

PACCAR

2019 ANNUAL REPORT

STATEMENT OF COMPANY BUSINESS

PACCAR is a global technology company that designs and manufactures premium quality light, medium and heavy duty commercial vehicles sold worldwide under the Kenworth, Peterbilt and DAF nameplates. PACCAR designs and manufactures diesel engines and other powertrain components for use in its own products and for sale to third party manufacturers of trucks and buses. PACCAR distributes aftermarket truck parts to its dealers through a worldwide network of Parts Distribution Centers. Finance and leasing subsidiaries facilitate the sale of PACCAR products in many countries worldwide. PACCAR manufactures and markets industrial winches under the Braden, Carco and Gearmatic nameplates. PACCAR maintains exceptionally high standards of quality for all of its products: they are well engineered, highly customized for specific applications and sell in the premium segments of their markets, where they have a reputation for superior performance and pride of ownership.

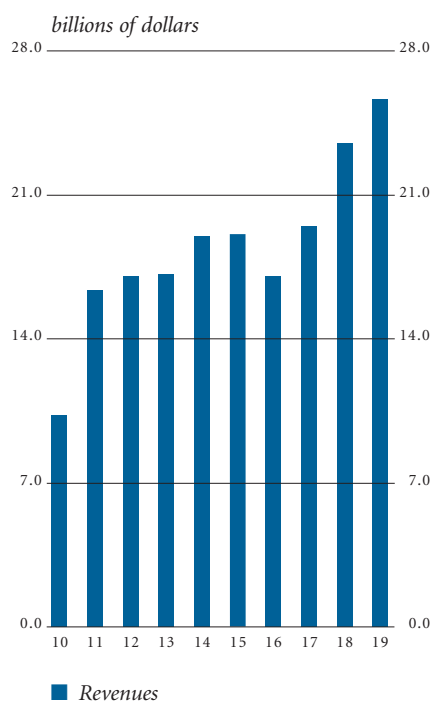
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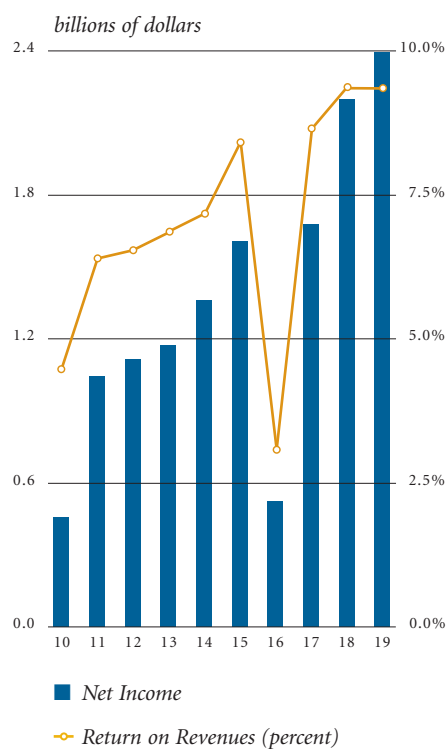
FINANCIAL HIGHLIGHTS

	2019	2018
	<i>(millions, except per share data)</i>	
Truck, Parts and Other Net Sales and Revenues	\$ 24,119.7	\$ 22,138.6
Financial Services Revenues	1,480.0	1,357.1
<i>Total Revenues</i>	25,599.7	23,495.7
<i>Net Income</i>	2,387.9	2,195.1
<i>Total Assets:</i>		
Truck, Parts and Other	12,289.7	11,082.8
Financial Services	16,071.4	14,399.6
<i>Financial Services Debt</i>	11,222.7	9,950.5
<i>Stockholders' Equity</i>	9,706.1	8,592.9
<i>Per Common Share:</i>		
Net Income:		
Basic	\$ 6.88	\$ 6.25
Diluted	6.87	6.24
Cash Dividends Declared Per Share	3.58	3.09

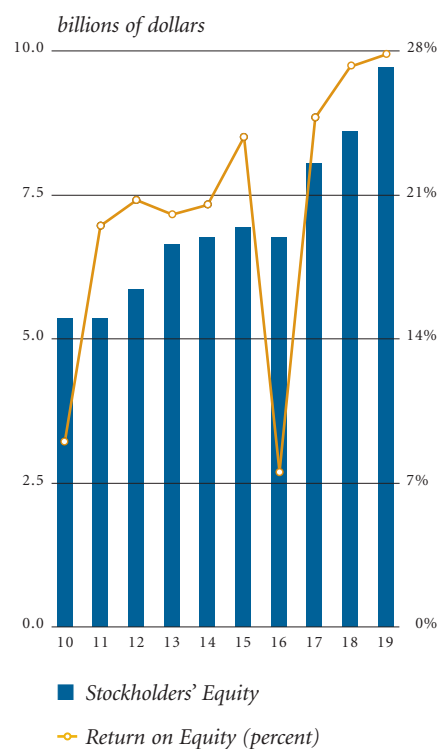
REVENUES



NET INCOME



STOCKHOLDERS' EQUITY





PACCAR is celebrating 114 years of success and delivered record revenues and record profits to its shareholders in 2019 — the best year in company history. This is also the 81st consecutive year of earning a net profit — a remarkable achievement. This major milestone was achieved by the steady and consistent leadership of the company and the unwavering commitment of all employees to exceed our customers’ expectations by delivering the highest quality products and services. PACCAR has achieved excellent financial results for decades by focusing on the premium quality segment of its industry — an impressive record considering the cyclical nature of the capital goods business.

I would like to thank Ron Armstrong for his 5 years of dedicated leadership as Chief Executive Officer. Ron and the senior management team delivered many financial records, launched exciting new products worldwide and increased the company’s manufacturing and parts capabilities. We wish Ron and his family a healthy and peaceful retirement.

PACCAR is pleased to welcome Preston Feight as the company’s Chief Executive Officer, effective July 1, 2019. Preston has been with PACCAR for 22 years and has assembled an impressive career as an engineering and sales executive and as general manager. He was the General Manager of the Kenworth Truck division and President of DAF Trucks, based in Eindhoven. We look forward to Preston and his senior team building on the strong vibrant results that PACCAR has achieved for 114 years.

PACCAR’s record year in 2019 is due to many positive factors including excellent Kenworth and Peterbilt market share in North America and DAF’s strong performance in the European truck market. Customers renewed their fleets to take advantage of the reliability and operating efficiency of new DAF, Kenworth, and Peterbilt trucks. PACCAR Parts delivered record aftermarket results reflecting new sales initiatives, a growing population of integrated and connected PACCAR vehicles, and more TRP stores. PACCAR Financial Services, including PacLease, had a very good year, generating strong new business revenue. PACCAR benefits from its global diversification, industry leading independent dealer organizations and increased investments in all segments of the business.

Our shareholders have enjoyed very good returns, with total shareholder return of 45% in 2019, annual regular dividend growth of 11% in the last twenty years and the \$2.30 per share extra dividend paid in early 2020.

The embedded principles of integrity, quality and consistency of purpose define the course in PACCAR’s operations. The proven business strategy — deliver technologically advanced premium products and provide an extensive array of tailored aftermarket customer services — enables PACCAR to pragmatically approach growth opportunities.

I would like to thank the tens of thousands of employees whose hard work, ingenuity and drive for quality through the decades have enabled PACCAR to grow as a global technology company and deliver excellent results to our shareholders.



Mark Pigott

MARK C. PIGOTT
Executive Chairman
 February 19, 2020

4 PACCAR had an outstanding year in 2019, generating record revenues and profits as well as industry leading operating margins. Revenues climbed to \$25.6 billion and net income was \$2.39 billion; delivering an after-tax return on revenue of 9.3%. The company has earned annual net income for 81 consecutive years.

PACCAR's financial results reflect the company's premium-quality trucks and services, technology leadership, strong global truck markets and record truck deliveries, complemented by record aftermarket parts sales and good financial services results worldwide. These excellent results were due to the capabilities and efforts of our employees who delivered industry leading product quality, innovation and outstanding operating efficiency.

PACCAR delivered a record 198,800 trucks to its customers, and sold a record \$4.02 billion of aftermarket parts. PACCAR's excellent credit ratings of A+/A1 supported PACCAR Financial Services' record new loans and leases of \$5.63 billion. Year-end stockholders' equity was a record \$9.71 billion.

Class 8 truck industry retail sales in North America, including Mexico, were 336,000 vehicles in 2019 compared to 311,000 the prior year. The European 16+ tonne market in 2019 was 320,000 vehicles compared to 319,000 in 2018. PACCAR customers are generating good profits due to strong freight tonnage, low fuel prices and the superior operating efficiency of Kenworth, Peterbilt and DAF trucks.

PACCAR's strong financial performance in 2019 benefited from PACCAR Parts' record pre-tax profits of \$830.8 million and PACCAR Financial Services' pre-tax profits of \$298.9 million. After-tax return on beginning stockholders' equity was an industry leading 27.8% in 2019. PACCAR's financial performance has enabled the company to declare \$7 billion in dividends during the last ten years, which is over 50% of the net income generated during that same period. PACCAR's total stockholder return in 2019 was 45% versus 31% for the S&P 500 Index.

INVESTING FOR THE FUTURE — PACCAR's consistent profitability, strong balance sheet and intense focus on quality, technology and productivity have allowed the company to invest \$6.8 billion in the last decade in world-class facilities, innovative products and new technologies. PACCAR's investments provide transportation solutions that deliver the lowest total cost of operation.

In 2019, capital investments were \$743.9 million and research and development expenses were \$326.6 million. PACCAR expanded its vehicle product range, invested in truck and powertrain technologies that increased vehicle fuel efficiency and reliability and enhanced its manufacturing and parts distribution facilities.

PACCAR made further investments in additional manufacturing capacity to satisfy increasing customer demand and the engine factories produced a record number of PACCAR MX-13 and MX-11 engines. Kenworth and Peterbilt have installed 234,000 PACCAR engines since the MX engine line was introduced in 2010. Kenworth, Peterbilt and DAF completed investments in efficient, high quality robotic cab assembly capabilities that support the growing demand for PACCAR's industry leading truck models. PACCAR's most recent investment in truck manufacturing capacity is the construction of a new state-of-the-art robotic paint facility in Chillicothe, Ohio.

PACCAR now has three globally aligned embedded software development centers: in Kirkland, Washington; in Eindhoven, the Netherlands; and in Pune, India. PACCAR introduced over-the-air software update capabilities to enhance customer uptime. PACCAR is partnering with the Department of Energy on a "Super Truck II program" that will demonstrate a 100% improvement in freight efficiency.

PACCAR is a leader in the development of battery-electric, hybrid and hydrogen fuel cell vehicles. Kenworth, Peterbilt and DAF are field testing these technologies with customers and plan to deliver production battery-electric truck models

in the next 12–18 months. While we are preparing for the long term by making investments in alternative powertrain technologies, diesel is expected to remain the most efficient and cost-effective powertrain technology in heavy truck applications for the foreseeable future.

The PACCAR Technical Center in Pune, India provides support to PACCAR’s global product and technology initiatives. In China, PACCAR purchases components and continues to examine opportunities to increase participation in the world’s largest truck market.

CONTINUOUS IMPROVEMENT — Six Sigma and lean process development are integrated into all business activities at PACCAR and have been adopted at hundreds of the company’s suppliers, dealers and customers. Six Sigma’s statistical methodology is critical in the development of new product designs, customer services and manufacturing processes. Six Sigma and other product and process enhancement capabilities leverage advanced data analytics, machine learning and artificial intelligence tools to increase efficiency and quality. Thousands of PACCAR employees have been trained in Six Sigma and have implemented over 58,000 projects. Since 1997, PACCAR has delivered billions of dollars in Six Sigma savings in all facets of the company.

INFORMATION TECHNOLOGY — PACCAR’s Information Technology Division (ITD) and its innovative employees are an important competitive asset for the company. ITD collaborates closely with all company businesses to develop software and hardware that enhances the quality and efficiency of products and operations throughout the company. ITD is integral in DAF *Connect*, Peterbilt *SmartLINQ*, and Kenworth *TruckTech+* customer connectivity solutions. In 2019 Peterbilt and Kenworth introduced over-the-air vehicle software update capabilities to enhance customer uptime and efficiency. The ITD team works closely with the truck divisions and suppliers to accelerate development of advanced driver assistance systems (ADAS) for use in PACCAR vehicles around the world. DAF, Peterbilt and Kenworth are leaders in developing autonomous driving technologies.

TRUCKS — U.S. and Canadian Class 8 truck industry retail sales in 2019 were 309,000 units and the Mexican market totaled 27,000 units. The European Union (EU) industry 16+ tonne truck registrations were 320,000 units. The North American 2019 truck market was the second best market ever, and the European market was the third best. PACCAR’s Class 8 retail sales share in the U.S. and Canada grew from 29.4% to 30.0% in 2019, while DAF market share was a robust 16.2% in the 16+ tonne truck market in Europe. Industry Class 6 and 7 truck registrations in the U.S. and Canada were 108,000 units, up 10% from the previous year. In the EU, the 6- to 16-tonne market was 54,000 units. PACCAR’s market share in the U.S. and Canada medium-duty truck segment was 16.9%. DAF’s share of the medium-duty truck market in Europe grew to 9.7% from 9.0% in 2018. PACCAR delivered a record 34,400 medium-duty trucks to its customers in 2019.

A tremendous team effort by the company’s sales, engineering, purchasing, materials, production and customer service employees contributed to record truck production and industry leading truck, parts and other gross margins above 14% for the fifth consecutive year. A combination of new technology, process improvements, applied data analytics and collaboration with suppliers enabled PACCAR facilities to establish records for factory and distribution center efficiency.

PACCAR’s innovation and manufacturing expertise continued to be recognized as the industry leader in 2019. Peterbilt, Kenworth and PACCAR Parts were recognized as a “*Top Place for Women to Work*” by the Women in Trucking organization. Kenworth Chillicothe and Peterbilt Denton each earned 2019 “*Manufacturing Leadership*” awards from

the National Association of Manufacturers. DAF earned prestigious National “*Truck of the Year*” awards in the UK, Poland, Czech Republic and Slovakia. The DAF CF Electric was named the 2019 “*Green Logistics Solution*” by German trade magazines *VerkehrsRundschau* and *TRUCKER*.

PACCAR Mexico grew heavy-duty market share to 35.1%. PACCAR Mexico’s investments in manufacturing capability resulted in a 16% increase in truck production to a record 19,700 vehicles.

DAF Brasil increased truck production by 74% in 2019 and PACCAR grew its heavy-duty truck market share in the Andean region of South America to 9.8%. PACCAR Parts increased South American sales by over 30% as it successfully grew its presence throughout the continent.

PACCAR Australia had a good year with combined Kenworth and DAF heavy-duty market share of 21.9%. In addition, Kenworth launched the new T360 and T410 models that utilize PACCAR’s 8" wider, more luxurious global conventional truck platform.

PACCAR PARTS — PACCAR Parts increased revenues by 5% to \$4.02 billion and achieved record pre-tax profits of \$830.8 million as dealers and customers accelerated adoption of innovative e-commerce platforms and global fleet service programs offering national pricing and centralized billing. PACCAR Parts is the primary source for aftermarket parts and services for PACCAR vehicles, and supplies its TRP branded parts for all makes of trucks, trailers and buses. PACCAR dealers expanded TRP aftermarket parts retail stores to 210 locations in 40 countries. Over seven million heavy-duty trucks operate in North America and Europe. The large vehicle parc and the growing number of PACCAR MX engines installed in Peterbilt and Kenworth trucks in North America create excellent demand for parts and service and moderate the cyclicity of truck sales.

PACCAR Parts continues to enhance logistics performance to dealers and customers with projects underway to build new distribution centers in Las Vegas, Nevada and Ponta Grossa, Brasil.

FINANCIAL SERVICES — PACCAR Financial Services’ (PFS) conservative business approach, coupled with PACCAR’s superb credit rating of A+/A1 and the strength of the dealer network, enabled PFS to achieve retail market share growth and pre-tax profit of \$298.9 million in 2019. PACCAR issued \$2.49 billion in medium term notes at attractive rates during the year. PFS has operations covering 25 countries on four continents. The global breadth of PFS and its rigorous credit application process support a record portfolio of 208,000 trucks and trailers, with record total assets of \$16.07 billion. PACCAR Financial and PACCAR Leasing are the preferred funding sources for DAF, Peterbilt and Kenworth trucks, financing 24.5% of dealer new truck sales in the markets where PFS operated in 2019. Strategically located used truck centers, interactive webcasts and targeted marketing enabled PFS to sell 14,500 used trucks worldwide.

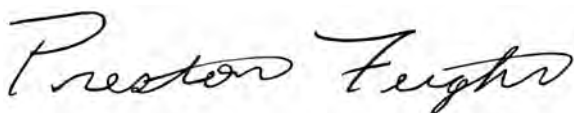
PACCAR Leasing (PacLease) is one of the largest full-service truck rental and leasing operations in North America, Germany and Australia. PacLease placed 7,700 new PACCAR vehicles in service, a 12% increase over 2018. The PacLease fleet consisted of over 40,000 vehicles at the end of 2019.

ENVIRONMENTAL LEADERSHIP — PACCAR is a global environmental leader. Many of PACCAR’s manufacturing facilities have earned ISO 14001 environmental certification. The company’s manufacturing facilities enhanced their zero-waste-to-landfill programs during the year. PACCAR is a member of the environmental reporting firm CDP, which evaluates and scores companies on how effectively they are addressing climate change and the environment. For the second year in a row PACCAR earned an excellent score of “A”, placing it in the top 2% of the over 8,000 reporting companies from around the world.

A LOOK AHEAD — PACCAR’s employees around the world enable the company to distinguish itself as a global leader in the technology, capital goods, financial services and aftermarket parts businesses. The outlook for 2020 is for the North American and European economies to grow at a 1-2% rate while South America is expected to grow by 2-3%. The U.S. and Canada Class 8 truck market in 2020 is expected to normalize and be in the range of 230,000–260,000 vehicles. Registrations for Class 6-7 trucks are expected to be between 90,000–110,000 vehicles. The European truck market is forecast to remain strong in 2020 with 16+ tonne vehicle registrations in the range of 260,000–290,000 vehicles and demand for medium-duty trucks is expected to range from 45,000–50,000 units.

PACCAR Parts’ industry leading services, the large vehicle parc and strong freight demand in North America and Europe should provide increased parts deliveries in the company’s aftermarket parts business. The PACCAR Financial portfolio is expected to continue to perform well due to the growing economies.

PACCAR’s industry leading range of vehicles, modern high technology factories and superb customer service in parts and financial services, as well as accelerated investments in advanced powertrains, advanced driver assistance systems, truck connectivity and powerful data analytics applications using artificial intelligence and machine learning provide an excellent foundation for future growth. PACCAR is well positioned and committed to generating outstanding results for its shareholders.



PRESTON FEIGHT

Chief Executive Officer

February 19, 2020



PACCAR Executive Operating Committee

First Row Left to Right: Jason Skoog, Marco Davila, Kevin Baney, Darrin Siver, Lily Ley, Douglas Grandstaff, Harry Wolters.

Second Row Left to Right: Kyle Quinn, Todd Hubbard, Harrie Schippers, Preston Feight, Gary Moore, Michael Barkley, David Danforth, Mike Dozier, Jack LeVier.



Peterbilt established production records of 46,700 heavy-duty and 11,200 medium-duty trucks in 2019. Peterbilt introduced the Model 579 UltraLoft Sleeper and the Model 579 EV, Electric Vehicle.

Peterbilt introduced and built 5,700 Model 579s with an 80-inch integral UltraLoft sleeper in 2019. The UltraLoft provides an industry leading 70 cubic feet of storage space, along with superior comfort for customers and is the best-selling sleeper version of the Model 579.

Peterbilt developed and delivered advanced battery-electric vehicles to customers for field testing. The fleet of Models 579EV, 520EV and 220EV are designed for regional haul, refuse collection and local pickup and delivery. The vehicles will be available for production in 12–18 months.

Peterbilt enhanced its advanced driver assistance system (ADAS), which is standard on the Model 579 and offers multi-lane emergency braking and highway departure braking.

Peterbilt achieved record medium-duty truck build of 11,200 units, including a record number of Model 220 for urban delivery, and Models 337 and 348 for vocational applications.



Peterbilt is a leader in vehicle uptime. The company introduced its Platinum Service Center program to recognize Peterbilt dealer locations with the highest levels of customer service, aftermarket support and driver amenities. Peterbilt dealers added 150 mobile service vehicles to total 700, for dealer service applications. PACCAR's online service management tool, installed on 24,000 trucks, provides industry leading technology and customer communications to manage service and repairs efficiently. Peterbilt introduced over-the-air (OTA) updates, allowing customers to update engine and emissions systems software anytime, anywhere via a secure connection through the PACCAR Solutions web portal and the PACCAR OTA app.

The Peterbilt Technician Institute graduated a record 159 certified dealer technicians this year. Over 700 dealer technicians have graduated since 2015. Peterbilt opened a fifth technician campus near Los Angeles, California.

Women in Trucking recognized Peterbilt as a "Top Place for Women to Work" for the second consecutive year, reinforcing the company's diverse and inclusive workplace.

The Peterbilt dealer network invested a record \$102 million in new and upgraded facilities, adding 21 locations in 2019 and expanding to 400 dealer locations in North America, including 19 TRP stores.



Kenworth achieved heavy-duty market share of 15.2 percent in 2019, and set a vehicle production record of 60,000 trucks. Kenworth began field trials of its zero emissions hydrogen fuel cell electric Kenworth T680 for regional operations.

The iconic Kenworth W990 began production and was recognized as the fleet driver “reward truck” with its classic styling. The W990 provides maximum performance and efficiency in heavy haul and arduous operations, with GCW > 140,000 lbs.

The Kenworth T880 vocational vehicle is standard with the PACCAR 20,000 lb. front steer axle which delivers enhanced steering efficiency and load carrying capacity. Kenworth announced the addition of the PACCAR 12-speed automated transmission with PACCAR MX engine-optimized shift calibrations to enhance performance for the T880.

A new North American PACCAR Embedded Engineering center opened at Kenworth headquarters in Kirkland, Washington. The facility provides collaborative working spaces, open-office environments and electronic test labs capable of replicating truck electronic functionality.

Kenworth *TruckTech+* Service Management introduced a web-based fleet portal with more than 16,000 participating customer trucks. The new Kenworth *TruckTech+* over-the-air update program enables remote download of the latest PACCAR MX engine updates and calibrations for enhanced fuel economy and performance.

Kenworth Chillicothe delivered a record 41,000 heavy-duty trucks, as a new robotic cab assembly cell began producing cabs for the Kenworth T680, T880 and W990. Chillicothe earned a 2019 “*Manufacturing Leadership Award*” from the National Association of Manufacturers. Kenworth Renton has produced more than 150,000 trucks in its 26 year history. The plant’s strong environmental efforts achieved zero-waste-to-landfill in 2019. The PACCAR Ste-Thérèse plant delivered a record 19,000 medium-duty trucks. The Ste-Thérèse plant celebrated the production milestone of its 200,000th medium-duty truck – a Kenworth T270.

Kenworth dealers invested \$196 million in world-class facilities, growing the network to a record 426 sales and service locations in the United States and Canada. A record 182 Kenworth dealerships attained the prestigious Kenworth PremierCare® Gold Certified status by providing excellent service to maximize customer uptime.

The Women in Trucking Association recognized Kenworth as a 2019 “*Top Place for Women to Work*” in the transportation industry. A Kenworth T680 transported the U.S. Capitol Christmas Tree to Washington, D.C. for the annual tree-lighting ceremony on Capitol Hill.



The Kenworth T880 flagship vocational model exemplifies Kenworth’s core values of quality, innovation and technology used to produce The World’s Best® trucks. The T880 offers excellent performance, low operating cost, rugged reliability and outstanding driver comfort for vocational fleets and truck operators. The T880 is standard with the proprietary PACCAR MX-13 engine and PACCAR front axle rated at 20,000 lbs.



DAF

CF

480

DAF Trucks N.V. achieved 16.2 percent market share in the European heavy-duty truck market in 2019. DAF expanded in the Asian, African and South American markets, strengthening its position as a premium global vehicle manufacturer.

The DAF CF Electric vehicles began field tests with customers in the Netherlands and Germany, and are accumulating mileage to optimize the technology while also improving air quality and reducing CO₂ emissions. The DAF CF Electric was honored as the “*Green Truck Logistics Solution 2019*” by the German trade magazines *VerkehrsRundschau* and *TRUCKER*, reinforcing DAF’s environmental leadership.

DAF’s European market share in the 16+ tonne segment was 16.2 percent with market leadership in the United Kingdom, the Netherlands, Belgium, Poland, Hungary and Bulgaria.

DAF launched a series of product innovations, including new axles and vehicle configurations, to enhance its excellent reputation in the vocational segment.

The DAF XF series was elected “*Fleet Truck of the Year 2019*” at the prestigious Motor Transport Awards in the UK. At the Commercial Fleet Awards (UK) the DAF LF series was voted “*Truck of the Year*” and DAF was honored as “*Manufacturer of the Year*”. The DAF CF Construction Model was awarded “*Top Bau Truck*” by Transport a Logistika magazine in Slovakia and the Czech Republic.



DAF sold 7,900 trucks outside the EU in 2019. DAF introduced the new Euro 5 and Euro 6 trucks in Russia, Belarus, Ukraine, Latin America, Australia and New Zealand. DAF is the heavy-duty market leader among European manufacturers in Taiwan.

DAF’s independent dealer network opened 59 new locations, including a new state-of-the-art company owned dealership in Paris, France, expanding its worldwide network to over 1,100 locations. New dealerships were opened in Europe, South America, Asia and Africa.

DAF opened a new Digital Technology Center in Eindhoven, the Netherlands, to design next-generation embedded software and support the development of advanced driver assistance systems and advanced connected services.

Customers enjoyed the ‘DAF Experience 2019’, which included a tour of DAF’s modern production facilities and showcased DAF’s premium trucks, aftermarket parts and financial services.

PACCAR Parts’ TRP all-makes aftermarket parts program consists of over 130,000 truck, bus and trailer parts and is supported by DAF’s worldwide dealer network. DAF dealers opened 20 new TRP stores in Europe, Asia and Africa, bringing the total to 100 TRP stores.

The DAF CF is a leader in a variety of transport and vocational applications, offering customers superior quality, ergonomics, comfort and operating efficiency. DAF is at the forefront of product innovation, providing sophisticated vehicle technologies and advanced on-line fleet management systems.

PACCAR Australia launched the Kenworth T360 and the Kenworth T410 in 2019.

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PACCAR has delivered more than 68,000 Kenworth and DAF vehicles operating in one of the world's most demanding environments.

PACCAR Australia continued its market leadership in 2019 as Kenworth achieved 18.5 percent market share and DAF share achieved 3.4 percent. Kenworth launched the new T360 and T410, with the wider 2.1-meter cab. The T410 earned the prestigious “*Good Design Australia Award*” for the integration of its innovative features. PACCAR Australia began construction on its Bayswater factory 100,000 sq' expansion to be completed in 2021.

PACCAR Financial Australia celebrated its 40th anniversary of operation. PacLease's 17 locations cover the Australian capital cities and large regional areas.

PACCAR Parts Australia achieved record sales in 2019 by growing its Fleet Services program and TRP all-makes truck and trailer parts business by 24 percent. PACCAR Australia's 58 dealer locations support their customers with exceptional service.



Kenworth trucks are designed and manufactured in Australia to perform in some of the most demanding applications in the world. The Model T659 road train is designed to haul loads of 200 tonnes while enhancing Kenworth's excellent reputation for superior product quality, comfort and productivity.

PACCAR Mexico (KENMEX) increased production by 16 percent to a record 19,700 vehicles in 2019. KENMEX achieved a market-leading 35.1 percent share of the Class 8 Market in Mexico.

PACCAR Mexico produces a broad range of Kenworth and Peterbilt Class 5-8 vehicles for North, Central, and South America in its state-of-the-art 590,000 square-foot production facilities in Mexicali, Mexico. KENMEX has manufactured over 310,000 vehicles since its founding in 1959.

KENMEX celebrated 60 years of production in Mexico in 2019. KENMEX achieved a milestone by manufacturing record production of 19,700 vehicles including an export record of 8,800 units for the U.S. and Canadian markets.

