1805
D'Ieteren

PEOPLE POWERED

ACTIVITY REPORT

2015

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GLOSSARY OF ALTERNATIVE PERFORMANCE MEASURES (APMs) USED IN THIS ACTIVITY REPORT 40

This Activity Report does not constitute the annual financial information. This information is entirely comprised in the 2015 Financial and Directors' Report. The definition of the Alternative Performance Measures (APMs) used in this Activity Report, which are non-GAAP measures (i.e. their definition is not addressed by IFRS), can be found in the glossary on page 40 of this report. For further information on the APMs used by D'Ieteren, see note 3 of the Consolidated Financial Statements 2015 in the Financial and Directors' Report.

D'IETEREN AT A GLANCE

In existence since 1805, and across family generations, D'Ieteren seeks growth and value creation by pursuing a strategy on the long term for its businesses internationally and actively encouraging and supporting them to develop their position as a leader in their industry or in their geographies. The group serves some 12 million corporate and end customers in 33 countries in two areas:

D'IETEREN AUTO

distributes Volkswagen, Audi, SEAT, Škoda, Bentley, Lamborghini, Bugatti, Porsche and Yamaha vehicles in Belgium. It is the country's number one car distributor, with a market share of more than 22% and 1.2 million vehicles on the road at the end of 2015.

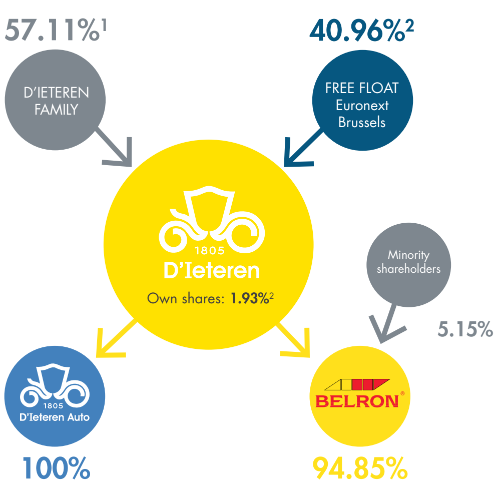
Sales in 2015: EUR 2.9 billion.

BELRON (94.85% owned)

is the worldwide leader in vehicle glass repair and replacement. Some 2,400 branches and 10,000 mobile units, trading under more than 10 major brands including Carglass®, Safelite® AutoGlass and Autoglass®, serve customers in 33 countries.

Sales in 2015: EUR 3.2 billion.

A FAMILY-CONTROLLED, LISTED COMPANY...



[1] In voting rights: 60.66%.
[2] At 31 December 2015.

...WITH AN INTERNATIONAL PRESENCE

PEOPLE POWERED

Our teams did outstanding work in 2015 in a demanding and volatile environment requiring agility and the capacity to adapt quickly to a succession of challenges. Their involvement enabled continued development and preservation of our leadership status. Here we would like to pay tribute to them and thank them for their energy and motivation.

Thanks to our people's efforts, our key performance indicator, the **current consolidated result before tax, group's share**, increased by 20.6% to reach EUR 212.1 million in 2015. Like-for-like (i.e. including results of Carglass® Brazil and China), D'Ieteren's performance indicator is up 31.9%, exceeding our guidance.

Both activities (D'Ieteren Auto and Belron) have contributed to this great performance.

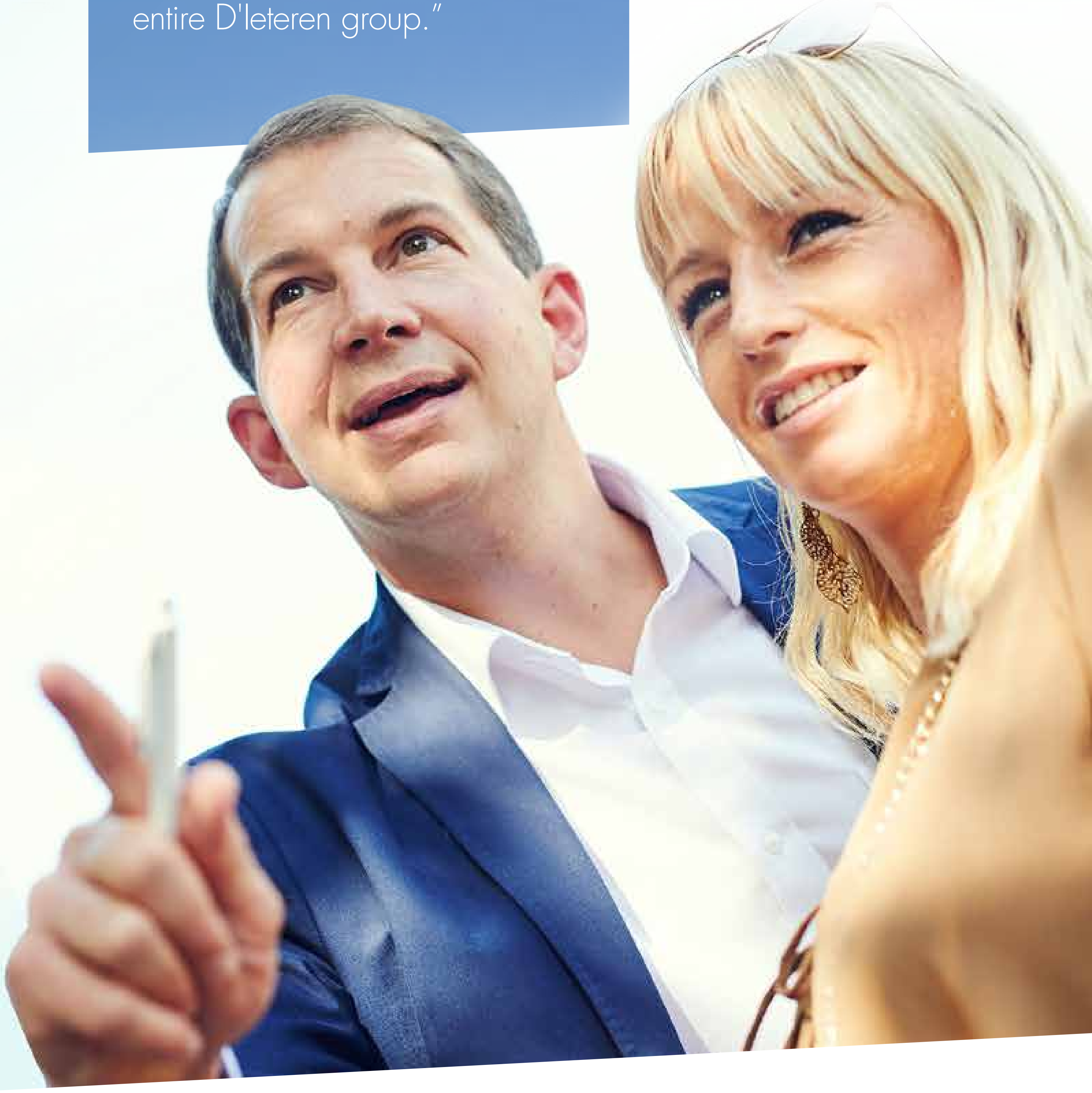
In **automobile distribution**, in a market up approximately 3%, D'Ieteren Auto ended the year with an aggregate market share – excluding registrations under 30 days – of 22.34% (vs 22.71% in 2014). This remarkable result is notably due to the success of Audi where nearly all models contributed to the increased market share, and Porsche which continues its impressive growth due especially to the popularity of the Macan and hybrid Cayenne models, while Volkswagen remained the preferred car brand of Belgians. In total, D'Ieteren Auto's sales were up by 8% and its current operating result rose by nearly 25%.

These performances are all the more praiseworthy given that they were achieved in an environment marked by the "**Emissiongate**" crisis which hit the Volkswagen group in September 2015. Here we would like to commend the response of the D'Ieteren Auto teams and of their CEO Denis Gorteman, who took bold, difficult decisions in a complex situation. From the outset, D'Ieteren Auto did everything possible to optimally manage the impact of the "Emissiongate" for its customers, while reaffirming its position as a preferred partner of the Volkswagen group, based on a strong relationship dating back to 1948. This was done by acting with optimum transparency, by ensuring we communicated with our customers and Belgian authorities as soon as information became available, but also by taking strong measures, in particular by twice suspending the sale of vehicles potentially affected by the irregularities. We are convinced that acting in this firm and efficient way enabled us to keep our customers' trust in the brands we distribute. Thanks to the measures taken, D'Ieteren Auto's orders were back on track by the end of the year and the outlook for 2016 is positive.

Also in 2015, D'Ieteren Auto pursued important measures to improve its profitability. The teams focused on the three pillars of the 2018-2020 strategy, which are:

- "**Powered by You**", involving an overhaul of our internal organisational structure so that we become even more customer focused. Six responsibility units were defined in the second half of 2015 targeting commercial and operational excellence.
- "**Market Area**", involving the optimisation of our network of independent dealers. 18 of the 26 Market Areas are currently being established.
- "**Pole Position**", focusing on improving the performance of our D'Ieteren Car Centers in the Brussels region. This project is progressing ahead of schedule and the synergies and cost savings are exceeding expectations.

"We are continually impressed by the talent, dynamism and responsiveness of our teams across the entire D'Ieteren group."



MAXIME SEGHIN
Consolidation Analyst

In **vehicle glass repair and replacement**, 2015 was a good year for Belron. In the US, the company continued to invest in its growth and equipped itself with the means to improve its market share by increasing its resources (the workforce, mainly technicians, grew by 11%), by developing innovative digital solutions, by conducting effective marketing campaigns and by right-sizing glass inventory levels to match demand. An exceptional winter 2014-2015 contributed further to the success of this strategy and the company's preparation enabled it to achieve best ever sales and results, serving a record number of customers. In Europe, many initiatives were launched in 2014 and 2015, including a claims management service and a footprint expansion in France, extended use of digital marketing in several countries and restructuring in the UK, Italy, the Netherlands and Germany. These measures enabled several major European countries to record improved results despite a climate marked by pressure on sales and declining markets. Belron's sales increased by around 13% in 2015 (-0.2% in Europe and +27.7% outside Europe), including organic growth of 4.7% and a positive currency translation impact of 8.1%. The current operating result rose by over 10%.

Last year, Belron **acquired three franchisors**: Autotaalglas and GlasGarage in the Netherlands and Junited Autoglas in Germany. In all cases, the acquired franchisor keeps its own brand, identity and operational model, thus providing customers with a choice between different value propositions. These acquisitions generate synergies, for example in terms of glass procurement.

Declining trends in our operations in certain emerging markets led us to take **strong measures**: exit from China, resale of 60% of our operations in Brazil to a local partner, and, in Turkey, refocusing on a few large urban centres and on our vehicle glass wholesale activity.

Adaptation by the countries to changes in market circumstances continued in Europe in 2015. In the UK, although the transformation of the operational model initiated in 2014 presented some major difficulties in the first half of 2015, measures taken subsequently significantly improved operational performance and service levels in the second half. Restructurings in Italy and the Netherlands, announced in 2014, are delivering the anticipated benefits, although volumes in these countries are still under pressure in an environment that remains very competitive. Further restructuring was decided in Italy in the second half of 2015 to take account of this environment.

At group level, the consolidated net financial debt declined to EUR 573.2 million, reflecting an increase in D'Ieteren Auto's net cash position partially offset by a slight increase in Belron's net financial debt, essentially due to a stronger dollar against the euro. The **financial position** remains particularly strong given a consolidated equity of over EUR 1.7 billion.

In view of these good results, its confidence in the teams' capacity to continue these trends and the group's financial strength, the Board of Directors has decided to propose to the General Meeting of Shareholders an increase in the **gross dividend**, from EUR 0.80 per share for 2014 to **EUR 0.90** per share for 2015.

We were delighted to welcome Arnaud Laviolette to the group's management team as Chief Financial Officer as from September. We also strengthened the Business Development team, formed an M&A team and welcomed a new Chief Legal Officer to replace Anne del Marmol who has taken over management of a new integrated legal department within D'Ieteren Auto. This evolution will be continued in 2016 enabling D'Ieteren to properly engage in ensuring the long term development of its activities and identifying new investment opportunities to ensure growth and value creation.

The D'Ieteren group continues its search in order to deploy its available financial resources with a view to supporting growth of its current activities and **investing in new businesses or new business segments**. Our selection criteria include long term growth opportunities, management quality, the possibility of becoming market leader, international expansion and low-level risk associated with technological or regulatory change. More generally, compatibility with the D'Ieteren corporate culture is key, and we must be convinced of our added value as a shareholder for the activity concerned. We have no difficulty in envisaging an investment with one or more partners, on condition that we have the possibility of being a majority shareholder or ultimately gaining control.

The energy and motivation of all our people enable us to provide our customers with the type of services they expect from a group such as ours. Passion, respect and commitment are core values in our group, together with our constant endeavour to act fairly and responsibly toward all our stakeholders. D'Ieteren therefore ensures that it reduces the impact of its activities on the environment, plays an active role in the development of communities in which it operates, and builds sustainable relationships with all its customers, staff, partners and investors. In 2015, corporate social responsibility remained at the heart of how the group operates: on pages 30 to 39 you will find examples of actions undertaken or continued in this regard last year*.

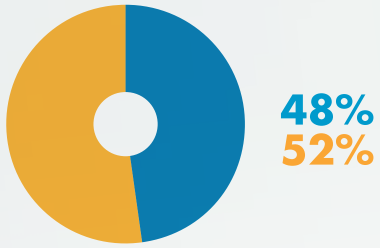
More than ever, 2015 was **"people powered"**. We are continually impressed by the talent, dynamism and responsiveness of our teams across the entire D'Ieteren group. We would like to commend them most sincerely on their commitment. We also thank our customers, partners and shareholders for their loyalty and trust.

Axel Miller	**Roland D'Ieteren**
Chief Executive Officer	Chairman

*D'Ieteren complies with the reporting standard of the Global Reporting Initiative (GRI) – see pages 96-97 of the 2015 Financial and Directors' Report.

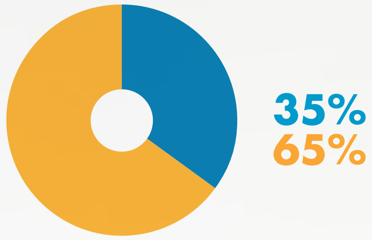
KEY FIGURES
BY ACTIVITY

EXTERNAL REVENUE
EUR
6,035.4
million in 2015



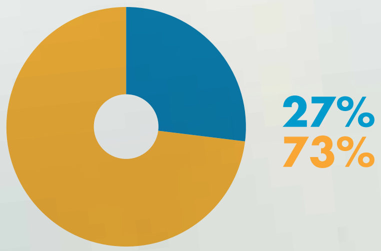
(EUR million)	2014[1]	2015	Change
D'Ieteren Auto	2,660.5	2,874.2	+8.0%
Belron	2,792.6	3,161.2	+13.2%
Total	**5,453.1**	**6,035.4**	**+10.7%**

CURRENT RESULT BEFORE TAX[2], GROUP'S SHARE
EUR
212.1
million in 2015



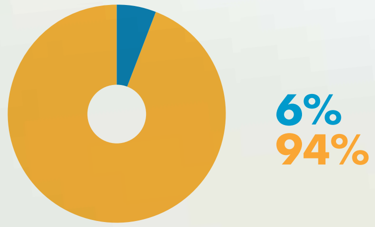
(EUR million)	2014[1]	2015	Change
D'Ieteren Auto	52.5	74.5	+41.9%
Belron	123.4	137.6	+11.5%
Total	**175.9**	**212.1**	**+20.6%**

CURRENT OPERATING RESULT[2]
EUR
248.5
million in 2015



(EUR million)	2014[1]	2015	Change
D'Ieteren Auto	53.3	66.5	+24.8%
Belron	165.1	182.0	+10.2%
Total	**218.4**	**248.5**	**+13.8%**

AVERAGE WORKFORCE
27,970
average full time equivalents in 2015



(average full time equivalents)	2014[1]	2015	Change
D'Ieteren Auto	1,606	1,580	-1.6%
Belron	26,542	26,390	-0.6%
Total	**28,148**	**27,970**	**-0.6%**

[1]Restated to reflect discontinued operations in the Vehicle Glass segment. See notes 2 and 41 of the 2015 Consolidated Financial Statements.
[2]Before unusual items and re-measurements (APM - *see glossary on page 40*).

KEY EVENTS 2015

JANUARY

93RD LIGHT COMMERCIAL VEHICLES, RECREATIONAL VEHICLES AND MOTORCYCLES SHOW

Held from **15 to 25 January**, the Brussels Motor Show attracts a record number of 427,000 visitors. D'Ieteren Auto presents a number of new models including the Volkswagen Golf GTE, the Audi TT and Q7, the Škoda Fabia and Fabia Combi, and the SEAT ST Cupra and Leon X-Perience.

JUNE

ACQUISITION IN THE NETHERLANDS

Belron announces that it has acquired Autotaalglas in the Netherlands. Autotaalglas is a nationwide franchise organisation with 54 branches.

JUNE

D'IETEREN EXPO

In the framework of its 'Pole Position' project (see page 14), D'Ieteren Auto completes its third site merger operation by moving the activities of its Expo site (in Laeken, Brussels) to the Drogenbos and Loozenberg (Zaventem) sites at the end of June.

SEPTEMBER

NEW SITE FOR CENTRALISED BODYWORK ACTIVITY

"Zen Park" is the name of this site located in Drogenbos (south of Brussels), which will host all the bodywork activities of the current Mail (Ixelles) and Centre (Anderlecht) dealerships, as well as a new My Way centre, as from 2017. The purchase agreement of this 13,144 m² site is signed on **10 September**.

SEPTEMBER

NEW GROUP CFO

On **1 September**, Arnaud Laviolette (54) becomes Chief Financial Officer of the D'Ieteren group. Before joining D'Ieteren, Arnaud held various positions within the financial sector, at ING Belgium as member of the Management Board and at the Groupe Bruxelles Lambert as Director of Investments.

SEPTEMBER

GERMAN ACQUISITION

On **24 September** the acquisition of Junited Autoglas by Belron Germany (as announced in July) becomes legally effective. Junited Autoglas is a nationwide franchise group with 238 branches.

SEPTEMBER

SPIRIT OF BELRON CHALLENGE 2015

Over 100 events across the globe, involving more than 10,000 employees, raise money for charitable causes (see page 39). The Challenge culminates in an unforgettable event on **26 September**, with 1,500 employees swimming, cycling, running and walking to raise vital funds for the company's global charity partner, Afrika Tikkun

NOVEMBER

BECSA

The Belron Exceptional Customer Service Award (BECSA) showcases the everyday Belron heroes who provide outstanding service to customers throughout the year. On **10 November** Belron's CEO Gary Lubner announces the 26 award winners, representing 15 countries, and judged as the best of the best from an outstanding list of nominations.

NOVEMBER

ANOTHER ACQUISITION IN THE NETHERLANDS

On **10 November** Belron Holland completes the acquisition of GlasGarage, a franchise organisation with national coverage.

NOVEMBER

AUDI CENTER BRUSSELS

On **26 November**, Audi Belgium opens its brand new 1,388 m² showroom in Drogenbos, comprising an Audi Sport space which is unique in the region.

DECEMBER

INVESTOR DAY

On **8 December** D'Ieteren holds its first Investor Day in London. The main topics that management addresses include the recent evolution of D'Ieteren's activities, conditions on the markets they operate in as well as their medium-term strategy and an update on D'Ieteren's search for a new activity. Speakers include Axel Miller (CEO of the D'Ieteren group), Arnaud Laviolette (CFO of the D'Ieteren group), Denis Gorteman (CEO of D'Ieteren Auto) and Gary Lubner (CEO of Belron).

D'IETEREN AUTO
BELGIAN MARKET LEADER IN VEHICLE DISTRIBUTION

WHAT WE DO

Boasting a more than 65-year relationship with the Volkswagen group, D'Ieteren Auto imports and **distributes the vehicles** of Volkswagen, Audi, SEAT, Škoda, Bentley, Lamborghini, Bugatti and Porsche across Belgium, along with spare parts and accessories. It is the country's number one car distributor, with a market share of more than 22% and 1,2 million vehicles on the road. D'Ieteren Auto manages a network of some 150 independent dealers and corporately owns 23 locations, mainly on the Brussels-Antwerp axis. It also sells **used vehicles** through 10 corporately-owned My Way centres and some 140 dealerships affiliated to the My Way Authorized Distributors network. In addition, D'Ieteren Auto provides car financing and long-term car rental services through a joint venture between D'Ieteren and Volkswagen Financial Services. Finally, it distributes the products of Yamaha and MBK in Belgium and the Grand Duchy of Luxembourg through **D'Ieteren Sport**.

INTERVIEW WITH

DENIS GORTEMAN

CEO OF D'IETEREN AUTO

A STREAMLINED ORGANISATION CAPABLE OF **MEETING ANY CHALLENGE**

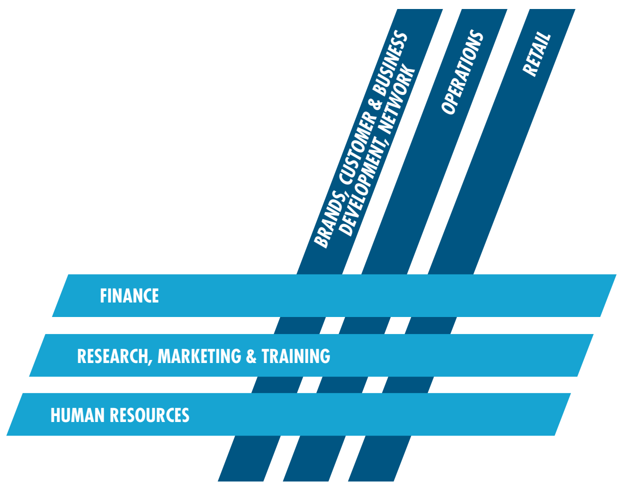
> "We are developing a range of advice, leadership and financial support services to help our dealers play a full role within their Market Area."

In 2014, you announced the launch of a new 2018-2020 strategy, based around three pillars. What steps were taken to implement this strategy in 2015?

Denis Gorteman: In 2015, our efforts focused primarily on the deployment of "Powered by You", involving the overhaul of our internal structure. We needed to place the customer even more at the centre of our organisation, in order to ensure that our activities were truly customer-oriented. I firmly believe that a company can only operate effectively once each and every responsibility has been clearly defined. By creating our various responsibility units *(see chart on next page)*, we have created a coherent, agile structure that is accepted across the company. We are now able to work in a coordinated manner, making use of all available information and individual experiences. As such, we are able to offer our customers high-performance and appropriate solutions, thereby boosting our success and growing both our own business and the business of our dealerships.

What, in practical terms, does this reorganisation involve in staffing terms?

Denis Gorteman: Our employees are now grouped into six separate yet interconnected business units. The aim of this new structure is to achieve commercial and operational excellence by building on our existing expertise, strengthening our business-specific skills and drawing on our practical experience. This structure will also help to foster cross-functional working practices, thereby enabling us to become more effective, flexible and pro-active.



The first of our new units is the "Retail" unit, covering our own distribution activities, including new and used vehicles, parts and accessories, mechanics, bodywork, financial products, maintenance products, etc. The aim of this unit is to address the needs of our customers from A to Z. Secondly, we have the "Operations" unit. This unit has been established to answer the following question: "How do we deliver our sales and service activities in the most effective way?". The third unit, known as "Brands, Customer & Business Development, Network", acts as a central hub for all sales drivers and is in direct contact with all our customers. We then have three cross-functional units: "Human Resources", "Finance" and "Research, Marketing & Training". The new structure was launched in the second half of 2015, and we expect it to begin delivering results from this year onwards.

SYLVIE HUWART
Management Assistant & Press Relations, Bentley Belgium & Lamborghini

> "The new structure was launched in the second half of 2015, and we expect it to begin delivering results from this year onwards."

Will this project involve some major changes?

Denis Gorteman: Yes it will. And we are addressing change in a proactive and respectful way. We want to foster more leadership within the organisation, and we are encouraging people to embrace change responsibly. A prime example is our introduction of the "Market Area" project. We are fundamentally overhauling our network, but doing so in close consultation with our partners, many of which have been with us for many years, and some since 1948. This is how we do things.

What progress has been made in the "Market Area" project, i.e. the overhaul of the independent dealer network?

Denis Gorteman: We have identified a total of 26 Market Areas, and 18 of these are currently being established. Although this strategy was not universally accepted when we announced it back in April/May 2014, this development is a sign of growing support for the strategy among our network of independent dealers. The network has a full grasp of the reasoning behind the strategy, has taken it on board, and is now implementing it in practice. This gives me great satisfaction. Within D'Ieteren Auto, we are developing a range of advice, leadership and financial support services to help our dealers play a full role within their Market Area.

Discussions are going well in terms of the eight remaining Market Areas. I am pleased to see this project making progress, especially since the target date for this strategy is 2020 rather than 2015. What's more, we cannot expect to overhaul our entire network in 12 months. It is a major change that will demand guidance, support and, most of all, time. This year we expect to complete the creation of about ten Market Areas.

> "There is now unanimous support for the changes across our organisation, and a belief that our retail business is heading in the right direction."

How did the 'Pole Position' project (i.e. the improvement of the performance of D'Ieteren Auto's own dealerships in the Brussels area) evolve?

Denis Gorteman: In the first half of 2015 we moved our activities from the Expo site (in Laeken), to the Drogenbos and Loozenberg (in Zaventem) sites. In the first half of 2016, we will also move our Bentley and Lamborghini activities to Drogenbos and we plan on creating the VW-CVI-SEAT-Škoda hub in Zaventem in September. This will be our fourth site merger operation, following the closure of the Vilvoorde and Fort-Jaco (in Uccle) sites and the transfer of activities from those sites at the end of 2014, and the closure of the Expo site last year. Each of these operations has had the same goal: to resorb the D'Ieteren Car Centers' annual losses of around EUR 10 million and to enable the entity to return to good financial health by 2018. Last year, we also opened a brand new Audi Brussels centre in Drogenbos, demonstrating our ambitious investment strategy.

This aspect of D'Ieteren Auto's new strategy is progressing particularly quickly.

Denis Gorteman: The project is certainly moving more quickly than we anticipated, and we are achieving greater synergies and cost savings than expected. To date, the results of our "Pole Position" project have been extremely satisfying. There is now unanimous support for the changes across our organisation, and a belief that our retail business is heading in the right direction. In financial terms, we have now managed to reduce the D'Ieteren Car Centers' losses by around 45%. Yet this is just the first major step. We have also managed to ensure that everyone is fully aligned and we've established a longer-term, more robust vision of the business. We have done this while retaining the same level of sales, improving customer satisfaction and optimising our talents – in other words, ensuring that we have the right people in the right places. Our bodywork business is a particularly good example in this respect. We will close two bodywork centres and open a new one (the work will begin this summer and should be completed towards the end of 2017). We have overhauled our working practices, changed locations, and expect to increase the number of vehicles coming into our centres. We have approached these changes in a holistic manner, covering not just sales, but also finance and operations.

ESTELLE CATRY
Warehouse employee

In September 2015, the Volkswagen group was hit by the so-called "Emissiongate" scandal. How, several months on, would you assess the impact of this crisis and the way in which D'Ieteren Auto has responded?

Denis Gorteman: The "Emissiongate" came as a real shock and surprise to everyone. It was a completely unexpected event that challenged the values of our business. Of course, this is a natural reaction. Yet our response proved, once again, that D'Ieteren Auto is able to work in a collaborative, cross-functional manner and with the common good in mind. When we set out working towards a common goal, we are simply unbeatable. This is yet more proof that we have made the right strategic decisions in recent years. For example, the projects, priorities and goals that we set back in 2012, and we have just discussed some of them, have helped us to mitigate the worst effects of the scandal.

Yet again, our crisis management strategy has focused, first and foremost, on our customers. We have acted ethically and responsibly, dealing with both customers and the authorities in a fully transparent, open and honest manner. In many cases, we have taken the initiative and sought to identify our own solutions *(see opposite for full details of D'Ieteren Auto's initiatives)*. We have taken the difficult decision to stop selling products potentially affected by the scandal, once again demonstrating our commitment to giving priority to our customers and to the community. I firmly believe that we have responded to this crisis in the best possible way. However, we need to continue our efforts. I would be lying if I said that the image of the brands we sell has not been affected by this affair. It is therefore up to D'Ieteren Auto and its dealership network to regain the trust and confidence of its customers. Now, more than ever, we need to stick together, act in an exemplary manner, and support our customers and our network. This, in turn, will translate into continuous market leadership.

2015

VOLKSWAGEN
AKTIENGESELLSCHAFT

22 SEPT.
Works to clarify irregularities concerning a software involving some 11 million diesel vehicles with type EA 189 engines.

25 SEPT.
Matthias Müller appointed new CEO of Volkswagen AG.

29 SEPT.
Announces action plan to refit diesel vehicles with EA 189 engines.

15 OCT.
Federal Motor Transport Authority (KBA) **decides on recall** for affected EA 189 engines.

2 NOV.
Emphasizes that **no software has been installed in the 3-liter diesel power units**.

3 NOV.
Internal investigations at VW identify irregularities in CO_2 levels. Around 800.000 group vehicles could be affected worldwide.

13 NOV.
Next steps in **clarifying the CO_2 issue.**

D'Ieteren Auto
1805

22 SEPT.
Reaction to irregularities concerning a software used in some of Volkswagen group's diesel engines.

25 SEPT.
Launch of 'Customer Care' website in response to customer concerns.

26 SEPT.
Decision to **suspend the commercialisation** of vehicles potentially fitted with the non-compliant software.

28 SEPT.
Offer to replace existing orders by diesel EU6 vehicles.

16 OCT .
About **320,000 vehicles** will be recalled in Belgium.

5 NOV.
Temporary sales suspension of models that may be affected by the irregularities with respect to CO_2 emissions.

20 NOV.
Is confident that **no fiscal adjustment** will be passed on to the customers affected by the irregularities with respect to CO_2 emissions.

Subsequent events & information:
www.customercare.dieteren.be

> "For us, the most important thing is to play a central role in the mobility debate in Belgium. We need to accept and embrace this inevitable – and in my view, positive – change."

Mobility is an increasingly important issue across society. As an automotive company, what is D'Ieteren Auto's position in this debate?

Denis Gorteman: For us, the most important thing is to play a central role in the mobility debate in Belgium. We need to accept and embrace this inevitable – and in my view, positive – change. Sustainable development is particularly important to us. We want to play a leading role in dealing with mobility-related issues, ensuring that we give our customers the advice and guidance they need. To achieve this goal, we need to develop both the necessary skills and sufficient credibility. It is my belief that D'Ieteren Auto has a more important role to play in this respect than its competitors, since we are the historical market leader, with deep Belgian roots. We are therefore well placed to take a long-term view of the issue, and to understand it from a Belgian perspective. I will, however, admit that this is very much an ambition for the future. We have a lot of work ahead of us.

What are D'Ieteren Auto's priorities in 2016?

Denis Gorteman: Our new strategy will only bear fruit if we have the right people in the right places. Given that we are fundamentally overhauling our structure and our objectives, we need to work on our leadership and on the engagement and motivation of our people at all levels. We therefore need to ensure that our culture is well adapted to the challenges we see in our environment. Looking at the question another way, we need to make sure that our existing 'talent pool' has the necessary skills to meet our needs, both now and in the future. Our main priority in 2016 is therefore to prepare ourselves for the challenges of tomorrow, building on the initiatives we have been implementing since 2014.

GERDA VERMEIR
Marketing & Promotion Manager, My Way

D'IETEREN AUTO

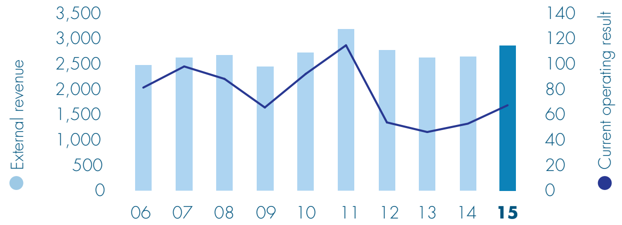
KEY FIGURES

(EUR million)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
New vehicles delivered *(in units)*	112,944	120,774	119,967	99,241	117,951	136,199	120,157	112,877	111,667	**114,978**
External revenue	2,491.4	2,642.4	2,679.4	2,453.8	2,732.9	3,208.3	2,787.3	2,627.4	2,660.5	**2,874.2**
Current operating result[1,2]	81.9	98.7	88.5	65.8	92.6	114.9	54.2	46.7	53.3	**66.5**
Current operating margin	*3.3%*	*3.7%*	*3.3%*	*2.7%*	*3.4%*	*3.6%*	*1.9%*	*1.8%*	*2.0%*	**2.3%**
Current result, group's share										
before tax[1,2]	59.5	74.7	60.6	42.9	64.9	92.7	52.5	47.1	52.5	**74.5**
after tax[1,2]	57.0	65.2	59.3	41.9	62.0	98.0	48.5	43.0	49.7	**74.3**
Average workforce *(average full time equivalents)*	1,571	1,601	1,650	1,565	1,584	1,685	1,587	1,601	1,606	**1,580**

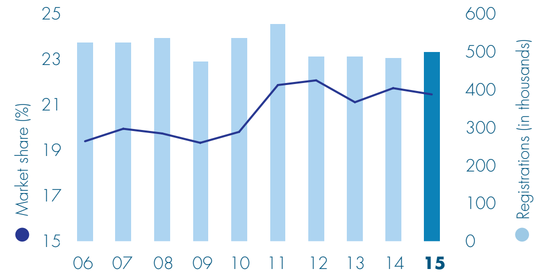
[1] Before unusual items and re-measurements *(APM - see glossary on page 40).*
[2] The Automobile Distribution segment includes all costs related to the corporate activities, including (concerning the current result before/after tax) the finance costs resulting from the investment in the Vehicle Glass segment.

