Sustainability Report 2020
DAF Trucks N.V.
Foreword

This report is the Annual Sustainability Report of DAF Trucks N.V. on the year 2020. The scope of the Sustainability Report includes all organizational units of DAF Trucks N.V.

The report is based on the classification of the Global Reporting Initiative (GRI): People – Planet – Profit. It is limited to objectives and indicators for these areas.

Basis for the Sustainability Report are the separate Company Policy Statements for Environment, and for Health & Safety. These are approved and signed by the President of the company. The DAF Environmental Policy is published via the website of DAF Trucks.
OBJECTIVES 2021

I PEOPLE

Safety
OSHA score (ORCR) Operations Eindhoven ≤ 1.1
OSHA score (ORCR) Operations Westerlo ≤ 3.0
OSHA score (ORCR) DAF Trucks ≤ 1.5
Safety inspections Operations Eindhoven and Westerlo ≥ 5040

Health
Absenteeism percentage Eindhoven ≤ 6.5%
Absenteeism percentage Westerlo ≤ 9.0%

II PLANET

DAF TRUCKS NV

Emission
Waste
Compliance with internal objective for waste to landfill (Eindhoven/Westerlo) 0%
Energy
Waste
Recyclability of DAF vehicles: ≥ 90%
Emission
Reduction of CO2 emission of DAF vehicles: see website ACEA: https://www.acea.be/publications/article/position-paper-european-commission-proposal-on-co2-standards-
Recycling
Recyclability of DAF vehicles: ≥ 90%
Emission
Recycling of unsorted regular waste (Eindhoven) ≥ 90%
Recycling
Recycling of unsorted regular waste (Westerlo) ≥ 90%

Purchasing Certification
Production Goods suppliers with environmental certificate ≥ 90%
Service suppliers (with environmental impact) with environmental certificate 100%
Performance
Suppliers with C status environmental performance < 10%

Production (Eindhoven, Netherlands and Westerlo, Belgium)

Emission VOC
Compliance to EC Directive 96/61/EC IPPC (Eindhoven) ≤ 70 gr/m³
Compliance to EC Directive 99/13/EC VOC (Westerlo) ≤ 55 gr/m³
Waste
Compliance to internal objective for hazardous waste (Eindhoven) ≤ 43.5 kg/truck
Compliance to internal objective for hazardous waste (Westerlo) ≤ 43.0 kg/cab
Waste
Compliance to internal objective for unsorted regular waste (Eindhoven) ≤ 18.3 kg/truck
Compliance to internal objective for unsorted regular waste (Westerlo) ≤ 8.4 kg/cab
Waste
Compliance to internal objective for packaging waste (Eindhoven) ≤ 61.9 kg/truck
Waste
Compliance to internal objective for packaging waste (Westerlo) ≤ 12.1 kg/cab
Water
Heavy metals in waste water (Eindhoven) ≤ 4.0 gr/truck
Heavy metals in waste water (Westerlo) ≤ 2.3 gr/cab
Energy
Implementation Certain Measures in Energy Audit (LTA3) (Eindhoven)
Implementation Certain Measures in Energy Plan (Westerlo)

Marketing & Sales Certification
Certification according to ISO 14001 of new own dealer Paris-Massy
Certification according to ISO 14001 of DAF Trucks subsidiaries
Energy
Installation of new truck wash lane technology (dealer Budapest)

After Sales Waste
Compliance with internal objective for volume of parts packaging waste 3100 kg/turmoover

III PROFIT

For financial figures: see www.paccar.com
Performance Indicators DAF Trucks N.V.

