# Apollo Vredestein B.V. Annual Accounts 2017-18

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# **Supervisory Board Report**

The Supervisory Board of Apollo Vredestein B.V. presents its report for the year ended March 31, 2018

#### Introduction

The European economy has performed significantly better than expected in calendar year 2017, propelled by resilient private consumption, stronger growth around the world, and falling unemployment. Investment was also picking up amid favorable financing conditions and considerably brightened economic sentiment as uncertainty has faded.

The economies of all member states were expanding and their labour markets improving, but only wages were rising slowly. Although the cyclical recovery has now been underway for several quarters, it remains incomplete with for instance still significant slack in the labour market and low wage growth. GDP growth and inflation are therefore still dependent on policy support. The European Central Bank has kept its monetary policy very accommodative while some other central banks around the world have started raising interest rates.

According to ETRMA data the sale in passenger tyre market in 2017 was more or less flat as compared to 2016. The focus on the All Season segment remained unchanged, with a strong double digit growth over the year. Despite a slight growth in the winter segment we foresee that All Season growth is impacting winter and summer in the long term. The increasing presence of Manufacturer in the All Season segment is also resulting in price pressure in market. The SUV segment also showed a positive trend with a high single digit growth driven by an increase in winter volumes and all season volumes.

During FY18, Company's PCT volumes marginally declined over the last year in line with overall market decline. Sales growth was impacted with availability issues but the company will largely overcome its capacity constraints in the premium products segment with the ramp-up of newly commissioned Hungarian factory during next financial year. PCT category also registered strong improvement in mix driving revenue growth and as such contributing to increased turnover. The sales for agricultural segment also declined about 6% over the last year but registered improvement in turnover and market share in a declining market. TBR is currently in its seeding phase, with strong growth opportunities for the upcoming financial year and will be supported by the start of production in the Hungarian factory next financial year. The company achieved overall 3% increased turnover for the year under consideration.

#### **Changes in the Board**

There have been no changes in the composition of the Supervisory Board. The full composition of the Supervisory Board is as under.

Mr Onkar Singh Kanwar Mr Neeraj Kanwar Prof. Dr. Ir. Fred J.A.M van Houten Mr. Francesco Gori

#### **Meetings of Supervisory Board**

The Supervisory Board met 3 times during the period on the following dates:

2nd May 2017 1st August 2017 16th January 2018

#### **Role of Supervisory Board**

The role of Supervisory Board is to supervise policies and business activities of the company and to provide advice in best interest of the company, its shareholders and employees.

#### **Supervisory Board Remuneration**

During the financial year ended March 31, 2018, EUR 20.000, was paid as remuneration to one of the directors for his services.

Amsterdam, May 8, 2018

On behalf of the Supervisory Board

Onker Singh Kanwar /

Fred J.A.M van Houten

Francesco Gori

# **Report by the Board of Directors**

The board of directors of Apollo Vredestein B.V. put on record the company's annual accounts for the year ended March 31, 2018.

#### The company

Apollo Vredestein B.V. is a 100% subsidiary of Apollo Tyres B.V. and ultimately held by Apollo Tyres Ltd, India, a listed multinational organisation and a global tyre manufacturer. The company, and its subsidiaries have been referred to as the group in the sections below.

The group focuses on developing, manufacturing, marketing, sales and distribution of tyres across various categories including passenger car, agriculture and industrial vehicles and bicycles. The group sells passenger vehicle tyres under two brands, Vredestein and Apollo. The groups European headquarters is based at Amsterdam, Netherlands and production facility is based in Enschede, Netherlands. Sales operations are managed by various subsidiary companies across Europe. The group's distribution network covers Europe, its products are also exported to various other countries. The group is well known for its distinctive designs created in collaboration with the Italian industrial design bureau, Giugiaro Design Company.

**Financial information** 

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(in millions of euros)	2017-18	2016-17
Revenue	471.9	456.9
Operating profit	27.0	40.3
Net Financing expenses	0.4	0.2
Taxes	5.5	7.1
Net Profit	21.2	32.9

#### **Economy & Market Overview**

The European economy has performed significantly better than expected in 2017, propelled by resilient private consumption, stronger growth around the world, and falling unemployment. Investment was also picking up amid favorable financing conditions and considerably brightened economic sentiment as uncertainty has faded.

The economies of all member states were expanding and their labour markets improving, but wages were rising only slowly. Although the cyclical recovery has now been underway for several quarters, it remains incomplete with for instance still significant slack in the labour market and low wage growth. GDP growth and inflation are therefore still dependent on policy support. The European Central Bank has kept its monetary policy very accommodative while some other central banks around the world have started raising interest rates.

The European Commission underlines that the automotive industry is crucial for Europe's prosperity. The sector directly provides jobs for 12 million people in manufacturing, sales, maintenance and transport and accounts for 4 per cent of the EU's GDP.

In 2017 European demand for cars grew by 3.4% reaching more than 15 million new passenger vehicles registered, for the first time since 2007. Among the big markets, Italy (7.9%) and Spain (7.7%) recorded the strongest gains, followed by France (4.7%) and

Germany (2.7%). By contrast, last year's demand for cars in the UK declined by 5.7% percent

#### **Industry Structure & Development**

According to the European Tyre and Rubber Manufacturers' Association (ETRMA) the performance of the tyre sector is generally stable with the exception of the agricultural tyre sales, which performed badly for the fourth year in a row. In Europe there is a public debate about the contamination of water through microplastics and ETRMA suggests the creation of a round table at European Commission level. This would allow for tyre manufacturers together with all stakeholders to bring expertise and data in order to coordinate research and policy initiatives.

Other key topics high on agenda of European tyre industry are quality parameters e.g. Noise levels and CO2 emission levels. CO2 emissions are a very important driver of Tyre development in Europe with increasingly higher demands on lower rolling resistance that drive a large portion of the technological development in collaboration with the OEM's.

According to ETRMA data the sell in passenger tyre market in 2017 was compared to 2016 more or less flat. The focus on the All Season segment remained unchanged, with a strong double digit growth over the year. Despite a slight growth in the winter segment we foresee that All Season growth is impacting winter and summer in the long term. The increasing presence of Manufacturer in the All Season segment is also resulting in price pressure in market. The SUV segment also shows a positive trend with a high single digit growth driven by an increase in winter volumes and all season volumes.

In tyre distribution, further vertical and horizontal integration will drive all market participants into a consolidation process that will result in fewer and bigger market participants. All major industry players drive initiatives to integrate manufacturing and trade which will reduce the independent participants in the tyre distribution in Europe in the long run.

Low cost import tyres are very visible in the market with an increasing volume and price pressure on all segments particularly UHP.

Raw material cost increased significantly in 2017. The three major Natural Rubber producing countries of Thailand, Indonesia and Malaysia have been moderating exports of NR under the Agreed Export Tonnage Scheme (AETS) to shore up prices. There was tightness in the availability of Carbon Black in Europe. Oil prices continued to climb up during the year and have found a new level in the band of USD 60-65 /bbl as against USD 50-55 /bbl last year.

#### Performance by market

During FY18 total PCT volumes marginally declined over the last year in line with overall market decline. Sales growth was impacted with availability issues but the company will largely overcome its capacity constraints in the premium products segment with the rampup of newly commissioned Hungarian factory during next financial year. PCT category also registered a strong improvement in mix driving revenue growth and as such contributing to increased turnover. Major progress was achieved in additional nominations from premium European OEM's.

The sales for agricultural segment also declined moderately over the last year but registered improvement in market share in a declining market. TBR is currently in its seeding phase, with strong growth opportunities for the upcoming financial year and will be supported by the start of production in the Hungarian factory later this year. The company achieved overall 3% increased turnover for the year.

The company continues to be dominantly a replacement market player and around 80% of its revenue in FY 2017-18 came from that market while original equipment manufacturers

accounted for remaining 20%. Passenger car tyre market constituted 83% of total revenue and Agriculture tyres constituted 14% of total revenue in FY 2017-18.

In our plant in Enschede, The Netherlands we continued to invest in modernization and in new production technology, especially in the extrusion process to address the demands of future high performance requirements of modern tyre technology. During the year, newly installed Triple Side Wall extruder and the new Pre Assembly line were put in full operation. Over the coming year, further modernization and automation is planned. These investments are made to improve productivity and reduce scrap levels. First product homologations in PV category with major European OEM's have been achieved during the year at our Enschede plant.

#### Brand promotion initiatives

- As strategic brand enhancement initiatives, we are partnering for last three years with the Mille de Miglia, one of the most prestigious classic car rallies in the world and also leveraging our sponsorship with Manchester United football club to further promote our APOLLO Brand.
- Our valuable and over 100-years-old Vredestein brand has a strong legacy in ultra-high performance (UHP) tyres. In line with our UHP strategy for Europe, additional UHP tyre production capacity is being made available in Hungary plant. The All Season trend in Europe is benefiting our brands. During the course of the year we have further strengthened our recognition in all major markets through customized trade market initiatives which are well received by our partners in the trade.
- In the Agricultural sector we have successfully introduced a new product range, Vredestein Traxion Optimall, the new generation VF (Very High Flexion) tyres for the top tractor segment. We participated in the Agritechnica, the world largest agricultural fair and launched this latest edition with a positive feedback from customers specifically from OEMs. The fundamental advantage is the load capacity with reduced tyre pressure allowing for high speeds on the road and maintaining highest levels of soil preservation on the field. This product range is at the same time attracting the interest of premium tractor manufacturers.
- At Eurobike Friedrichshafen (Germany) we introduced the new look and feel of our new Two Wheel Tyre communication and showed the prototype of the Fortezza Flower Power, made of rubber extracted from the roots of dandelions.
- During the year, company also enhanced its drive with various trade marketing initiatives like stronger focus on social media e.g. facebook & linkedin, first digital marketing campaigns e.g. Black Friday in Germany and NL, Apollo Corners and introducing the Inner Circle partnership to new markets/countries etc.

During the year we have invested in extension of our product range in Ultra High Performance (UHP) tires in Summer/Winter/All Season to follow our premiumnization strategy. New product introductions in Passenger Vehicle (PV) segment include VR Wintrac ICE, VR Comtrac 2 Winter and All Season, Apollo Amazer 4G Eco, Apollo Apterra HT2, Apollo Aspire XP. In Agri Segment we introduced new sizes for Traxion, Flotation Tree & Traxion Hervart. In TWT we introduced Fortezza Tubeless Ready & Fortezza Duralite. We also introduced 22 Sku's in Apollo TBR range as a new market entry

#### **Research & Development**

The group's main European R&D activities are concentrated in two R&D centers – Enschede, Netherlands and Raunheim, Germany.

Enschede R&D center has been developing products and technology to cater to a global market and focuses on the development of our Passenger Car tyres and adaptive spoiler systems. Products developed here are manufactured and sold in several global regions including Europe, Asia and Americas. Its activities include Material science, Simulations

technology, Design & Construction, CAE/FEA, Process development and Testing. Engineering professionals with very diverse backgrounds form the backbone of our R&D. The development process is strongly linked to Manufacturing, Marketing and Sales. The organization structure is flat to facilitate and enhance cross-functional approaches and drive innovation.

Development initiatives are focussed on following three main pillars:

- LRR (Low Rolling Resistance) to support market needs evolution and to guarantee product competitiveness for supplies to OEMs.
- RFT (Run Flat Technology) and Self Sealing Tyre to expand product offer through Extended Mobility Solutions.
- Foam Tyre to support automotive trend to reduce the vehicle interior tyre noise (e.g. for EV).

Innovation in raw materials is a key to support product performance. Our R&D efforts are focussed on new generation functionalized polymers, liquid polymers, special resins and special fillers to support premium performance in Summer, Winter and All Season tyres. With high focus on sustainability, development activities are running on alternative sources for Natural Rubber (e.g. Dandelion) and Carbon Black from recycled tyres

During the year, company has spent Euro 23.74 million on R&D activities.

#### **Company Policy**

The company has implemented its strategic policy, which defines its vision, mission and way of doing business as mentioned below:

#### Vision

The Company is a flexible and market-oriented company that focuses on continuous innovation and the best possible deployment of competencies, aimed at improving business performance and developing talent as a foundation for successful policy.

