and various wellness incentives.

At our annual leadership conference, we offer free screenings including blood pressure and blood glucose level testing to more than 8,000 attendees from across the organization. These screenings are a mechanism to encourage our team members to prioritize their own well-being, and provide an opportunity to remind our team members that preventative services are covered at 100% under all O'Reilly medical plans. Team members who complete an annual biometric screening receive a 10% discount on their medical plan premiums.

In 2024, we hosted a wellness and benefits fair and a 5k run/walk at our corporate headquarters for area store, DC, and corporate team members and their families. Team members at our corporate campus also have access to convenient healthcare services through the on-site O'Reilly Health & Wellness Clinic.



2024 Wellness Challenge

"Exercise and mental health are definitely a partnership. The 2024 Wellness Challenge greatly helped to pull me out of a slump from being stagnant in my fitness journey after the loss of my father in 2023. It gave me a reason to push myself every day. It also allowed me to connect with other team members for encouragement and to see their journey. I lost 10 lbs., but more importantly, for me, was the mental motivation."

— Trela Grimes-Holmes, Installer Service Specialist-Midfield, AL, 20 years of O'Reilly service



Team members visit the wellness booth at our annual leadership conference to receive free health screenings, including blood pressure and blood glucose testing.



In October 2024, the Team O'Reilly 5k in Springfield, Missouri provided hundreds of participants an opportunity for fun and fitness, and also served as a fundraiser for Breast Cancer Foundation of the Ozarks.

TEAM MEMBER EMERGENCY FUND

When our team members hit a major roadblock in life, they have additional help available. Our Team Member Emergency Fund helps those who have experienced a financially devastating emergency situation beyond their control, like the loss of a home in a natural disaster. This resource has provided support to thousands of team members since its inception in 2002.



"2024 was a difficult year for me and my family. My husband got really sick and was hospitalized. We found out after many appointments that he was in need of a liver transplant. In order to get him through the process we had to drive three hours away to St. Louis many times to get him on the list. I spoke with my boss about the issues that were going to come with getting this transplant which included paying for housing in St. Louis as well as at home, and she submitted a **Team Member Emergency Fund** request for me. I cannot say how thankful I was to be approved for this relief program! It helped me to have what I needed so my family could support two households when it was time for the transplant in November. We got through the surgery and are now on the road to recovery! I am extremely thankful to the Company for being so helpful in our time of need!"

— Brandie Phillips, Corporate Assistant III-Springfield, MO, 2 years of O'Reilly service



The Team Member Emergency Fund is funded by proceeds from candy machine sales at all O'Reilly retail, DC, and office locations.

EMPLOYEE ASSISTANCE PROGRAM

Our Employee Assistance Program, O'Care Solutions, is available to all team members and their families at no cost, immediately upon hire. Personal advocates work with team members and their dependents to resolve issues, connect them to the right behavioral health professionals, and direct them to a variety of community resources. O'Care Solutions is designed to enhance team member well-being, by providing a wide range of no-cost services, including counseling, education guidance, legal assistance, and financial consultation.



Counseling

Free counseling sessions that can be in-person, on video, or by phone.



Convenience Services

Referrals for home maintenance, relocation, and more.



Senior Care

Resources and referrals, including for home health agencies.



Education Guidance

Help with college searches and more.



Parenting

Resources and referrals, including for child care.



Pet Care

Resources and referrals, including for pet sitting and training.



Legal Assistance

Free consultation with an attorney, face-to-face or by phone.



Financial

Free consultation with a financial advisor.



Identity Theft

Free consultation with a fraud resolution specialist.

SERVICE AND RETIREMENT AWARDS

O'Reilly values the dedication of our team members and formally acknowledges their milestone anniversaries and retirements.

For team member Desiree Hartvigsen, the years added up until she retired after more than 47 years of service to the company. Desiree joined Checker Auto Parts in 1977, as a cashier at a store in Pocatello, Idaho. “My plan was to work here until I decided what career would suit me.”

Desiree was promoted to store manager over a location in American Fork, Utah, and went on to manage several locations in the Salt Lake City, Utah, area, as well as San Diego, California. She was a store manager when O'Reilly acquired CSK in 2008.

During the acquisition, Desiree was impressed with O'Reilly leaders who stepped in to help her team. “I loved working with the O'Reilly team and the culture they brought with them,” she said. When a training position came available, her region director at that time suggested that Desiree would be a good fit for the role, where she remained until retirement. “I loved serving in training and I hope I made a positive impact everywhere I worked.”



Desiree poses near a race car during a 1993 managers conference.



Desiree's team took multiple instant photos during her retirement party, which she put into a collage to remember her 47 years of service.



CUSTOMER FEEDBACK

THE VOICE OF THE CUSTOMER

To better serve and understand our customers, we continually research, measure, evaluate, and refine how O'Reilly engages with them in order to make impactful improvements to their experience.

We invite and encourage our customers to offer feedback about their experience at key moments during the shopping journey, both online and in-store, and following home deliveries. These responses are quantified and evaluated to determine where we can improve and where we are successful.

This enables us to make enhancements and changes to ensure that the relationships built with our customers are long lasting and deliver on our promise to put their needs first. The insights gathered through these surveys are shared with senior leadership to inform our strategic decisions and allocation of resources to offer the greatest impact and benefit to our customers.



Community Commitment



Chub O'Reilly instilled in us the importance of serving, supporting, and strengthening our communities. With Chub's good example to guide them, all four of his children adopted a business and family philosophy of giving back to the community as the Company grew and prospered.

Supporting a large number of charitable organizations in all communities in which we operate has long been a focal point for O'Reilly Auto Parts. In order to make an even greater impact, the O'Reilly Automotive Foundation was established in 2020.



O'REILLY AUTOMOTIVE FOUNDATION, INC.

THE MISSION:

The **O'Reilly Automotive Foundation** strives to have a lasting, positive impact in the communities where O'Reilly Auto Parts' team members and customers live and work by supporting organizations and programs which address issues critical to improving the quality of life for underserved and underrepresented individuals and families. In particular, the Foundation will concentrate its giving in support of organizations and programs addressing economic stability and mobility, workforce development, health and social services, and disaster relief.

The O'Reilly Automotive Foundation made its biggest impact to date in 2024, awarding \$1 million to 35 nonprofits across the United States. It's the largest distribution of funds from the foundation since its founding in 2020.

Four recipients received grants of \$100,000 or more:

American Red Cross – \$125,000

Two grants totaling \$125,000 for disaster recovery. The first, for \$25,000, was given in September 2024 in the wake of hurricanes in the southeastern U.S. Another \$100,000 was awarded as part of the regular grant cycle.

Convoy of Hope – \$100,000

Funding for the organization's Feed the World program, which provides nutrition for children around the world.

Feeding America – \$125,000

Support to source food across the country for its partner food banks and the communities it serves.

Reading is Fundamental, Inc. – \$100,000

Funding for free books for children, given through O'Reilly team member volunteer events.

For a complete list of 2024 grant recipients, award amounts, and intended use, please visit: <https://orly.cc/4dO7tgc>



O'Reilly volunteers pack disaster donation boxes for Convoy of Hope



Helping children choose their free books during a Reading is Fundamental event.

FOUNDATION PILLARS

ECONOMIC STABILITY AND MOBILITY

Advocating for and endowing programs which provide assistance with issues including hunger, homelessness, and poverty for the economic betterment of the communities in which we operate.

