KPI DASHBOARD 2012 - 2016

Vos Logistics has defined its sustainability goals in 6 key performance indicators (KPIs). The KPIs are measured identically at all business units and consolidated at group level since 2009. The sustainability goals are summarized in the dashboard. The sustainability policy is monitored in order to check the progress made on the KPIs. Performance is measured each month and the sustainability KPIs are audited externally.
Since 2014 the KPIs have been incorporated in the monthly financial report.

On a monthly basis the Board of Management and cluster directors discuss the financial results and the sustainability, quality and safety results. As a consequence, the sustainability KPIs, the quality audits and the safety incidents form specific steering instruments for group and cluster management.

Below graphics show the results of 2012 till 2016. Looking back at the results the start of our sustainability program in 2009 we are very proud of our achievements.

Summary of the results since 2009:
Kg CO_2 emission of the fleet has been reduced with 22%. This is partially achieved by the increase of the fleet's average with 1.6 and the increase of multi modal transports with 10%. Although Sickness absence is below target in 2016 we achieved an improvement of 1.33 % since 2009.
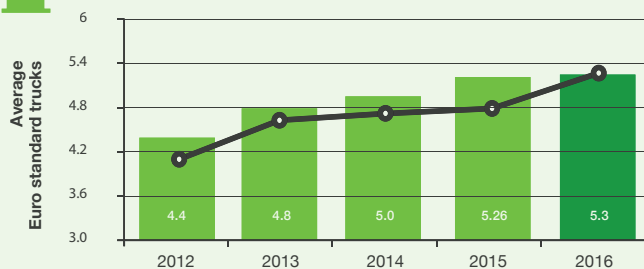
Regarding KG CO_2 emission of the premises we have refined the scope to our warehouse operations, where we actually are able to steer on this KPI. Below table shows the results and redefined targets of the warehouse operations as from 2012 till 2016.
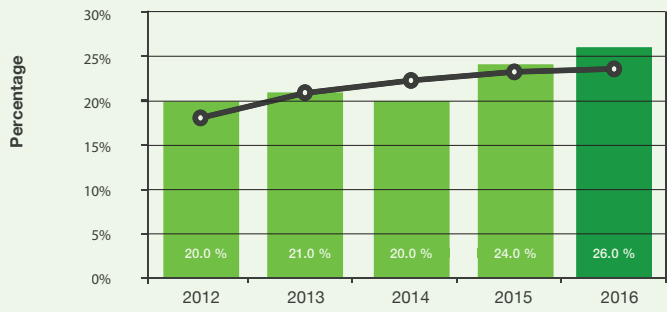
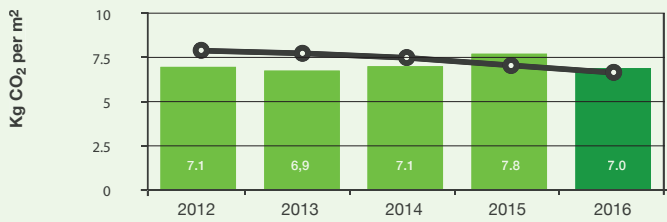## Kg CO_2 emission fleet per tonne/km
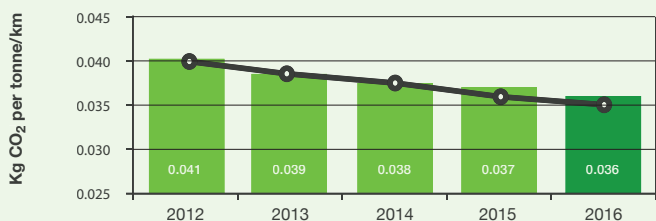
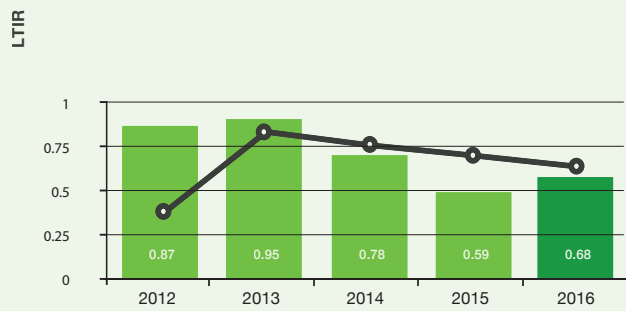## Fleet's average (euro standard trucks)