Note: Following the creation of Volkswagen D'Ieteren Finance, whose results are accounted for using the equity method (and therefore excluded from external revenue and from current operating result), and in order to reflect all the group's activities, the current result before tax, group's share, includes from 2012 the group's share in the current result before tax of the entities accounted for using the equity method.

EVOLUTION OF REVENUE AND CURRENT OPERATING RESULT OF D'IETEREN AUTO SINCE 2006 (EUR million)



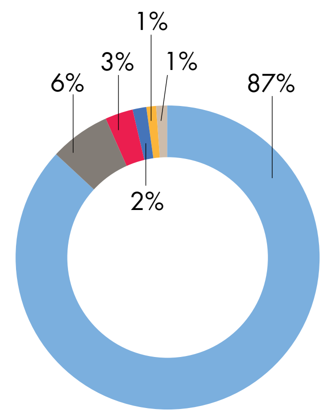
NEW CAR REGISTRATIONS IN BELGIUM AND MARKET SHARE OF D'IETEREN AUTO SINCE 2006



SALES EVOLUTION BY ACTIVITY

(EUR million)	2014	2015	Change
New vehicles	2,316.5	**2,512.8**	+8.5%
Spare parts and accessories	169.7	**180.4**	+6.3%
D'Ieteren Car Centers (aftersales)	81.0	**83.9**	+3.6%
Used vehicles	38.7	**46.1**	+19.1%
D'Ieteren Sport	26.0	**25.5**	-1.9%
Other	28.6	**25.5**	-10.8%
D'IETEREN AUTO	2,660.5	**2,874.2**	+8.0%

TOTAL SALES BREAKDOWN BY ACTIVITY (2015)



NEW MODELS

VOLKSWAGEN
TIGUAN

The second generation Tiguan is the first Volkswagen group SUV whose design is based on the new (modular) MQB platform, which is future oriented in all of its aspects. Volkswagen is presenting four versions of the new Tiguan: the very sporty Tiguan R-Line, the classic on-road model and an off-road version customised for off-road use. Meanwhile, the Tiguan GTE – a concept vehicle with a plug-in hybrid drive – offers an outlook on future development of the best-selling SUV.

ŠKODA

ŠKODA
VISIONS

Over recent years, Škoda has fundamentally expanded and renewed its model range. The SUV range is now also being strengthened. With the Škoda VisionS, the Czech car manufacturer gives an insight into how Škoda's future SUV design language might look like. The brand also presents its most important future technologies with this show car.

Audi

AUDI
Q2

The compact SUV is an urban-type vehicle for everyday driving and recreation, uniting a progressive design with a high level of functionality. Connectivity, infotainment and assistance systems are on level of full-size class. The Audi Q2 is as individual as its driver – inside and out.

SEAT

SEAT
ATECA

The Ateca, SEAT's first SUV, combines a unique design, dynamic driving pleasure, urban versatility and outstanding practicality. Equipped with the latest high-end technologies including assistance and infotainment systems, the Ateca makes every day and every kilometre an unforgettable experience.

BENTLEY

BENTLEY
BENTAYGA

The Bentley Bentayga combines unparalleled luxury with effortless performance and everyday usability. With an all-new W12 powertrain, the Bentayga is the fastest, most powerful, most luxurious and most exclusive SUV in the world. It offers a true Bentley driving experience and showcases innovative technology features.

PORSCHE

PORSCHE
911 TARGA

Conceived over 50 years ago, the Porsche 911 Targa is a legendary car, an icon among the icons. Today, it is available with all-wheel drive and two engine variants: the 3.0 litre six-cylinder engine offers 370 hp in the 911 Targa 4 and 420 hp in the 911 Targa 4S. Its main hallmarks? The typical roll bar and the fully automatic roof panel, that slides open at the first sunbeam, for a truly unique driving experience.

LAMBORGHINI

LAMBORGHINI
HURACÁN LP 580-2

The rear-wheel drive model fits perfectly into the Huracán family, appealing to those wanting an even more intense driving experience, or who currently drive other rear-wheel-drive cars and aspire to driving a Lamborghini. This is the purest expression of a Lamborghini to date, with class-leading technological refinements. It is a serious car for serious drivers: it is maximum driving fun.

YAMAHA
Revs Your Heart

YAMAHA
XSR900 FASTER SONS

Following the MT-09's leading example, Yamaha continues to evolve its Sport Heritage range with the all-new XSR900. The pure and timeless styling refers to the historic and iconic sporty models of the past. The carefully thought out motor/frame combination, mixed with cutting edge technologies, offers unparalleled performances to riders with a distinctive eye for style and design.

BELRON

WORLDWIDE LEADER IN VEHICLE GLASS REPAIR AND REPLACEMENT

WHAT WE DO

Belron is the worldwide leader in vehicle glass repair and replacement. With more than **ten major brands** – including Carglass®, Safelite® AutoGlass and Autoglass® – and a network of subsidiaries and franchisees in 33 countries on five continents, the company completed a job every three seconds in 2015. 2,376 branches and 9,879 mobile units, **available 24/7** in most countries, enable its service teams to meet customer demand anywhere, any time. This focus on service quality generates a very high level of customer satisfaction.

Belron has also forged **long-term partnerships** with many large insurance, lease and fleet companies, enabling it to handle claim events from start to finish and greatly simplifying the administration process.

	2014*	2015
Mobile units	9,257	**9,879**
Branches	2,370	**2,376**

* Excluding Brazil and China.

INTERVIEW WITH GARY LUBNER

CEO OF BELRON

GODELIEVE BIESMANS
Customer Contact Centre Agent

"November 2015 saw the highest ever Net Promoter Score for the Belron group as a whole at 84.3%."

TRANSFORMING FOR TOMORROW

"Our deep-rooted innovation and drive keeps us at the front of the market."

How are you looking to make sure that Belron stays at the forefront of Vehicle Glass Repair and Replacement in your countries?

Gary Lubner: We continued to face declining market conditions in many countries though we experienced a second exceptional winter in the USA in 2015. The underlying drivers of kilometres driven, speeds, windscreen size and road conditions continue to cause a reduction in the breakage rate in all developed markets, with the winter weather offsetting these trends in the USA but not in Europe. In response to these challenges we implemented many new initiatives, both to grow market share and to improve operational efficiency. As always, the group shared ideas across the different countries in order to leverage both our scale and scope.

Tell us more about this. For example, what does it mean for your sales and marketing activity?

Gary Lubner: Our deep-rooted innovation and drive keeps us at the front of the market. Many of our business units are exploring new and exciting opportunities, driven by changing markets and developing technology. For example, Safelite® in the USA is really leading the way in how we harness the significant new opportunities offered by digital technology.

At Safelite, as across the group, we are growing our business online, building on foundations laid in previous years. More than 60% of Safelite online customers are now using a mobile device, which is driving us to focus on creating a simplified user experience. This is all about providing customers with the opportunity to reach us in the way that best suits them, and we are achieving great success in this area because what we are doing is based on feedback from our customers. This is exciting work because we have found that small changes can make a really big difference for the customer. An example of the progress we are making in this area is the significant increase in the proportion of bookings made online.

We are also maximising our results from using paid search and are significantly investing in digital advertising. The business has also put a significant emphasis on developing its social media activity; be that planned activity or fast-time reactive activity to seize opportunities when relevant topics are trending. Unlike traditional marketing, this is all about minutes and hours, not days and weeks.

We continue to transform the business landscape with very successful promotions, and have some great examples from Carglass® France. Having run its first wiper promotion in 2012 (whereby customers received free wipers when having a windscreen repaired or replaced), in 2015 Carglass® France ran three wiper promotions, one promotion offering a car wash card and another with a subscription to the automatic motorway toll service. These gift promotions were also supported by other integrated activities including educational campaigns focusing on topical safety messages.

Another exciting way we are transforming our business is with the introduction of Third Party Administration (TPA) services in several countries. We operate developed TPA business partnerships in the US and Canada, handling and administering vehicle glass repair and replacement claims for many of the largest North American insurance companies. Our most notable addition in this area last year was in Australia, where we entered a partnership with a major insurer to offer TPA services. TPA deepens and enhances our relationship with our insurance partners and is a key means of adding value for them. Although Europe typically offers less opportunity in this area, we are performing claims handling and TPA services for certain key European insurers and continue to actively pursue opportunities in this area in all our major geographies.

Are there any operational successes that you feel particularly proud of?

Gary Lubner: I am incredibly proud that we continue to set record levels of customer service. Delivering consistently superior service is absolutely fundamental to Belron, and we measure this using the Net Promoter Score, which shows the number of customers who say that they would not only return to us, but would also recommend us to others. Despite all the challenges of the year, we succeeded in achieving record monthly scores in Australia, Greece, France, Canada, Denmark, the USA, the Netherlands and Sweden. In fact, November 2015 saw the highest ever Net Promoter Score for the Belron group as a whole at 84.3%.

We have delivered a really innovative network expansion at Carglass® France. The thinking behind this was to expand in less densely populated areas, with low cost 'mobile branches' such as shipping containers built to accommodate Carglass® activity and in shared locations. Key to this expansion has been a partnership with Total which has seen Carglass® branches appearing across the largest petrol station network in France. In 2015, Carglass® France opened 83 new service locations, bringing the total number of branches in the network to 422.

Belron has a reputation for being at the forefront of new industry developments, and a great example of this is how we are leading the way in Advanced Driver Assistance Systems (ADAS) which are high tech systems developed to help the driver. Our capability in this area has been developed in several countries, with critical know-how from Belron Technical, our research and development division.

Our combined knowledge on ADAS fitment, functionality and standardised process for camera calibration is unique in the industry and we are rapidly becoming the go-to solution for calibration needs. We work with respected industry expert technology providers to deliver a multi brand calibration solu-

tion and use specialist target boards to allow us to calibrate cameras. As a result, we are currently capable of calibrating 95% of all the vehicles equipped with a camera that come to us for a replacement in Europe, and are working with our technology partners to reach over 99% by mid-2016 and to extend into North America and Australasia.

I am also proud of the work behind the scenes that takes place to ensure we are effective and efficient. We use the 'Our People's Time Index' (OPTI) productivity framework which gives great insight into where the time of our technicians is being spent; monitoring core activities, such as fitting, travelling, customer service and administration tasks as well as identifying time being spent on 'wasteful' activities, for example rescheduling customer appointments due to having the wrong piece of glass, or warranty repairs. In 2015 we started developing and extending our OPTI framework to measure and enable smarter planning of resource. Carglass® Germany is a great example of our productivity framework in action, with a structured approach to driving smarter measurement, planning, scheduling and executing of work by our Field Operations workforce.

What have been the key operational challenges for Belron over the last year?

Gary Lubner: We have faced some important challenges over the year. In Italy we have made efficiency changes after one of the major insurance partners set up its own network for fulfilling glass claims in December 2014, leading to a significant reduction in volumes, and in Germany we took the decision to discontinue our vehicle glass repair and replacement business for heavy commercial vehicles.

In the UK we finalised our major restructuring programme, moving to an entirely mobile operating model replacing our former network of branches. Introducing a new business model on this scale led to some disruption and operational challenges but the impact decreased rapidly as these were addressed. The UK business is now significantly better equipped to meet the challenges of the changing market, both present and future.

In the Netherlands, we had anticipated increased competition and price pressure and had accordingly planned a number of changes, developing a far more cost effective model. We have moved to a network of small branches with one, two or three technicians and a new branch layout, look and feel. We have also relocated a number of branches where we could achieve significant rent savings.

This transformational change in both the UK and the Netherlands was designed to preserve and strengthen our position in the market, delivering a profitable business on a long term, sustainable basis.

> *"The UK business is now significantly better equipped to meet the challenges of the changing market, both present and future."*

How did your emerging market strategy change in 2015?

Gary Lubner: We have struggled to deliver profitable growth in emerging markets over the past few years. I attribute this to two primary factors: firstly, the lack of sophistication and control in the insurance segment and secondly, the level of turbulence in these markets.

We entered China in 2009 and expanded into several cities through acquisitions. The transformation of the former owner-managed businesses into subsidiaries of a major multinational corporation necessitated significant cost increases in order to achieve the necessary level of compliance. However, due to the lack of sophistication in the market we have been unable to generate the level of sales commensurate with these higher costs. Further, as we grew, the compliance costs we faced continued to increase. After a detailed review in 2015, we took the decision that continuing to pursue the market entry would be excessively costly for the group at this time.

In Brazil, turbulence in the economy and in the market led to profit challenges over recent years. While our losses decreased in 2015, we are delighted to have concluded a joint venture agreement with Advisia early in 2016. This will give the business the benefit of local entrepreneurs, supported by global Belron knowledge and capabilities.

MARJORIE SZTOMPKA
Branch Manager

Our other emerging market operations in Russia and Turkey are both performing acceptably.

Tell us about what the future holds for Belron.

Gary Lubner: As we look ahead, our view is that the underlying trends in the developed vehicle glass repair and replacement markets that have been experienced in the last few years will continue. We anticipate declining volumes and continued pricing pressure as all market players seek market share.

We plan to continue to deploy initiatives, commercial actions and efficiency gains in response to this to retain our leading position, as well as consolidating the industry where appropriate such as our acquisitions of franchise networks in the Netherlands and Germany in 2015. These acquisitions allow us to offer alternative service models to the market. We will continue to reap the benefits of the changes I have already described, and will continue to transform into 2016 and beyond in order to meet future challenges head-on.

While we continue to believe in our capacity to generate value in the VGRR segment we undertook a detailed strategic review in 2015 supported by McKinsey consultants which identified additional service markets where we can leverage our key competencies to deliver future profitable growth. Our focus is primarily on providing additional 'distressed service' to customers for their vehicles and in their homes. We are excited by the opportunities that have been identified and will pursue them in 2016 and beyond. At our core will be our goal of making a difference to our customers by solving their everyday problems with real care.

"At our core will be our goal of making a difference to our customers by solving their everyday problems with real care."

TIMUR KARATMANLI
Branch Manager

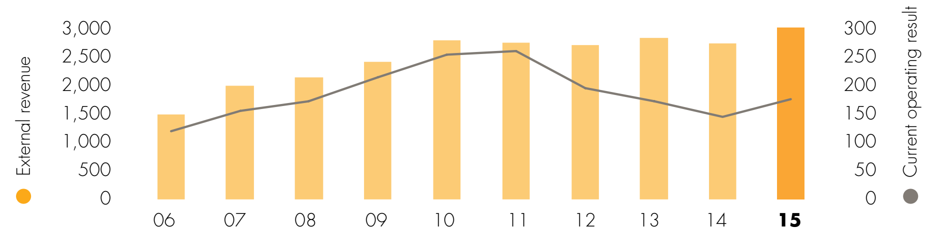
BELRON

KEY FIGURES

(EUR million)	2006	2007	2008	2009	2010	2011	2012	2013	2014[1]	2015
Total jobs *(in million units)*	6.1	8.4	9.4	10.7	11.7	11.3	10.4	10.8	10.5	**10.9**
External revenue	1,507.3	2,000.0	2,156.1	2,423.2	2,800.9	2,769.0	2,727.2	2,843.1	2,792.6	**3,161.2**
Current operating result[2]	119.9	156.5	173.9	215.5	255.6	262.3	196.0	173.5	165.1	**182.0**
Current operating margin	*8.0%*	*7.8%*	*8.1%*	*8.9%*	*9.1%*	*9.5%*	*7.2%*	*6.1%*	*5.9%*	***5.8%***
Current result, group's share										
before tax[2]	72	97.6	108.6	150.4	211.3	213.1	147.7	130.5	123.4	**137.6**
after tax[2]	62.7	83.4	86.7	126.1	155.5	162.3	110.9	93.1	94.3	**112.2**
Average workforce *(average full time equivalents)*	12,731	18,281	20,833	22,399	24,790	25,199	24,200	25,645	25,204	**25,608**

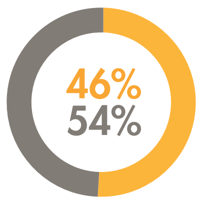
[1] Restated to reflect discontinued operations in the Vehicle Glass segment. See notes 2 and 41 of the 2015 Consolidated Financial Statements.
[2] Before unusual items and re-measurements *(APM - see glossary on page 40)*.

EVOLUTION OF REVENUE AND CURRENT OPERATING RESULT OF BELRON SINCE 2006 (EUR million)



REVENUE BREAKDOWN BY REGION

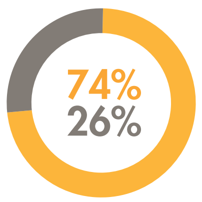
EUR
3,161.2
million in 2015



EUR million	2014	2015	Change
• Europe	1,455.2	1,453.9	- 0.2%
• Rest of the world	1,337.4	1,707.3	+27.7%
Total	2,792.6	**3,161.2**	**+13.2%**

JOBS BREAKDOWN BY TYPE

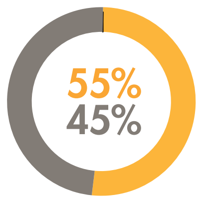
10.9
million jobs in 2015



in million units	2014	2015	Change
• Replacement	7.7	8.1	+4.3%
• Repair	2.8	2.8	+0.2%
Total	10.5	**10.9**	**+3.2%**

JOBS BREAKDOWN BY TYPE

10.9
million jobs in 2015



in million units	2014	2015	Change
• Mobile	5.7	6.0	+5.7%
• Non-mobile	4.8	4.9	+0.4%
Total	10.5	**10.9**	**+3.2%**

CORPORATE SOCIAL RESPONSIBILITY

A GROUP AWARE OF ITS RESPONSIBILITIES

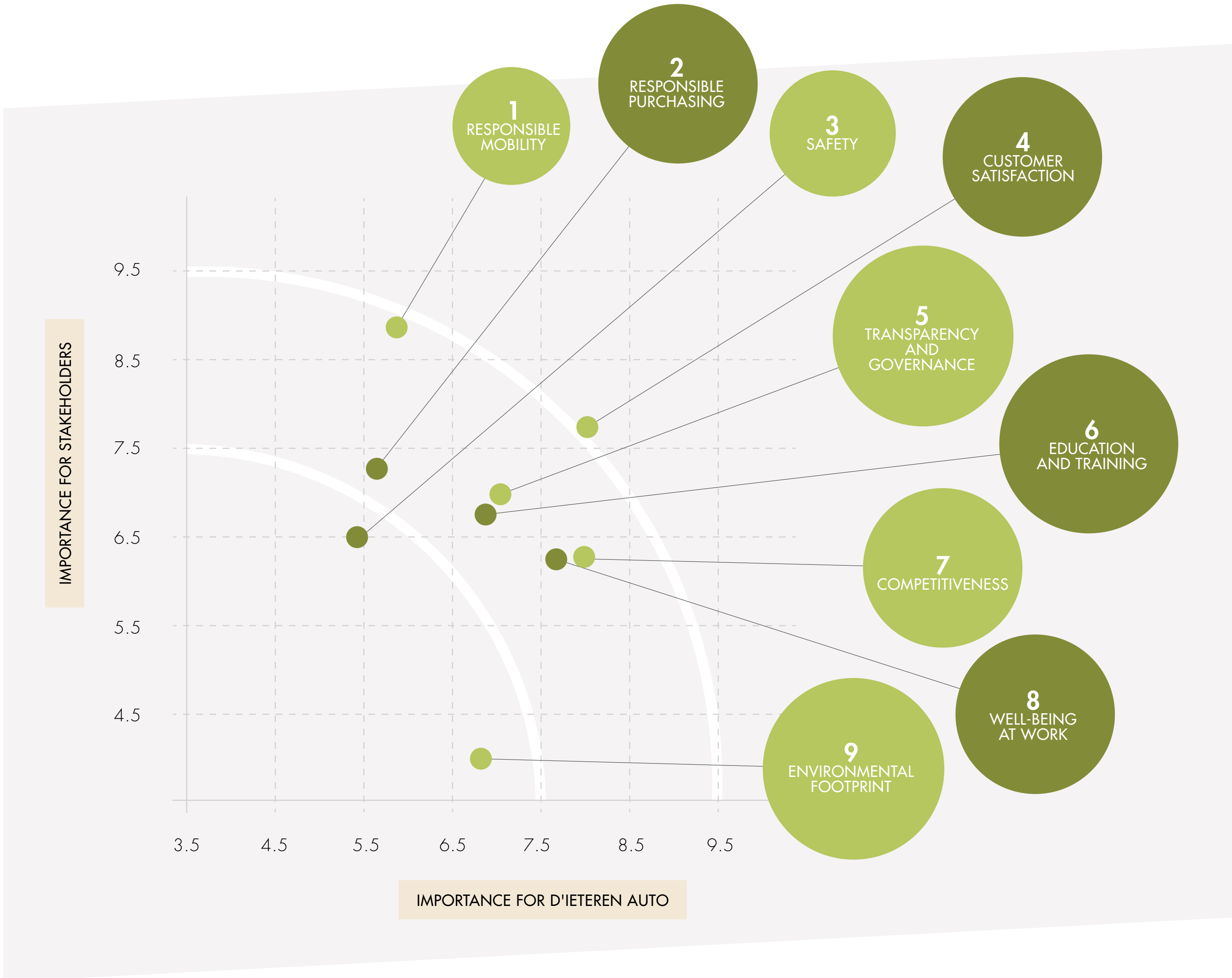
D'IETEREN AUTO

CONDUCTING OUR BUSINESS IN A COMMITTED AND RESPONSIBLE WAY

The activities of D'Ieteren Auto mean responsibility toward its customers, employees and numerous partners that the company wants to take in an exemplary manner, in line with its values. It relates to the reputation and the trust it generates.

D'Ieteren Auto therefore ensures that it reduces the impact of its activities on the environment, plays an active role in the development of the regions in which it operates, and builds strong, long-lasting relationships with all its stakeholders. In 2012, D'Ieteren Auto began consulting its stakeholders directly, with a view to identifying the social responsibility topics that are relevant to the company. By operating in this way, D'Ieteren Auto is able to seize growth and performance improvement opportunities, and to create medium-term and long-term value for all. Because corporate social responsibility is a long-term driver of progress, D'Ieteren Auto's staff are encouraged to play an active role in this process.

D'Ieteren Auto conducts its CSR reporting activities in line with the guidelines issued by the Global Reporting Initiative.



BENJAMIN PIPAR
Mechanic, Porsche

1 RESPONSIBLE MOBILITY

Move better, move less! Mobility is a driver of prosperity and integration. D'Ieteren Auto is aware of this societal added value and the related challenges: congestion, pollution, etc. Solutions already exist.

- New engines that are less polluting: D'Ieteren Auto promotes environmentally friendly technologies (natural gas, electric, hybrid, etc.). All brands are developing innovative green technologies.
- 5 network partnerships: D'Ieteren Auto collaborates with Evora and Engie (electric charging), supports the CNG network (station at Erps-Kwerps), works with the Natural Gas Federation (promotion to fleet customers).
- D'Ieteren Auto spin off – OTA Keys: IT solution for vehicle sharing. Shared key via smartphone for companies, individuals or rental companies.
- TILT (Technical Information Learning Tips): a website dedicated to new technologies, eco-driving and safety, to provide customers with comprehensive information.
- Brussels – seven work sites dedicated to regained mobility. D'Ieteren Auto endorses the work of BECI (Brussels Enterprises Commerce and Industry).
- 94% of ELVs (End of Life Vehicles) are recycled and recovered via an approved and inspected system.
- D'Ieteren Auto supports the "Mobility" chair (Ghent University), finances a study on mobility solidarity (Agence Alter) and is a member of Intelligent Transport Systems (ITS.be).

2 RESPONSIBLE PURCHASING

Supply is a key function for D'Ieteren Auto. The validity of customer guarantees depends upon it. Respect for the environment and ethical conduct are key purchase requirements, alongside price and quality.

- 100% of suppliers have signed the D'Ieteren Auto Purchase Charter, in compliance with the 10 UN Global Compact principles.
- Suppliers are selected on the basis of sustainable criteria – 5% weighting.
- D'Ieteren Auto sets go/no-go criteria on hazardous chemicals for its workshop activities.

3 SAFETY

The road must be a safe space! D'Ieteren Auto is continuing its efforts to ensure maximum safety for the users of its products. Multiplication of assistance technologies combined with raising awareness play a major role in that respect.

- Active promotion and/or series assembly of driver assistance systems: automatic emergency braking, adaptive cruise control, etc.
- Partnership with three post-driving licence training centres: nearly 5,000 training sessions with young people targeted as a priority.
- Awareness-raising around responsible and respectful driving: annual awareness-raising for an average of 200 disadvantaged young people in partnership with the Belgian Road Safety Institute (IBSR).

4 CUSTOMER SATISFACTION

D'Ieteren Auto invests daily to achieve the highest standards of satisfaction for its customers (dealers and motorists).

- Customer first: 95.7% (December 2015) of customers recommend their dealer for sales; 92.6% (December 2015) for aftersales. Target for 2018: 98% both in sales and aftersales.
- New approach to spare part management: availability and fluid stock – only 0.24% complaints.
- Gradual deployment of customised CRM platforms for an improved customer experience.
- Customer Dialogue Programme that accompanies the customers throughout the life cycle of their vehicle and promotes responsible usage.
- WECARE maintenance contract "for the better and without the worse". Around 6,660 contracts sold in 2015.

5 TRANSPARENCY AND GOVERNANCE

Commerce is based on a contract of confidence rooted in ethics. Transparency and governance are the indispensable tools for this. These have always been part of D'Ieteren Auto's DNA.

- 'The WayWeWork' code of conduct recalls the values and the day-to-day ethical practices. 100% of employees informed.
- Development of internal policies in all businesses to strengthen governance: Safety and Security Policies, Procurement Policy, Real Estate Policy, Charity Policy, Internal Audit Policy, etc.
- New classification of functions for greater transparency and equity in remuneration.
- Target-based management: target-setting, along with coaching and evaluation interviews.

6 EDUCATION AND TRAINING

D'Ieteren Auto places the training and qualification of its employees and future recruits at the heart of its development. This is an essential factor for adapting to change, new technologies and societal challenges.

- D'Ieteren Campus – training for D'Ieteren Auto employees: 5,164 training days in 2015; 82.2% of total staff was trained; average of 3.83 training days by employee.
- On-boarding programme: welcome and coaching of new recruits.
- Talent sourcing acquisition: retain apprentices in bodywork and electromechanics.
- Succession management: preserve the knowledge and expertise of the longest-serving employees and ensure skills transfer.
- D'Ieteren Auto supports the Fondation pour l'Enseignement (Belgian Foundation for Education) to create bridges between schools and businesses, aimed at school management, teachers and students.
- Licence to Work, the driver's licence for employment: access to the practical driving licence for 20 people on a socio-professional integration programme, in partnership with TOTA, VAB, Brusselleer and Tracé Brussel.

7 COMPETITIVENESS: NEW ORGANISATION BY "MARKET AREAS"

An essential adaptation in a changing market.

2 goals: restoring the profitability of the dealers and of D'Ieteren Auto, and maintaining our leadership.

5 key principles: focusing on customer satisfaction; exploiting the potential of activities through the Market Area strategy; maximising synergies; adapting the structure of D'Ieteren Auto to the redesigning of the network; respecting employment and promoting a motivating internal climate.

More information on page 13 of this report.

8 WELL-BEING AT WORK

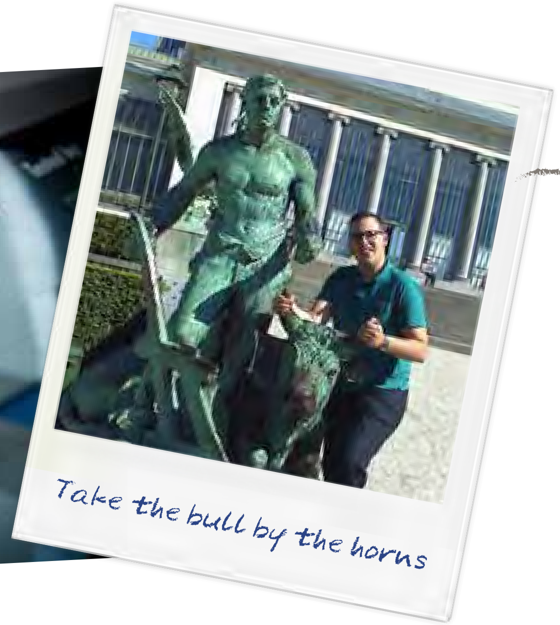
D'Ieteren Auto's performance is dependent on its employees. That is why offering them an environment that is reassuring, fulfilling, balanced and favourable to learning, where well-being is not just an empty word, is the primary concern of D'Ieteren Auto.

- New organisation of work and management of work spaces for greater dynamism.
- Work-life balance: work management and flexibility.
- Giving back: 300 motivated employees in teams devote one work day each year to a charitable cause (Give & Gain).
- Employee satisfaction: 74.5% in 2013. Target for 2018: 80%.

9 ENVIRONMENTAL FOOTPRINT

It is possible to do business while mitigating the impact of our activities on the environment. D'Ieteren Auto achieves this by transforming its infrastructure and adapting its behaviour.

- 4 operating sites self-generate 29% (2015) of the electricity consumed (22% through photovoltaics, 78% via cogeneration). Target for 2018: 40%.
- Rational energy consumption programme.
- 60% of waste is recycled. D'Ieteren Auto promotes selective sorting and collection in its dealerships, workshops and offices.
- Mobility – towards greater flexibility: D'Ieteren Auto's employees are encouraged to use more flexible solutions: carpooling, public transport, shuttle buses, telecommuting, cycling, etc.



JAN HUYGHE
Sales Supervisor
My Way, VDFin

BELRON

PROUD OF OUR FUTURE BY DOING THE RIGHT THING EVERY DAY

Belron continues to operate in a responsible manner focusing on four primary areas of responsibility:

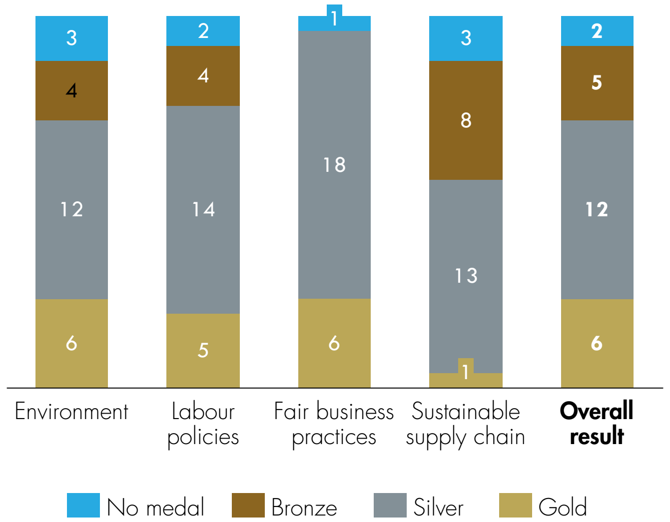
- Environment
- Ethics
- Employment
- Communities

The activities in these areas are an integral part of the Belron way of doing business and are a key part of how it engages with its customers, its people and its suppliers.

BENCHMARKING THE CSR PERFORMANCE

In 2015 Belron implemented a CSR benchmarking programme across the group. It requires each corporate business unit to complete a CSR assessment which evaluates how well they are doing against key criteria in line with the 10 principles of the United Nations Global Compact in the areas of environment, labour, anti-corruption and human rights. This is then externally assessed by Ecovadis. By the end of 2015 most Belron business units have been evaluated with the rest being completed in the first quarter of 2016. They will each receive an individual benchmark and scorecard highlighting strengths and areas for improvement to ensure that corporate responsibility is completely embedded in everything we do.

Belron's CSR performance (in number of corporate countries)



CINZIA CAPOZZA
Customer Contact Centre Agent

REVIEW OF ALTERNATIVE FUEL VEHICLES

Belron continues its search for a commercially viable alternative to fossil fuel vehicles to significantly reduce the carbon emissions of its mobile fleets while maintaining operational efficiency. Some research was carried out in 2015 which looked at technology maturity, infrastructure availability, vehicle suitability, cost and emissions. This will be used in 2016 as the basis for a review with the fleet managers from around the group to evaluate the potential in the main mobile business units.

EVALUATION OF ELECTRIC VEHICLES

Initial tests of electric vans have not been successful, mostly due to vehicle size and autonomy. However, in 2015 an evaluation of the Nissan e-NV200 van by Carglass® France has proved to be worth extending. Nine vehicles are now operational in urban areas where the daily van route can be kept below 100 km. In 2016 their performance will be evaluated with a view to extending the trial to other areas.

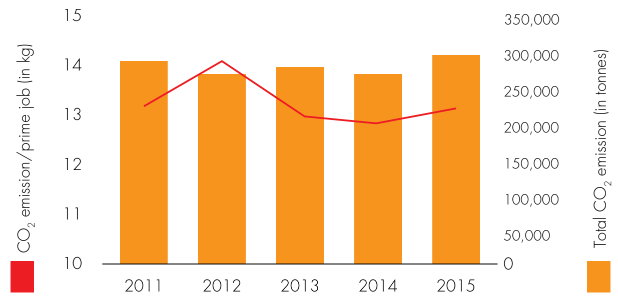
IMPROVING SUSTAINABILITY IN THE SUPPLY CHAIN

A large part of Belron's turnover is spent on buying products and services to carry out its business activities and it has always been important to ensure that these suppliers share the Belron ethical approach to doing business. However with increasing pressure from key insurance and fleet customers and with new legislation being introduced, Belron decided to be more proactive and introduce a coordinated approach to evaluating suppliers. In 2015, with the support from the Purchasing Managers from around the group, a review was undertaken and a number of key recommendations drafted. These will be piloted early in 2016 and the results presented to the Purchasing Managers for implementation across the group. This should result in ensuring appropriate due diligence has been carried out across the supply chain including assessments and audits of more strategic and higher risk suppliers.