#### Mission

The Company is a healthy, profitable business with a steady stream of new and innovative products of the highest quality, created by a challenging and entrepreneurial culture that encourages employees to develop and enjoy their work.

#### The Apollo Way

Defining values specific to the group means we can attract the right employees, customers and suppliers. It also makes for a more targeted decision-making process, which ensures that we can always act in a dedicated manner. In addition, our actions and methods become more reliable, enhancing trust and creating relationships that are longer lasting. We expect all employees to express these values in their behaviour.

#### **Environmental Issues**

There are no environmental issues outstanding.

#### Risk Management

The group's activities expose it to a variety of risks including market risk, price risk, interest risk, credit risk, currency risk, raw material risk, environmental & regulatory risk, product liability, and liquidity risk etc. The company's overall risk management seeks to minimise potential adverse effects on the company's financial performance.

Foreign Currency Risk: The Company operates internationally and is exposed to foreign

exchange risk arising from various currency exposures. Foreign exchange risk arises because future commercial transactions are denominated in a foreign currency (not EUR). Forward foreign exchange contracts are executed with the specific intention of minimizing the impact of foreign currency fluctuations on income. The exchange rate risk primary arising on the export of tyres to the United Kingdom, Hungary, Norway, Sweden, Poland, Switzerland and the United States. Companies risk management policy requires up to 50 per cent of net currency exposure anticipated for a period of 6 to 12 months in advanced to be hedged. Derivative counter parties are limited to high-credit-quality financial institutions. Management continually monitors the entity's exposures to foreign currency risks as well as its use of derivative instruments. As of balance sheet date, there are is a limited number of derivatives or forward contracts.

The company has a management team that continually monitors its exposures to interest rate risks and uses variable rate debt to finance its operations.

Credit risk: Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the company. Company has adopted a policy of only dealing with creditworthy counterparties and does not transact with entities with a below standard credit history. Company uses information supplied by credit rating agencies, publicly available financial information and its own trading records to rate its major counterparties. A credit management team continuously monitors the exposure and the credit ratings of its counterparties. The company also uses credit insurance coverage in various countries to limit the credit risk.

Liquidity / Cash flow Risk: Board of directors has established an appropriate liquidity risk management framework for the company's short, medium and long-term funding and liquidity management requirements. The company manages liquidity risk by maintaining adequate reserves and banking facility, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of the financial assets and liabilities. At balance sheet date the company has a  $\leqslant 50$  Mill headroom under the working capital facility, and is well within the agreed covenants as defined in the agreement.

Price Risk: The Company's sales and purchase is exposed to inflation and general demand/supply situation. Major raw material is natural rubber and various other petroleum based chemicals. The company is normally able to pass on the impact of inflation to its customers in normal course of business. Management keeps track of price developments in the market based on various industry indices to ensure its competitiveness is not compromised.

Insurance coverage: Bigger risks in respect of property, loss of profits and liability have been brought under a worldwide insurance policy. Risks in the case of claims and legal action are monitored closely and where necessary provisions are made.

Risk management framework: The Company has an established enterprise risk management framework up to the last level of management. A Risk Management Steering Committee, headed by the President of the company, with representations from all functional heads, embraces the identification, assessment, mitigation, monitoring and reporting of material risks faced by the company.

Each business risk is measured on a scale of 1 to 25 for two key parameters likelihood and impact. Combined score of these two criterions is considered to decide the overall risk rating of low, medium or high as under:

Low: Risk score up to 4

Medium: Risk score from 5 to 11High: Risk score from 12 to 25

The objective of the Committee is to assist the Board of Directors in maintaining high standards of business conduct and good risk management practices to protect the company's assets, achieve sustainable business growth, avoid major surprises and ensure compliance with applicable legal and regulatory requirements. As at 31st March 2018, committee has reported following risks and mitigation plans to the board

Risk No.	Category	Function	Risk identified	Likelihood/ Impact	Mitigating controls of management
1.	Operational	IT	Upcoming GDPR compliance and timely delivery on IT projects for operational excellence.	Low	Running major project with external specialists & Inducting more IT capacity in the organization and focus on deadline 25 May 2018 for implementation GDPR compliance.
2.	Strategic	Production	Timely ramp up and industrialisation for new products to meet sales demand	Low	Close contact with partners and increased focus by project steering committee
3.	Strategic	Supply chain / sales	Availability of products to ensure timely fulfilment of sales demand	Low	Implementation of strong S&OP process and cross-functional alignment
4.	Brexit, Strategic Operational	Sales Currency risk	More cautious sales market Lower margin on GBP and USD sales	Low	Keep regular track of UK legislation and brexit updates and monitor curency development. To use Euro as standard currency as much as possible

#### **Development in Human Resources & Industrial Relations**

Labour market and employment issues

The labour market in Europe is increasingly tight with low levels of unemployment in our big markets. This makes it challenging to find appropriate candidates with experience in the tyre industry. The company decided to search for employees with the appropriate education and skills to be developed on the job. On top the dual education initiatives are a good way to attract, develop and retain capable workforce

In sales we started to build capability for newly started TBR business in order to make fast progress in developing this business.

The plant in Enschede agreed a new two-year Collective Labour Agreement (CLA) focussing to increase productivity and rejuvenate the workforce. A generation pact gives older staff the opportunity to retire "part time" early. Reduced working hours (ADV) will be paid for newcomers, also white collar. A working group was set up to look at solutions for a more

flexible factory that better caters for OEM and faster changing market demands. A lean manufacturing program, project Jaguar, was conducted with promising results to improve productivity and this lean program is going to continue.

The growth strategy in Europe can take off with the opening of the factory in Hungary. To support growth several initiatives were made.

- Sales launched an agility centre to assess the staff against the future requirements. First outcomes are currently being reviewed to close the main gaps.
- Supply Chain has agreed a new European structure with the works council which is now operational. The new agreement includes the implementation of the S&OP process to optimize supply & demand.
- IT reviewed its structure and proposed changes to become more capable to support running businesses and to build IT solutions that contribute to our growth strategy.
- Hungary completed a job evaluation exercise for all roles.

Following the launch of the strategic dialogue last year Europe kicked off "Strategy into Action". This initiative creates line of sight between the 2020 strategy and the priorities in focus for the next 12 months. All management teams have completed a workshop and further roll-out is planned.

We continue to capture and follow performance of our staff via our performance management system Horizon which mobilizes our employees to take responsibility for both their achievements and personal development.

As the group continues on growth path, human resources are a key factor for success. The company seeks to create a mutually beneficial nurturing environment where employees experience personal and professional growth even as they work towards organisational goals. The average number of employees decreased from 1831 as on March-17 to 1719 as on March-18 mainly related to improved efficiencies.

Enschede's factory has passed multiple OEM tests and audits successfully. The staffs capabilities are upgraded to fulfill OEM requirements. The coming year will focus on training measures to increase flexibility by multitasking. The auditors rated the Enschede factory skill matrix and training program world class.

#### Training & Development initiatives

Company's new performance management system 'HORIZON' enabled the business to survey the training and development needs. In addition to functional skills, other frequently mentioned areas were language skills, management skills and the ability to run projects more effectively. Various successful dual education initiatives are running in the factories to train, attract and retain the next generation of manufacturers and technicians.HR function continued to collate and facilitate various training & development needs to create the future organisation.

The company launched an engagement survey in 2017 within Europe. The results were shared in September and focus groups were held by function to look at areas of improvement and create relevant action plans. The company will repeat the survey in Q4 2018 to see if progress has been made.

#### Safety, Health, Wellbeing & Environment

Working in a safe and healthy way environment with a maximum focus on wellbeing will continue to be a precondition for the success of our company. We will also continue with the theme of vitality and employability.

The Netherlands

Biodiversity: Part of Apollo's sustainability philosophy is to promote biodiversity by creating living space for plants and animals. We contribute to the costs of planting over the next four years. A measurement of the current status of the biodiversity has already been carried out and the progress will be checked twice a year. Phase one has already been largely completed

Green energy: Feasibility studies are executed to significantly lower natural gas consumption by using steam generated by biomass. The last steps have to be made to work out a flexible steam delivery with related commercial obligations. An option to lower CO2 emission is using solar panels to gain green electrical energy. Studies are ongoing to find the right roof areas to place solar panels. The successful execution depends strongly on government subsidies.

#### Social responsibility and/or corporate philanthropy

Supporting the so called WEP initiative is part of our social responsibility policy, too. It offers 10 unemployed people in the Netherlands the opportunity to gain work experience at the company and increase their chances for sustainable employment.

Philanthropic projects: Employees had the opportunity to donate the annual Christmas gifts for a good cause. Donations went to:

- Tactus Addiction Care Team KVO, Enschede
- Zonnebloem, Enschede
- Stichting Twentse Wensambulance, Enschede
- KV Rigtersbleek Team Jeu de boules, Enschede
- · Pensioners from Apollo Vredestein B.V

#### Industrial relations

The company has three Employees' Unions and the Management holds regular meetings with Union representatives to brief them about operational performance of the company and future plans. The company has a Works council, which is involved in the operations and plans. Team HR has worked hand in hand with Unions & Works Councils in Europe and the relationship continues to be strong and will go a long way to develop the organisation in line with our strategic ambition.

#### General Data Protection Regulation (GDPR)

We have initiated the GDPR Initiative to perform detailed analysis of our organization to ensure GDPR compliance. We will be analyzing the regulations, their applicability and impact on our organization and a clear roadmap to ensure we address any potential gaps which require remediation to ensure compliance

#### Sustainability related information

Having due regard to the company's current financial position together with its forecast results, cash flow and financial position in the coming year, the directors confirm that the company has the resources to continue in operational existence for the foreseeable future. Our aim is to meet the needs of our stakeholders in ways that are economically, environmentally and socially responsible.

#### Outlook

The economic growth of 2017 is expected to continue in 2018 and 2019. Labour markets continue to improve. Inflation in the Euro Area is expected to remain at 1.5 per cent in 2018. Thanks to the improving EU labour market, unemployment is expected to continue to

decrease in the years to come. However, political risks on a global and European level remain to be addressed. The risks that economic developments could turn out better or worse than forecast are broadly relating to elevated geopolitical tensions (e.g. Syria, Korean peninsula), possibly tighter financial conditions, the economic adjustment in China or the extension of protectionist policies.

The automotive industry is living through its most significant change ever since the industrialization of manufacturing. The current revolution is driven by digitalization & electrification. The Brexit negotiations and a global trend towards more protectionist trade policies are still posing a serious threat to growth, according to the European Automobile Manufacturers Association (ACEA).

Despite rising Raw Material costs, it will continue to be very difficult to pass those increases on to the market. Severe competition in all product segments driven by available capacity will be the main driver for next year. The main focus of all competitors will be in improving the mix and gain through innovative products in all segments, whilst focusing on cost reductions throughout the value chain.

In tyres for Passenger Vehicle, the focus remains around premiumnization i.e growing share of UHP tyres. As a segment we foresee further growth in All Season tyres. The launch of the next generation winter tyres, Wintrac Pro, will be supporting our position in the premium winter segment.

In the agricultural segment we see a clear drive for innovation e.g. Flotation tires, that is driven by the OEMs to a customized approach per category.

#### Developments after March 31, 2018

There is no significant development.

The Board would like to thank all employees, business partners, bankers, customers and other associates for their commitment and efforts in the past year.