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<td>6241</td>
<td>6663</td>
<td>7101</td>
<td>6485</td>
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<td>Eindhoven: Total number of employees</td>
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<td>27</td>
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<td>29</td>
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<td>-of which BBL (study and work combined) workers</td>
<td></td>
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<td>1550</td>
<td>1168</td>
<td>1413</td>
<td>1552</td>
<td>892</td>
<td>1207</td>
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<tr>
<td>-of which internships</td>
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<td>LA 1</td>
<td>69</td>
<td>75</td>
<td>66</td>
<td>65</td>
<td>70</td>
<td>71</td>
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<tr>
<td>-of which flexworkers</td>
<td></td>
<td>LA 1</td>
<td>4197</td>
<td>4216</td>
<td>4397</td>
<td>4668</td>
<td>5954</td>
<td>5760</td>
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<tr>
<td>-of which male employees</td>
<td></td>
<td>LA 1</td>
<td>330</td>
<td>343</td>
<td>355</td>
<td>379</td>
<td>311</td>
<td>572</td>
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<td>-of which female employees</td>
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<td>27</td>
<td>29</td>
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<tr>
<td>-of which flexworkers</td>
<td></td>
<td>LA 1</td>
<td>1550</td>
<td>1168</td>
<td>1413</td>
<td>1552</td>
<td>892</td>
<td>1207</td>
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<td>75</td>
<td>66</td>
<td>65</td>
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<tr>
<td>-of which male employees</td>
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<td>LA 1</td>
<td>4197</td>
<td>4216</td>
<td>4397</td>
<td>4668</td>
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<td>-of which female employees</td>
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<td>LA 1</td>
<td>330</td>
<td>343</td>
<td>355</td>
<td>379</td>
<td>311</td>
<td>572</td>
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<td>2. Turnover</td>
<td></td>
<td>LA 2</td>
<td>1777</td>
<td>1382</td>
<td>2027</td>
<td>2491</td>
<td>728</td>
<td>880</td>
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<td>Eindhoven: Turnover (including flexworkers)</td>
<td></td>
<td>LA 2</td>
<td>1333</td>
<td>1122</td>
<td>1286</td>
<td>1610</td>
<td>1508</td>
<td>1015</td>
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<td>-of which hired (re-entered)</td>
<td></td>
<td>LA 2</td>
<td>1333</td>
<td>1122</td>
<td>1286</td>
<td>1610</td>
<td>1508</td>
<td>1015</td>
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<tr>
<td>-of which outflow</td>
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<td>LA 2</td>
<td>1333</td>
<td>1122</td>
<td>1286</td>
<td>1610</td>
<td>1508</td>
<td>1015</td>
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<td>Westerlo: Turnover</td>
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<td>384</td>
<td>108</td>
<td>139</td>
<td>292</td>
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<td>265</td>
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<td>-of which hired (re-entered)</td>
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<td>LA 2</td>
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<td>108</td>
<td>139</td>
<td>292</td>
<td>249</td>
<td>265</td>
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<tr>
<td>-of which outflow</td>
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<td>141</td>
<td>53</td>
<td>56</td>
<td>317</td>
<td>297</td>
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<td>3. OSHA score (accidents with absenteeism per 200000 worked hours)</td>
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<td>LA 1</td>
<td>0,1</td>
<td>0,2</td>
<td>0,4</td>
<td>0,5</td>
<td>2,2</td>
<td>1,7</td>
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<tr>
<td>DAF (all departments): OSHA score</td>
<td></td>
<td>LA 1</td>
<td>0,1</td>
<td>0,2</td>
<td>0,4</td>
<td>0,5</td>
<td>2,2</td>
<td>1,7</td>
</tr>
<tr>
<td>Eindhoven (Operations): OSHA score</td>
<td></td>
<td>LA 1</td>
<td>0,1</td>
<td>0,2</td>
<td>0,4</td>
<td>0,5</td>
<td>2,2</td>
<td>1,7</td>
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<tr>
<td>Westerlo: OSHA score</td>
<td></td>
<td>LA 1</td>
<td>2,6</td>
<td>2,8</td>
<td>3,3</td>
<td>3,3</td>
<td>3,4</td>
<td>&lt; 3,0</td>
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<td>4. Absenteeism</td>
<td></td>
<td>LA 7</td>
<td>5,1%</td>
<td>5,6%</td>
<td>5,7%</td>
<td>6,4%</td>
<td>6,7%</td>
<td>6,8%</td>
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<tr>
<td>Eindhoven: Absenteeism</td>
<td></td>
<td>LA 7</td>
<td>7,2%</td>
<td>7,9%</td>
<td>8,6%</td>
<td>9,5%</td>
<td>10,3%</td>
<td>11,1%</td>
</tr>
<tr>
<td>Westerlo: Absenteeism</td>
<td></td>
<td>LA 7</td>
<td>7,2%</td>
<td>7,9%</td>
<td>8,6%</td>
<td>9,5%</td>
<td>10,3%</td>
<td>11,1%</td>
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* Performance Indicators according the Global Reporting Initiative (www.globalreporting.org)
**II PLANET**