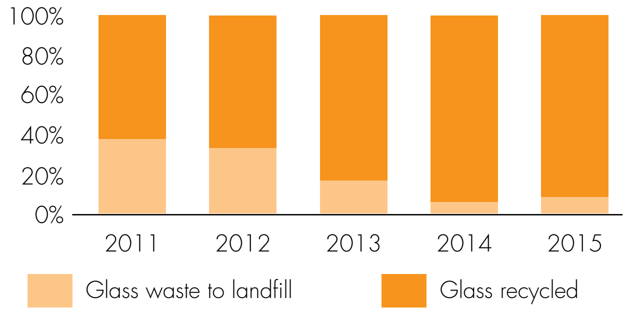
ENVIRONMENTAL REPORTING

In 2015 Belron replaced its internally developed environment reporting system with an externally supported system to ensure that the reporting was in line with Global Reporting Initiative requirements under the United Nations Global Compact. All the data from the old system was validated and transferred to the new system and training on collection and reporting of energy use and waste management was given to all business units. Feedback has been extremely positive and the objective of providing the business units with a more transparent process and the ability to interrogate and understand their own energy and waste data has been achieved. In addition, the reporting was extended to all business units which meant on-boarding 4 additional countries so that the report is a more robust and accurate reflection of the Belron environmental impact. More importantly this allows the business units to more accurately target opportunities to reduce their impact and see the results of their actions more clearly.

Belron's carbon footprint



Belron's glass recycling rate



One direction

JHENNY ANZIVINO
Commercial employee

RECOGNITION OF BELRON PEOPLE

A record breaking 60 nominations for the Belron Exceptional Customer Service Award (BECSA) 2015 were received with 18 business units putting forward the enthusiastic and dedicated winners of their local recognition programmes. From those nominations, 26 winners from 15 countries were recognised, each winning EUR 3,000 and a glass award.

The BECSA has been created to recognise Belron people who are providing exceptional service to customers throughout the year – the 'everyday heroes.'

This year's inspiring stories of passion, dedication and commitment to outstanding customer service include:

- technicians striving for perfection with every job, every day and receiving overwhelmingly positive feedback from their customers;
- exciting and innovative ideas, from sun hoods to new IT processes and systems;
- outstanding individuals who inspire and motivate those around them;
- dramatic rescues including a gas explosion and a runaway car.

BEST WORKPLACES

With Belron's aspiration to be the 'best place you will ever work' some of the businesses once again achieved external recognition for their workplace:

- Carglass® Germany was again recognised as one of the best employers in the country, with independent certification from the Top Employers Institute. Research by the Top Employers Institute showed that Carglass® Germany provides exceptional employee conditions and nurtures and develops talent throughout all levels of the organisation. It also found that Carglass® Germany has demonstrated its leadership status in the HR environment, always striving to optimise its employment practices and to develop its employees.
- Carglass® Belux was very proud to have achieved a place in the top 10 Best Workplaces in Belgium for the fourth consecutive year. A survey was conducted amongst all employees focusing on credibility, fairness, respect, pride and camaraderie within the organisation. It found that 83% of employees say that Carglass® is a very good organisation to work for.
- Belron International achieved an outstanding 4th place in the Medium category in the annual UK Best Workplace awards. This was the first time that Belron International had entered the programme, making the result a huge achievement as only a small number of organisations even make the list in the first year of entering. The Best Workplaces programme is run by the Great Place to Work Institute UK, an organisation that specialises in employee research and helps businesses to understand and improve levels of engagement. The programme is the largest and most respected global study of people management and workplace cultures which culminates in the Best Workplace awards.

MAKING A DIFFERENCE THROUGH GIVING BACK

SPIRIT OF BELRON CHALLENGE

The Spirit of Belron Challenge, comprising activities all over the world in support of charitable causes, saw over 100 events including the Big Belron Lunch taking place in the business units engaging over 10,000 employees. This culminated in the Spirit of Belron Challenge event at Dorney Lake, Windsor where over 1,500 employees, their families and friends, business partners and suppliers came together to take part in a triathlon, duathlon or fun run. The event was a huge success, with 83% of participants rating it 'excellent'. This engagement and involvement around the business resulted in over EUR 780,000 (approximately ZAR 11.3 million) being raised for Afrika Tikkun; a fantastic amount which will have a huge impact on the communities in which they operate.

At the Spirit of Belron Challenge event Belron were once again joined by a group of exceptional young people who are beneficiaries of the Afrika Tikkun programmes in South Africa. Three of the group are part of the triathlon sports programme and were chosen to come to the UK not only for their sporting ability but also for their positive attitude towards education and commitment to help their community. The fourth member acted as an ambassador for the charity and spoke eloquently during the event about the impact the charity has had on hers and others' lives. The group also spent time at the Belron office and at the companies of the Afrika Tikkun UK board members to gain experience in the work place. We will look to build on this in 2016 to ensure that the experiences for the Afrika Tikkun athletes coming to the UK or to the Cologne or Safelite triathlons give them a good platform for work in South Africa and building a better future for themselves and their communities.

ETHICAL RESPONSIBILITY

The Belron group Risk and Assurance which ensures consistency by completing periodic internal reviews throughout our businesses, has developed a specific Ethical Conduct Programme to identify policies, procedures and controls already in place in relation to ethical conduct across the business. It covers the areas of oversight and management, relationships with business partners, confidential information and data protection, financial property and people.

This programme helps the central team to raise awareness and gather knowledge on the businesses' ethical conduct practices so that good practice may be shared, solutions developed and assurance measured.

Following the positive feedback received from all four pilot countries – Germany, Sweden, Switzerland and Russia – the roll-out across the group has started. As more reviews are completed 'common themes' and examples of best practices will be shared.

To continue supporting the businesses the Belron Ethics – Our Way of Working – awareness programme is now available online in nine languages with further translations planned for 2016. The Speak Up line continues to be an effective system for Belron employees and the business as a whole. During 2015 the Speak Up line received 29 calls from employees either reporting an incident or making an enquiry. Each call is reported to a Belron central team who works with the in-country executive management to follow up all concerns raised.

GLOSSARY OF ALTERNATIVE PERFORMANCE MEASURES (APMs) USED IN THIS ACTIVITY REPORT

In order to better reflect its underlying performance and assist investors in gaining a better understanding of its financial performance, the group uses Alternative Performance Measures ("APMs"). These APMs are non-GAAP measures, i.e. their definition is not addressed by IFRS. The group does not present APMs as an alternative to financial measures determined in accordance with IFRS and does not give to APMs greater prominence than defined IFRS measures.

Each line of the statement of profit or loss, and each subtotal of the segment statement of profit or loss, is broken down in order to provide information on the current result and on unusual items and re-measurements. **Unusual items and re-measurements** comprise the following items:

A. Recognised fair value gains and losses on financial instruments (ie change in fair value between the opening and the end of the period, excluding the accrued cash flows of the derivatives that occurred during the period), where hedge accounting may not be applied under IAS 39 (in this case recognised fair value gains and losses being directly accounted for in the Consolidated Statement of Comprehensive Income);

B. Exchange gains and losses arising upon the translation of foreign currency loans and borrowings at the closing rate;

C. Re-measurement of financial liabilities resulting from put options granted to non-controlling interests as from 1 January 2010;

D. Impairment of goodwill and other non-current assets;

E. Amortisation of intangible assets with finite useful lives recognised in the framework of the allocation as defined by IFRS 3 of the cost of a business combination;

F. Other unusual items. They are material items that derive from events or transactions that fall within the ordinary activities of the group, and which individually or, if of a similar type, in aggregate, are separately disclosed by virtue of their size or incidence.

All other items are recognised as part of the current result.

Current result after tax consists of the reported result from continuing operations (or the result for the period when no discontinued operation is reported), excluding unusual items and re-measurements as defined above, and excluding their tax impact.

Current result before tax consists of the reported result before tax excluding unusual items and re-measurements as defined above.

Current result after tax, group's share, and current result before tax, group's share, exclude the share of minority shareholders in current result before/after tax.

Net debt is based on loans and borrowings less cash, cash equivalents and non-current and current asset investments. It excludes the fair value of derivative debt instruments.

Earnings per share are based on the result for the period attributable to equity holders of the Parent, after adjustment for participating shares (each participating share confers one voting right and gives right to a dividend equal to one eighth of the dividend of an ordinary share). Current earnings per share, which do not include unusual items and re-measurements, are presented to highlight underlying performance.

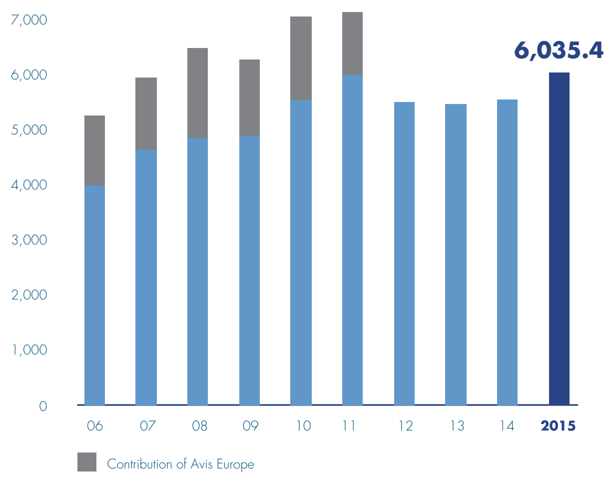
KEY INDICATORS

Consolidated results (EUR million)	2006	2007	2008	2009	2010	2011	2012	2013	2014[1]	2015
Revenue	5,253.7	5,967.1	6,501.2	6,269.7	5,533.8	5,977.3	5,514.5	5,470.5	5,453.1	**6,035.4**
Current operating result[2]	291.6	361.7	375.1	384.7	348.2	377.2	250.2	220.2	218.4	**248.5**
Current result, group's share:										
- before tax[2,3]	149.3	194.3	191.7	214.2	276.2	305.8	200.2	177.6	175.9	**212.1**
- after tax[2]	134.3	166.3	159.0	182.8	234.2	312.0	159.4	136.1	144.0	**186.5**
Group's share in the net result for the period[4]	97.9	127.7	32.2	158.5	218.8	312.6	190.1	114.0	-11.1	**130.7**
Financial structure (EUR million)										
Equity of which:	1,019.2	1,140.2	1,030.8	1,154.6	1,464.7	1,532.1	1,679.2	1,725.2	1,644.8	**1,735.1**
- Capital and reserves attributable to equity holders	789.1	917.7	896.1	1,028.5	1,250.6	1,530.5	1,677.4	1,723.6	1,644.2	**1,733.3**
- Non-controlling interest	230.1	222.5	134.7	126.1	214.1	1.6	1.8	1.6	0.6	**1.8**
Net debt *(APM - see glossary page 40)*	1,875.8	2,089.6	2,209.7	1,770.2	1,823.0	850.2	491.3	505.3	597.8	**573.2**
Data per share[5] (EUR)										
Group's share in the net current result for the period[2,4,6]	2.43	3.02	2.89	3.33	4.26	5.65	2.89	2.47	2.29	**3.32**
Group's share in the net result for the period[4,6]	1.77	2.32	0.59	2.89	3.97	5.66	3.45	2.07	-0.20	**2.38**
Gross dividend per ordinary share	0.264	0.300	0.300	0.325	0.425	0.800	0.800	0.800	0.800	**0.900**
Capital and reserves attributable to equity holders	14.27	16.59	16.20	18.60	22.61	27.67	30.33	31.17	29.73	**31.34**
Share Information[5,6] (EUR)										
Highest share price	27.25	34.38	24.80	29.92	47.20	49.85	40.64	37.36	37.68	**37.59**
Lowest share price	21.85	23.67	7.22	7.56	28.85	32.73	28.95	29.21	27.66	**27.36**
Share price as at 31/12	26.97	24.60	7.51	27.91	47.20	34.07	30.44	36.20	29.30	**34.42**
Average share price	25.09	29.75	17.53	17.43	36.99	43.20	34.98	34.39	31.95	**32.74**
Average daily volume (in number of shares)	62,921	78,727	82,294	72,195	75,896	79,230	55,659	46,024	40,302	**43,418**
Market capitalisation as at 31/12 (EUR million)	1,491.5	1,360.4	415.3	1,543.5	2,610.3	1,884.2	1,683.4	2,002.0	1,620.1	**1,903.2**
Total number of shares issued	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	**55,302,620**
Average workforce (average full time equivalents)	20,578	26,004	28,450	29,283	26,374	26,884	25,787	27,246	26,810	**27,188**

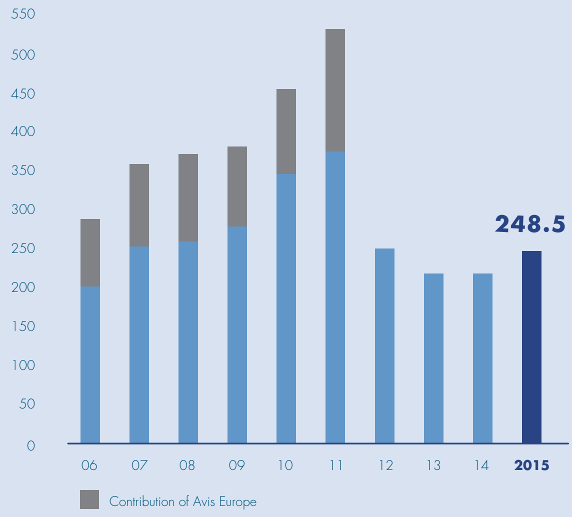
1 Restated to reflect discontinued operations in the Vehicle Glass segment. See notes 2 and 41 of the 2015 consolidated financial statements.
2 Before unusual items and re-measurements *(APM - see glossary page 40)*.
3 Following the creation of Volkswagen D'Ieteren Finance, whose results are accounted for using the equity method (and therefore excluded from revenue and from current operating result), and in order to reflect all the group's activities, the current result before tax, group's share, includes from 2012 the group's share in the current result before tax of the entities accounted for using the equity method.
4 Result attributable to equity holders of D'Ieteren, as defined by IAS 1.
5 Restated following the 10-to-1 share split in 2010.
6 Calculated in accordance with IAS 33.

Note: In order to properly analyse the figures above, please note that D'Ieteren divested its interest in Avis Europe in 2011. Following this operation, the figures for 2010 and 2011 exclude Avis Europe's contribution.

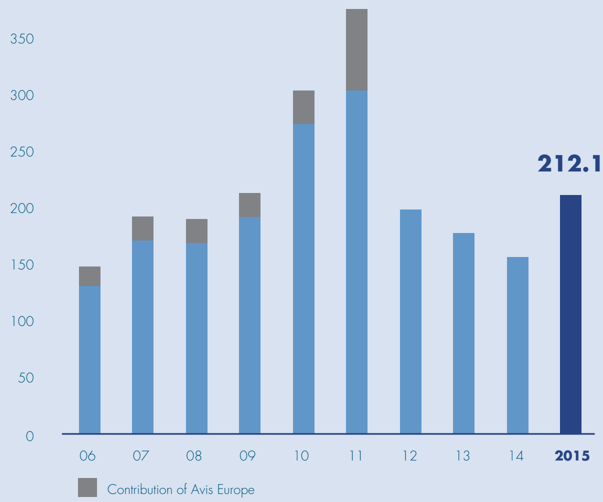
REVENUE SINCE 2006 (EUR million)



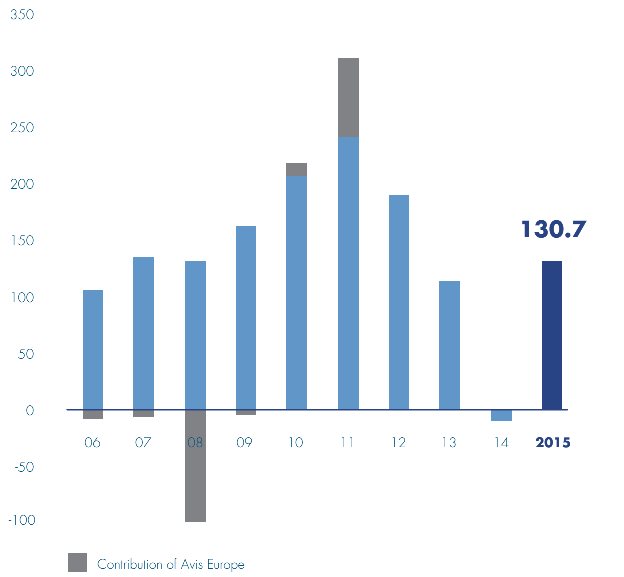
CURRENT OPERATING RESULT SINCE 2006 (EUR million)



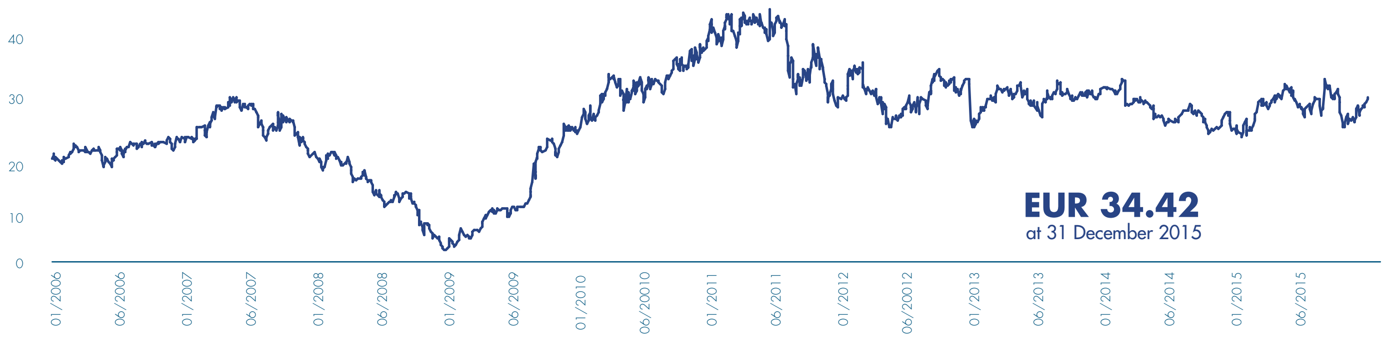
CURRENT RESULT BEFORE TAX, GROUP'S SHARE, SINCE 2006 (EUR million)



GROUP'S SHARE IN THE NET RESULT FOR THE PERIOD SINCE 2006 (EUR million)



D'IETEREN'S SHARE PRICE SINCE 2006 (EUR)



FINANCIAL CALENDAR

General Meeting & Trading update	26 May 2016
Dividend ex date	31 May 2016
Dividend payment date	2 June 2016
2016 Half-Year Results	31 August 2016

PRESS AND INVESTOR RELATIONS – D'IETEREN GROUP

Pascale Weber
s.a. D'Ieteren n.v.
rue du Mail, 50
B-1050 Brussels
Belgium
Tel.: + 32 2 536 54 39
Fax: + 32 2 536 91 39

E-mail: financial.communication@dieteren.be
Website: www.dieteren.com

VAT BE 0403.448.140 – Brussels RPM

Information about the group (press releases, annual reports, financial calendar, share price, financial information, social documents…) is available, mostly in three languages (French, Dutch and English), on www.dieteren.com or on request.

Ce rapport est également disponible en français. Dit verslag is ook beschikbaar in het Nederlands.

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PRINTING:

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FORWARD-LOOKING STATEMENTS

This Annual Report contains forward-looking information that involves risks and uncertainties, including statements about D'Ieteren's plans, objectives, expectations and intentions. Readers are cautioned that forward-looking statements include known and unknown risks and are subject to significant business, economic and competitive uncertainties and contingencies, many of which are beyond the control of D'Ieteren. Should one or more of these risks, uncertainties or contingencies materialize, or should any underlying assumptions prove incorrect, actual results could vary materially from those anticipated, expected, estimated or projected. As a result, D'Ieteren does not assume any responsibility for the accuracy of these forward-looking statements.

LOGO
FSC PAPER

1805
D'Ieteren

FINANCIAL AND DIRECTORS' REPORT

2015

Financial and Directors' Report 2015

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* The topics of Article 119 of the Company Code, defining the content of the management report, that are not applicable for D'Ieteren, have not been included in this summary.

Declaration by Responsible Persons

Statement on the true and fair view of the consolidated financial statements and the fair overview of the management report.
Roland D'Ieteren, Chairman of the Board, and Axel Miller, Managing Director, certify, on behalf and for the account of s.a. D'Ieteren n.v., that, to the best of their knowledge, the consolidated financial statements which have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union, give a true and fair view of the equity, financial position and financial performance of s.a. D'Ieteren n.v. and the entities included in the consolidation as a whole, and the management report includes a fair overview of the development and performance of the business and the position of s.a. D'Ieteren n.v., and the entities included in the consolidation, together with a description of the principal risks and uncertainties which they are exposed to.

2015 Full-Year Results

D'Ieteren's consolidated financial statements 2015 include Carglass Brazil under "discontinued operations" following the sale of 60% of Belron's investment in this activity (see press release dated 8 January 2016). Belron's Chinese activities are also included under "discontinued operations" following the decision in August 2015 to close the remaining operations in this country. The figures for 2014 have been restated accordingly. Consequently, unless otherwise stated, this chapter relates to "continuing operations" only.

D'Ieteren's 2015 current consolidated result before tax, group's share[2], reached EUR 212.1 million, up 20.6% compared to EUR 175.9 million in 2014, with both activities realising higher sales and a significant improvement in results. On a comparable basis (i.e. including results of Carglass Brazil & China), D'Ieteren's 2015 key performance indicator exceeded the guidance (up 31.9% compared with a guidance of 20-25% growth).

The total number of vehicles, including commercial vehicles, delivered by **D'Ieteren Auto** rose by 3.0% to 114,978 units in 2015. Sales were up 8% and the current result before tax, group's share[2], was up 41.9% compared to 2014, attributable a.o. to higher volumes and a positive price/mix effect. Subsequent to the slowdown in order intake in October and November and thanks to intense commercial efforts, the order book returned to a robust level by the end of 2015. D'Ieteren Auto's market share declined marginally (22.34% vs. 22.71% in 2014) in a market that was up.

2015 was a much better year for **Belron**: sales were up 13.2%, comprising a 4.7% organic increase and an 8.1% positive currency translation impact. The current result before tax, group's share[2], improved by 11.5%. The US benefited from a particularly strong winter for the second year in a row and various restructuring and efficiency measures initiated in 2014 and 2015 enabled several major European countries to deliver profit growth despite sales pressure associated with market declines. The US business was able to capture more of the upside from the strong market compared to 2014.

For 2016, assuming an average USD/EUR rate of 1.11 and an average GBP/EUR rate of 0.77, D'Ieteren aims at a stable or slightly lower current consolidated result before tax, group's share[2], compared to EUR 212.1 million in 2015. In 2016, D'Ieteren Auto expects higher marketing costs and the tail end effect of the "Emissiongate". Belron anticipates moderate organic sales growth and higher charges related to the long term management incentive programme. At D'Ieteren corporate level, costs will be higher than in 2015 following the reinforcement of the executive team.

1. Group Summary

A. SALES

The **consolidated sales from continuing operations** amounted to **EUR 6,035.4 million, +10.7%** compared with 2014. They are broken down as follows:

- ***D'Ieteren Auto***: EUR 2,874.2 million, **+8.0%** year-on-year on the back of higher volumes and a positive price/mix effect. Excluding registrations of less than 30 days[1], Belgian new car registrations rose by 2.9% year-on-year and D'Ieteren Auto's market share[1] decreased marginally to 22.34% (22.71% in 2014). The total number of vehicles, including commercial vehicles, delivered by D'Ieteren Auto rose by 3.0% to 114,978 units in 2015.

- ***Belron***: EUR 3,161.2 million, **+13.2%** year-on-year, comprising a 4.7% organic increase, primarily due to growth in the US partially offset by lower levels of sales in Europe, a 0.4% increase from acquisitions and an 8.1% positive currency translation effect.

B. RESULTS

- The **consolidated result before tax** reached EUR 196.4 million in 2015 compared to EUR 31.3 million in 2014. Excluding unusual items and re-measurements[2] (EUR -20.2 million), the current consolidated result before tax reached EUR 216.6 million (+19.9% year-on-year). The unusual items[2] mainly comprise charges related to the "Emissiongate" and real estate disposal gains at D'Ieteren Auto and a gain related to the closure of a defined benefit pension scheme in the Netherlands and restructuring costs at Belron.

    - Our key performance indicator[2], the **current consolidated result before tax, group's share**, reached EUR 212.1 million, up 20.6% compared to the restated result in 2014. It is broken down as follows:
        - ***D'Ieteren Auto and Corporate activities***: EUR 74.5 million, +41.9% year-on-year, mainly thanks to an increase in new vehicle deliveries, a positive price/mix effect, lower financial charges and a higher contribution from the joint venture Volkswagen D'Ieteren Finance (VDFin).
        - ***Belron:*** EUR 137.6 million, +11.5% year-on-year, with the strong performance of the US and some European operations more than offsetting lower results in the UK, Italy and the Netherlands.
    - **Including Carglass Brazil and the activities in China**, our key performance indicator reached EUR 207.4 million in 2015, up 31.9% compared to EUR 157.2 million in 2014. This compares with our guidance of 20-25% growth.

- The **group's share in the net result for the period** amounted to EUR 130.7 million (EUR -11.1 million in 2014). Excluding unusual items and re-measurements[2], D'Ieteren generated a net profit, group's share, of EUR 182.2 million, up 44.9% year-on-year.

C. DIVIDEND

The Board of Directors of D'Ieteren proposes to increase the gross dividend from EUR 0.80 per share for 2014 to EUR 0.90 per share for 2015. If this dividend is approved by the General Meeting of Shareholders on 26 May 2016, it will be paid on 2 June 2016 (ex date: 31 May 2016).

D. FINANCING OF THE ACTIVITIES

D'Ieteren's activities are financed autonomously and independently of each other. Between December 2014 and December 2015, the group's consolidated financial net debt[3] has decreased from EUR 597.8 million to EUR 573.2 million.

The net cash position[3] of the D'Ieteren Auto/Corporate segment increased from EUR 138.1 million in December 2014 to EUR 178.2 million, largely due to dividends received from Belron.

Belron's net financial debt[3] increased slightly from EUR 735.9 million in December 2014 to EUR 751.4 million, mainly due to the stronger US dollar which represents 72% of the net financial debt.

E. OUTLOOK FOR FY 2016 CURRENT CONSOLIDATED RESULT BEFORE TAX, GROUP'S SHARE[2]

For 2016, assuming an average USD/EUR rate of 1.11 and an average GBP/EUR rate of 0.77, D'Ieteren aims at a stable or slightly lower current consolidated result before tax, group's share, compared to EUR 212.1 million in 2015. In 2016, D'Ieteren Auto's expects higher marketing costs and the tail end effect of the "Emissiongate". Belron anticipates moderate organic sales growth despite further market declines and a lower current operating result due to higher charges related to the long term management incentive programme. At D'Ieteren corporate level, costs will be higher than in 2015 following the reinforcement of the executive team. Note that Belron's share in Carglass Brazil's results will be accounted for using the equity method as from 1 January 2016.

2. Automobile distribution (D'Ieteren Auto) and Corporate activities

- **Excluding new car registrations of less than 30 days[1], the Belgian market was up 2.9% year-on-year and D'Ieteren Auto's share decreased by 37bps to 22.34%.**
- **New vehicle sales rose by 8.5% to EUR 2,512.8 million in 2015. Total sales amounted to EUR 2,874.2 million (EUR 2,660.5 million in 2014, +8.0%).**
- **The operating result reached EUR 60.4 million (EUR 49.9 million in 2014):**
  - **The current operating result, excluding unusual items and re-measurements[2], amounted to EUR 66.5 million (+24.8%). The performance of D'Ieteren Auto's own dealerships improved sharply, while the result of the import activities benefited from higher volumes, a positive price/mix effect, the reversal of some write-downs on receivables and lower provisions.**
  - **The unusual items and re-measurements[2] comprised in the operating result reached EUR -6.1 million.**
- **The result before tax totalled EUR 57.1 million (EUR 43.6 million in 2014), up 31.0%.**
- **The current result before tax, group's share[2], reached EUR 74.5 million (EUR 52.5 million in 2014), up 41.9%.**
- **New car registrations are expected to rise slightly in 2016.**

2.1. ACTIVITIES AND RESULTS

D'Ieteren Auto's sales rose by 8.0% to EUR 2,874.2 million in 2015 on the back of a 3% increase in volumes and a positive price/mix effect.

New vehicles

Excluding registrations of less than 30 days[1], Belgian new car registrations rose by 2.9% year-on-year to 470,811 units. Including these registrations, the Belgian market totalled 501,066 new car registrations, up 3.8% year-on-year.

Excluding registrations of less than 30 days[1], the market share of the brands distributed by D'Ieteren Auto reached 22.34% in 2015 (vs 22.71% the previous year). Including these registrations, the market share equalled 21.49% (vs 21.78% in 2014).

Even though Volkswagen's market share[1] was slightly down in 2015, the brand remained the Belgian market leader with a market share exceeding 10%, thanks in particular to the success of the new Passat. Audi's market share increased with all the models gaining share except the A1 and A5. The market share of Škoda decreased marginally despite the success of the Octavia and the new Superb. Porsche's market share reached a new record high on the back of solid sales of the Macan, the hybrid version of the Cayenne and the Boxster. Seat's market share was slightly lower.

Registrations of new light commercial vehicles (0 to 6 tonnes) were up 14.6% to 61,704 units. D'Ieteren Auto's share was down to 9.19% (vs 11.23% in 2014). Note that the renewal of the Caddy and the Transporter only took place in H2 2015.

The total number of new vehicles, including commercial vehicles, delivered by D'Ieteren Auto in 2015 reached 114,978 units (+3.0% compared to 2014). Higher deliveries combined with a positive price/mix effect, led to new vehicle sales of EUR 2,512.8 million (+8.5% compared to 2014).

Other activities

The sales of spare parts and accessories reached EUR 180.4 million, +6.3% year-on-year, the after-sales activities of the corporately-owned dealerships amounted to EUR 83.9 million (+3.6% year-on-year) and the used vehicle sales equalled EUR 46.1 million (+19.1% year-on-year).

D'Ieteren Sport's sales, which are mainly comprised of Yamaha motorbikes, quads and scooters, decreased by 1.9% in value to EUR 25.5 million. The market share reached 11.5% in 2015 in a market that was up by roughly 4%.

Results

The operating result reached EUR 60.4 million (EUR 49.9 million in 2014). The current operating result, which excludes unusual items and re-measurements[2], amounted to EUR 66.5 million (+24.8% vs 2014). The performance of D'Ieteren Auto's own dealerships improved sharply, while the result of the import activities benefited from higher volumes, a positive price/mix effect, the reversal of some write-downs on receivables and lower provisions.

The unusual items and re-measurements[2] comprised in the operating result amounted to EUR -6.1 million including *inter alia* EUR -6.8 million related to the "Emissiongate" and real estate disposal gains totalling EUR 5.4 million.

The total cost of the "Emissiongate" included in the operating result amounted to EUR 13.8 million, with EUR 7 million negatively impacting the current operating result and EUR 6.8 million the unusual items[2].

The net financial costs amounted to EUR 3.8 million (EUR 7.2 million in 2014). Excluding unusual items and re-measurements[2], the current net financial costs reached EUR 0.2 million (EUR 7.2 million in 2014). Note that a EUR 100 million bond (fixed interest rate of 4.25%) was repaid in July 2015.

The result before tax reached EUR 57.1 million (compared to EUR 43.6 million in 2014, +31.0%).

The current result before tax, group's share[2], of the Automobile distribution & Corporate segment stood at EUR 74.5 million (compared to EUR 52.5 million in 2014, +41.9%). The contribution of the equity accounted entities to the current result before tax, group's share[2], improved from EUR 6.2 million in 2014 to EUR 8.2 million thanks to VDFin's (Volkswagen D'Ieteren Finance) growing fleet and the success of new products including maintenance/repair contracts (Wecare) and insurance products. VDFin is a joint venture between D'Ieteren and Volkswagen Financial Services.

2.2. KEY DEVELOPMENTS

Several models were successfully launched or revamped in 2015 including the Volkswagen Golf Cabrio, Touran and Sharan, the Audi TT Roadster, Q7 and A4, the Škoda Fabia and Superb, the Seat Leon X-Perience and ST Cupra, and the Porsche Cayenne. In addition to the above, Volkswagen launched the new Caddy and Transporter T6 in its commercial vehicle segment.

D'Ieteren Auto continued to implement its 2018-2020 strategy, based on three pillars:

- "Powered by You" involves streamlining its internal structure and placing the customer at the centre of the organisation. Six divisions have been set up in H2 2015 to achieve commercial and operational excellence.
- The "Market Area" project aims at optimising the independent dealer network. Of the 26 Market Areas, 18 are currently being established.
- The "Pole Position" project that focuses at improving the performance of the D'Ieteren Car Centers (DCC) in the Brussels region is progressing ahead of schedule with cost savings and synergies exceeding expectations. The losses of the DCCs have been reduced by 39% year-on-year.

In September 2015, the Volkswagen group was hit by the so-called "Emissiongate". From the outset, D'Ieteren Auto took all actions within its control to minimize the impact on its customers and to communicate fully and transparently as soon as information became available. The strategic decisions that have been made in recent years have clearly helped to significantly mitigate the effects of the crisis. D'Ieteren Auto suspended the commercialisation of several models, first in September, then in November, which resulted in a loss in orders. Incoming orders picked up in December however, and at the end of 2015, D'Ieteren Auto's order book was up 18.5% year-on-year.