Amsterdam, May 8, 2018

On behalf of the Board of Directors

Mathias Heimann

**Vishal Kumar Mittal** 

**Sunam Sarkar** 

**Rakesh Dewan** 

# **Consolidated financial statements**

# **Consolidated financial statements**

# **Consolidated statement of financial position**

Before profit appropriation

(Euro x1,000)	Notes	As at 31 March 2018	As at 31 March 2017 *)
Assets			
Non-current assets			
Property, plant and equipment	3	151.360	157.444
Intangible assets	4	54.923	45.874
Deferred tax assets	5	2.299	2.150
Other non-current assets	6	1.536	1.554
Total non-current assets		210.118	207.022
Current assets			
Inventories	7	91.597	79.203
Trade receivables	8	121.780	123.960
Cash and bank balances	9	13.725	6.180
Other current assets	10	3.993	2.787
Intercompany loan receivable		-	30.000
Derivative financial assets	13	7.829	Œ
Corporate Advance tax paid	11	3.018	4.196
Total current assets		241.943	246.325
Total assets	,	452.061	453.347
(Euro x1,000)	Notes	As at 31 March 2018	As at 31 March 2017
Equity and liabilities		SI March 2010	SI Haren 2017
Total group equity	12	270.418	283.987
Non-current liabilities			
Deferred tax liability	5	30.925	32.846
Pension liabilities	14	9.779	10.640
Provisions	15	2.124	2.126
Total non-current liabilities		42.829	45.613
Current liabilities			
Trade and other payables	16	129.769	84.724
Derivative financial liabilities	13	7.780	-
Corporate Income Tax Payable	11	1.265	2.347
Borrowings	17	_	36.676
Total current liabilities		138.814	123.747
Total equity and liabilities		452.061	453.347

<sup>\*</sup> Certain prior year amounts have been reclassified for consistency with the current period presentation. These reclassifications had no effect on the reported results of operations

# **Consolidated statement of income**

(Euro x1,000)	Notes	Period ended 31 March 2018	Period ended 31 March 2017 *)
Revenue	19	471.617	456.371
Other Income	20	276	498
Total Income	20 .	471.893	456.868
Changes in inventories of finished goods and work in progress	21	-14.827	12.182
Raw materials and Purchase of Finished goods	22	216.886	166.915
Employee expenses	23	130.574	135.388
Depreciation and amortisation expenses	24	19.964	19.520
Other expenses		92.254	82.617
Total expenses		444.851	416.622
Operating result		27.042	40.246
Interest expense	25	-723	-786
Other borrowing costs	25		-138
Interest income	25	346	721
Result before taxes		26.665	40.043
Income tax expense	26	-5.502	-7.082
Profit for the year		21.163	32.961

<sup>\*</sup> Certain prior year amounts have been reclassified for consistency with the current period presentation. These reclassifications had no effect on the reported results of operations

# **Consolidated statement of comprehensive income**

(Euro x1,000)	Period ended 31 March 2018	Period ended 31 March 2017	
Profit for the year	21.163	32.961	
Items that will never be reclassified to profit and loss			
Actuarial gains or losses on pension plans gross	507	-13	
Tax effect on actuarial gains and losses	-147	4	
Items that are or may be reclassified to profit and			
loss Translation differences on foreign operations	1.318	-753	
Other	-6		
	1.672	-763	
Total comprehensive income for the year	22.835	32.196	

The total comprehensive income is attributable to the owner of the parent company.

# **Consolidated statement of changes in equity**

(Euro x 1,000)	Issued Capital	Share premium reserves	Translation of foreign operations	Legal Reserves	Actuarial gains or losses on pension plans	Other Reserve s	Retained earnings	Profit for the period	Total Equity
Total as at 31 March 2016	43	20.226	-114	18.817	-6.057	0	203.362	28.511	264.787
Profit for the period								32.961	32.961
Other comprehensive income, net of income tax			-752		-9				-762
Dividends							-13.000		-13.000
Transfers to and from reserves				7.469			21.042	-28.511	
Total as at 31 March 2017	43	20.226	-867	26.286	-6.066	0	211.404	32.961	283.987
Profit for the period								21.163	21.163
Other comprehensive income, net of income tax			1.318		360		-6		1.672
Dividends							-36.404		-36.404
Transfers to and from reserves				10.128	4.280		18.553	-32.961	=
Total as at 31 March 2018	43	20.226	451	36.414	-1.426	0	193.547	21.163	270.418

The Legal reserves of the company (Translation of Foreign Operations, Legal Reserves (Development) & Actuarial gain/loss on Pension) are non-distributable.

# **Consolidated statement of cash flows**

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
D. C. I. C. Harvey	26.665	40.043
Profit before tax for the year	26.665 19.964	19.314
Depreciation and amortisation	19.904 377	203
Interest	1.451	-1.803
Non Cash Items	48,458	57.756
Cash flows from operating activities	40,430	37.730
Movements in working capital		
Decrease /(increase) in inventories	-12.395	6.439
Decrease /(increase) in Trade receivables	2.179	-20.166
Decrease /(increase) in other non-current assets	-130	- 425
Decrease /(increase) in other current assets	-245	-135
(Decrease)/increase in liabilities	39.775	3.641
Cash increase due to working capital	29.184	-10.221
Cash generated from operations	77.642	47.535
Net tax paid	-5.621	-6.681
Net cash generated by operating activities	72.021	40.855
Cash flows from investing activities		
Payments for property, plant and equipment	-9.236	-14.823
Capitalization intangibles	-13.885	-12.200
Intercompany Loan	-	-
Proceeds from disposal of property, plant and equipment	212	253
Net cash (used in) /generated by investing activities	-22.909	-26.770
Cash flows from financing activities		
Dividend paid	-36.404	-13.000
Repayment of Borrowings – short term	-36.676	-
Proceeds from intercompany loan	30.217	-
Interest received	346	721
Interest paid	-723	-924
Net cash used in financing activities	-43.240	-13.203
Exchange gains/(losses) on cash and cash equivalents	1.672	-753
Net decrease/increase in cash and cash equivalents	7.544	129
Cash and cash equivalents at the beginning of the financial year	6.180	6.051
Cash and cash equivalents at the end of the financial year including bank overdraft	13.725	6.180

### Notes to the consolidated annual accounts for 2017-18

#### 1. General information

Apollo Vredestein B.V. is a private company with limited liability, incorporated in Enschede, the Netherlands. The registered office address of Apollo Vredestein B.V. is IR E L C Schiffstraat 370, 7547 RD Enschede, The Netherlands. Apollo Vredestein B.V. is registered in the Dutch trade register under number 34223268. As at reporting date, Apollo Tyres B.V. owns 100% of the shares in Apollo Vredestein B.V. The ultimate parent of Apollo Vredestein B.V. is Apollo Tyres Ltd., India. Apollo Tyres Ltd. files its annual report with Bombay Stock Exchange (India). Apollo Vredestein B.V. concentrates on manufacturing, marketing, sales and distribution of tyres and supplies tyres for passenger cars, agricultural and industrial vehicles and bicycles. The company's distribution network extends through Europe. The company's products are also sold in North America. The 2017-2018 financial statements are prepared by the Board of Directors and authorized by the Supervisory Board on May 2nd, 2018 and will be submitted for adoption to the general meeting of shareholders.

#### 2. Accounting policies

The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards published by the International Accounting Standards Board (IASB) as adopted by the European Union and Title 9 BW 2 of Dutch civil code. The consolidated financial statements have been prepared at historical cost, unless indicated otherwise. The accounting policies outlined below were applied consistently for all the periods presented in these consolidated financial statements. The financial data of subsidiaries are incorporated in the consolidated financial statements. Therefore, an abbreviated income statement is presented for the company under article 2:402 of the Dutch Civil Code. Comparative figures have been adjusted retrospectively.

# 2.1 Application of new and revised International Financial Reporting Standards(IFRS)

#### **New Standards and interpretations**

There are no IFRS standards or IFRIC interpretations that are effective for the first time for the financial year beginning on or after 31 March 2017 that have a material impact on Apollo Vredestein B.V.

Management anticipates that all of the pronouncements will be adopted in the entity's accounting policies for the first period beginning after the effective date of the pronouncement. Certain other statements have been issued but are not expected to have a material impact on the financial statements.

### Standards and interpretations effective and not yet adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 31 December 2017, and have not been applied in preparing these consolidated financial statements. Those which may be relevant to the company are set out below. The company does not plan to adopt these standards early.

#### IFRS 15 Revenue from Contracts with Customers

IFRS 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including IAS 18 Revenue, IAS 11 Construction Contracts and IFRIC 13 Customer Loyalty

#### Programmes.

#### i. Sales of goods

For the sale of tyres, revenue is currently recognised when the goods are delivered to the customers' premises, which is taken to be the point in time at which the customer accepts the goods and the related risks and rewards of ownership transfer. Revenue is recognised at this point provided that the revenue and costs can be measured reliably, the recovery of the consideration is probable and there is no continuing management involvement with the goods. The Group is not involved in any other service than the sale of goods.

Under IFRS 15, revenue will be recognised when a customer obtains control of the goods. The company's assessment indicates that this will not result in a change in revenue accounting, so we do not expect an impact on retained earnings and Net Comprehensive Income at 1 April 2018.

#### ii Transition

The company plans to adopt IFRS 15 using the cumulative effect method, with the effect of initially applying this standard recognised at the date of initial application (i.e. 1 April 2018). As a result, the company will not apply the requirements of IFRS 15 to the comparative period presented.

#### IFRS 9 Financial Instruments

In July 2014, the International Accounting Standards Board issued the final version of IFRS 9 Financial Instruments. IFRS 9 is effective for annual periods beginning on or after 1 January 2018, with early adoption permitted. The Group will apply IFRS 9 initially on 1 April 2018. Based on our current analyses we expect the impact of adopting IFRS 9 on the Group's consolidated financial statements in 2018 to be limited. We do not expect that revision of our credit losses policy in line with IFRS 9 will result in a material adjustment

#### IFRS 16 Leases

IFRS 16 introduces a single, on-balance lease sheet accounting model for lessees. A lessee recognises a right-of-use asset representing its right to use the underlying asset and a lease liability representing its obligation to make lease payments. There are optional exemptions for short-term leases and leases of low value items. Lessor accounting remains similar to the current standard – i.e. lessors continue to classify leases as finance or operating leases. IFRS 16 replaces existing leases guidance including IAS 17 Leases, IFRIC 4 Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases—Incentives and SIC-27 Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The standard is effective for annual periods beginning on or after 1 January 2019. Early adoption is permitted for entities that IFRS 16.

We are currently assessing the consequences of these and other IFRS standards or IFRIC interpretations that are not yet effective. Although we have not yet completed these assessments, we do not expect the changes following IFRS 9 and IFRS 15 to have a significant impact on the group's financial reporting beyond what is stated above.

For IFRS 16 we expect to included right-of-use assets and lease liabilities in the order of magnitude of the amounts currently disclosed as lease and rental commitments under Note 35 ( $\leq$ 12 million at the end of March 2018), plus the rental commitment of a new warehouse lease in Enschede, which contract is currently under negotiation.

#### New Standards and interpretations not yet effective

The company has chosen to not early adopt the following standards and interpretations which have been published and are mandatory for the company's accounting periods beginning on or after 01 April 2018:

Standard		Effective date	<b>Expected impact</b>
IFRS 17	Insurance contracts	1 January 2021	Not yet been
			assessed
IFRIC 23	Uncertainty over tax treatments	1 January 2019	Not yet been
	,	,	assessed
IAS 28	Long term interests in	1 January 2019	Not yet been
	associates and joint venture	,	assessed

#### 2.2. Basis for Consolidation

The consolidated financial statements include the financial statements of Apollo Vredestein B.V. and its subsidiaries, being the entities controlled by Apollo Vredestein B.V. Control is achieved where Apollo Vredestein B.V. has the power over an investee, exposure or rights to variable returns from its involvement with the investee and the ability to use its power over the investee to affect the amount of the investor's return.