Multimodal transports ☑

Year	Percentage
2012	20.0 %
2013	21.0 %
2014	20.0 %
2015	24.0 %
2016	26.0 %

Kg CO_2 emission premises per m² ☑
* warehouses only

Year	Kg CO_2 per m²
2012	7.1
2013	6,9
2014	7.1
2015	7.8
2016	7.0

Lost Time Injury Rate (LTIR) ☑

Year	LTIR
2012	0.87
2013	0.95
2014	0.78
2015	0.59
2016	0.68

Sickness absence ⚠

Year	Percentage
2012	3.00%
2013	3.06%
2014	2.83%
2015	3.07%
2016	2,87%
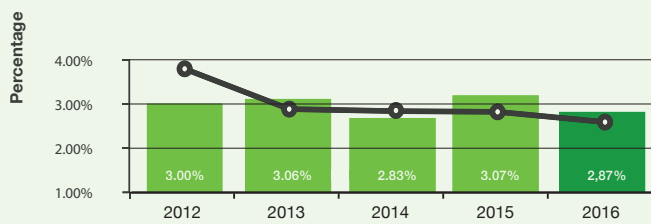
KPI DASHBOARD Definition table 2012-2016

KPI	Definition	Scope	Measurement, calculation and estimation method
Kg CO_2 emission per tonne/km	The CO_2 in kilograms emitted by our trucks per tonne/kilometer plus the CO_2 emission per tonne/km of multimodal transport.	Vos Logistics Group, including joint ventures Zozaya and Cetra	** Road Transport: Greenhouse Gas Protocol. Total CO_2 emission divided by tonne/km (Total CO_2 + liters fuels x GHG Protocol unit. tonne/km = loaded kilometers x loaded weight). ** Shipments reported are actual loaded weight where data is available. Other shipments are estimated at 24 tonnes. Approx. 85% of the locations record their loaded kilometers in LOVOS. The loaded kilometers of the locations that do not use LOVOS (approx. 15%) are estimated (varying from 50% to 85%). ** Multimodal transport: ((Number of multimodal shipments x average loaded weight) x average number of kilometers) x unit in accordance with 'Measuring and managing CO_2 emissions of European Chemical Transport' by Professor Alan McKinnon and Maja Piecyk.
Kg CO_2 emission premises per m^2	The CO_2 emissions from our premises	Vos Logistics warehouse operations in the Netherlands + Goch (DE) + Oevel (BE)	Greenhouse Gas Protocol Number of KwH x GHG protocol unit divided by number of square meters. The measurement relates to the consumption of electricity; gas consumption is not included. The number of m^2 per building is determined by lease contracts, measurement certificates and floor plans. The area of the location in Goch is estimated at 20,100 m^2.
Multimodal	Transport using more than one modality, such as rail and short-sea	Vos Logistics International Transport: Cargo, Bulk and High Volume	Number of multimodal shipments (rail and short sea), derived from the invoices of the rail and short-sea companies divided by the total number of shipments (road, rail and short-sea) from the LOVOS/Chainware planning system
Fleet average	The average euro standard of the fleet	Vos Logistics Group, including joint ventures Zozaya, Cetra and Lutz	The number of trucks times the euro standard divided by the number of trucks. The euro standard for EEV is 5.5.
Sickness absence	The absenteeism rate indicates the percentage of working time that is not worked owing to sickness or incapacity for work	Vos Logistics Group, including joint ventures Zozaya and Cetra	Total number of days of absenteeism in a given period divided by the number of calendar days in the same period x number of employees x 100%
LTIR (Lost Time Injury Rate)	Number of accidents with one or more lost working days + number of fatal accidents involving Vos Logistics' staff relative to the number of hours worked in a given period	Vos Logistics Group, including joint ventures Zozaya and Cetra	Number of Lost Workday Cases + number of fatalities x 1,000,000/number of man-hours worked/12 (153 per month). Accidents and fatalities are reported and recorded centrally and checked against data at the HR department. Vos Logistics is confident that the data underlying the number of Lost Workday Cases and the LTIR are reliable. Vos Logistics works on increasing safety awareness, including the reporting of incidents. Absolute assurance on the completeness of the reports, however, cannot be given.