KENMEX has installed 5,800 PACCAR MX engines into Kenworth vehicles.

PACCAR Parts Mexico achieved excellent results with record sales. PACCAR Financial Mexico and PacLease Mexicana financed over 50 percent of the Kenworth truck retail sales in Mexico.

KENMEX dealers have invested over \$75 million in the last five years to ensure market-leading quality and customer service at 135 dealer locations and 1,000 service bays throughout Mexico.



KENMEX celebrated its 60th anniversary in 2019. This picture shows the Kenworth T880, one of the top selling tractors in the market in Mexico. The advanced PACCAR MX-13 engine delivers industry leading performance and efficiency in over the road applications.

Leyland Trucks, the United Kingdom's leading truck manufacturer, celebrated the production of the 50,000th DAF LF Euro 6 and delivered over 19,700 DAF vehicles to customers in Europe, Asia, Australia, Africa and the Americas.

Leyland Trucks celebrated the production of the 50,000th LF Euro 6 in 2019, and enhanced its reputation as one of the UK's leading automotive manufacturing companies. Leyland's highly efficient 710,000 square-foot manufacturing facility features a technologically advanced production system that delivers digital instructions to the robotic chassis paint system. Leyland builds the full DAF product range of LF, CF and XF models for right- and left-hand drive markets.

Leyland has produced over 190,000 DAF LF distribution vehicles since the launch of the popular vehicle in 2001. The DAF LF was honored as "Truck of the Year" for the third consecutive year and DAF Trucks earned "Truck Manufacturer of the Year" at the 2019 Commercial Fleet Awards.

Leyland Trucks' Helping Hand charity celebrated its 25 year anniversary in 2019, generating over £1 million in donations to local communities.



Leyland manufactures the full DAF product range of LF, CF and XF models for right- and left-hand drive markets, offering superior operating efficiency, technology and productivity. The DAF LF is the ideal truck for urban and vocational applications.

PACCAR sells DAF, Kenworth and Peterbilt trucks and parts to customers in over 100 countries on six continents. In 2019, PACCAR expanded its business in South America, Africa and Asia.

DAF Brasil has produced over 9,000 trucks as it celebrates six years of operation. DAF market share in the Brazilian heavy-duty 40+ tonne segment was 6.2 percent. DAF's dealers in Brasil have invested over \$60 million in 37 service locations. A new PACCAR Parts Distribution Center will open in Ponta Grossa, Brasil in 2020 to enhance South American DAF and Kenworth dealers' parts availability.

The DAF new generation Euro 5 and Euro 6 CF and XF trucks were introduced in Russia, Belarus, Ukraine, Latin America, Australia and New Zealand. DAF delivered a record number of trucks and enhanced its market leadership in Taiwan. Sales in South Africa grew by over 20 percent.

DAF sold over 3,000 PACCAR engines to leading manufacturers of coaches, buses and special vehicles worldwide. At the BusWorld exhibition in Brussels, Belgium, DAF introduced Euro 3 and Euro 5 versions of the efficient and powerful PACCAR MX engines, and a new lightweight rear axle.

The PACCAR India Technical Center provides information technology, engineering and purchasing expertise to PACCAR operations worldwide.



The DAF assembly facility in Taiwan builds the full range of DAF XF, CF and LF models. DAF Brasil has produced over 9,000 trucks as it celebrates six years of operation. PACCAR engineering teams in India support the PACCAR truck divisions around the world. PACCAR engines power buses throughout Europe and Asia.

PACCAR Parts achieved record pre-tax profit of \$831 million and worldwide revenue of \$4.02 billion in 2019, and delivered a record 1.9 million parts shipments to over 2,200 DAF, Kenworth, Peterbilt and TRP locations.

PACCAR Parts drives uptime for customers with technology solutions that include the PACCAR Parts 365 Center and Fleet Services program, which supports over 1,550 commercial fleets operating more than one million vehicles. PACCAR Parts’ global eCommerce program allows customers to identify more than 1.4 million parts, confirm availability and order 24 hours a day, 7 days a week. The Kenworth *Privileges*, Peterbilt *Preferred*, DAF *MAX* and TRP *Performance* loyalty programs deliver exclusive benefits to more than 850,000 customers worldwide.

PACCAR Parts’ 18 distribution centers support customers on six continents with 2.8 million square-feet of warehouse space. PACCAR Parts will open new distribution centers in Las Vegas, Nevada and Ponta Grossa, Brasil in 2020.

PACCAR Parts’ successful TRP aftermarket brand celebrated its 25th anniversary in 2019. TRP offers over 130,000 part numbers of many makes and models of trucks, trailers, buses and engines. In 2019, TRP aftermarket parts retail stores expanded to 210 locations in 40 countries.



In 2020, PACCAR Parts’ new Ponta Grossa, Brasil distribution center will expand customer service throughout South America. PACCAR Parts’ eCommerce program allows customers 24/7 access. PACCAR Parts’ 365 Center supports customers with roadside assistance, powertrain support and service management. PACCAR Parts’ TRP brand celebrated its 25th anniversary in 2019.

PACCAR enhanced its proprietary automated transmission applications with PACCAR MX-13 and MX-11 engines. PACCAR MX engines are installed in all DAF 16+ tonne vehicles and over 43 percent of Kenworth and Peterbilt Class 8 vehicles.

PACCAR is one of the premier diesel engine manufacturers in the world with over 800,000 square-feet of production facilities in Columbus, Mississippi and Eindhoven, the Netherlands. PACCAR's MX-13 and MX-11 engines provide customers with excellent fuel economy and superior durability. PACCAR has two world-class research and development centers, operating 47 advanced engine test cells and a climatic chassis dynamometer to enhance its engine and powertrain design. PACCAR has delivered 1.7 million engines, with the Columbus engine facility manufacturing over 230,000 engines since its opening in 2010.

The PACCAR MX-13 offers horsepower ratings up to 520 HP and 1,900 lb-ft of torque and the MX-11 offers ratings up to 440 HP and 1,700 lb-ft of torque.

The PACCAR 12-speed automated vocational transmission provides superior performance for construction, mining, refuse and agriculture. In 2019, the PACCAR Transmission was installed in 44 percent of Kenworth and Peterbilt on-highway trucks, complementing the excellent performance of the PACCAR MX Engines.



PACCAR engine and axle factories provide technology leadership in commercial vehicle powertrain production. PACCAR Powertrains are installed in DAF, Kenworth and Peterbilt vehicles worldwide, where they have earned a reputation for superior reliability, durability and operating efficiency.

PACCAR Financial Services (PFS), which supports the sale of PACCAR trucks worldwide, achieved retail market share of 24.5 percent and earned pre-tax profits of \$299 million in 2019.

The PFS portfolio is comprised of 208,000 trucks and trailers, with total assets of \$16.1 billion. PACCAR’s excellent balance sheet, complemented by its A+/A1 credit rating, enabled PFS to issue \$2.5 billion in three-, four-, and five-year medium term notes in 2019. PFS supports the sale of Kenworth, Peterbilt and DAF trucks in 25 countries on four continents. PFS sold over 14,500 pre-owned PACCAR trucks worldwide in 2019, and leveraged its network of nine world-class retail used truck centers.

PFC financed 69 percent of dealer inventories and 18 percent of new Kenworth and Peterbilt Class 8 trucks in the U.S. and Canada. Over 80 percent were funded through its industry leading e-contract and e-signature platform. PFC upgraded its state-of-the-art Finance Sales and Credit system.

PACCAR Financial Brasil commenced operations in 2019 and supports the growth of DAF Brasil by providing retail financing to customers and inventory financing for dealers. PACCAR Financial Europe (PFE) has \$3.8 billion in assets and provides financial services to DAF dealers and customers in 17 European countries. PFE achieved a 25 percent market share of DAF vehicles in 2019.



PACCAR Financial facilitates the sale of premium-quality new and used PACCAR vehicles worldwide by offering a full range of financial products and by utilizing leading-edge web-based information technologies to streamline financing and leasing for dealers and customers.

PACCAR Leasing achieved its 30th consecutive year of profitability with a record worldwide fleet of over 40,000 Kenworth, Peterbilt, and DAF vehicles.

PacLease offers premium Kenworth, Peterbilt and DAF vehicles for full-service lease and rental customers. PacLease is an industry leader in introducing new technologies and providing fleet customers innovative and complete transportation solutions. PacLease launched its new SalesSuite, a mobile, web-based lease quotation system which reduces lease transaction quotation time by 40 percent.

In 2019, PacLease delivered its 2,000th vehicle equipped with the PACCAR Integrated Powertrain, which combines the fuel efficiency and reliability of the PACCAR MX Engine and the durability of the PACCAR Transmission. PACCAR MX Engines powered over 60 percent of PacLease's Kenworth and Peterbilt heavy-duty vehicles.

Customer deliveries increased to 7,700 Kenworth, Peterbilt and DAF vehicles in North America, Europe and Australia through PacLease's network of 585 locations.

PacLease Mexico increased deliveries by 29 percent and is the largest Class 8 full-service lease provider in Mexico, with a fleet of over 7,300 trucks and trailers. PacLease Australia offers the widest network coverage in Australia with 17 locations. PacLease Europe operates a fleet of over 2,700 DAF trucks and trailers. PacLease University, the training program for franchise lease and rental sales professionals, trained its 500th student and expanded into Mexico and Australia this year.



PacLease provides its customers with innovative transportation solutions and premium-quality PACCAR vehicles. PacLease offers new Peterbilt, Kenworth and DAF trucks with the PACCAR engine and powertrain.

PACCAR Technical Centers' world-class design, simulation and validation capabilities accelerate product development and ensure that PACCAR continues to deliver the highest quality products in the industry.

PACCAR's Technical Centers in Europe, North America and India are equipped with state-of-the-art product development and validation capabilities. The centers are staffed with experts in powertrain and vehicle development and systems integration. The advanced engineering tools in the Technical Centers are utilized to innovate and accelerate the launch of new products, including fuel-efficient engines, aerodynamic trucks and advanced safety systems. To improve uptime, advanced data analytics tools are employed to provide faster response to customers and proactively recommend maintenance schedules. The Technical Centers utilize state-of-the-art technologies, including 3-D rapid prototyping of metal components. Technical Center computer simulations provide insight into durability and performance of engine, powertrain and vehicle components and systems. The climatic chassis dynamometer allows simulation of terrain grade and variable climate.

The PACCAR Innovation Center in Silicon Valley and advanced engineering work at the Technical Centers drive research in powertrain electrification, advanced driver assistance systems and electronic connectivity.



PACCAR Technical Centers in Eindhoven, the Netherlands, Silicon Valley, California, Mount Vernon, Washington and Pune, India advance the quality and competitiveness of PACCAR products worldwide.

PACCAR’s Information Technology Division (ITD) is an industry leader in innovative digital technologies that enhance the quality of PACCAR business processes and products. These technologies systematically connect PACCAR with its customers, dealers and suppliers.

PACCAR ITD unveiled its new PACCAR Technology Center, which showcases advanced technology, new concepts and creative ideas for the future of PACCAR. The Technology Center links truck sales, dealer analytics, PACCAR Parts and connected truck; highlighting PACCAR’s technical leadership and vision.

PACCAR ITD is implementing Microsoft HoloLens Augmented Reality training guides to efficiently train employees who digitally interact with three-dimensional overlays in the production arena. Holographic images, videos and electronic build instructions enhance the assembly process.

PACCAR connected truck systems monitor vehicle operating data, location and utilization. PACCAR ITD’s team simulates millions of operating scenarios to provide PACCAR customers the latest information to maximize their uptime efficiently.



PACCAR is a leader in applied technology including: Advanced Technology; Augmented Reality training guides by using a full scale hologram; Internet of Things services to increase uptime; and digital services to enhance customer experience.

The PACCAR Foundation has contributed over \$200 million to educational, social services and arts charitable organizations during its 68 years.

PACCAR's philanthropy reflects its global business reach. PACCAR donates generously to education, the arts and social services in locations in which its employees work and live.

PACCAR's philanthropy recognizes that education is the key to providing people a life full of opportunities. PACCAR's grants to universities through scholarships and professorships fund research in science and business and build world-class facilities for students and faculty.

PACCAR's philanthropy is focused on health and social well-being including funding cancer research and the United Way. PACCAR employees contribute their time and resources as volunteers and fundraisers for organizations worldwide.



PACCAR Environmental Technology Building, Washington State University; Swedish Hospital Mobile Mammography Truck in Seattle; Center for Science and Innovation, Seattle University; Van Gogh Museum, Amsterdam, the Netherlands.

PACCAR earned an “A” rating in the 2019 Carbon Disclosure Project (CDP) Evaluation by delivering a comprehensive environmental program including reduction of greenhouse gas emissions in its commercial vehicles and facilities.

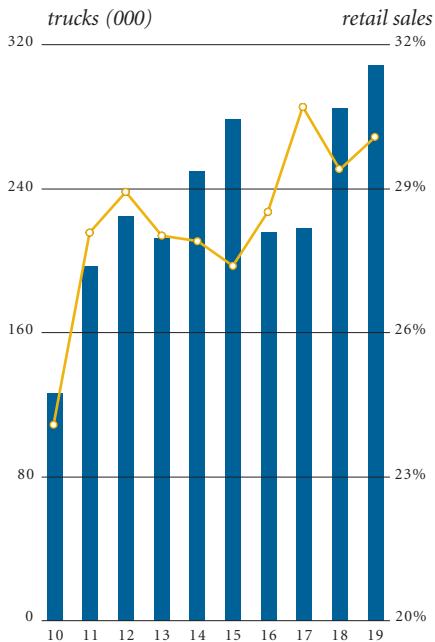
PACCAR’s strategy for environmental leadership is to invest in technologically advanced products and energy efficient, sustainable operations. PACCAR’s 2019 CDP “A” listing represents the top two percent of over 8,000 reporting companies. PACCAR has reduced greenhouse gas emissions for product and facilities consistently since 2013.

PACCAR is a leader in the development of alternative powertrains including battery-electric, fuel cell and hybrid commercial vehicles. Kenworth, Peterbilt and DAF are field-testing these technologies in North America and Europe. PACCAR is the market leader in natural gas powered CNG and LNG heavy-duty vehicles. Kenworth, Peterbilt and DAF trucks have reduced fuel consumption and CO₂ emissions up to 15 percent compared with 2014 vehicles. PACCAR is an environmental leader in its factory operations; 88 percent of the company’s manufacturing locations are zero-waste-to-landfill facilities and 94 percent are ISO 14001 certified. PACCAR vehicles are over 80 percent recyclable, with steel, aluminum and copper components.



PACCAR is enhancing its environmental leadership with the development of innovative alternative powertrain commercial vehicles, such as the DAF LF Electric, CF Electric and CF Hybrid Trucks.

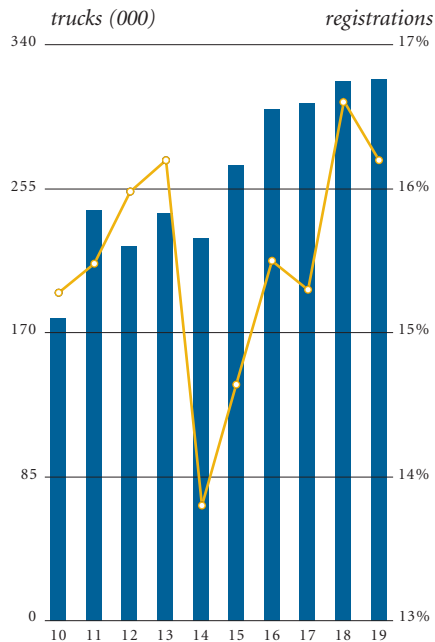
U.S. AND CANADA CLASS 8 MARKET SHARE



■ Total U.S. and Canada Class 8 Units

—○— PACCAR Market Share (percent)

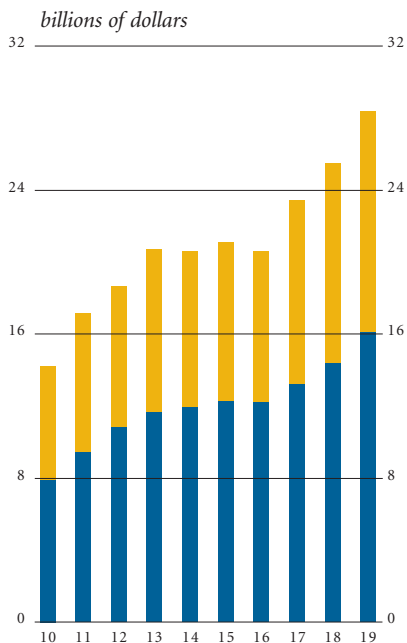
WESTERN AND CENTRAL EUROPE 16+ TONNE MARKET SHARE



■ Total Western and Central Europe 16+ Tonne Units

—○— PACCAR Market Share (percent)

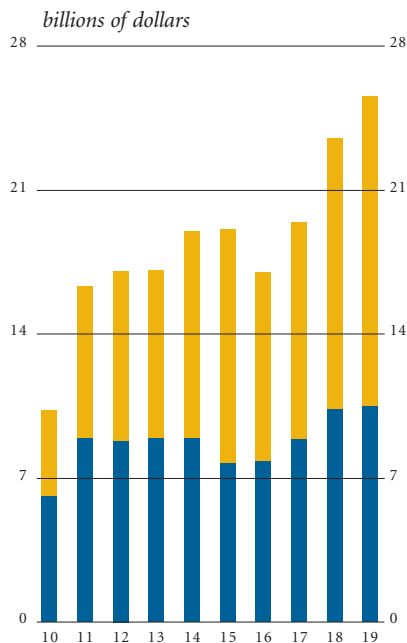
TOTAL ASSETS



■ Truck, Parts and Other

■ Financial Services

GEOGRAPHIC REVENUE

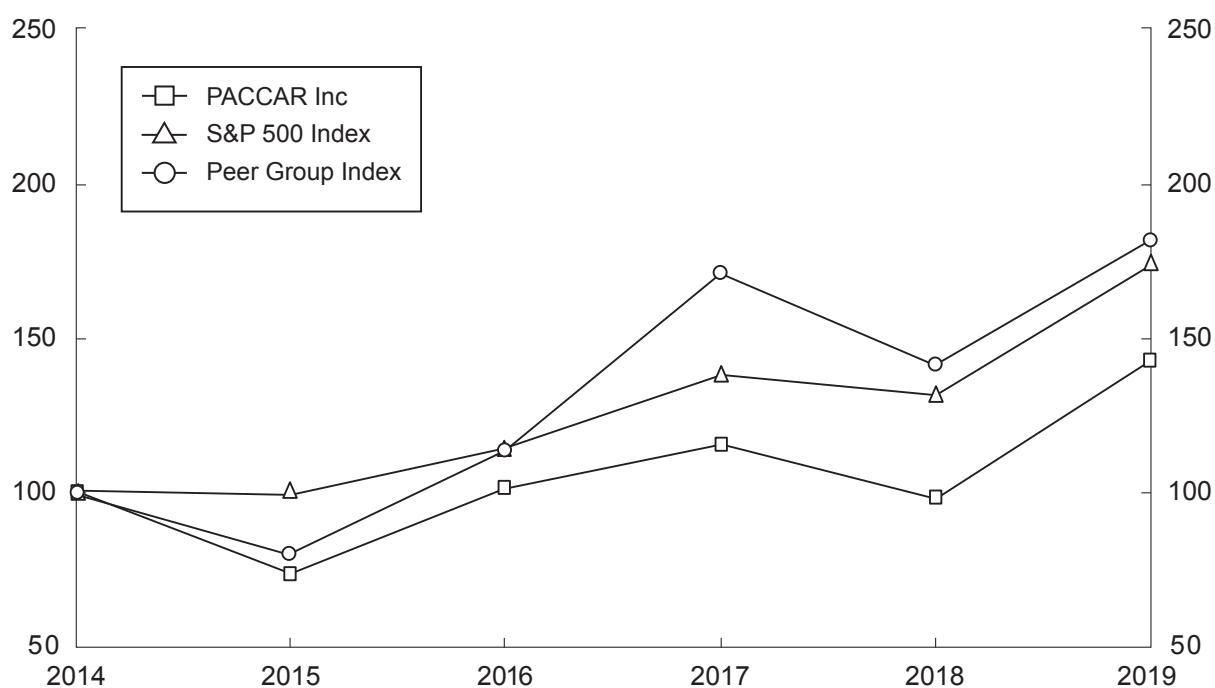


■ United States

■ Rest of World

STOCKHOLDER RETURN PERFORMANCE GRAPH

The following line graph compares the yearly percentage change in the cumulative total stockholder return on the Company’s common stock, to the cumulative total return of the Standard & Poor’s Composite 500 Stock Index and the return of the industry peer groups of companies identified in the graph (the “Peer Group Index”) for the last five fiscal years ended December 31, 2019. Standard & Poor’s has calculated a return for each company in the Peer Group Index weighted according to its respective capitalization at the beginning of each period with dividends reinvested on a monthly basis. Management believes that the identified companies and methodology used in the graph for the Peer Group Index provide a better comparison than other indices available. The Peer Group Index consists of AGCO Corporation, Caterpillar Inc., Cummins Inc., Dana Incorporated, Deere & Company, Eaton Corporation, Meritor Inc., Navistar International Corporation, Oshkosh Corporation, AB Volvo and CNH Industrial N.V. The comparison assumes that \$100 was invested December 31, 2014, in the Company’s common stock and in the stated indices and assumes reinvestment of dividends.



	2014	2015	2016	2017	2018	2019
PACCAR Inc	100	72.90	100.87	115.82	98.08	142.26
S&P 500 Index	100	101.38	113.51	138.29	132.23	173.86
Peer Group Index	100	79.55	113.15	170.75	141.11	181.31

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

OVERVIEW:

PACCAR is a global technology company whose Truck segment includes the design and manufacture of high-quality light-, medium- and heavy-duty commercial trucks. In North America, trucks are sold under the Kenworth and Peterbilt nameplates, in Europe, under the DAF nameplate and in Australia and South America, under the Kenworth and DAF nameplates. The Parts segment includes the distribution of aftermarket parts for trucks and related commercial vehicles. The Company's Financial Services segment derives its earnings primarily from financing or leasing PACCAR products in North America, Europe and Australia. The Company's Other business includes the manufacturing and marketing of industrial winches.

2019 Financial Highlights

- Worldwide net sales and revenues were a record \$25.60 billion in 2019 compared to \$23.50 billion in 2018 due to record revenues in the Truck, Parts and Financial Services segments.
- Truck sales were \$19.99 billion in 2019 compared to \$18.19 billion in 2018 primarily due to higher truck deliveries in the U.S. and Canada and Latin America.
- Parts sales were \$4.02 billion in 2019 compared to \$3.84 billion in 2018 primarily due to higher demand in the U.S. and Canada.
- Financial Services revenues were \$1.48 billion in 2019 compared to \$1.36 billion in 2018. The increase was primarily due to higher average earning asset balances and higher yields in North America.
- In 2019, PACCAR earned net income for the 81st consecutive year. Net income was \$2.39 billion (\$6.87 per diluted share) in 2019 compared to \$2.20 billion (\$6.24 per diluted share) in 2018 primarily reflecting higher Truck and Parts revenues and operating results.
- Capital investments were \$743.9 million in 2019 compared to \$437.1 million in 2018 reflecting continued investments in the Company's manufacturing facilities, new product development and enhanced aftermarket support.
- After-tax return on beginning equity (ROE) was 27.8% in 2019 compared to 27.3% in 2018.
- Research and development (R&D) expenses were \$326.6 million in 2019 compared to \$306.1 million in 2018.

PACCAR opened Global Embedded Software centers in Kirkland, Washington and Eindhoven, the Netherlands, which will accelerate embedded software development and connected vehicle solutions to benefit customers' operating efficiency.

In January 2020, PACCAR exhibited three vehicles with autonomous and alternative powertrain technologies at the CES 2020 show in Las Vegas, Nevada: a level 4 autonomous Kenworth T680; a battery-electric Peterbilt Model 520EV; and a battery-electric Kenworth K270E. These trucks are designed for a range of customer applications, including over-the-road transportation, refuse collection and urban distribution.

Peterbilt, Kenworth and DAF are field-testing battery-electric, hydrogen fuel cell and hybrid powertrain trucks with customers in North America and Europe. These customer field tests are providing excellent feedback on future truck technologies, which will support PACCAR's environmental and engineering leadership with the development of innovative alternative powertrain technologies.

PACCAR continues to add global distribution capacity to deliver industry-leading aftermarket parts availability to customers. PACCAR will open a new 250,000 square-foot parts distribution center in Las Vegas, Nevada and a new 160,000 square-foot parts distribution center in Ponta Grossa, Brasil in 2020 to enhance parts availability for customers.

PACCAR has been honored for the second consecutive year as a global leader in environmental practices by environmental reporting firm CDP, earning recognition on the 2019 *CDP Climate Change A List*. Over 8,000 companies disclosed data about their environmental impacts, risks and opportunities to CDP for independent assessment. PACCAR is one of only 35 companies in the U.S. earning a CDP score of "A" and is placed in the top 2% of reporting companies worldwide.

The PACCAR Financial Services (PFS) group of companies has operations covering four continents and 25 countries. The global breadth of PFS and its rigorous credit application process support a portfolio of loans and leases with record total assets of \$16.07 billion. PFS issued \$2.49 billion in medium-term notes during 2019 to support portfolio growth and repay maturing debt.

Truck Outlook

Heavy-duty truck industry retail sales in the U.S. and Canada in 2020 are expected to decrease to 230,000 to 260,000 units compared to 308,800 in 2019. In Europe, the 2020 truck industry registrations for over 16-tonne vehicles are expected to be 260,000 to 290,000 units compared to 320,200 in 2019. In South America, heavy-duty truck industry sales in 2020 are estimated to be 100,000 to 110,000 units compared to 105,000 units in 2019.

Parts Outlook

In 2020, PACCAR Parts sales are expected to grow 4-6% compared to 2019.

Financial Services Outlook

Based on the truck market outlook, average earning assets in 2020 are expected to remain similar to 2019 levels. Current strong levels of freight tonnage are contributing to customers' profitability and cash flow. If current freight transportation conditions decline due to weaker economic conditions, then past due accounts, truck repossessions and credit losses would likely increase from the current low levels and new business volume would likely decline.

Capital Spending and R&D Outlook

Capital investments in 2020 are expected to be \$625 to \$675 million, and R&D is expected to be \$310 to \$340 million. The Company is investing for long-term growth in aerodynamic truck models, integrated powertrains including diesel, electric, hybrid and hydrogen fuel cell technologies, advanced driver assistance systems, digital services and next-generation manufacturing and distribution capabilities.

See the Forward-Looking Statements section of Management's Discussion and Analysis for factors that may affect these outlooks.

RESULTS OF OPERATIONS:

The Company's results of operations for the years ended December 31, 2019 and 2018 are presented below. For information on the year ended December 31, 2017, refer to Part II, Item 7 in the 2018 Annual Report on Form 10-K.

(\$ in millions, except per share amounts) Year Ended December 31,	2019	2018
Net sales and revenues:		
Truck	\$ 19,989.5	\$ 18,187.0
Parts	4,024.9	3,838.9
Other	105.3	112.7
Truck, Parts and Other	24,119.7	22,138.6
Financial Services	1,480.0	1,357.1
	\$ 25,599.7	\$ 23,495.7
Income (loss) before income taxes:		
Truck	\$ 1,904.9	\$ 1,672.1
Parts	830.8	768.6
Other	(17.7)	2.7
Truck, Parts and Other	2,718.0	2,443.4
Financial Services	298.9	305.9
Investment income	82.3	60.9
Income taxes	(711.3)	(615.1)
Net Income	\$ 2,387.9	\$ 2,195.1
Diluted earnings per share	\$ 6.87	\$ 6.24
After-tax return on revenues	9.3%	9.3%

The following provides an analysis of the results of operations for the Company's three reportable segments - Truck, Parts and Financial Services. Where possible, the Company has quantified the impact of factors identified in the following discussion and analysis. In cases where it is not possible to quantify the impact of factors, the Company lists them in estimated order of importance. Factors for which the Company is unable to specifically quantify the impact include market demand, fuel prices, freight tonnage and economic conditions affecting the Company's results of operations.