The financial data of subsidiaries acquired during the year under review are consolidated as of the moment that Apollo Vredestein B.V. obtains control. The financial data of subsidiaries disposed of during the year under review are included in the consolidation until the moment that Apollo Vredestein B.V. loses control. Apollo Vredestein B.V. did not lose control of any subsidiary during the reporting period. There are no significant restrictions on the ability of group to access or use the assets and settle the liabilities of the group. There are no contractual arrangements that require the parent or its subsidiaries to provide financial support to a consolidated entity. If necessary, the figures for the subsidiaries' financial statements are adjusted to bring the statements in line with the accounting standards applied by Apollo Vredestein B.V. The financial data of the consolidated subsidiaries are fully included in the consolidated financial statements after elimination of all intercompany balances and transactions. Unrealized profits and losses on intercompany transactions are eliminated from the consolidated financial statements. Proportion of ownership interest and voting power held by the group are:

	As at 31 March 2018	As at 31 March 2017
	51 Haren 2010	DI Haren 2027
Vredestein Consulting B.V., Enschede - The Netherlands	100%	100%
Finlo B.V., Enschede - The Netherlands	100%	100%
Vredestein marketing B.V., Enschede - The Netherlands	100%	100%
Apollo Vredestein Belux SA, Brussels – Belgium	100%	100%
Apollo Vredestein GmbH, Vallendar - Germany	100%	100%
Vredestein Marketing Agentur, Schönefeld - Germany	100%	100%
Apollo Vredestein Limited, Kettering – United Kingdom	100%	100%
Apollo Vredestein France SAS, Paris – France	100%	100%
Apollo Vredestein Italia Srl, Rimini - Italy <sup>1</sup>	100%	100%
Apollo Vredestein Gesellschaft GmbH, Vienna – Austria	100%	100%
Apollo Vredestein Iberica SA, Cornellà de Llobregat – Spain	100%	100%
Vredestein Nordic AB, Hisings Backa - Sweden	100%	100%
Apollo Vredestein Schweiz AG, Baden -Switzerland	100%	100%
Apollo Vredestein Kft, Budapest - Hungary	100%	100%
Apollo Vredestein Opony Polska, Warschau - Poland	100%	100%

Apollo Vredestein B.V. is part of the Apollo Tyres Ltd group, based in Gurgaon, India. All transactions with related parties within the Apollo group are based on regular business activities.

#### Notes:

1. Apollo Vredestein Italia Srl, Rimini – Italy has initiated voluntary liquidation with effect from April 1st, 2017, with the liquidation process currently still open.

#### 2.3 Foreign currency

The balance sheet and income statement are stated in euros, which is the functional currency of Apollo Vredestein B.V. and the presentation currency for the consolidated financial statements. Receivables, debts and liabilities in foreign currencies are converted at the exchange rate on the balance sheet date. Assets and liabilities of foreign subsidiaries are translated using the exchange rates at the date of the balance sheet. The income statements of foreign subsidiaries are converted at the average exchange rates applying for the periods involved. These exchange rates approximate the exchange rates at the dates of the transactions. Exchange rate differences arising from interests in foreign subsidiaries have been recorded under the other comprehensive income as a separate item.

#### 2.4 Estimates

Apollo Vredestein B.V. makes certain estimates and assumptions when preparing the consolidated financial statements. These estimates and assumptions have an impact on the assets and liabilities, disclosure of contingent liabilities at the date of the financial statements, and income and expense items for the period under review. Important estimates and assumptions relate largely to provisions, pensions, intangible fixed assets, deferred tax assets and liabilities. Actual results may differ from these estimates and assumptions. All assumptions, expectations and forecasts that are used as a basis for estimates in the consolidated financial statements represent as accurately an outlook as possible for Apollo Vredestein B.V. These estimates only represent Apollo Vredestein B.V.'s interpretation as of the dates on which they were prepared.

#### 2.5 Revenue recognition

Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue is recognized when the significant risks and rewards of ownership have been transferred to the buyer, recovery of consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods. Transfers of risks and rewards vary depending on the individual terms of the contract of sale.

#### 2.6 Taxation

Income tax includes current and deferred tax. Tax expense recognized in profit or loss comprises the sum of deferred and current tax not recognized in other comprehensive income or directly in equity. Current tax is the expected income tax payable or receivable in respect of taxable profit or loss for the year, taking into account tax concessions and non- deductible costs.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. The most significant temporary differences arise from the depreciation differences of property, plant and equipment, measuring the net assets at Cost. A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

#### 2.7 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease liability. This liability is not discounted.

Any contingent rents are expensed in the period they are incurred.

#### 2.8 Property, plant and equipment

Property, plant and equipment include all expenditure of a capital nature and are stated at cost less accumulated depreciation and any impairment losses. Depreciation is calculated according to the straight-line method, with the rate depending on the expected useful life of the asset concerned. No allowance is made for residual values. The expected useful lives are reviewed at each reporting date, and if they differ materially from previous estimates, the depreciation schedules are changed accordingly.

Assets held for sale are valued at the lower of book value and market value, less sales costs. The term of depreciation is generally:

Accommodations: 25 years

• Buildings: 30 years

Moulds and formers: 4 years
Furniture and fixture: 4-10 years
Plant and machinery: 10-25 years

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

#### 2.9 Intangible fixed assets

Expenditure on research activities is recognized as an expense in the period in which it is incurred. An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognized if all of the following have been demonstrated:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale:
- The intention to complete the intangible asset and use or sell it;
- The ability to use or sell the intangible asset;
- How the intangible asset will generate probable future economic benefits;
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- The ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognized for internally generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally generated intangible asset can be recognized, development expenditure is recognized in profit or loss in the period in which it is incurred. Subsequent to initial recognition, internally generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately. Capitalised costs are

written-down over estimated useful lives, which is 6 years. The depreciation takes place on the straight-line basis.

Software is valued at historical cost. It mainly consists of customised software, which is depreciated according to the straight-line method, with the rate depending on the expected useful life of the asset concerned (5 years).

Brand name rights have no foreseeable limit to the period over which they are expected to generate net cash inflows for the entity.

For intangible assets with indefinite lives, no indications for impairment are applicable, but instead every year an impairment test calculation is made.

The residual value, useful life and amortization /depreciation method of each asset are reviewed at the end of each reporting period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

#### 2.10 Impairment or disposal of tangible and intangible fixed assets

On each balance sheet date, Apollo Vredestein B.V. tests whether there are indications that an individual non-current asset may be subject to impairment. If there are such indications, the recoverable amount of the asset involved is estimated in order to determine the extent to which impairment may apply. If it is not possible to determine the recoverable amount of the individual asset, then Apollo Vredestein B.V. determines the recoverable amount of the cash-generating unit to which the asset belongs. Impairment applies if the carrying value of an asset exceeds its recoverable amount. The recoverable amount is equal to the proceeds or value to the business, whichever is the greater, the business value being the present value of the expected future cash flows from the use of the asset and its ultimate disposal. Impairment is charged to the income statement in the period in which it occurs, unless it relates to a revalued asset at acquisition date due to an acquisition of an entity or a group of entities. Impairment testing for brand names results in more than significant head room. In that case, the impairment is accounted for as a reduction of revaluation.

#### 2.11 Inventories

Raw materials and consumables are valued at the lower of purchase price and net realizable value. The purchase price is calculated according to the "first in first out" method. The net realizable value is the estimated sales price less the estimated selling expenses. Finished products and goods in progress are valued at the lower of cost and net selling price. General costs not relating to production, sales and financing costs are not taken into account.

Standard cost is applied to finished goods and includes all expenses directly attributable to the manufacturing process as well as suitable portions of related production overheads, based on normal operating capacity.

Finished goods inventory is valued at the lower of Cost and Net realisable value. Net realisable value is the higher of net selling price and the value in use.

#### 2.12 Financial instruments

#### Trade receivables

Trade receivables are at initial recognition valued at fair value and subsequently measured at amortised cost using the effective interest rate method, less the doubtful receivables. When payment terms are shorter than one year, the fair value is equal to the nominal value. Doubtful receivables are based on individual assessment of the recoverability of the trade receivables. Additions to or releases from the provision for doubtful debts are charged to the profit or loss statement.

#### Cash and cash equivalents

Cash and cash equivalents consist of petty cash and bank balances with a term of less than twelve months. Cash and cash equivalents are stated at fair value.

#### **Borrowings**

Interest-bearing borrowings are initially recorded at fair value. Provided that these are material, transaction costs that can be attributed directly to procuring the loans are included in the valuation when initially recorded. Subsequent to initial recognition, borrowings are recorded at amortised cost using the effective interest rate method.

#### Loan to (from) related parties

These include loans to and from holding companies, fellow subsidiaries, joint ventures and associates are initially recognised at fair value plus direct transaction costs.

Loan to relates parties are classified as financial liabilities measured at amortised cost.

#### **Trade payables**

Amounts due to trade creditors are initially recorded at fair value. When payment terms are shorter than one year, the fair value is equal to the nominal value.

#### **Derivatives**

Derivatives such as interest rate swaps and foreign exchange derivatives used by Apollo Vredestein B.V. are recognized at fair value. Fair value of the derivatives is equal to inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly (level 2). All changes in fair value of interest swaps and foreign exchange instruments are recorded in the income statement in the period in which they arise.

#### 2.13 Pension liabilities

#### Defined contribution plan Apollo Vredestein B.V

At reporting date, employees of Apollo Vredestein B.V. participated in defined contribution pension plan. Under this pension plan, fixed contributions are paid to the pension fund. Apollo Vredestein B.V. has no legal or constructive obligation to pay further contribution if the pension fund does not hold sufficient assets to pay all employee benefits relating to employee service. Contributions that will not be settled within 12 months are discounted and recognized as liability.

#### Defined benefit plan Apollo Vredestein GmbH

At reporting date, employees of Apollo Vredestein GmbH participated in defined benefit pension plan. This plan augments the pension provided by the state and provides additional support for the employees in the case of early disability or for surviving relatives in case of the death of an employee. Employees are entitled to this pension plan after 5 years of employment. The benefits of the defined benefit pension plan in Germany are based primarily on years of service and employees' compensation. The mortality level was assessed in accordance with the German Mortality table 2005 G Heubeck. Independent actuary carries out valuation of the obligation under the pension plan. Actuarial gains or losses are recognised in the other comprehensive income. The present value of the DBO was measured using the projected unit credit method

#### 2.14 Provisions

Provisions are set aside to cover present legal or constructive obligations, arising from events on or before the balance sheet date, where it is likely that the company will have to meet these obligations and to the extent that the obligations can be estimated reliably. The level of the provisions reflects the best estimate of Apollo Vredestein B.V. on the balance sheet date, regarding expected expenditures. If material, the liabilities are discounted to their present value. Provisions are recognized when a legal or

constructive obligation has been incurred which will probably lead to an outflow of resources that can be reliably estimated. Provisions are recognized when it is probable that an outflow of economic resources will be required and amounts can be estimated reliably. Timing or amount of the outflow may still be uncertain.

#### 2.15 Fair value measurement

Management uses valuation techniques to determine the fair value of financial instruments (where active market quotes are not available) and non-financial assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. Management bases its assumptions on observable data as far as possible but this is not always available. In that case, management uses the best information available. Estimated fair values may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

#### 2.16 Equity, reserves and dividend payments

Share capital represents the nominal (par) value of shares that have been issued.

Share premium includes any premiums received on issue of share capital. Any transaction costs associated with the issuing of shares are deducted from share premium, net of any related income tax benefits. Other components of equity include the following:

- Actuarial gains or losses on pension plans comprises the actuarial losses from changes in demographic and financial assumptions and the return on plan assets.
- Translation reserve comprises foreign currency translation differences arising from the translation of financial statements of the Group's foreign entities into EURO.
- Retained earnings include all current and prior period retained profits and sharebased employee remuneration.

All transactions with owners of the parent are recorded separately within equity.

Dividend distributions payable to equity shareholders are included in other liabilities when the dividends have been approved in a general meeting prior to the reporting date.

#### 2.17 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is necessary to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed in the period in which they are incurred and reported in finance costs

#### 2.18 Cash Flow Statement

The cash flow statement is prepared using the indirect method. The cash balance in the cash flow statement consists solely of immediately available cash. Cash flows in foreign currencies are translated using the exchange rate on the transaction date. Cash dividends are included in the cash flow from financing activities. The costs of acquisitions and other investments, as long as paid in cash, are included in cash from investing activities. Currency translation effects on foreign operations are presented in the cash flow statement in order to achieve reconciliation between the cash and cash equivalents at the beginning and the end of the period.

#### 2.19 Information by segment

IFRS 8 requires Apollo Vredenstein B.V. to identify operational segments separately based on internal reports that are regularly reviewed by the management in order to allocate resources to the segments and to assess their performance. Apollo Vredenstein B.V. identifies only one operational cash generating unit: Europe. Sales and activities outside Europe are marginal.