Feeding Our Communities Partners:

“For many children, their only dependable meals come from school. When schools close, hunger becomes a harsh reality. That’s where FOCP steps in. Our five food programs are more than just meal distributions—they’re a lifeline. We deliver nutritious, easy-to-prepare food directly into the hands of children who might otherwise go without. Breakfasts, lunches, and snacks are carefully chosen to nourish young bodies and minds when school meals aren’t an option. No child should have to face hunger, and thanks to the help and generosity of the O’Reilly grant, we don’t have to turn anyone away.”

— Heather Bierer, Community Outreach Coordinator at Feeding our Communities Partners



A \$10,000 grant was awarded to Feeding our Communities Partners. Funds will help mitigate rising costs for the organization’s programs that provide food for students through backpack programs and food pantries.

WORKFORCE DEVELOPMENT

Promoting programs which aid in workforce readiness, technical training, and literacy, including children’s literacy to ensure the continuance of an educated society and a capable innovative workforce.

Juma Ventures:

“With the support of O’Reilly, Juma made a significant impact in 2024. Juma employed 492 youth from underserved communities, who collectively worked 63,700 hours, earned \$1.5 million in wages and stipends, and developed essential skills in areas such as customer service, teamwork, and communication. Additionally, Juma hosted over 200 workshops focused on job skills, financial literacy, career development, and other valuable learning opportunities.”

— Lucia Fernandez-Palacios, Executive Director, Juma Ventures Corporate Partnerships and Marketing



The O’Reilly Automotive Foundation awarded a grant of \$30,000 to Juma Ventures, which employs youth ages 16 to 24 in places like San Francisco-area sporting event concession stands. They learn to manage money and thrive in a workplace.

HEALTH AND SOCIAL SERVICES

Championing and prioritizing matters of health, including mental and behavioral health, access to basic needs such as medical and dental care for underprivileged communities, and providing funding for organizations focused on childhood development and children’s advocacy as well as care and support for victims of domestic violence.

Southeast Missouri Network Against Sexual Violence, Inc:

“Thanks to the generous donation from The O’Reilly Automotive Foundation, The Green Bear Project is expanding. Children with high self-esteem are less likely to be abused, more likely to tell if they are abused, and are more willing to help a friend who discloses abuse to them. With all this in mind, The Green Bear Project created our spring and summer workshops, ‘Wild About Self-Esteem.’ Through book readings, Green Bear puppet shows, and craft activities, children in pre-k through 8th grade learn the importance of developing high self-esteem. So far, our spring workshop has seen over 1,000 students. Thanks again for making this dream a reality.”

— Leasa Stone, Founder of The Green Bear Project



With a 2024 grant for \$25,000, the Southeast Missouri Network Against Sexual Violence has expanded its Green Bear Project which teaches kids about the dangers and warning signs of abuse, and what to do if they are abused.

DISASTER RELIEF

Providing funding and visibility to organizations specializing in providing relief from natural disasters and states of emergency, including providing temporary shelter, food, water, and hygiene or sanitation products to those affected and aiding in cleanup efforts.

Convoy of Hope:

“Convoy of Hope is incredibly grateful for the generosity of the O’Reilly Automotive Foundation. The support of O’Reilly empowers Convoy of Hope to meet the needs of people whose lives have been turned upside down by disaster. Convoy could not do what we do to serve the hurting without wonderful partners like the O’Reilly Automotive Foundation.”

— Ethan Forhetz, Vice President of Public Engagement



Convoy of Hope volunteers distribute much-needed relief supplies to residents in Perry, Florida. Thousands of residents in communities affected by Hurricane Helene received food, water, hygiene kits, and cleaning supplies through Convoy of Hope, which also provided support through recovery and rebuilding efforts.

SERVICE & GIVING BACK

While O'Reilly is a large company, it's made up of neighborhood stores.

Our store teams participate in community activities and work with local organizations. Each store has a yearly budget for local donations and sponsorships that allows them to support their community by providing funding for local recipients, like local non-profit organizations or community events. **In 2024, these donations totaled more than \$2.5 million to impact local communities.** When a new store opens, its team chooses a local charity for a special contribution.

Our emergency preparedness includes key supplies like generators and bottled water, which are staged in our DCs to go out quickly in the wake of a natural disaster. In 2024, during hurricane response alone, we trucked almost 500 generators into hard-hit areas to provide critical power. We are dedicated to getting our communities the supplies they need without an increase in prices.

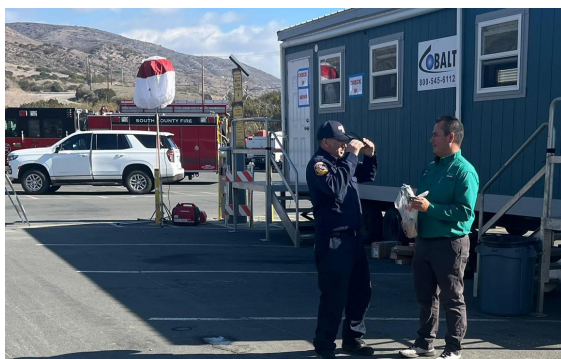
During California's historic wildfires, our teams hand-delivered even the smallest items to fire crews in the field to ensure they could stay on the road and fight the flames.



Team members unload a shipment of generators in Houston, Texas, in the aftermath of Hurricane Beryl.



Customers pull through to have hurricane relief supplies, like generators and bottled water, loaded directly into their vehicles.



O'Reilly team members deliver parts to the California Fire command center in Oxnard, California, as they respond to historic wildfires.



O'Reilly team members volunteer at the Stewpot in Dallas, Texas, which provides hot meals to those experiencing poverty and homelessness.



An O'Reilly store team competes in the annual "World Championship Running of the Tubs" in Hot Springs, Arkansas.



Team members from our Selma, Texas, DC participated in the Fiesta San Antonio Parade. Funds raised by the event provide services to San Antonio citizens throughout the year.

SERVICE & GIVING BACK

In our stores, every single interaction is an opportunity to impact our communities through building strong relationships with our customers. To serve our customers, we offer a number of [free services](#), including:

- Check engine light diagnostics with O'Reilly VeriScan
- Battery testing and installation
- Wiper blade installation
- Bulb replacement (may depend on application and accessibility)

We know specialty tools can be expensive – especially those tools that may only be needed once – so O'Reilly also offers a free loaner tool program to help customers get the job done. Sometimes, our excellent customer service happens outside the store, too.



EXCELLENT CUSTOMER SERVICE

“My Odyssey broke down on Easter Sunday, of all days, while I was driving down I-40. Talk about bad timing. But here’s the thing, even in that frustrating, stressful moment, something miraculous happened. I called up the only parts store in town, O'Reilly Auto Parts, and they were open for 10 more minutes. They were 2 miles away and I can’t run 5-minute miles anymore. Just when I thought all hope was lost, Michael took time out of his Easter Sunday evening to meet me at the exit so I could grab the part I needed. That, my friends, is the beauty of life! O'Reilly Auto Parts, give Michael and Kevin at your Lonoke, Arkansas, store a pat on the back for me please! They go above and beyond to help others.”



Stephen Rogers, O'Reilly Customer



Michael McEuen, Assistant Store Manager
Kevin King, Parts Specialist -Lonoke, AR



HOSTED
1,347
CLASSES FOR
35,614
PROFESSIONAL TECHNICIANS

SPECIALIZED PROFESSIONAL CUSTOMER TRAINING

O'Reilly believes in making the communities in which our team members live and work stronger.

As technology changes, O'Reilly coordinates ongoing educational seminars for our professional customers so they can stay up to date on the latest repair techniques. In 2024, classes focused largely on HVAC/ Electrical and Advanced Driver Assistance Systems.