2019 Compared to 2018:**Truck**

The Company's Truck segment accounted for 78% of revenues in 2019 compared to 77% in 2018.

The Company's new truck deliveries are summarized below:

Year Ended December 31,	2019	2018	% CHANGE
U.S. and Canada	117,200	105,300	11
Europe	59,900	63,800	(6)
Mexico, South America, Australia and other	21,700	20,000	9
Total units	198,800	189,100	5

In 2019, industry retail sales in the heavy-duty market in the U.S. and Canada increased to 308,800 units from 284,800 units in 2018. The Company's heavy-duty truck retail market share was 30.0% in 2019 compared to 29.4% in 2018. The medium-duty market was 108,100 units in 2019 compared to 98,100 units in 2018. The Company's medium-duty market share was 16.9% in 2019 compared to 17.7% in 2018.

The over 16-tonne truck market in Europe in 2019 increased to 320,200 units from 318,800 units in 2018, and DAF's market share was 16.2% in 2019 compared to 16.6% in 2018. The 6 to 16-tonne market in 2019 increased to 53,600 units from 51,900 units in 2018. DAF's market share in the 6 to 16-tonne market in 2019 was 9.7% compared to 9.0% in 2018.

The Company's worldwide truck net sales and revenues are summarized below:

(\$ in millions) Year Ended December 31,	2019	2018	% CHANGE
Truck net sales and revenues:			
U.S. and Canada	\$ 13,106.5	\$ 11,357.0	15
Europe	4,797.6	4,808.4	
Mexico, South America, Australia and other	2,085.4	2,021.6	3
	\$ 19,989.5	\$ 18,187.0	10
Truck income before income taxes	\$ 1,904.9	\$ 1,672.1	14
Pre-tax return on revenues	9.5%	9.2%	

The Company's worldwide truck net sales and revenues increased to \$19.99 billion in 2019 from \$18.19 billion in 2018, primarily due to higher truck deliveries in the U.S. and Canada and Latin America, partially offset by unfavorable currency translation effects. Truck segment income before income taxes and pre-tax return on revenues increased in 2019, reflecting higher truck unit deliveries and higher gross margins.

The major factors for the Truck segment changes in net sales and revenues, cost of sales and revenues and gross margin between 2019 and 2018 are as follows:

(\$ in millions)	NET SALES AND REVENUES	COST OF SALES AND REVENUES	GROSS MARGIN
2018	\$ 18,187.0	\$ 16,039.5	\$ 2,147.5
Increase (decrease)			
Truck sales volume	1,613.3	1,395.8	217.5
Average truck sales prices	489.8		489.8
Average per truck material, labor and other direct costs		297.8	(297.8)
Factory overhead and other indirect costs		65.2	(65.2)
Extended warranties, operating leases and other	71.9	101.9	(30.0)
Currency translation	(372.5)	(337.6)	(34.9)
Total increase	1,802.5	1,523.1	279.4
2019	\$ 19,989.5	\$ 17,562.6	\$ 2,426.9

- Truck sales volume primarily reflects higher truck deliveries in the U.S. and Canada (\$1,414.4 million sales and \$1,180.0 million cost of sales). In Europe, the impact of lower truck unit deliveries was more than offset by a decrease in units accounted for as operating leases, resulting in higher sales (\$236.8 million) and cost of sales (\$217.9 million).
- Average truck sales prices increased sales by \$489.8 million, primarily due to higher price realization in North America.
- Average cost per truck increased cost of sales by \$297.8 million, primarily reflecting higher material and labor costs.
- Factory overhead and other indirect costs increased \$65.2 million, primarily due to higher salaries and related expenses and higher supplies and maintenance costs to support increased truck production.
- Extended warranties, operating leases and other revenues increased by \$71.9 million primarily due to a higher volume of repair and maintenance (R&M) and extended warranty contracts, as well as higher revenues from operating leases. Cost of sales and revenues increased by \$101.9 million primarily due to higher impairments and losses on used trucks and higher costs of extended warranty and R&M contracts.
- The currency translation effect on sales and cost of sales reflects a decline in the value of foreign currencies relative to the U.S. dollar, primarily the euro.
- Truck gross margins increased to 12.1% in 2019 from 11.8% in 2018, primarily due to the factors noted above.

Truck selling, general and administrative expenses (SG&A) for 2019 increased to \$269.7 million from \$248.3 million in 2018. The increase was primarily due to higher professional fees (\$24.4 million) and higher salaries and related expenses (\$6.8 million), partially offset by favorable currency translation effects (\$9.7 million). As a percentage of sales, Truck SG&A decreased to 1.3% in 2019 from 1.4% in 2018 due to higher net sales.

Parts

The Company's Parts segment accounted for 16% of revenues in 2019 and 2018.

(\$ in millions) Year Ended December 31,	2019	2018	% CHANGE
Parts net sales and revenues:			
U.S. and Canada	\$ 2,731.7	\$ 2,545.1	7
Europe	908.5	921.4	(1)
Mexico, South America, Australia and other	384.7	372.4	3
	\$ 4,024.9	\$ 3,838.9	5
Parts income before income taxes	\$ 830.8	\$ 768.6	8
Pre-tax return on revenues	20.6%	20.0%	

The Company's worldwide parts net sales and revenues increased to a record \$4.02 billion in 2019 from \$3.84 billion in 2018, due to higher aftermarket demand in U.S. and Canada. The increase in Parts segment income before income taxes and pre-tax return on revenues in 2019 was primarily due to higher sales volume and higher price realization, partially offset by unfavorable currency translation.

The major factors for the Parts segment changes in net sales and revenues, cost of sales and revenues and gross margin between 2019 and 2018 are as follows:

(\$ in millions)	NET SALES AND REVENUES	COST OF SALES AND REVENUES	GROSS MARGIN
2018	\$ 3,838.9	\$ 2,793.5	\$ 1,045.4
Increase (decrease)			
Aftermarket parts volume	75.4	51.1	24.3
Average aftermarket parts sales prices	173.9		173.9
Average aftermarket parts direct costs		85.5	(85.5)
Warehouse and other indirect costs		17.6	(17.6)
Currency translation	(63.3)	(40.9)	(22.4)
Total increase	186.0	113.3	72.7
2019	\$ 4,024.9	\$ 2,906.8	\$ 1,118.1

- Aftermarket parts sales volume increased by \$75.4 million and related cost of sales increased by \$51.1 million due to higher demand in all markets.
- Average aftermarket parts sales prices increased sales by \$173.9 million primarily due to higher price realization in the U.S. and Canada.
- Average aftermarket parts direct costs increased \$85.5 million due to higher material costs.
- Warehouse and other indirect costs increased \$17.6 million, primarily due to higher salaries and related expenses and higher depreciation expense.
- The currency translation effect on sales and cost of sales primarily reflects a decline in the value of foreign currencies relative to the U.S. dollar, primarily the euro.
- Parts gross margins in 2019 increased to 27.8% from 27.2% in 2018 due to the factors noted above.

Parts SG&A expense for 2019 was \$207.8 million compared to \$206.2 million in 2018 primarily due to higher salaries and related expenses, partially offset by lower sales and marketing costs and favorable currency translation effects. As a percentage of sales, Parts SG&A decreased to 5.2% in 2019 from 5.4% in 2018, primarily due to higher net sales.

Financial Services

The Company's Financial Services segment accounted for 6% of revenues in 2019 and 2018.

(\$ in millions) Year Ended December 31,	2019	2018	% CHANGE
New loan and lease volume:			
U.S. and Canada	\$ 3,425.8	\$ 3,076.7	11
Europe	1,349.5	1,364.5	(1)
Mexico, Australia and other	857.7	792.1	8
	\$ 5,633.0	\$ 5,233.3	8
New loan and lease volume by product:			
Loans and finance leases	\$ 4,277.1	\$ 4,177.3	2
Equipment on operating lease	1,355.9	1,056.0	28
	\$ 5,633.0	\$ 5,233.3	8
New loan and lease unit volume:			
Loans and finance leases	38,000	40,500	(6)
Equipment on operating lease	13,700	10,300	33
	51,700	50,800	2
Average earning assets:			
U.S. and Canada	\$ 8,837.7	\$ 7,815.4	13
Europe	3,547.6	3,364.9	5
Mexico, Australia and other	1,895.5	1,749.9	8
	\$ 14,280.8	\$ 12,930.2	10
Average earning assets by product:			
Loans and finance leases	\$ 8,758.8	\$ 8,094.4	8
Dealer wholesale financing	2,428.8	1,847.1	31
Equipment on lease and other	3,093.2	2,988.7	3
	\$ 14,280.8	\$ 12,930.2	10
Revenues:			
U.S. and Canada	\$ 810.1	\$ 763.8	6
Europe	409.3	352.6	16
Mexico, Australia and other	260.6	240.7	8
	\$ 1,480.0	\$ 1,357.1	9
Revenues by product:			
Loans and finance leases	\$ 470.2	\$ 425.2	11
Dealer wholesale financing	112.8	72.5	56
Equipment on lease and other	897.0	859.4	4
	\$ 1,480.0	\$ 1,357.1	9
Income before income taxes	\$ 298.9	\$ 305.9	(2)

New loan and lease volume was a record \$5.63 billion in 2019 compared to \$5.23 billion in 2018, primarily reflecting higher truck deliveries in the U.S. and Canada. PFS finance market share of new PACCAR truck sales was 24.5% in 2019 compared to 23.9% in 2018.

PFS revenues increased to \$1.48 billion in 2019 from \$1.36 billion in 2018. The increase was primarily due to revenue on higher average earning assets and higher portfolio yields reflecting higher market interest rates in North America, and higher used truck sales volume in Europe, partially offset by the effects of translating weaker foreign currencies to the U.S. dollar. The effects of currency translation decreased PFS revenues by \$26.7 million in 2019, primarily due to changes in the euro.

PFS income before income taxes decreased to \$298.9 million in 2019 from \$305.9 million in 2018, primarily due to lower results on returned lease assets and higher SG&A expenses as \$12.0 million of certain initial direct costs were immediately expensed in 2019 with the adoption of the new lease standard, partially offset by higher average earning assets balances. Currency exchange effects decreased PFS income before taxes by \$3.2 million in 2019.

Included in Financial Services “Other Assets” on the Company’s Consolidated Balance Sheets are used trucks held for sale, net of impairments, of \$391.4 million at December 31, 2019 and \$226.4 million at December 31, 2018. These trucks are primarily units returned from matured operating leases in the ordinary course of business, and also include trucks acquired from repossessions, through acquisitions of used trucks in trades related to new truck sales and trucks returned from residual value guarantees (RVGs).

The Company recognized losses on used trucks, excluding repossessions, of \$57.5 million in 2019 compared to \$35.4 million in 2018, including losses on multiple unit transactions of \$19.1 million in 2019 compared to \$20.2 million in 2018. Used truck losses related to repossessions, which are recognized as credit losses, were not significant for 2019 or 2018.

The major factors for the changes in interest and fees, interest and other borrowing expenses and finance margin between 2019 and 2018 are outlined below:

(\$ in millions)	INTEREST AND FEES	INTEREST AND OTHER BORROWING EXPENSES	FINANCE MARGIN
2018	\$ 497.7	\$ 186.9	\$ 310.8
Increase (decrease)			
Average finance receivables	75.4		75.4
Average debt balances		31.5	(31.5)
Yields	16.6		16.6
Borrowing rates		14.0	(14.0)
Currency translation and other	(6.7)	(1.9)	(4.8)
Total increase	85.3	43.6	41.7
2019	\$ 583.0	\$ 230.5	\$ 352.5

- Average finance receivables increased \$1,452.5 million (excluding foreign exchange effects) in 2019 as a result of retail portfolio new business volume exceeding collections and higher dealer wholesale balances.
- Average debt balances increased \$1,456.1 million (excluding foreign exchange effects) in 2019. The higher average debt balances reflect funding for a higher average earning assets portfolio, which includes loans, finance leases, wholesale receivables and equipment on operating lease.
- Higher portfolio yields (5.2% in 2019 compared to 5.0% in 2018) increased interest and fees by \$16.6 million. The higher portfolio yields were primarily due to higher market rates in North America.
- Higher borrowing rates (2.2% in 2019 compared to 2.0% in 2018) were primarily due to higher debt market rates in North America.
- The currency translation effects reflect a decrease in the value of foreign currencies relative to the U.S. dollar, primarily the euro, the Australian and Canadian dollars and the British pound.

The following table summarizes operating lease, rental and other revenues and depreciation and other expenses:

(\$ in millions)	2019	2018
<i>Year Ended December 31,</i>		
Operating lease and rental revenues	\$ 831.0	\$ 826.0
Used truck sales and other	66.0	33.4
Operating lease, rental and other revenues	\$ 897.0	\$ 859.4
Depreciation of operating lease equipment	\$ 605.4	\$ 588.2
Vehicle operating expenses	143.8	121.5
Cost of used truck sales and other	49.0	18.3
Depreciation and other expenses	\$ 798.2	\$ 728.0

The major factors for the changes in operating lease, rental and other revenues, depreciation and other expenses and lease margin between 2019 and 2018 are outlined below:

(\$ in millions)	OPERATING LEASE, RENTAL AND OTHER REVENUES	DEPRECIATION AND OTHER EXPENSES	LEASE MARGIN
2018	\$ 859.4	\$ 728.0	\$ 131.4
Increase (decrease)			
Used truck sales	32.3	31.1	1.2
Results on returned lease assets		28.9	(28.9)
Average operating lease assets	34.7	30.0	4.7
Revenue and cost per asset	(11.2)	(.9)	(10.3)
Currency translation and other	(18.2)	(18.9)	.7
Total increase (decrease)	37.6	70.2	(32.6)
2019	\$ 897.0	\$ 798.2	\$ 98.8

- A higher sales volume of used trucks received on trade increased operating lease, rental and other revenues by \$32.3 million and increased depreciation and other expenses by \$31.1 million.
- Results on returned lease assets increased depreciation and other expenses by \$28.9 million primarily due to higher losses on sales of returned lease units in Europe.
- Average operating lease assets increased \$173.2 million (excluding foreign exchange effects), which increased revenues by \$34.7 million and related depreciation and other expenses by \$30.0 million.
- Revenue per asset decreased \$11.2 million primarily due to lower rental income and lower fleet utilization. Cost per asset decreased \$.9 million due to lower depreciation expense and lower vehicle related expenses, partially offset by higher operating lease impairments in Europe.
- The currency translation effects reflect a decrease in the value of foreign currencies relative to the U.S. dollar, primarily the euro.

Financial Services SG&A expense increased to \$137.0 million in 2019 from \$119.8 million in 2018. The increase was due to higher salaries and related expenses to support portfolio growth and the adoption of the new lease accounting standard under which \$12.0 million of certain initial direct costs were immediately expensed. In prior years, these costs were capitalized and amortized to expense over the lease term. As a percentage of revenues, Financial Services SG&A increased to 9.3% in 2019 from 8.8% in 2018.

The following table summarizes the provision for losses on receivables and net charge-offs:

(\$ in millions)	2019		2018	
	PROVISION FOR LOSSES ON RECEIVABLES	NET CHARGE-OFFS	PROVISION FOR LOSSES ON RECEIVABLES	NET CHARGE-OFFS
U.S. and Canada	\$ 13.5	\$ 14.0	\$ 10.4	\$ 6.9
Europe	(3.2)	(.8)	(.8)	5.9
Mexico, Australia and other	5.1	4.2	6.9	4.4
	\$ 15.4	\$ 17.4	\$ 16.5	\$ 17.2

The provision for losses on receivables was \$15.4 million in 2019 compared to \$16.5 million in 2018, reflecting continued good portfolio performance. The decrease in provision for losses was primarily driven by higher recoveries on charged-off accounts in Europe.

The Company modifies loans and finance leases as a normal part of its Financial Services operations. The Company may modify loans and finance leases for commercial reasons or for credit reasons. Modifications for commercial reasons are changes to contract terms for customers that are not considered to be in financial difficulty. Insignificant delays are modifications extending terms up to three months for customers experiencing some short-term financial stress, but not considered to be in financial difficulty. Modifications for credit reasons are changes to contract terms for customers considered to be in financial difficulty. The Company's modifications typically result in granting more time to pay the contractual amounts owed and charging a fee and interest for the term of the modification. When considering whether to modify customer accounts for credit reasons, the Company evaluates the creditworthiness of the customers and modifies those accounts that the Company considers likely to perform under the modified terms. When the Company modifies a loan or finance lease for credit reasons and grants a concession, the modification is classified as a troubled debt restructuring (TDR).

The post-modification balance of accounts modified during the years ended December 31, 2019 and 2018 are summarized below:

(\$ in millions)	2019		2018	
	RECORDED INVESTMENT	% OF TOTAL PORTFOLIO*	RECORDED INVESTMENT	% OF TOTAL PORTFOLIO*
Commercial	\$ 316.4	3.5%	\$ 213.6	2.5%
Insignificant delay	83.2	.9%	50.3	.6%
Credit - no concession	23.3	.3%	52.2	.6%
Credit - TDR	2.5		13.1	.2%
	\$ 425.4	4.7%	\$ 329.2	3.9%

* Recorded investment immediately after modification as a percentage of the year-end retail portfolio balance.

In 2019, total modification activity increased compared to 2018 due to higher modifications for commercial reasons and insignificant delay, partially offset by lower modifications for credit - no concession and credit - TDR. The increase in modifications for commercial reasons primarily reflects higher volumes of refinancing. The increase in modifications for insignificant delay reflects more fleet customers requesting payment relief for up to three months. The decrease in modifications for credit - no concession is primarily due to lower volumes of refinancing in Europe for customers in financial difficulty. Credit - TDR modifications decreased to \$2.5 million in 2019 from \$13.1 million in 2018 as there were no large fleet modifications in 2019 compared to modifications for two fleet customers in 2018.

The following table summarizes the Company's 30+ days past due accounts:

At December 31,	2019	2018
Percentage of retail loan and lease accounts 30+ days past due:		
U.S. and Canada	.4%	.1%
Europe	.7%	.5%
Mexico, Australia and other	2.0%	1.6%
Worldwide	.7%	.4%

Accounts 30+ days past due increased slightly to .7% at December 31, 2019 from .4% at December 31, 2018, and remain at low levels. The Company continues to focus on maintaining low past due balances.

When the Company modifies a 30+ days past due account, the customer is then generally considered current under the revised contractual terms. The Company modified \$1.7 million and \$7.2 million of accounts worldwide during the fourth quarter of 2019 and the fourth quarter of 2018, respectively, which were 30+ days past due and became current at the time of modification. Had these accounts not been modified and continued to not make payments, the pro forma percentage of retail loan and lease accounts 30+ days past due would have been as follows:

<i>At December 31,</i>	2019	2018
Pro forma percentage of retail loan and lease accounts 30+ days past due:		
U.S. and Canada	.4%	.2%
Europe	.7%	.5%
Mexico, Australia and other	2.1%	1.8%
Worldwide	.7%	.5%

Modifications of accounts in prior quarters that were more than 30 days past due at the time of modification are included in past dues if they were not performing under the modified terms at December 31, 2019 and 2018. The effect on the allowance for credit losses from such modifications was not significant at December 31, 2019 and 2018.

The Company's 2019 and 2018 annualized pre-tax return on average assets for Financial Services was 2.0% and 2.2%, respectively.

Other

Other includes the winch business as well as sales, income and expenses not attributable to a reportable segment. Other also includes non-service cost components of pension expense and a portion of corporate expense. Other sales represent less than 1% of consolidated net sales and revenues for 2019 and 2018. Other SG&A increased to \$84.0 million in 2019 from \$70.4 million in 2018 primarily due to higher compensation costs.

Other (loss) income before tax was \$(17.7) million in 2019 compared to \$2.7 million in 2018. The loss in 2019 compared to income in 2018 was primarily due to higher compensation costs, lower results from the winch business and higher expected costs to resolve certain environmental matters.

Investment income increased to \$82.3 million in 2019 from \$60.9 million in 2018, primarily due to higher average portfolio balances and higher yields on U.S. investments due to higher market interest rates.

Income Taxes

In 2019, the effective tax rate was 23.0% compared to 21.9% in 2018. The Company's effective tax rate for 2018 benefitted from a one-time reduction in tax liability related to extended warranty contracts.

(\$ in millions)		
<i>Year Ended December 31,</i>	2019	2018
Domestic income before taxes	\$ 2,201.1	\$ 1,775.2
Foreign income before taxes	898.1	1,035.0
Total income before taxes	\$ 3,099.2	\$ 2,810.2
Domestic pre-tax return on revenues	14.5%	13.4%
Foreign pre-tax return on revenues	8.6%	10.1%
Total pre-tax return on revenues	12.1%	12.0%

In 2019, domestic income before income taxes and pre-tax return on revenues improved primarily due to higher revenues from truck operations. The decrease in foreign income before income taxes and pre-tax return on revenues was primarily due to lower truck and finance results in Europe and lower truck volumes in Australia.

LIQUIDITY AND CAPITAL RESOURCES:

(\$ in millions) At December 31,	2019	2018
Cash and cash equivalents	\$ 4,175.1	\$ 3,435.9
Marketable debt securities	1,162.1	1,020.4
	\$ 5,337.2	\$ 4,456.3

The Company's total cash and marketable debt securities at December 31, 2019 increased \$880.9 million from the balances at December 31, 2018, primarily due to an increase in cash and cash equivalents.

The change in cash and cash equivalents is summarized below:

(\$ in millions) Year Ended December 31,	2019	2018
Operating activities:		
Net income	\$ 2,387.9	\$ 2,195.1
Net income items not affecting cash	1,190.1	1,123.2
Pension contributions	(35.7)	(88.9)
Changes in operating assets and liabilities, net	(682.0)	(237.1)
Net cash provided by operating activities	2,860.3	2,992.3
Net cash used in investing activities	(2,207.4)	(1,930.7)
Net cash provided by financing activities	83.4	71.1
Effect of exchange rate changes on cash	2.9	(61.5)
Net increase in cash and cash equivalents	739.2	1,071.2
Cash and cash equivalents at beginning of the year	3,435.9	2,364.7
Cash and cash equivalents at end of the year	\$ 4,175.1	\$ 3,435.9

Operating activities: Cash provided by operations decreased by \$132.0 million to \$2.86 billion in 2019 from \$2.99 billion in 2018. The decrease in operating cash flows reflects lower cash inflows of \$556.5 million from accounts payable and accrued expenses as payments for goods and services exceeded purchases by \$27.6 million in 2019 compared to purchases of goods and services exceeding payments by \$528.9 million in 2018. Additionally, lower operating cash flows reflect a reduction in liabilities for RVGs and deferred revenues of \$454.7 million, primarily due to a lower volume of new RVG contracts accounted for as operating leases in 2019 compared to 2018. The lower cash inflows were partially offset by higher cash inflow of \$357.3 million from inventories as there were \$24.6 million in net inventory reductions in 2019 versus \$332.7 million in net purchases in 2018. There was a \$226.8 million increase from accounts receivable as sales of goods and services exceeding cash receipts were lower in 2019 compared to 2018. In addition, there was a higher net income of \$192.8 million and an increase of \$140.3 million from income taxes, primarily due to lower tax payments in 2019 compared to 2018.

Investing activities: Cash used in investing activities increased by \$276.7 million to \$2.21 billion in 2019 from \$1.93 billion in 2018. Higher net cash used in investing activities reflects \$450.7 million for marketable debt securities as there were \$135.1 million in net purchases of marketable debt securities in 2019 compared to \$315.6 million in net proceeds from sales of marketable debt securities in 2018. Payments for property, plant and equipment increased by \$116.4 million. This was partially offset by lower net originations from retail loans and finance leases of \$251.9 million and fewer acquisitions of equipment on operating leases of \$97.9 million.

Financing activities: Cash provided by financing activities was \$83.4 million in 2019, \$12.3 million higher than the \$71.1 million provided in 2018. In 2019, the Company issued \$2.50 billion of term debt, repaid term debt of \$1.79 billion and increased its outstanding commercial paper and short-term bank loans by \$557.1 million. In 2018, the Company issued \$2.34 billion of term debt, repaid term debt of \$1.76 billion and increased its outstanding

commercial paper and short-term bank loans by \$625.9 million. This resulted in cash provided by borrowing activities of \$1.27 billion in 2019, \$60.9 million higher than the cash provided by borrowing activities of \$1.21 billion in 2018. The Company paid \$1.14 billion in dividends in 2019, \$334.3 million higher than the \$804.3 million paid in 2018 due primarily to a higher extra dividend paid in January 2019. In addition, the Company repurchased 1.7 million shares of common stock for \$110.2 million in 2019 compared to the purchase of 5.8 million shares for \$354.4 million in 2018.

Credit Lines and Other:

The Company has line of credit arrangements of \$3.58 billion, of which \$3.27 billion were unused at December 31, 2019. Included in these arrangements are \$3.00 billion of committed bank facilities, of which \$1.00 billion expires in June 2020, \$1.00 billion expires in June 2023 and \$1.00 billion expires in June 2024. The Company intends to extend or replace these credit facilities on or before expiration to maintain facilities of similar amounts and duration. These credit facilities are maintained primarily to provide backup liquidity for commercial paper borrowings and maturing medium-term notes. There were no borrowings under the committed bank facilities for the year ended December 31, 2019.

On July 9, 2018, PACCAR's Board of Directors approved the repurchase of up to \$300.0 million of the Company's outstanding common stock, and on December 4, 2018, approved a plan to repurchase an additional \$500.0 million of common stock upon completion of the prior plan. During the second quarter of 2019, the Company completed the repurchase of \$300.0 million of the Company's common stock under the authorization approved on July 9, 2018. As of December 31, 2019, the Company has repurchased \$69.5 million of shares under the December 4, 2018 authorization.

Truck, Parts and Other

The Company provides funding for working capital, capital expenditures, R&D, dividends, stock repurchases and other business initiatives and commitments primarily from cash provided by operations. Management expects this method of funding to continue in the future.

Over the past decade, the Company's combined investments in worldwide capital projects and R&D totaled \$6.77 billion, and have significantly increased the operating capacity and efficiency of its facilities and enhanced the quality and operating efficiency of the Company's premium products.

Capital investments in 2020 are expected to be \$625 to \$675 million, and R&D is expected to be \$310 to \$340 million. The Company is investing for long-term growth in aerodynamic truck models, integrated powertrains including diesel, electric, hybrid and hydrogen fuel cell technologies, advanced driver assistance systems, digital services and next-generation manufacturing and distribution capabilities.

The Company conducts business in certain countries which have been experiencing or may experience significant financial stress, fiscal or political strain and are subject to the corresponding potential for default. The Company routinely monitors its financial exposure to global financial conditions, global counterparties and operating environments. As of December 31, 2019, the Company's exposures in such countries were insignificant.

Financial Services

The Company funds its financial services activities primarily from collections on existing finance receivables and borrowings in the capital markets. The primary sources of borrowings in the capital markets are commercial paper and medium-term notes issued in the public markets and, to a lesser extent, bank loans. An additional source of funds is loans from other PACCAR companies.

In November 2018, the Company's U.S. finance subsidiary, PACCAR Financial Corp. (PFC), filed a shelf registration under the Securities Act of 1933. The total amount of medium-term notes outstanding for PFC as of December 31, 2019 was \$5.55 billion. In February 2020, PFC issued \$300.0 million of medium-term notes under this registration. The registration expires in November 2021 and does not limit the principal amount of debt securities that may be issued during that period.

As of December 31, 2019, the Company's European finance subsidiary, PACCAR Financial Europe, had €1.35 billion available for issuance under a €2.50 billion medium-term note program listed on the Professional Securities Market of the London Stock Exchange. This program replaced an expiring program in the second quarter of 2019 and is renewable annually through the filing of a new listing.

In April 2016, PACCAR Financial Mexico registered a 10.00 billion peso medium-term note and commercial paper program with the Comision Nacional Bancaria y de Valores. The registration expires in April 2021 and limits the amount of commercial paper (up to one year) to 5.00 billion pesos. At December 31, 2019, 6.80 billion pesos were available for issuance.

In August 2018, the Company's Australian subsidiary, PACCAR Financial Pty. Ltd. (PFPL), registered a medium-term note program. The program does not limit the principal amount of debt securities that may be issued under the program. The total amount of medium-term notes outstanding for PFPL as of December 31, 2019 was 300.0 million Australian dollars.