**2.20 Subsequent events**The company has no subsequent events.

# 3. Property, plant and equipment

(Euro x 1,000)	Land & accommo dations	Building	Moulds & formers	Assets under con- traction	Furniture & Fixture	Plant & Machinery	Total
GROSS BLOCK							
Balance as at 31 March 2016	18.769	51.476	83.784	21.957	8.924	394.845	579.756
Reclassifications Investments				-2.398			-2.398
Additions	53	679	5.955	-12.863	110	20.889	14.823
Disposals						-206	-206
Balance as at 31 March 2017	18.822	52.155	89.739	6.696	9.034	415.528	591.975
Reclassifications Investments	196	111	4.832	-626	152	4.571	9.236
Additions	190	-135	4.032	020	-12	-5.101	-5.248
Disposals  Balance as at 31 March 2018	19.018	52.131	94.571	6.070	9.173	414.998	595.962
Accumulated depreciation							
Balance as at 31 March 2016	1.878	29.313	79.783	-	5.199	303.156	419.328
Reclassifications depreciation							
Depreciation for financial year	147	957	3,382		543	10.379	15.408
Disposals						-206	-206
Balance as at 31 March 2017	2.025	30.269	83.166		5.742	313.329	434.531
Reclassifications depreciation							15 100
Depreciation for financial year	143	925	3.562		592	9.905	15.128
Disposals		-135				-4.969	-5.104
Foreign currency translation difference		47					47
Balance as at 31 March 2018	2.169	31.106	86.728		6.334	318,266	444.602
Balance as at 31 March 2018	16,850	21.025	7.844	6.070	2.840	96.733	151.360
Balance as at 31 March 2017	16.797	21,887	6.574	6.696	3.292	102.199	157.444

Property, plant and equipment are primarily valued at cost. The tangible fixed assets have an assessed value of 437 million euros for insurance purposes as at 31 March 2018.

#### 4. Intangible Assets

(Euro x 1,000)	Develop- ment	Brand names	Software	Total
As at 31 March 2016				
Cost	46.974	12.900	18.698	78.573
Depreciation	-28.157	_	-14.969	-43.128
Book value	18.817	12.900	3.729	35.445
Reclassifications Investments software			2.398	2.398
Book Value	18.817	12.900	6.127	37.843
Changes in book value				
Investments	10.049	_	2.151	12.200
Divestments				
- Acquisition value			-57	-57
- Depreciation			41	41
Depreciation for financial year	-2.580	-	-1.574	-4.154
Balance	7.469		561	8.031
As at 31 March 2017				
Cost	57.023	12.900	23.190	93.113
Depreciation	-30.737	-	-16.502	-47.239
Book value	26.286	12.900	6.688	45.874
Changes in book value				
Investments	13.078	_	806	13.885
Divestments				
- Acquisition value			-	-
- Depreciation			<u>-</u>	
Depreciation for financial year	-2.950	-	-1.886	-4,835
Balance	10.128	-	-1.079	9.049
As at 31 March 2018				
Cost	70.101	12.900	23.997	106.998
Depreciation _	-33.687	_	-18.388	-52.075
Book value	36.414	12.900	5.609	54.923

An impairment test on the Brand names was carried out as at Mar 31, 2018, details of the test are outlined in table below. Based on the present value calculation, no impairment deemed necessary

Test method	"Relief from Royalty method" – American Appraisal
Discount Rate	9.1%
Growth Rate	0% - 2.0%
No. of years for which cash flows where considered to calculate DCF	5 years
Book Value ( Eur'000)	12.900
Test Result	No Impairment Loss

#### 5. Deferred tax

(Euro x 1,000)	As at	As at
	31 March 2018	31 March 2017
Deferred tax asset movement		
At beginning of the year as previously reported	2.150	2.287
Current year charge	148	-137
At end of the year	2.299	2.150

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Deferred tax liability movement		
At beginning of the year as previously reported	32.846	31.166
Current year charge	-1.921	1.680
At end of the year	30.925	32.846

Deferred tax	Period Ended	Period Ended
	31-MAR-2018	31-MAR-2017
Deferred tax assets:		
Tax losses carried forward	242	353
Pension benefit plans and jubilee provision	2.056	1.797
Total deferred tax asset	2,299	2.150
Deferred tax liability		
Property, plant and equipment	24.658	26.952
Brand names	5.095	3.223
Pension benefit plans		
Valuation subsidiaries	1.173	2.671
Other items		
Total deferred tax liability	30.925	32.846
Net deferred tax liability	28.626	30.695

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. The most significant temporary differences arise from the depreciation differences of property, plant and equipment, pension liability and taxable losses carried forward. Brand names have no fiscal value.

#### 6. Other non-current assets

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Deposit VICO	1.536	1.554

VICO stands for Vredestein Investment Consortium. This is the former real estate vehicle of Vredestein. The deposit mentioned here is meant for some building rented by Apollo Vredestein BV from VICO BV. This deposit is valued against amortized cost based on the

effective interest method. In line with the characteristics of the deposit, the nominal value equals the value at amortized cost. The deposit is represented under other non-current assets.

#### 7. Inventories

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Raw materials	7,252	10,172
Work in progress	3.903	3.573
Finished goods	49.766	43.737
Stock-In-Trade	22.053	13.585
Consumable stores	8.623	8.136
Total	91.597	79.203

Part of inventories have been ceeded as security for liabilities of the company. The cost of inventories recognized as an expense during the year in respect of continuous operations was 217 million. Inventories include an allowance for slow moving/obsolete stock of EUR 820k (2017:0.8 million).

#### 8. Trade receivables

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Trade receivables Allowance for doubtful debts	126.588 -4.808	127.365 -3.406
Total	121.780	123.960

All trade receivables shorter than a year are valued at nominal value, which is a reasonable approximation of fair value of the receivables. The credit period generally ranges from 14 days to 90 days and customer loses the incentive if not paid in time. Apollo Vredestein B.V. has no significant concentrations on credit risks. It has a policy which prevent sales to customers with a below standard credit history. Apollo Vredestein B.V. has also a good credit management team, which is responsible for overdue receivables. Credit limit is granted after assessing the credit worthiness of customer. Credit report from independent credit rating agency like D&B or equivalent is used. Trade receivables disclosed above include amounts that are past due at the end of the reporting period for which no allowance for doubtful debts has been recognized because there has not been a significant change in credit quality and the amounts are still considered recoverable.

#### Ageing of past due but not impaired receivables

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
	52	
0 - 60 days	9.431	12.636
61 - 180 days	1.184	3.209
more than 180 days	194	
Total	10.809	15.845

The total not past due for FY 2017-2018 amounts 111 million euro. This amount includes an amount of Eur 10.3 million due from Apollo Group companies.

#### Movement in the allowance for doubtful debts

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Balance at the beginning of the year  Movement to allowance recognized in statement of income	-3.406 -1.725	-4.772 450
Amounts written off during the year as uncollectible  Balance at end of year	323 -4.808	916 <b>-3.406</b>

#### 9. Cash and bank balances

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Cash at bank	13.725	6.180

Cash is at free disposal of the company. Negative balances are included as debt (see note 17).

#### 10. Other current assets

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Prepayments	2.761	2.570
VAT recoverable	812	-
Other receivables	420	217
Total	3.993	2.787

**Intercompany loan** 

Other receivables included in the previous year a short term intercompany loan to ATBV of EUR 30 million. The loan was repaid on 15 Mar 2018.

#### 11. Corporate tax (receivable/payable)

(Euro x 1,000)	As at	As at
	31 March 2018	31 March 2017
Corporate Advance Tax Paid	3.018	4.196
Provision for tax	1.265	-2.347
Net corporate tax position	1.753	1.849

The corporate income tax position are netted by country and jurisdiction.

#### 12. Total group equity

Reference is made to the note on shareholders' equity in the company financial statements for a detailed note on the share of the legal entity in the group equity.

#### 13. Derivative financial assets and liabilities

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Current assets relating to derivative financial instruments	7.829	-
Current liabilities relating to derivative financial instruments	7.780	-
Total net position	49	A 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5

All derivatives relate to forward foreign currency contracts The carrying amounts of the various derivatives at 31 March 2018 were equal to their fair values.

Forward exchange contracts hedge the risk of volatility of future trade activities in foreign currencies. The amount disclosed relates mainly to positions in USD-EUR and EUR-GBP.

See note 29 for more information on risk management and financial instruments. We do not apply hedge accounting for derivative financial instruments.

#### 14. Pension Liabilities

The pension liability as recorded in the balance sheet relates to the defined benefit plan of Apollo Vredestein GmbH in Germany and defined contribution plan of Apollo Vredestein B.V. in the Netherlands. For the defined benefit plan an actuary of a certified actuarial firm performed plan of Apollo Vredestein GmbH an actuarial calculation.

The Dutch pension fund is in the final stage of liquidation and that the plan is transferred to the insurer as a direct insured plan on the same conditions.

The liability from the Defined Contribution Plan is based on an agreement from 2005 in which the company agreed to fund 800k annually for a period of 15 years to increase the indexation capacity of the pension plan.

The pension liability Apollo Vredestein GmbH is valued using the German Law on Modernisation of Accounting Regulations (BilMoG). The entity has no specific (governance) responsibilities with regards to the plan. As the plan is state operated, no entity specific / plan specific risk are applicable other than described above. The valuation method applied is based on the project unit credit method. The 2005 G Standard Tables of Prof. Dr. Heubeck are used as biometric basis. The service period is limited to 40 years resulting in a maximum yearly entitlement (for the first 5 years of credited service) of 0.60% of Average Pay up to the final average social security contribution ceiling (SSCC) and 15% of Average pay exceeding the final average SSCC. For each year of credited service exceeding 5 years there is an entitlement of 0.40% of Average Pay up to the final average SSCC and 1% of Average pay exceeding the final average SSCC. For each year of credited service there is an entitlement of 0.40% of Average Pay up to the final average SSCC and 1.20% of Average pay exceeding the final average SSCC.

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017	
Pension liabilities			
Defined benefit plan	8.286	8.446	
Defined contribution plan	1.493	2.194	
At end of the year	9.779	10.640	

# Extracts of defined benefit plan are as follows:

Period ended 31 March 2018	Period ended 31 March 2017
1.75%	1.75%
21.0.0	1.75% Heubeck 2005G
	3%
1.90%	1.80%
	1.75% 1.75% Heubeck 2005G 3%

Defined benefit pension plan	As at	As at
(Euro x 1,000)	31 March 2018	31 March 2017
Defined benefit obligation		
Balance at beginning of the year	-8.447	-8.079
Service costs	-293	-191
Interest expense	-150	-151
Benefits paid	269	271
Remeasurements due to experience	182	-144
Remeasurements due to change in financial assumptions	151	-153
Balance at end of year	-8.286	-8.447

Net balance pensions liability		
Defined benefit obligation Plan assets		
Unfunded status	-8.286	-8.447
Net balance pensions liability	-8.286	-8.447

Movement of net liability		
Balance at beginning of the year	-8.447	-8.079
Service cost		
Past service cost	-	-
Current service cost	-293	-191
Interest expense	-150	-151
Defined benefit cost recognized in profit and loss	-443	-342
Defined benefit cost recognized in OCI	360	-9
Benefits paid / contributions paid	269	271
Other adjustments	-25	-288
Balance at end of the year	-8.286	-8.447

The defined benefit cost recorded in profit and loss is recognized in the income statement.

The key assumptions regarding the calculation of the defined benefit obligation are included below. These summarize the effects on the defined benefit obligation if there would be a change in the assumption mentioned.

Sensitivity analysis	Change in assumption	Change in d benefit obli	
Discount rate	Increase by 1.00%	-15.78%	
Salary increase	Increase by 0.50%	+1.74%	
Inflation	Increase by 0.25%	+3.14%	
Maturity profile		Acquisition and a second secon	
(Euro x 1,000)			
Expected payments during fisc	cal year ending 31/03/2019		275
Expected payments during fisc	cal year ending 31/03/2020		276
Expected payments during fiscal year ending 31/03/2021			276
Expected payments during fiscal year ending 31/03/2022			278
Expected payments during fisc	cal year ending 31/03/2023		278
Expected payments during fisc	cal year ending 31/03/2024 through	31/3/2028	1.532
Analyses of Defined Benefit (Euro x 1,000)	Obligation by Participant Catego	ory	
Active participants			2,773
Deferred participants			1.130
Pensioners			4.382
-	or the period ending $31/03/20$	019	0
Employer			0
Plan participants			0

Weighted average Duration of Defined Benefit Obligations: 17.59 years

Asset information	Allocation	Allocation	Allocation

	percentage 31/03/2018 Quoted	percentage 31/03/2018 Unquoted	percentage 31/03/2018 Total
Equity securities			
Debt securities			
Real estate/property			
Cahs and cash equivalents			
Derivatives			
Other		100%	100%
Total		100%	100%

#### 15. Provisions

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Jubilee benefits	2.124	2.126
Total Provisions	2.124	2.126

 Movement in the Jubilee provision

 (Euro x 1,000)
 As at 31 March 2018
 As at 31 March 2017

 Opening balance
 2.126
 2.251

 Movements in Jubilee benefits
 -2
 -125

 Closing balance
 2.124
 2.126

#### **Jubilee Benefits**

There is a jubilee scheme in place for all employees of Apollo Vredestein B.V. on Dutch payroll. For 12,5, 25 and 40 years of service, benefits are paid to the personnel.