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<tbody>
<tr>
<td>Production numbers in trucks (assembled in Eindhoven)</td>
<td></td>
<td>36228</td>
<td>40958</td>
<td>44342</td>
<td>48737</td>
<td>44368</td>
<td>32195</td>
<td>32195</td>
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<tr>
<td>Production numbers in trucks (including components)</td>
<td></td>
<td>40875</td>
<td>45966</td>
<td>49626</td>
<td>57627</td>
<td>52687</td>
<td>37636</td>
<td>37636</td>
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<tr>
<td>Production numbers in cabs (Westerlo)</td>
<td></td>
<td>41150</td>
<td>46580</td>
<td>50535</td>
<td>58230</td>
<td>52929</td>
<td>38343</td>
<td>38343</td>
</tr>
</tbody>
</table>

1. **VOC-emission**

**Eindhoven:**
- Total VOC-emission in tonnes: EN 20 105.8 142.3 122.4 130.3 116.7 105.8
- in kg per truck: EN 20 2.9 3.5 2.8 2.7 2.6 3.3
- in gram/m²: EN 20 36 39 34 32 32 40 Target: ≤ 70 gr/m²
- Total VOC-emission in kg per truck: EN 20 179 204.7 231.8 105.6 92.9 67.2
- in kg per cab assembled: EN 20 4.4 4.4 4.6 1.8 1.8 1.8
- Emission Cab Painting Line in grams/m²: EN 20 47.2 48.3 51 17 15 18 Target: ≤ 55 gr/m²

**Westerlo:**
- Total VOC-emission in tonnes: EN 20 179 204.7 231.8 105.6 92.9 67.2
- in kg per truck: EN 20 4.4 4.4 4.6 1.8 1.8 1.8
- Emission Cab Painting Line in grams/m²: EN 20 47.2 48.3 51 17 15 18 Target: ≤ 55 gr/m²

2. **Water consumption**

**Eindhoven:**
- Tap water consumption in m³: EN 8 208495 218155 202191 244101 213147 213147 208187
- Consumption of surface water for cooling processes in m³: EN 8 713618 828820 907748 996453 1060335 793329
- % re-used water: EN 10 77.4% 79.2% 81.8% 80.3% 83.3% 79.2%

**Westerlo:**
- Tap water consumption in m³: EN 8 152945 153225 206492 240848 158114 131448

3. **Discharge waste water**

**Eindhoven:**
- Discharge waste water in m³*: EN 21 1138200 1344600 1348300 1456100 1256500
- % of which (as clean water) discharged cooling water: EN 21 952200 1155500 1164200 1241200 1024900
- % of which discharged waste water: EN 21 186000 189100 189100 214900 236800
- % of which discharged process water: EN 21 100.6% 100.8% 101.2% 105.7% 113.4%
- % of which discharged sanitary waste water: EN 21 2.9 2.9 2.7 2.6 3.5
- COD (chemical oxygen demand): EN 21 120747 167033 146501 183335 237075 176223
- Total number of significant incident discharges: EN 23 2 1 0 2 3 2