The Company believes its cash balances and investments, collections on existing finance receivables, committed bank facilities, and current investment-grade credit ratings of A+/A1 will continue to provide it with sufficient resources and access to capital markets at competitive interest rates and therefore contribute to the Company maintaining its liquidity and financial stability. In the event of a decrease in the Company's credit ratings or a disruption in the financial markets, the Company may not be able to refinance its maturing debt in the financial markets. In such circumstances, the Company would be exposed to liquidity risk to the degree that the timing of debt maturities differs from the timing of receivable collections from customers. The Company believes its various sources of liquidity, including committed bank facilities, would continue to provide it with sufficient funding resources to service its maturing debt obligations.

Commitments

The following summarizes the Company's contractual cash commitments at December 31, 2019:

(\$ in millions)	MATURITY				TOTAL
	WITHIN 1 YEAR	1-3 YEARS	3-5 YEARS	MORE THAN 5 YEARS	
Borrowings*	\$ 5,631.3	\$ 4,581.1	\$ 1,030.8		\$ 11,243.2
Purchase obligations	83.8	123.6	.8		208.2
Interest on debt**	156.2	155.5	19.8		331.5
Lease liabilities	15.7	17.9	4.2	\$ 2.5	40.3
Other obligations	38.7	3.3	1.2		43.2
	\$ 5,925.7	\$ 4,881.4	\$ 1,056.8	\$ 2.5	\$ 11,866.4

* Commercial paper included in borrowings is at par value.

** Interest on floating-rate debt is based on the applicable market rates at December 31, 2019.

Total cash commitments for borrowings and interest on term debt were \$11.57 billion and were related to the Financial Services segment. As described in Note J of the consolidated financial statements, borrowings consist primarily of term notes and commercial paper issued by the Financial Services segment. The Company expects to fund its maturing Financial Services debt obligations principally from funds provided by collections from customers on loans and lease contracts, as well as from the proceeds of commercial paper and medium-term note borrowings. Purchase obligations are the Company's contractual commitments to acquire future production inventory and capital equipment. Other obligations primarily include commitments to purchase energy.

The Company's other commitments include the following at December 31, 2019:

(\$ in millions)	COMMITMENT EXPIRATION				TOTAL
	WITHIN 1 YEAR	1-3 YEARS	3-5 YEARS	MORE THAN 5 YEARS	
Loan and lease commitments	\$ 885.8				\$ 885.8
Residual value guarantees	445.9	\$ 730.2	\$ 131.3	\$ 26.7	1,334.1
Letters of credit	9.5	.1	.3	1.4	11.3
	\$ 1,341.2	\$ 730.3	\$ 131.6	\$ 28.1	\$ 2,231.2

Loan and lease commitments are for funding new retail loan and lease contracts. Residual value guarantees represent the Company's commitment to acquire trucks at a guaranteed value if the customer decides to return the truck at a specified date in the future.

IMPACT OF ENVIRONMENTAL MATTERS:

The Company, its competitors and industry in general are subject to various domestic and foreign requirements relating to the environment. The Company believes its policies, practices and procedures are designed to prevent unreasonable risk of environmental damage and that its handling, use and disposal of hazardous or toxic substances have been in accordance with environmental laws and regulations in effect at the time such use and disposal occurred.

The Company is involved in various stages of investigations and cleanup actions in different countries related to environmental matters. In certain of these matters, the Company has been designated as a "potentially responsible party" by domestic and foreign environmental agencies. The Company has accrued the estimated costs to investigate and complete cleanup actions where it is probable that the Company will incur such costs in the future. Expenditures related to environmental activities in the years ended December 31, 2019 and 2018 were \$1.3 million and \$1.2 million, respectively. While the timing and amount of the ultimate costs associated with future environmental cleanup cannot be determined, management expects that these matters will not have a significant effect on the Company's consolidated cash flow, liquidity or financial condition.

CRITICAL ACCOUNTING POLICIES:

The Company's significant accounting policies are disclosed in Note A of the consolidated financial statements. In the preparation of the Company's financial statements, in accordance with U.S. generally accepted accounting principles, management uses estimates and makes judgments and assumptions that affect asset and liability values and the amounts reported as income and expense during the periods presented. The following are accounting policies which, in the opinion of management, are particularly sensitive and which, if actual results are different from estimates used by management, may have a material impact on the financial statements.

Operating Leases

Trucks sold pursuant to agreements accounted for as operating leases are disclosed in Note F of the consolidated financial statements. In determining its estimate of the residual value of such vehicles, the Company considers the length of the lease term, the truck model, the expected usage of the truck and anticipated market demand. Operating lease terms generally range from three to five years. The resulting residual values on operating leases generally range between 30% and 70% of the original equipment cost. If the sales price of a truck at the end of the term of the agreement differs from the Company's estimated residual value, a gain or loss will result.

Future market conditions, changes in government regulations and other factors outside the Company's control could impact the ultimate sales price of trucks returned under these contracts. Residual values are reviewed regularly and adjusted if market conditions warrant. A decrease in the estimated equipment residual values would increase annual depreciation expense over the remaining lease term.

During 2019 and 2018, market values on equipment returning upon operating lease maturity were generally lower than the residual values on the equipment, resulting in an increase in depreciation expense of \$109.0 million and \$45.7 million, respectively.

At December 31, 2019, the aggregate residual value of equipment on operating leases in the Financial Services segment and residual value guarantee on trucks accounted for as operating leases in the Truck segment was \$2.36 billion. A 10% decrease in used truck values worldwide, if expected to persist over the remaining maturities of the Company's operating leases, would reduce residual value estimates and result in the Company recording an average of approximately \$67 million of additional depreciation per year.

Allowance for Credit Losses

The allowance for credit losses related to the Company's loans and finance leases is disclosed in Note E of the consolidated financial statements. The Company has developed a systematic methodology for determining the allowance for credit losses for its two portfolio segments, retail and wholesale. The retail segment consists of retail loans and finance leases, net of unearned interest. The wholesale segment consists of truck inventory financing loans to dealers that are collateralized by trucks and other collateral. The wholesale segment generally has less risk than the retail segment. Wholesale receivables generally are shorter in duration than retail receivables, and the Company requires periodic reporting of the wholesale dealer's financial condition, conducts periodic audits of the trucks being financed and in many cases obtains guarantees or other security such as dealership assets. In determining the allowance for credit losses, retail loans and finance leases are evaluated together since they relate to a similar customer base, their contractual terms require regular payment of principal and interest, generally over three to five years, and they are secured by the same type of collateral. The allowance for credit losses consists of both specific and general reserves.

The Company individually evaluates certain finance receivables for impairment. Finance receivables that are evaluated individually for impairment consist of all wholesale accounts and certain large retail accounts with past due balances or otherwise determined to be at a higher risk of loss. A finance receivable is impaired if it is considered probable the Company will be unable to collect all contractual interest and principal payments as scheduled. In addition, all retail loans and leases which have been classified as TDRs and all customer accounts over 90 days past due are considered impaired. Generally, impaired accounts are on non-accrual status. Impaired accounts classified as TDRs which have been performing for 90 consecutive days are placed on accrual status if it is deemed probable that the Company will collect all principal and interest payments.

Impaired receivables are generally considered collateral dependent. Large balance retail and all wholesale impaired receivables are individually evaluated to determine the appropriate reserve for losses. The determination of reserves for large balance impaired receivables considers the fair value of the associated collateral. When the underlying collateral fair value exceeds the Company's recorded investment, no reserve is recorded. Small balance impaired receivables with similar risk characteristics are evaluated as a separate pool to determine the appropriate reserve for losses using the historical loss information discussed below.

The Company evaluates finance receivables that are not individually impaired on a collective basis and determines the general allowance for credit losses for both retail and wholesale receivables based on historical loss information, using past due account data and current market conditions. Information used includes assumptions regarding the likelihood of collecting current and past due accounts, repossession rates, the recovery rate on the underlying collateral based on used truck values and other pledged collateral or recourse. The Company has developed a range of loss estimates for each of its country portfolios based on historical experience, taking into account loss frequency and severity in both strong and weak truck market conditions. A projection is made of the range of estimated credit losses inherent in the portfolio from which an amount is determined as probable based on current market conditions and other factors impacting the creditworthiness of the Company's borrowers and their ability to repay. After determining the appropriate level of the allowance for credit losses, a provision for losses on finance receivables is charged to income as necessary to reflect management's estimate of incurred credit losses, net of recoveries, inherent in the portfolio.

The adequacy of the allowance is evaluated quarterly based on the most recent past due account information and current market conditions. As accounts become past due, the likelihood that they will not be fully collected increases. The Company's experience indicates the probability of not fully collecting past due accounts ranges between 30% and 70%. Over the past three years, the Company's year-end 30+ days past due accounts have ranged between .4% and .7% of loan and lease receivables. Historically, a 100 basis point increase in the 30+ days past due percentage has resulted in an increase in credit losses of 2 to 35 basis points of receivables. At December 31, 2019, 30+ days past dues were .7%. If past dues were 100 basis points higher or 1.7% as of December 31, 2019, the Company's estimate of credit losses would likely have increased by a range of \$2 to \$32 million depending on the extent of the past dues, the estimated value of the collateral as compared to amounts owed and general economic factors.

Product Warranty

Product warranty is disclosed in Note I of the consolidated financial statements. The expenses related to product warranty are estimated and recorded at the time products are sold based on historical and current data and reasonable expectations for the future regarding the frequency and cost of warranty claims, net of recoveries. Management takes actions to minimize warranty costs through quality-improvement programs; however, actual claim costs incurred could materially differ from the estimated amounts and require adjustments to the reserve. Historically those adjustments have not been material. Over the past two years, warranty expense as a percentage of Truck, Parts and Other net sales and revenues has ranged between 1.6% and 1.7%. If the 2019 warranty expense had been .2% higher as a percentage of net sales and revenues in 2019, warranty expense would have increased by approximately \$48 million.

FORWARD-LOOKING STATEMENTS:

This report contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include statements relating to future results of operations or financial position and any other statement that does not relate to any historical or current fact. Such statements are based on currently available operating, financial and other information and are subject to risks and uncertainties that may affect actual results. Risks and uncertainties include, but are not limited to: a significant decline in industry sales; competitive pressures; reduced market share; reduced availability of or higher prices for fuel; increased safety, emissions, or other regulations or tariffs resulting in higher costs and/or sales restrictions; currency or commodity price fluctuations; lower used truck prices; insufficient or under-utilization of manufacturing capacity; supplier interruptions; insufficient liquidity in the capital markets; fluctuations in interest rates; changes in the levels of the Financial Services segment new business volume due to unit fluctuations in new PACCAR truck sales or reduced market shares; changes affecting the profitability of truck owners and operators; price changes impacting truck sales prices and residual values; insufficient supplier capacity or access to raw materials; labor disruptions; shortages of commercial truck drivers; increased warranty costs; litigation, including EC settlement-related claims; or legislative and governmental regulations. A more detailed description of these and other risks is included under the heading Part 1, Item 1A, "Risk Factors" and Item 3, "Legal Proceedings" in the Company's Annual Report on Form 10-K for the year ended December 31, 2019.

CONSOLIDATED STATEMENTS OF INCOME

Year Ended December 31,	2019	2018	2017
	<i>(millions, except per share data)</i>		
TRUCK, PARTS AND OTHER:			
Net sales and revenues	\$ 24,119.7	\$ 22,138.6	\$ 18,187.5
Cost of sales and revenues	20,555.6	18,925.0	15,628.9
Research and development	326.6	306.1	264.7
Selling, general and administrative	561.5	524.9	464.0
Interest and other (income), net	(42.0)	(60.8)	(46.4)
	21,401.7	19,695.2	16,311.2
<i>Truck, Parts and Other Income Before Income Taxes</i>	2,718.0	2,443.4	1,876.3
FINANCIAL SERVICES:			
Interest and fees	583.0	497.7	431.1
Operating lease, rental and other revenues	897.0	859.4	837.8
Revenues	1,480.0	1,357.1	1,268.9
Interest and other borrowing expenses	230.5	186.9	149.6
Depreciation and other expenses	798.2	728.0	727.5
Selling, general and administrative	137.0	119.8	107.8
Provision for losses on receivables	15.4	16.5	22.3
	1,181.1	1,051.2	1,007.2
<i>Financial Services Income Before Income Taxes</i>	298.9	305.9	261.7
Investment income	82.3	60.9	35.3
<i>Total Income Before Income Taxes</i>	3,099.2	2,810.2	2,173.3
Income taxes	711.3	615.1	498.1
<i>Net Income</i>	\$ 2,387.9	\$ 2,195.1	\$ 1,675.2
Net Income Per Share			
Basic	\$ 6.88	\$ 6.25	\$ 4.76
Diluted	\$ 6.87	\$ 6.24	\$ 4.75
Weighted Average Number of Common Shares Outstanding			
Basic	346.9	351.0	351.9
Diluted	347.5	351.8	352.9

See notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

<i>Year Ended December 31,</i>	2019	2018	2017
		<i>(millions)</i>	
Net income	\$ 2,387.9	\$ 2,195.1	\$ 1,675.2
Other comprehensive income:			
Unrealized (losses) gains on derivative contracts			
Net (loss) gain arising during the period	(76.1)	121.6	(125.5)
Tax effect	19.1	(30.7)	33.9
Reclassification adjustment	51.7	(121.5)	133.4
Tax effect	(12.0)	31.0	(36.3)
	(17.3)	.4	5.5
Unrealized gains (losses) on marketable debt securities			
Net holding gain (loss)	11.6	.2	(1.5)
Tax effect	(2.9)	(.1)	.4
Reclassification adjustment	(.4)	(.2)	(.6)
Tax effect	.1	.1	.2
	8.4		(1.5)
Pension plans			
Net (loss) gain arising during the period	(74.8)	(114.0)	37.1
Tax effect	18.0	27.2	(16.7)
Reclassification adjustment	21.9	36.7	26.6
Tax effect	(5.0)	(8.7)	(8.5)
	(39.9)	(58.8)	38.5
Foreign currency translation gain (loss)	47.2	(213.3)	292.0
Net other comprehensive (loss) income	(1.6)	(271.7)	334.5
<i>Comprehensive Income</i>	\$ 2,386.3	\$ 1,923.4	\$ 2,009.7

See notes to consolidated financial statements.

CONSOLIDATED BALANCE SHEETS

ASSETS

<i>December 31,</i>	2019	2018
		<i>(millions)</i>
TRUCK, PARTS AND OTHER:		
<i>Current Assets</i>		
Cash and cash equivalents	\$ 4,007.3	\$ 3,279.2
Trade and other receivables, net	1,306.1	1,314.4
Marketable debt securities	1,162.1	1,020.4
Inventories, net	1,153.2	1,184.7
Other current assets	388.0	364.7
<i>Total Truck, Parts and Other Current Assets</i>	8,016.7	7,163.4
Equipment on operating leases, net	545.5	786.6
Property, plant and equipment, net	2,883.8	2,480.9
Other noncurrent assets, net	843.7	651.9
<i>Total Truck, Parts and Other Assets</i>	12,289.7	11,082.8
FINANCIAL SERVICES:		
Cash and cash equivalents	167.8	156.7
Finance and other receivables, net	12,086.0	10,840.8
Equipment on operating leases, net	3,102.6	2,855.0
Other assets	715.0	547.1
<i>Total Financial Services Assets</i>	16,071.4	14,399.6
	\$ 28,361.1	\$ 25,482.4

CONSOLIDATED BALANCE SHEETS

LIABILITIES AND STOCKHOLDERS' EQUITY

<i>December 31,</i>	2019	2018
	<i>(millions)</i>	
TRUCK, PARTS AND OTHER:		
<i>Current Liabilities</i>		
Accounts payable, accrued expenses and other	\$ 3,194.2	\$ 3,027.7
Dividend payable	796.5	695.1
<i>Total Truck, Parts and Other Current Liabilities</i>	3,990.7	3,722.8
Residual value guarantees and deferred revenues	587.3	842.4
Other liabilities	1,435.1	1,145.7
<i>Total Truck, Parts and Other Liabilities</i>	6,013.1	5,710.9
FINANCIAL SERVICES:		
Accounts payable, accrued expenses and other	629.0	523.2
Commercial paper and bank loans	4,110.2	3,540.8
Term notes	7,112.5	6,409.7
Deferred taxes and other liabilities	790.2	704.9
<i>Total Financial Services Liabilities</i>	12,641.9	11,178.6
STOCKHOLDERS' EQUITY:		
Preferred stock, no par value - authorized 1.0 million shares, none issued		
Common stock, \$1 par value - authorized 1.2 billion shares; issued 346.3 million and 346.6 million shares	346.3	346.6
Additional paid-in capital	61.4	69.4
Retained earnings	10,398.5	9,275.4
Accumulated other comprehensive loss	(1,100.1)	(1,098.5)
<i>Total Stockholders' Equity</i>	9,706.1	8,592.9
	\$ 28,361.1	\$ 25,482.4

See notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF CASH FLOWS

Year Ended December 31,	2019	2018	2017
		(millions)	
OPERATING ACTIVITIES:			
Net Income	\$ 2,387.9	\$ 2,195.1	\$ 1,675.2
<i>Adjustments to reconcile net income to cash provided by operations:</i>			
Depreciation and amortization:			
Property, plant and equipment	322.2	337.6	321.4
Equipment on operating leases and other	755.1	716.5	786.1
Provision for losses on financial services receivables	15.4	16.5	22.3
Deferred taxes	70.8	17.5	(173.9)
Other, net	26.6	35.1	43.6
Pension contributions	(35.7)	(88.9)	(70.6)
<i>Change in operating assets and liabilities:</i>			
<i>(Increase) decrease in assets other than cash and cash equivalents:</i>			
Receivables:			
Trade and other receivables	(72.3)	(299.1)	(193.7)
Wholesale receivables on new trucks	(520.2)	(512.3)	(272.0)
Inventories	24.6	(332.7)	(149.9)
Other assets, net	(365.4)	(187.0)	189.8
<i>(Decrease) increase in liabilities:</i>			
Accounts payable and accrued expenses	(27.6)	528.9	333.6
Residual value guarantees and deferred revenues	(179.7)	275.0	166.3
Other liabilities, net	458.6	290.1	37.6
<i>Net Cash Provided by Operating Activities</i>	2,860.3	2,992.3	2,715.8
INVESTING ACTIVITIES:			
Originations of retail loans and finance leases	(4,081.8)	(3,858.9)	(3,116.8)
Collections on retail loans and finance leases	3,388.8	2,914.0	2,713.7
Net (increase) decrease in wholesale receivables on used equipment	(47.7)	(.9)	5.2
Purchases of marketable debt securities	(850.6)	(615.9)	(970.3)
Proceeds from sales and maturities of marketable debt securities	715.5	931.5	779.5
Payments for property, plant and equipment	(574.0)	(457.6)	(423.4)
Acquisitions of equipment for operating leases	(1,396.8)	(1,494.7)	(1,423.2)
Proceeds from asset disposals	638.1	653.7	470.7
Other, net	1.1	(1.9)	
<i>Net Cash Used in Investing Activities</i>	(2,207.4)	(1,930.7)	(1,964.6)
FINANCING ACTIVITIES:			
Payments of cash dividends	(1,138.6)	(804.3)	(558.3)
Purchases of treasury stock	(110.2)	(354.4)	
Proceeds from stock compensation transactions	60.8	19.3	39.3
Net increase in commercial paper and short-term bank loans and other	557.1	625.9	352.1
Proceeds from term debt	2,504.3	2,339.9	1,670.2
Payments on term debt	(1,790.0)	(1,755.3)	(1,897.1)
<i>Net Cash Provided by (Used in) Financing Activities</i>	83.4	71.1	(393.8)
Effect of exchange rate changes on cash	2.9	(61.5)	91.6
<i>Net Increase in Cash and Cash Equivalents</i>	739.2	1,071.2	449.0
Cash and cash equivalents at beginning of year	3,435.9	2,364.7	1,915.7
Cash and cash equivalents at end of year	\$ 4,175.1	\$ 3,435.9	\$ 2,364.7

See notes to consolidated financial statements.

CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY

<i>December 31,</i>	2019	2018	2017
	<i>(millions, except per share data)</i>		
COMMON STOCK, \$1 PAR VALUE:			
Balance at beginning of year	\$ 346.6	\$ 351.8	\$ 350.7
Treasury stock retirement	(1.7)	(5.8)	
Stock compensation	1.4	.6	1.1
Balance at end of year	346.3	346.6	351.8
ADDITIONAL PAID-IN CAPITAL:			
Balance at beginning of year	69.4	123.2	70.1
Treasury stock retirement	(85.7)	(88.3)	
Stock compensation and tax benefit	77.7	34.5	53.1
Balance at end of year	61.4	69.4	123.2
TREASURY STOCK, AT COST:			
Balance at beginning of year			
Purchases, shares: 2019 - 1.68; 2018 - 5.85; 2017 - nil	(110.2)	(354.4)	
Retirements	110.2	354.4	
Balance at end of year			
RETAINED EARNINGS:			
Balance at beginning of year	9,275.4	8,369.1	7,484.9
Net income	2,387.9	2,195.1	1,675.2
Cash dividends declared on common stock, per share: 2019 - \$3.58; 2018 - \$3.09; 2017 - \$2.19	(1,242.0)	(1,078.8)	(771.1)
Treasury stock retirement	(22.8)	(260.3)	
Cumulative effect of change in accounting principles		50.3	(19.9)
Balance at end of year	10,398.5	9,275.4	8,369.1
ACCUMULATED OTHER COMPREHENSIVE LOSS:			
Balance at beginning of year	(1,098.5)	(793.6)	(1,128.1)
Other comprehensive (loss) income	(1.6)	(271.7)	334.5
Reclassifications to retained earnings in accordance with ASU 2018-02		(33.2)	
Balance at end of year	(1,100.1)	(1,098.5)	(793.6)
<i>Total Stockholders' Equity</i>	\$ 9,706.1	\$ 8,592.9	\$ 8,050.5

See notes to consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2019, 2018 and 2017 (currencies in millions)

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A. SIGNIFICANT ACCOUNTING POLICIES

Description of Operations: PACCAR Inc (the Company or PACCAR) is a multinational company operating in three principal segments: (1) the Truck segment includes the design and manufacture of high-quality, light-, medium- and heavy-duty commercial trucks; (2) the Parts segment includes the distribution of aftermarket parts for trucks and related commercial vehicles; and (3) the Financial Services segment (PFS) includes finance and leasing products and services provided to customers and dealers. PACCAR's finance and leasing activities are principally related to PACCAR products and associated equipment. PACCAR's sales and revenues are derived primarily from North America and Europe. The Company also operates in Australia and Brasil and sells trucks and parts to customers in Asia, Africa, the Middle East and South America.

Principles of Consolidation: The consolidated financial statements include the accounts of the Company and its wholly owned domestic and foreign subsidiaries. All significant intercompany accounts and transactions are eliminated in consolidation.

Use of Estimates: The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Revenue Recognition:

Truck, Parts and Other: The Company enters into sales contracts with customers associated with purchases of the Company's products and services including trucks, parts, product support, and other related services. Generally, the Company recognizes revenue for the amount of consideration it will receive for delivering a product or service to a customer. Revenue is recognized when the customer obtains control of the product or receives benefits of the service. The Company excludes sales taxes, value added taxes and other related taxes assessed by government agencies from revenue. There are no significant financing components included in product or services revenue since generally customers pay shortly after the products or services are transferred. In the Truck and Parts segment, when the Company grants extended payment terms on selected receivables and charges interest, interest income is recognized when earned.

The Company recognizes truck and parts sales as revenue when control of the products is transferred to customers which generally occurs upon shipment, except for certain truck sales which are subject to a residual value guarantee (RVG) by the Company. The standard payment term for trucks and aftermarket parts is typically within 30 days, but the Company may grant extended payment terms on selected receivables. The Company recognizes revenue for the invoice amount adjusted for estimated sales incentives and returns. Sales incentives and returns are estimated based on historical experience and are adjusted to current period revenue when the most likely amount of consideration the Company expects to receive changes or becomes fixed. Truck and part sales include a standard product warranty which is included in cost of sales. The Company has elected to treat delivery services as a fulfillment activity with revenues recognized when the customer obtains control of the product. Delivery revenue is included in revenues and the related costs are included in cost of sales. As a practical expedient, the Company is not disclosing truck order backlog, as a significant majority of the backlog has a duration of less than one year.

Truck sales with RVGs that allow customers the option to return their truck are accounted for as a sale when the customer does not have an economic incentive to return the truck to the Company, or as an operating lease when the customer does have an economic incentive to return the truck. The estimate of customers' economic incentive to return the trucks is based on an analysis of historical guaranteed buyback value and estimated market value. When truck sales with RVGs are accounted for as a sale, revenue is recognized when the truck is transferred to the customer less an amount for expected returns. Expected return rates are estimated by using a historical weighted average return rate over a five-year period. The estimated value of the truck assets to be returned and the related return liabilities at December 31, 2019 were \$473.0 and \$503.4, respectively, compared to \$319.8 and \$329.3 at December 31, 2018, respectively. The Company's total commitment to acquire trucks at a guaranteed value for contracts accounted for as a sale was \$894.5 at December 31, 2019.

Revenues from extended warranties, operating leases and other include optional extended warranty and repair and maintenance (R&M) service contracts which can be purchased for periods generally ranging up to five years. The Company defers revenue based on stand-alone observable selling prices when it receives payments in advance and generally recognizes the revenue on a straight-line basis over the warranty or R&M contract periods. See Note I, Product Support Liabilities, in the Notes to the Consolidated Financial Statements for further information. Also included are

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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truck sales with an RVG accounted for as an operating lease. A liability is created for the residual value obligation with the remainder of the proceeds recorded as deferred revenue. The deferred revenue is recognized on a straight-line basis over the guarantee period, which typically ranges from three to five years. Total operating lease income from truck sales with RVGs for the years ended December 31, 2019 and 2018 was \$159.7 and \$152.6, respectively.

Aftermarket parts sales allow for returns which are estimated at the time of sale based on historical data. At December 31, 2019, the estimated value of the returned goods asset and the related return liability were \$56.3 and \$126.3, respectively, compared to \$49.0 and \$104.5 at December 31, 2018, respectively. Parts dealer services and other revenues are recognized as services are performed.

Revenue from winch sales and other is primarily derived from the industrial winch business. Winch sales are recognized when the product is transferred to a customer, which generally occurs upon shipment. Also within this category are other revenues not attributable to a reportable segment.

Financial Services: The Company's Financial Services segment products include loans to customers collateralized by the vehicles being financed, finance leases to lease equipment to retail customers and dealers, dealer wholesale financing which includes floating-rate wholesale loans to PACCAR dealers for new and used trucks, and operating leases which include rentals on Company owned equipment. Interest income from finance and other receivables is recognized using the interest method. Certain loan origination costs are deferred and amortized to interest income over the expected life of the contracts using the straight-line method which approximates the interest method.

Operating lease rental revenue is recognized on a straight-line basis over the term of the lease. Customer contracts may include additional services such as excess mileage, repair and maintenance and other services on which revenue is recognized when earned. The Company's full-service lease arrangements bundle these additional services. Rents for full-service lease contracts are allocated between lease and non-lease components based on the relative stand-alone price of each component. Taxes, such as sales and use and value added, which are collected by the Company from a customer, are excluded from the measurement of lease income and expenses. Rental revenues for the years ended December 31, 2019, 2018 and 2017 were \$798.2, \$797.1 and \$760.9, respectively. Depreciation and related leased unit operating expenses were \$721.6, \$686.9 and \$665.7 for the years ended December 31, 2019, 2018 and 2017, respectively.

Recognition of interest income and rental revenue is suspended (put on non-accrual status) when the receivable becomes more than 90 days past the contractual due date or earlier if some other event causes the Company to determine that collection is not probable. Accordingly, no finance receivables more than 90 days past due were accruing interest at December 31, 2019 or December 31, 2018. Recognition is resumed if the receivable becomes current by the payment of all amounts due under the terms of the existing contract and collection of remaining amounts is considered probable (if not contractually modified) or if the customer makes scheduled payments for three months and collection of remaining amounts is considered probable (if contractually modified). Payments received while the finance receivable is on non-accrual status are applied to interest and principal in accordance with the contractual terms.