VOLUNTEERING & CHARITY SUPPORT

Our corporate offices and DCs participate in community activities and work with local organizations to plan blood drives, donation drives, and volunteer opportunities. United Way's "Day of Caring" is just one example of a community event where our team members pitch in to help. Groups regularly sign up for food and supply packing events at their local food banks and relief agencies. Each month, the O'Reilly corporate office sponsors a non-profit organization through a supply or donation drive.

UNITED FOR UNITED WAY



O'Reilly Auto Parts' first contribution to the United Way was in 1987, and the long-standing partnership continues today. Across the Company, team members in every region and job category have chosen to reserve money from their paychecks each month to benefit their local United Way.



CHARITY GOLF TOURNAMENTS

\$750,000 TO 34 CHARITIES

In 1999, our Merchandise Department created the O'Reilly Charity Golf Tournament to raise money for the Humane Society in Springfield, Missouri. The tournament grew through the years, and in 2017, a charitable fund at Community Foundation of the Ozarks was established to oversee the grant applications. There are now two O'Reilly Charity Golf Tournaments annually.

In 2024, we awarded grants to charities that provide services to our defined areas of focus, including help for at-risk individuals and families, child advocacy, domestic violence response and prevention, health (including access to dental care and mental health services), homelessness, hunger, literacy, and poverty.

ENVIRONMENT

At O'Reilly, we **LIVE GREEN** by utilizing our culture values as the foundation for the way we approach everything. Sustainable practices have been naturally embedded into our business for many years.

- We provide **EXCELLENT CUSTOMER SERVICE** in our stores each day, helping our customers extend the lives of their vehicles.
- We have a long history of working to improve energy efficiency in our stores, DCs, and corporate offices, through the lens of **EXPENSE CONTROL**.
- We contribute to a circular economy, through recycling and remanufacturing, a **WIN-WIN** for our customers, our company, our suppliers, and the environment.

The O'Reilly culture values will continue to guide the Company on its journey towards **net-zero greenhouse gas (GHG) emissions by 2050**.



RECYCLING

We offer [free battery and oil recycling](#) to help our customers complete repairs while practicing responsible waste management and minimizing environmental impact. To encourage our customers to take the right steps for proper disposal, we offer a \$10 O'Reilly gift card for qualifying lead acid batteries.

Our stores recycle:

- Motor Oil
- Hydraulic oil
- Gear oil
- Transmission fluid
- Power steering fluid
- Oil filters
- Car or truck batteries
- Motorcycle batteries
- Lawn care batteries
- Personal watercraft batteries

Beyond oil and batteries, our store team members identify recyclables and use our Retail Waste Bucket Program to sort items into five colored buckets, depending on category. This ensures that materials such as alkaline batteries, acidic materials, flammables, and aerosols are safely stored. Any leaking recyclables are double-bagged and placed into a labeled bucket that is surrounded with absorbent materials to prevent chemicals from seeping into the ground or entering the air. Buckets are dated and labeled by a team member, who secures the lid so it can be delivered to the appropriate recycling facility.

In addition to our in-store recycling services, O'Reilly recycles operational materials in our DCs, stores, and corporate office whenever feasible.

HOW-TO-HUB

Vehicles that are maintained, repaired, and running efficiently stay on the road longer. Extending the life of a vehicle through regular maintenance means a car doesn't need to be replaced as frequently, reducing the impact on the environment. Our Professional Parts People provide customers with the parts they need to keep their vehicle running smoothly, and we provide a variety of online guides, tips, tricks, and step-by-step DIY instructions to help our customers keep their vehicles in great shape. Tackle your next project after checking out our [How-to-Hub](#).



Recycled in 2024

11,603,680 Gallons of Oil

11,473,945 Lead Acid Batteries

989,250 Oil Filters

1,513,626 Wood Pallets

13,876 Tons of Paper and Cardboard

886 Tons of Plastic

20,679 Tons of Metal

160 Tons of Industrial Batteries

The amount of oil collected for recycling in 2024 avoided 39,323 MTCO₂e GHG emissions... equivalent to carbon sequestered by 650,209 tree seedlings grown for 10 years.



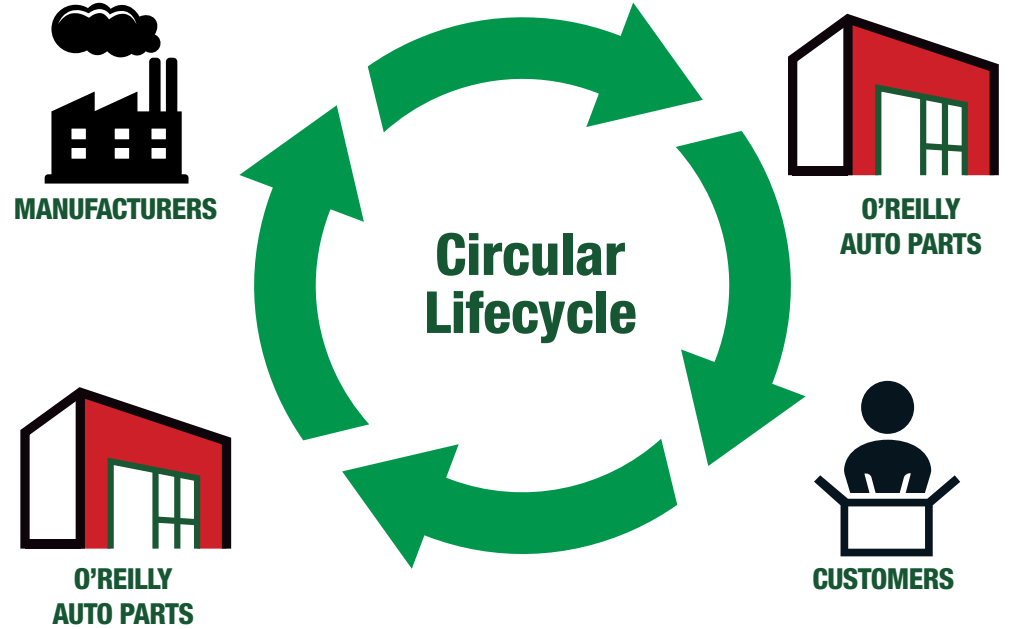
PRODUCT CIRCULARITY

REMANUFACTURING

Remanufacturing is a circular process that minimizes waste and maximizes resource efficiency by extending the useful life of key vehicle parts and materials. A cornerstone of the automotive aftermarket industry for decades, it starts as manufacturers design products with reusability in mind, implementing closed-loop recycling processes, and bringing new life to used products.

O'Reilly Auto Parts charges a refundable deposit to encourage customers to return parts that can be remanufactured (known as core parts), ensuring that items with reusable materials are diverted from the landfill. We return millions of auto part cores to suppliers annually, and they are able to recover and reuse material including copper, aluminum, steel, and cast iron to produce high-quality remanufactured auto parts. In turn, O'Reilly purchases remanufactured auto parts and parts with recycled components from suppliers, completing the circular cycle.

In 2024, O'Reilly returned more than **8 million** auto part cores to manufacturers, avoiding the disposal of the parts and associated CO2 emissions.