**Westerlo:**
- Discharge waste water in m³**: EN 21 152238 154087 206878 238 150673 158123
- % of which discharged cooling water: EN 21 41767 19900 40361 66064 103 1575
- % of which discharged process water: EN 21 81233 82143 133315 134060 142994 102415
- % of which discharged sanitary waste water: EN 21 29238 52044 32971 37876 13769 29760
- % of which discharged process water: EN 21 87.8% 83.5% 72.3% 39.4% 37.8% 18.2%
- COD (chemical oxygen demand): EN 21 9442 8353 9206 8091 9241 4052
- Total number of significant incident discharges: EN 23 0 0 0 0 0 0

* Performance Indicators according the Global Reporting Initiative (www.globalreporting.org)

** Domestic and industrial waste water, including cooling water (Eindhoven: including rainwater, Westerlo excluding rainwater)
### 4. Residues Eindhoven and Westerlo

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</thead>
<tbody>
<tr>
<td>Eindhoven: re-use and recycling</td>
<td>EN 22</td>
<td>85.4%</td>
<td>88.7%</td>
<td>87.9%</td>
<td>88.1%</td>
<td>88.3%</td>
<td>86.2%</td>
</tr>
<tr>
<td>Eindhoven: incineration</td>
<td>EN 22</td>
<td>4.5%</td>
<td>4.5%</td>
<td>4.9%</td>
<td>5.1%</td>
<td>5.0%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Eindhoven: waste treatment (physical-chemical, composting, distillation, extraction)</td>
<td>EN 22</td>
<td>5.9%</td>
<td>10.1%</td>
<td>7.2%</td>
<td>6.8%</td>
<td>6.7%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Eindhoven: landfill</td>
<td>EN 22</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0% Target: 0%</td>
</tr>
<tr>
<td>Westerlo: re-use and recycling</td>
<td>EN 22</td>
<td>85.2%</td>
<td>83.9%</td>
<td>77.4%</td>
<td>77.3%</td>
<td>65.8%</td>
<td>66.0%</td>
</tr>
<tr>
<td>Westerlo: incineration</td>
<td>EN 22</td>
<td>8.3%</td>
<td>8.4%</td>
<td>9.8%</td>
<td>7.3%</td>
<td>6.6%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Westerlo: waste treatment (physical-chemical treatment, distillation, extraction)</td>
<td>EN 22</td>
<td>3.0%</td>
<td>5.5%</td>
<td>12.8%</td>
<td>15.4%</td>
<td>27.6%</td>
<td>28.0%</td>
</tr>
<tr>
<td>Westerlo: landfill</td>
<td>EN 22</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0% Target: 0%</td>
</tr>
</tbody>
</table>

#### Eindhoven: Total waste in tonnes

- Residues in kg per truck**: EN 22 36280 36194 36308 38497 36439 30847
- Residues in kg chemical waste per truck**: EN 22 888 787 732 668 692 620
- Residues in kg scrap per truck**: EN 22 351 519 475 438 451 516
- Residues in kg unsorted waste per truck**: EN 22 22,8 19,3 18,5 18,4 18,3 17,5 Target: ≤ 18,5 kg/truck

** related to production numbers in trucks including components

#### Westerlo: Total waste in tonnes

- Residues in kg per cab | EN 22 6365 7718 7977 9062 9817 7531
- Residues in kg chemical waste per cab | EN 22 33,1 37 35,4 42,6 59,6 67,8 Target: ≤ 43,0 kg/cab
- Residues in kg scrap per cab | EN 22 103 108 102 93 94 99
- Residues in kg unsorted waste per cab | EN 22 8,1 8,6 10,2 8,7 8,9 9,3 Target: ≤ 8,4 kg/cab

#### Eindhoven and Westerlo: Packaging waste

- DAF: Packaging waste in kg per truck*** total (including After Sales) | EN 22 109 105 102 100 107 127
- DAF: Packaging waste Operations Eindhoven in kg per truck*** | EN 22 90 64 59 81 63 93 Target: ≤ 62.5 kg/truck
- DAF: Packaging waste Operations Westerlo in kg per truck*** | EN 22 10,5 11,7 10,3 11,5 11,1 15,7 Target: ≤ 11,4 kg/truck