Finance leases are secured by the trucks and related equipment being leased and the lease terms generally range from three to five years depending on the type and use of the equipment. The lessee is required to either purchase the equipment or guarantee to the Company a stated residual value upon the disposition of the equipment at the end of the finance lease term.

Operating lease terms generally range from three to five years. At the end of the operating lease term, the lessee has the option to return the equipment to the Company or purchase the equipment at its fair market value.

The Company determines its estimate of the residual value of leased vehicles by considering the length of the lease term, the truck model, the expected usage of the truck and anticipated market demand. If the sales price of the truck at the end of the agreement differs from the Company's estimated residual value, a gain or loss will result. Future market conditions, changes in government regulations and other factors outside the Company's control could impact the ultimate sales price of trucks returned under these contracts. Residual values are reviewed regularly and adjusted if market conditions warrant.

Cash and Cash Equivalents: Cash equivalents consist of liquid investments with a maturity at date of purchase of 90 days or less.

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Marketable Debt Securities: The Company's investments in marketable debt securities are classified as available-for-sale. These investments are stated at fair value with any unrealized gains or losses, net of tax, included as a component of accumulated other comprehensive income (loss) (AOCI).

The Company utilizes third-party pricing services for all of its marketable debt security valuations. The Company reviews the pricing methodology used by the third party pricing services, including the manner employed to collect market information. On a quarterly basis, the Company also performs review and validation procedures on the pricing information received from the third party providers. These procedures help ensure that the fair value information used by the Company is determined in accordance with applicable accounting guidance.

The Company evaluates its investment in marketable debt securities at the end of each reporting period to determine if a decline in fair value is other-than-temporary. Realized losses are recognized upon management's determination that a decline in fair value is other-than-temporary. The determination of other-than-temporary impairment is a subjective process, requiring the use of judgments and assumptions regarding the amount and timing of recovery. The Company reviews and evaluates its investments at least quarterly to identify investments that have indications of other-than-temporary impairments. It is reasonably possible that a change in estimate could occur in the near term relating to other-than-temporary impairment. Accordingly, the Company considers several factors when evaluating debt securities for other-than-temporary impairment, including whether the decline in fair value of the security is due to increased default risk for the specific issuer or market interest rate risk.

In assessing default risk, the Company considers the collectability of principal and interest payments by monitoring changes to issuers' credit ratings, specific credit events associated with individual issuers as well as the credit ratings of any financial guarantor, and the extent and duration to which amortized cost exceeds fair value.

In assessing market interest rate risk, including benchmark interest rates and credit spreads, the Company considers its intent for selling the securities and whether it is more likely than not the Company will be able to hold these securities until the recovery of any unrealized losses.

Receivables:

Trade and Other Receivables: The Company's trade and other receivables are recorded at cost, net of allowances. At December 31, 2019 and 2018, respectively, trade and other receivables included trade receivables from dealers and customers of \$1,055.0 and \$1,103.6 and other receivables of \$251.1 and \$210.8 relating primarily to value added tax receivables and supplier allowances and rebates.

Finance and Other Receivables:

Loans – Loans represent fixed or floating-rate loans to customers collateralized by the vehicles purchased and are recorded at amortized cost.

Finance leases – Finance leases are sales-type finance leases, which lease equipment to retail customers and dealers. These leases are reported as the sum of minimum lease payments receivable and estimated residual value of the property subject to the contracts, reduced by unearned interest.

Dealer wholesale financing – Dealer wholesale financing is floating-rate wholesale loans to PACCAR dealers for new and used trucks and are recorded at amortized cost. The loans are collateralized by the trucks being financed.

Operating lease receivables and other – Operating lease receivables and other include monthly rentals due on operating leases, unamortized loan and lease origination costs, interest on loans and other amounts due within one year in the normal course of business.

Allowance for Credit Losses:

Truck, Parts and Other: The Company historically has not experienced significant losses or past due amounts on trade and other receivables in its Truck, Parts and Other businesses. Accounts are considered past due once the unpaid balance is over 30 days outstanding based on contractual payment terms. Accounts are charged-off against the allowance for credit losses when, in the judgment of management, they are considered uncollectible. The allowance for

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credit losses for Truck, Parts and Other was \$1.0 for the years ended December 31, 2019 and 2018. Net charge-offs were \$.3, \$.1 and \$.1 for the years ended December 31, 2019, 2018 and 2017, respectively.

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Financial Services: The Company continuously monitors the payment performance of its finance receivables. For large retail finance customers and dealers with wholesale financing, the Company regularly reviews their financial statements and makes site visits and phone contact as appropriate. If the Company becomes aware of circumstances that could cause those customers or dealers to face financial difficulty, whether or not they are past due, the customers are placed on a watch list.

The Company modifies loans and finance leases in the normal course of its Financial Services operations. The Company may modify loans and finance leases for commercial reasons or for credit reasons. Modifications for commercial reasons are changes to contract terms for customers that are not considered to be in financial difficulty. Insignificant delays are modifications extending terms up to three months for customers experiencing some short-term financial stress, but not considered to be in financial difficulty. Modifications for credit reasons are changes to contract terms for customers considered to be in financial difficulty. The Company's modifications typically result in granting more time to pay the contractual amounts owed and charging a fee and interest for the term of the modification.

When considering whether to modify customer accounts for credit reasons, the Company evaluates the creditworthiness of the customers and modifies those accounts that the Company considers likely to perform under the modified terms. When the Company modifies a loan or finance lease for credit reasons and grants a concession, the modification is classified as a troubled debt restructuring (TDR). The Company does not typically grant credit modifications for customers that do not meet minimum underwriting standards since the Company normally repossesses the financed equipment in these circumstances. When such modifications do occur, they are considered TDRs.

On average, modifications extended contractual terms by approximately five months in 2019 and six months in 2018 and did not have a significant effect on the weighted average term or interest rate of the total portfolio at December 31, 2019 and 2018.

The Company has developed a systematic methodology for determining the allowance for credit losses for its two portfolio segments, retail and wholesale. The retail segment consists of retail loans and sales-type finance leases, net of unearned interest. The wholesale segment consists of truck inventory financing loans to dealers that are collateralized by trucks and other collateral. The wholesale segment generally has less risk than the retail segment. Wholesale receivables generally are shorter in duration than retail receivables, and the Company requires periodic reporting of the wholesale dealer's financial condition, conducts periodic audits of the trucks being financed and in many cases, obtains guarantees or other security such as dealership assets. In determining the allowance for credit losses, retail loans and finance leases are evaluated together since they relate to a similar customer base, their contractual terms require regular payment of principal and interest, generally over three to five years, and they are secured by the same type of collateral. The allowance for credit losses consists of both specific and general reserves.

The Company individually evaluates certain finance receivables for impairment. Finance receivables that are evaluated individually for impairment consist of all wholesale accounts and certain large retail accounts with past due balances or otherwise determined to be at a higher risk of loss. A finance receivable is impaired if it is considered probable the Company will be unable to collect all contractual interest and principal payments as scheduled. In addition, all retail loans and leases which have been classified as TDRs and all customer accounts over 90 days past due are considered impaired. Generally, impaired accounts are on non-accrual status. Impaired accounts classified as TDRs which have been performing for 90 consecutive days are placed on accrual status if it is deemed probable that the Company will collect all principal and interest payments.

Impaired receivables are generally considered collateral dependent. Large balance retail and all wholesale impaired receivables are individually evaluated to determine the appropriate reserve for losses. The determination of reserves for large balance impaired receivables considers the fair value of the associated collateral. When the underlying collateral fair value exceeds the Company's recorded investment, no reserve is recorded. Small balance impaired receivables with similar risk characteristics are evaluated as a separate pool to determine the appropriate reserve for losses using the historical loss information discussed below.

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The Company evaluates finance receivables that are not individually impaired on a collective basis and determines the general allowance for credit losses for both retail and wholesale receivables based on historical loss information, using past due account data and current market conditions. Information used includes assumptions regarding the likelihood of collecting current and past due accounts, repossession rates, the recovery rate on the underlying collateral based on used truck values and other pledged collateral or recourse. The Company has developed a range of loss estimates for each of its country portfolios based on historical experience, taking into account loss frequency and severity in both strong and weak truck market conditions. A projection is made of the range of estimated credit losses inherent in the portfolio from which an amount is determined as probable based on current market conditions and other factors impacting the creditworthiness of the Company's borrowers and their ability to repay. After determining the appropriate level of the allowance for credit losses, a provision for losses on finance receivables is charged to income as necessary to reflect management's estimate of incurred credit losses, net of recoveries, inherent in the portfolio.

In determining the fair value of the collateral, the Company uses a pricing matrix and categorizes the fair value as Level 2 in the hierarchy of fair value measurement. The pricing matrix is reviewed quarterly and updated as appropriate. The pricing matrix considers the make, model and year of the equipment as well as recent sales prices of comparable equipment sold individually, which is the lowest unit of account, through wholesale channels to the Company's dealers (principal market). The fair value of the collateral also considers the overall condition of the equipment.

Accounts are charged-off against the allowance for credit losses when, in the judgment of management, they are considered uncollectible, which generally occurs upon repossession of the collateral. Typically the timing between the repossession and charge-off is not significant. In cases where repossession is delayed (e.g., for legal proceedings), the Company records a partial charge-off. The charge-off is determined by comparing the fair value of the collateral, less cost to sell, to the recorded investment.

Inventories: Inventories are stated at the lower of cost or market. Cost of inventories in the U.S. is determined principally by the last in, first-out (LIFO) method. Cost of all other inventories is determined principally by the first-in, first-out (FIFO) method. Cost of sales and revenues include shipping and handling costs incurred to deliver products to dealers and customers.

Equipment on Operating Leases: The Company's Financial Services segment leases equipment under operating leases to its customers. In addition, in the Truck segment, equipment sold to customers in Europe subject to an RVG by the Company may be accounted for as an operating lease. Equipment is recorded at cost and is depreciated on the straight-line basis to the lower of the estimated residual value or guarantee value. Lease and guarantee periods generally range from three to five years. Estimated useful lives of the equipment range from three to ten years. The Company reviews residual values of equipment on operating leases periodically to determine that recorded amounts are appropriate.

Property, Plant and Equipment: Property, plant and equipment are stated at cost. Depreciation is computed principally by the straight-line method based on the estimated useful lives of the various classes of assets. Certain production tooling is amortized on a unit of production basis.

Long-lived Assets and Goodwill: The Company evaluates the carrying value of property, plant and equipment when events and circumstances warrant a review. Goodwill is tested for impairment at least on an annual basis. There were no significant impairment charges for the three years ended December 31, 2019. Goodwill was \$109.1 and \$112.0 at December 31, 2019 and 2018, respectively. The decrease in value was mostly due to currency translation.

Product Support Liabilities: Product support liabilities include estimated future payments related to product warranties and deferred revenues on optional extended warranties and R&M contracts. The Company generally offers one year warranties covering most of its vehicles and related aftermarket parts. For vehicles equipped with engines manufactured by PACCAR, the Company generally offers two year warranties on the engine. Specific terms and conditions vary depending on the product and the country of sale. Optional extended warranty and R&M contracts can be purchased for periods which generally range up to five years. Warranty expenses and reserves are estimated and recorded at the time products or contracts are sold based on historical and current data and reasonable expectations for the future regarding the frequency and cost of warranty claims, net of any recoveries. The Company periodically assesses the adequacy of its recorded liabilities and adjusts them as appropriate to reflect actual experience. Revenue

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from extended warranty and R&M contracts is deferred and recognized to income generally on a straight-line basis over the contract period. Warranty and R&M costs on these contracts are recognized as incurred.

Derivative Financial Instruments: As part of its risk management strategy, the Company enters into derivative contracts to hedge against interest rate and foreign currency risk. Certain derivative instruments designated as fair value hedges, cash flow hedges or net investment hedges are subject to hedge accounting. Derivative instruments that are not subject to hedge accounting are held as derivatives not designated as hedged instruments. The Company's policies prohibit the use of derivatives for speculation or trading. At the inception of each hedge relationship, the Company documents its risk management objectives, procedures and accounting treatment. All of the Company's interest-rate and certain foreign-exchange contracts are transacted under International Swaps and Derivatives Association (ISDA) master agreements. Each agreement permits the net settlement of amounts owed in the event of default and certain other termination events. For derivative financial instruments, the Company has elected not to offset derivative positions in the balance sheet with the same counterparty under the same agreements and is not required to post or receive collateral.

Exposure limits and minimum credit ratings are used to minimize the risks of counterparty default. The Company's maximum exposure to potential default of its derivative counterparties is limited to the asset position of its derivative portfolio. The asset position of the Company's derivative portfolio was \$56.3 at December 31, 2019.

The Company uses regression analysis to assess effectiveness of interest-rate contracts and net investment hedges at inception and uses quantitative analysis to assess subsequent effectiveness on a quarterly basis. For foreign-exchange contracts, the Company performs quarterly assessments to ensure that critical terms continue to match. All components of the derivative instrument's gain or loss are included in the assessment of hedge effectiveness. Hedge accounting is discontinued prospectively when the Company determines that a derivative financial instrument has ceased to be a highly effective hedge. Cash flows from derivative instruments are included in operating activities in the Consolidated Statements of Cash Flows.

Foreign Currency Translation: For most of the Company's foreign subsidiaries, the local currency is the functional currency. All assets and liabilities are translated at year-end exchange rates and all income statement amounts are translated at the weighted average rates for the period. Translation adjustments are recorded in AOCI. The Company uses the U.S. dollar as the functional currency for all but one of its Mexican subsidiaries, which uses the local currency. For the U.S. functional currency entities in Mexico, inventories, cost of sales, property, plant and equipment and depreciation are remeasured at historical rates and resulting adjustments are included in net income.

Earnings per Share: Basic earnings per common share are computed by dividing earnings by the weighted average number of common shares outstanding, plus the effect of any participating securities. Diluted earnings per common share are computed assuming that all potentially dilutive securities are converted into common shares under the treasury stock method.

Reclassifications: Due to the adoption of the new lease accounting standard, the Company reclassified certain prior period balances to conform to the 2019 presentation. Operating cash flows from sales-type finance leases and dealer direct loans on new trucks for the years ended December 31, 2018 and 2017 were reclassified to Other assets, net (increase of \$30.1 million for 2018 and \$58.4 million for 2017) and Trade and other receivables (decrease of \$57.1 million for 2018 and increase of \$13.5 million for 2017), respectively, within cash provided by operating activities in the Consolidated Statements of Cash Flows. The Company changed its presentation of Finance leases as of December 31, 2018 in Note E from gross to net of unearned interest for comparability with the current period. As of December 31, 2018, unearned interest on finance leases was \$387.5 million.

New Accounting Pronouncements:

New Lease Standard: In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, *Leases (Topic 842)*, including subsequently issued ASUs to clarify the implementation guidance in ASU 2016-02. Under the new lease standard, lessees recognize a right-of-use asset and a lease liability for virtually all leases (other than short-term leases). Lessor accounting is largely unchanged, except for a reduction in the capitalization of certain initial direct costs and the classification of certain cash flows. This ASU may be applied retrospectively in each reporting period presented or modified retrospectively with the cumulative effect adjustment to the opening balance of retained earnings. The Company adopted this ASU on January 1, 2019 on a modified retrospective basis, with no effect on Retained earnings.

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The Company elected the package of practical expedients for its leases existing prior to the adoption of this ASU that will retain prior conclusions about lease identification, lease classification and initial direct costs under the new standard. For lessee accounting, the Company elected the short-term lease exemption to not recognize right-of-use assets and lease liabilities for any leases with a duration of twelve months or less. For lessor accounting, the Company elected to exclude taxes collected from customers, such as sales and use and value added, from the measurement of lease income and expense.

The new standard requires lessors within the scope of ASC 942, *Financial Services – Depository and Lending*, to classify principal payments received from sales-type and direct financing leases in investing activities in the statement of cash flows. The Company continues to present cash receipts from direct finance leases as an investing cash inflow and reclassified cash flows from sales-type leases from operating to investing activities. For the year ended December 31, 2019, total cash originations and cash receipts from sales-type leases were \$224.3 million and \$197.0 million, respectively.

The cumulative effect of the changes made to the Company's Consolidated Balance Sheet on January 1, 2019 for the adoption of ASU 2016-02 was as follows:

	BALANCE AT DECEMBER 31, 2018	CHANGE DUE TO NEW STANDARD	BALANCE AT JANUARY 1, 2019
Consolidated Balance Sheets			
ASSETS			
TRUCK, PARTS AND OTHER:			
Other noncurrent assets, net	\$ 651.9	\$ 40.9	\$ 692.8
FINANCIAL SERVICES:			
Other assets	547.1	5.8	552.9
LIABILITIES AND STOCKHOLDERS' EQUITY			
TRUCK, PARTS AND OTHER:			
Accounts payable, accrued expenses and other	3,027.7	12.6	3,040.3
Other liabilities	1,145.7	28.5	1,174.2
Accounts payable, accrued expenses and other	523.2	1.3	524.5
Deferred taxes and other liabilities	704.9	4.3	709.2

Other New Accounting Pronouncements: In June 2016, the FASB issued ASU 2016-13, *Financial Instruments – Credit Losses (Topic 326): Measurement of Credit Losses on Financial Instruments*, including subsequently issued ASUs to clarify the implementation guidance in ASU 2016-13. The amendment introduces new guidance for credit losses on financial assets measured at amortized cost, including finance receivables, trade receivables and available-for-sale debt securities. Under this new model, expected credit losses will be based on relevant information about past events, including historical experience, current conditions and reasonable and supportable forecasts that affect collectability, replacing the current incurred loss model. This ASU also updates the methodology for recording credit losses on available-for-sale debt securities from the write-down for other-than-temporary impairment to the allowance approach. The ASU is effective for annual periods beginning after December 15, 2019 and interim periods within those annual periods. Early adoption is permitted. This amendment should be applied on a modified retrospective basis with a cumulative effect adjustment to retained earnings as of the beginning of the period of adoption. Upon adoption on January 1, 2020, the allowance for credit losses on finance receivable portfolio will increase by \$6.2 million, and the increase in allowance for losses on trade receivables and available-for-sale debt securities will be immaterial. The cumulative effect adjustment will decrease Retained earnings by \$4.6 million, net of tax.

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In addition to adopting the ASUs disclosed above, the Company adopted the following standard on its effective date of January 1, 2019, which had no material impact on the Company's consolidated financial statements.

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STANDARD	DESCRIPTION
2018-07	<i>Compensation – Stock Compensation (Topic 718): Improvements to Nonemployee Share-Based Payment Accounting.</i>

The FASB also issued the following standards, which are not expected to have a material impact on the Company's consolidated financial statements.

STANDARD	DESCRIPTION	EFFECTIVE DATE
2018-13*	<i>Fair Value Measurement (Topic 820): Disclosure Framework – Changes to the Disclosure Requirements for Fair Value Measurement.</i>	January 1, 2020
2018-14*	<i>Compensation – Retirement Benefits – Defined Benefit Plans – General (Topic 715-20): Disclosure Framework – Changes to the Disclosure Requirements for Defined Benefit Plans.</i>	January 1, 2021
2018-15*	<i>Intangibles – Goodwill and Other – Internal-Use Software (Subtopic 350-40): Customer's Accounting for Implementation Costs Incurred in a Cloud Computing Arrangement That Is a Service Contract.</i>	January 1, 2020
2019-12**	<i>Income Taxes (Topic 740): Simplifying the Accounting for Income Taxes.</i>	January 1, 2021

* The Company will adopt on the effective date.

** The Company will early adopt in 2020.

B. SALES AND REVENUES

The following table disaggregates Truck, Parts and Other revenues by major sources:

Year Ended December 31,	2019	2018
<i>Truck</i>		
Truck sales	\$ 19,225.2	\$ 17,447.8
Revenues from extended warranties, operating leases and other	764.3	739.2
	19,989.5	18,187.0
<i>Parts</i>		
Parts sales	3,912.1	3,731.9
Revenues from dealer services and other	112.8	107.0
	4,024.9	3,838.9
<i>Winch sales and other</i>		
	105.3	112.7
Truck, Parts and Other sales and revenues	\$ 24,119.7	\$ 22,138.6

The following table summarizes Financial Services lease revenues by lease type:

Year Ended December 31,	2019
Finance lease revenues	\$ 199.7
Operating lease revenues	798.2
Total lease revenues	\$ 997.9

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C. INVESTMENTS IN MARKETABLE DEBT SECURITIES

Marketable debt securities consisted of the following at December 31:

	AMORTIZED COST	UNREALIZED GAINS	UNREALIZED LOSSES	FAIR VALUE
2019				
U.S. tax-exempt securities	\$ 318.1	\$ 2.2	\$.1	\$ 320.2
U.S. corporate securities	163.8	1.9		165.7
U.S. government and agency securities	128.4	.9		129.3
Non-U.S. corporate securities	347.7	2.3	.2	349.8
Non-U.S. government securities	72.3	.2	.1	72.4
Other debt securities	123.7	1.1	.1	124.7
	\$ 1,154.0	\$ 8.6	\$.5	\$ 1,162.1
2018				
U.S. tax-exempt securities	\$ 326.0	\$.3	\$ 1.2	\$ 325.1
U.S. corporate securities	147.6	.2	.4	147.4
U.S. government and agency securities	98.9	.2	.4	98.7
Non-U.S. corporate securities	272.5	.4	1.6	271.3
Non-U.S. government securities	55.9	.1	.1	55.9
Other debt securities	122.6	.2	.8	122.0
	\$ 1,023.5	\$ 1.4	\$ 4.5	\$ 1,020.4

The cost of marketable debt securities is adjusted for amortization of premiums and accretion of discounts to maturity. Amortization, accretion, interest and dividend income and realized gains and losses are included in investment income. The cost of securities sold is based on the specific identification method. Gross realized gains were \$1.3, \$1.1 and \$1.4, and gross realized losses were \$.4, \$.8 and \$.5 for the years ended December 31, 2019, 2018 and 2017, respectively.

Marketable debt securities with continuous unrealized losses and their related fair values were as follows:

At December 31,	2019		2018	
	LESS THAN TWELVE MONTHS	TWELVE MONTHS OR GREATER	LESS THAN TWELVE MONTHS	TWELVE MONTHS OR GREATER
Fair value	\$ 177.0	\$ 31.4	\$ 252.8	\$ 397.9
Unrealized losses	.4	.1	.8	3.7

For the investment securities in gross unrealized loss positions identified above, the Company does not intend to sell the investment securities. It is more likely than not that the Company will not be required to sell the investment securities before recovery of the unrealized losses, and the Company expects that the contractual principal and interest will be received on the investment securities. As a result, the Company recognized no other-than-temporary impairments during the periods presented.

Contractual maturities on marketable debt securities at December 31, 2019 were as follows:

Maturities:	AMORTIZED COST	FAIR VALUE
Within one year	\$ 291.6	\$ 292.1
One to five years	806.4	813.9
Six to ten years	24.0	24.1
More than ten years	32.0	32.0
	\$ 1,154.0	\$ 1,162.1

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Marketable debt securities included \$49.7 and \$7.4 of variable rate demand obligations (VRDOs) at December 31, 2019 and 2018, respectively. VRDOs are debt instruments with long-term scheduled maturities which have interest rates that reset periodically. Actual maturities of VRDOs may differ from contractual maturities because these securities may be sold when interest rates are reset.

D. INVENTORIES

Inventories include the following:

<i>At December 31,</i>	2019	2018
Finished products	\$ 584.6	\$ 563.2
Work in process and raw materials	754.9	803.3
	1,339.5	1,366.5
Less LIFO reserve	(186.3)	(181.8)
	\$ 1,153.2	\$ 1,184.7

Inventories valued using the LIFO method comprised 46% and 47% of consolidated inventories before deducting the LIFO reserve at December 31, 2019 and 2018, respectively.

E. FINANCE AND OTHER RECEIVABLES

Finance and other receivables include the following:

<i>At December 31,</i>	2019	2018
Loans	\$ 5,241.7	\$ 4,630.5
Finance leases	3,906.7	3,807.2
Dealer wholesale financing	2,907.4	2,342.3
Operating lease receivables and other	142.6	174.6
	\$ 12,198.4	\$ 10,954.6
Less allowance for losses:		
Loans and leases	(104.4)	(103.8)
Dealer wholesale financing	(4.3)	(6.8)
Operating lease receivables and other	(3.7)	(3.2)
	\$ 12,086.0	\$ 10,840.8

The net activity of dealer direct loans and dealer wholesale financing on new trucks is shown in the operating section of the Consolidated Statements of Cash Flows since those receivables finance the sale of Company inventory.

Annual minimum payments due on loans are as follows:

<i>Beginning January 1, 2020</i>	LOANS
2020	\$ 1,633.6
2021	1,323.6
2022	1,043.9
2023	759.9
2024	377.3
Thereafter	103.4
	\$ 5,241.7

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Annual minimum payments due on finance lease receivables and a reconciliation of the undiscounted cash flows to the net investment in finance leases are as follows:

	FINANCE LEASES
<i>Beginning January 1, 2020</i>	
2020	\$ 1,360.6
2021	1,032.1
2022	757.3
2023	506.6
2024	246.5
Thereafter	100.0
	<u>\$ 4,003.1</u>
Unguaranteed residual values	316.3
Unearned interest on finance leases	(412.7)
Net investment in finance leases	<u>3,906.7</u>

Experience indicates substantially all of dealer wholesale financing will be repaid within one year. In addition, repayment experience indicates that some loans, leases and other finance receivables will be paid prior to contract maturity, while others may be extended or modified.

For the following credit quality disclosures, finance receivables are classified into two portfolio segments, wholesale and retail. The retail portfolio is further segmented into dealer retail and customer retail. The dealer wholesale segment consists of truck inventory financing to PACCAR dealers. The dealer retail segment consists of loans and leases to participating dealers and franchises that use the proceeds to fund customers' acquisition of commercial vehicles and related equipment. The customer retail segment consists of loans and leases directly to customers for the acquisition of commercial vehicles and related equipment. Customer retail receivables are further segregated between fleet and owner/operator classes. The fleet class consists of customer retail accounts operating more than five trucks. All other customer retail accounts are considered owner/operator. These two classes have similar measurement attributes, risk characteristics and common methods to monitor and assess credit risk.

Allowance for Credit Losses: The allowance for credit losses is summarized as follows:

	2019					
	DEALER		CUSTOMER			TOTAL
	WHOLESALE	RETAIL	RETAIL	OTHER*		
Balance at January 1	\$ 6.8	\$ 10.0	\$ 93.8	\$ 3.2	\$ 113.8	
Provision for losses	(1.6)	(1.0)	14.2	3.8	15.4	
Charge-offs	(.6)		(24.2)	(3.6)	(28.4)	
Recoveries			10.7	.3	11.0	
Currency translation and other	(.3)	.2	.7		.6	
Balance at December 31	\$ 4.3	\$ 9.2	\$ 95.2	\$ 3.7	\$ 112.4	

	2018					
	DEALER		CUSTOMER			TOTAL
	WHOLESALE	RETAIL	RETAIL	OTHER*		
Balance at January 1	\$ 6.0	\$ 9.4	\$ 92.5	\$ 9.3	\$ 117.2	
Provision for losses	1.0	.7	13.6	1.2	16.5	
Charge-offs			(20.0)	(7.5)	(27.5)	
Recoveries			9.9	.4	10.3	
Currency translation and other	(.2)	(.1)	(2.2)	(.2)	(2.7)	
Balance at December 31	\$ 6.8	\$ 10.0	\$ 93.8	\$ 3.2	\$ 113.8	

* Operating lease and other trade receivables.

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	2017				
	DEALER		CUSTOMER		
	WHOLESALE	RETAIL	RETAIL	OTHER*	TOTAL
Balance at January 1	\$ 5.5	\$ 9.6	\$ 87.5	\$ 8.6	\$ 111.2
Provision for losses		(.3)	21.1	1.5	22.3
Charge-offs			(24.8)	(1.9)	(26.7)
Recoveries			5.0	.3	5.3
Currency translation and other	.5	.1	3.7	.8	5.1
Balance at December 31	\$ 6.0	\$ 9.4	\$ 92.5	\$ 9.3	\$ 117.2

* Operating lease and other trade receivables.