2.3. ACTIVITY OUTLOOK 2016

Febiac expects about 510,000 Belgian new car registrations (+1.8% compared to 2015), including registrations of less than 30 days[1]. In H1 2016, given the time lag between order intake and delivery, D'Ieteren Auto's market share will be negatively impacted by the decision to suspend the commercialisation of vehicles potentially concerned by the "Emissiongate" at the end of 2015. However for the FY 2016 D'Ieteren Auto aims at a stable market share.

Audi will benefit from the full-year effect of the new A4 which was launched at the end of 2015. Several models will be launched or revamped in 2016 including the Volkswagen Tiguan, the Audi A4 Allroad, A5 Coupé and Q2 and the Seat Ateca SUV.

The biennial Brussels Motor show that took place at the beginning of 2016 proved to be successful as reflected by D'Ieteren Auto's healthy order book (+24.3% year-on-year) at the end of January 2016.

For FY 2016 D'Ieteren Auto expects a stable or slightly lower current operating result due to the tail end effect of the "Emissiongate" and higher marketing costs. Moreover, the decision to temporarily suspend the commercialisation of several models in September and November 2015, has a negative impact on deliveries and sales recognition in Q1 2016.

At D'Ieteren corporate level, costs will be higher than in 2015 following the reinforcement of the executive team.

3. Vehicle Glass Repair and Replacement – Belron

- **The external sales from continuing operations were up by 13.2% comprising a 4.7% organic increase, primarily due to growth in the US partially offset by declines in some European countries, a 0.4% increase from acquisitions and an 8.1% positive currency translation effect.**
- **The operating result reached EUR 174.4 million (EUR 12.8 million in 2014):**
  - **The operating result from continuing operations, excluding unusual items and re-measurements[2], totalled EUR 182.0 million (+10.2%) on the back of the fall through from increased sales in the US, efficiency improvements in Europe and a positive currency translation effect.**
  - **The unusual costs and re-measurements[2] totalling EUR 7.6 million mainly include restructuring costs in Europe, a goodwill impairment in Turkey and amortisation of brands and customers contracts, partially offset by a settlement gain on Dutch pensions.**
- **The result before tax totalled EUR 139.3 million (EUR -12.3 million in 2014).**
- **The current result before tax[2], group's share, reached EUR 137.6 million (EUR 123.4 million in 2014), up 11.5%. Including Brazil, it increased by EUR 28.2 million or 26.9% to EUR 132.9 million.**
- **Moderate organic sales growth expected in 2016.**

3.1. ACTIVITIES AND RESULTS

Sales

Belron's sales from continuing operations reached EUR 3,161.2 million in 2015, a year-on-year increase of 13.2%, comprising a 4.7% organic increase, 0.4% growth from acquisitions and an 8.1% positive currency translation impact. Organic sales growth reflects a substantial increase in the US, due to both the market growth and market share gains, partially offset by a decrease in some European countries primarily due to market declines. Total repair and replacement jobs (continuing activities) increased by 3.2% to 10.9 million. Sales benefited from a positive product mix effect due to a greater proportion of replacements versus repairs due to the harsh winter weather in the US. The currency translation impact is primarily due to a stronger US dollar and British pound. The acquired growth reflects the acquisitions of Autotaalglas and GlasGarage in the Netherlands, Junited Autoglas in Germany as well as minor acquisitions in the US, Canada, Italy, Sweden and Spain.

European sales decreased by 0.2% comprising a decrease in organic sales of 2.5% due to continued market declines and associated challenging market conditions, notably in Italy and the Netherlands, as well as disruption in the UK, partially offset by acquisition growth of 0.5% and a positive currency impact of 1.8% due to a stronger British pound. In Italy, the decision by one of the major insurance partners in December 2014 to set up its own network for fulfilling glass claims, combined with a weaker market, resulted in a double-digit decline in organic sales. The implementation of the branchless business model in the UK led to disruption and operational challenges resulting in a loss of share in a declining market. The sale of AutoRestore's 8 fixed site body shop operations also had a negative impact in the UK. Sales in Germany were impacted by the discontinuation in December 2014 of the VGRR business for heavy commercial vehicles and market declines. These adverse factors were largely offset by market share growth in the majority of other European countries due to innovative marketing activities and closer relationships with insurance partners in all countries.

Outside of Europe, sales increased by 27.7% comprising an organic sales increase of 12.5% primarily recorded in the US, a positive 0.2% impact due to acquisitions in the US and of former franchisees in Canada, and a positive currency impact of 15.0% mainly due to a stronger US dollar. The US market was strong for a second year in a row thanks to harsh winter conditions. Moreover, the business was well positioned to gain market share due to strong marketing activities, notably digital, an 11% rise in headcount, primarily technicians, and higher glass inventories.

Discontinued operations

On 8 January 2016 Belron entered into an agreement with Advisia Investimentos ("Advisia") to form a joint venture in Brazil. Under the agreement, Belron sold 60% of its investment in Carglass Brazil to Advisia for 4.8 million Brazilian reais (circa EUR 1 million). Advisia is an investment and consulting business that specializes in investments in midsize companies that occupy leading positions in their market segment. The local expertise of the Advisia team combined with the global expertise of Belron is expected to provide Carglass Brazil with a greater opportunity to enhance its position in the Brazilian vehicle glass repair and replacement market. The joint venture agreement includes various call rights which enable either Belron or Advisia to take full control of the Brazilian operations in the future. As a result the Brazilian results have been presented as discontinued operations under IFRS. In 2015 the sales and current operating loss were EUR 53.4 million and EUR 2.9 million, respectively.

The net assets of the Brazilian business were written down at 31 December 2015 to the fair value of 8 million Brazilian reais (circa EUR 2 million) which is consistent with the transaction value. From the total non-cash impairment charge (EUR 36.7 million), EUR 25.8 million was included in the H1 2015 results (see press release dated 31 August 2015) following an impairment review of goodwill and fixed assets at that time. Circa EUR 25 million of foreign exchange losses previously taken to equity will be reclassified as a non-cash loss through the income statement in 2016 in accordance with IAS 21. In the future, the results of Carglass Brazil will be accounted for using the equity method.

In H2 2015 the decision was made to close the Chinese operations, a process which is now largely complete. The Chinese results have also been presented as discontinued operations. In 2015 the sales and current operating loss were EUR 0.2 million and EUR 2.0 million, respectively.

Results

The operating result reached EUR 174.4 million in 2015 (2014: EUR 12.8 million). The current operating result, which excludes unusual items and re-measurements[2], rose by 10.2% to EUR 182.0 million (2014: EUR 165.1 million). In the US, the operating result reflects the fall through from increased sales. In Europe, the impact from marginally lower sales was more than offset by cost control actions and the impact of restructuring actions. Central costs remained under tight control. The current operating result included a EUR 6.9 million charge for a long term management incentive plan which is due to mature at the end of 2017, partially offset by the reversal of an accrual (EUR 2.0 million) for a plan which was due to mature at the end of 2016 and for which the target hurdle is no longer expected to be met.

The unusual items and re-measurements[2] in the operating result totalled EUR -7.6 million and mainly relate to the impairment of goodwill and the write down of fixed assets in Turkey, the disposal of AutoRestore's 8 fixed site body shop operations, the write down of IT assets at the UK corporate centre and related staff restructuring following a changed approach to website development across the group, the write down of IT assets in Australia and New Zealand following an aborted front office implementation and revised strategy and efficiency improvements in France, Italy and Spain, partially offset by a gain realised on the settlement of defined benefit pension arrangements in the Netherlands.

The net finance costs were EUR 35.1 million (2014: EUR 25.1 million). Before re-measurements[2] resulting from the changes in the fair value of derivatives, the current net finance costs increased from EUR 35.0 million in 2014 to EUR 36.9 million mainly due to the adverse foreign exchange effect on the US dollar private placement interest.

The result before tax reached EUR 139.3 million (compared to EUR -12.3 million in 2014).

The current result before tax, group's share[2], reached EUR 137.6 million (compared to EUR 123.4 million in 2014, +11.5%).

3.2. KEY DEVELOPMENTS

In Europe, many initiatives were undertaken including the introduction of claims management services in France, greater use of digital marketing in many countries and restructuring initiatives in the UK, Italy, the Netherlands and Germany.

In the UK, the transformation of the operational model was extremely challenging in H1 2015 with a major adverse impact on employee engagement and customer service with a consequential negative impact on sales and profit versus the plan. The operational performance of the business recovered substantially in H2 2015 with much improved service levels although further progress is still required for the full benefits of the restructuring to be delivered.

The restructuring measures in Italy and the Netherlands announced in 2014 (see press release dated 12 December 2014) are delivering the expected benefits although both businesses continue to suffer from market declines and significant competitive price pressure. As a result a further restructuring was announced in Italy in H2 2015 with headcount reductions following the roll out of new technology.

On 3 June, Belron acquired Autotaalglas in the Netherlands. The deal comprised the acquisition of the franchisor, of one owned branch and of a franchise network of 54 branches. A further acquisition in the Netherlands – GlasGarage – was completed on 9 November. This deal comprised the acquisition of the franchisor, of one owned branch and of a franchise network of 126 branches (30 standalone and 96 shop-in-shop branches). Both businesses are being run separately from the Carglass business and customers have the choice between the value propositions of Carglass, Autotaalglas and GlasGarage. The deals result in synergies, notably in glass procurement.

In Germany, the Junited Autoglas acquisition was completed on 24 September. This is a franchise network comprising 232 branches. As with the franchise networks in the Netherlands, Junited is being run separately from the Carglass business. Both businesses retain their own brand, identity and operating model.

Outside Europe significant progress was made. The US business served a record number of customers thereby generating record sales and operating profit. The business continues to increase its headcount in order to be able to meet the demand generated by the market, innovative marketing activities and close relationships with insurance, fleet and lease partners.

3.3. ACTIVITY OUTLOOK 2016

Moderate organic sales growth is expected from share gains which are expected to offset some adverse underlying market trends. The business will continue to be innovative in all areas, increase the flexibility of its operations and look for further areas of profit improvement. Belron expects higher charges related to the long term management incentive programme (EUR 13.0 million expected for 2016 compared to EUR 4.9 million in 2015). Belron continues to look into potential service extension areas that could generate additional revenues and profits.

4. Research and development

Research and development costs incurred by the Group during the year amount to EUR 2.1 million and are solely related to the vehicle glass repair and replacement activity. Belron undertakes ongoing research and development activity relating to vehicle glass repair and replacement, in order to ensure that it remains at the cutting edge of its field. Such activity is undertaken ensuring that both performance and safety standards within the group's field of operation are met.

(1) In order to provide an accurate picture of the car market, Febiac publishes market figures excluding registrations that have been cancelled within 30 days. Most of them relate to vehicles that are unlikely to have been put into circulation in Belgium by the end customer.

(2) In order to better reflect its underlying performance and assist investors in gaining a better understanding of its financial performance, D'Ieteren uses Alternative Performance Measures ("APMs"). These APMs are non-GAAP measures, i.e. their definitions are not addressed by IFRS. D'Ieteren does not present APMs as an alternative to financial measures determined in accordance with IFRS and does not give to APMs greater prominence than defined IFRS measures. See note 3 of the Full-Year 2015 consolidated financial statements for the definition and computation of these performance indicators.

(3) The net financial debt is not an IFRS indicator. D'Ieteren uses this Alternative Performance Measure to reflect its indebtedness. This non-GAAP indicator is defined as the sum of the borrowings minus cash, cash equivalents and investments in non-current and current financial assets (see note 32 of the Full-Year 2015 consolidated financial statements).

s.a. D'Ieteren n.v. Consolidated Financial Statements 2015

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Consolidated Statement of Profit or Loss

Year ended 31 December

EUR million	Notes	2015	2014 [1]
Revenue	5	**6,035.4**	**5,453.1**
Cost of sales		-4,169.5	-3,735.6
Gross margin		**1,865.9**	**1,717.5**
Commercial and administrative expenses		-1,622.9	-1,516.9
Other operating income		7.0	3.9
Other operating expenses		-15.2	-141.8
Operating result	6	**234.8**	**62.7**
Net finance costs	7	-38.9	-32.3
Finance income		3.7	18.2
Finance costs		-42.6	-50.5
Share of result of entities accounted for using the equity method. net of income tax	8	0.5	0.9
Result before tax	3	**196.4**	**31.3**
Income tax expense	9	-21.6	-9.7
Result from continuing operations		**174.8**	**21.6**
Discontinued operations	41	-40.4	-36.2
RESULT FOR THE PERIOD		**134.4**	**-14.6**
Result attributable to:			
Equity holders of the Parent	3	**130.7**	**-11.1**
Non-controlling interests		3.7	-3.5
Earnings per share for result for the period attributable to equity holders of the Parent			
Basic (EUR)	10	2.38	-0.20
Diluted (EUR)	10	2.38	-0.20
Earnings per share for result from continuing operations attributable to equity holders of the Parent			
Basic (EUR)	10	3.08	0.43
Diluted (EUR)	10	3.08	0.42

The notes on pages 15 to 74 are an integral part of these consolidated financial statements.
The Group uses Alternative Performance Measures (non-GAAP measures) to reflect its financial performance – See note 3 for more information.

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information). In addition, within the 2014 items comparative (Vehicle Glass segment) there is a reallocation of EUR 17.2 million from cost of sales to commercial and administrative expenses reflecting the change in staff activities as the business has expanded.

Consolidated Statement of Comprehensive Income

Year ended 31 December

EUR million	Notes	2015	2014
Result for the period		134.4	-14.6
Other comprehensive income			
Items that will not be reclassified to profit or loss:		12.6	-28.7
Actuarial gains (losses) on employee benefits	20	*14.5*	*-30.9*
Tax relating to actuarial gains (losses) on employee benefits	9	*-1.9*	*2.2*
Items that may be reclassified subsequently to profit or loss:		-7.6	6.1
Translation differences		*-9.9*	*5.2*
Cash flow hedges: fair value gains (losses) in equity		*2.7*	*0.9*
Tax relating to cash flow hedges : fair value gains (losses) in equity		*-0.4*	-
Other comprehensive income. net of tax		5.0	-22.6
Total comprehensive income for the period		**139.4**	**-37.2**
being: attributable to equity holders of the Parent		*135.5*	*-32.6*
attributable to Non-controlling interests		*3.9*	*-4.6*

The notes on pages 15 to 74 are an integral part of these consolidated financial statements.

Consolidated Statement of Financial Position

At 31 December

EUR million	Notes	2015	2014
Goodwill	11	990.6	965.7
Other intangible assets	13	470.7	457.9
Property, plant and equipment	15	521.0	505.8
Investment property	16	4.3	6.7
Equity accounted investments	8	59.5	62.8
Available-for-sale financial assets	17	0.5	0.5
Employee benefits	20	47.6	40.9
Deferred tax assets	21	46.5	52.8
Other receivables	22	25.1	24.7
Non-current assets		**2,165.8**	**2,117.8**
Non-current assets classified as held for sale	23	15.2	6.3
Inventories	24	614.7	608.7
Held-to-maturity investments	14	59.8	176.1
Derivative hedging instruments	18	4.3	1.5
Derivatives held for trading	19	0.9	4.2
Other financial assets	25	-	1.8
Current tax assets	26	3.8	6.9
Trade and other receivables	27	360.4	379.1
Cash and cash equivalents	28	110.1	84.8
Current assets		**1,169.2**	**1,269.4**
TOTAL ASSETS		**3,335.0**	**3,387.2**
Capital and reserves attributable to equity holders		1,733.3	1,644.2
Non-controlling interests		1.8	0.6
Equity		**1,735.1**	**1,644.8**
Employee benefits	20	26.5	60.3
Provisions	30	28.8	23.0
Loans and borrowings	31/32	709.4	739.5
Derivatives held for trading	19	-	2.7
Put options granted to non-controlling shareholders	33	85.2	75.2
Other payables	34	21.6	15.9
Deferred tax liabilities	21	31.1	38.2
Non-current liabilities		**902.6**	**954.8**
Liabilities associated with non-current assets held for sale	23	6.7	-
Provisions	30	10.9	34.5
Derivative hedging instruments	18	0.2	0.1
Loans and borrowings	31/32	54.9	139.2
Derivatives held for trading	19	5.5	8.2
Current tax liabilities	26	17.0	10.8
Trade and other payables	35	602.1	594.8
Current liabilities		**697.3**	**787.6**
TOTAL EQUITY AND LIABILITIES		**3,335.0**	**3,387.2**

The notes on pages 15 to 74 are an integral part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

At 31 December

EUR million	Capital and reserves attributable to equity holders									Total	Non-	Equity
	Share capital	Share premium	Treasury shares	Share-based payment reserve	Hedging reserve	Retained earnings	Actuarial gains and losses	Taxes	Cumu-lative translation differences	Group's share	controlling interests	
At 1 January 2014	**160.0**	**24.4**	**-23.3**	**10.4**	**0.1**	**1,639.6**	**-63.6**	**14.2**	**-38.2**	**1,723.6**	**1.6**	**1,725.2**
Treasury shares	-	-	-4.5	-	-	-	-	-	-	-4.5	-	-4.5
Dividend 2013 paid in 2014	-	-	-	-	-	-44.0	-	-	-	-44.0	-	-44.0
Put options - Movement of the period	-	-	-	-	-	-	-	-	-	-	3.6	3.6
Other movements	-	-	-	1.7	-	-	-	-	-	1.7	-	1.7
Total transactions with owners of the Company	-	-	-4.5	1.7	-	-43.9	-	-	-	-46.8	3.6	-43.2
Total comprehensive income	-	-	-	-	0.9	-11.1	-29.4	2.1	4.9	-32.6	-4.6	-37.2
At 31 December 2014	**160.0**	**24.4**	**-27.8**	**12.1**	**1.0**	**1,584.6**	**-93.0**	**16.3**	**-33.3**	**1,644.2**	**0.6**	**1,644.8**
At 1 January 2015	**160.0**	**24.4**	**-27.8**	**12.1**	**1.0**	**1,584.6**	**-93.0**	**16.3**	**-33.3**	**1,644.2**	**0.6**	**1,644.8**
Treasury shares	-	-	-3.1	-	-	-	-	-	-	-3.1	-	-3.1
Dividend 2014 paid in 2015	-	-	-	-	-	-43.9	-	-	-	-43.9	-1.7	-45.6
Put options - Movement of the period	-	-	-	-	-	-	-	-	-	-	-1.9	-1.9
Acquisition of non-controlling interests (see note 33)	-	-	-	-	-	-0.9	-	-	-	-0.9	0.9	-
Defined benefit scheme pension transfer (see note 29)	-	-	-	-	-	-23.7	24.9	-1.2	-	-	-	-
Transfer within reserves	-	-	-0.1	-2.4	0.3	4.5	-1.9	-0.1	-0.3	-	-	-
Other movements	-	-	-	1.2	-	0.2	-	-	-	1.5	-	1.5
Total transactions with owners of the Company	-	-	-3.2	-1.2	0.3	-63.8	23.0	-1.3	-0.3	-46.4	-2.7	-49.1
Total comprehensive income	-	-	-	-	2.6	130.7	13.8	-2.2	-9.4	135.5	3.9	139.4
At 31 December 2015	**160.0**	**24.4**	**-31.0**	**10.9**	**3.9**	**1,651.5**	**-56.2**	**12.8**	**-43.0**	**1,733.3**	**1.8**	**1,735.1**

The notes on pages 15 to 74 are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

Year ended 31 December

EUR million	Notes	2015	2014 (1)
Cash flows from operating activities - Continuing			
Result for the period		174.8	21.6
Income tax expense	9	21.6	9.7
Share of result of entities accounted for using the equity method, net of income tax	8	-0.5	-0.9
Net finance costs	7	38.9	32.3
Operating result from continuing operations		**234.8**	**62.7**
Depreciation of other items	6	100.6	92.4
Amortisation of other intangible assets	3/6/13	39.7	36.7
Impairment losses on goodwill and other non-current assets	3/11/15	19.3	91.1
Other non-cash items	3	8.3	63.9
Employee benefits	3	-24.3	-6.8
Other cash items	3	-25.2	-15.9
Change in net working capital		-4.0	-28.4
Cash generated from operations		**349.2**	**295.7**
Income tax paid		-18.0	-21.6
Net cash from operating activities		**331.2**	**274.1**
Cash flows from investing activities - Continuing			
Purchase of property, plant and equipment and intangible assets		-121.9	-131.4
Sale of of property, plant and equipment and intangible assets		11.8	10.1
Net capital expenditure		**-110.1**	**-121.3**
Acquisition of subsidiaries (net of cash acquired)	3/12	-22.6	-34.0
Contribution of cash to joint venture		-	-0.4
Investment in held-to-maturity financial assets	3/14	116.4	121.9
Interest received		14.0	11.8
Dividends received from equity accounted entities	3/8	3.9	-
Net investment in other financial assets		-1.1	-0.9
Net cash from investing activities		**0.5**	**-22.9**
Cash flows from financing activities - Continuing			
Acquisition of non-controlling interests		-	0.8
Net disposal/(acquisition) of treasury shares		-3.1	-4.5
Capital element of finance lease payments		-27.2	-22.4
Net change in other loans and borrowings	3	-186.7	-221.7
Interest paid		-43.9	-57.4
Dividends paid by Parent	29	-43.9	-44.0
Dividends received from/(paid by) subsidiaries		-1.7	-
Net cash from financing activities		**-306.5**	**-349.2**
Cash flows from continuing activities		**25.2**	**-98.0**
Cash flows from discontinued operations	41	**-10.1**	**-16.3**
TOTAL CASH FLOW FOR THE PERIOD		**15.1**	**-114.3**
Reconciliation with statement of financial position			
Cash at beginning of period	28	84.8	195.6
Cash equivalents at beginning of period	28	-	4.0
Cash and cash equivalents at beginning of period	28	**84.8**	**199.6**
Total cash flow for the period		15.1	-114.3
Translation differences		10.8	-0.5
Cash and cash equivalents at end of period		**110.7**	**84.8**
Included within "Cash and cash equivalents"	*28*	*110.1*	*84.8*
Included within "Non-current assets classified as held for sale"	*23*	*0.6*	-

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).
The notes on pages 15 to 74 are an integral part of these consolidated financial statements.

Notes to the Consolidated Financial Statements

NOTE 1: GENERAL INFORMATION

s.a. D'Ieteren n.v. (the Company or the Parent) is a public company incorporated and domiciled in Belgium, whose main shareholders are listed in note 29. The address of the Company's registered office is:
Rue du Mail 50
B-1050 Brussels

The Company, its subsidiaries and its interests in associates and joint ventures (together the Group) form an international group, active in sectors of services to the motorist:

- Automobile distribution in Belgium of Volkswagen, Audi, Seat, Skoda, Bentley, Lamborghini, Bugatti, Porsche, and Yamaha;
- Vehicle glass repair and replacement mainly in Europe, North and South America, Australia and New Zealand through Belron s.a. and notably its CARGLASS®, AUTOGLASS® and SAFELITE® AUTO GLASS brands.

The Group is present in 34 countries, serving over 12 million corporate and end customers.

The Company is listed on Euronext Brussels.

These consolidated financial statements have been authorized for issue by the Board of Directors on 25 February 2016.

NOTE 2: ACCOUNTING POLICIES

On 7 January 2016 the Parent announced that the Vehicle Glass segment has entered into an agreement with Advisia Investimentos ("Advisia") to form a joint venture in Brazil. Under the agreement, the Vehicle Glass segment sold 60% of its investment in Carglass Brazil to Advisia. The Board of Directors of the Parent has considered that, at the balance sheet date, the Vehicle Glass segment is committed to a sale plan of Carglass Brazil which will involve a loss of control of its subsidiary. It has therefore classified in the consolidated statement of financial position as at 31 December 2015 all the assets and liabilities of the Brazilian cash-generating unit as held for sale, and has also decided to present the 12 months results of this Brazilian cash-generating unit as a discontinued operation; the recognition criteria defined in IFRS 5 "Non-Current Assets Held for Sale and Discontinued Operations" being satisfied. The consolidated statement of profit or loss, consolidated statement of comprehensive income and consolidated statement of cash flows for the year ended 31 December 2014 have been restated accordingly. See notes 23 and 41 of these consolidated financial statements for more information and adequate disclosures.

Note 2.1: Basis of Preparation

These 2015 consolidated financial statements are for the 12 months ended 31 December 2015. They are presented in euro, which is the Group's functional currency. All amounts have been rounded to the nearest million, unless otherwise indicated. They have been prepared in accordance with the International Financial Reporting Standards ("IFRS") and the related International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued which have been adopted by the European Union ("EU") as at 31 December 2015 and are effective for the period ending 31 December 2015. They correspond to the standards and interpretations issued by the International Accounting Standards Board ("IASB") and are effective as at 31 December 2015.

These consolidated financial statements have been prepared under the historical cost convention, except for available-for-sale financial assets, money market assets (short-term securities of monetary instruments) classified within cash and cash equivalents, employee benefits, non-current assets and liabilities held for sale, business combination and financial assets and financial liabilities (including derivative instruments) that have been measured at fair value. Following adoption of IFRS 13 "Fair Value Measurement", which clarifies the valuation methodology of fair value measurements required or permitted by other IFRS, fair values presented reflect the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction at the date of the statement of financial position.

These consolidated financial statements are prepared on the assumption that the Group is a going concern and will continue in operation for the foreseeable future.

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Actual results may differ from these estimates. If in the future such estimates and assumptions, which are based on management's best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and assumptions will be modified as appropriate in the period in which the circumstances change. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are mainly the measurement of defined benefit obligations (key actuarial assumptions), the recognition of deferred tax assets (availability of future taxable profit against which carryforward tax losses can be used), the impairment test (key assumptions underlying recoverable amounts),

NOTE 2: ACCOUNTING POLICIES (continued)

the recognition and measurement of provisions and contingencies (key assumptions about the likelihood and magnitude of an outflow of resources) and the acquisition of subsidiary (fair value measured on a provisional basis). They are also disclosed in the relevant notes.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. The main areas are employee benefits, share-based payments, investment properties, non-current assets and liabilities held for sale, financial instruments and business combinations. When measuring the fair value of an asset or a liability,the Group used observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques. Further information is included in the relevant notes, especially the note 38.

Note 2.2: Summary of Significant Accounting Policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

The new standards and amendments to standards that are mandatory for the first time for the Group's accounting period beginning on 1 January 2015 are listed below and have no significant impact on the Group's consolidated financial statements.

- IFRIC 21 "Levies". This interpretation provides guidance on accounting for levies in accordance with the requirements of IAS 37 "Provisions". This interpretation became retrospectively applicable on 1 January 2014. Comparative amounts have not been restated since the impact (increase of capital and reserves attributable to equity holders of the Parent of EUR 0.3 million, decrease of deferred tax assets of EUR 0.2 million and increase of other payables of EUR 0.1 million) was not considered material at Group level;
- Annual improvements to IFRS 2010-2012 and IFRS 2011-2013 cycles. These improvements are a collection of minor improvements to existing standards;
- Amendments to IAS 19 "Employee Benefits – Defined Benefit Plans: Employee Contributions". These amendments introduce a relief that will reduce the complexity and burden of accounting for certain contributions from employees or third parties.

The standards, amendments and interpretations to existing standards issued by the IASB but not yet effective in 2015 have not been early adopted by the Group. They are listed below. The Group is currently assessing the impact of these new standards, amendments and interpretations to existing standards. Except for IFRS 15 (too early at this stage to assess the impact), no significant impact on the Group's consolidated financial statements is expected.

- Annual improvements to IFRS 2012-2014 cycle (effective 1 January 2016 – endorsed by the EU). These improvements are a collection of minor improvements to existing standards;
- Accounting for Acquisitions of Interests in Joint Operations - Amendments to IFRS 11 (effective 1 January 2016 – endorsed by the EU). This amendment determines that when an entity acquires an interest in a joint operation that is a business, as defined in IFRS 3, it shall apply all of the principles on business combinations accounting in IFRS 3, and other IFRS, that do not conflict with the guidance in this IFRS;
- Clarification of Acceptable Methods of Depreciation and Amortisation – Amendments to IAS 16 and IAS 38 (effective 1 January 2016 – endorsed by the EU).These amendments emphasize that a depreciation method that is based on revenue that is generated by an activity that includes the use of an asset is not appropriate for property, plant and equipment;
- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28 (effective 1 January 2016 – subject to endorsement by the EU). These amendments provide guidance on the recognition of the gain or loss when accounting for the sale or contribution of a subsidiary to an associate or joint venture;
- Disclosure Initiative – Amendment to IAS 1 (effective 1 January 2016 – endorsed by the EU). This amendment aims to improve presentation and disclosures in financial reporting;
- IFRS 9 "Financial Instruments: Classification and Measurement" (effective 1 January 2018 – subject to endorsement by the EU). This new standard will replace the existing guidance in IAS 39 "Financial Instruments: Recognition and Measurement";
- IFRS 15 "Revenue from Contracts with Customers (initial effective date 1 January 2017, with deferral to 1 January 2018 – subject to endorsement by the EU). This new standard will replace existing revenue recognition guidance (notably IAS 18 "Revenue") and establish a comprehensive framework for determining whether, how much and when revenue is recognised.

On 13 January 2016, the IASB issued the new standard IFRS 16 "Leases" (effective date 1 January 2019 – subject to endorsement by the EU) which will require the Group when operating as a lessee to bring most leases on-balance sheet. IFRS 16 eliminates the current dual accounting model for lessees, which distinguishes between on-balance sheet finance leases and off-balance sheet operating leases. Instead, there is a single, on-balance sheet accounting model that is similar to current finance lease accounting. The Group is starting a detailed review and analysis of the new standard in order to be able to assess its business implications and impacts on the Group's assets and liabilities.

NOTE 2: ACCOUNTING POLICIES (continued)

Principles of Consolidation

Subsidiary undertakings

Subsidiary undertakings, which are those entities in which the Group has, directly or indirectly, an interest of more than half of the voting rights or otherwise has the power to exercise control over the operations, are consolidated. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date that control is transferred to the Group, and are no longer consolidated from the date that control ceases. All inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated upon consolidation.

Transactions with non-controlling interest that do not result in loss of control are accounted for as equity transactions. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interest (that do not result in loss of control) are also recorded in equity.

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the date where control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income are reclassified to profit or loss.

Associated undertakings

Associates are all entities over which the Group has significant influence but not control or joint control, over the financial and operating policies. Investments in associates are accounted for using the equity method. The investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition, until the date on which significant influence or joint control ceases. The Group's investment in associates includes goodwill identified on acquisition.

The Group's share of profit from the associate represents the Group's share of the associate's profit after tax. Profits and losses resulting from transactions between the Group and its associate are eliminated to the extent of the Group's interest in the associate. Unrealised gains on transactions between the Group and its associate are also eliminated based on the same principle; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Equity accounting is discontinued when the carrying amount of the investment in an associate reaches zero, unless the Group has incurred obligations or guaranteed obligations in respect of the associate.

Interests in joint ventures

A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities. Interests in joint ventures are recognised using the equity method. The above principles regarding associated undertakings are also applicable to joint ventures.

Impairment of associates and joint ventures

The Group determines at each reporting date whether there is any objective evidence that the investment in the equity accounted investment is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value and recognises the amount adjacent to “share of profit/(loss) of an associate/joint venture” in the income statement.

Foreign Currency Translation

The Group consolidation is prepared in euro. Income statements of foreign operations are translated into euro at the weighted average exchange rates for the period and statements of financial positions are translated into euro at the exchange rate ruling on the statement of financial position date. Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as local currency assets and liabilities of the foreign entity and are translated at the closing rate.

Foreign currency transactions are accounted for at the exchange rate prevailing at the date of the transaction. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised within the income statement. Exchange movements arising from the retranslation at closing rates of the Group's net investment in subsidiaries, joint ventures and associates are taken to the translation reserve component in other comprehensive income. The Group's net investment includes the Group's share of net assets of subsidiaries, joint ventures and associates, and certain inter-company loans. The net investment definition includes loans between “sister” companies and certain inter-company items denominated in any currency. Other exchange movements are taken to the income statement.

Where the Group hedges net investments in foreign operations, the gains and losses relating to the effective portion of the hedging instrument are recognised in the translation reserve in other comprehensive income. The gain or loss relating to any ineffective portion is recognised in the income statement. Gains and losses accumulated in other comprehensive income are included in the income statement when the foreign operation is disposed of.

Goodwill

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest and previously held interest in the acquiree. For each business combination, the Group measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss. The excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interest over the net recognised amount (generally at fair value) of the identifiable assets acquired and liabilities assumed constitutes goodwill, and is recognised as an asset. In case this excess is negative, it is recognised immediately in the income statement. After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Any contingent consideration payable is recognised at fair value at the acquisition date. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in profit or loss. Acquisition-related costs, other than those associated with the issue of debt or equity securities that the Group incurs in connection with a business combination, are expensed as incurred.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the CGU's or groups of CGU's that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level for business combinations and transactions performed by the Parent, and at the country level for business combinations performed by Belron s.a. and its subsidiaries.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs to sell. Any impairment is recognised immediately as an expense and is not subsequently reversed.

Intangible Assets

An item of intangible assets is valued at its cost less any accumulated amortisation and any accumulated impairment losses. Customer contracts and brands acquired in a business combination are recognised at fair value at the acquisition date. Generally, costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred. However, costs that are directly associated with identifiable and unique software products controlled by the Group which have probable economic benefits exceeding the cost beyond one year are recognised as intangible assets.

The amortisation method used reflects the pattern in which the assets's future economic benefits are expected to be consumed. Intangible assets with a finite useful life are generally amortised over their useful life on a straight line basis. The estimated useful lives are between 2 and 10 years.