*** related to production numbers in trucks excluding components

### 5. Gas consumption

- Eindhoven: gas consumption in millions m³ | EN 3 8,6 8,8 8,9 9,1 8,6 7,9
- Westerlo: gas consumption in millions m³ | EN 3 4 4,3 6,1 6 5,2 5,0
- Westerlo: gas consumption in MWh # | EN 3 42316 48618 69352 68762 60203 58025

### 6. CO₂-emission

- Eindhoven: CO₂ emission in tonnes resulted of gas consumption | EN 16 15380 15685 15970 16269 15430 14137
- Eindhoven: CO₂ emission in tonnes according to Directive 2003/87/EC | EN 16 16220 17117 17792 18230 17266 15426
- Westerlo: CO₂ emission in tonnes resulted of gas consumption | EN 16 7717 9049 12648 12540 10979 10582
- DAF: CO₂ emission in tonnes resulted of gas consumption | EN 17 1146 1110 1162 1194 1132 909 (Alphabet)

### 7. Electricity consumption

- Eindhoven: electricity consumption in MWh | EN 4 78964 78910 76858 84161 81144 68606
- Eindhoven: electricity consumption in MWh per truck | EN 4 2,18 1,93 1,73 1,73 1,83 2,13
- Westerlo: electricity consumption in MWh | EN 4 36181 39779 50453 53718 50068 46494
- Westerlo: electricity consumption in MWh per cab | EN 4 0,88 0,88 1 0,92 0,95 1,2

* Performance Indicators according the Global Reporting Initiative (www.globalreporting.org)

# Per 1st September 2015, changed from low caloric to high caloric natural gas; the energy volume is indicated for a correct comparison over the years
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<tr>
<td>Eindhoven: Long Term Agreement on Energy Efficiency</td>
<td>EN 5</td>
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<td>86.3%</td>
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<tr>
<td>(2009 – 2020, ref. 2005)</td>
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<td>92.0%</td>
<td>85.4%</td>
<td>77.0%</td>
<td>78.7%</td>
<td>79.6%</td>
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<td>Eindhoven: NOx emission in kg</td>
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<td>61533</td>
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<td>45995</td>
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<tr>
<td>Eindhoven: emissions HCFC’s &amp; HFC’s in kg due to filling air conditioning systems in trucks</td>
<td>EN 19</td>
<td>583</td>
<td>431</td>
<td>354</td>
<td>478</td>
<td>511</td>
<td>480</td>
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<tr>
<td>Eindhoven: emissions HCFC’s &amp; HFC’s in kg in production &amp; buildings</td>
<td>EN 19</td>
<td>64</td>
<td>67</td>
<td>39</td>
<td>146</td>
<td>251</td>
<td>147</td>
<td></td>
</tr>
<tr>
<td>Westerlo: emissions HCFC’s &amp; HFC’s in kg in production &amp; buildings</td>
<td>EN 19</td>
<td>9</td>
<td>9</td>
<td>7</td>
<td>37.8</td>
<td>0</td>
<td>34.4</td>
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<tr>
<td>% suppliers of Production Goods with valid ISO 14001 certificate</td>
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<td>76%</td>
<td>84%</td>
<td>85%</td>
<td>88%</td>
<td>86%</td>
<td>90%</td>
<td>Target: &gt;90%</td>
</tr>
<tr>
<td>% suppliers of Services with valid ISO 14001 certificate</td>
<td></td>
<td>85%</td>
<td>94%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>Target: 100%</td>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number revised parts for re-use on market</td>
<td>68896</td>
<td>47917</td>
<td>27967</td>
<td>25318</td>
<td>26039</td>
<td>23350</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% EU Sales and Service dealers with valid ISO 14001 certificate</td>
<td>93.3%</td>
<td>98%</td>
<td>97%</td>
<td>98%</td>
<td>98%</td>
<td>91%</td>
<td>Target: 100%</td>
<td></td>
</tr>
</tbody>
</table>

* Performance Indicators according the Global Reporting Initiative (www.globalreporting.org)
## STATUS OBJECTIVES 2020