Information regarding finance receivables evaluated and determined individually and collectively is as follows:

	DEALER		CUSTOMER	TOTAL
	WHOLESALE	RETAIL	RETAIL	
<i>At December 31, 2019</i>				
Recorded investment for impaired finance receivables evaluated individually		\$ 2.3	\$ 47.6	\$ 49.9
Allowance for impaired finance receivables determined individually			6.5	6.5
Recorded investment for finance receivables evaluated collectively	\$ 2,907.4	1,643.3	7,455.2	12,005.9
Allowance for finance receivables determined collectively	4.3	9.2	88.7	102.2

	DEALER		CUSTOMER	TOTAL
	WHOLESALE	RETAIL	RETAIL	
<i>At December 31, 2018</i>				
Recorded investment for impaired finance receivables evaluated individually	\$.1	\$ 2.5	\$ 36.7	\$ 39.3
Allowance for impaired finance receivables determined individually	.1		5.8	5.9
Recorded investment for finance receivables evaluated collectively	2,342.2	1,462.1	6,936.4	10,740.7
Allowance for finance receivables determined collectively	6.7	10.0	88.0	104.7

The recorded investment for finance receivables that are on non-accrual status is as follows:

<i>At December 31,</i>	2019	2018
Dealer:		
Wholesale	\$.1	.1
Retail	\$ 2.3	2.3
Customer retail:		
Fleet	40.2	27.5
Owner/operator	7.2	7.9
	\$ 49.7	\$ 35.5

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Impaired Loans: Impaired loans are summarized below. The impaired loans with specific reserve represent the unpaid principal balance. The recorded investment of impaired loans as of December 31, 2019 and 2018 was not significantly different than the unpaid principal balance.

	DEALER		CUSTOMER RETAIL		TOTAL
	WHOLESALE	RETAIL	FLEET	OWNER/ OPERATOR	
<i>At December 31, 2019</i>					
Impaired loans with a specific reserve			\$ 10.9	\$ 3.1	\$ 14.0
Associated allowance			(2.1)	(.6)	(2.7)
			8.8	2.5	11.3
Impaired loans with no specific reserve	\$ 2.3		6.7	.4	9.4
Net carrying amount of impaired loans	\$ 2.3		\$ 15.5	\$ 2.9	\$ 20.7
Average recorded investment	\$ 4.9	\$ 2.4	\$ 16.6	\$ 3.4	\$ 27.3

	DEALER		CUSTOMER RETAIL		TOTAL
	WHOLESALE	RETAIL	FLEET	OWNER/ OPERATOR	
<i>At December 31, 2018</i>					
Impaired loans with a specific reserve	\$.1		\$ 14.5	\$ 3.4	\$ 18.0
Associated allowance	(.1)		(2.3)	(1.0)	(3.4)
			12.2	2.4	14.6
Impaired loans with no specific reserve		\$ 2.5	4.9	.3	7.7
Net carrying amount of impaired loans		\$ 2.5	\$ 17.1	\$ 2.7	\$ 22.3
Average recorded investment	\$.1	\$ 3.2	\$ 29.3	\$ 2.8	\$ 35.4

During the period the loans above were considered impaired, interest income recognized on a cash basis was as follows:

<i>Year Ended December 31,</i>	2019	2018	2017
Dealer:			
Retail	\$.2		
Customer retail:			
Fleet	1.3	\$ 2.0	\$ 1.6
Owner/operator	.2	.2	.1
	\$ 1.7	\$ 2.2	\$ 1.7

Credit Quality: The Company's customers are principally concentrated in the transportation industry in North America, Europe and Australia. The Company's portfolio assets are diversified over a large number of customers and dealers with no single customer or dealer balances representing over 5% of the total portfolio assets. The Company retains as collateral a security interest in the related equipment.

At the inception of each contract, the Company considers the credit risk based on a variety of credit quality factors including prior payment experience, customer financial information, credit-rating agency ratings, loan-to-value ratios and other internal metrics. On an ongoing basis, the Company monitors credit quality based on past due status and collection experience as there is a meaningful correlation between the past due status of customers and the risk of loss.

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The Company has three credit quality indicators: performing, watch and at-risk. Performing accounts pay in accordance with the contractual terms and are not considered high-risk. Watch accounts include accounts 31 to 90 days past due and large accounts that are performing but are considered to be high risk. Watch accounts are not impaired. At-risk accounts are accounts that are impaired, including TDRs, accounts over 90 days past due and other accounts on non-accrual status. The tables below summarize the Company's finance receivables by credit quality indicator and portfolio class.

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	DEALER		CUSTOMER RETAIL		TOTAL
	WHOLESALE	RETAIL	FLEET	OWNER/ OPERATOR	
<i>At December 31, 2019</i>					
Performing	\$ 2,897.3	\$ 1,643.3	\$ 6,251.0	\$ 1,138.0	\$ 11,929.6
Watch	10.1		56.4	9.8	76.3
At-risk		2.3	40.3	7.3	49.9
	\$ 2,907.4	\$ 1,645.6	\$ 6,347.7	\$ 1,155.1	\$ 12,055.8

	DEALER		CUSTOMER RETAIL		TOTAL
	WHOLESALE	RETAIL	FLEET	OWNER/ OPERATOR	
<i>At December 31, 2018</i>					
Performing	\$ 2,329.5	\$ 1,462.1	\$ 5,759.0	\$ 1,099.3	\$ 10,649.9
Watch	12.6		70.0	8.2	90.8
At-risk	.2	2.5	28.5	8.1	39.3
	\$ 2,342.3	\$ 1,464.6	\$ 5,857.5	\$ 1,115.6	\$ 10,780.0

The tables below summarize the Company's finance receivables by aging category. In determining past due status, the Company considers the entire contractual account balance past due when any installment is over 30 days past due. Substantially all customer accounts that were greater than 30 days past due prior to credit modification became current upon modification for aging purposes.

	DEALER		CUSTOMER RETAIL		TOTAL
	WHOLESALE	RETAIL	FLEET	OWNER/ OPERATOR	
<i>At December 31, 2019</i>					
Current and up to 30 days past due	\$ 2,907.4	\$ 1,645.6	\$ 6,297.1	\$ 1,140.7	\$ 11,990.8
31 - 60 days past due			23.0	8.7	31.7
Greater than 60 days past due			27.6	5.7	33.3
	\$ 2,907.4	\$ 1,645.6	\$ 6,347.7	\$ 1,155.1	\$ 12,055.8

	DEALER		CUSTOMER RETAIL		TOTAL
	WHOLESALE	RETAIL	FLEET	OWNER/ OPERATOR	
<i>At December 31, 2018</i>					
Current and up to 30 days past due	\$ 2,342.1	\$ 1,464.6	\$ 5,835.6	\$ 1,103.1	\$ 10,745.4
31 - 60 days past due	.1		11.2	6.7	18.0
Greater than 60 days past due	.1		10.7	5.8	16.6
	\$ 2,342.3	\$ 1,464.6	\$ 5,857.5	\$ 1,115.6	\$ 10,780.0

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Troubled Debt Restructurings: The balance of TDRs was \$14.1 and \$20.1 at December 31, 2019 and 2018, respectively. At modification date, the pre-modification and post-modification recorded investment balances for finance receivables modified during the period by portfolio class were as follows:

	2019		2018	
	RECORDED INVESTMENT		RECORDED INVESTMENT	
	PRE-MODIFICATION	POST-MODIFICATION	PRE-MODIFICATION	POST-MODIFICATION
Fleet	\$ 2.2	\$ 2.2	\$ 12.1	\$ 12.1
Owner/operator	.3	.3	1.0	1.0
	\$ 2.5	\$ 2.5	\$ 13.1	\$ 13.1

The effect on the allowance for credit losses from such modifications was not significant at December 31, 2019 and 2018.

TDRs modified during the previous twelve months that subsequently defaulted (i.e., became more than 30 days past due) in the years ended December 31, 2019 and 2018 were nil.

There were no finance receivables modified as TDRs during the previous twelve months that subsequently defaulted and were charged off for the years ended December 31, 2019 and 2018.

Repossessions: When the Company determines a customer is not likely to meet its contractual commitments, the Company repossesses the vehicles which serve as collateral for the loans, finance leases and equipment under operating leases. The Company records the vehicles as used truck inventory included in Financial Services Other assets on the Consolidated Balance Sheets. The balance of repossessed inventory at December 31, 2019 and 2018 was \$25.6 and \$10.8, respectively. Proceeds from the sales of repossessed assets were \$62.4, \$75.8 and \$58.3 for the years ended December 31, 2019, 2018 and 2017, respectively. These amounts are included in Proceeds from asset disposals in the Consolidated Statements of Cash Flows. Write-downs of repossessed equipment on operating leases are recorded as impairments and included in Financial Services Depreciation and other expenses on the Consolidated Statements of Income.

F. EQUIPMENT ON OPERATING LEASES

A summary of equipment on operating leases for Truck, Parts and Other and for the Financial Services segment is presented below.

<i>At December 31,</i>	TRUCK, PARTS AND OTHER		FINANCIAL SERVICES	
	2019	2018	2019	2018
Equipment on operating leases	\$ 706.3	\$ 948.1	\$ 4,350.0	\$ 4,098.3
Less allowance for depreciation	(160.8)	(161.5)	(1,247.4)	(1,243.3)
	\$ 545.5	\$ 786.6	\$ 3,102.6	\$ 2,855.0

Annual minimum lease payments due on Financial Services operating leases beginning January 1, 2020 are \$646.8, \$472.9, \$281.1, \$126.5, \$40.8 and \$6.9 thereafter.

When the equipment is sold subject to an RVG, the full sales price is received from the customer. A liability is established for the residual value obligation with the remainder of the proceeds recorded as deferred lease revenue. These amounts are summarized below:

<i>At December 31,</i>	TRUCK, PARTS AND OTHER	
	2019	2018
Residual value guarantees	\$ 439.6	\$ 591.1
Deferred lease revenues	147.7	251.3
	\$ 587.3	\$ 842.4

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The deferred lease revenue is amortized on a straight-line basis over the RVG contract period. At December 31, 2019, the annual amortization of deferred revenues beginning January 1, 2020 is \$78.6, \$41.7, \$17.6, \$8.9, \$8 and \$.1 thereafter. Annual maturities of the RVGs beginning January 1, 2020 are \$187.3, \$150.8, \$55.9, \$31.2, \$8.3 and \$6.1 thereafter.

G. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment include the following:

<i>At December 31,</i>	USEFUL LIVES	2019	2018
Land		\$ 271.8	\$ 265.4
Buildings and improvements	10 - 40 years	1,382.2	1,329.0
Machinery, equipment and production tooling	3 - 12 years	3,998.2	3,884.5
Construction in progress		741.7	308.8
		6,393.9	5,787.7
Less allowance for depreciation		(3,510.1)	(3,306.8)
		\$ 2,883.8	\$ 2,480.9

H. ACCOUNTS PAYABLE, ACCRUED EXPENSES AND OTHER

Accounts payable, accrued expenses and other include the following:

<i>At December 31,</i>	2019	2018
<i>Truck, Parts and Other:</i>		
Accounts payable	\$ 1,115.7	\$ 1,304.9
Product support liabilities	508.1	446.7
Accrued expenses	693.4	626.5
Accrued capital expenditures	270.3	98.8
Salaries and wages	271.8	267.7
Other	334.9	283.1
	\$ 3,194.2	\$ 3,027.7

I. PRODUCT SUPPORT LIABILITIES

Changes in product support liabilities are summarized as follows:

WARRANTY RESERVES	2019	2018	2017
Balance at January 1	\$ 380.2	\$ 298.8	\$ 282.1
Cost accruals	386.3	331.9	242.1
Payments	(343.7)	(271.8)	(236.8)
Change in estimates for pre-existing warranties	19.8	25.6	(2.0)
Currency translation and other	(2.6)	(4.3)	13.4
Balance at December 31	\$ 440.0	\$ 380.2	\$ 298.8
DEFERRED REVENUES ON EXTENDED WARRANTIES AND R&M CONTRACTS			
	2019	2018	2017
Balance at January 1	\$ 699.9	\$ 653.9	\$ 573.5
Deferred revenues	499.1	448.2	371.8
Revenues recognized	(396.4)	(385.0)	(328.2)
Currency translation	(1.2)	(17.2)	36.8
Balance at December 31	\$ 801.4	\$ 699.9	\$ 653.9

The Company expects to recognize approximately \$252.0 of the remaining deferred revenues on extended warranties and R&M contracts in 2020, \$237.6 in 2021, \$160.1 in 2022, \$107.0 in 2023, \$34.2 in 2024 and \$10.5 thereafter.

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Product support liabilities are included in the accompanying Consolidated Balance Sheets as follows:

At December 31,	WARRANTY RESERVES		DEFERRED REVENUES	
	2019	2018	2019	2018
<i>Truck, Parts and Other:</i>				
Accounts payable, accrued expenses and other	\$ 270.6	\$ 233.0	\$ 237.5	\$ 213.7
Other liabilities	169.4	147.2	547.6	468.8
<i>Financial Services:</i>				
Deferred taxes and other liabilities			16.3	17.4
	\$ 440.0	\$ 380.2	\$ 801.4	\$ 699.9

J. BORROWINGS AND CREDIT ARRANGEMENTS

Financial Services borrowings include the following:

At December 31,	2019		2018	
	EFFECTIVE RATE	BORROWINGS	EFFECTIVE RATE	BORROWINGS
Commercial paper	1.5%	\$ 3,797.2	1.9%	\$ 3,256.8
Bank loans	7.1%	313.0	7.2%	284.0
		4,110.2		3,540.8
Term notes	1.9%	7,112.5	1.8%	6,409.7
	1.9%	\$ 11,222.7	2.0%	\$ 9,950.5

Commercial paper and term notes borrowings were \$10,909.7 and \$9,666.5 at December 31, 2019 and 2018, respectively. Unamortized debt issuance costs, unamortized discounts and the net effect of fair value hedges were \$(20.5) and \$(19.3) at December 31, 2019 and 2018, respectively. The effective rate is the weighted average rate as of December 31, 2019 and 2018 and includes the effects of interest-rate contracts.

The annual maturities of the Financial Services borrowings are as follows:

Beginning January 1, 2020	COMMERCIAL PAPER	BANK LOANS	TERM NOTES	TOTAL
2020	\$ 3,800.5	\$ 114.1	\$ 1,716.7	\$ 5,631.3
2021		107.1	2,216.0	2,323.1
2022		66.3	2,191.7	2,258.0
2023		20.2	705.3	725.5
2024		5.3	300.0	305.3
	\$ 3,800.5	\$ 313.0	\$ 7,129.7	\$ 11,243.2

Interest paid on borrowings was \$203.8, \$166.5 and \$127.4 in 2019, 2018 and 2017, respectively.

The primary sources of borrowings in the capital markets are commercial paper and medium-term notes issued in the public markets, and to a lesser extent, bank loans. The medium-term notes are issued by PACCAR Financial Corp. (PFC), PACCAR Financial Europe, PACCAR Financial Mexico and PACCAR Financial Pty. Ltd. (PFPL).

In November 2018, the Company's U.S. finance subsidiary, PFC, filed a shelf registration under the Securities Act of 1933. The total amount of medium-term notes outstanding for PFC as of December 31, 2019 was \$5,550.0. In February 2020, PFC issued \$300.0 of medium-term notes under this registration. The registration expires in November 2021 and does not limit the principal amount of debt securities that may be issued during that period.

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As of December 31, 2019, the Company's European finance subsidiary, PACCAR Financial Europe, had €1,350.0 available for issuance under a €2,500.0 medium-term note program listed on the Professional Securities Market of the London Stock Exchange. This program replaced an expiring program in the second quarter of 2019 and is renewable annually through the filing of a new listing.

In April 2016, PACCAR Financial Mexico registered a 10,000.0 pesos medium-term note and commercial paper program with the Comision Nacional Bancaria y de Valores. The registration expires in April 2021 and limits the amount of commercial paper (up to one year) to 5,000.0 pesos. At December 31, 2019, 6,800.0 pesos remained available for issuance.

In August 2018, the Company's Australian subsidiary, PACCAR Financial Pty. Ltd. (PFPL), registered a medium-term note program. The program does not limit the principal amount of debt securities that may be issued under the program. The total amount of medium-term notes outstanding for PFPL as of December 31, 2019 was 300.0 Australian dollars.

The Company has line of credit arrangements of \$3,579.7, of which \$3,266.7 were unused at December 31, 2019. Included in these arrangements are \$3,000.0 of committed bank facilities, of which \$1,000.0 expires in June 2020, \$1,000.0 expires in June 2023 and \$1,000.0 expires in June 2024. The Company intends to replace these credit facilities on or before expiration with facilities of similar amounts and duration. These credit facilities are maintained primarily to provide backup liquidity for commercial paper borrowings and maturing medium-term notes. There were no borrowings under the committed bank facilities for the year ended December 31, 2019.

K. LEASES

The Company leases certain facilities and equipment. The Company determines whether an arrangement is or contains a lease at inception. The Company accounts for lease and non-lease components separately. The consideration in the contract is allocated to each separate lease and non-lease component of the contract generally based on the relative stand-alone price of the components. The lease component is accounted for in accordance with the lease standard and the non-lease component is accounted for in accordance with other standards. The Company uses its incremental borrowing rate in determining the present value of lease payments unless the rate implicit in the lease is available. The lease term may include options to extend or terminate the lease if it is reasonably certain that the Company will exercise that option. Leases that have a term of 12 months or less at the commencement date ("short-term leases") are not included in the right-of-use assets and the lease liabilities. Lease expense for the short-term leases is recognized on a straight-line basis over the lease term.

The components of lease expense were as follows:

<i>Year Ended December 31,</i>	2019
Finance lease cost	
Amortization of right-of-use assets	\$.9
Interest on lease liabilities	.1
Operating lease cost	16.9
Short-term lease cost	.7
Variable lease cost	1.8
Total lease cost	\$ 20.4

For the years ended December 31, 2019, 2018 and 2017, total rental expenses for all leases amounted to \$20.4, \$35.7 and \$30.1, respectively.

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Balance sheet information related to leases was as follows:

<i>At December 31, 2019</i>	OPERATING LEASES	FINANCE LEASES
TRUCK, PARTS AND OTHER:		
Other noncurrent assets	\$ 31.7	\$ 1.1
FINANCIAL SERVICES:		
Other assets	5.2	
Total right-of-use assets	\$ 36.9	\$ 1.1

TRUCK, PARTS AND OTHER:		
Accounts payable, accrued expenses and other	\$ 13.0	\$.7
Other liabilities	19.5	.5
FINANCIAL SERVICES:		
Accounts payable, accrued expenses and other	1.5	
Deferred taxes and other liabilities	3.7	
Total lease liabilities	\$ 37.7	\$ 1.2

The weighted-average remaining lease term and discount rate are as follows:

<i>At December 31, 2019</i>	OPERATING LEASES	FINANCE LEASES
Weighted-average remaining lease term	3.8 years	2.2 years
Weighted-average discount rate	1.9%	4.0%

Maturities of lease liabilities are as follows:

<i>Beginning January 1, 2020</i>	OPERATING LEASES	FINANCE LEASES
2020	\$ 14.9	\$.8
2021	10.3	.3
2022	7.2	.1
2023	3.0	.1
2024	1.1	
Thereafter	2.5	
Total lease payments	39.0	1.3
Less: interest	(1.3)	(.1)
Total lease liabilities	\$ 37.7	\$ 1.2

Cash flow information related to leases was as follows:

<i>Year Ended December 31,</i>	2019
Cash paid for amounts included in the measurement of lease liabilities	
Operating cash flows from operating leases	\$ 17.0
Operating cash flows from finance leases	.2
Financing cash flows from finance leases	1.0
Right-of-use assets obtained in exchange for lease liabilities	
Operating leases	8.9
Finance leases	.7

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L. COMMITMENTS AND CONTINGENCIES

At December 31, 2019, PACCAR had standby letters of credit and surety bonds totaling \$47.8, from third-party financial institutions, in the normal course of business, which guarantee various insurance, financing and other activities. At December 31, 2019, PACCAR's financial services companies, in the normal course of business, had outstanding commitments to fund new loan and lease transactions amounting to \$885.8. The commitments generally expire in 90 days. The Company had other commitments, primarily to purchase production inventory, equipment and energy amounting to \$119.8, \$63.9, \$60.6, \$.8 and nil for 2020, 2021, 2022, 2023 and 2024 and beyond, respectively.

The Company is involved in various stages of investigations and cleanup actions in different countries related to environmental matters. In certain of these matters, the Company has been designated as a "potentially responsible party" by domestic and foreign environmental agencies. The Company has accrued the estimated costs to investigate and complete cleanup actions where it is probable that the Company will incur such costs in the future. Expenditures related to environmental activities for the years ended December 31, 2019, 2018 and 2017 were \$1.3, \$1.2 and \$1.9, respectively.

While the timing and amount of the ultimate costs associated with future environmental cleanup cannot be determined, management expects that these matters will not have a significant effect on the Company's consolidated financial position.

On July 19, 2016, the European Commission (EC) concluded its investigation of all major European truck manufacturers and reached a settlement with DAF. Following the settlement, claims and lawsuits have been filed against the Company, DAF and certain DAF subsidiaries and other truck manufacturers in various European jurisdictions. These claims and lawsuits include a number of collective proceedings, including proposed class actions in the United Kingdom, alleging EC-related claims and seeking unspecified damages. Others may bring EC-related claims and lawsuits against the Company or its subsidiaries. While the Company believes it has meritorious defenses, such claims and lawsuits will likely take a significant period of time to resolve. The Company cannot reasonably estimate a range of loss, if any, that may result given the early stage of these claims and lawsuits. An adverse outcome of such proceedings could have a material impact on the Company's results of operations.

PACCAR is also a defendant in various other legal proceedings and, in addition, there are various other contingent liabilities arising in the normal course of business. After consultation with legal counsel, management does not anticipate that disposition of these various other proceedings and contingent liabilities will have a material effect on the consolidated financial statements.

M. EMPLOYEE BENEFITS

Severance Costs: The Company incurred severance expense in 2019, 2018 and 2017 of \$5.8, \$.7 and \$.8, respectively.

Defined Benefit Pension Plans: The Company has several defined benefit pension plans, which cover a majority of its employees. The Company evaluates its actuarial assumptions on an annual basis and considers changes based upon market conditions and other factors.

The expected return on plan assets is determined by using a market-related value of assets, which is calculated based on an average of the previous five years of asset gains and losses.

Generally, accumulated unrecognized actuarial gains and losses are amortized using the 10% corridor approach. The corridor is defined as the greater of either 10% of the projected benefit obligation or the market-related value of plan assets. The amortization amount is the excess beyond the corridor divided by the average remaining estimated service life of participants on a straight-line basis.

The Company funds its pensions in accordance with applicable employee benefit and tax laws. The Company contributed \$35.7 to its pension plans in 2019 and \$88.9 in 2018. The Company expects to contribute in the range of \$80.0 to \$120.0 to its pension plans in 2020, of which \$21.4 is estimated to satisfy minimum funding requirements. Annual benefits expected to be paid beginning January 1, 2020 are \$133.2, \$103.0, \$109.1, \$113.6, \$120.5 and a total of \$683.5 for the five years thereafter.

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Plan assets are invested in global equity and debt securities through professional investment managers with the objective to achieve targeted risk adjusted returns and maintain liquidity sufficient to fund current benefit payments. Typically, each defined benefit plan has an investment policy that includes a target for asset mix, including maximum and minimum ranges for allocation percentages by investment category. The actual allocation of assets may vary at times based upon rebalancing policies and other factors. The Company periodically assesses the target asset mix by evaluating external sources of information regarding the long-term historical return, volatilities and expected future returns for each investment category. In addition, the long-term rates of return assumptions for pension accounting are reviewed annually to ensure they are appropriate. Target asset mix and forecast long-term returns by asset category are considered in determining the assumed long-term rates of return, although historical returns realized are given some consideration.

The fair value of mutual funds, common stocks and U.S. treasuries is determined using the market approach and is based on the quoted prices in active markets. These securities are categorized as Level 1. The fair value of debt securities is determined using the market approach and is based on the quoted market prices of the securities or other observable inputs. These securities are categorized as Level 2.

The fair value of commingled trust funds is determined using the market approach and is based on the unadjusted net asset value (NAV) per unit as determined by the sponsor of the fund based on the fair values of underlying investments. These assets are collective investment trusts, and substantially all of these investments have no redemption restrictions or unfunded commitments. Securities measured at NAV per unit as a practical expedient are not classified in the fair value hierarchy.

The following information details the allocation of plan assets by investment type. See Note Q for definitions of fair value levels.

<i>At December 31, 2019</i>	FAIR VALUE HIERARCHY				TOTAL	MEASURED AT NAV	TOTAL
	TARGET	LEVEL 1	LEVEL 2	TOTAL			
Equities:							
U.S. equities					\$ 860.1	\$ 860.1	
Global equities					973.1	973.1	
Total equities	50 - 70%				1,833.2	1,833.2	
Fixed income:							
U.S. fixed income		\$ 214.0	\$ 260.3	\$ 474.3	488.3	962.6	
Non-U.S. fixed income			28.1	28.1	322.0	350.1	
Total fixed income	30 - 50%	214.0	288.4	502.4	810.3	1,312.7	
Cash and other		10.6	68.2	78.8	1.7	80.5	
Total plan assets		\$ 224.6	\$ 356.6	\$ 581.2	\$ 2,645.2	\$ 3,226.4	

<i>At December 31, 2018</i>	FAIR VALUE HIERARCHY				TOTAL	MEASURED AT NAV	TOTAL
	TARGET	LEVEL 1	LEVEL 2	TOTAL			
Equities:							
U.S. equities					\$ 680.2	\$ 680.2	
Global equities					772.6	772.6	
Total equities	50 - 70%				1,452.8	1,452.8	
Fixed income:							
U.S. fixed income		\$ 223.2	\$ 223.4	\$ 446.6	419.6	866.2	
Non-U.S. fixed income			21.6	21.6	279.0	300.6	
Total fixed income	30 - 50%	223.2	245.0	468.2	698.6	1,166.8	
Cash and other		9.0	69.0	78.0	1.6	79.6	
Total plan assets		\$ 232.2	\$ 314.0	\$ 546.2	\$ 2,153.0	\$ 2,699.2	

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The following weighted average assumptions relate to all pension plans of the Company:

<i>At December 31,</i>	2019	2018
Discount rate	2.9%	3.9%
Rate of increase in future compensation levels	3.8%	3.8%
Assumed long-term rate of return on plan assets	6.3%	6.3%

The components of the change in projected benefit obligation and change in plan assets are as follows:

<i>At December 31,</i>	2019	2018
<i>Change in projected benefit obligation:</i>		
Benefit obligation at January 1	\$ 2,655.4	\$ 2,820.7
Service cost	102.0	108.3
Interest cost	95.6	85.8
Benefits paid	(127.0)	(87.6)
Actuarial loss (gain)	478.0	(232.6)
Currency translation and other	30.0	(39.6)
Participant contributions	.4	.4
Projected benefit obligation at December 31	\$ 3,234.4	\$ 2,655.4

Change in plan assets:

Fair value of plan assets at January 1	\$ 2,699.2	\$ 2,919.6
Employer contributions	35.7	88.9
Actual return on plan assets	588.1	(177.5)
Benefits paid	(127.0)	(87.6)
Currency translation and other	30.0	(44.6)
Participant contributions	.4	.4
Fair value of plan assets at December 31	\$ 3,226.4	\$ 2,699.2
Funded status at December 31	\$ (8.0)	\$ 43.8

<i>At December 31,</i>	2019	2018
<i>Amounts recorded on Balance Sheet:</i>		
Other noncurrent assets	\$ 146.5	\$ 174.7
Account payable, accrued expenses and other	39.9	4.9
Other liabilities	114.6	126.0
Accumulated other comprehensive loss:		
Actuarial loss	512.5	471.5
Prior service cost	5.1	6.2
Net initial transition amount	.1	.1

Of the December 31, 2019 amounts in accumulated other comprehensive loss, \$41.7 of unrecognized actuarial loss and \$1.5 of unrecognized prior service cost are expected to be amortized into net pension expense in 2020.

The accumulated benefit obligation for all pension plans of the Company was \$2,806.3 and \$2,356.2 at December 31, 2019 and 2018, respectively.