For the provision as at Mar 31, 2018, following was considered:

Salary Increase: 2.5%, Discount Rate 1.5%, Retirement Age: 66 years & Retention rate: 5%

Risks in the case of claims and legal action are monitored closely and where necessary provisions are made.

## 16. Trade and other payables

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
	31 March 2018	31 March 2017
Trade payables	38.077	27.131
Payable to related parties	41.161	21.550
Sales deductions	8.237	6.037
Interest accrued but not due	119	155
Tax & social premiums	8.197	11.784
Other employees payable	1.952	2.430
13th month	1.298	1.369
Leave pay	2.368	2.805
Holiday allowance	3.008	2.987
Other payables and accruals	25.352	8.476
Total trade and other payables	129.769	84.724

The credit period on purchases generally ranges from 15 days to 60 days. Apollo Vredestein B.V. has financial risk management policies put in place to ensure that all payables are paid within the pre-agreed credit terms.

#### 17. Borrowings

(Euro x 1,000)	As at	As at
	31 March 2018	31 March 2017
Overdraft facility		
ABN AMRO	-	18.138
Cooperative Rabobank	-	18.538
Total secured	-	36.676
Total unsecured	-	<b>-</b>
Total Borrowings		36.676
(Euro x 1,000)	As at	As at
	31 March 2018	31 March 2017
Short-term borrowings	-	36.676
Total	=	36.676

A Revolving Credit Facility (RCF) agreement with ABN AMRO and Cooperative Rabobank was revised in August, 2016. The agreement included an overdraft facility. The Company provided securities for these debts in the form of its bank accounts, inventories and receivables. This RCF is also backed by a guarantee from its German subsidiary Apollo Vredestein GmbH, the value of which is limited to its equity on the Balance sheet date.

The interest rate is based on the 1 month EURIBOR figure plus a margin. Apollo Vredestein B.V. minimizes liquidity risk with the help of an accurate liquidity forecast.

Company's parent Company (Apollo Tyres B.V.) and Sister Company (Apollo Tyres Hungary Kft.) have signed a financing agreement for a long term loan (EUR 300 Million) with a consortium of banks (ABN AMRO BANK N.V., MAGYAR EXPORT-IMPORT BANK ZRT, RAIFFEISEN BANK ZRT, STANDARD CHARTERED BANK and UNICREDIT BANK HUNGARY ZRT) for investing in the new plant in Hungary. The credit facility is available for Apollo

Tyres B.V. (50%) and Apollo Tyres Hungary Kft. (50%). The Company has provided guarantee for the loan which is secured by a pledge on the movable tangible assets (other than stock in trade, raw materials and trade receivables) and a mortgage of its Real Estate being the Land and Buildings located in the Netherlands.

## 18. Gearing Ratio

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Net debt	-13.725	30.496
Equity	270.418	283.987
Net debt to equity ratio	0%	11%

Net debt is defined as the sum of the borrowings and cash and bank balances (see note 9). The borrowings include the long-term and short-term borrowings (see note 17). As per 31 March 2018 the company had no borrowings.

#### 19. Revenue

IFRS 8 requires Apollo Tyres B.V. to identify operational segments separately based on internal reports that are regularly reviewed by the management in order to allocate resources to the segments and to assess their performance. Apollo Tyres B.V. identifies only one operational cash generating unit: Europe. Sales and activities outside Europe are marginal.

#### 20. Other Income

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Royalty Income	83	151
Others	192	347
Total	276	498

# 21. Changes in inventories of finished goods and work in progress

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Opening Stock		
Work in progress	3.573	4.372
Stock-in-trade	13.585	16.378
Finished goods	43.737	52.327
	60.895	73.077
Closing Stock		
Work in progress	3.903	3.573
Stock-in-trade	22.053	13.585
Finished goods	49.766	43.737
	75.722	60.895
Changes in work in progress and finished goods	-14.827	12.182

#### 22. Raw materials and consumables used

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Raw materials consumed Purchase of finished goods	139.092 77.794	106.629 60.286
Total	216.886	166.915

# 23. Employee expenses

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017 *)
Wages and salaries	106.942	111.868
Pension & social contribution	23.632	23.520
Total employees cost	130.574	135.388

<sup>\*)</sup> Some comparative numbers have been reclassified for presentation purposes. No effects on opening balance equity.

Pension & social contribution include company pension expenses (see note 14).

# 24. Depreciation and amortisation expenses

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Amortisation of intangible fixed assets	4.836	4.155
Depreciation of property, plant and equipment	15.128	15.364
Total costs	19.964	19.520

#### 25. Interest

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Interest expenses	723	786
Other borrowing costs	-	138
Interest income	-346	-721
Total	377	203

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#### 26. Income tax expense

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Current tax	5.900	5.265
Deferred taxation	-398	1.817
Total	5.502	7.082

Apollo Vredestein B.V. forms part of the fiscal unity with Apollo Coöperatief U.A. , head of the fiscal unity. Apollo Vredestein B.V. is therefore jointly and severally liable for the liabilities of the fiscal unity. The corporate income tax is calculated as if the company was separately liable for tax. The taxation according the profit and loss account is calculated at applicable rates taking into account permanent and temporary differences. A reconciliation of income tax expense to the tax based on the Dutch statutory rate is as follows:

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Income before taxes	26.665	40.043
Tax based on Dutch tax rate	6.666	10.011
Higher statutory rate of foreign countries	507	1.265
Dutch R&D tax incentive(innovation box)	-1.670	-2.221
Lower effective tax in Germany		
Refund MAP France		-1.973
Lower tax due to taxable losses carried forward		
Other		
Total	5.502	7.082

The tax effects related to components of other comprehensive income is:

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Actuarial gains and losses on pension plans	-147	4

Below is the detail for the current year deferred taxation:

(Euro x 1,000)	Period ended 31 March 2018
Tax effect of items constituting deferred tax liabilities:	
Deviating valuation property, plant and equipment	423
Deviating valuation intangible assets	31
Tax effect of items constituting deferred tax assets:	
Carried forward tax loss	-64
Deviation valuation employee benefits	-766
	-376

# 27. Financial assets by category

As at March 2018	Loans and	Fair value	Non-	Total
	receivables	through	financial	
(Euro x1,000)		profit and	instruments	
		loss -		
	12 725	designated		13.725
Cash and cash equivalents	13.725			
Trade receivables	121.780			121.780
Derivative financial assets		7.829		7.829
Other current assets	( <b>-</b> )		3.993	3.993
		7.829		44-00-
	135.505	71025	3.993	147.327
As at March 2017	Loans and	Fair value	Non-	Total
	receivables	through	financial	
(Euro x1,000)		profit and	instruments	
		loss -		
		designated		
	4 100			C 400
Cash and cash equivalents	6.180			6.180
Cash and cash equivalents Trade receivables	6.180 123.960			6.180 123.960

# 28. Financial liabilities by category

Other current assets

As at March 2018 (Euro x1,000)	Financial liabilities at amortised	Non- financial instruments	Liability at fair value	Total
	cost			
Pension liabilities			9.779	9.779
Trade and other payables	79.238	50.531		129.769
Derivative financial liabilities		-	7.780	7.780
	79.238	50.531	17.559	147.328

30.217

160.357

36.676			36.676
48.681	36.043		84.724
		10.640	10.640
amortised cost	instruments		
Financial liabilities at	Non- financial	Liability at fair value	Total
	amortised cost 48.681	liabilities at financial amortised instruments cost  48.681 36.043	liabilities at financial fair value amortised instruments cost  10.640 48.681 36.043

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2.570

2.570

32.787

162.927

#### 29. Risk management

#### General

For our strategy we target long-term growth in net sales and EBITDA. In addition, we set financial targets for return on average capital employed (based on the operating result). An enabling condition in our policy is a healthy financing structure that maintains a balance between adequate solvency, the leverage of loan capital and sufficient available funding. Our cash flows are strong.

As a result of its activities, Apollo Vredenstein B.V. is exposed to various financial risks. We apply a group-wide treasury policy for adequate management of our cash flows and financing flows and the financial risks relating to them, including (re)financing risks, currency risks and interest rate risks.

A summary is provided below of the main financial risks relating to our objectives, categorised as liquidity risks, currency risks, interest rate risks and credit risks. We also state how we manage these risks.

#### Credit risk management

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the company. Apollo Vredestein B.V. has adopted a policy of only dealing with creditworthy counterparties. The entity does not transact with entities with a below standard credit history. Apollo Vredestein B.V. uses information supplied by credit rating agencies, publicly available financial information and its own trading records to rate its major counterparties. A credit management team continuously monitors the exposure of Apollo Vredestein B.V. and the credit ratings of its counterparties. A Risk Management Steering Committee, headed by the CEO of the company, with representations from all functional heads, embraces the assessment, mitigation and monitoring of credit risks faced by the company. The management steering committee also uses credit insurance in various countries to limit the credit risk.

Trade receivables consist of a large number of customers, spread across diverse geographical areas. It has a policy which prevent sales to customers with a below standard credit history. Credit limit is granted after assessing the credit worthiness of customer. Credit report from independent credit rating agency like D&B or equivalent is used. The credit risk on liquid funds and derivatives is limited because the counterparties are banks with high credit rating assigned by international credit rating agencies.

Financial assets exposed to credit risk at were as follows:

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017	
Cash and cash equivalents	13.725	6.180	
Derivative financial assets	7.829	-	
Trade receivables	121.780	123.960	
Other current assets	-	30.217	
Total costs	143.334	160.357	

#### Liquidity risk management

Ultimate responsible for liquidity risk management rests with the board of directors, which has established an appropriate liquidity risk management framework for the company's short, medium and long-term funding and liquidity management requirements. Apollo Vredestein B.V. manages liquidity risk by maintaining adequate reserves and banking facility, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of the financial assets and liabilities. Note 17 set

out the details of the borrowing agreements with the banks.

We had no borrowings as at 31 March 2018. The company therefore has credit facilities that are sufficient for the existing and expected credit requirements of the group.

The extent of the risk that the ratios agreed with lenders are exceeded is regularly determined. With the present (positive) net cash position of €13.7 million, the leverage ratio is zero.

Table below analyses the group's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

(Euro x 1,000)	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
As at 31 March 2018				
Pension liabilities	1.769	276	832	6.903
Derivative financial liabilities	7.780			
Trade and other payables	129.769			
As at 31 March 2017				
Pension liabilities	1.242	1.242	2.926	5.230
Trade and other payables	64.439			
Borrowings	36.676			

#### Exchange rate risk

Foreign exchange risk arises because future commercial transactions are denominated in a foreign currency (not EUR). The management monitors continually the entity's exposures to foreign currency risks. As per March 2017 Apollo Vredestein B.V. had no derivatives

In addition to the above mentioned transaction related currency risk, the company is also subject to translation related currency risk as a result of consolidation of business units with different functional currencies. The translation related currency risks are not hedged by means of derivatives.

The sensitivity of the operating result of 2017/18 in respect of the currency risk of our positions outside the euro area to a 10% change in the exchange rate of the euro is positive  $\in$  1 million.

Within the operating result, the negative impact of appreciated foreign currencies on cost of goods sold (transaction impact) are offset by the positive impact of appreciated foreign currencies in translating the operating result of non-EUR business (translation impact).

Gains or losses on forward currency contracts (reported in operating result) offset the currency risk from purchasing contracts in foreign currencies from a cash and net profit perspective

#### Interest rate risk

The company has a management team that continually monitors its exposures to interest rate risks and uses variable rate debt to finance its operations.