Brands for which there is a limit to the period over which these assets are expected to generate cash inflows will be amortised on a straight line basis over their remaining useful lives which are estimated to be up to 5 years. Amortisation periods are reassessed annually.

Brands that have indefinite useful lives are those, thanks to the marketing spend and advertising made, where there is no foreseeable limit to the period over which these assets are expected to generate net cash inflows for the Group. They are therefore not amortised but tested for impairment annually.

For any intangible asset with a finite or indefinite useful life, where an indication of impairment exists, its carrying amount is assessed and written down immediately to its recoverable amount. Impairment losses are recognised in the consolidated income statement.

Expenditure on internally generated intangible assets is recognised in the consolidated income statement as an expense as incurred. Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is expensed as incurred.

Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to cash-generating units and then, to reduce the carrying amount of the other assets in the unit, on a pro rata basis.

NOTE 2: ACCOUNTING POLICIES (continued)

Research and Development

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;

(b) the Group has the intention to complete the intangible asset and use or sell it;

(c) the Group has ability to use or sell the intangible asset;

(d) how the intangible asset will generate probable future economic benefits;

(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset;

(f) the Group has the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Property, Plant and Equipment

An item of property, plant and equipment is initially measured at cost. This cost comprises its purchase price (including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates), plus any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating. If applicable, the initial estimate of the cost of dismantling and removing the item and restoring the site is also included in the cost of the item. After initial recognition, the item is carried at its cost less any accumulated depreciation and any accumulated impairment losses. The cost of self-constructed assets includes the cost of materials, direct labour, the initial estimate, where relevant, of the costs of dismantling and removing the items and restoring the site on which they are located, and an appropriate proportion of production overheads. Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.

The depreciable amount of the item is allocated according to the straight-line method over its useful life. Land is not depreciated. The main depreciation periods are the following:

- Buildings: 40 to 50 years;
- Plant and equipment: 3 to 15 years;
- IT equipment: 2 to 7 years;
- Leased assets: depending on the length of the lease.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the items will flow to the group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Leases

Operating leases for which the Group is the lessor

Assets leased out under operating leases in which a significant portion of the risks and rewards of ownership are retained by the lessor (other than vehicles sold under buy-back agreements) are included in property, plant and equipment in the statement of financial position. They are depreciated over their expected useful lives. Rental income is recognised on a straight-line basis over the lease term.

Operating leases for which the Group is the lessee

Lease payments under operating leases are recognised as expenses in the income statement on a straight-line basis over the lease term. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

Finance leases for which the Group is the lessee

Leases of property, plant and equipment for which substantially all the risks and rewards of ownership are transferred to the Group are classified as finance leases. Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased property or the present value of the minimum lease payments. Each lease payment is allocated between the liability and the finance charge so as to achieve a constant rate of return on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in borrowings. The interest element of the finance cost is charged to the income statement over the lease period. The leased assets are depreciated over their expected useful lives on a basis consistent with similar owned property, plant and equipment. If there is no reasonable certainty that ownership will be acquired by the end of the lease term, the asset is depreciated over the shorter of the lease term and its useful life.

NOTE 2: ACCOUNTING POLICIES (continued)

Vehicles sold under buy-back agreements

Vehicles sold under buy-back agreements are accounted for as operating leases (lessor accounting), and are presented in the statement of financial position under inventories. The difference between the sale price and the repurchase price (buy-back obligation) is considered as deferred income, while buy-back obligations are recognised in trade payables. The deferred income is recognised as revenue on a straight line basis over the relevant vehicle holding period.

Investment Properties

Investment properties are measured at cost less accumulated depreciation and accumulated impairment losses. These items are amortised over their useful life on a straight-line basis method. The estimated useful lives are between 40 and 50 years.

Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Items that are not interchangeable, like new vehicles and second-hand vehicles, are valued using specific identification of their individual costs. Other items are valued using the first in, first out or weighted average cost formula. When inventories are used, the carrying amount of those inventories are recognised as an expense in the period in which the related revenue is recognised. Losses and write-downs of inventories are recognised in the period in which they occur. Reversal of a write-down is recognised as a credit to cost of sales in the period in which the reversal occurs.

Cash and Cash Equivalents

Cash comprises cash on hand and demand deposits, excluding any blocked or restricted cash held by the Group. Cash equivalents are short-term (maximum 3 months), highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Equity

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effect(s).

Where the Company (or its subsidiaries) reacquires its own equity instruments, those instruments are deducted from equity as treasury shares. Where such equity instruments are subsequently sold, any consideration received is recognised in equity.

Dividends to holders of equity instruments proposed or declared after the balance sheet date are not recognised as a liability at the balance sheet date; it is presented in equity.

Provisions

A provision is recognised when:

- there is a present obligation (legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

If these conditions are not met, no provision is recognised. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money.

A provision for warranties is recognised when the underlying products or services are sold, based on historical warranty data and a weighting of possible outcomes against their associated probabilities.

A provision for restructuring is recognised when the Group has approved a detailed and formal restructuring plan, and the restructuring either has commenced or has been announced publicly. Future operating losses are not provided for.

Post-employment Employee Benefits

The Group has various defined benefit pension plans and defined contribution pension plans. Most of these plans are funded schemes, i.e. they are financed through a pension fund or an external insurance policy. The minimum funding level of these schemes is defined by national rules.

Obligations for contributions to *defined contribution pension plans* are charged as an expense as the related service is provided. Prepaid contributions are recognised as an asset too the extent that a cash refund or a reduction in future payments is available.

The Group's commitments under *defined benefit pension plans*, and the related costs, are valued using the "projected unit credit method", with independent actuaries carrying out the valuations at least on a yearly basis. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. Actuarial gains and losses are recognised in full in the period in which they occur. They are recognised in other comprehensive income. Past service cost is recognised immediately to the extent that the benefits have already vested, and otherwise is amortised on a straight line basis until the benefits become vested.

NOTE 2: ACCOUNTING POLICIES (continued)

The long-term employee benefit obligation recognised in the statement of financial position represents the present value of the defined benefit obligations as reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of any refunds and reductions in future contributions to the plan.

Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits as it is demonstrably committed to a termination when the entity has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

Other long-term incentives

The group recognises a provision for long-term incentives where they are contractually obliged or where there is a past practice that has created a constructive obligation. This provision is discounted to determine its present value. Re-measurements are recognised in profit or loss in the period in which they arise.

Financial Instruments Excluding Derivatives

The Group initially recognises loans and receivables and debt securities issued on the date when they are originated. All other financial assets and liabilities are initially recognised on the trade date when the entity becomes a party to the contractual provisions of the instrument.

The Group derecognises a financial asset when the contractual rights to cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred, or it neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control over the transferred asset. The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to offset the amounts and intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

The Group classifies its financial assets in the following categories: at fair value through profit or loss, held-to-maturity investments, loans and receivables, and available for sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(a) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current.

(b) Held-to-maturity investments

These assets are initially recognised at fair value. Subsequent to initial recognition, they are measured at amortised cost using the effective interest rate method.

(c) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. The Group's loans and receivables comprise 'trade and other receivables', 'cash and cash equivalents' and 'other financial assets' in the statement of financial position.

(d) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting period.

Measurement of financial instruments:

(a) Available-for-sale financial assets are measured at fair value through other comprehensive income. Impairment losses are recorded in the income statement.
(b) The cost of treasury shares is deducted from equity.
(c) Trade and other receivables are measured at their amortised cost using the effective interest rate method, as reduced by appropriate allowances for irrecoverable amounts.
(d) Financial assets held for trading are measured at fair value.
(e) Trade and other payables, as well as borrowings, are measured at amortised cost using the effective interest rate method.

NOTE 2: ACCOUNTING POLICIES (continued)

Financial Instruments – Derivatives

Derivatives are used as hedges in the financing and financial risk management of the Group.

The Group's activities expose it to the financial risks of changes in foreign currency exchange rates and interest rates. The Group uses foreign exchange forward contracts, interest rate swaps, cross currency interest rate swaps, and options to hedge these exposures. The Group does not use derivatives for speculative purposes. However, certain financial derivative transactions, while constituting effective economic hedges, do not qualify for hedge accounting under the specific rules in IAS 39.

Derivatives are recorded initially and subsequently at fair value. Any directly attributable transaction costs are recognised in profit or loss as incurred. Unless accounted for as hedges, they are classified as held for trading and are subsequently measured at fair value. Derivatives classified as held for trading are those which do not meet the strict criteria of IAS 39 for application of hedge accouting. Changes in fair value of derivatives that do not qualify for hedge accounting are recognised in the income statement as they arise.

Cash flow hedge

Changes in the fair value of derivative financial instruments that are designated and effective as hedges of future cash flows are recognised directly in other comprehensive income and any ineffective portion is recognised immediately in the income statement. If the cash flow hedge is a firm commitment or the forecasted transaction results in the recognition of an asset or a liability, then, at the time the asset or liability is recognised, the associated gains or losses on the derivative that had previously been recognised in other comprehensive income are included in the initial measurement of the asset or liability. For hedges that do not result in the recognition of an asset or a liability, amounts deferred in other comprehensive income are recognised in the income statement in the same period in which the hedged item affects net profit or loss.

Fair value hedge

For an effective hedge of an exposure to changes in the fair value, the hedged item is adjusted for changes in fair value attributable to the risk being hedged with a corresponding entry in profit or loss. Gains or losses from re-measuring the derivative, or for non-derivatives the foreign currency component of its carrying amount, are recognised in profit or loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. In the case of a cash flow hedge, any cumulative gain or loss recognised in other comprehensive income is transferred to profit or loss when profit or loss is impacted by the hedged item. If the forecast transaction is no longer expected to occur, the cumulative gain or loss is reclassified in the profit or loss immediately.

Derivatives embedded in other financial instruments or other host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of the host contracts, and the host contracts are not carried at fair value with unrealised gains or losses reported in income statement.

Put Options Granted to Non-Controlling Shareholders

The Group is committed to acquiring the non-controlling shareholdings owned by third parties in Belron, should these third parties wish to exercise their put options. The exercise price of such options granted to non-controlling interest is reflected as a financial liability in the consolidated statement of financial position. For put options granted to non-controlling interest prior to 1 January 2010, the goodwill is adjusted at period end to reflect the change in the exercise price of the options and the carrying value of non-controlling interest to which they relate.

Due to the introduction of the revised version of IFRS 3 (effective date 1 January 2010), for put options granted to non-controlling shareholders as from 1 January 2010, at inception, the difference between the consideration received and the exercise price of the options granted is recognised against the group's share of equity. At each period end, the re-measurement of the financial liability resulting from these options will be recognised in the consolidated income statement as a re-measurement item in net finance costs.

Non-Current Assets (or Disposal Groups) Held for Sale and Discontinued Operations

Non-current assets (or disposal groups comprising assets and liabilities) are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell. Once classified as held for sale, intangible assets and property, plant and equipment are no longer amortised or depreciated.

A discontinued operation is a component of the Group's business that represents a separate major line of the business or geographical area of operations that that either has been disposed of, or is classified as held for sale and is disclosed as a single line item in the income statement. When an operation is classified as a discontinued operation, the comparative statement of profit or loss and statement of comprehensive income is re-presented as if the operation had been discontinued from the start of the comparative year.

NOTE 2: ACCOUNTING POLICIES (continued)

Revenue Recognition

Revenue from the *sale of goods* is recognised when all the following conditions have been satisfied:

(a) the Group has transferred to the buyer the significant risks and rewards of ownership of the goods;

(b) the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;

(c) the amount of revenue can be measured reliably;

(d) it is probable that the economic benefits associated with the transaction will flow to the Group; and

(e) the cost incurred or to be incurred in respect of transaction can be measured reliably.

When the outcome of a transaction involving the *rendering of services* can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the balance sheet date.

The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

(a) the amount of revenue can be measured reliably;

(b) it is probable that the economic benefits associated with the transaction will flow to the Group;

(c) the stage of completion of the transaction at the balance sheet date can be measured reliably; and

(d) the cost incurred for the transaction and the costs to complete the transaction can be measured reliably.

Revenue is measured net of returns, trade discounts and volume rebates.

Interest is recognised on a time proportion basis that takes into account the effective yield on the asset. *Royalties* are recognised on an accrual basis in accordance with the substance of the relevant agreement. *Dividends* are recognised when the shareholder's right to receive payment has been established.

In the income statement, sales of goods, rendering of services and royalties are presented under the heading "revenue". Interest income is presented under the heading "net finance costs".

Share-Based Payments

Share-based payments are exclusively made in connection with employee stock option plans ("ESOP").

Equity-settled ESOP granted after 7 November 2002 are accounted for in accordance with IFRS 2, such that their cost is recognised in the income statement, with a corresponding increase in equity, over the vesting period of the awards.

Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset.

Government Grants

Government grants related to assets are presented in liabilities as deferred income, and amortised over the useful life of the related assets.

Income Taxes

Income tax expense comprises current and deferred tax. It is recognized in profit or loss except to the extent that it relates to a business combination, or items recognized directly in equity or other comprehensive income.

Current taxes relating to current and prior periods are, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset. The benefit relating to a tax loss that can be carried back to recover current tax of a previous period is recognised as an asset. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. Current tax assets and liabilities are offset only if certain criteria are met.

Deferred taxes are provided in full using the balance sheet liability method, on temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred taxes are not calculated on the following temporary differences: (i) the initial recognition of goodwill and (ii) the initial recognition of assets and liabilities that affects neither accounting nor taxable profit. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantially enacted at the balance sheet date. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the unused tax losses and

NOTE 2: ACCOUNTING POLICIES (continued)

credits can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balance on a net basis.

NOTE 3: ALTERNATIVE PERFORMANCE MEASUREMENT (APM) – NON-GAAP MEASUREMENT

Framework and definitions

In order to better reflect its underlying performance and assist investors in gaining a better understanding of its financial performance, the Group uses Alternative Performance Measures ("APMs"). These APMs are non-GAAP measures, i.e. their definition are not addressed by IFRS. The Group does not present APMs as an alternative to financial measures determined in accordance with IFRS and does not give to APMs greater prominence than defined IFRS measures.

Each line of the statement of profit or loss (see below), and each subtotal of the segment statement of profit or loss (see note 4), is broken down in order to provide information on the current result and on unusual items and re-measurements. Unusual items and re-measurements comprise the following items:

(a) Recognised fair value gains and losses on financial instruments (i.e. change in fair value between the opening and the end of the period, excluding the accrued cash flows of the derivatives that occurred during the period), where hedge accounting may not be applied under IAS 39 (in this case recognised fair value gains and losses being directly accounted for in the Consolidated Statement of Comprehensive Income);

(b) Exchange gains and losses arising upon the translation of foreign currency loans and borrowings at the closing rate;

(c) Re-measurement of financial liabilities resulting from put options granted to non-controlling interests as from 1 January 2010;

(d) Impairment of goodwill and other non-current assets;

(e) Amortisation of intangible assets with finite useful lives recognised in the framework of the allocation as defined by IFRS 3 of the cost of a business combination;

(f) Other unusual items. They are material items that derive from events or transactions that fall within the ordinary activities of the Group, and which individually or, if of a similar type, in aggregate, are separately disclosed by virtue of their size or incidence.

All other items are recognised as part of the current result.

Current result after tax ("current PAT") consists of the reported result from continuing operations (or the result for the period when no discontinued operation is reported), excluding unusual items and re-measurements as defined above, and excluding their tax impact.

Current result before tax ("current PBT") consists of the reported result before tax excluding unusual items and re-measurements as defined above.

Current PAT, Group's share, and current PBT, Group's share, exclude the share of minority shareholders in current PAT and current PBT.

NOTE 3: ALTERNATIVE PERFORMANCE MEASUREMENT (APM) – NON-GAAP MEASUREMENT (continued)

Presentation of APMs in the consolidated statement of profit or loss for the year ended 31 December

EUR million	Notes	2015			2014 (1)		
		Total	Of which Current items (2)	Of which Unusual items and re-measurements (2)	Total	Of which Current items (2)	Of which Unusual items and re-measurements (2)
Revenue	5	**6,035.4**	*6,035.4*	-	**5,453.1**	*5,453.1*	-
Cost of sales		-4,169.5	*-4,171.6*	*2.1*	-3,735.6	*-3,725.3*	*-10.3*
Gross margin		**1,865.9**	*1,863.8*	*2.1*	**1,717.5**	*1,727.8*	*-10.3*
Commercial and administrative expenses		-1,622.9	*-1,611.7*	*-11.2*	-1,516.9	*-1,501.9*	*-15.0*
Other operating income		7.0	*1.6*	*5.4*	3.9	*3.9*	-
Other operating expenses		-15.2	*-5.2*	*-10.0*	-141.8	*-11.4*	*-130.4*
Operating result	6	**234.8**	*248.5*	*-13.7*	**62.7**	*218.4*	*-155.7*
Net finance costs	7	-38.9	*-37.1*	*-1.8*	-32.3	*-42.2*	*9.9*
Finance income		3.7	*3.6*	*0.1*	18.2	*5.6*	*12.6*
Finance costs		-42.6	*-40.7*	*-1.9*	-50.5	*-47.8*	*-2.7*
Share of result of entities accounted for using the equity method, net of income tax	8	0.5	*5.2*	*-4.7*	0.9	*4.4*	*-3.5*
Result before tax	3	**196.4**	*216.6*	*-20.2*	**31.3**	*180.6*	*-149.3*
Income tax expense	9	-21.6	*-24.2*	*2.6*	-9.7	*-31.7*	*22.0*
Result from continuing operations		**174.8**	*192.4*	*-17.6*	**21.6**	*148.9*	*-127.3*
Discontinued operations	41	-40.4	*-4.4*	*-36.0*	-36.2	*-19.3*	*-16.9*
RESULT FOR THE PERIOD		**134.4**	*188.0*	*-53.6*	**-14.6**	*129.6*	*-144.2*
Result attributable to:							
Equity holders of the Parent	3	**130.7**	*182.2*	*-51.5*	**-11.1**	*125.7*	*-136.8*
Non-controlling interests		3.7	*5.8*	*-2.1*	-3.5	*3.9*	*-7.4*
Earnings per share for result for the period attributable to equity holders of the Parent							
Basic (EUR)	10	2.38	*3.32*	*-0.94*	-0.20	*2.29*	*-2.49*
Diluted (EUR)	10	2.38	*3.31*	*-0.93*	-0.20	*2.28*	*-2.48*
Earnings per share for result from continuing operations attributable to equity holders of the Parent							
Basic (EUR)	10	3.08	*3.40*	*-0.32*	0.43	*2.62*	*-2.19*
Diluted (EUR)	10	3.08	*3.39*	*-0.31*	0.42	*2.61*	*-2.19*

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).
(2) Alternative Performance Measure (non-GAAP measure) - See section "Framework and definitions" of this note 3 for more explanations.

NOTE 3: ALTERNATIVE PERFORMANCE MEASUREMENT (APM) – NON-GAAP MEASUREMENT (continued)

Explanations and details of the figures presented as APMs

In 2015 and 2014, the unusual items and re-measurements (APMs) from continuing operations comprised:

EUR million		2015				2014 (1)			
		Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Unusual items and re-measurements							
Included in operating result		**-6.1**	**-7.6**	**-13.7**	**-3.4**	**-152.3**	**-155.7**
	Re-measurements of financial instruments	*-*	*6.1 (g)*	*6.1*	*-*	*-10.3 (g)*	*-10.3*
	Amortisation of customer contracts	*-*	*-9.9 (h)*	*-9.9*	*-*	*-10.1 (h)*	*-10.1*
	Amortisation of brands with finite useful life	*-*	*-1.6 (i)*	*-1.6*	*-*	*-1.5 (i)*	*-1.5*
	Amortisation of other intangibles with finite useful life	*-0.6 (a)*	*-*	*-0.6*	*-1.3 (a)*	*-*	*-1.3*
	Impairment of goodwill and of non-current assets	*-4.1 (b)*	*-13.1 (j)*	*-17.2*	*-2.1 (b)*	*-89.0 (j)*	*-91.1*
	Other unusual items	*-1.4 (c)*	*10.9 (k)*	*9.5*	*-*	*-41.4 (k)*	*-41.4*
Included in net finance costs		**-3.6**	**1.8**	***-1.8***	**-**	**9.9**	***9.9***
	Re-measurements of financial instruments	*-1.7 (d)*	*1.8 (g)*	*0.1*	*-2.7 (d)*	*9.9 (g)*	*7.2*
	Re-measurement of put options granted to non-controlling interests	*-1.9 (e)*	*-*	*-1.9*	*2.7 (e)*	*-*	*2.7*
Included in equity accounted result		**-4.7** *(f)*	**-**	***-4.7***	**-3.5** *(f)*	**-**	***-3.5***
Included in result before taxes (PBT)		**-14.4**	**-5.8**	***-20.2***	**-6.9**	**-142.4**	***-149.3***
of which:	*Unusual items*	*-1.4*	*10.9*	*9.5*	*-*	*-41.4*	*-41.4*
	Re-measurements	*-13.0*	*-16.7*	*-29.7*	*-6.9*	*-101.0*	*-107.9*

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

Automobile Distribution

(a) In the framework of the acquisition in July 2012 of the remaining 67% of S.M.A.R.T. & Clean Automotive Services s.a. (Wondercar, active in smart repairs on vehicles), a fair value adjustement was made in 2013 to the initial valuations. An intangible asset with a finite useful life was recognised and is being amortised on a straight-line basis over 3 years as from the acquisition date. The 2015 amortisation (in commercial and administrative expenses) amounted to EUR 0.6 million (2014: EUR 1.3 million). This intangible asset with a finite useful life is now fully amortised.

(b) In the period, commercial and administrative expenses mainly include an impairment charge of EUR 1.2 million on properties in the framework of the optimization of the footprint of the corporately-owned car dealerships (reshaping project announced in February 2014) and an impairment charge of EUR 2.6 million on certain intangible IT software following a change in strategy in the implementation of new technology. In the prior period, commercial and administrative expenses included an impairment charge of EUR 2.1 million on a property (corporately-owned car dealership in Brussels) following the implementation of the reshaping project announced in February 2014.

(c) In the period, other unusual items in operating result include an unusual gain of EUR 5.4 million (presented in other operating income) on the sale of buildings classified as non-current asset held for sale as at 31 December 2014 (see note 23 of the 2014 Financial and Directors' Report) and unusual costs (EUR 6.8 million in cost of sales and in commercial and administrative expenses) related to the "Emissiongate". These unusual costs include provisions for extra costs to be disbursed in 2016 (e.g. logistic and mailing costs related to the upcoming recalls).

(d) Net finance costs include re-measurements of financial instruments amounting to EUR -1.7 million (EUR -2.7 million in the prior period) arising from changes in the "clean" fair value of derivatives. Change in "clean" fair value of derivatives corresponds to the change of "dirty" fair value (i.e. the change of value between the opening and the end of the period) excluding the accrued cash flows of the derivatives that occurred during the period.

(e) Net finance costs include re-measurement charge of put options granted to certain non-controlling shareholders (family holding company of Belron's CEO) amounting to EUR -1.9 million (re-measurement income of EUR 2.7 million in the prior period). See note 33 of these consolidated financial statements for more information.

(f) In the period, the share of the Group in the unusual items and re-measurements of entities accounted for using the equity method amounts to EUR -4.7 million (EUR -3.5 million in the prior period) and is related to the amortisation of intangible assets with a finite useful life (customer contracts recognised in the framework of the contribution of D'Ieteren Lease's operating leases activities to Volkswagen D'Ieteren Finance and intangible IT assets recognised in the framework of the contribution to OTA Keys s.a. of development activities around virtual key solutions) and, in 2015 is also related to additional unusual write-downs related to the "Emissiongate". See note 8 for more information.

NOTE 3: ALTERNATIVE PERFORMANCE MEASUREMENT (APM) – NON-GAAP MEASUREMENT (continued)

Vehicle Glass

(g) Cost of sales and net finance costs include re-measurements of financial instruments (fair value of fuel hedge instruments in cost of sales and fair value movements of the cross currency interest rate swaps – see note 19) amounting respectively to EUR 6.1 million (2014: EUR -10.3 million) and to EUR 1.8 million (2014: EUR 9.9 million) arising from changes in the "clean" fair value of derivatives. Change in "clean" fair value of derivatives corresponds to the change of "dirty" fair value (i.e. the change of value between the opening and the end of the period) excluding the accrued cash flows of the derivatives that occurred during the period.

(h) In the framework of recent acquisitions, certain customer contracts were recognised as intangible assets with a finite useful life. The 2015 amortisation (in commercial and administrative expenses) amounts to EUR 9.9 million (2014: EUR 10.1 million).

(i) Commercial and administrative expenses include the amortisation of brands with finite useful lives (certain brands are no longer considered to be intangibles with indefinite useful lives since there is now a limit to the period over which these assets are expected to generate cash inflows) amounting to EUR 1.6 million (2014: EUR 1.5 million).

(j) In the period, commercial and administrative expenses and other operating charges comprise:

- A total impairment charge of EUR 4.2 million on the Turkish cash-generating unit following the impairment test performed at half-year on every cash-generating unit. From the total impairment charge on Turkey, EUR 3.4 million is related to the full impairment of goodwill and EUR 0.8 million to the write-off of tangible fixed assets. See note 11 for further information;
- An impairment charge on IT assets at the Centre (EUR 5.4 million) following the decision to pass down web site design, production and operation to individual countries;
- An impairment charge on IT assets in Australia and New-Zealand (EUR 3.5 million) from an aborded front office implementation and revised strategy

In the prior period, other operating expenses comprised a goodwill impairment charge of EUR 89.0 million on the UK cash-generating unit.

(k) In 2015, other unusual items (EUR 10.9 million presented in cost of sales, commercial and administrative expenses and other operating expenses) relate to a credit for the settlement of defined benefit pension obligations in the Netherlands (EUR 21.5 million), the additional costs associated with the closure of the UK defined benefit pension plan (EUR -0.6 million), the associated staff termination costs (EUR -0.7 million) following the decision to pass down web site design, production and operation to individual countries, the restructuring of call centres and the closure of the bus and coach glass distribution business in France (EUR -3.9 million), the loss on disposal (EUR -2.7 million) of the Autorestore® ADR business in the United Kingdom following the decision to focus the business solely on its mobile bodyshops going forward, the headcount reductions in Italy (EUR -2.2 million) and to the finalisation of the Guardian Glass acquisition in Spain (EUR -0.5 million).

In the prior period, other unusual items (EUR -41.4 million) related to the restructuring charge and asset write-downs associated with a change to the UK business operating model (EUR -16.4 million), the closure of the German specials business (EUR 10.3 million), the integration costs relating to the acquisition of Guardian Glass Co. in the USA and Spain (EUR -6.7 million), restructuring charges in Italy (EUR -3.2 million) and in the Netherlands (EUR -4.0 million) and to the finalisation of the Canadian acquisition programme (EUR -0.8 million).

In 2015 and in 2014, in the Vehicle Glass segment, the line "Discontinued operations" (see note 41 for more information) of the consolidated statement of profit or loss comprises unusual items and re-measurements amounting respectively to EUR -36.0 million and to EUR -16.9 million.

The 2015 charge of EUR 36.0 million comprises:

- The full impairment of goodwill and write-downs of fixed assets, intangible assets, stocks and debtors on the Brazilian cash-generating unit (respectively EUR -15.9 million, EUR -3.1 million, EUR -3.0 million, EUR -8.5 million and EUR -5.8 million) and disposal costs (EUR -0.4 million) ;
- The closure costs relating to China (EUR -3.6 million) offset by an associated foreign exchange translation gain (EUR 4.3 million).

The 2014 charge of EUR 16.9 million comprised a goodwill impairment charge of EUR 9.4 million and disposal and closure costs of EUR 7.5 million on the China cash-generating unit.

NOTE 3: ALTERNATIVE PERFORMANCE MEASUREMENT (APM) – NON-GAAP MEASUREMENT (continued)

Reconciliations between APMs and IFRS reported figures

EUR million		2015			2014 (1)		
		Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
From reported PBT to current PBT, Group's share:							
Reported PBT		57.1	139.3	196.4	43.6	-12.3	31.3
Less: Unusual items and re-measurements in PBT		14.4	5.8	20.2	6.9	142.4	149.3
Current PBT		**71.5**	**145.1**	**216.6**	**50.5**	**130.1**	**180.6**
Less: Share of the group in tax on current result of equity accounted entities		2.9	-	2.9	1.8	-	1.8
Share of non-controlling interests in current PBT		0.1	-7.5	-7.4	0.2	-6.7	-6.5
Current PBT, Group's share		**74.5**	**137.6**	**212.1**	**52.5**	**123.4**	**175.9**
From current PBT, Group's share, to current PAT, Group's share:							
Current PBT, Group's share		74.5	137.6	212.1	52.5	123.4	175.9
Share of the group in tax on current result of equity accounted entities		-2.9	-	-2.9	-1.8	-	-1.8
Current tax, Group's share		2.7	-25.4	-22.7	-1.0	-29.1	-30.1
Current PAT, Group's share		**74.3**	**112.2**	**186.5**	**49.7**	**94.3**	**144.0**
From current PAT, Group's share, to current result for the period attributable to equity holders of the Parent:							
Current PAT, Group's share		74.3	112.2	186.5	49.7	94.3	144.0
Share of the group in current discontinued operations	41	-	-4.3	-4.3	-	-18.3	-18.3
Current result for the period attributable to equity holders of the Parent		**74.3**	**107.9**	**182.2**	**49.7**	**76.0**	**125.7**

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

Comments related to the cash flow statement

The line "Acquisition of subsidiaries" for the year ended 31 December 2015 included, among other transactions, the business combinations disclosed in note 12.

In 2015 and 2014, in the Vehicle Glass segment, the line "Other non-cash items" included, among other amounts, the restructuring provisions recognised at year-end.

In 2015, in the Vehicle Glass segment, the line "Other cash items" included, among other amounts, the cash outflow related to the restructurings announced in December 2014.

In 2015, in the Vehicle Glass segment, the line "Employee benefits" includes among other amounts the unusual non-cash gain related to the settlement of defined benefit pension obligations in the Netherlands (see above and note 20).

In 2015, the line "Dividends received from equity accounted entities" includes the group's share in the dividends paid by D'Ieteren Vehicle Trading s.a., a 49%-owned associate (see note 8).

In 2015 and 2014, the lines "Investment in held-to-maturity financial assets" and "Net change in other loans and borrowings" were mainly explained by the reimbursements in December 2014 and in July 2015 of two bonds (Automobile Distribution segment).

In 2015, the inter-segment loan represented amounts lent by the Automobile Distribution segment to the Vehicle Glass segment, at arm's length conditions.

NOTE 4: SEGMENT INFORMATION

Note 4.1: Basis of Segmentation

The Group's reportable operating segments are Automobile Distribution and Vehicle Glass.

The Automobile Distribution segment includes the automobile distribution activities (see note 1) as well as corporate activities. The Vehicle Glass segment comprises Belron s.a. and its subsidiaries (see note 1).

These operating segments are consistent with the Group's organisational and internal reporting structure.