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Information for all plans with an accumulated benefit obligation in excess of plan assets is as follows:

<i>At December 31,</i>	2019	2018
Projected benefit obligation	\$ 170.6	\$ 138.3
Accumulated benefit obligation	150.1	124.0
Fair value of plan assets	23.4	22.0

The components of pension expense are as follows:

<i>Year Ended December 31,</i>	2019	2018	2017
Service cost	\$ 102.0	\$ 108.3	\$ 92.9
Interest on projected benefit obligation	95.6	85.8	81.1
Expected return on assets	(176.6)	(177.2)	(159.7)
Amortization of prior service costs	1.4	1.4	1.2
Recognized actuarial loss	20.5	35.3	25.4
Net pension expense	\$ 42.9	\$ 53.6	\$ 40.9

The components of net pension expense other than service cost are included in Interest and other (income), net on the Consolidated Statements of Income.

Multi-employer Plans: The Company participates in multi-employer plans in the U.S. and Europe. These are typically under collective bargaining agreements and cover its union-represented employees. The Company's participation in the following multi-employer plans for the years ended December 31 are as follows:

PENSION PLAN	EIN	PENSION PLAN NUMBER	COMPANY CONTRIBUTIONS		
			2019	2018	2017
Metal and Electrical Engineering Industry Pension Fund		135668	\$ 27.8	\$ 27.9	\$ 25.0
Western Metal Industry Pension Plan	91-6033499	001	3.8	2.7	1.4
Other plans			1.2	1.2	.8
			\$ 32.8	\$ 31.8	\$ 27.2

The Company contributions shown in the table above approximate the multi-employer pension expense for each of the years ended December 31, 2019, 2018 and 2017, respectively.

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Metal and Electrical Engineering Industry Pension Fund is a multi-employer union plan incorporating all DAF employees in the Netherlands and is covered by a collective bargaining agreement that will expire November 30, 2020. The Company's contributions were less than 5% of the total contributions to the plan for the last two reporting periods ending December 2019. The plan is required by law (the Netherlands Pension Act) to have a coverage ratio in excess of 104.3%. Because the coverage ratio of the plan was 96.9% at December 31, 2019, a funding improvement plan effective through 2028 is in place. The funding improvement plan includes a possible reduction in pension benefits and delays in future benefit increases.

The Western Metal Industry Pension Plan is located in the U.S. and is covered by a collective bargaining agreement that will expire on November 1, 2020. In accordance with the U.S. Pension Protection Act of 2006, the plan continued to be certified as critical (red) status as of December 31, 2019, and a funding improvement plan has been implemented requiring additional contributions through 2022 as long as the plan remains in critical status. Contributions by the Company were 20% and 14% of the total contributions to the plan for the years ended December 31, 2019 and 2018, respectively.

Other plans are principally located in the U.S. and the Company's contributions to these plans for the years ended December 31, 2019 and 2018 were less than 5% of each plan's total contributions. As of December 31, 2019, one of the other plans was under a funding improvement plan.

There were no significant changes for the multi-employer plans in the periods presented that affected comparability between periods.

Defined Contribution Plans: The Company maintains several defined contribution benefit plans whereby it contributes designated amounts on behalf of participant employees. The largest plan is for U.S. salaried employees where the Company matches a percentage of employee contributions up to an annual limit. The match was 5% of eligible pay in 2019, 2018 and 2017. Other plans are located in Australia, Brasil, Canada, the Netherlands, Belgium and Germany. Expenses for these plans were \$48.3, \$45.3 and \$37.9 in 2019, 2018 and 2017, respectively.

N. INCOME TAXES

The Company's tax rate is based on income and statutory tax rates in the various jurisdictions in which the Company operates. Tax law requires certain items to be included in the Company's tax returns at different times than the items reflected in the Company's financial statements. As a result, the Company's annual tax rate reflected in its financial statements is different than that reported in its tax returns. Some of these differences are permanent, such as expenses that are not deductible in the Company's tax return, and some differences reverse over time, such as depreciation expense. These temporary differences create deferred tax assets and liabilities. The Company establishes valuation allowances for its deferred tax assets if, based on the available evidence, it is more likely than not that some portion or all of the deferred tax assets will not be realized.

The components of the Company's income before income taxes include the following:

<i>Year Ended December 31,</i>	2019	2018	2017
Domestic	\$ 2,201.1	\$ 1,775.2	\$ 1,347.8
Foreign	898.1	1,035.0	825.5
	\$ 3,099.2	\$ 2,810.2	\$ 2,173.3

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The components of the Company's provision for income taxes include the following:

Year Ended December 31,	2019	2018	2017
Current provision:			
Federal	\$ 352.3	\$ 267.1	\$ 397.7
State	96.8	67.5	63.8
Foreign	191.4	263.0	210.5
	640.5	597.6	672.0
Deferred provision (benefit):			
Federal	40.7	22.6	(173.8)
State	(4.3)	1.3	2.3
Foreign	34.4	(6.4)	(2.4)
	70.8	17.5	(173.9)
	\$ 711.3	\$ 615.1	\$ 498.1

Tax benefits recognized for net operating loss carryforwards were \$12.4, \$5.0 and \$4.3 for the years ended 2019, 2018 and 2017, respectively.

A reconciliation of the statutory U.S. federal tax rate to the effective income tax rate is as follows:

	2019	2018	2017
Statutory rate	21.0%	21.0%	35.0%
Effect of:			
Rate change on deferred taxes			(14.0)
Transition tax		(.2)	6.0
State	2.3	2.2	1.8
Federal domestic production deduction			(1.1)
Tax on foreign earnings	.9	1.0	(4.0)
Other, net	(1.2)	(2.1)	(.8)
	23.0%	21.9%	22.9%

On December 22, 2017, the U.S. enacted new federal income tax legislation, the Tax Cuts and Jobs Act ("the Tax Act"). The Tax Act lowered the U.S. statutory income tax rate from 35% to 21%, imposed a one-time transition tax on the Company's foreign earnings, which previously had been deferred from U.S. income tax and created a modified territorial system. As a result, the Company recorded \$304.0 of deferred tax benefits, due to the re-measurement of net deferred tax liabilities at the new lower statutory tax rate. In addition, the Company recorded \$130.6 of tax expense on the Company's foreign earnings, which previously had been deferred from U.S. income tax and no adjustments have been made to the amounts.

Based on the Company's current operations, the Company does not expect that the repatriation of future foreign earnings will be subject to significant income tax as a result of the U.S. modified territorial system.

At December 31, 2019, the Company had net operating loss carryforwards of \$460.9, of which \$370.7 related to foreign subsidiaries and \$90.2 related to states in the U.S. The related deferred tax asset was \$123.3, for which a \$99.6 valuation allowance has been provided. The carryforward periods range from four years to indefinite, subject to certain limitations under applicable laws. The future tax benefits of net operating loss carryforwards are evaluated on a regular basis, including a review of historical and projected operating results.

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The tax effects of temporary differences representing deferred tax assets and liabilities are as follows:

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<i>At December 31,</i>	2019	2018
<i>Assets:</i>		
Accrued expenses	\$ 203.5	\$ 179.4
Net operating loss and tax credit carryforwards	132.0	112.1
Postretirement benefit plans	4.9	
Allowance for losses on receivables	31.4	30.7
Goodwill and intangibles	18.7	24.2
Other	103.3	102.0
	493.8	448.4
Valuation allowance	(118.5)	(118.3)
	375.3	330.1
<i>Liabilities:</i>		
Financial Services leasing depreciation	(777.5)	(676.4)
Depreciation and amortization	(159.4)	(145.2)
Postretirement benefit plans		(8.0)
Other	(28.9)	(32.9)
	(965.8)	(862.5)
Net deferred tax liability	\$ (590.5)	\$ (532.4)

The balance sheet classification of the Company's deferred tax assets and liabilities are as follows:

<i>At December 31,</i>	2019	2018
<i>Truck, Parts and Other:</i>		
Other noncurrent assets, net	\$ 115.4	\$ 97.1
Other liabilities	(5.3)	(2.5)
<i>Financial Services:</i>		
Other assets	36.8	37.7
Deferred taxes and other liabilities	(737.4)	(664.7)
Net deferred tax liability	\$ (590.5)	\$ (532.4)

Cash paid for income taxes was \$586.0, \$607.6 and \$661.4 in 2019, 2018 and 2017, respectively.

A reconciliation of the beginning and ending amounts of unrecognized tax benefits is as follows:

	2019	2018	2017
Balance at January 1	\$ 21.2	\$ 22.9	\$ 17.3
Additions for tax positions related to the current year	6.5	11.2	5.6
Additions for tax positions related to prior years	3.0		
Reductions related to settlements		(5.7)	
Lapse of statute of limitations		(7.2)	
Balance at December 31	\$ 30.7	\$ 21.2	\$ 22.9

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The Company had \$30.7, \$21.2 and \$22.9 of unrecognized tax benefits, of which \$28.4, \$18.9 and \$16.8 would impact the effective tax rate, if recognized, as of December 31, 2019, 2018 and 2017, respectively.

The Company recognized \$.8, \$(.1) and \$.2 of expense (income) related to interest in 2019, 2018 and 2017, respectively. Accrued interest expense and penalties were \$1.9, \$1.1 and \$1.1 as of December 31, 2019, 2018 and 2017, respectively. Interest and penalties are classified as income taxes in the Consolidated Statements of Income.

The Company believes it is reasonably possible that approximately \$7.9 of unrecognized tax benefits, resulting primarily from research and development tax credits, will be resolved within the next twelve months. As of December 31, 2019, the United States Internal Revenue Service has completed examinations of the Company's tax returns for all years through 2014. The Company's tax returns for other major jurisdictions remain subject to examination for the years ranging from 2011 through 2019.

O. STOCKHOLDERS' EQUITY

Accumulated Other Comprehensive Income (Loss): The components of AOCI and the changes in AOCI, net of tax, included in the Consolidated Balance Sheets and the Consolidated Statements of Stockholders' Equity, consisted of the following:

	DERIVATIVE CONTRACTS	MARKETABLE DEBT SECURITIES	PENSION PLANS	FOREIGN CURRENCY TRANSLATION	TOTAL
Balance at January 1, 2019	\$ 2.0	\$ (2.3)	\$ (477.8)	\$ (620.4)	\$ (1,098.5)
Recorded into AOCI	(57.0)	8.7	(56.8)	47.2	(57.9)
Reclassified out of AOCI	39.7	(.3)	16.9		56.3
Net other comprehensive (loss) income	(17.3)	8.4	(39.9)	47.2	(1.6)
Balance at December 31, 2019	\$ (15.3)	\$ 6.1	\$ (517.7)	\$ (573.2)	\$ (1,100.1)

	DERIVATIVE CONTRACTS	MARKETABLE DEBT SECURITIES	PENSION PLANS	FOREIGN CURRENCY TRANSLATION	TOTAL
Balance at January 1, 2018	\$ 1.2	\$ (1.8)	\$ (375.6)	\$ (417.4)	\$ (793.6)
Recorded into AOCI	90.9	.1	(86.8)	(213.3)	(209.1)
Reclassified out of AOCI	(90.5)	(.1)	28.0		(62.6)
Net other comprehensive income (loss)	.4		(58.8)	(213.3)	(271.7)
Reclassifications to retained earnings in accordance with ASU 2018-02	.4	(.5)	(43.4)	10.3	(33.2)
Balance at December 31, 2018	\$ 2.0	\$ (2.3)	\$ (477.8)	\$ (620.4)	\$ (1,098.5)

	DERIVATIVE CONTRACTS	MARKETABLE DEBT SECURITIES	PENSION PLANS	FOREIGN CURRENCY TRANSLATION	TOTAL
Balance at January 1, 2017	\$ (4.3)	\$ (.3)	\$ (414.1)	\$ (709.4)	\$ (1,128.1)
Recorded into AOCI	(91.6)	(1.1)	20.4	292.0	219.7
Reclassified out of AOCI	97.1	(.4)	18.1		114.8
Net other comprehensive income (loss)	5.5	(1.5)	38.5	292.0	334.5
Balance at December 31, 2017	\$ 1.2	\$ (1.8)	\$ (375.6)	\$ (417.4)	\$ (793.6)

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Reclassifications out of AOCI during the years ended December 31, 2019, 2018 and 2017 were as follows:

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AOCI COMPONENTS	LINE ITEM IN THE CONSOLIDATED STATEMENTS OF INCOME	AMOUNT RECLASSIFIED OUT OF AOCI		
		2019	2018	2017
Unrealized losses and (gains) on derivative contracts:				
<i>Truck, Parts and Other</i>				
Foreign-exchange contracts	Net sales and revenues	\$ 21.2	\$ 5.4	\$ 12.1
	Cost of sales and revenues	(4.1)	(6.6)	3.9
	Interest and other (income), net	2.1	(1.6)	1.8
<i>Financial Services</i>				
Interest-rate contracts	Interest and other borrowing expenses	32.5	(118.7)	115.6
	Pre-tax expense increase (reduction)	51.7	(121.5)	133.4
	Tax (benefit) expense	(12.0)	31.0	(36.3)
	After-tax expense increase (reduction)	39.7	(90.5)	97.1
Unrealized gains on marketable debt securities:				
Marketable debt securities	Investment income	(.4)	(.2)	(.6)
	Tax expense	.1	.1	.2
	After-tax income increase	(.3)	(.1)	(.4)
Unrealized losses on pension plans:				
<i>Truck, Parts and Other</i>				
Actuarial loss	Interest and other (income), net	20.5	35.3	25.4
Prior service costs	Interest and other (income), net	1.4	1.4	1.2
	Pre-tax expense increase	21.9	36.7	26.6
	Tax benefit	(5.0)	(8.7)	(8.5)
	After-tax expense increase	16.9	28.0	18.1
Total reclassifications out of AOCI		\$ 56.3	\$ (62.6)	\$ 114.8

Other Capital Stock Changes: The Company purchased and retired treasury shares of 1.7, 5.8 and nil million in 2019, 2018 and 2017, respectively.

P. DERIVATIVE FINANCIAL INSTRUMENTS

As part of its risk management strategy, the Company enters into derivative contracts to hedge against interest rate and foreign currency risk.

Interest-Rate Contracts: The Company enters into various interest-rate contracts, including interest-rate swaps and cross currency interest-rate swaps. Interest-rate swaps involve the exchange of fixed for floating rate or floating for fixed rate interest payments based on the contractual notional amounts in a single currency. Cross currency interest-rate swaps involve the exchange of notional amounts and interest payments in different currencies. The Company is exposed to interest-rate and exchange-rate risk caused by market volatility as a result of its borrowing activities. The objective of these contracts is to mitigate the fluctuations on earnings, cash flows and fair value of borrowings. Net amounts paid or received are reflected as adjustments to interest expense.

At December 31, 2019, the notional amount of the Company's interest-rate contracts was \$3,196.7. Notional maturities for all interest-rate contracts are \$612.2 for 2020, \$1,200.3 for 2021, \$864.4 for 2022, \$286.8 for 2023, \$151.9 for 2024 and \$81.1 thereafter.

Foreign-Exchange Contracts: The Company enters into foreign-exchange contracts to hedge certain anticipated transactions and assets and liabilities denominated in foreign currencies, particularly the Canadian dollar, the euro, the British pound, the Australian dollar, the Brazilian real and the Mexican peso. The objective is to reduce fluctuations in earnings and cash flows associated with changes in foreign currency exchange rates. The Company enters into foreign-exchange contracts as net investment hedges to reduce the foreign currency exposure from its investments in foreign subsidiaries. At December 31, 2019, the notional amount of the outstanding foreign-exchange contracts was \$1,035.1. Foreign-exchange contracts mature within one year.

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The following table presents the balance sheet classification, fair value, gross and pro forma net amounts of derivative financial instruments:

At December 31,	2019		2018	
	ASSETS	LIABILITIES	ASSETS	LIABILITIES
Derivatives designated under hedge accounting:				
<i>Interest-rate contracts:</i>				
Financial Services:				
Other assets	\$ 45.8		\$ 84.5	
Deferred taxes and other liabilities		\$ 31.0		\$ 18.5
<i>Foreign-exchange contracts:</i>				
Truck, Parts and Other:				
Other current assets	10.1		8.9	
Accounts payable, accrued expenses and other		9.2		4.2
	\$ 55.9	\$ 40.2	\$ 93.4	\$ 22.7
Derivatives not designated as hedging instruments:				
<i>Foreign-exchange contracts:</i>				
Truck, Parts and Other:				
Other current assets	\$.4		\$.4	
Accounts payable, accrued expenses and other		\$ 1.8		\$.9
Financial Services:				
Other assets			.9	
Deferred taxes and other liabilities		2.3		1.0
	\$.4	\$ 4.1	\$ 1.3	\$ 1.9
Gross amounts recognized in Balance Sheet	\$ 56.3	\$ 44.3	\$ 94.7	\$ 24.6
Less amounts not offset in financial instruments:				
Truck, Parts and Other:				
Foreign-exchange contracts	(.4)	(.4)	(.9)	(.9)
Financial Services:				
Interest-rate contracts	(8.6)	(8.6)	(3.9)	(3.9)
Pro forma net amount	\$ 47.3	\$ 35.3	\$ 89.9	\$ 19.8

The following table presents the amount of expense (income) from derivative financial instruments recognized in the Consolidated Statements of Income:

Year Ended December 31,	2019	2018	2017
Truck, Parts and Other:			
Cash flow hedges	\$ 19.2	\$ (2.8)	\$ 17.8
Net investment hedge	4.6		
Total	\$ 23.8	\$ (2.8)	\$ 17.8
Financial Services:			
Fair value hedges	\$ 1.5	\$ 1.8	\$.8
Cash flow hedges	32.5	(118.7)	115.6
Total	\$ 34.0	\$(116.9)	\$ 116.4

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Fair Value Hedges

Changes in the fair value of derivatives designated as fair value hedges are recorded in earnings together with the changes in fair value of the hedged item attributable to the risk being hedged. The following table presents the amounts recorded on the Consolidated Balance Sheets related to cumulative basis adjustments for fair value hedges:

At December 31,	2019	2018
Financial Services		
Term notes:		
Carrying amount of hedged liabilities	\$ 90.5	\$ 188.7
Cumulative basis adjustment included in the carrying amount	(.5)	(1.3)

The above table excludes the cumulative basis adjustments on discounted hedge relationships of \$(1.5) and \$(2.9) as of December 31, 2019 and 2018, respectively.

Cash Flow Hedges

Substantially all of the Company's interest-rate contracts and some foreign-exchange contracts have been designated as cash flow hedges. Changes in the fair value of derivatives designated as cash flow hedges are recorded in AOCI. Amounts in AOCI are reclassified into net income in the same period in which the hedged transaction affects earnings. The maximum length of time over which the Company is hedging its exposure to the variability in future cash flows is 8.5 years.

The following table presents the pre-tax effects of derivative instruments recognized in other comprehensive income (loss) (OCI):

Year Ended December 31,	2019		2018		2017	
	INTEREST- RATE CONTRACTS	FOREIGN- EXCHANGE CONTRACTS	INTEREST- RATE CONTRACTS	FOREIGN- EXCHANGE CONTRACTS	INTEREST- RATE CONTRACTS	FOREIGN- EXCHANGE CONTRACTS
(Loss) gain recognized in OCI:						
Truck, Parts and Other		\$ (31.7)		\$ 4.5		\$ (17.4)
Financial Services	\$ (44.4)		\$ 117.1		\$ (108.1)	
	\$ (44.4)	\$ (31.7)	\$ 117.1	\$ 4.5	\$ (108.1)	\$ (17.4)

The amount of gain recorded in AOCI at December 31, 2019 that is estimated to be reclassified into earnings in the following 12 months if interest rates and exchange rates remain unchanged is approximately \$2.7, net of taxes. The fixed interest earned on finance receivables will offset the amount recognized in interest expense, resulting in a stable interest margin consistent with the Company's risk management strategy.

The amount of gains or losses reclassified out of AOCI into net income based on the probability that the original forecasted transactions would not occur was nil for the years ended December 31, 2019, 2018 and 2017.

Net Investment Hedges

Changes in the fair value of derivatives designated as net investment hedges are recorded in AOCI as an adjustment to the Cumulative Translation Adjustment (CTA). At December 31, 2019, the notional amount of the outstanding net investment hedges was \$348.2. For the year ended December 31, 2019 the pre-tax gain recognized in OCI for the net investment hedges was \$5.3.

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Derivatives Not Designated As Hedging Instruments

For other risk management purposes, the Company enters into derivative instruments that do not qualify for hedge accounting. These derivative instruments are used to mitigate the risk of market volatility arising from borrowings and foreign currency denominated transactions. Changes in the fair value of derivatives not designated as hedging instruments are recorded in earnings in the period in which the change occurs.

The expense (income) recognized in earnings related to derivatives not designated as hedging instruments was as follows:

Year Ended December 31,	2019		2018		2017	
	INTEREST- RATE CONTRACTS	FOREIGN- EXCHANGE CONTRACTS	INTEREST- RATE CONTRACTS	FOREIGN- EXCHANGE CONTRACTS	INTEREST- RATE CONTRACTS	FOREIGN- EXCHANGE CONTRACTS
Truck, Parts and Other:						
Cost of sales and revenues		\$.5		\$ (.3)		\$.3
Interest and other (income), net		5.4		6.9		2.1
Financial Services:						
Interest and other borrowing expenses		(10.1)		(14.9)	\$ (.1)	49.1
Selling, general and administrative		.1		1.7		.5
		\$ (4.1)		\$ (6.6)	\$ (.1)	\$ 52.0

Q. FAIR VALUE MEASUREMENTS

Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Inputs to valuation techniques used to measure fair value are either observable or unobservable. These inputs have been categorized into the fair value hierarchy described below.

Level 1 – Valuations are based on quoted prices that the Company has the ability to obtain in actively traded markets for identical assets or liabilities. Since valuations are based on quoted prices that are readily and regularly available in an active market or exchange traded market, valuation of these instruments does not require a significant degree of judgment.

Level 2 – Valuations are based on quoted prices for similar instruments in active markets, quoted prices for identical or similar instruments in markets that are not active, and model-based valuation techniques for which all significant assumptions are observable in the market.

Level 3 – Valuations are based on model-based techniques for which some or all of the assumptions are obtained from indirect market information that is significant to the overall fair value measurement and which require a significant degree of management judgment.

There were no transfers of assets or liabilities between Level 1 and Level 2 of the fair value hierarchy during the year ended December 31, 2019. The Company's policy is to recognize transfers between levels at the end of the reporting period.

The Company uses the following methods and assumptions to measure fair value for assets and liabilities subject to recurring fair value measurements.

Marketable Securities: The Company's marketable debt securities consist of municipal bonds, government obligations, investment-grade corporate obligations, commercial paper, asset-backed securities and term deposits. The fair value of U.S. government obligations is determined using the market approach and is based on quoted prices in active markets and are categorized as Level 1.

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The fair value of U.S. government agency obligations, non-U.S. government bonds, municipal bonds, corporate bonds, asset-backed securities, commercial paper and term deposits is determined using the market approach and is primarily based on matrix pricing as a practical expedient which does not rely exclusively on quoted prices for a specific security. Significant inputs used to determine fair value include interest rates, yield curves, credit rating of the security and other observable market information and are categorized as Level 2.

Derivative Financial Instruments: The Company's derivative contracts consist of interest-rate swaps, cross currency swaps and foreign currency exchange contracts. These derivative contracts are traded over the counter and their fair value is determined using industry standard valuation models, which are based on the income approach (i.e., discounted cash flows). The significant observable inputs into the valuation models include interest rates, yield curves, currency exchange rates, credit default swap spreads and forward rates and are categorized as Level 2.

Assets and Liabilities Subject to Recurring Fair Value Measurement

The Company's assets and liabilities subject to recurring fair value measurements are either Level 1 or Level 2 as follows:

At December 31, 2019	LEVEL 1	LEVEL 2	TOTAL
Assets:			
Marketable debt securities			
U.S. tax-exempt securities		\$ 320.2	\$ 320.2
U.S. corporate securities		165.7	165.7
U.S. government and agency securities	\$ 128.4	.9	129.3
Non-U.S. corporate securities		349.8	349.8
Non-U.S. government securities		72.4	72.4
Other debt securities		124.7	124.7
Total marketable debt securities	\$ 128.4	\$ 1,033.7	\$ 1,162.1
Derivatives			
Cross currency swaps		\$ 43.8	\$ 43.8
Interest-rate swaps		2.0	2.0
Foreign-exchange contracts		10.5	10.5
Total derivative assets		\$ 56.3	\$ 56.3
Liabilities:			
Derivatives			
Cross currency swaps		\$ 13.5	\$ 13.5
Interest-rate swaps		17.5	17.5
Foreign-exchange contracts		13.3	13.3
Total derivative liabilities		\$ 44.3	\$ 44.3

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At December 31, 2018	LEVEL 1	LEVEL 2	TOTAL
Assets:			
Marketable debt securities			
U.S. tax-exempt securities		\$ 325.1	\$ 325.1
U.S. corporate securities		147.4	147.4
U.S. government and agency securities	\$ 97.1	1.6	98.7
Non-U.S. corporate securities		271.3	271.3
Non-U.S. government securities		55.9	55.9
Other debt securities		122.0	122.0
Total marketable debt securities	\$ 97.1	\$ 923.3	\$ 1,020.4
Derivatives			
Cross currency swaps		\$ 75.4	\$ 75.4
Interest-rate swaps		9.1	9.1
Foreign-exchange contracts		10.2	10.2
Total derivative assets		\$ 94.7	\$ 94.7
Liabilities:			
Derivatives			
Cross currency swaps		\$ 11.2	\$ 11.2
Interest-rate swaps		7.3	7.3
Foreign-exchange contracts		6.1	6.1
Total derivative liabilities		\$ 24.6	\$ 24.6

Fair Value Disclosure of Other Financial Instruments

For financial instruments that are not recognized at fair value, the Company uses the following methods and assumptions to determine the fair value. These instruments are categorized as Level 2, except cash which is categorized as Level 1 and fixed rate loans which are categorized as Level 3.

Cash and Cash Equivalents: Carrying amounts approximate fair value.

Financial Services Net Receivables: For floating-rate loans, wholesale financing, and operating lease and other trade receivables, carrying values approximate fair values. For fixed rate loans, fair values are estimated using the income approach by discounting cash flows to their present value based on assumptions regarding the credit and market risks to approximate current rates for comparable loans. Finance lease receivables and related allowance for credit losses have been excluded from the accompanying table.

Debt: The carrying amounts of financial services commercial paper, variable rate bank loans and variable rate term notes approximate fair value. For fixed rate debt, fair values are estimated using the income approach by discounting cash flows to their present value based on current rates for comparable debt.

The Company's estimate of fair value for fixed rate loans and debt that are not carried at fair value was as follows:

At December 31,	2019		2018	
	CARRYING AMOUNT	FAIR VALUE	CARRYING AMOUNT	FAIR VALUE
Assets:				
Financial Services fixed rate loans	\$ 4,914.4	\$ 4,992.2	\$ 4,265.4	\$ 4,269.5
Liabilities:				
Financial Services fixed rate debt	5,925.9	5,990.7	5,419.2	5,396.4

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R. STOCK COMPENSATION PLANS

PACCAR has certain plans under which officers and key employees may be granted options to purchase shares of the Company's authorized but unissued common stock under plans approved by stockholders. *Non employee* directors and certain officers may be granted restricted shares of the Company's common stock under plans approved by stockholders. Options outstanding under these plans were granted with exercise prices equal to the fair market value of the Company's common stock at the date of grant. Options expire no later than ten years from the grant date and generally vest after three years. Restricted stock awards generally vest over three years or earlier upon meeting certain age and service requirements.

The Company recognizes compensation cost on these options and restricted stock awards on a straight-line basis over the requisite period the employee is required to render service less estimated forfeitures based on historical experience. The maximum number of shares of the Company's common stock authorized for issuance under these plans is 46.7 million shares, and as of December 31, 2019, the maximum number of shares available for future grants was 12.5 million.

The estimated fair value of each option award is determined on the date of grant using the Black-Scholes-Merton option pricing model that uses assumptions noted in the following table. The risk-free interest rate is based on the U.S. Treasury yield curve in effect at the time of grant. Expected volatility is based on historical volatility. The dividend yield is based on an estimated future dividend yield using projected net income for the next five years, implied dividends and Company stock price. The expected term is based on the period of time that options granted are expected to be outstanding based on historical experience.