#### 30. Fair value information

#### Financial instruments by category

The table in note 28 sets out the carrying amount of the various financial instruments by category as at the balance sheet date

# Method for fair value measurement of financial instruments

We use a three-level fair value hierarchy:

#### Level 1

The financial asset at fair value through profit or loss is measured by reference to quoted prices in an active market. At the end of 2017 the company had no assets in this category.

#### Level 2

As there are no external market prices on which to base the value of receivables, and borrowings, their fair value is determined from generally accepted valuation models. The value determined in this way is equal to the price at which the derivative can be sold in a transparent market. We set the values regularly in consultation with accepted external market parties.

For the valuation of forward currency contracts, the future cash flows in the contract currency are discounted at a rate based on the term and contract currency. The present value at the balance sheet date in the contract currency is translated at the closing exchange rate ruling on the same day.

#### Level 3

Financial instruments carried at fair value determined by reference to input that is not based on observable market data only apply to the pension liabilities in relation to the defined benefit plans in Germany.

The other receivables, borrowings and commitments are carried at amortised cost. The fair value of the long-term bank liabilities does not materially differ from the carrying amount as the margins were adjusted to market levels in 2015. The fair values of the other items do not differ materially from their carrying amount.

The following table summarizes the assets and liabilities categorized by this hierarchy. The table summarizes only the fair value measurement that has not been previously disclosed. The valuation technique used to describe level 3 measurements has been disclosed in note 14.

At 31 March 2018				(Euro x 1,000)
	Level 1	Level 2	Level 3	Total
Derivative financial liabilities		7.829		7.829
Derivative financial assets		7.780		7.780
Pension liability			9.779	9.779

#### 31. Auditor's remuneration

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Audit fee	417	302
Other auditing services	91	120
Total auditor's remuneration	508	422

The auditor's remuneration is charged to the financial year for which the audit was performed.

## 32. Board of directors and all key personnel's' remuneration

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
	477	604
Board of directors' remuneration	477	604
Post-employment benefits	54	-
Other benefits	122	
Termination benefits	-	E
Share-based payment benefits	-	-
Total Board of directors remuneration	653	604
Key management compensation	1.584	2.278
Total board and key personnel remuneration	2.236	2.882

The supervisory directors received a total remuneration of EUR 20,000 for the current financial year. No loans, advances or guarantees have been issued in favour of members of the board or supervisory board.

# 33. Related party transactions

#### 33.1 Related party indebtedness

This note is related to intercompany balances between Apollo Vredestein B.V. and companies that are ultimately controlled by Apollo Tyres Ltd (ultimate parent). Intercompany balances between Apollo Vredestein B.V. and its subsidiaries (other related transactions) have been eliminated. Related party transactions were made on terms equivalent to transactions with third parties.

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Receivable from:		
Reifencom GmbH	6.747	15.717
Apollo Tyres BV (parent)	땉	30.059
Apollo Tyres UK	-	139
Apollo Tyres Global R&D	679	452
Apollo Tyres Thailand	1	89
Apollo Tyres Middle-East	51	152
Apollo Tyres Limited, India (ultimate parent)	236	244
Apollo Tyres Hungary	1.037	1.210
Apollo Tyres South Africa	118	845
Vredestein Tyres North America Inc.	1.451	2.160
Total Receivables	10.321	51.066

Payable to:		
Apollo Tyres GmbH	110	268
Saturn F1	74	=
Reifencom GmbH	422	539
Apollo Tyres Coop	131	131
Apollo Tyres Brasil	301	301
Apollo Tyres Global R&D	8.043	3.632
Apollo Tyres UK	752	438
Apollo Tyres B.V. (parent)	2.782	4.332
Apollo Tyres Limited, India (ultimate parent)	9.673	6.963
Apollo Tyres Singapore	4.840	4.736
Apollo Tyres Hungary	13.814	Η.
Apollo Tyres AG, Switzerland	219	210
Total Payables	41.161	21.549

Management has assessed the collectability of receivables from related parties.

# 33.2 Related party transactions – Income

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Apollo Tyres South Africa (sister)	1.342	3.718
Apollo Tyres Middle-East (sister)	1.627	906
Apollo Tyres Thailand (sister)	271	759
Apollo Tyres Limited, India (ultimate parent)	1.028	1.150
Apollo Tyres AG, Switzerland (sister)	=	22
Reifencom GmbH	12.147	29.691
Apollo Tyres B.V. (parent)	343	-
Vredestein Tyres North America Inc.	7.591	2.195
Total	24.349	38.418

# 33.3 Related party transactions – Expenses

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Apollo Tyres Global R&D (sister)	23.741	19.770
Apollo Tyres UK (sister)	4.282	4.036
Apollo Tyres Limited, India (ultimate parent)	29.792	28.891
Apollo Tyres AG, Switserland (sister)	825	789
Apollo Tyres Singapore	24.094	16.216
Apollo Tyres GmbH	845	611
Apollo Tyres Hungary	26.268	-
Saturn F1	191	-
Reifencom GmbH	158	3.654
Total	110.196	73.967

## 34. Average number of employees

	Period ended 31 March 2018	Period ended 31 March 2017 *)
Direct departments (production)	1,281	1.366
Non-direct departments	292	292
Total in the Netherlands	1.573	1.659
Other countries	146	172
Total average number of employees	1.719	1.831
*) Restated for presentation purposes		

#### 35. Capital commitment

#### 35.1 Capital commitment

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Capital commitment	3.691	3.632

#### 35.2 Rental and lease commitments

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Due in year one Due between years two and five Due after five years	6.027 5.653 576	4.462 2.485
Total	12.255	6.947

The company has operational lease contracts for cars and IT hardware. Rental obligations relate to various warehouse and office buildings with contracts up to 9 years. The rental arrangements include adjustments depending upon benchmark inflation indices.

The current contract for the Enschede warehouse will be ended on July  $1^{\rm st}$ , 2018. A new contract is under negotiation.

#### **36.** Contingent liabilities

The company had no contingent liabilities as per end of March 2018 (March 2017:0). The company provided securities for the rent of buildings (427k) in the form of bank guarantees.

**Company financial statements** 

# **Company financial statements**

# **Company statement of financial position**

Before profit appropriation

(Euro x 1,000)	Notes	Period ended 31 March 2018	Period ended 31 March 2017
Assets			
Non-current assets			
Intangible assets	1	54.923	45.871
Property, plant and equipment	2	150.854	156.919
Deferred tax assets		1.031	1.268
Receivables from participating interests		218	218
Other non-current assets		1.190	1.190
Investment in subsidiaries	3	47.718	46.074
Total non-current assets		255.935	251.539
Current assets			
Inventories	4	81.696	70.522
Trade receivables	5	39.051	36.660
Receivables from subsidiaries	6	39.718	51.764
Derivative financial assets		7.829	-
Other current assets	7	1.785	1.660
Intercompany loan		-	30.000
Cash and bank balances		5.050	18
Total current assets		175.130	190.624
Total assets		431.064	442.164

(Euro x 1,000)	Notes	Period ended 31 March 2018	Period ended 31 March 2017
Equity and liabilities			
Equity			
Issued capital		43	43
Share premium reserves		20.226	20.226
Legal reserves		36.414	26.286
Translation of foreign operations		452	-
Actuarial gains / losses on pension plans		-1.426	-6.066
Retained earnings		193.542	210.538
Profit for the year		22.173	33.957
Total equity	8	271.422	284.983
Provisions		2.053	177
Non-current liabilities			
Borrowings		-	-
Deferred tax liability	9	30.925	31.379
Other liabilities		1.493	2.193
Total non-current liabilities		32.418	33.572
Current liabilities			
Trade and other payables	10	110.259	71.446
Debt to group companies		7.131	7.003
Derivative financial liabilities		7.780	-
Corporate income tax payable		-	1.454
Borrowings	11		43.528
Total current liabilities		125.170	123.431
Total equity and liabilities		431.064	442.164

# **Company statement of income**

(Euro x 1,000)	Notes	Period ended 31 March 2018	Period ended 31 March 2017
Profit from investment in subsidiaries	12	1.941	4.248
Other profit after Tax		20.232	29.709
Profit of the year		22.173	33.957

# Notes to the separate annual accounts for 2017-18

# Valuation principles and accounting policies relating to the determination of the result

The company financial statements of the company are prepared in accordance with the statutory provisions of Part 9, Book 2 of the Dutch Civil Code. We utilise the option afforded by Section 362(8) of Book 2 of the Dutch Civil Code to apply the accounting policies used for the consolidated financial statements to the holding company financial statements, with exception of the valuation for investments in subsidiaries, see Note 3. The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union (EU-IFRSs). The policies include those covering the presentation of financial instruments as equity or loan capital. The financial data of Apollo Tyres B.V. are incorporated in the consolidated financial statements. Therefore, an abbreviated income statement is presented for the company under article 2:402 of the Dutch Civil Code.

#### 1. Intangible Assets

(Euro x 1,000)	Develop- ment	Brand names	Software	Total
As at 31 March 2017				
Cost	57.023	12.900	23.095	93.018
Depreciation	-30.737	-	-16.410	-47.147
Book value	26.286	12.900	6.685	45.871
Changes in book value Investments	13.078	_	807	13.886
Divestments - Acquisition value	13.076	_	807	13.000
- Depreciation Depreciation for financial year	-2.950	_	-1.884	-4.833
Balance	10.128	-	-1.076	9.052
As at 31 March 2018				
Cost	70.101	12.900	23.902	106.904
Depreciation	-33.687	=	-18.294	-51.980
Book value	36.414	12.900	5.609	54.923

#### 2. Property, plant and equipment

ROSS BLOCK Blance as at 31 March 117 Iditions	18.822	51.962	90 720				
017	18.822	51.962	90 720				
Iditions			89.739	6.696	7.746	415.002	589.966
เนเนบเธ	196	68	4.832	9.902	128	4.496	19.622
sposals		-135				-5.034	-5.169
ansfers				-10.528			-10.528
alance as at 31 March 018	19.018	51.895	94.571	6.070	7.874	414.464	593.892
ccumulated depreciation alance as at 31 March 017	2.025	30.160	83.166		4.725	312.971	433.047
eclassifications depreciation							
epreciation for financial yea	r 143	859	3.562		528	9.852	14.944
		-135				-4.819	-4.954
sposals							
sposals alance as at 31 March 2018	2.168	30.884	86.728		5.253	318.004	443.038
	2.168 <b>16.850</b>		86.728 <b>7.843</b>	6.070	5.253 <b>2.620</b>	318.004 <b>96.461</b>	443.038 <b>150.854</b>
	2 168		86 728		5.253	318.0	204

#### 3. Investments in subsidiaries

#### **Subsidiaries**

In accordance with article 2:362 (8) of the Dutch Civil Code, subsidiaries that are included in the consolidation are stated at net asset value, but not lower than nil. Subsidiaries with negative equity value are valued at nil. When the company partially or in whole is liable for the debts of such subsidiary, or has the factual obligation to facilitate that subsidiary for (the companies part in) payments of its debts, a provision is formed. This provision is calculated taking into account any bad debt provisions already formed for receivables on such subsidiary. The equity and results of the subsidiaries have been determined in accordance with the accounting policies of Apollo Vredenstein B.V.

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017	
Net Position at beginning of year	44.754	38.761	
Investments: Investment in Apollo Vredestein France SAS Dividends Investment in Apollo Vredestein Tires Inc. Accumulated OCI Result	- -1.800 - 501 1.941	3.000 - 1.144 -2.514 4.363	
Net position Negative participations Position at end of year	<b>45.392</b> 2.324 <b>47.718</b>	44.754 1.320 46.074	

#### 4. Inventories

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Raw materials	7.252	10.172
Work in progress	3.901	3.572
Finished goods	42.486	37.029
Stock-In-Trade	19.143	11.304
Consumable stores	8.914	8.445
Total	81.696	70.522

#### 5. Trade receivables

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017	
Trade receivables	41.077	38.208	
Allowance for doubtful debts	-2.026	-1.548	
Total	39.051	36.660	

All trade receivables shorter than a year are valued at nominal value which is a reasonable approximation of fair value of the receivables. The credit period generally ranges from 14 days to 90 days and customer loses the incentive if not paid in time. Apollo Vredestein B.V. has no significant concentrations on credit risks. It has a policy which prevent sales to customers with a below standard credit history. Apollo Vredestein B.V. has also a good credit management team, which is responsible for overdue receivables. Credit limit is granted after assessing the credit worthiness of customer. Credit report from independent credit rating agency like D&B or equivalent is used. Trade receivables disclosed above include amounts that are past due at the end of the reporting period for which no allowance for doubtful debts has been recognized because there has not been a significant change in credit quality and the amounts are still considered recoverable.