Note 4.2: Segment Statement of Profit or Loss - Operating Segments (Year ended 31 December)

EUR million	Notes	2015				2014 (1)			
		Automobile Distribution	Vehicle Glass	Eliminations	Group	Automobile Distribution	Vehicle Glass	Eliminations	Group
External revenue	5	2,874.2	3,161.2		6,035.4	2,660.5	2,792.6		5,453.1
Inter-segment revenue		5.1	-	-5.1	-	3.8	-	-3.8	-
Segment revenue		**2,879.3**	**3,161.2**	**-5.1**	**6,035.4**	**2,664.3**	**2,792.6**	**-3.8**	**5,453.1**
Operating result (being segment result)	6	**60.4**	**174.4**		**234.8**	**49.9**	**12.8**		**62.7**
of which: current items (APMs)	6	*66.5*	*182.0*		*248.5*	*53.3*	*165.1*		*218.4*
unusual items and re-measurements (APMs)	3/6	*-6.1*	*-7.6*		*-13.7*	*-3.4*	*-152.3*		*-155.7*
Net finance costs	7	-3.8	-35.1		-38.9	-7.2	-25.1		-32.3
Finance income		1.3	2.4		3.7	8.0	10.2		18.2
Finance costs		-5.1	-37.5		-42.6	-15.2	-35.3		-50.5
Share of result of entities accounted for using the equity method, net of income tax	8	0.5	-		0.5	0.9	-		0.9
Result before taxes	3	**57.1**	**139.3**		**196.4**	**43.6**	**-12.3**		**31.3**
of which: current items (APMs)	3	*71.5*	*145.1*		*216.6*	*50.5*	*130.1*		*180.6*
unusual items and re-measurements (APMs)	3	*-14.4*	*-5.8*		*-20.2*	*-6.9*	*-142.4*		*-149.3*
Income tax expense	9	2.6	-24.2		-21.6	5.0	-14.7		-9.7
Result from continuing operations		**59.7**	**115.1**		**174.8**	**48.6**	**-27.0**		**21.6**
of which: current items (APMs)		*74.2*	*118.2*		*192.4*	*49.5*	*99.4*		*148.9*
unusual items and re-measurements (APMs)		*-14.5*	*-3.1*		*-17.6*	*-0.9*	*-126.4*		*-127.3*
Discontinued operations	41	-	-40.4		-40.4	-	-36.2		-36.2
RESULT FOR THE PERIOD		**59.7**	**74.7**		**134.4**	**48.6**	**-63.2**		**-14.6**

Attributable to :	Notes	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Equity holders of the Parent		59.8	70.9	130.7	48.8	-59.9	-11.1
of which: current items (APMs)	3	*74.3*	*107.9*	*182.2*	*49.7*	*76.0*	*125.7*
unusual items and re-measurements (APMs)		*-14.5*	*-37.0*	*-51.5*	*-0.9*	*-135.9*	*-136.8*
Non-controlling interests		-0.1	3.8	3.7	-0.2	-3.3	-3.5
RESULT FOR THE PERIOD		**59.7**	**74.7**	**134.4**	**48.6**	**-63.2**	**-14.6**

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

NOTE 4: SEGMENT INFORMATION (continued)

Note 4.3: Segment Statement of Financial Position - Operating Segments (At 31 December)

EUR million	Notes	2015			2014		
		Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Goodwill	11	9.9	980.7	990.6	9.9	955.8	965.7
Other intangible assets	13	9.2	461.5	470.7	9.3	448.6	457.9
Property, plant and equipment	15	184.1	336.9	521.0	179.4	326.4	505.8
Investment property	16	4.3	-	4.3	6.7	-	6.7
Equity accounted investments	8	59.5	-	59.5	62.8	-	62.8
Available-for-sale financial assets	17	0.5	-	0.5	0.5	-	0.5
Employee benefits	20	-	47.6	47.6	-	40.9	40.9
Deferred tax assets	21	2.0	44.5	46.5	1.4	51.4	52.8
Other receivables	22	22.5	2.6	25.1	22.4	2.3	24.7
Non-current assets		**292.0**	**1,873.8**	**2,165.8**	**292.4**	**1,825.4**	**2,117.8**
Non-current assets classified as held for sale	23	7.0	8.2	15.2	6.3	-	6.3
Inventories	24	329.1	285.6	614.7	323.3	285.4	608.7
Held-to-maturity investments	14	59.8	-	59.8	176.1	-	176.1
Derivative hedging instruments	18	-	4.3	4.3	-	1.5	1.5
Derivatives held for trading	19	-	0.9	0.9	3.3	0.9	4.2
Other financial assets	25	-	-	-	-	1.8	1.8
Current tax assets	26	-	3.8	3.8	0.2	6.7	6.9
Trade and other receivables	27	117.5	242.9	360.4	132.3	246.8	379.1
Cash and cash equivalents	28	88.1	22.0	110.1	54.9	29.9	84.8
Current assets		**601.5**	**567.7**	**1,169.2**	**696.4**	**573.0**	**1,269.4**
TOTAL ASSETS		**893.5**	**2,441.5**	**3,335.0**	**988.8**	**2,398.4**	**3,387.2**
Capital and reserves attributable to equity holders		1,733.3	-	1,733.3	1,644.2	-	1,644.2
Non-controlling interests		-	1.8	1.8	-0.8	1.4	0.6
Equity		**1,733.3**	**1.8**	**1,735.1**	**1,643.4**	**1.4**	**1,644.8**
Employee benefits	20	7.6	18.9	26.5	8.4	51.9	60.3
Provisions	30	21.9	6.9	28.8	20.5	2.5	23.0
Loans and borrowings	31/32	4.6	704.8	709.4	6.2	733.3	739.5
Derivatives held for trading	19	-	-	-	-	2.7	2.7
Put options granted to non-controlling shareholders	33	85.2	-	85.2	75.2	-	75.2
Other payables	34	-	21.6	21.6	-	15.9	15.9
Deferred tax liabilities	21	14.1	17.0	31.1	17.8	20.4	38.2
Non-current liabilities		**133.4**	**769.2**	**902.6**	**128.1**	**826.7**	**954.8**
Liabilities associated with non-current assets held for sale	23	-	6.7	6.7	-	-	-
Provisions	30	-	10.9	10.9	-	34.5	34.5
Derivative hedging instruments	18	-	0.2	0.2	-	0.1	0.1
Loans and borrowings	31/32	5.9	49.0	54.9	106.7	32.5	139.2
Inter-segment loan	31	-20.0	20.0	-	-	-	-
Derivatives held for trading	19	-	5.5	5.5	0.4	7.8	8.2
Current tax liabilities	26	1.1	15.9	17.0	0.1	10.7	10.8
Trade and other payables	35	117.8	484.3	602.1	136.7	458.1	594.8
Current liabilities		**104.8**	**592.5**	**697.3**	**243.9**	**543.7**	**787.6**
TOTAL EQUITY AND LIABILITIES		**1,971.5**	**1,363.5**	**3,335.0**	**2,015.4**	**1,371.8**	**3,387.2**

NOTE 4: SEGMENT INFORMATION (continued)

Note 4.4: Segment Statement of Cash Flows - Operating Segments (Year ended 31 December)

EUR million	Notes	2015			2014 [1]		
		Autom. Distrib.	Vehicle Glass	Group	Autom. Distrib.	Vehicle Glass	Group
Cash flows from operating activities - Continuing							
Result for the period		59.7	115.1	174.8	48.6	-27.0	21.6
Income tax expense	9	-2.6	24.2	21.6	-5.0	14.7	9.7
Share of result of entities accounted for using the equity method, net of income tax	8	-0.5	-	-0.5	-0.9	-	-0.9
Net finance costs	7	3.8	35.1	38.9	7.2	25.1	32.3
Operating result from continuing operations		**60.4**	**174.4**	**234.8**	**49.9**	**12.8**	**62.7**
Depreciation of other items	6	12.9	87.7	100.6	14.4	78.0	92.4
Amortisation of other intangible assets	3/6/13	1.9	37.8	39.7	2.5	34.2	36.7
Impairment losses on goodwill and other non-current assets	3/11/15	4.1	15.2	19.3	2.1	89.0	91.1
Other non-cash items	3	-3.2	11.5	8.3	11.4	52.5	63.9
Employee benefits	3	-0.4	-23.9	-24.3	-0.2	-6.6	-6.8
Other cash items	3	-	-25.2	-25.2	-	-15.9	-15.9
Change in net working capital		-10.1	6.1	-4.0	-49.3	20.9	-28.4
Cash generated from operations		**65.6**	**283.6**	**349.2**	**30.8**	**264.9**	**295.7**
Income tax paid		-0.7	-17.3	-18.0	-1.0	-20.6	-21.6
Net cash from operating activities		**64.9**	**266.3**	**331.2**	**29.8**	**244.3**	**274.1**
Cash flows from investing activities - Continuing							
Purchase of property, plant and equipment and intangible assets		-27.1	-94.8	-121.9	-34.9	-96.5	-131.4
Sale of property, plant and equipment and intangible assets		9.9	1.9	11.8	7.7	2.4	10.1
Net capital expenditure		**-17.2**	**-92.9**	**-110.1**	**-27.2**	**-94.1**	**-121.3**
Acquisition of subsidiaries (net of cash acquired)	3/12	-	-22.6	-22.6	-20.0	-14.0	-34.0
Contribution of cash to joint venture		-	-	-	-0.4	-	-0.4
Investment in held-to-maturity financial assets	3/14	116.4	-	116.4	121.9	-	121.9
Interest received		12.3	1.7	14.0	11.5	0.3	11.8
Dividends received from equity accounted entities	3/8	3.9	-	3.9	-	-	-
Net investment in other financial assets		-0.9	-0.2	-1.1	-1.0	0.1	-0.9
Net cash from investing activities		**114.5**	**-114.0**	**0.5**	**84.8**	**-107.7**	**-22.9**
Cash flows from financing activities - Continuing							
Acquisition (-)/Disposal (+) of non-controlling interests		-	-	-	0.8	-	0.8
Net disposal/(acquisition) of treasury shares		-3.1	-	-3.1	-4.5	-	-4.5
Capital element of finance lease payments		-	-27.2	-27.2	-	-22.4	-22.4
Net change in other loans and borrowings	3	-102.5	-84.2	-186.7	-153.0	-68.7	-221.7
Inter-segment loan	31	-20.0	20.0	-	-	-	-
Interest paid		-8.8	-35.1	-43.9	-22.1	-35.3	-57.4
Dividends paid by Parent	29	-43.9	-	-43.9	-44.0	-	-44.0
Dividends received from/(paid by) subsidiaries		32.1	-33.8	-1.7	-	-	-
Net cash from financing activities		**-146.2**	**-160.3**	**-306.5**	**-222.8**	**-126.4**	**-349.2**
Cash flows from continuing operations		**33.2**	**-8.0**	**25.2**	**-108.2**	**10.2**	**-98.0**
Cash flows from discontinued operations	41	**-**	**-10.1**	**-10.1**	**-**	**-16.3**	**-16.3**
TOTAL CASH FLOW FOR THE PERIOD		**33.2**	**-18.1**	**15.1**	**-108.2**	**-6.1**	**-114.3**
Reconciliation with statement of financial position							
Cash at beginning of period	28	54.9	29.9	84.8	159.1	36.5	195.6
Cash equivalents at beginning of period	28	-	-	-	4.0	-	4.0
Cash and cash equivalents at beginning of period	28	**54.9**	**29.9**	**84.8**	**163.1**	**36.5**	**199.6**
Total cash flow for the period		33.2	-18.1	15.1	-108.2	-6.1	-114.3
Translation differences		-	10.8	10.8	-	-0.5	-0.5
Cash and cash equivalents at end of period		**88.1**	**22.6**	**110.7**	**54.9**	**29.9**	**84.8**
Included within "Cash and cash equivalents	*28*	*88.1*	*22.0*	*110.1*	*54.9*	*29.9*	*84.8*
Included within "Non-current assets held for sale"	*23*	*-*	*0.6*	*0.6*	*-*	*-*	*-*

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

NOTE 4: SEGMENT INFORMATION (continued)

Note 4.5: Other Segment Information - Operating Segments (Year ended 31 December)

EUR million	2015			2014		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Capital additions (1)	27.3	162.0	189.3	56.5	131.3	187.8

(1) Capital additions include both additions and acquisitions through business combinations including goodwill.

Besides depreciation and amortisation of segment assets (which are provided in note 6), the charge arising from the long-term management incentive schemes is the other significant non-cash expense deducted in measuring segment result.

Note 4.6: Geographical Segment Information (Year ended 31 December)

The Group's two operating segments operate in three main geographical areas, being Belgium (main market for the Automobile Distribution segment), the rest of Europe and the rest of the world.

EUR million	2015				2014 (1)			
	Belgium	Rest of Europe	Rest of the world	Group	Belgium	Rest of Europe	Rest of the world	Group
Segment revenue from external customers (2)	2,777.2	1,479.8	1,778.4	6,035.4	2,577.4	1,520.3	1,355.4	5,453.1
Non-current assets (3)	244.1	1,099.3	668.3	2,011.7	240.6	1,071.8	648.4	1,960.8
Capital additions (4)	38.0	54.0	97.3	189.3	61.4	34.2	92.2	187.8

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).
(2) Based on the geographical location of the customers.
(3) Non-current assets, as defined by IFRS 8, consists of goodwill, other intangible assets, property, plant and equipment, investment property and non-current other receivables.
(4) Capital additions include both additions and acquisitions through business combinations including goodwill.

NOTE 5: REVENUE

EUR million	2015	2014 (1)
New vehicles	2,512.8	2,316.5
Used cars	46.1	38.7
Spare parts and accessories	180.4	169.7
After-sales activities by D'Ieteren Car Centers	83.9	81.0
D'Ieteren Sport	25.5	26.0
Rental income under buy-back agreements	4.8	5.0
Other revenue	20.7	23.6
Subtotal Automobile Distribution	**2,874.2**	**2,660.5**
Vehicle Glass	**3,161.2**	**2,792.6**
REVENUE (EXTERNAL)	**6,035.4**	**5,453.1**
of which: sales of goods	*2,950.8*	*2,717.5*
rendering of services	*3,083.8*	*2,735.2*
royalties	*0.8*	*0.4*

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

Interest income and dividend income (if any) are presented among net finance costs (see note 7).

NOTE 6: OPERATING RESULT

Operating result is stated after charging:

EUR million	2015			2014 [1]		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Current items (APMs – see note 3):						
Purchases and changes in inventories	-2,452.4	-728.6	-3,181.0	-2,260.8	-644.2	-2,905.0
Depreciation of other items (excl. investment property)	-12.5	-87.7	-100.2	-14.0	-78.0	-92.0
Amortisation (excl. re-measurements - see note 3)	-1.2	-26.1	-27.3	-1.2	-22.6	-23.8
Other operating lease rentals [2]	-4.3	-160.8	-165.1	-3.6	-155.0	-158.6
Write-down on inventories	2.2	-2.1	0.1	-4.1	-0.6	-4.7
Employee benefit expenses (see note 36)	-165.1	-1,251.8	-1,416.9	-155.0	-1,094.8	-1,249.8
Research and development expenditure	-	-2.1	-2.1	-	-1.1	-1.1
Sundry [3]	-173.7	-717.1	-890.8	-164.2	-629.4	-793.6
Other operating expenses:						
Bad and doubtful debts	-0.2	-1.7	-1.9	-7.0	-1.8	-8.8
Loss on sale of property, plant and equipment	-0.8	-0.6	-1.4	-0.1	-0.3	-0.4
Investment property expenses:						
Depreciation (see note 16)	-0.4	-	-0.4	-0.4	-	-0.4
Operating expenses [4]	-0.2	-	-0.2	-0.1	-	-0.1
Sundry	-0.7	-0.6	-1.3	-0.6	0.3	-0.3
Subtotal other operating expenses	-2.3	-2.9	-5.2	-8.2	-1.8	-10.0
Other operating income:						
Gain on sale of property, plant and equipment	0.1	-	0.1	-	-	-
Rental income from investment property [5]	1.0	-	1.0	1.6	-	1.6
Sundry	0.5	-	0.5	2.3	-	2.3
Subtotal other operating income	1.6	-	1.6	3.9	-	3.9
Subtotal current items (APMs)	**-2,807.7**	**-2,979.2**	**-5,786.9**	**-2,607.2**	**-2,627.5**	**-5,234.7**
Unusual items and re-measurements (APMs - see note 3)	**-6.1**	**-7.6**	**-13.7**	**-3.4**	**-152.3**	**-155.7**
NET OPERATING EXPENSES	**-2,813.8**	**-2,986.8**	**-5,800.6**	**-2,610.6**	**-2,779.8**	**-5,390.4**

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).
(2) Primarily hire of vehicles and other plant and equipment in relation with the business activity.
(3) Mainly relates to marketing and IT costs, legal and consultancy fees.
(4) The full amount is related to investment property that generated rental income.
(5) Does not include any contingent rent.

NOTE 7: NET FINANCE COSTS

Net finance costs are broken down as follows:

EUR million	2015			2014 [1]		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Current items (APMs – see note 3):						
Finance costs:						
Current interest expense	-1.0	-37.9	-38.9	-9.7	-35.9	-45,6
Net interest cost on pension (see note 20)	-0.1	0.4	0.3	-0.1	0.6	0,5
Other financial charges	-2.1	-	-2.1	-2.7	-	-2,7
Subtotal finance costs	-3.2	-37.5	-40.7	-12.5	-35.3	-47,8
Finance income	3,0	0.6	3.6	5.3	0.3	5.6
Current net finance costs (APMs)	**-0,2**	**-36.9**	**-37.1**	**-7.2**	**-35.0**	**-42.2**
Unusual items and re-measurements (APMs - see note 3):						
Re-measurements of put options granted to non-controlling interests (see note 33)	-1,9	-	-1.9	2.7	-	2.7
Re-measurements of financial instruments [2]:						
Designated at fair value upon initial recognition	-1.7	1.8	0.1	-2.7	9.9	7,2
Unusual items and re-measurements (APMs)	**-3,6**	**1.8**	**-1.8**	**-**	**9.9**	**9.9**
NET FINANCE COSTS	**-3,8**	**-35.1**	**-38.9**	**-7.2**	**-25.1**	**-32.3**

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).
(2) Change in "clean" fair value of derivatives corresponds to the change of "dirty" fair value (ie the change of value between the opening and the end of the period) excluding the accrued cash flows of the derivatives that occurred during the period.

NOTE 8: ENTITIES ACCOUNTED FOR USING THE EQUITY METHOD

In 2015, three group entities are accounted for using the equity method.

EUR million	2015	2014
Interests in joint ventures	58.1	57.6
Interest in associate	1.4	5.2
Total of equity accounted investments	**59.5**	**62.8**
Share of profit in joint ventures	0.4	0.5
Share of profit in associate	0.1	0.4
Total of share of result after tax of equity accounted companies	**0.5**	**0.9**
of which: Current items (APMs – see note 3)	5.2	4.4
Unusual items and re-measurements (APMs – see note 3)	-4.7	-3.5

Joint ventures

In 2015 and 2014, two joint ventures are accounted for using the equity method.

Volkswagen D'Ieteren Finance (VDFin) is a joint venture, owned 50% minus one share by the Group and 50% plus one share by Volkswagen Financial Services (a subsidiary of the Volkswagen group), active in a full range of financial services related to the sale of the Volkswagen group vehicles on the Belgian market.

The following table summarises the financial information of VDFin as included in its own financial statements, adjusted for differences in accounting policies, and also reconciles this summarised financial information to the carrying amount of the Group's interest in VDFin.

NOTE 8: ENTITIES ACCOUNTED FOR USING THE EQUITY METHOD (continued)

EUR million	2015	2014
Non-current assets	815.0	730.6
Current assets (excluding cash and cash equivalents)	406.1	337.9
Cash and cash equivalents	20.2	18.7
Non-current liabilities (excluding financial liabilities)	-5.8	-7.8
Non-current financial liabilities	-441.0	-380.5
Current liabilities (excluding financial liabilities)	-72.5	-67.3
Current financial liabilities	-607.3	-519.9
Net assets (100%)	114.7	111.7
Group's share of net assets (49.99%) and carrying amount of interest in joint venture	**57.3**	**55.8**
Revenue	294.3	264.6
Profit before tax	3.9	1.3
of which: Current items (APMs)	*17.8*	*11.9*
Result for the period (100%)	2.9	1.5
of which: Current items (APMs)	*12.0*	*8.5*
Other comprehensive income (100%)	-	-
Total comprehensive income (100%)	2.9	1.5
Group's share of total comprehensive income (49.99%)	**1.4**	**0.7**
of which: Current items (APMs)	*6.0*	*4.2*
Unusual items and re-measurements (APMs)	*-4.6*	*-3.5*

Share of net assets represents the share of the Group in the equity of VDFin as at 31 December 2015. In the framework of the contribution in early 2012 of D'Ieteren Lease n.v. to VDFin and in accordance with IFRS 3 "Business Combinations", customer contracts were recognised as an intangible asset with a finite useful life (EUR 38.9 million of initial gross amount net of deferred taxes; EUR 0.5 million of carrying amount as at 31 December 2015). The share of the Group in the amortisation after tax amounted to EUR 3.1 million (2014: EUR 3.5 million) and in accordance with the Group's accounting policies is accounted for in the Group's consolidated financial statements as a re-measurement. The amortisation method is based on the expected pattern of the revenue generated by this portfolio of contracts. In 2015, in the framework of the "Emissiongate", additional unusual write-downs on vehicles have been accounted for. The share of the Group in this unusual charge after tax amounted to EUR 1.5 million.

In September 2014, the Parent and Continental AG have set up OTA Keys s.a., a joint venture owned 50% by the Group and 50% by Continental AG, bringing together their development activities around virtual key solutions. The contribution of the Group's development activities occurred in early September 2014, resulting in the recognition in current operating result of the prior period of a consolidated gain of EUR 1.7 million. The following table summarises financial information of OTA Keys s.a. as included in its own financial statements, adjusted for differences in accounting policies, and also reconciles this summarised financial information to the carrying amount of the Group's interest in OTA Keys s.a.

EUR million	2015	2014
Non-current assets	2.9	3.3
Current assets	0.6	0.6
Current liabilities	-1.9	-0.2
Net assets (100%)	1.6	3.7
Group's share of net assets (50%) and carrying amount of interest in joint venture	**0.8**	**1.8**
Result for the period (100%)	-2.1	-0.5
Group's share of total comprehensive income (50%)	**-1.0**	**-0.2**
of which: Current items (APMs)	*-0.9*	*-0.2*
Unusual items and re-measurements (APMs)	*-0.1*	-

NOTE 8: ENTITIES ACCOUNTED FOR USING THE EQUITY METHOD (continued)

Associate

As from June 2012, new finance lease services to customers of the Automobile Distribution segment are provided by the joint venture VDFin. Services related to previous finance lease contracts are still provided by D'Ieteren Vehicle Trading (DVT) s.a., a 49%-owned associate.

The following table summarises the financial information of DVT as included in its own financial statements and also reconciles this summarised financial information to the carrying amount of the Group's interest in DVT. At year end, the Automobile Distribution's interest in the associate comprised:

EUR million	2015	2014
Non-current assets	9.4	24.4
Current assets	6.7	15.8
Non-current liabilities	-11.3	-27.7
Current liabilities	-2.0	-1.9
Net assets (100%)	2.8	10.6
Group's share of net assets (49%) and carrying amount of interest in associate	**1.4**	**5.2**
Revenue	7.4	13.1
Profit before tax	0.3	1.1
Result for the period (100%)	0.2	0.8
Group's share of result for the period (49%)	**0.1**	**0.4**

The decrease in net assets is mainly explained by the dividends (EUR 3.9 million for the Group's share) paid during the period.

NOTE 9: INCOME TAX EXPENSE

Income tax expense is broken down as follows:

EUR million	2015			2014 (1)		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Current year income tax	-1.8	-20.6	-22.4	-1.0	-17.5	-18.5
Prior year income tax	-	0.6	0.6	-	1.1	1.1
Movement in deferred taxes	4.4	-4.2	0.2	6.0	1.7	7.7
Income tax expense	**2.6**	**-24.2**	**-21.6**	**5.0**	**-14.7**	**-9.7**
of which: current items (APMs)	*2.7*	*-26.9*	*-24.2*	*-1.0*	*-30.7*	*-31.7*
unusual items and re-measurements (APMs - see note 3)	*-0.1*	*2.7*	*2.6*	*6.0*	*16.0*	*22.0*

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

The relationship between income tax expense and accounting profit is explained below:

EUR million	2015			2014 (1)		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Result before taxes	57.1	139.3	196.4	43.6	-12.3	31.3
Tax at the Belgian corporation tax rate of 33.99%	-19.4	-47.3	-66.7	-14.8	4.2	-10.6
Reconciling items (see below)	22.0	23.1	45.1	19.8	-18.9	0.9
Actual income tax on result before taxes	**2.6**	**-24.2**	**-21.6**	**5.0**	**-14.7**	**-9.7**

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

NOTE 9: INCOME TAX EXPENSE (continued)

The reconciling items are provided below:

EUR million	2015			2014 (1)		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Current PBT (APMs - see note 3)	71.5	145.1	216.6	50.5	130.1	180.6
Tax at the Belgian corporation tax rate of 33.99%	-24.3	-49.3	-73.6	-17.2	-44.2	-61.4
Rate differential	-	-1.8	-1.8	-	4.3	4.3
Permanent differences	18.7	23.3	42.0	16.3	17.5	33.8
Utilisation of tax losses	2.8	-	2.8	0.9	-	0.9
Adjustments in respect of prior years	-	0.8	0.8	-	2.9	2.9
Deferred tax assets not recognised	-0.7	-1.8	-2.5	-3.6	-8.9	-12.5
Recognition of previously unrecognised deferred tax assets	4.3	1.9	6.2	1.4	-	1.4
Derecognition of previously recognised deferred tax assets	-	-	-	-	-2.3	-2.3
Impact of dividends	-	-	-	-0.3	-	-0.3
Joint venture and associate	1.8	-	1.8	1.5	-	1.5
Other	0.1	-	0.1	-	-	-
Actual income tax on current PBT (APMs - see note 3)	**2.7**	**-26.9**	**-24.2**	**-1.0**	**-30.7**	**-31.7**
Actual tax rate on current PBT (APMs - see note 3)	*-4%*	*19%*	*11%*	*2%*	*24%*	*18%*
Unusual items and re-measurements in PBT (APMs - see note 3)	-14.4	-5.8	-20.2	-6.9	-142.4	-149.3
Tax at the Belgian corporation tax rate of 33.99%	4.9	2.0	6.9	2.3	48.4	50.7
Rate differential	-	-1.4	-1.4	-	-4.2	-4.2
Permanent differences	-	-19.7	-19.7	2.7	-20.9	-18.2
Deferred tax assets not recognised	-3.4	21.8	18.4	2.7	-7.3	-4.6
Joint venture and associate	-1.6	-	-1.6	-1.2	-	-1.2
Other	-	-	-	-0.5	-	-0.5
Actual income tax on unusual items and re-measurements in PBT (APMs - see note 3)	**-0.1**	**2.7**	**2.6**	**6.0**	**16.0**	**22.0**

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

The tax relating to actuarial losses on employee benefits recognised in the consolidated statement of comprehensive income amounts to EUR -1.9 million. The actual tax rate is mainly driven by the difference in tax rates between the local statutory rates faced by the different countries in which the Group has established pension schemes and the Belgian corporation tax rate, and by the unrecognised deferred tax assets on actuarial losses in certain countries. The Group is subject to several factors which may affect future tax charges, principally the levels and mix of profitability in different jurisdictions and tax rates imposed.

NOTE 10: EARNINGS PER SHARE

Earnings per share ("EPS") and earnings per share for continuing operations ("Continuing EPS") are shown above on the face of the consolidated statement of profit or loss. Basic and diluted EPS are based on the result for the period attributable to equity holders of the Parent (based on the result from continuing operations attributable to equity holders of the Parent for the continuing EPS), after adjustment for participating shares (each participating share confers one voting right and gives right to a dividend equal to one eighth of the dividend of an ordinary share). Current EPS and current continuing EPS, which do not include unusual items and re-measurements as defined in note 3, are Alternative Performance Measures (APMs – see note 3) and are presented to highlight underlying performance.

The weighted average number of ordinary shares in issue for the period is shown in the table below.

The Group has granted options to employees over ordinary shares of the Parent. Such shares constitute the only category of potentially dilutive ordinary shares.

The options over ordinary shares of the Parent increased the weighted average number of shares of the Parent in 2014 and 2015 as some option exercise prices were below the market share price. These options are dilutive for the purpose of calculating diluted earnings per share.

NOTE 10: EARNINGS PER SHARE (continued)

The computation of basic and diluted EPS is set out below:

		2015	2014 (1)
Result for the period attributable to equity holders		130.7	-11.1
Adjustment for participating shares		-1.6	0.1
Numerator for EPS (EUR million)	(a)	129.1	-11.0
Current result for the period attributable to equity holders		182.2	125.7
Adjustment for participating shares		-2.1	-1.4
Numerator for current EPS (EUR million)	(b)	180.1	124.3
Result from continuing operations		174.8	21.6
Share of non-controlling interests in result from continuing operations		-5.9	1.4
Result from continuing operations attributable to equity holders		168.9	23.0
Adjustment for participating shares		-1.6	0.1
Numerator for continuing EPS (EUR million)	(c)	167.3	23.1
Current result from continuing operations		192.4	148.9
Share of non-controlling interests in current result from continuing operations		-5.9	-4.9
Current result from continuing operations attributable to equity holders ("Current PAT, Group's share" as defined in note 3)		186.5	144.0
Adjustment for participating shares		-2.1	-1.4
Numerator for current continuing EPS (EUR million)	(d)	184.4	142.6
Weighted average number of ordinary shares outstanding during the period	(e)	54,245,790	54,349,038
Adjustment for stock option plans		93,697	107,722
Weighted average number of ordinary shares taken into account for diluted EPS	(f)	54,339,487	54,456,760
Result for the period attributable to equity holders			
Basic EPS (EUR)	**(a)/(e)**	**2.38**	**-0.20**
Diluted EPS (EUR)	**(a)/(f)**	**2.38**	**-0.20**
Basic current EPS (EUR)	(b)/(e)	3.32	2.29
Diluted current EPS (EUR)	(b)/(f)	3.31	2.28
Result from continuing operations attributable to equity holders			
Basic continuing EPS (EUR)	(c)/(e)	3.08	0.43
Diluted continuing EPS (EUR)	(c)/(f)	3.08	0.42
Basic current continuing EPS (EUR)	(d)/(e)	3.40	2.62
Diluted current continuing EPS (EUR)	(d)/(f)	3.39	2.61

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

NOTE 11: GOODWILL

EUR million	2015	2014
Gross amount at 1 January	1,068.2	1,061.0
Accumulated impairment losses at 1 January	-102.5	-4.1
Carrying amount at 1 January	**965.7**	**1,056.9**
Additions (see note 12)	26.8	6.5
Increase/(Decrease) arising from put options granted to non-controlling shareholders (see note 33)	6.2	-7.6
Impairment losses (see notes 3 and 41)	-19.3	-98.4
Adjustments	-	-6.1
Translation differences	11.2	14.4
Carrying amount at 31 December	**990.6**	**965.7**
of which: gross amount	*1,112.4*	*1,068.2*
accumulated impairment losses	*-121.8*	*-102.5*

The additions arising from business combinations that occurred in the period are detailed in note 12.

The increase arising from put options comprises the movement of goodwill recognised at year end to reflect the change in the exercise price of the remaining options granted to non-controlling shareholders and the carrying value of non-controlling interest to which they relate (see note 33). In the prior period, the adjustments resulted from subsequent changes in the fair value of the net assets in relation to the acquisitions performed in 2013 by both segments.

The allocation of goodwill to cash-generating units is set out below (the allocation of other intangible assets with indefinite useful lives is set out in note 13):

EUR million	2015	2014
Automobile Distribution	**9.9**	**9.9**
Vehicle Glass		
United Kingdom	15.5	15.5
France	143.6	143.6
Italy	85.4	84.2
Germany	138.4	131.4
Canada	83.1	86.7
Netherlands	47.7	33.4
Belgium	33.1	33.1
Australia	30.9	30.9
United States	274.6	254.3
Spain	34.4	34.4
Norway	11.6	11.6
New Zealand	6.4	6.4
Greece	0.2	0.2
Sweden	12.6	11.4
Switzerland	11.4	11.4
Portugal	1.5	1.5
Denmark	5.2	5.2
Brazil	-	18.1
China	-	-
Russia	5.3	5.5
Turkey	-	3.4
Austria	0.3	0.3
Ireland	0.1	0.1
Hungary	0.4	0.4
Total of cash-generating units	941.7	923.0
Allocated at the Vehicle Glass segment as a whole	39.0	32.8
Subtotal Vehicle Glass	**980.7**	**955.8**
GROUP	**990.6**	**965.7**

NOTE 11: GOODWILL (continued)

Goodwill is monitored at the country level for business combinations performed by Belron s.a. and its subsidiaries and at the operating segment and country levels for business combinations and transactions performed by the Parent.

The goodwill allocated to the Vehicle Glass segment as a whole comes from the recognition of the put options granted to non-controlling shareholders of Belron following the introduction of IAS 32 from 1 January 2005 onwards (see note 33).

In accordance with the requirements of IAS 36 "Impairment of Assets", the Group completed a review of the carrying value of goodwill and of the other intangible assets with indefinite useful lives (see note 13) as at each year end. The impairment review, based on the value in use calculation, was carried out to ensure that the carrying value of the Group's assets are stated at no more than their recoverable amount, being the higher of fair value less costs to sell and value in use.

The Vehicle Glass segment completed this review for each of its cash-generating units (being the different countries where it operates). In 2015, at the half year, this review led to the conclusion that the carrying values of Brazil and Turkey were not supported by the latest long term financial projections and to impairment charges of EUR 22.8 million in relation to the Brazilian cash-generating unit (of which EUR 15.9 million was related to the full impairment of goodwill, EUR 2.6 million to the write-off of other intangible assets and EUR 4.3 million to the write-off of tangible fixed assets) and of EUR 4.2 million in relation to the Turkish cash-generating unit (of which EUR 3.4 million was related to the full impairment of goodwill and EUR 0.8 million to the write-off of tangible fixed assets). The impairment charges were primarily driven by lower cash flows reflecting the challenging market conditions in these countries, combined with the impact on the individual country's risk element in the discount rate. The value in use of both countries' (post impairment) assets was viewed as being equal to the recoverable amount. Both impairment charges are presented as a re-measurement (Alternative Performance Measure – Non-GAAP measurement used by the Group – see note 3) in the operating result.

In 2014, this review led to an impairment of EUR 89.0 million in relation to the UK cash-generating unit. The impairment charge was primarily driven by lower cash flows reflecting the exceptionally challenging market conditions in the country. The value in use of UK (post impairment) assets was viewed as being equal to the recoverable amount. Following an operating review in China, there was also an impairment of EUR 9.4 million, reflecting the full write-down of the goodwill. The impairment charges for these were presented as a re-measurement (Alternative Performance Measure – Non-GAAP measurement used by the Group – See note 3) in the operating result.

In determining the value in use of each cash-generating unit, the Vehicle Glass segment calculated the present value of the estimated future cash flows expected to arise from the continuing use of the assets using a specific pre-tax discount rate reflecting the risk profile of the identified cash-generating unit. This pre-tax discount rate is based upon the weighted average cost of capital of each cash-generating unit with appropriate adjustment for the relevant risks associated with the businesses and with the underlying country ("country risk premium"). Estimated future cash flows are based on projected long-term plans approved by management for each cash-generating unit, with extrapolation thereafter (terminal value) based on a long-term average growth rate. This growth rate is set at 2% (2014: 2%) for all the cash-generating units. The projected long-term plans cover a five-year period, except for some emerging countries where a period of up to twelve years was used due to the very recent entry of the Vehicle Glass segment in these countries and their high growth potential.