REMANUFACTURING CATEGORIES



Brakes

Calipers,
Boosters,
Caliper Brackets



Climate Control

Compressors



Driveline

Axle Assemblies,
Transfer Cases



Electrical

Alternators,
Starters,
Window Motors,
Wiper Motors,
Control Modules,
Distributors



Powertrain

Engines,
Cylinder Heads,
Crank Shafts,
Transmissions,
Torque Converters



Fuel & Emissions

Smog Pumps,
Turbos,
Carburators,
Throttle Bodies,
Diesel Fuel Injectors



Steering

Rack & Pinions,
Pumps,
Steering Gears

**PART CORES
RETURNED FOR
REMANUFACTURING:**

8,076,380

GREENHOUSE GAS EMISSIONS

Long before setting our goal to achieve net-zero emissions by 2050, and our short- and medium-term Greenhouse Gas (GHG) targets, O'Reilly was making operational decisions and executing projects to increase our energy efficiency and reduce costs.

We realized some benefits even before our base year of 2021. For example, we executed a multi-year retro-fit project to convert all of our stores to LED lighting. Launched in 2017, and completed in 2023, the project reduced our scope 2 emissions and provides a cost savings, as it significantly reduces our electricity usage. We continue to look for win-win opportunities that reduce our environmental impact and also allow us to benefit from expense control.

Since 2018, O'Reilly has invested more than \$560 million in renewable energy projects. These investments generate clean energy for the communities they serve and provide the Company with a solid financial return. As provided for in the Inflation Reduction Act of 2022, O'Reilly changed its strategy for the purchase of renewable energy investment Tax Credits (ITC) from project investments, to direct ITC purchases.

Building upon our longstanding investment in renewable energy projects, in 2023 O'Reilly developed a separate approach for sourcing renewable energy. Strategic power purchase agreements will enable us to receive renewable energy and bundled renewable energy credits (RECs), reducing our scope 2 greenhouse gas emissions. As of 2024, nearly 600 of our stores in Texas are now powered with 100% renewable energy.

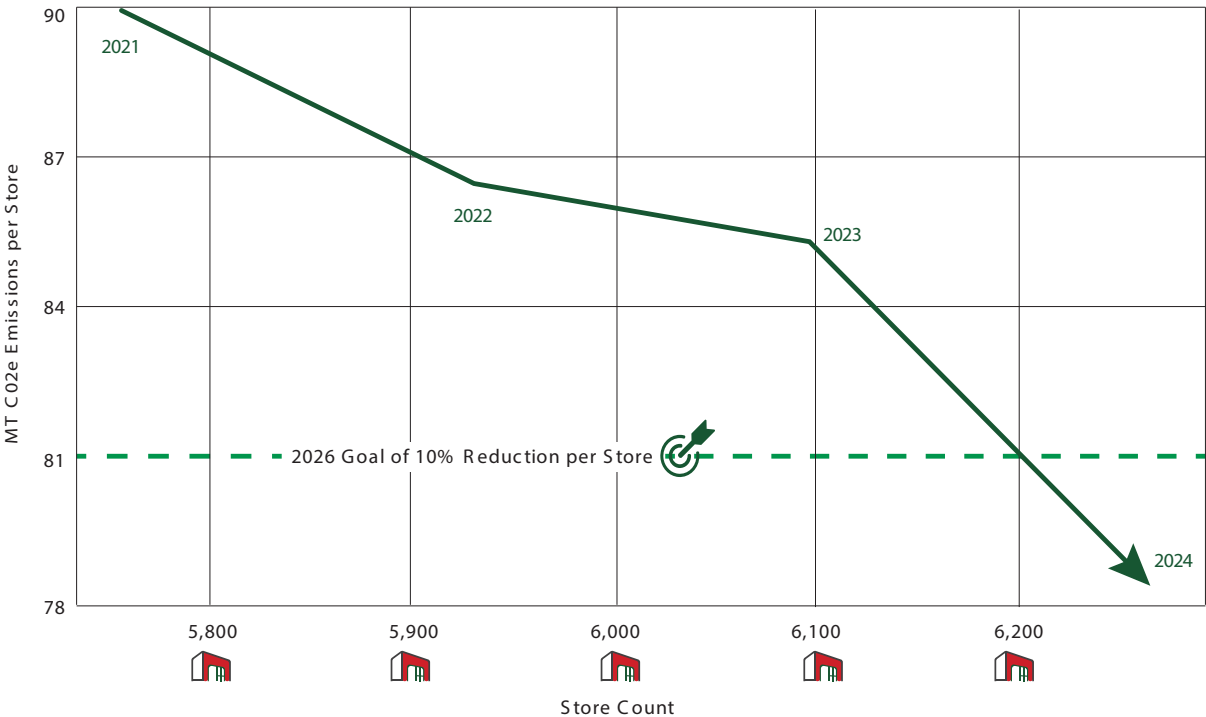


SHORT-TERM GOAL BY 2026

Reduce scope 1 & 2 emissions by 10% per store by 2026 measured against a 2021 baseline.

	2021	2022	2023	2024	% Change (2021-2024)
Scope 1 and 2 Intensity (MT CO2e per store)	90.02	86.51	85.38	78.25	-13.08%

GHG EMISSIONS INTENSITY



GREENHOUSE GAS EMISSIONS

In 2024, we were able to improve the quality of our GHG inventory data, specifically utilizing more precise methodology to calculate the portion of our scope 1 emissions associated with natural gas usage. We will continue to focus on improving the quality, precision, accuracy, and granularity of our data when feasible, in accordance with GHG Protocol Corporate Standard.

The majority of our scope 1 emissions come from fuel consumed by our fleet of more than 20,000 vehicles. More than 95% of our stores receive multiple same-day deliveries and deliveries on weekends of hard-to-find parts from our distribution centers and hub stores. We believe this timely access to a broad range of products is a key competitive advantage in satisfying customer demand and generating repeat business. In addition, providing consistent on-demand delivery to our professional customers is an important part of executing our dual-market strategy. We continually strive to make improvements to our heavy and light duty fleets through vehicle replacement, improving miles per gallon, and incorporating hybrids when feasible. However, to support the Company’s growth strategy, we also anticipate adding to our fleet, which will increase our scope 1 absolute emissions in the near term.

Our early progress toward meeting our GHG goals will focus more heavily on scope 2 reductions. Energy efficiency projects are largely responsible for the initial decreases in our scope 2 emissions, which we further reduced in 2024 through renewable energy usage in strategic markets, and retirement of the associated RECs on behalf of O’Reilly. Some reduction of scope 2 emissions in 2024 can also be attributed to improved emission factors, stemming from the overall greening of the grid.