	2019	2018	2017
Risk-free interest rate	2.55%	2.64%	1.97%
Expected volatility	23%	23%	23%
Expected dividend yield	4.9%	3.8%	3.1%
Expected term	6 years	6 years	5 years
Weighted average grant date fair value of options per share	\$ 8.26	\$ 10.67	\$ 10.56

The fair value of options granted was \$7.3, \$6.3 and \$6.4 for the years ended December 31, 2019, 2018 and 2017, respectively. The fair value of options vested during the years ended December 31, 2019, 2018 and 2017 was \$5.8, \$5.3 and \$5.2, respectively.

A summary of activity under the Company's stock plans is presented below:

	2019	2018	2017
Intrinsic value of options exercised	\$ 31.9	\$ 13.4	\$ 22.0
Cash received from stock option exercises	60.9	19.7	40.0
Tax benefit related to stock award exercises	3.8	2.4	4.9
Stock-based compensation	15.1	13.2	12.7
Tax benefit related to stock-based compensation	1.9	1.9	4.6

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The summary of options as of December 31, 2019 and changes during the year then ended are presented below:

	NUMBER OF SHARES	PER SHARE EXERCISE PRICE*	REMAINING CONTRACTUAL LIFE IN YEARS*	AGGREGATE INTRINSIC VALUE
Options outstanding at January 1	4,090,900	\$ 55.32		
Granted	883,600	65.56		
Exercised	(1,288,800)	47.47		
Cancelled	(197,400)	66.60		
Options outstanding at December 31	3,488,300	\$ 60.18	6.22	\$ 66.0
Vested and expected to vest	3,401,100	\$ 60.01	6.15	\$ 64.9
Exercisable	1,792,800	\$ 53.71	4.28	\$ 45.5

* **Weighted Average**

The fair value of restricted shares is determined based upon the stock price on the date of grant. The summary of nonvested restricted shares as of December 31, 2019 and changes during the year then ended is presented below:

NONVESTED SHARES	NUMBER OF SHARES	GRANT DATE FAIR VALUE*
Nonvested awards outstanding at January 1	189,500	\$ 63.85
Granted	147,100	64.34
Vested	(186,100)	62.56
Nonvested awards outstanding at December 31	150,500	\$ 65.92

* **Weighted Average**

As of December 31, 2019, there was \$5.8 of total unrecognized compensation cost related to nonvested stock options, which is recognized over a remaining weighted average vesting period of 1.50 years. Unrecognized compensation cost related to nonvested restricted stock awards of \$2.1 is expected to be recognized over a remaining weighted average vesting period of 1.37 years.

The dilutive and antidilutive options are shown separately in the table below:

Year Ended December 31,	2019	2018	2017
Additional shares	621,300	785,100	1,038,400
Antidilutive options	1,489,400	1,176,600	696,400

S. SEGMENT AND RELATED INFORMATION

PACCAR operates in three principal segments: Truck, Parts and Financial Services. The Company evaluates the performance of its Truck and Parts segments based on operating profits, which excludes investment income, other income and expense, and income taxes. The Financial Services segment's performance is evaluated based on income before income taxes. Geographic revenues from external customers are presented based on the country of the customer. The accounting policies of the reportable segments are the same as those applied in the consolidated financial statements as described in Note A.

Truck and Parts: The Truck segment includes the design and manufacture of high-quality, light-, medium- and heavy-duty commercial trucks and the Parts segment includes the distribution of aftermarket parts for trucks and related commercial vehicles, both of which are sold through the same network of independent dealers. These segments derive a large proportion of their revenues and operating profits from operations in North America and Europe. The Truck segment incurs substantial costs to design, manufacture and sell trucks to its customers. The sale of new trucks provides the Parts segment with the basis for parts sales that may continue over the life of the truck, but are generally

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concentrated in the first five years after truck delivery. To reflect the benefit the Parts segment receives from costs incurred by the Truck segment, certain expenses are allocated from the Truck segment to the Parts segment. The expenses allocated are based on a percentage of the average annual expenses for factory overhead, engineering, research and development and SG&A expenses for the preceding five years. The allocation is based on the ratio of the average parts direct margin dollars (net sales less material and labor costs) to the total truck and parts direct margin dollars for the previous five years. The Company believes such expenses have been allocated on a reasonable basis. Truck segment assets related to the indirect expense allocation are not allocated to the Parts segment.

Financial Services: The Financial Services segment derives its earnings primarily from financing or leasing of PACCAR products and services provided to truck customers and dealers. Revenues are primarily generated from operations in North America and Europe.

In Europe, the Financial Services and Truck segments centralized the marketing of used trucks, including those units sold by the Truck segment subject to an RVG. Beginning in the fourth quarter of 2019, when a customer returns the truck at the end of the RVG contract, the Company's Truck segment records a reduction in an RVG liability and the Company's Financial Services segment records a used truck asset and revenue from the subsequent sale. Certain gains and losses from the sale of these used trucks are shared with the Truck segment. Revenue from the sale of used trucks from the Truck segment in Europe in prior periods are immaterial.

Other: Included in Other is the Company's industrial winch manufacturing business as well as sales, income and expense not attributable to a reportable segment. Other also includes non-service cost components of pension expense and a portion of corporate expenses. Intercompany interest income (expense) on cash advances to the financial services companies is included in Other and was \$.3, \$(.3) and nil for 2019, 2018 and 2017, respectively.

<i>Geographic Area Data</i>	2019	2018	2017
Net sales and revenues:			
United States	\$ 15,119.3	\$ 13,165.7	\$ 10,530.1
Europe	6,104.7	6,071.9	5,354.6
Other	4,375.7	4,258.1	3,571.7
	\$ 25,599.7	\$ 23,495.7	\$ 19,456.4
Property, plant and equipment, net:			
United States	\$ 1,556.4	\$ 1,353.8	\$ 1,238.1
The Netherlands	399.8	397.8	464.5
Belgium	395.7	237.4	259.7
Other	531.9	491.9	502.1
	\$ 2,883.8	\$ 2,480.9	\$ 2,464.4
Equipment on operating leases, net:			
United States	\$ 1,390.1	\$ 1,405.1	\$ 1,530.8
Germany	358.3	361.0	385.1
Mexico	320.5	306.4	316.1
France	315.0	246.8	210.7
Spain	276.1	249.8	207.6
Poland	272.8	237.9	172.8
United Kingdom	113.6	130.3	343.1
Other	601.7	704.3	975.8
	\$ 3,648.1	\$ 3,641.6	\$ 4,142.0

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<i>Business Segment Data</i>	2019	2018	2017
Net sales and revenues:			
Truck	\$ 20,403.5	\$ 18,863.1	\$ 15,543.7
Less intersegment	(414.0)	(676.1)	(768.9)
External customers	19,989.5	18,187.0	14,774.8
Parts	4,073.1	3,896.2	3,380.2
Less intersegment	(48.2)	(57.3)	(53.2)
External customers	4,024.9	3,838.9	3,327.0
Other	105.3	112.7	85.7
	24,119.7	22,138.6	18,187.5
Financial Services	1,480.0	1,357.1	1,268.9
	\$ 25,599.7	\$ 23,495.7	\$ 19,456.4
Income (loss) before income taxes:			
Truck	\$ 1,904.9	\$ 1,672.1	\$ 1,253.8
Parts	830.8	768.6	610.0
Other	(17.7)	2.7	12.5
	2,718.0	2,443.4	1,876.3
Financial Services	298.9	305.9	261.7
Investment income	82.3	60.9	35.3
	\$ 3,099.2	\$ 2,810.2	\$ 2,173.3
Depreciation and amortization:			
Truck	\$ 381.9	\$ 406.2	\$ 468.2
Parts	10.2	9.2	8.1
Other	20.3	18.4	18.1
	412.4	433.8	494.4
Financial Services	664.9	620.3	613.1
	\$ 1,077.3	\$ 1,054.1	\$ 1,107.5
Expenditures for long-lived assets:			
Truck	\$ 664.9	\$ 778.5	\$ 769.7
Parts	46.2	29.4	23.4
Other	51.0	38.8	54.0
	762.1	846.7	847.1
Financial Services	1,378.6	1,085.1	1,008.0
	\$ 2,140.7	\$ 1,931.8	\$ 1,855.1
Segment assets:			
Truck	\$ 5,609.0	\$ 5,347.3	\$ 5,159.7
Parts	1,172.1	1,090.9	950.7
Other	339.2	345.0	505.6
Cash and marketable securities	5,169.4	4,299.6	3,621.9
	12,289.7	11,082.8	10,237.9
Financial Services	16,071.4	14,399.6	13,202.3
	\$ 28,361.1	\$ 25,482.4	\$ 23,440.2

MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

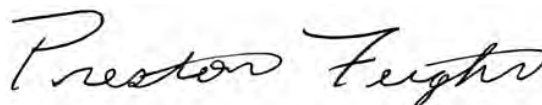
87

The management of PACCAR Inc (the Company) is responsible for establishing and maintaining adequate internal control over financial reporting. Internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

Internal control over financial reporting may not prevent or detect misstatements because of its inherent limitations. Projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate.

Management assessed the Company's internal control over financial reporting as of December 31, 2019, based on criteria for effective internal control over financial reporting described in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework). Based on this assessment, management concluded that the Company maintained effective internal control over financial reporting as of December 31, 2019.

Ernst & Young LLP, the Independent Registered Public Accounting Firm that audited the financial statements included in this Annual Report, has issued an attestation report on the Company's internal control over financial reporting. The attestation report is included on page 89.



R. Preston Feight
Chief Executive Officer

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Stockholders and the Board of Directors of PACCAR Inc

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of PACCAR Inc (the Company) as of December 31, 2019 and 2018, the related consolidated statements of income, comprehensive income, stockholders' equity and cash flows for each of the three years in the period ended December 31, 2019, and the related notes (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2019 and 2018, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2019, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company's internal control over financial reporting as of December 31, 2019, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) and our report dated February 19, 2020, expressed an unqualified opinion thereon.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the financial statements that was communicated or required to be communicated to the audit committee and that: (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of the critical audit matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Product Warranty***Description of the Matter***

The Company's liability for product warranty totaled \$440 million at December 31, 2019. As discussed in Note A of the consolidated financial statements, the Company's liability for product warranty is estimated and recorded at the time products are sold based on historical and current data and reasonable expectations for the future regarding the frequency and cost of warranty claims, net of recoveries. The Company periodically assesses the adequacy of its recorded liabilities and adjusts them as appropriate to reflect actual experience.

Auditing the Company's liability for product warranty is complex due to the significant measurement uncertainty associated with the estimate and the application of significant management judgment, including the inputs used to estimate the number of and cost of future warranty claims. In addition, management formulates an estimate of recoveries from suppliers.

How We Addressed the Matter in Our Audit

To evaluate the liability for product warranty, our audit procedures included, among others, testing the completeness and accuracy of the underlying claims, supplier recovery data and evaluating the methodologies and assumptions used in the warranty accrual calculation. We also assessed the historical accuracy of management's estimates through a hindsight analysis. We evaluated and tested the design and operating effectiveness of internal controls over the warranty reserve process, including management's assessment of the assumptions and data underlying the reserve.

We have served as the Company's auditor since 1945

Seattle, Washington
February 19, 2020

The signature of Ernst & Young LLP is written in a cursive, handwritten style in black ink.

To the Stockholders and the Board of Directors of PACCAR Inc

Opinion on Internal Control Over Financial Reporting

We have audited PACCAR Inc's internal control over financial reporting as of December 31, 2019, based on criteria established in Internal Control–Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, PACCAR Inc (the Company) maintained, in all material respects, effective internal control over financial reporting as of December 31, 2019, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of December 31, 2019 and 2018, the related consolidated statements of income, comprehensive income, stockholders' equity and cash flows for each of the three years in the period ended December 31, 2019, and the related notes and our report dated February 19, 2020, expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Seattle, Washington
February 19, 2020

Ernst & Young LLP

SELECTED FINANCIAL DATA

	2019	2018	2017	2016	2015
	<i>(millions except per share data)</i>				
Truck, Parts and Other Net Sales and Revenues	\$ 24,119.7	\$ 22,138.6	\$ 18,187.5	\$ 15,846.6	\$ 17,942.8
Financial Services Revenues	1,480.0	1,357.1	1,268.9	1,186.7	1,172.3
Total Revenues	\$ 25,599.7	\$ 23,495.7	\$ 19,456.4	\$ 17,033.3	\$ 19,115.1
Net Income	\$ 2,387.9	\$ 2,195.1	\$ 1,675.2	\$ 521.7	\$ 1,604.0
Adjusted Net Income*			1,501.8	1,354.7	
Net Income Per Share:					
Basic	6.88	6.25	4.76	1.49	4.52
Diluted	6.87	6.24	4.75	1.48	4.51
Adjusted Diluted*			4.26	3.85	
Cash Dividends Declared Per Share	3.58	3.09	2.19	1.56	2.32
Total Assets:					
Truck, Parts and Other	12,289.7	11,082.8	10,237.9	8,444.1	8,855.2
Financial Services	16,071.4	14,399.6	13,202.3	12,194.8	12,254.6
Financial Services Debt	11,222.7	9,950.5	8,879.4	8,475.2	8,591.5
Stockholders' Equity	9,706.1	8,592.9	8,050.5	6,777.6	6,940.4

* See Reconciliation of GAAP to Non-GAAP Financial Measures.

RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES:

This annual report includes “adjusted net income (non-GAAP)” and “adjusted net income per diluted share (non-GAAP)”, which are financial measures that are not in accordance with U.S. generally accepted accounting principles (“GAAP”), since they exclude the one-time tax benefit from the Tax Cuts and Jobs Act (“the Tax Act”) in 2017 and the non-recurring European Commission charge in 2016. These measures differ from the most directly comparable measures calculated in accordance with GAAP and may not be comparable to similarly titled non-GAAP financial measures used by other companies.

Management utilizes these non-GAAP measures to evaluate the Company’s performance and believes these measures allow investors and management to evaluate operating trends by excluding significant non-recurring items that are not representative of underlying operating trends.

Reconciliations from the most directly comparable GAAP measures of adjusted net income (non-GAAP) and adjusted net income per diluted share (non-GAAP) are as follows:

(\$ in millions, except per share amounts)

<i>Year Ended December 31,</i>	2017	2016
Net income	\$ 1,675.2	\$ 521.7
One-time tax benefit from the Tax Act	(173.4)	
Non-recurring European Commission charge		833.0
Adjusted net income (non-GAAP)	\$ 1,501.8	\$ 1,354.7
Per diluted share:		
Net income	\$ 4.75	\$ 1.48
One-time tax benefit from the Tax Act	(.49)	
Non-recurring European Commission charge		2.37
Adjusted net income (non-GAAP)	\$ 4.26	\$ 3.85

QUARTERLY RESULTS (UNAUDITED)

	QUARTER			
	FIRST	SECOND	THIRD	FOURTH
<i>(millions except per share data)</i>				
2019				
Truck, Parts and Other:				
Net sales and revenues	\$ 6,138.1	\$ 6,266.5	\$ 6,004.2	\$ 5,710.9
Cost of sales and revenues	5,217.1	5,341.7	5,106.8	4,890.0
Research and development	78.3	82.5	82.2	83.6
Financial Services:				
Revenues	349.5	361.4	362.8	406.3
Interest and other borrowing expenses	53.4	60.0	59.6	57.5
Depreciation and other expenses	177.4	183.6	195.3	241.9
Net Income	629.0	619.7	607.9	531.3
Net Income Per Share:				
Basic	\$ 1.81	\$ 1.79	\$ 1.75	\$ 1.53
Diluted	1.81	1.78	1.75	1.53
2018				
Truck, Parts and Other:				
Net sales and revenues	\$ 5,321.8	\$ 5,467.2	\$ 5,416.9	\$ 5,932.7
Cost of sales and revenues	4,535.5	4,647.3	4,653.6	5,088.6
Research and development	76.0	76.7	72.9	80.5
Financial Services:				
Revenues	332.2	338.0	339.9	347.0
Interest and other borrowing expenses	41.3	45.7	49.0	50.9
Depreciation and other expenses	186.4	185.5	178.5	177.6
Net Income	512.1	559.6	545.3	578.1
Net Income Per Share:				
Basic	\$ 1.45	\$ 1.59	\$ 1.55	\$ 1.66
Diluted	1.45	1.59	1.55	1.65

MARKET RISKS AND DERIVATIVE INSTRUMENTS

(currencies in millions)

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Interest-Rate Risks - See Note P for a description of the Company's hedging programs and exposure to interest rate fluctuations. The Company measures its interest-rate risk by estimating the amount by which the fair value of interest-rate sensitive assets and liabilities, including derivative financial instruments, would change assuming an immediate 100 basis point increase across the yield curve as shown in the following table:

Fair Value (Losses) Gains	2019	2018
CONSOLIDATED:		
<i>Assets</i>		
Cash equivalents and marketable debt securities	\$ (19.5)	\$ (15.9)
FINANCIAL SERVICES:		
<i>Assets</i>		
Fixed rate loans	(94.4)	(79.2)
<i>Liabilities</i>		
Fixed rate term debt	113.3	95.7
Interest-rate swaps	13.9	16.3
Total	\$ 13.3	\$ 16.9

Currency Risks - The Company enters into foreign currency exchange contracts to hedge its exposure to exchange rate fluctuations of foreign currencies, particularly the Canadian dollar, the euro, the British pound, the Australian dollar, the Brazilian real and the Mexican peso (see Note P for additional information concerning these hedges). Based on the Company's sensitivity analysis, the potential loss in fair value for such financial instruments from a 10% unfavorable change in quoted foreign currency exchange rates would be a loss of \$128.0 related to contracts outstanding at December 31, 2019, compared to a loss of \$101.2 at December 31, 2018. These amounts would be largely offset by changes in the values of the underlying hedged exposures.

COMMON STOCK MARKET PRICES AND DIVIDENDS

Common stock of the Company is traded on the NASDAQ Global Select Market under the symbol PCAR. The table below reflects the range of trading prices as reported by The NASDAQ Stock Market LLC and cash dividends declared. There were 1,474 record holders of the common stock at December 31, 2019.

QUARTER	2019			2018		
	DIVIDENDS DECLARED	STOCK PRICE		DIVIDENDS DECLARED	STOCK PRICE	
		HIGH	LOW		HIGH	LOW
First	\$.32	\$70.35	\$55.84	\$.25	\$79.69	\$62.82
Second	.32	73.00	65.78	.28	71.58	60.36
Third	.32	72.86	62.13	.28	72.89	59.82
Fourth	.32	83.41	65.17	.28	70.76	53.43
Year-End Extra	2.30			2.00		

The Company expects to continue paying regular cash dividends, although there is no assurance as to future dividends because they are dependent upon future earnings, capital requirements and financial conditions.

OFFICERS AND DIRECTORS

OFFICERS

Mark C. Pigott
Executive Chairman

R. Preston Feight
Chief Executive Officer

Harrie C.A.M. Schippers
President and Chief Financial Officer

Gary L. Moore
Executive Vice President

Michael T. Barkley
Senior Vice President and Controller

C. Michael Dozier
Senior Vice President

T. Kyle Quinn
Senior Vice President and
Chief Technology Officer

Darrin C. Siver
Senior Vice President

Ronald R. Augustyn
Vice President

Kevin D. Baney
Vice President

David J. Danforth
Vice President

Marco A. Davila
Vice President

Douglas S. Grandstaff
Vice President and General Counsel

Craig R. Gryniowicz
Vice President

Todd R. Hubbard
Vice President

Jack K. LeVier
Vice President

A. Lily Ley
Vice President and
Chief Information Officer

Debra E. Poppas
Vice President

Jason P. Skoog
Vice President

Landon J. Sproull
Vice President

George E. West, Jr.
Vice President

Harry M.B. Wolters
Vice President

Michael K. Kuester
Assistant Vice President

Ulrich Kammholz
Treasurer

Irene E. Song
Corporate Secretary

DIRECTORS

Mark C. Pigott
Executive Chairman
PACCAR Inc (3)

R. Preston Feight
Chief Executive Officer
PACCAR Inc

Dame Alison J. Carnwath
Senior Adviser
Evercore Partners (1, 4)

Franklin L. Feder
Former Chief Executive Officer
Alcoa Latin America & Caribbean
of Alcoa Inc. (1)

Beth E. Ford
President and Chief Executive Officer
Land O'Lakes, Inc. (2)

Kirk S. Hachigian
Former Non-Executive Chairman
JELD-WEN Holding, Inc. (2)

Roderick C. McGeary
Former Vice Chairman
KPMG LLP (1, 4)

John M. Pigott
Partner
Beta Business Ventures LLC (3)

Mark A. Schulz (Lead Director)
Retired President,
International Operations
Ford Motor Company (2, 4)

Gregory M. E. Spierkel
Former Chief Executive Officer
Ingram Micro Inc. (1, 2)

Charles R. Williamson
Former Chairman
Weyerhaeuser Company and
Former Chairman
Talisman Energy Inc. (3, 4)

COMMITTEES OF THE BOARD

- (1) Audit Committee
- (2) Compensation Committee
- (3) Executive Committee
- (4) Nominating and Governance Committee

TRUCKS

Kenworth Truck Company

Division Headquarters:
10630 N.E. 38th Place
Kirkland, Washington 98033

Factories:
Chillicothe, Ohio
Renton, Washington

Peterbilt Motors Company

Division Headquarters:
1700 Woodbrook Street
Denton, Texas 76205

Factory:
Denton, Texas

PACCAR of Canada Ltd.

Markborough Place I
6711 Mississauga Road N.
Mississauga, Ontario
L5N 4J8 Canada

Factory:
Ste.-Thérèse, Quebec, Canada

Canadian Kenworth Company

Division Headquarters:
Markborough Place I
6711 Mississauga Road N.
Mississauga, Ontario
L5N 4J8 Canada

Peterbilt of Canada

Division Headquarters:
Markborough Place I
6711 Mississauga Road N.
Mississauga, Ontario
L5N 4J8 Canada

DAF Caminhões Brasil Indústria Ltda.

Avenida Senador Flávio
Carvalho Guimarães, 6000
Bairro Boa Vista
CEP 84072-190
Ponta Grossa, Paraná, Brasil

Factory:
Ponta Grossa, Paraná, Brasil

DAF Trucks N.V.

Hugo van der Goeslaan 1
P.O. Box 90065
5600 PT Eindhoven
The Netherlands

Factories:
Eindhoven, The Netherlands
Westerlo, Belgium

Leyland Trucks Ltd.

Croston Road
Leyland, Preston
Lancashire PR26 6LZ
United Kingdom

Factory:
Leyland, Lancashire,
United Kingdom

Kenworth Mexicana, S.A. de C.V.

Calzada Gustavo Vildósola
Castro 2000
Mexicali, Baja California
Mexico

Factory:
Mexicali, Baja California
Mexico

PACCAR Australia Pty. Ltd. Kenworth Trucks

Division Headquarters:
64 Canterbury Road
Bayswater, Victoria 3153
Australia

Factory:
Bayswater, Victoria, Australia

TRUCK PARTS AND SUPPLIES

PACCAR Engine Company

1000 PACCAR Drive
Columbus, Mississippi 39701

Factory:
Columbus, Mississippi

PACCAR Parts

Division Headquarters:
750 Houser Way N.
Renton, Washington 98057

Distribution Centers:
Atlanta, Georgia
Bayswater, Australia
Brisbane, Australia
Budapest, Hungary
Eindhoven, The Netherlands
Lancaster, Pennsylvania
Las Vegas, Nevada
Leyland, United Kingdom
Madrid, Spain
Montreal, Canada
Moscow, Russia
Oklahoma City, Oklahoma
Panama City, Panama
Ponta Grossa, Brasil
Renton, Washington
Rockford, Illinois
San Luis Potosí, Mexico
Toronto, Canada

Dynacraft

Division Headquarters:
3490 Redbud Blvd,
McKinney, TX 75069

Factories:
Algona, Washington
Louisville, Kentucky
McKinney, Texas

WINCHES

PACCAR Winch Division

Division Headquarters:
800 E. Dallas Street
Broken Arrow, Oklahoma
74012

Factories:
Broken Arrow, Oklahoma
Okmulgee, Oklahoma

PRODUCT TESTING, RESEARCH AND DEVELOPMENT

PACCAR Technical Center

12479 Farm to Market Road
Mount Vernon, Washington
98273

DAF Trucks Test Center

Weverspad 2
5491 RL St. Oedenrode
The Netherlands

PACCAR Innovation Center

1277 Reamwood Ave
Sunnyvale, CA 94089

PACCAR India Technical Center

IT3, 3rd Floor,
Blue Ridge SEZ, S 123,
Rajiv Gandhi Info Tech Park
Hinjewadi, Phase -1, Pune
Maharashtra, 411057 India

PACCAR FINANCIAL SERVICES GROUP

PACCAR Financial Corp.

PACCAR Building
777 106th Avenue N.E.
Bellevue, Washington 98004

PACCAR Leasing Company

Division of PACCAR
Financial Corp.
PACCAR Building
777 106th Avenue N.E.
Bellevue, Washington 98004

PACCAR Financial Europe B.V.

Hugo van der Goeslaan 1
P.O. Box 90065
5600 PT Eindhoven
The Netherlands

PACCAR Financial México, S.A. de C.V.

Calzada Gustavo Vildósola
Castro 2000
Mexicali, Baja California
Mexico

PacLease Mexicana S.A. de C.V.

Calzada Gustavo Vildósola
Castro 2000
Mexicali, Baja California
Mexico

PACCAR Financial Services Ltd.

Markborough Place I
6711 Mississauga Road N.
Mississauga, Ontario
L5N 4J8 Canada

PACCAR Financial Pty. Ltd.

64 Canterbury Road
Bayswater, Victoria 3153
Australia

Banco PACCAR S.A.

Avenida Senador Flávio
Carvalho Guimarães, 6000
Bairro Boa Vista
CEP 84072-190
Ponta Grossa, Paraná, Brasil

PACCAR GLOBAL SALES

Division Headquarters:
10630 N.E. 38th Place
Kirkland, Washington 98033

Offices:
Beijing, People's Republic
of China
Manama, Bahrain
Moscow, Russia
Shanghai, People's Republic
of China

STOCKHOLDERS' INFORMATION

Corporate Offices
PACCAR Building
777 106th Avenue N.E.
Bellevue, Washington
98004

Mailing Address
P.O. Box 1518
Bellevue, Washington
98009

Telephone
425.468.7400

Facsimile
425.468.8216

Website
www.paccar.com



Stock Transfer and Dividend Dispersing Agent
Equiniti Trust Company
Shareowner Services
P.O. Box 64854
St. Paul, Minnesota
55164-0854
800.468.9716
www.shareowneronline.com

PACCAR's transfer agent maintains the company's shareholder records, issues stock certificates and distributes dividends and IRS Forms 1099. Requests concerning these matters should be directed to Equiniti.

Online Delivery of Annual Report and Proxy Statement

PACCAR's 2019 Annual Report and the 2020 Proxy Statement are available on PACCAR's website at www.paccar.com/2020annualmeeting

Stockholders who hold PACCAR stock in street name may inquire of their bank or broker about the availability of electronic delivery of annual meeting documents.

Trademarks Owned by PACCAR Inc and its Subsidiaries
DAF, EPIQ, Kenmex, Kenworth, Leyland, PACCAR, PACCAR MX-11, PACCAR MX-13, PACCAR PX, PacFuel, PacLease, PacLink, PacTax, PacTrac, PacTrainer, Peterbilt, The World's Best, TRP, TruckTech+, SmartNav, and SmartLINQ

Independent Auditors
Ernst & Young LLP
Seattle, Washington

SEC Form 10-K
PACCAR's annual report to the Securities and Exchange Commission will be furnished to stockholders on request to the Corporate Secretary, PACCAR Inc, P.O. Box 1518, Bellevue, Washington 98009. It is also available online at www.paccar.com/investors/investor_resources.asp, under SEC Filings or on the SEC's website at www.sec.gov.

Annual Stockholders' Meeting
April 21, 2020, 10:30 a.m.
Meydenbauer Center
11100 N.E. 6th St.
Bellevue, Washington
98004

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PACCAR Inc