NOTE 11: GOODWILL (continued)

The pre-tax discount rates applied to the cash flow projections for the major cash-generating units are:

Pre-tax discount rate	2015	2014
United Kingdom	7.1%	8.2%
France	6.5%	7.9%
Italy	8.0%	9.1%
Germany	5.8%	7.2%
Canada	6.6%	8.1%
Netherlands	5.2%	6.5%
Belgium	6.6%	7.9%
Australia	8.3%	9.7%
United States	8.3%	9.7%
Spain	7.8%	9.3%
China	-	11.0%
Brazil	28.8%	25.6%
Turkey	18.4%	17.8%
Greece	15.6%	19.5%
Others	from 4.0% to 18.1%	from 6.3% to 23.8%

The Board of Directors of the Parent also reviewed the carrying amount of its investment in Belron. In determining the value in use, the Parent calculated the present value of the estimated future cash flows expected to arise, based on Belron's latest five years plan reviewed by the Board of Directors, with extrapolation thereafter (terminal growth rate of 1% in 2015 and of 2% in 2014). The discount rate applied (pre-tax rate of 9.2% in 2015 and of 7.8% in 2014) is based upon the weighted average cost of capital of the Vehicle Glass segment. The Board of Directors of the Parent is satisfied that the carrying amount of the Vehicle Glass cash-generating unit is stated at no more than its value in use.

Key assumptions of the financial projections in supporting the value of goodwill and intangible assets with indefinite useful lives include revenue growth rates, operating margins, long-term growth rates and segment share. A set of financial projections were prepared for each cash-generating unit, starting with the budget numbers for 2016. For 2017 and following, an assumption of no market growth or decline has been made in the developed markets and of continued market growth in emerging markets. An assumption of stable or increasing margins has been made in line with the revenue growth assumptions. The assumptions on revenue growth are consistent with historical long-term trends.

Future cash flows are estimates that may be revised in future periods as underlying assumptions change. Should the assumptions vary adversely in the future, the value in use of goodwill and intangible assets with indefinite useful lives may reduce below their carrying amounts. Based on current valuations, headroom appears to be sufficient for most cash-generating units to comfortably absorb a normal variation in the underlying assumptions.

Sensitivities were also calculated on each of the key assumptions as follows : reduction in the long term growth rate of 1%, decrease in margins of 0.5% and increase in the discount rate of 1%. When applying the sensitivities as at 31 December 2015 there were no impairment charges resulting in any of the cash-generating units, therefore headroom appears sufficient in all cases.

NOTE 12: BUSINESS COMBINATIONS

During the period, the Group made the following acquisitions (only in the Vehicle Glass segment):

- On 16 February 2015, Belron acquired part of the assets of Vetri Auto Vigevano, a fitting business based in Italy.
- On 4 May 2015, Belron acquired the business assets of Timothy C. Henrich and Mary E. Henrich doing business as “Pro Auto Glass” and “Pro Auto Glass & Mirror”, a fitting business based in the United States.
- On 3 June 2015, Belron acquired 100% of the shares of A.T.G. Exploitatie B.V, Autotaalglas Tilburg B.V, and Autotaalglas Nederland B.V, VGRR businesses based in the Netherlands which comprised one franchisor, one owned branch and a franchise network.
- On 1 July 2015, Belron acquired the assets of Fasadglas AB, a fitting business based in Sweden.
- On 1 July 2015, Belron acquired the assets of Circelli & Partners, a fitting business based in Italy.
- On 24 September 2015, Belron acquired 100% of the shares of Autoglas Büssemaker GmbH, Autoglas Colonia GmbH, a 1 Autoglas GmbH and junited AUTOGLAS Deutschland Betriebs GmbH, and became a limited partner in junited AUTOGLAS Deutschland GmbH & Co. KG, based in Germany. This is a franchise network including franchisor and seven branches.
- On 1 October 2015, Belron acquired the assets of Hanssons Glas & Metall, a fitting business based in Sweden.
- On 2 November 2015, Belron acquired the assets of Hallsbergs Glasmästeri, a fitting business based in Sweden.
- On 2 November 2015, Belron acquired the assets of Norrtälje Bilglas, a fitting business based in Sweden.

NOTE 12: BUSINESS COMBINATIONS (continued)

- On 9 November 2015, Belron acquired 100% of the shares of De GlasGarage B.V, GlasGarage Schade Service B.V, and GlasGarage Breda B.V, fitting businesses based in the Netherlands which comprised one franchisor, one owned branch and a franchise network.
- On 13 November 2015, Belron acquired the assets of Turner's Custom Auto Glass, Inc., a fitting business based in the United States.
- On 31 December 2015, Belron acquired the assets of Accurate Auto Glass LLC, a fitting business based in the United States.

The additional revenue arising subsequent to these acquisitions amounts approximately to EUR 9 million (approximately EUR 27 million if they had occurred on the first day of the period). The results arising subsequent to these acquisitions (even if they had occurred on the first day of the period) are not considered material to the Group and accordingly are not disclosed separately.

The details of the net assets acquired, goodwill and consideration of the acquisitions are set out below:

EUR million	**Total provisional fair value (1)**
Brands	1.4
Other intangibles	5.5
Property, plant & equipment	0.6
Inventories	0.1
Trade and other receivables	3.8
Cash and cash equivalents	4.9
Other non-current payables	-1.1
Deferred tax liabilities	-1.9
Trade and other payables	-7.7
Net assets acquired	**5.6**
Goodwill (see note 11)	26.8
CONSIDERATION	**32.4**
Consideration satisfied by:	
Cash payment	23.3
Estimation of fair value of the deferred consideration payable in the future	9.1
	32.4

(1) The fair values are provisional since the integration process of the acquired entities and businesses is still ongoing.

The goodwill recognised above reflects the expected synergies and other benefits resulting from the combination of the acquired activities with those of the Vehicle Glass segment. As permitted by IFRS 3 "Business Combinations" (maximum period of 12 months to finalize the acquisition accounting), the above provisional allocation will be reviewed and if necessary reallocated to brands and other intangible assets.

The gross contractual amounts of the trade and other receivables amounts to EUR 3.8 million and it is expected that the full amount can be collected.

NOTE 13: OTHER INTANGIBLE ASSETS

Goodwill is analysed in note 11. All other intangible assets have finite useful lives, unless otherwise specified.

EUR million	**Other licenses and similar rights**	**Brands (with finite and indefinite useful lives)**	**Customer contracts**	**Computer software**	**Other**	**Total**
Gross amount at 1 January 2015	0.4	361.9	81.1	234.1	4.0	681.5
Accumulated amortisation and impairment losses at 1 January 2015	-0.4	-25.9	-59.7	-134.2	-3.4	-223.6
Carrying amount at 1 January 2015	**-**	**336.0**	**21.4**	**99.9**	**0.6**	**457.9**
Additions:						
Items separately acquired	-	-	-	44.6	-	44,6
Amortisation	-	-1.6	-9.9	-27.3	-0.6	-39.4
Impairment losses (see note 3)	-	-	-	-14.5	-	-14.5
Items acquired through business combinations (see note 12)	-	1.4	5.5	-	-	6.9
Translation differences	-	12.2	2.1	0.9	-	15.2
Carrying amount at 31 December 2015	**-**	**348.0**	**19.1**	**103.6**	**-**	**470.7**
of which: gross amount	*0.4*	*376.6*	*94.8*	*269.3*	*4.0*	*745.1*
accumulated amortisation and impairment losses	*-0.4*	*-28.6*	*-75.7*	*-165.7*	*-4.0*	*-274.4*
Gross amount at 1 January 2014	0.4	349.1	68.5	190,0	3.8	611.8
Accumulated amortisation and impairment losses at 1 January 2014	-0.4	-23.4	-44.1	-107.5	-1.9	-177.3
Carrying amount at 1 January 2014	**-**	**325.7**	**24.4**	**82.5**	**1.9**	**434.5**
Additions:						
Items separately acquired	-	-	-	37.6	-	37,6
Disposals	-	-	-	-0.2	-	-0.2
Amortisation	-	-1.5	-10.1	-23.8	-1.3	-36.7
Transfer from (to) another caption	-	0.5	4.7	-	-	5.2
Items acquired through business combinations	-	-	0.2	0.1	-	0.3
Translation differences	-	11.3	2.2	3.7	-	17.2
Carrying amount at 31 December 2014	**-**	**336.0**	**21.4**	**99.9**	**0.6**	**457.9**
of which: gross amount	*0.4*	*361.9*	*81.1*	*234.1*	*4.0*	*681.5*
accumulated amortisation and impairment losses	*-0.4*	*-25.9*	*-59.7*	*-134.2*	*-3.4*	*-223.6*

In 2014, the transfer from another caption is related to the fair value adjustments made to the initial valuations of the 2013 business combinations, with the recognition of intangible assets with finite useful lives.

In the Vehicle Glass segment, the brands CARGLASS® and AUTOGLASS®, acquired in 1999, as well as SAFELITE® AUTO GLASS acquired in 2007, have indefinite useful lives, since, thanks to the marketing spend and advertising made, there is no foreseeable limit to the period over which these assets are expected to generate net cash inflows for the Group.

The following brands are not considered to have indefinite useful lives, since there is a limit to the period over which they are expected to generate cash inflows. They are therefore amortised on their remaining useful life on a straight-line basis.

- Giant Glass acquired in 2012 – Fully amortised by 2017;
- Doctor Glass acquired in 2013 – Fully amortised by 2016;
- Royal Glass and Michigan Mobile acquired in 2013 – Fully amortised by 2016;
- Autotaalglas acquired in 2015 – Fully amortised by 2020.

The 2015 amortisation (in commercial and administrative expenses) amounted to EUR 1.6 million (2014: EUR 1.5 million). The carrying value of the brands with a finite useful life at 31 December 2015 amounted to EUR 2.1 million (2014: EUR 2.1 million), whilst the carrying amount of brands with indefinite useful life amounted to EUR 345.9 million (2014: EUR 333.9 million). The increase in brands with indefinite useful life reflects foreign currency revaluation as at 31 December 2015.

NOTE 13: OTHER INTANGIBLE ASSETS (continued)

The allocation of brands (with indefinite useful lives) to cash-generating units in the Vehicle Glass segment is set out below:

EUR million	2015	2014
United Kingdom	67.9	67.9
France	61.9	61.9
Germany	34.8	34.8
Netherlands	24.2	24.2
Belgium	18.1	18.1
Canada	15.3	15.3
United States	111.4	99.4
Spain	9.1	9.1
Portugal	2.9	2.9
Italy	0.3	0.3
Carrying amount of brands	**345.9**	**333.9**

The other disclosures required by IAS 36 for intangible assets with indefinite useful lives are provided in note 11.

NOTE 14: HELD-TO-MATURITY INVESTMENTS

In the Automobile Distribution segment, short-term held-to-maturity investments for a total amount of EUR 59.8 million (2014: EUR 176.1 million) comprise short-term investments in corporate commercial papers and sovereign debts with high credit ratings. These investments have been building up notably with the proceeds of the sale of the Avis Europe shares and with the net cash inflow arising from the set-up of Volkswagen D'Ieteren Finance (VDFin) and the contribution to VDFin of all the D'Ieteren Lease shares. The decrease during the period is partly due to the reimbursement in July 2015 of a bond of EUR 100.0 million (see note 31).

NOTE 15: PROPERTY, PLANT AND EQUIPMENT

EUR million	Property	Plant and equipment	Assets under construction	Total
Gross amount at 1 January 2015	462.0	764.1	13.5	1,239.6
Accumulated depreciation and impairment losses at 1 January 2015	-224.3	-509.5	-	-733.8
Carrying amount at 1 January 2015	**237.7**	**254.6**	**13.5**	**505.8**
Additions	19.0	80.9	10.5	110.4
Disposals	-2.1	-3.8	-0.3	-6.2
Depreciation	-21.7	-77.7	-0.8	-100.2
Impairment (see note 3)	-1.2	-4.0	-	-5.3
Transfer from (to) another caption	5.3	-	-9.1	-3.8
Items acquired through business combinations (see note 12)	0.1	0.5	-	0.6
Translation differences	5.6	14.1	-	19.7
Carrying amount at 31 December 2015	**242.7**	**264.5**	**13.8**	**521.0**
of which: gross amount	*478.1*	*833.9*	*13.8*	*1,325.8*
accumulated depreciation and impairment losses	*-235.4*	*-569.4*	*-*	*-804.8*
Gross amount at 1 January 2014	426.1	667.5	9.5	1,103.1
Accumulated depreciation and impairment losses at 1 January 2014	-208.3	-436.6	--	-644.9
Carrying amount at 1 January 2014	**217.8**	**230.9**	**9.5**	**458.2**
Additions	25.7	79.0	16.5	121.2
Disposals	-3.2	-3.9	-5.0	-12.1
Depreciation	-21.2	-72.1	-0.8	-94.1
Impairment (see note 3)	-2.1	-	-	-2.1
Transfer from (to) another caption	-0.3	2.9	-6.7	-4.1
Items acquired through business combinations	15.1	4.9	-	20.0
Translation differences	5.9	12.9	-	18.8
Carrying amount at 31 December 2014	**237.7**	**254.6**	**13.5**	**505.8**
of which: gross amount	*462.0*	*764.1*	*13.5*	*1,239.6*
accumulated depreciation and impairment losses	*-224.3*	*-509.5*	*-*	*-733.8*

In 2015, the transfers from (to) another caption are related to the presentation as non-current assets classified as held for sale (see note 23) of buildings previously used for automobile distribution activities.

At 31 December 2015 and at 31 December 2014, assets under construction included property under construction in the Automobile Distribution segment.

Assets held under finance leases (mainly vehicles) are included in the above at the following amounts:

EUR million	Property	Plant and equipment	Assets under construction	Total
31 December 2015	**-**	**60.1**	**-**	**60.1**
31 December 2014	-	51.4	-	51.4

NOTE 16: INVESTMENT PROPERTY

EUR million	2015	2014
Gross amount at 1 January	14.7	12.8
Accumulated depreciation at 1 January	-8.0	-8.0
Carrying amount at 1 January	**6.7**	**4.8**
Additions	-	2.2
Depreciation	-0.4	-0.4
Transfer from (to) another caption	-2.0	0.1
Carrying amount at 31 December	**4.3**	**6.7**
of which: gross amount	*12.6*	*14.7*
accumulated depreciation	*-8.3*	*-8.0*
Fair value	6.8	9.9

The fair value is supported by market evidence, and is based on a valuation by an independent valuer who holds a recognised and relevant professional qualification, and who has recent experience in the location and category of the investment property held by the Group. The latest valuations were performed in March 2014.

All items of investment property are located in Belgium and are held by the Automobile Distribution segment.

See also notes 6 and 38 for other disclosures on investment property.

NOTE 17: AVAILABLE-FOR-SALE FINANCIAL ASSETS

Available-for-sale financial assets are those non-derivative financial assets that are designated as available for sale or are not classified as (i) loans and receivables, (ii) held-to-maturity investments or (iii) financial assets held for trading.

EUR million	2015		2014	
	Carrying amount	**Fair value**	**Carrying amount**	**Fair value**
Sundry	0.5	0.5	0.5	0.5
Total available-for-sale financial assets	**0.5**	**0.5**	**0.5**	**0.5**

In 2015 and 2014, available-for-sale financial assets comprise non-controlling interests in non-listed companies (measured at cost, being an approximation of their fair value) held by the Automobile Distribution segment. They are considered as non-current assets, and are not expected to be realised within 12 months. However, some or all of them could be disposed of in the near future, depending on opportunities.

NOTE 18: DERIVATIVE HEDGING INSTRUMENTS

Derivative hedging instruments are derivatives that meet the strict criteria of IAS 39 for application of hedge accounting. They provide economic hedges against risks faced by the Group (see note 38).

Derivative hedging instruments are classified in the statement of financial position as follows:

EUR million	2015	2014
Current assets	4.3	1.5
Current liabilities	-0.2	-0.1
Net derivative hedging instruments	**4.1**	**1.4**

Derivative hedging instruments are analysed as follows:

EUR million	2015	2014
Forward foreign exchange contracts (non-debt derivatives)	4.1	1.4
Net derivative hedging instruments	**4.1**	**1.4**

NOTE 18: DERIVATIVE HEDGING INSTRUMENTS (continued)

In 2015 and in 2014, all derivative hedging instruments belong to the Vehicle Glass segment.

- Forward foreign exchange contracts were used to hedge the cost of future payables where those payables are denominated in a currency other than the functional currency of the purchasing entity. The hedging instruments are primarily used to hedge material purchases in Australian Dollars and US Dollars. These contracts qualify for hedge accounting and are classified as cash flow hedges. These will occur within one year of the date of the consolidated statement of financial position and are expected to impact the consolidated statement of profit or loss during the same year. The total notional amount of these contracts is EUR 82.1 million equivalent (2014: EUR 23.2 million) and the total fair value designated as effective cash flow hedges is an asset of EUR 4.1 million (2014: an asset of EUR 1.4 million). The amount released from equity (2015: gain of EUR 5.8 million; 2014: gain of EUR 1.4 million) during the period is included in the initial costs of inventories.
- As part of its net investment hedge policy, the Vehicle Glass segment also used currency denominated borrowings to hedge its exposure of a proportion of its non-EUR denominated net assets against changes in value due to changes in foreign exchange rates. The carrying value of these borrowings is EUR 598.2 million (2014: EUR 536.9 million).

The non-current portion of the derivative hedging instruments is expected to be settled after more than 12 months; the current portion within 12 months.

The fair values are determined using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions at the balance sheet date. The fair value of forward exchange contracts is determined using forward exchange market rates at the balance sheet date.

The notional principal amounts of the outstanding derivative hedging instruments are as follows:

EUR million	2015	2014
Forward foreign exchange contracts (non-debt derivatives)	82.1	23.2

NOTE 19: DERIVATIVES HELD FOR TRADING

Derivatives held for trading are derivatives that do not meet the strict criteria of IAS 39 for application of hedge accounting. They however provide economic hedges against risks faced by the Group (see note 38).

Derivatives held for trading are classified in the statement of financial position as follows:

EUR million	2015	2014
Current assets		
Debt derivatives		
Interest rate swaps	-	4.2
Forward foreign exchange contracts	0.9	-
Subtotal	**0.9**	**4.2**
Non-current liabilities		
Non-debt derivatives		
Fuel hedge instruments	-	-2.7
Subtotal	**-**	**-2.7**
Current liabilities		
Debt derivatives		
Interest rate swaps	-	-0.6
Forward foreign exchange contracts	-0.1	-
Non-debt derivatives		
Fuel hedge instruments	-5.4	-7.6
Subtotal	**-5.5**	**-8.2**
NET DERIVATIVES HELD FOR TRADING	**-4.6**	**-6.7**

In the Vehicle Glass segment, a combination of options, collars and swaps (collectively "fuel hedge instruments") was used to hedge the price of fuel purchases. The fair value of fuel hedge instruments is determined using market valuations prepared by the respective banks that executed the initial transactions at the statement of financial position date based on the present value of the monthly forward futures curve for gasoline given the volume hedged and the contract period.

In 2014, cross currency interest rate swaps were used in the Vehicle Glass segment to hedge the future US Dollar denominated cash flows of certain US loan notes. These cross currency interest rate swaps were cancelled in January 2015.

In 2015, the Vehicle Glass segment uses foreign exchange swap contracts to match currency inflows and outflows and to swap currency balances to minimise cash pooling interest. Hedge accounting has not been applied to these contracts. No contracts were in place at 31 December 2014.

The fair values are determined using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions at the balance sheet date. The fair value of cross currency interest rate swaps and interest rate swaps is calculated as the present value of future estimated cash flows. The fair value of interest rate caps is valued using option valuation techniques. The fair value of forward exchange contracts is determined using forward exchange market rates at the balance sheet date. The fair value of forward rate agreements is calculated as the present value of future estimated cash flows.

The notional principal amounts of the outstanding derivatives held for trading are as follows:

EUR million	2015	2014
Interest rate swaps	-	360.3
Forward foreign exchange contracts and options	183.5	-

NOTE 20: EMPLOYEE BENEFITS

Long-term employee benefits include post-employment employee benefits and other long-term employee benefits. Post-employment employee benefits are analysed below. Other long-term employee benefits are presented among non-current provisions or non-current other payables, and, if material, separately disclosed in the relevant note.

Post-employment benefits are limited to retirement benefit schemes. Where applicable, Group entities contribute to the relevant state pension schemes. Certain Group entities operate schemes which provide retirement benefits, including those of the defined benefit type, which are in most cases funded by investments held outside the Group. The disclosures related to defined contribution schemes are provided in note 36.

The Group has established pension schemes for its employees in various locations. The major schemes are located in Belgium, the United Kingdom, Canada the United States, and, up until 31 December 2015, the Netherlands. The schemes in Belgium relate to the Automobile Distribution segment and are funded and unfunded. All the others concern the Vehicle Glass segment and are mainly funded. Independent actuarial valuations for the plans in these countries are performed as required. The Group is and has always been fully compliant with all local governance and funding requirements.

The overall investment policy and strategy for the Group's defined benefit schemes is guided by the objective of achieving an investment return, which together with contributions, ensures that there will be sufficient assets to pay pension benefits as they fall due while also mitigating the various risks of the plans. The investment strategies for the plans are managed under local laws and regulations in each jurisdiction. The actual asset allocation is determined by the current and expected economic and market conditions and in consideration of specific asset class risk and risk profile. In addition consideration is given to the maturity profile of scheme liabilities. There are no asset-liability matched assets at 31 December 2015. The asset-liability matched assets at 31 December 2014 related to the scheme in the Netherlands. Asset-liability matched assets are used as appropriate depending on the local funding requirements.

The Group operates one defined benefit scheme in Belgium that was closed to new members in 2005. The retirement capital plan accrues a percentage of annual salary inflated to the point of retirement subject to a maximum of 4.0%. A full actuarial valuation of the plan was carried out in December 2013 by a qualified independent actuary. Full IAS19 measurements are carried out every three years and roll-forwards are performed in the meantime.

The Group operates one defined benefit scheme in the United Kingdom that was closed to new members in 2003 and 2011. The retirement capital plan accrues a percentage of annual salary inflated to the point of retirement subject to a maximum of 5%. In May 2015, these two schemes were closed to future accrual. All current members were transferred to defined contribution arrangements. A full actuarial valuation of the UK Plan was carried out as at 31 March 2014 and updated to 31 December 2015 by a qualified independent actuary. Funding valuations are carried out every three years which determine the contribution requirement to the Plan. The pension plan is governed by a set of trustees, some of who are appointed by the Group and some by the members.

The Group operates several defined benefit schemes in Canada. Two of these plans are closed to new members. The last full actuarial valuations of all these plans were last carried out as at 31 December 2013. All of these valuations were updated to 31 December 2015 by a qualified independent actuary. A full valuation of the plans is carried out every three years.

The Group operates one defined benefit arrangement in the Netherlands. Up to 1 January 2006 a final pay pension plan was in place. Pension rights accrued under this scheme are held through a contract with the insurance company. Between 1 January 2006 and 31 December 2015 an average pay plan is in place with pension rights accrued under this scheme held through a contract with an insurance company. In November 2015 a new contract was signed with the same insurance company to provide pension benefits to employees under a defined contribution arrangement for the period 1 January 2016 to 31 December 2018. As part of this new contract, which was agreed in consultation with current employees, the Group's previously stated ambition to provide indexation of past service benefits was removed. With the exception of a payment to the insurance company of EUR 0.3 million which is due to be paid in 2016 and is fully provided for in these accounts, there are no further obligations under the old arrangements. This has resulted in a gain of EUR 21.5 million, which is shown within unusual items (see note 3). The new arrangement is a collective defined contribution plan with a company contribution of 25.1% of pensionable salary.

The Group operates one defined benefit scheme in the United States, closed to future accrual. A full valuation was carried out by a qualified independent actuary on 31 December 2013. This was updated to the 31 December 2015 by a qualified independent actuary. The pension plan is governed by a retirement plan committee all of whom are appointed by the Group. A full valuation of the Plan assets and liabilities is performed every year. The plan is currently undergoing the process of settlement, whereby the remaining liabilities, subject to regulatory agreement and market conditions, will be settled through the purchase of an annuity. Based on actuarial and market assumptions at 31 December 2015, the settlement is expected to crystallise a loss of EUR 4.8 million. In preparation for the plan settlement, investments have been liquidated into cash as of 31 December 2015.

The Group recognises all actuarial gains and losses directly in Consolidated Statement of Comprehensive Income.

NOTE 20: EMPLOYEE BENEFITS (continued)

The main actuarial assumptions are as follows (ranges are provided given the plurality of schemes operated throughout the Group):

	Funded schemes				Unfunded schemes			
	2015		2014		2015		2014	
	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
Inflation rate	1.5%	3.5%	1.5%	3.2%	n.s.	n.s.	n.s.	n.s
Discount rate	1.5%	3.9%	1.4%	3.7%	n.s.	n.s.	n.s.	n.s
Rate of salary increases	1.0%	5.2%	1.0%	4.9%	3.6%	3.6%	2.4%	2.4%
Rate of pension increases	1.9%	3.4%	1.5%	3.1%	0.3%	0.3%	0.3%	0.3%
Life expectancy of male pensioner	21.1	23.0	21.1	22.9				
Life expectancy of female pensioner	24.0	26.3	23.7	26.3				
Life expectancy of male non-pensioner	40.2	44.7	39.8	44.6				
Life expectancy of female non-pensioner	43.5	46.4	43.5	46.3				

The weighted average duration of the liabilities across the plans ranges from 9 to 23 years.

The amounts recognised in the statement of financial position are summarised as follows, depending of the net position of each pension scheme:

EUR million	2015	2014
Long-term employee benefit assets	47.6	40.9
Long-term employee benefit obligations	-26.5	-60.3
Recognised net deficit (-) / surplus (+) in the schemes	**21.1**	**-19.4**
of which: amount expected to be settled within 12 months	*-13.0*	*-0.8*
amount expected to be settled/received in more than 12 months	*34.1*	*-18.6*

For all schemes, the amounts recognised in the statement of financial position are analysed as follows:

EUR million	2015			2014		
	Funded schemes	Unfunded schemes	Total	Funded schemes	Unfunded schemes	Total
Present value of defined benefit obligations	-518.7	-7.3	-526.0	-579.3	-8.1	-587.4
Fair value of scheme assets	547.1	-	547.1	568.0	-	568.0
Net deficit (-) / surplus (+) in the schemes	**28.4**	**-7.3**	**21.1**	**-11.3**	**-8.1**	**-19.4**

The amounts recognised through the statement of comprehensive income are as follows:

EUR million	2015			2014		
	Funded schemes	Unfunded schemes	Total	Funded schemes	Unfunded schemes	Total
Actual return less interest return on pension assets net of asset management charges	-4.4	-	-4.4	34.0	-	34.0
Asset ceiling restriction	-	-	-	3.2	-	3.2
Experience gain (+) / loss (-) on liabilities	2.9	-	2.9	16.7	-	16.7
Gain (+) / Loss (-) on change of financial assumptions	14.7	-	14.7	-85.5	-0.4	-85.9
Gain (+) / Loss (-) on change of demographic assumptions	1.3	-	1.3	1.1	-	1.1
Actuarial gains (+) / losses (-)	**14.5**	**-**	**14.5**	**-30.5**	**-0.4**	**-30.9**

The cumulative amount of actuarial gains and losses (group's share) recognised in the consolidated statement of comprehensive income is a loss of EUR 55 million.

NOTE 20: EMPLOYEE BENEFITS (continued)

The fair value of scheme assets includes the following items:

EUR million	2015			2014		
	Quoted in an active market	Other	Total	Quoted in an active market	Other	Total
Equity instruments	290.6	-	290.6	298.6	-	298.6
Government bonds	99.1	-	99.1	105.9	-	105.9
Non-government bonds	77.1	-	77.1	84.4	-	84.4
Property	-	0.2	0.2	-	0.1	0.1
Other assets	4.9	75.2	80.1	4.9	74.1	79.0
Fair value of scheme assets	**471.7**	**75.4**	**547.1**	**493.8**	**74.2**	**568.0**

The fair value of scheme assets does not comprise any property or other assets used by the Group, nor any financial instruments of the Group. All equity and debt instruments have quoted prices in active markets and are of high investment quality. Other assets are mainly composed of cash and, in 2014, of asset-liability matched insurance backed assets (related to the scheme in the Netherlands).

The movements in the fair value of plan assets are as follows:

EUR million	2015			2014		
	Funded schemes	Unfunded schemes	Total	Funded schemes	Unfunded schemes	Total
Scheme assets at 1 January	**568.0**	**-**	**568.0**	**477.9**	**-**	**477.9**
Interest on pension assets	21.5	-	21.5	22.1	-	22.1
Employer contributions	9.1	-	9.1	16.4	-	16.4
Contributions paid by employees	0.8	-	0.8	2.6	-	2.6
Benefits paid	-35.3	-	-35.3	-13.8	-	-13.8
Actual return less interest return on pension assets	-2.9	-	-2.9	35.2	-	35.2
Costs of managing the pension assets	-1.5	-	-1.5	-1.2	-	-1.2
Curtailment and settlements	-43.9	-	-43.9	-	-	-
Administrative costs	-1.6	-	-1.6	-1.6	-	-1.6
Translation differences	32.9	-	32.9	30.4	-	30.4
Scheme assets at 31 December	**547.1**	**-**	**547.1**	**568.0**	**-**	**568.0**

The actual return on scheme assets is as follows:

EUR million	2015	2014
Interest return on pension assets	21.5	22.1
Actual return less interest return on pension assets	-2.9	35.2
Costs of managing the pension assets	-1.5	-1.2
Actual net return on pension assets	**17.1**	**56.1**

NOTE 20: EMPLOYEE BENEFITS (continued)

The movements in the present value of defined benefit obligations are as follows:

EUR million	2015			2014		
	Funded schemes	Unfunded schemes	Total	Funded schemes	Unfunded schemes	Total
Defined benefit obligations at 1 January	**-579.3**	**-8.1**	**-587.4**	**-463.3**	**-4.4**	**-467.7**
Current service cost	-7.6	-0.5	-8.1	-11.1	-1.8	-12.9
Interest payable on pension liabilities	-21.2	-	-21.2	-21.3	-0.3	-21.6
Contributions by employees	-0.8	-	-0.8	-2.6	-	-2.6
Past service cost	0.1	-	0.1	2.3	-	2.3
Benefits paid	35.3	1.3	36.6	13.8	2.0	15.8
Experience gain (+) / loss (-) on liabilities	2.9	-	2.9	16.7	-	16.7
Gain (+) / Loss (-) arising from changes to financial assumptions	14.7	-	14.7	-85.5	-0.4	-85.9
Gain (+) / Loss (-) arising from changes to demographic assumptions	1.3	-	1.3	1.1	-	1.1
Curtailment and settlements	67.1	-	67.1	-	-	-
Transfer from another caption	-	-	-	-	-3.2	-3.2
Translation differences	-31.2	-	-31.2	-29.4	-	-29.4
Defined benefit obligations at 31 December	**-518.7**	**-7.3**	**-526.0**	**-579.3**	**-8.1**	**-587.4**

The amounts recognised in the statement of profit or loss are as follows:

EUR million	2015			2014		
	Funded schemes	Unfunded schemes	Total	Funded schemes	Unfunded schemes	Total
Current service cost	-7.6	-0.5	-8.1	-11.1	-1.8	-12.9
Past service cost (-)/gain (+)	0.1	-	0.1	2.3	-	2.3
Effect of curtailment or settlement	1.7	-	1.7	-	-	-
Administrative costs	-1.6	-	-1.6	-1.6	-	-1.6
Pension costs within the current operating result	**-7.4**	**-0.5**	**-7.9**	**-10.4**	**-1.8**	**-12.2**
Interest payable on pension liabilities	-21.2	-	-21.2	-21.3	-0.3	-21.6
Interest return on pension assets	21.5	-	21.5	22.1	-	22.1
Net pension interest cost	**0.3**	**-**	**0.3**	**0.8**	**-0.3**	**0.5**
Effect of curtailment or settlement (unusual items - see note 3)	21.5	-	21.5	-	-	-
Expense recognised in the statement of profit or loss	**-7.1**	**-0.5**	**-7.6**	**-9.6**	**-2.1**	**-11.7**

Past service gains during 2015 were EUR 0.1 million (2014: EUR 2.3 million) and relate to the scheme in the Netherlands where current member benefits have been amended in line with market practice. There were curtailments and settlements totalling EUR 23.2 million in 2015 (nil in 2014), from which EUR 21.5 million is due to the contract signed with an insurance company in November in relation to the settlement of the Netherlands scheme. This settlement gain in presented as unsusual item in the segment consolidated statement of profit or loss (see note 3).

The best estimate of normal contributions expected to be paid to the schemes during the 2016 annual period is EUR 3 million. The expected contribution in relation to the termination of the US scheme is EUR 17 million.

The obligation of defined benefit schemes is calculated on the basis of a set of actuarial assumptions (including among others: mortality, discount rate of future payments, salary increases, personnel turnover, etc.). Should these assumptions change in the future, the obligation may increase. The defined benefit scheme assets are invested in a diversified portfolio, with a return that is likely to experience volatility in the future. Should the return of these assets be insufficient, the deficit might increase (the surplus might decrease).

NOTE 20: EMPLOYEE BENEFITS (continued)

The following table presents a sensitivity analysis for each significant actuarial assumption showing how the defined benefit obligation at 31 December 2015 would have been affected by changes in the relevant actuarial assumption that were reasonably possible at the balance sheet date. The sensitivity analysis applies to the defined benefit obligation only and not to the net defined benefit pension liability in its entirety, the measurement of which is driven by a number of factors including, in addition to the assumptions below, the fair value of plan assets.