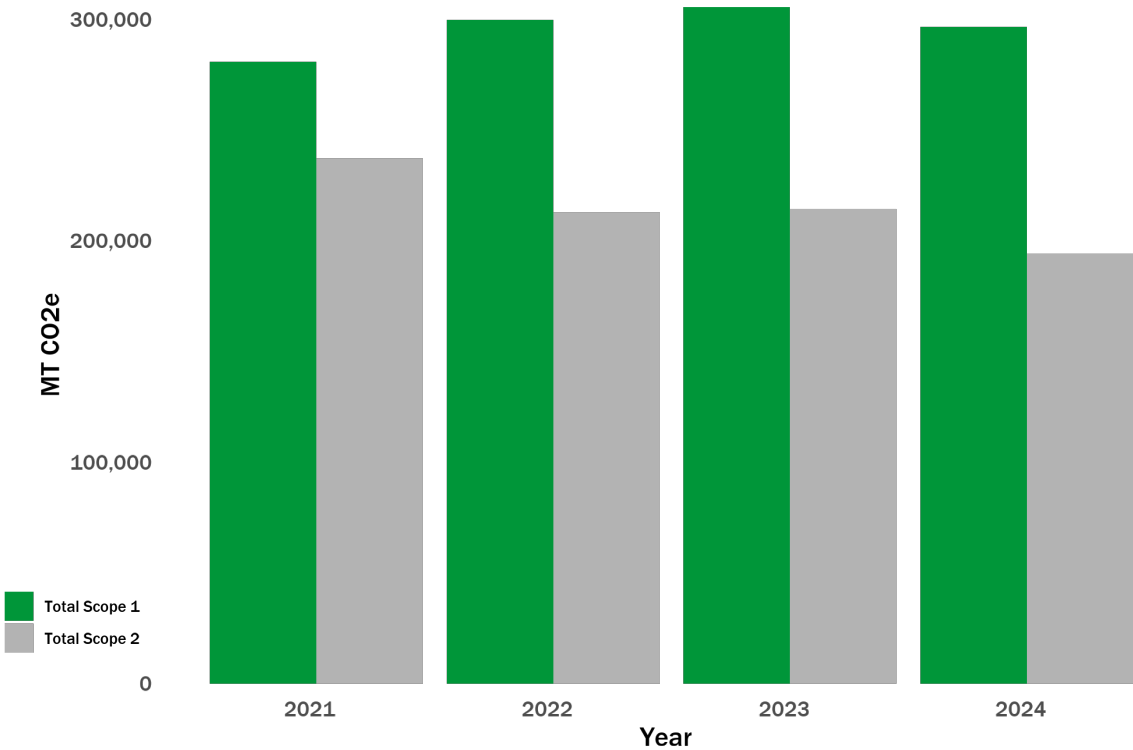
We will continue to adapt our abatement strategies going forward, but achieving our 2035 and 2050 aspirational targets will require new innovations and technologies that are not currently available, economically viable, or fully scalable today.

MEDIUM-TERM GOAL BY 2035

Reduce scope 1 & 2 emissions by 50% by 2035, measured against a 2021 baseline.

	2021	2022	2023	2024	% Change (2021-2024)
Scope 1	281,138	299,968	305,759	296,903	5.6%
Scope 2	237,310	212,975	214,603	193,306	-18.5%
Total	518,448	512,943	520,362	490,209	-5.4%

ABSOLUTE EMISSIONS



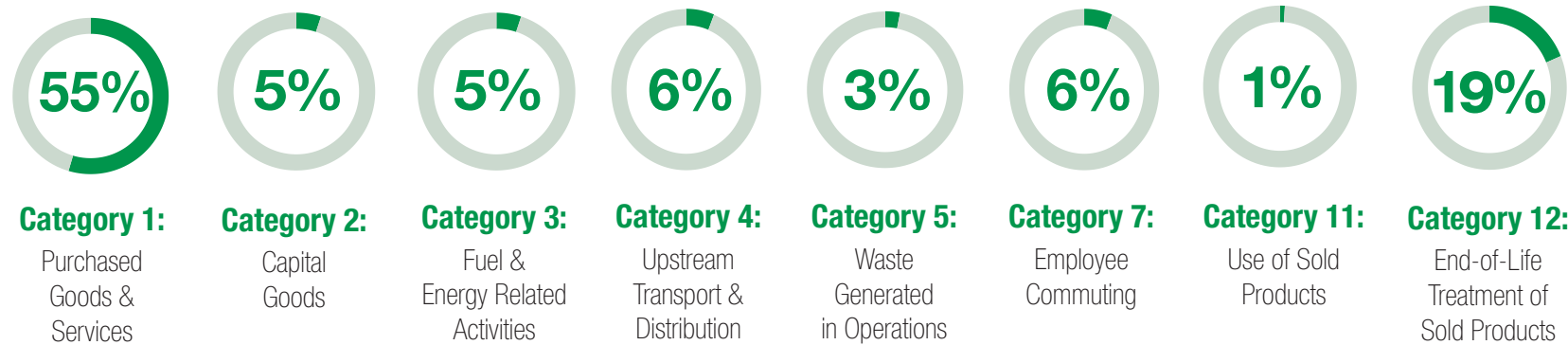
GREENHOUSE GAS EMISSIONS

As a retailer, most of our scope 3 emissions originate from category 1: purchased goods and services. These emissions come from the manufacturing of products made by suppliers and sold to O'Reilly customers through our retail stores. In simple terms, if our suppliers work to decrease the emissions in their operations—their scope 1 and 2 emissions— O'Reilly's scope 3 emissions should decrease. We continue to strive to improve our scope 3 data and methodology over time, in order to attain a more precise calculation.

SCOPE 3:

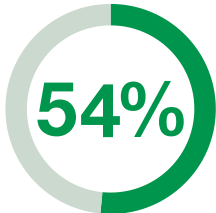
Short-Term Goal by 2026	Medium-Term Goal by 2035	Long-Term Goal by 2050
50% of our supplier spend will be with companies that are on a journey to net-zero GHG emissions.	90% of our supplier spend will be with companies that are on a journey to net-zero GHG emissions.	Reduce emissions by 90% in alignment with the Paris Agreement's 1.5° goal.

SCOPE 3 - 2,980,721 MTCO2e



SCOPE 3 PROGRESS

Companies that publicly disclose scope 1 & 2 emissions:



of Supplier Spend

Companies that have a public commitment to net-zero:



of Supplier Spend

Governance & Ethics

To direct O'Reilly Automotive, Inc. in achieving dominance in all of its market areas through conscientious adherence to the highest standard of business practices, with the focus of maximizing shareholder value.

O'Reilly Board Mission Statement

CORPORATE GOVERNANCE

We value and appreciate our relationship and frequent engagement with our stakeholders.

We engaged with our stakeholders hundreds of times in 2024, covering a varied range of issues from informational and financial to sustainability and governance-related. Listening to our stakeholders aids in framing governance policies that are best in class, as well as consistent with the U.S. Securities and Exchange Commission regulations and Nasdaq listing requirements.

In 2024, we completed a comprehensive review and update of our governance principles and board of directors' committee charters, and approved an updated insider trading policy.

OUR CORPORATE GOVERNANCE PRACTICES INCLUDE:

Board leadership consists of chairman and lead independent director.

Chief executive officer and chairman are **separate** positions.

Committees made up entirely of **independent directors**.

Directors required to **meet stock ownership requirements**.

Clawback policy requiring disgorgement of erroneously awarded compensation.

Policy to **preclude pledging or hedging practices**.

Election method for all Board members by **majority vote**.

One class of outstanding shares with **each share entitled to one vote**.

No poison pill.

Majority vote required to amend bylaws or charter.

Bylaws support shareholder **proxy access**.



BOARD OF DIRECTORS LEADERSHIP

O'Reilly Auto Parts' Board of Directors is made up of qualified professionals representing a mix of backgrounds, experiences, viewpoints, tenure, and independence.

The Board believes that the designation of an independent lead director improves the functionality of the Board and its committees and aids in fulfilling the fiduciary obligations each director has to the Company and its shareholders.

From this foundation, the O'Reilly Auto Parts Board of Directors exercises independent oversight of management, governance practices, risk management, and company strategies in order to maximize long-term shareholder value and accomplish the Company's mission.

BOARD OF DIRECTORS SELF-EVALUATION

To aid in continuous improvement, Board members participate in an annual self-evaluation process. The anonymized and compiled responses cover topics including:

- Board effectiveness
- Leadership structure
- Composition
- Performance
- Board member skills
- Board succession planning
- Committee effectiveness
- Interaction and communication with company management

This process has contributed to improved Board composition, changes in committee membership and chairs, increased focus on Board succession planning and refreshment, enhanced shareholder outreach, and increased focus and reporting on the Company's Environmental, Social, and Governance (ESG) programs.