### I  PEOPLE

<table>
<thead>
<tr>
<th>Category</th>
<th>Objective</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>OSHA score (ORCR) Operations Eindhoven: ≤ 2,4</td>
<td>1,2</td>
</tr>
<tr>
<td>Safety</td>
<td>OSHA score (ORCR) Operations Westerlo: ≤ 3,0</td>
<td>3,3</td>
</tr>
<tr>
<td>Safety</td>
<td>OSHA score (ORCR) DAF Trucks: ≤ 2,0</td>
<td>1,7</td>
</tr>
<tr>
<td>Safety</td>
<td>Safety inspections Operations Eindhoven and Westerlo: ≥ 4500</td>
<td>4811</td>
</tr>
<tr>
<td>Health</td>
<td>Absenteeism percentage Eindhoven: ≤ 6,5%</td>
<td>6,8</td>
</tr>
<tr>
<td>Health</td>
<td>Absenteeism percentage Westerlo: ≤ 9,0%</td>
<td>11,1</td>
</tr>
</tbody>
</table>

### II  PLANET

#### DAF TRUCKS NV

- **Emission**: Reduction Green House Gases, CDP: see website PACCAR:
- **Waste**: Compliance with internal objective for waste to landfill Eindhoven/Westerlo: 0% realized
- **Energy**: Reduction of energy consumption Eindhoven: see website MJA:
- **Emission**: Reduciton of CO₂ emission of DAF vehicles: see website ACEA:
  - [https://ebo-vlaanderen.be/](https://ebo-vlaanderen.be/)
- **Recycling**: Recycling of DAF vehicles: ≥90% realized
- **Communication**: Renewal ISO14001 certificate DAF Trucks N.V. realized

#### Product Development

- **Emission**: Research of additional technologies such as hybrid-technology and electrical driveline for global reduction of CO₂ and local improvement of air quality realized

#### Purchasing

- **Certification**: Production Goods suppliers with environmental certificate: ≥ 90% realized
- **Certification**: Service suppliers (with environmental impact) with environmental certificate: 100% realized
- **Performance**: Suppliers with C status environmental performance: ≤10% 18%

#### Production (Eindhoven, Netherlands and Westerlo, Belgium)

- **Emission VOC**: Compliance to EC Directive 96/61/EC IPPC (Eindhoven): ≤ 70 gr/m² realized
- **Emission VOC**: Compliance to EC Directive 99/13/EC VOC (Westerlo): ≤ 55 gr/m² realized
- **Waste**: Compliance to internal objective for hazardous waste (Eindhoven): ≤ 44,0 kg/truck 58,6 kg/truck
- **Waste**: Compliance to internal objective for hazardous waste (Westerlo): ≤ 43,0 kg/cab 67,8 kg/cab
- **Waste**: Compliance to internal objective for unsorted regular waste (Eindhoven): ≤ 18,5 kg/truck 9,3 kg/cab
- **Waste**: Compliance to internal objective for unsorted regular waste (Westerlo): ≤ 8,4 kg/cab 63,3 kg/cab
- **Water**: Heavy metals in waste water (Eindhoven): ≤ 4,0 gr/truck realized
- **Water**: Heavy metals in waste water (Westerlo): ≤ 2,3 gr/cab realized
- **Energy**: Implementation Certain Measures in Energy Efficiency Plan (LTA3) (Eindhoven) realized
- **Energy**: Implementation Certain Measures in Energy Plan (Westerlo) realized

#### Marketing & Sales

- **Certification**: Certification according to ISO 14001 of new own dealer Paris-Massy not realized
- **Certification**: Environmental certification (EU DAF Sales & Service dealers): 70% realized
- **Water**: Installation of new sewerage system (dealer Prague) realized
- **Emission**: Change of company vehicles to Euro 6 (dealer Frankfurt) not realized

#### After Sales

- **Waste**: Compliance with internal objective for volume of parts packaging waste 3100 kg/turnover 3,485 kg/turnover

### III  PROFIT

For financial figures: see [www.paccar.com](http://www.paccar.com)