## Ageing of past due but not impaired receivables

(Euro x 1,000)	As at	As at 31 March 2017	
	31 March 2018	31 March 2017	
0 - 60 days	7.464	6.388	
61 - 180 days	1.313	735	
more than 180 days	1.861		
Total	10.638	7.123	

The total not past due for FY 2017-2018 amounts 30.4 million euro.

## Movement in the allowance for doubtful debts

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017	
Balance at the beginning of the year	-1.548	-2.085	
Movement to allowance recognized in statement of income	-481	500	
Amounts written off during the year as uncollectible	3	37	
Balance at end of year	-2.026	-1.548	

#### 6. Receivables from subsidiaries

(Euro x 1,000)	As at	As at	
	31 March 2018	31 March 2017	
Receivable from Apollo Vredestein GmbH	8.767	18.677	
Receivable from Apollo Vredestein BeLux SA	2.241	1.182	
Receivable from Apollo Vredestein France SAS	2.375	3.000	
Receivable from Apollo Vredestein Limited	5.142	4.227	
Receivable from Apollo Finlo B.V.	218	218	
Receivable from Apollo Vredestein Austria Gesellschaft GmbH	6.773	6.881	
Receivable from Apollo Vredestein Srl	1.120	797	
Receivable from Vredestein Nordic AB	5.870	7.492	
Receivable from Apollo Vredestein Kft.	3.523	2.755	
Receivable from Apollo Vredestein Tires Inc.	-	2.160	
Receivable from Apollo Vredestein Opony Polska	3.689	4.375	
Total	39.718	51.764	

#### 7. Other current assets

Other current assets consist mainly of prepayments.

#### 8. Equity

#### **Ordinary shares**

Authorised

Ordinary shares: 200,000 ordinary shares of EUR 1,00 each.

Issued

Ordinary shares: 42,491 ordinary shares of EUR 1,00 each.

All shares issued are fully paid and registered.

There were no changes in the share capital.

(Euro x 1,000)	Issued Capital	Share premium reserves	Translation of foreign operations	Legal Reserves	Actuarial gains or losses on pension plans	Other Reserve s	Retained earnings	Profit for the period	Total Equity
Total as at 31 March 2016	43	20.226	-114	18.817	-6,057	0	203.362	28.511	264.787
Profit for the period Other comprehensive income, net of income tax			-753		-9		-13.000	33.957	33.957 -761 -13.000
Dividends Transfers to and from reserves				7.469		21.042	-13,000	-28.511	-
Total as at 31 March 2017	43	20.226	-867	26,286	-6.066	21,042	190.362	33.957	284.983
Profit for the period Other comprehensive income, net of income tax Dividends			1.319		360		-1.009 -36.404	22.173	22.173 670 -36.404
Transfers to and from reserves				10.128	4.280		19.549	-33.957	-
Total as at 31 March 2018	43	20.226	452	36.414	-1.426	21.042	172.498	22.173	271.422

The company's legal reserve amounts to EUR 36.4 million (2017: EUR 26.3). The legal reserves consist of investments in development activities. The legal reserves are non-distributable.

Reconciliation consolidated equity to company only equity as per 31-3-2018 (amounts Euro  $\times$  1,000):

Consolidated equity value € 270.418

Adjustment 1- Negative investment value € 1.004

Company only equity value as per € 271.422

Adjustment 1 is taken in company towards the negative equity value in Apollo Vredestein Austria Gesellschaft GmbH  $\,$  and Apollo Vredestein Srl.

#### Proposal for profit appropriation

The board of directors had proposed an interim dividend payout of 36.4 million euros. The supervisory board has approved this. The proposed dividend payout has been reflected in the financial statements. The board of directors had proposed to add the remaining profit for the year ended 31 March 2018 to the other reserves of the company.

# Appropriation of result for Financial year 2016-17

The annual report for FY 2016-17 is determined in the general meeting of the shareholders held in July 2017

#### 9. Deferred tax liability

For the deferred tax liability in the separate annual accounts of the company reference is made to note 13 of the consolidated Financial Statements of the company as the deferred tax liability is mainly on the balance sheet of Apollo Vredestein B.V..

## 10. Trade and other payables

Trade and other payables as of March  $31^{st}$  2018 mainly consists of (Euro x 1,000):

Payables to group companies 40.739
 Trade payables 36.300
 Employees payable 7.630

#### 11. Borrowings

(Euro x 1,000)	As at 31 March 2018	As at 31 March 2017
Overdraft facility		
ABN AMRO	-	24.990
Cooperative Rabobank	-	18.538
Total secured	-	43.528
Total unsecured		
Total Borrowings	-	43.528
(Euro x 1,000)	As at	As at
	31 March 2018	31 March 2017
Long-term borrowings	-	-
Short-term borrowings	-	43.528
Total	-	43.528

A Revolving Credit Facility (RCF) agreement with ABN AMRO and Cooperative Rabobank was revised in August, 2016. The agreement includes an overdraft facility of €50 million. The Company provided securities for these debts in the form of its bank accounts, inventories and receivables. This RCF is also backed by a guarantee from its German subsidiary Apollo Vredestein Gmbh, the value of which is limited to its equity on the Balance sheet date. Nop amounts are drawn under this facility per 31March 2018.

The interest rate is based on the 1 month EURIBOR figure plus a margin. Apollo Vredestein B.V. minimizes liquidity risk with the help of an accurate liquidity forecast.

Company's parent Company (Apollo Tyres B.V.) and Sister Company (Apollo Tyres Hungary Kft.) have signed a financing agreement for a long term loan (EUR 300 Million) with a consortium of banks (ABN AMRO BANK N.V., MAGYAR EXPORT-IMPORT BANK ZRT, RAIFFEISEN BANK ZRT, STANDARD CHARTERED BANK and UNICREDIT BANK HUNGARY ZRT) for investing in the new plant in Hungary. The credit facility is available for Apollo Tyres B.V. (50%) and Apollo Tyres Hungary Kft. (50%). The Company has provided guarantee for the loan which is secured by a pledge on the movable tangible assets

(other than stock in trade, raw materials and trade receivables) and a mortgage of its Real Estate being the Land and Buildings located in the Netherlands.

#### 12. Profit from investments in subsidiaries

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017	
Apollo Vredestein GmbH	-2.033	2.581	
Apollo Vredestein BeLux SA	449	366	
Apollo Vredestein France SAS	122	522	
Apollo Vredestein Limited	222	307	
Apollo Vredestein Austria Gesellschaft GmbH	-1.044	402	
Apollo Vredestein Srl	-147	-1.694	
Vredestein Nordic AB	285	350	
Apollo Vredestein Kft.	-15	95	
Apollo Vredestein Tires Inc.	-	80	
Apollo Vredestein Opony Polska	48	104	
Vredestein Norge AS	-	-8	
Apollo Vredestein Schweiz AG	181	346	
Apollo Vredestein Iberica SA	89	358	
Vredestein Marketing Agentur B.V.and Co. KG	3.728	-	
Vredestein Consulting B.V.	56	438	
Total	1.941	4.248	

#### 13. Board of directors' remuneration

(Euro x 1,000)	Period ended 31 March 2018	Period ended 31 March 2017
Board of directors' remuneration	653	604

The supervisory directors received a remuneration of EUR 20,000 for the current financial year. No loans, advances or guarantees have been issued in favour of members of the board or supervisory board.

#### Guarantees

The company has Bank guarantee contracts for the following amounts EUR 467K and USD 20K

#### Post balance sheet events

The company has no subsequent events

# **Signing the financial statements**

Enschede, the Netherlands, May 8, 2018

The Board of directors:

Mathias Heimann

**Vishal Mittal** 

**Sunam Sarkar** 

**Rakesh Dewan** 

# **Other information**

# Other information

# Provisions of the articles of association concerning profit appropriation

Article 32: profit and distribution of profits

- 1. The profits shall be at the disposal of the shareholders meeting, subject to the following provisions:
  - a. the company may only make distributions of profits to shareholders to the extent that the shareholders' equity exceeds the paid and called up part of its capital plus the reserves, which are required to be maintained by law;
  - b. distribution of profits may only be made after adoption of the annual accounts showing that the distribution is permissible.
- 2. The company may make interim distributions provided that the requirements of paragraph I sub a have been met.
- 3. The shares that the company holds in its own capital shall not be included for the purpose of calculating the profit distribution, unless a right of usufruct has been established on those shares in favour of persons other than the company or if depositary receipts were issued for those shares.
- 4. As of one month after the declaration, the dividend shall be at the disposal of the shareholders, unless the shareholders meeting determines another term.

  After five years have passed, the claims shall expire.

  Dividends that are not disposed of within five years after their becoming available for payment shall revert to the company.
- 5. A loss may only be offset against the reserves which are prescribed by law to the extent that it is permitted by law.

# **Independent auditors report**

The independent auditors report is stated on the following pages.



To: the shareholders and board of directors of Apollo Vredestein B.V.

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# INDEPENDENT AUDITOR'S REPORT

#### A. Report on the Audit of the Financial Statements

#### Opinion

We have audited the accompanying financial statements for the year ended March 31, 2018 of Apollo Vredestein B.V., as set out on pages 14 to 58. The financial statements include the consolidated financial statements and the company financial statements.

#### In our opinion:

- the accompanying consolidated financial statements give a true and fair view of the
  financial position of Apollo Vredestein B.V. as at March 31, 2018, and of its result and
  its cash flows for the year ended March 31,2018 in accordance with International
  Financial Reporting Standards as adopted by the European Union (EU-IFRS) and with
  Part 9 of Book 2 of the Dutch Civil Code.
- the accompanying company financial statements give a true and fair view of the financial position of Apollo Vredestein B.V. as at March 31, 2018, and of its result in accordance with Part 9 of Book 2 of the Dutch Civil Code.

The consolidated financial statements comprise:

- the consolidated statement of financial position as at March 31, 2018;
- 2 the following statements for the year ended March 31, 2018: the consolidated income statement, the consolidated statements of comprehensive income, changes in equity and cash flows; and
- 3 the notes comprising a summary of the significant accounting policies and other explanatory information.

The company financial statements comprise:

- 1 the company balance sheet as at March 31, 2018;
- 2 the company profit and loss account for the year ended March 31, 2018; and
- 3 the notes comprising a summary of the accounting policies and other explanatory information.



#### **Basis for Our Opinion**

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the "Our responsibilities for the audit of the financial statements" section of our report.

We are independent of Apollo Vredestein B.V. in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics). We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

# B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information, that consists of:

- the management board's report;
- other information as required by Part 9 of Book 2 of the Dutch Civil Code.

Based on the following procedures performed, we conclude that the other information:

- · is consistent with the financial statements and does not contain material misstatements;
- contains the information as required by Part 9 of Book 2 of the Dutch Civil Code.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Part 9 of Book 2 of the Dutch Civil Code and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the management board's report in accordance with Part 9 of Book 2 of the Dutch Civil Code and other information as required by Part 9 of Book 2 of the Dutch Civil Code.

# C. Description of responsibilities regarding the financial statements

Responsibilities of management and the supervisory board for the financial statements Management is responsible for the preparation and fair presentation of the financial statements in accordance with EU-IFRS and Part 9 of Book 2 of the Dutch Civil Code. Furthermore management is responsible for such internal control as management



determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the company's financial reporting process.

#### Our Responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have detected all errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtaining an understanding of internal control relevant to the audit in order to design
  audit procedures that are appropriate in the circumstances, but not for the purpose of
  expressing an opinion on the effectiveness of the company's internal control;
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;



- Concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, May 8, 2018

Grant Thornton Accountants en Adviseurs B.V.

N.H.B. Jonker RA