BOARD OF DIRECTORS ESG OVERSIGHT

BOARD OF DIRECTORS

The full Board receives quarterly updates on ESG matters.



GOVERNANCE/NOMINATING COMMITTEE

Comprised solely of independent directors, the Governance committee has direct oversight of the Company's policies and practices pertaining to sustainability, environmental, social, and governance issues and impacts, as stated in their committee charter.



ESG COMMITTEE

Cross-functional committee comprised of senior leaders from across the organization, responsible for the production of the Company's annual impact report.



ESG DIRECTOR AND TEAM

Responsible for ESG program oversight and execution of ESG initiatives.



Andrea Weiss
Since 2019
Audit Committee &
Human Capital &
Compensation Committee



Dana Perlman
Since 2017
Audit Committee &
Corporate Governance/
Nominating Committee (Chair)



David O'Reilly
Since 1972
Executive
Vice Chairman
No Committees



Fred Whitfield
Since 2021
Human Capital &
Compensation Committee &
Corporate Governance/
Nominating Committee



Greg Henslee
Since 2017
Executive Chairman
No Committees



Greg Johnson
Since 2024
No Committees



John Murphy
Since 2003
Audit Committee & Human
Capital & Compensation
Committee (Chair)



Larry O'Reilly
Since 1969
No Committees



Maria A. Sastre
Since 2020
Human Capital &
Compensation Committee &
Corporate Governance/
Nominating Committee



Thomas Hendrickson
Since 2010
Lead Independent Director
Audit Committee (Chair) &
Corporate Governance/
Nominating Committee

*Reflective of the Board of Directors as of December 31, 2024.

RISK OVERSIGHT

The Company takes its responsibility to assess and manage exposure to risk seriously. Material risks are communicated to the Board of Directors, which has oversight responsibility of the processes established to report on and monitor systems for material risks. The Company updates its Corporate Risk Assessment annually and presents it to the Audit Committee of the Board for review. Updates to the identified high risks are presented to the Audit Committee of the Board on a quarterly basis. Further, the Board reviews the Company’s strategic plan each year, which addresses, among other things, the risks and opportunities facing the Company.

The Company’s chief information officer and senior vice president of legal and general counsel provide specific risk updates to the Board. These updates detail current and potential exposure to risk involving litigation, information technology, cybersecurity, and self-insurance.

Quarterly operational updates and risk assessments are also provided to the Board by vice presidents of selected operational areas, including store operations, distribution operations, finance, and real estate.





CODE OF CONDUCT

The O'Reilly Code of Business Conduct and Ethics (the Code) is our statement of expectations regarding the ethical standards each director, officer, and team member should adhere to when acting on behalf of O'Reilly.

The Code includes compliance standards and procedures to facilitate effectiveness and to ensure a prompt and consistent response to any violation. The Code establishes mandatory training and a compliance acknowledgment that must be completed annually by members of corporate management.

A copy of the Code is available at: <https://corporate.oreillyauto.com/corporate-governance-business-ethics>.

Code of Conduct and Business Ethics Topic Highlights

- Conflicts of Interest
- Confidentiality
- Security of Company Information
- Protection of Company Assets
- Compliance with Laws & Regulations
- Foreign Corrupt Practices Act
- Insider Trading
- Gifts
- Timely & Accurate Financial Reporting
- Antitrust
- Zero Tolerance Workplace Harassment
- Data Privacy & Security
- Fair Dealing
- How to Report a Concern

T.I.P.S. HOTLINE 800-473-8470

To support our O'Reilly culture value of honesty, team members are encouraged to report suspected business abuse or any type of misconduct. The T.I.P.S. (Timely Information Prevents Shrinkage) Hotline is an anonymous third-party hotline provided by the Company to allow team members a convenient and confidential way to communicate their concerns.

**ALTERNATIVE
CONTACT OPTIONS:**
www.OReillyAutoTips.com or
text "Report" to: **417-216-6100**

OUR SUPPLY CHAIN

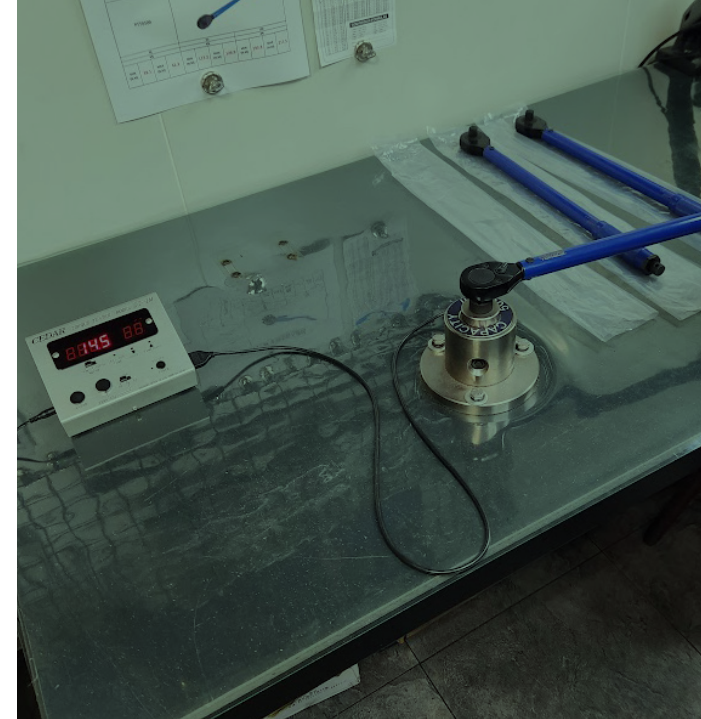
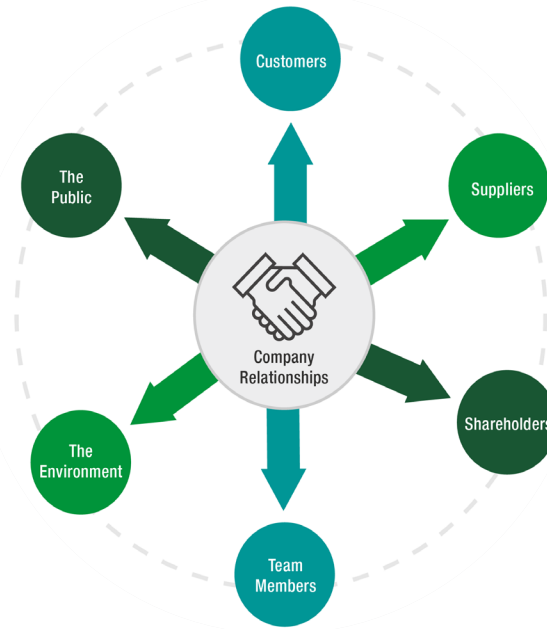
ETHICALLY & RESPONSIBLY SOURCED PRODUCTS

O'Reilly Auto Parts is committed to conducting our business ethically, honestly, and in a way that promotes social and environmental responsibility. Since 1957 when our founders opened the first store, O'Reilly has operated under a set of values that guides our decisions and business practices – the O'Reilly Auto Parts Culture. Today, we remain dedicated to this common thread through all our years of success and growth. Our culture is at the heart of everything we do and is the foundation for the way we conduct business with our customers, suppliers, team members, and shareholders.

We expect our business partners to follow the O'Reilly Auto Parts culture values and instill the principles into all aspects of their daily operations. We require them, their workforce, and any of their third-party suppliers to follow our Supplier Code of Conduct. This code sets standards and expectations for each business partner concerning labor, human rights, health, safety, environmental protection, business ethics, and management practices. Further, our supplier agreements require compliance with laws, ordinances, statutes, rules, and regulations in addition to periodic audits respecting each supplier's products.

Violations of the Code may jeopardize the business partner's relationship with O'Reilly Auto Parts.

The Company is committed to selling quality products that are safe for their intended uses, conform to all laws and regulations, and meet relevant industry safety standards. Team members who make buying decisions must be well informed about the suppliers they select and must always consider the suppliers' financial condition, trade reputation, and reliability. We will deal only with suppliers who share our commitment to the highest ethical business standards. Our Merchandise team completes on-site factory visits on a regular basis, helping to build strong relationships with our supplier base, as well as ensuring the quality of our suppliers.



DATA SECURITY & PRIVACY

To achieve excellent customer service, we provide a secure environment where our customers can conduct business transactions safely and feel confident about the privacy of their information. From our Board of Directors to our individual team members, data privacy and security are of the utmost concern. Our privacy officer and dedicated team of Information Security professionals are committed to maintaining the highest levels of systems and data security and adapting to evolving privacy and cyber-risk environments.

Governance, Risk, and Compliance

The Audit Committee of O'Reilly's Board of Directors oversees the Company's Information Security program. Information Security updates are provided quarterly at Audit Committee meetings.

- A cross-functional Compliance Committee of O'Reilly senior leadership meets quarterly and oversees our enterprise security, privacy, and risk priorities.
- The National Institute of Standards and Technology (NIST) Cybersecurity Framework serves as the foundation of our security program.
- We maintain compliance with the Payment Card Industry Data Security Standard and are a Certified Level 1 Merchant.
- The Company and third parties conduct external and internal assessments, including penetration tests, to continually improve security controls.
- O'Reilly regularly updates our privacy and information security policies to remain current with industry-leading practices.

Information Security Program

We have implemented best practices and established numerous programs and controls to reduce cybersecurity risk. Some key components of the O'Reilly Information Security Program include:

- Security awareness training for team members.
- A dedicated security operations team to monitor, analyze, and respond to security threats.
- Intrusion, detection, and prevention systems.
- A vulnerability management program to identify and remediate security liabilities.
- A configuration management program to harden systems based on industry standards.
- Industry-leading email security, endpoint detection, and response platforms.
- Threat intelligence from multiple resources to identify and anticipate emerging threats.
- Network segmentation to isolate and safeguard critical systems and sensitive data.

Continued Improvement

The technological threat landscape is ever-evolving and subject to new attacks and risks. In response, we continue to expand and grow the security team and their skill sets, make regular enhancements to our information security program, and increase our IT security budget.

Data Privacy

O'Reilly values and respects the privacy expectations of our customers, team members, and suppliers, and does not sell any personal information. While respecting the privacy rights granted to individuals in certain states, we use personal information to support and enhance specific activities such as filling orders, creating individualized marketing offers, preventing fraud, and complying with legal requirements.

O'Reilly maintains systems that are fully compliant with applicable state privacy laws, including the California Privacy Rights Act (CPRA). We work to ensure our systems and processes comply in advance of evolving state privacy regulations.

Business Continuity

O'Reilly has developed a Disaster Recovery Program (DRP) to help minimize the impact of unplanned events and system outages. Components of the Company's DRP include emergency response, systems recovery, and other plans that would be enacted in the event of a major emergency or disaster. Our business continuity and disaster recovery plans are updated regularly and tested each year, or more often as needed.



Appendix



This appendix is published in conjunction with the Company's 2024 Impact report. All quantitative data, unless otherwise stated, reflects U.S. operations only and the Company's fiscal year ended December 31, 2024.

SASB REFERENCE TABLE

This appendix has been included to provide, where possible and relevant, the environmental, social, and governance data commonly sought by certain investors and ratings organizations. While numerous standard setting frameworks and significantly more reporting systems exist, the Company has not adopted any specific framework as we do not believe a one-size-fits-all approach meets the needs of investors. However, based on our ongoing engagement with our shareholders and our Board of Directors’ commitment to transparency, the Company is providing the following reference table informed by the recommendations of the Sustainability Accounting Standards Board’s (“SASB”) October 2018 Multiline and Specialty Retailers & Distributors Sustainability Accounting Standard version 2018-10.

Topic	Code	Metric	Disclosure
Data Security	CG-MR-230a.2	Description of approach to identifying and addressing data security risks.	2024 Impact report, page 43.
Labor Practices	CG-MR-330a.1	(2) Percentage of in-store employees earning minimum wage, by region	2024 Impact report, page 11.
	CG-MR-230a.2	(1) Voluntary turnover rate for store employees	2024 Impact report, page 18.
		(2) Involuntary turnover rate for store employees	2024 Impact report, page 18.
Workforce Diversity & Inclusion	CG-MR-330a.1	(1) % of gender and racial/ethnic group - Management	Racial/Ethnic: 34.1%, Women 24.5%
		(2) % of gender and racial/ethnic group - Other Employees	Racial/Ethnic: 42.7%, Women 21.1%
Activity Metrics	CG-MR-000.A	(1) Number of retail locations	2024 Impact report, page 7.
		(2) Number of distribution centers	2024 Impact report, page 7.
	CG-MR-000.B	(1) Total area of retail space	2024 Annual Report on Form 10-K, page 10.
		(2) Total area of distribution centers	2024 Annual Report on Form 10-K, page 13.

EEO-1 TABLE

Job Categories:	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
	MALE						FEMALE								
	Male	Female	White	Black or African American	Asian	Native Hawaiian or Pacific Islander	American Indian or Alaskan Native	Two or more Races	White	Black or African American	Asian	Native Hawaiian or Pacific Islander	American Indian or Alaskan Native	Two or more Races	
Executive / SR Officials & MGRS	25	1	183	2	5	0	2	4	27	1	0	0	0	0	250
First / MID Officials & MGRS	2,643	880	7,995	816	153	44	130	271	2,510	351	44	14	54	96	16,001
Professionals	70	41	928	35	58	0	11	32	462	34	29	1	2	10	1,713
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Workers	8,705	1,617	18,380	2,260	336	150	399	977	3,233	509	52	33	88	161	36,900
Administrative Support	18	39	154	5	2	0	1	5	302	29	5	0	6	6	572
Craft Workers	225	8	591	273	43	7	14	67	19	17	1	0	1	5	1,271
Operatives	4,992	2,907	13,736	3,505	487	146	170	560	3,885	1,247	159	45	114	212	32,165
Laborers & Helpers	9	12	16	18	0	0	0	4	18	12	1	0	0	2	92
Service Workers	9	38	22	8	4	0	0	0	4	5	2	0	0	2	94
2024 Total	16,696	5,543	42,005	6,922	1,088	347	727	1,920	10,460	2,205	293	93	265	494	89,058
Previous Report Total	15,201	5,025	42,408	6,914	1,067	344	789	1,463	10,814	2,310	338	101	260	446	87,480

BOARD & COMMITTEE RESPONSIBILITIES

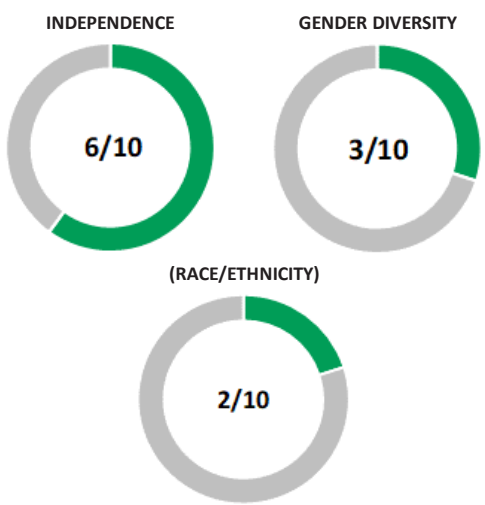
O'Reilly's Board of Directors is responsible for the overall governance and strategic direction of the Company. The following chart outlines each committees key governance and strategic assignments:

RESPONSIBILITY	AUDIT COMMITTEE	HUMAN CAPITAL & COMPENSATION COMMITTEE	GOVERNANCE-NOMINATING COMMITTEE	FULL BOARD
Enterprise Risk Management	●			●
Cybersecurity	●			●
Financial Reporting & Disclosures	●			●
External and Internal Audit Oversight	●			●
Related Party Transactions	●			●
Whistleblower Program	●			●
Insider Trading Policy Compliance	●			●
Compensation Policy and Practices		●		●
Executive Management Succession Planning		●		●
Human Capital Development		●		●
Board Succession Planning			●	●
Corporate Governance Oversight			●	●
ESG Strategies and Reporting			●	●
Board Committee Charters			●	●
Shareholder Engagement			●	●

BOARD SKILLS MATRIX

The Corporate Governance/Nominating Committee of the Board of Directors continually reviews the core competencies that it believes should be represented on our Board and believes that the qualifications and skills set listed in the matrix reflect the appropriate mix of experiences that, taken together, provide the variety and depth of knowledge necessary for effective oversight, direction and vision for the Company. The following table highlights specific information concerning each director and the key experience, qualifications, and skills they bring to our Board. A particular director may possess additional experience, qualifications, attributes, or skills, even if not expressly indicated.

Board Demographic Background



Director Skills Matrix | from 2024 Proxy Statement

	GREG HENSLEE	DAVID O'REILLY	LARRY O'REILLY	GREGORY D. JOHNSON	THOMAS T. HENDRICKSON	JOHN R. MURPHY	DANA M. PERLMAN	MARIA A. SASTRE	ANDREA M. WEISS	FRED WHITFIELD	TOTAL
LEADERSHIP											
Public Board Experience					■	■	■	■	■		5
Leadership	■	■	■	■	■	■	■	■	■	■	10
Strategic Planning	■	■	■	■	■	■	■	■	■	■	10
OPERATIONAL											
Retail Industry	■	■	■	■	■		■	■	■		8
Automotive Aftermarket Industry	■	■	■	■							4
Financial Expertise					■	■	■				3
Human Capital Management	■	■		■		■		■		■	6
International						■	■	■	■		4
Omnichannel							■		■	■	3
Technology				■	■	■			■		4
Supply Chain	■	■	■	■	■					■	6
Real Estate	■	■	■		■		■	■	■		7
GOVERNANCE											
Risk Management	■	■	■	■	■	■	■	■	■	■	10
Regulatory								■		■	2
Business Ethics & Responsibility			■		■	■	■	■	■	■	7

HUMAN CAPITAL POLICIES & PROCEDURES

The priority for leadership at O'Reilly is to grow and develop our team, the Company's most important asset. Policies and procedures serve a number of purposes including forming a basis for treating all team members fairly, equally, and providing them a path to improve their career experience and grow into future leaders. Company policy and procedure types include: Code of Conduct & Ethics, O'Reilly Culture Statement, O'Reilly Policy Manual, Distribution Center Procedures Manual, District Manager Operations Manual and Store Operations Manual. Excerpts from selected policies include:

Engagement and Opportunity

"The Company is an equal opportunity employer. It is the policy of the Company to treat all applicants and team members in a manner that does not discriminate against them based on the basis of race, religion, color, national origin or ancestry (including immigration status or citizenship), sex, sexual orientation, gender identity, pregnancy (including childbirth, lactation, and related medical conditions), age (40 and over), veteran status, uniformed service member status, physical or mental disability, genetic information (including testing or characteristics), or another protected status as defined by local, state, or federal law, as applicable."

- *O'Reilly Policy Manual*

"Performance reviews are given to all new team members during their initial training period. Team members who have completed their training period will receive a performance evaluation no less than once a year."

- *Store Operations Manual*

"O'Reilly has a significant need for ambitious, dedicated team members who exhibit the O'Reilly culture values. Consideration for a promotion requires the right combination of training, education, experience, ability, and when necessary, a willingness to relocate. Team members who are qualified for the job and who are in good standing regarding job performance and conduct will be considered for opportunities."

- *O'Reilly Policy Manual*

"We ask managers to complete a leadership appraisal on their supervisor at the end of each calendar year to give input in the areas of culture, leadership, retail and commercial sales focus, store visits, personnel, expense control, and risk management. The feedback

provided gives the region directors a very useful tool in providing guidance and/or additional training to the district managers in areas needing further attention, as well as positive feedback in their strongest areas. District managers complete similar appraisals on region directors, and region directors on divisional vice presidents."

- *DM Operations Manual*

Health, Wellness, and Safety

"O'Reilly has a strong commitment to the health, safety, and wellness of all team members, their families, and its customers."

- *O'Reilly Policy Manual*

"Every team member has responsibility for performing their job duties safely, following the Company's safety policies, wearing and utilizing appropriate personal protective equipment (PPE), and helping management provide a safe and healthy shopping and working environment for our customers and fellow team members. Every manager/supervisor has the responsibility for providing the required equipment, training, and education necessary for team members to work safely; ensuring a safe shopping and working environment, and enforcing the Company's safety policies and procedures. We encourage the input and involvement of all our team members in safety awareness to provide a safe environment for our fellow team members and the general public."

- *O'Reilly Policy Manual*

Work Environment

"The Company is committed to fair and equitable treatment for all team members and to providing a workplace free from harassment. There will be no retaliation toward any team member who communicates a concern to management. Concerns should be reported immediately. The Company has established this procedure for fair, orderly, and prompt resolution."

- *O'Reilly Policy Manual*

"Team members should be able to work in an environment characterized by mutual trust and the absence of intimidation, bullying, and harassment. For that reason, the Company will not tolerate a lack of respect, unlawful discrimination, or harassment of any kind. Through enforcement of this policy and education of team members, the Company seeks to prevent, correct, and discipline behavior that violates this policy. All team members, regardless of their positions, are covered by and are expected to comply with this policy and to take appropriate measures to prevent prohibited conduct from occurring. The Company has a zero-tolerance policy regarding discrimination and harassment, and appropriate progressive discipline, up to and including termination, will be taken against any team member who violates this policy."

- *O'Reilly Policy Manual*

"The T.I.P.S Hotline is an anonymous hotline provided by the company in order to allow team members a convenient way to report business abuse. Each team member is given a wallet card which fully explains our T.I.P.S. Hotline. This card should be carried by the team member at all times so the hotline phone number can be easily accessed whether at work or at home."

- *Store Operations Manual*

Other human capital management policy and procedures include areas such as Conduct, Safety, Health & Wellness, Leaves of Absence, Progressive Discipline, Workplace Violence, Rules of Conduct, Workplace Bullying, Accommodations, Performance Evaluations, Training, Career Opportunities, Information Handling & Security, Reporting Illegal or Unethical Behavior, etc.