EUR million	(Increase) / decrease in defined benefit obligation at 31 December 2015	(Increase) / decrease in defined benefit obligation at 31 December 2014
Discount rate		
Increase by 50 basis points	50.8	58.3
Decrease by 50 basis points	-59.8	-69.1
Rate of salary increase		
Increase by 50 basis points	-8.2	-8.7
Decrease by 50 basis points	8.0	8.6
Inflation rate		
Increase by 50 basis points	-15.4	-14.2
Decrease by 50 basis points	12.6	11.6
Rate of pension increase		
Increase by 50 basis points	-19.1	-30.8
Decrease by 50 basis points	19.1	28.6
Life expectancy		
Increase in longevity by one additional year	-17.2	-20.1

The sensitivity analyses are based on a change in one assumption while holding all other assumptions constant so that interdependencies between the assumptions are excluded.

There is a pension plan in Belgium legally structured as defined contribution plan. Because of the Belgian social legislation applicable, all Belgian defined contribution plans are considered under IFRS as defined benefit plan because the employer must guarantee a minimum return on employee and employer contributions. Because of this, the Group is exposed to a financial risk (legal obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits).

The plan is insured at an insurance company. The insurance company guarantees a minimum rate of return on the contributions paid. However, the minimum guaranteed rates have dropped significantly the last years and are currently below the social minimum return borne by the employer on the contributions (according to article 24 of the Law of 28 April 2003 on occupational pensions, the Group has to guarantee an average minimum return of 3.75% on employee contributions and of 3.25% on employer contributions). The financial risk has therefore increased. However, it is likely that the social minimum return will also be decreased in the future, which will then reduce again the employer’s financial risk.

The IFRS valuation and accounting of this kind of plan with contribution-based promises are not envisaged by IAS 19. The Group considers that a method based on the IAS 19 methodology (“Projected unit credit” method used for defined benefit plan) is not appropriate to measure the liability in the Belgian context. The Group has therefore decided to apply an alternative method (intrinsic value approach) until the IASB issues a final statement. This method consists in calculating the potential liability to be recognised in the statement of financial position as the sum of any individual differences between the mathematical reserves (calculated by capitalizing the past contributions at the technical interest rate applied by the insurance company, taking profit-sharing into account) and the minimum guarantee as determined by the Belgian law applicable (calculated by applying the minimum return on the contributions paid). The contributions are not projected to calculate the defined benefit obligation.

At year-end, the estimated potential impact is considered as not significant at group level and no liability has therefore been recognised.

NOTE 21: DEFERRED TAXES

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same fiscal authority.

The movement in deferred tax assets and liabilities during the period and the prior period is as follows:

EUR million	Revaluations	Depreciation amortisation write-downs	Provisions	Dividends	Tax losses available for offset	Financial instruments	Other	Total
Deferred tax liabilities (negative amounts)								
At 1 January 2014	-13.2	-26.0	1.5	-1.0	-	-1.9	2.2	-38.4
Credited (charged) to income statement	-	10.8	-1.3	0.5	0.2	1.0	-2.3	8.9
Credited (charged) to equity	-	-	0.3	-	-	-	-	0.3
Other variations	-	-1.7	-	-	-	-	-	-1.7
Exchange differences	-	-9.6	2.0	-	-	0.3	-	-7.3
At 31 December 2014	-13.2	-26.5	2.5	-0.5	0.2	-0.6	-0.1	-38.2
Credited (charged) to income statement	-	18.9	-4.1	-0.2	1.5	-0.2	-1.6	14.3
Transfer to non-current liabilities held for sale	-	3.8	-	-	-	-	-	3.8
Items acquired through business combinations (see note 12)	-	-1.9	-	-	-	-	-	-1.9
Exchange differences	-	-11.5	2.4	-	-	-	-	-9.1
At 31 December 2015	**-13.2**	**-17.2**	**0.8**	**-0.7**	**1.7**	**-0.8**	**-1.7**	**-31.1**
Deferred tax assets (positive amounts)								
At 1 January 2014	-	-78.7	47.4	-	68.4	0.1	4.4	41.6
Credited (charged) to income statement	-	-17.0	6.4	-	8.8	-	0.5	-1.3
Credited (charged) to equity	-	-	1.9	-	-	-	-	1.9
Exchange differences	-	0.2	4.4	-	6.0	-0.1	0.1	10.6
At 31 December 2014	-	-95.5	60.1	-	83.2	-	5.0	52.8
Credited (charged) to income statement	-	-21.5	7.5	-	0.1	-0.4	0.2	-14.1
Credited (charged) to equity	-	-	-1.9	-	-	-0.4	-	-2.3
Transfer to non-current assets held for sale	-	-	-1.3	-	-	-	-	-1.3
Exchange differences	-	0.2	4.6	-	6.3	-	0.3	11.4
At 31 December 2015	**-**	**-116.8**	**69.0**	**-**	**89.6**	**-0.8**	**5.5**	**46.5**
Net deferred tax assets (liabilities) after offsetting recognised in the consolidated statement of financial position:								
31 December 2014	-13.2	-122.0	62.6	-0.5	83.4	-0.6	4.9	14.6
31 December 2015	**-13.2**	**-134.0**	**69.8**	**-0.7**	**91.3**	**-1.6**	**3.8**	**15.4**

The net deferred tax balance includes net deferred tax assets amounting to EUR 9.7 million (2014: EUR 7.0 million) that are expected to be reversed in the following year. However, given the low predictability of deferred tax movements, this net amount might not be reversed as originally foreseen.

At the balance sheet date, the Group has unused tax losses and credits of EUR 228.5 million (2014: EUR 253.3 million) available for offset against future profits, for which no deferred tax asset has been recognised, due to the unpredictability of future profit streams. This includes unused tax losses of EUR 17.9 million (2014: EUR 18.0 million) that will expire in the period 2016-2033 (2014: 2015-2032) and unused tax credits of EUR 27.7 million (2014: EUR 35.6 million) that will expire in the period 2016-2018 (2014: 2015-2018). Other losses may be carried forward indefinitely.

Deferred tax has not been recognised in respect of other deductible temporary differences amounting to EUR 10.9 million (2014: EUR 16.5 million) due to the unpredictability of future profit streams.

At the balance sheet date the aggregate amount of temporary differences associated with the investments in subsidiaries, branches, associates and interests in joint ventures (being mainly the accumulated positive consolidated reserves of these entities) for which deferred tax liabilities have not been recognised is EUR 1,117 million (2014: EUR 1,126 million). No deferred tax liability has been recognised in respect of these differences because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future. It should also be noted that the reversal of these temporary differences, for example by way of distribution of dividends by the subsidiaries to the Parent, would generate no (or a marginal) current tax effect.

NOTE 21: DEFERRED TAXES (continued)

Deferred tax assets are recognised provided that there is a sufficient probability that they will be recovered in the foreseeable future. Recoverability has been conservatively assessed. However, should the conditions for this recovery not be met in the future, the current carrying amount of the deferred tax assets may be reduced.

NOTE 22: OTHER NON-CURRENT RECEIVABLES

The other non-current receivables are composed of guarantee deposits against rental properties and of a loan granted to a minority shareholder of Belron (family holding company of Belron's CEO). The loan granted to this minority shareholder is fully guaranteed by a pledge. Their carrying amount approximates their fair value. The loan granted to a minority shareholder of Belron earns interest at a rate set with reference to the prevailing EURIBOR and the other non-current receivables generally generate no interest income. They are expected to be recovered after more than 12 months.

NOTE 23: NON-CURRENT ASSETS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

EUR million		**2015**			**2014**		
	Notes	**Automobile Distribution**	**Vehicle Glass**	**Group**	**Automobile Distribution**	**Vehicle Glass**	**Group**
Property, plant and equipment		7.0	-	7.0	6.3	-	6.3
Deferred tax assets		-	1.3	1.3	-	-	-
Inventories		-	0.8	0.8	-	-	-
Current tax assets		-	5.0	5.0	-	-	-
Trade and other receivables		-	0.5	0.5	-	-	-
Cash and cash equivalents	32	-	0.6	0.6	-	-	-
Non-current assets classified as held for sale		**7.0**	**8.2**	**15.2**	**6.3**	**-**	**6.3**

EUR million		**2015**			**2014**		
		Automobile Distribution	**Vehicle Glass**	**Group**	**Automobile Distribution**	**Vehicle Glass**	**Group**
Deferred tax liabilities		-	3.8	3.8	-	-	-
Loans and borrowings	32	-	0.2	0.2	-	-	-
Trade and other payables		-	2.7	2.7	-	-	-
Liabilities associated with non-current assets held for sale		**-**	**6.7**	**6.7**	**-**	**-**	**-**

Automobile Distribution

In the Automobile Distribution segment, non-current assets classified as held for sale comprise buildings previously used for Automobile Distribution activities, for which the management are commited to disposal. The disposal is expected to occur in the course of 2016.

Vehicle Glass

On 7 January 2016 the Parent announced that the Vehicle Glass segment, following a period of negociation in 2015, has entered into an agreement with Advisia Investimentos ("Advisia") to form a joint venture in Brazil. Under the agreement, the Vehicle Glass segment sold 60% of its investment in Carglass Brazil to Advisia. The Board of Directors of the Parent has considered that, at the balance sheet date, the Vehicle Glass segment is committed to a sale plan of Carglass Brazil which will involve a loss of control of its subsidiary. It has therefore classified in the consolidated statement of financial position as at 31 December 2015 all the assets and liabilities of the Brazilian cash-generating unit as held for sale; the recognition criteria defined in IFRS 5 "Non-Current Assets Held for Sale and Discontinued Operations" being satisfied.

NOTE 23: NON-CURRENT ASSETS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (continued)

There has been an impairment charge of EUR 17.7 million for the disposal group to the lower of its carrying amount and its fair value less costs to sell which is presented as a re-measurement (APMs - see note 3). Prior to being transferred to the disposal group, the goodwill (EUR 15.9 million) and fixed assets (EUR 3.1 million) had been impaired (see note 3). At 31 December 2015, the disposal group was stated at fair value less costs to sell (EUR 1.5 million).

There are no cumulative incomes or expenses included in other comprehensive income relating to the disposal group.

The fair value measurement for the disposal group of EUR 1.9 million (before costs to sell of EUR 0.4 million) has been categorised as a level 3 fair value (see note 38) based on the inputs to the valuation technique used. The valuation technique and significant unobservable inputs used for the fair value measurement is the sale agreement made in January 2016.

NOTE 24: INVENTORIES

EUR million	2015	2014
Automobile Distribution		
Vehicles	296.7	287.7
Spare parts and accessories	32.1	34.2
Other	0.3	1.4
Subtotal	**329.1**	**323.3**
Vehicle Glass		
Glass and related product	285.6	285.4
Subtotal	**285.6**	**285.4**
GROUP	**614.7**	**608.7**
of which: items carried at fair value less costs to sell	*69.8*	*68.3*

The items carried out at fair value less costs to sell are mainly the vehicles sold under buy-back agreements (this kind of agreement being accounted for as operating lease) that are kept on statement of financial position until their subsequent resale.

The accumulated write-down on inventories amounts to EUR 31.4 million (2014: EUR 31.6 million).

The inventories are expected to be recovered within 12 months and are mainly composed of merchandises.

NOTE 25: OTHER FINANCIAL ASSETS

In 2014, in the Vehicle Glass segment, the other financial assets comprised restricted cash related to acquisitions. Their carrying amount was equal to their fair value.

EUR million	2015	2014
Vehicle Glass - Restricted cash related to acquisitions	-	1.8
Other financial assets	**-**	**1.8**

NOTE 26: CURRENT TAX ASSETS AND LIABILITIES

Current tax assets (liabilities) are largely expected to be recovered (settled) within 12 months.

NOTE 27: TRADE AND OTHER RECEIVABLES

Trade and other receivables are analysed as follows:

EUR million	2015			2014		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Trade receivables - net	100.7	163.8	264.5	110.1	164.0	274.1
Receivables from entities accounted for using the equity method	11.2	-	11.2	14.0	-	14.0
Other receivables	5.6	79.1	84.7	8.2	82.8	91.0
Trade and other receivables	**117.5**	**242.9**	**360.4**	**132.3**	**246.8**	**379.1**

The trade and other receivables are expected to be recovered within 12 months. Their carrying amount approximates their fair value, and they generate no interest income.

The Group is exposed to credit risk arising from its operating activities. Such risks are mitigated by selecting clients and other business partners on the basis of their credit quality and by avoiding as far as possible concentration on a few large counterparties. Credit quality of large counterparties is assessed systematically and credit limits are set prior to taking exposure. Payment terms are on average less than one month except where local practices are otherwise. Receivables from sales involving credit are closely tracked and collected mostly centrally in the Automobile Distribution segment, and at the country level in the Vehicle Glass segment.

In the Automobile Distribution segment, concentration on top ten customers is 25.0% (2014: 23.0%) and no customer is above 11% (2014: 10%). Certain receivables are also credit insured. In the Vehicle Glass segment, concentrations of risk with respect to receivables are limited due to the diversity of Belron’s customer base.

Statement of financial position amounts are stated net of provisions for doubtful debts, and accordingly, the maximum credit risk exposure is the carrying amount of the receivables in the statement of financial position. As at 31 December 2015, the provisions for bad and doubtful debt amounted to EUR 34.3 million (2014: EUR 34.9 million).

The ageing analysis of trade and other receivables past due but not impaired is as follows:

EUR million	2015	2014
Up to three months past due	63.2	71.9
Three to six months past due	7.3	10.0
Over six months past due	3.7	2.4
Total	**74.2**	**84.3**

The increase of the provisions for bad and doubtful debt amounts to EUR 1.9 million (before effect of translation differences) as disclosed in note 6 (in 2014, increase of EUR 8.8 million excluding discontinued operations).

NOTE 28: CASH AND CASH EQUIVALENTS

Cash and cash equivalents are analysed below:

EUR million	2015			2014		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Cash at bank and in hand	86.4	22.0	108.4	54.9	29.9	84.8
Money Market Assets	1.7	-	1.7	-	-	-
Cash and cash equivalents	**88.1**	**22.0**	**110.1**	**54.9**	**29.9**	**84.8**

Cash and cash equivalents are mainly floating rate assets which earn interest at various rates set with reference to the prevailing EONIA, LIBID or equivalent. Their carrying amount is equal to their fair value.

NOTE 29: EQUITY

A reconciliation of share capital and reserves are set out in the consolidated statement of changes in equity.

Share capital

The change in ordinary share capital is set out below:

EUR million, except number of shares stated in units	Number of ordinary shares	Ordinary share capital
At 1 January 2014	**55,302,620**	**160.0**
Change	-	-
At 31 December 2014	**55,302,620**	**160.0**
Change	-	-
At 31 December 2015	**55,302,620**	**160.0**

The 5,000,000 nominative participating shares do not represent share capital. Each participating share confers one voting right and gives the right to a dividend equal to one eighth of the dividend of an ordinary share.

Treasury shares

Treasury shares are held by the Parent and by subsidiaries as set out below:

EUR million, except number of shares stated in units	31/12/2015		31/12/2014	
	Number	Amount	Number	Amount
Treasury shares held by the Parent	1,056,481	31.1	997,376	28.0
Treasury shares held by subsidiaries	-	-	-	-
Treasury shares held	**1,056,481**	**31.1**	**997,376**	**28.0**

Treasury shares are held to cover the stock option plans set up by the Parent since 1999 (see note 37).

Share-based payment reserve

The share-based payment reserve relates to the employee stock option plans (equity-settled) granted to officers and managers of the Automobile Distribution segment (see note 37).

Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges pending subsequent recognition in profit or loss as the hedged cash flows affect profit or loss.

Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations, as well as from the translation of financial instruments that hedge the Group's net investment in a foreign subsidiary.

The cumulative translation differences at 31 December 2015 include a debit of EUR 7.1 million in relation to the Brazilian entity Carglass Automotiva Ltda (Vehicle Glass segment – see note 23).

Actuarial gains and losses reserve

The actuarial gains and losses reserve relates to the actuarial movement linked with defined benefit pension plans (see note 20).

The movement of EUR 24.9 million during the period (see the consolidated statement of changes in equity – transfer between actuarial gain and losses reserve, translation reserve and retained earnings with no impact on total equity) relates to the settlement of defined benefit pension obligation in the Netherlands (see note 20).

NOTE 29: EQUITY (continued)

On 5 June 2014, the Extraordinary General Meeting of Shareholders renewed the authorisation to the Board of Directors to increase the share capital on one or more occasions, during a renewable period of five years, up to a maximum of EUR 60 million by contributions in cash or in kind or by incorporation of available or non-available reserves or share premium account, with or without creation of new shares, either preference or other shares, with or without voting rights, with or without subscription rights, with the possibility of limiting or withdrawing preferential subscription rights including in favour of one or more specified persons. The same Meeting authorised the Board of Directors to purchase own shares, during a period of five years, up to a maximum of ten percent of the ordinary shares issued.

Registered shares not fully paid-up may not be transferred except by virtue of a special authorisation from the Board of Directors for each assignment and in favour of an assignee appointed by the Board (art. 7 of the Articles). Participating shares may not be transferred except by the agreement of a majority of members of the Board of Directors, in which case they must be transferred to an assignee appointed by said members (art. 8 of the Articles).

The Group's objectives when managing capital are to safeguard each of its activities ability to continue as a going concern and to maintain an optimal capital structure to reduce the cost of capital. The Group monitors the capital adequacy at the level of each of its activities through a set of ratios relevant to their specific business. In order to maintain or adjust the capital structure, each activity may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt, taking into account the existence of non-controlling shareholders.

The main shareholders are listed here below :

Shareholders with controlling interest according to the declaration of transparency dated 2 November 2011, and communications dated 29 August 2013, 14 December 2015 and 16 February 2016.	Capital shares		Participating shares		Total voting rights	
	Number	%	Number	%	Number	%
s.a. de Participations et de Gestion, Brussels	11,873,280	21.47%	-	-	11,873,280	19.69%
Reptid Commercial Corporation, Dover, Delaware	2,004,000	3.62%	-	-	2,004,000	3.32%
Mrs Catheline Périer-D'Ieteren	-	-	1,250,000	25.00%	1,250,000	2.07%
Mr Olivier Périer	10,000	0.02%	-	-	10,000	0.02%
The four abovementioned persons (collectively "SPDG Group") are associated.	**13,887,280**	**25.11%**	**1,250,000**	**25.00%**	**15,137,280**	**25.10%**
Nayarit Participations s.c.a., Brussels	17,217,830	31.13%	-	-	17,217,830	28.55%
Mr Roland D'Ieteren	466,190	0.84%	3,750,000	75.00%	4,216,190	6.99%
Mr Nicolas D'Ieteren	10,000	0.02%	-	-	10,000	0.02%
The three abovementioned persons (collectively "Nayarit Group") are associated.	**17,694,020**	**31.99%**	**3,750,000**	**75.00%**	**21,444,020**	**35.56%**
The persons referred to as SPDG Group and Nayarit Group act in concert.						

Other major shareholders according to the declaration of transparency dated 18 June 2014.	Capital shares		Participating shares		Total voting rights	
	Number	%	Number	%	Number	%
MFS Investment Management, Boston, United States	3,027,306	5.47%	-	-	3,027,306	5.02%

The Board of Directors proposed the distribution of a gross dividend amounting to EUR 0.90 per share (2014: EUR 0.80 per share), or EUR 49.4 million in aggregate (2014: EUR 43.9 million).

NOTE 30: PROVISIONS

Liabilities for post-retirement benefit schemes are analysed in note 20. The other provisions, either current or non-current, are analysed below.

The major classes of provisions are the following ones:

EUR million	2015			2014		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Non-current provisions						
Dealer-related	7.8	-	7.8	10.3	-	10.3
Warranty	4.3	-	4.3	4.9	-	4.9
Other non-current items	9.8	6.9	16.7	5.3	2.5	7.8
Subtotal	**21.9**	**6.9**	**28.8**	**20.5**	**2.5**	**23.0**
Current provisions						
Other current items	-	10.9	10.9	-	34.5	34.5
Subtotal	**-**	**10.9**	**10.9**	**-**	**34.5**	**34.5**
Total provisions	**21.9**	**17.8**	**39.7**	**20.5**	**37.0**	**57.5**

The changes in provisions are set out below for the year ended 31 December 2015:

EUR million	Dealer-related	Warranty	Other non-current items	Other current items	Total
At 1 January 2015	**10.3**	**4.9**	**7.8**	**34.5**	**57.5**
Charged in the year	0.7	0.1	11.7	6.6	19.1
Utilised in the year	-2.3	-	-2.5	-30.6	-35.4
Reversed in the year	-0.9	-0.7	-0.3	-	-1.9
Translation differences	-	-	-	0.4	0.4
At 31 December 2015	**7.8**	**4.3**	**16.7**	**10.9**	**39.7**

The timing of the outflows being largely uncertain, most of the provisions are considered as non-current items. The non-current provisions are not discounted since the impact is not considered material to the Group. Current provisions are expected to be settled within 12 months.

In the Automobile Distribution segment, warranty provisions relate to the cost of services offered to new vehicle customers, like mobility, and the dealer-related provisions arise from the ongoing improvement of the distribution networks.

In 2015 and 2014, other current provisions relate to the restructuring provisions (reorganisation and employee termination costs) in the Vehicle Glass segment (see note 3).

In 2015 and 2014, other non-current provisions in the Vehicle Glass segment mainly relate to the provision for the long-term management incentive schemes. A new scheme commenced in 2015, the settlement of which is expected to occur in 2018. The provision for the 2014 long-term management scheme was released in the year.

In 2015, other non-current provisions in the Automobile Distribution segment comprise, among other amounts, the “Emissiongate” provisions amounting to EUR 3.8 million. These provisions mainly comprise extra logistic costs related to the upcoming recalls. See note 39 for more explanation.

Other non-current provisions also comprise:

- Dilapidation and environmental provisions to cover the costs of the remediation of certain properties held under operating leases;
- Provisions for vacant properties;
- Provision against legal claims that arise in the normal course of business, that are expected to crystallise in the next couple of years. After taking appropriate legal advice, the outcome of these legal claims should not give rise to any significant loss beyond amounts provided at 31 December 2015.

NOTE 31: LOANS AND BORROWINGS

Loans and borrowings are analysed as follows:

EUR million	2015			2014		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Non-current loans and borrowings						
Obligations under finance leases	0.8	32.3	33.1	0.9	27.3	28.2
Bank and other loans	3.8	-	3.8	5.3	94.1	99.4
Loan notes	-	672.5	672.5	-	611.9	611.9
Subtotal non-current loans and borrowings	**4.6**	**704.8**	**709.4**	**6.2**	**733.3**	**739.5**
Current loans and borrowings						
Bonds	-	-	-	100.0	-	100.0
Obligations under finance leases	0.1	26.8	26.9	-	23.3	23.3
Bank and other loans	5.8	22.2	28.0	6.7	9.2	15.9
Inter-segment loan	-20.0	20.0	-	-	-	-
Subtotal current loans and borrowings	**-14.1**	**69.0**	**54.9**	**106.7**	**32.5**	**139.2**
TOTAL LOANS AND BORROWINGS	**-9.5**	**773.8**	**764.3**	**112.9**	**765.8**	**878.7**

In the Automobile Distribution segment, the bond outstanding at 31 December 2014 was repaid in July 2015. The weighted average cost of the bond in 2014 was 5.1%.

	2015				2014			
	Issued	Principal (EUR million)	Maturing	Fixed rate	Issued	Principal (EUR million)	Maturing	Fixed rate
	-	-	-	-	July 2005	100.0	2015	4.25%
Total		**-**				**100.0**		

Obligations under finance leases are analysed below:

EUR million	2015		2014	
	Minimum lease payments	Present value of minimum lease payments	Minimum lease payments	Present value of minimum lease payments
Within one year	27.2	26.8	23.9	23.3
Between one and five years	35.9	33.1	30.8	28.2
Subtotal	63.1	59.9	54.7	51.5
Less: future finance charges	-3.1		-3.2	
Present value of finance lease obligations	**60.0**		**51.5**	

At year-end, obligations under finance leases are mainly located in the Vehicle Glass segment and are mainly related to vehicles. The Group’s obligations under finance leases are secured by the lessors having legal title over the leased assets.

Bank and other loans mainly represent non syndicated bank loans (in the Automobile Distribution segment) and syndicated loan facilities (in Vehicle Glass segment), as well as overdrafts. Depending on the currency of the bank borrowings and the segment concerned, the weighted average cost ranged from 1.5% to 22.8% in 2015 (2014: 1.6% to 24.1%).

NOTE 31: LOANS AND BORROWINGS (continued)

In the Vehicle Glass segment, loan notes represent the following outstanding balances, due by Belron Finance Limited, a wholly-owned subsidiary of Belron:

			2015		2014	
	Interest rate	**Currency**	**Principal (in million)**	**Maturing**	**Principal (in million)**	**Maturing**
Series A (April 2007)	5.68%	USD	-	-	-	-
Series B (April 2007)	5.80%	USD	125.0	2017	125.0	2017
Series C (April 2007)	5.94%	GBP	20.0	2017	20.0	2017
Series A (March 2011)	4.51%	USD	50.0	2018	50.0	2018
Series B (March 2011)	5.13%	USD	100.0	2021	100.0	2021
Series C (March 2011)	5.25%	USD	100.0	2023	100.0	2023
Series A (August 2013)	3.04%	EUR	75.0	2020	75.0	2020
Series B (September 2013)	3.93%	USD	135.0	2020	135.0	2020
Series C (September 2013)	4.33%	USD	21.0	2022	21.0	2022
Series D (September 2013)	4.50%	USD	71.0	2023	71.0	2023
Series E (September 2013)	4.65%	USD	23.0	2025	23.0	2025

During the prior period, a loan note of USD 200.0 million maturing in April 2014 was repaid by the Vehicle Glass segment.

In the period, the inter-segment loan comprised amounts lent by the Automobile Distribution segment to the Vehicle Glass segment, at arm's length conditions.

The Group runs one commercial paper (EUR 300.0 million; 2014: EUR 300.0 million) programme in Belgium through s.a. D'Ieteren Treasury n.v., a wholly-owned subsidiary of the Parent. This programme is guaranteed by the Parent. No cost incurred over 2015 and 2014 as unused during these periods. Medium term notes can also be drawn from this programme.

Non-current loans and borrowings are due for settlement after more than one year, in accordance with the maturity profile set out below:

EUR million	**2015**	**2014**
Between one and five years	421.0	294.8
After more than five years	288.4	444.7
Non-current loans and borrowings	**709.4**	**739.5**

The exposure of the Group's loans and borrowings to interest rate changes and the repricing dates (before the effect of the debt derivatives) at the balance sheet date is as follows:

EUR million	**2015**	**2014**
Less than one year	54.9	234.2
Between one and five years	421.0	199.8
After more than five years	288.4	444.7
Loans and borrowings	**764.3**	**878.7**

The interest rate and currency profiles of loans and borrowings are as follows:

EUR million	**2015**			**2014**		
Currency	**Fixed rate**	**Floating rate**	**Total**	**Fixed rate**	**Floating rate**	**Total**
EUR	67.5	20.4	87.9	188.2	180.1	368.3
GBP	27.2	-2.5	24.7	25.5	-	25.5
USD	625.1	10.4	635.5	473.2	6.4	479.6
Other	2.1	14.1	16.2	3.7	1.6	5.3
Total	**721.9**	**42.4**	**764.3**	**690.6**	**188.1**	**878.7**

NOTE 31: LOANS AND BORROWINGS (continued)

When the effects of debt derivatives are taken into account, the interest rate and currency profiles of loans and borrowings are as follows:

EUR million	2015			2014		
Currency	**Fixed rate**	**Floating rate**	**Total**	**Fixed rate**	**Floating rate**	**Total**
EUR	67.5	20.4	87.9	88.2	198.3	286.5
GBP	27.2	-2.5	24.7	25.5	-	25.5
USD	625.1	10.4	635.5	555.0	6.4	561.4
Other	2.1	14.1	16.2	3.7	1.6	5.3
Total	**721.9**	**42.4**	**764.3**	**672.4**	**206.3**	**878.7**

EUR fixed rate borrowings are stated after deduction of deferred financing costs of EUR 1.1 million (2014: EUR 1.7 million).

The floating rate borrowings bear interest at various rates set with reference to the prevailing EURIBOR or equivalent. The range of interest rates applicable for fixed rate borrowings outstanding is as follows:

	2015		2014	
Currency	**Min.**	**Max.**	**Min.**	**Max.**
EUR	1.5%	6.8%	1.9%	6.8%
GBP	5.9%	5.9%	5.9%	24.1%
USD	2.8%	6.7%	2.8%	6.7%
Other	1.5%	22.8%	2.2%	23.0%

The fair value of current loans and borrowings approximates their carrying amount. The fair value of non-current loans and borrowings is set out below:

EUR million	2015		2014	
	Fair value	**Carrying amount**	**Fair value**	**Carrying amount**
Obligations under finance leases	33.1	33.1	28.2	28.2
Bank loans, loan notes and other loans	731.1	676.3	772.4	711.3
Non-current loans and borrowings	**764.2**	**709.4**	**800.6**	**739.5**

The fair value of the other borrowings is based on either tradable market values, or where such market values are not readily available is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments. See note 38 for fair value hierarchy and further information. Certain of the borrowings in the Group have covenants attached. At year-end, there is no breach of covenants.

NOTE 32: NET DEBT

In order to better reflect its indebtedness, the Group uses the concept of net debt. This non-GAAP measure, i.e. its definition is not addressed by IFRS, is an Alternative Performance Measure ("APM") and is not presented as an alternative to financial measures determined in accordance with IFRS. Net debt is based on loans and borrowings less cash, cash equivalents and non-current and current asset investments. It excludes the fair value of derivative debt instruments. The hedged loans and borrowings (i.e. those that are accounted for in accordance with the hedge accounting rules of IAS 39) are translated at the contractual foreign exchange rates of the related cross currency swaps. The other loans and borrowings are translated at closing foreign exchange rates.

EUR million	Notes	31 December 2015			31 December 2014		
		Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Non-current loans and borrowings		4.6	704.8	709.4	6.2	733.3	739.5
Current loans and borrowings		5.9	49.0	54.9	106.7	32.5	139.2
Inter-segment loan		-20.0	20.0	-	-	-	-
Gross debt		**-9.5**	**773.8**	**764.3**	**112.9**	**765.8**	**878.7**
Less: Cash and cash equivalents	28	-88.1	-22.0	-110.1	-54.9	-29.9	-84.8
Less: Held-to-maturity investments	14	-59.8	-	-59.8	-176.1	-	-176.1
Less: Other non-current receivables	22	-20.0	-	-20.0	-20.0	-	-20.0
Less: Other current receivables		-0.8	-	-0.8	-	-	-
Net debt from continuing activities excluding assets and liabilities classified as held for sale		**-178.2**	**751.8**	**573.6**	**-138.1**	**735.9**	**597.8**
Net debt in assets and liabilities classified as held for sale	41	-	-0.4	-0.4	-	-	-
Total net debt		**-178.2**	**751.4**	**573.2**	**-138.1**	**735.9**	**597.8**

NOTE 33: RELATIONS WITH NON-CONTROLLING SHAREHOLDERS

Transaction with non-controlling interests

During the period, the Automobile Distribution segment acquired the remaining 25% of s.a. D'Ieteren Sport n.v. (active in two-wheel activity). The Group recognised an increase of non-controlling interests and a decrease of capital and reserves attributable to equity holders of the Parent of EUR 0.9 million.

Put options granted to non-controlling interests

The Group is committed to acquiring the non-controlling shareholdings owned by third parties in Belron (5.15%), should these third parties wish to exercise their put options. The exercise price of such options granted to non-controlling interest is reflected as a financial liability in the consolidated statement of financial position.

For put options granted to non-controlling shareholders (4.15%) prior to 1 January 2010, the goodwill is adjusted at period end to reflect the change in the exercise price of the options and the carrying value of non-controlling interests to which they relate. This treatment reflects the economic substance of the transaction, and has no impact on the result attributable to equity holders of the Parent.

Due to the introduction of the revised version of IFRS 3 (effective date 1 January 2010), for put options granted to non-controlling shareholders (1.0%) as from 1 January 2010, at inception, the difference between the consideration received and the exercise price of the options granted is recognised against equity Group's share. At each period end, the re-measurement of the financial liability resulting from these options is recognised in the consolidated statement of profit or loss as a re-measurement item in finance costs (see notes 3 and 7).

At 31 December 2015, the exercise price of all options granted to non-controlling shareholders (put options with related call options, exercisable until 2024) amounts to EUR 85.2 million (2014: EUR 75.2 million).

For put options granted to non-controlling shareholders prior to 1 January 2010, the difference between the exercise price of the options and the carrying value of the non-controlling interest (EUR 29.7 million at 31 December 2015) is presented as additional goodwill (EUR 39.0 million at 31 December 2015 – see note 11).

For put options granted to non-controlling shareholders as from 1 January 2010, the re-measurement at year-end of the financial liability resulting from these options amounts to EUR -1.9 million and is recognised in the consolidated statement of profit or loss as a re-measurement charge in net finance costs (see notes 3 and 7).

The exercise price of the put options takes into account estimates of the future profitability of Belron. Should the underlying estimates change, the value of the put options recognised in the statement of financial position would be impacted, with impacts on the related goodwill and net finance costs.

The carrying value of put options granted to non-controlling shareholders approximates their fair value.

NOTE 34: OTHER NON-CURRENT PAYABLES

Other non-current payables are non interest-bearing deferred consideration on acquisitions (2015: EUR 3.1 million; 2014: EUR 3.0 million) and other creditors (2015: EUR 18.5 million; 2014: EUR 12.9 million), payable after more than 12 months. The carrying value of other non-current payables approximates their fair value.

NOTE 35: TRADE AND OTHER CURRENT PAYABLES

Trade and other payables are analysed below:

EUR million	2015			2014		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Trade payables	29.2	125.9	155.1	52.7	151.8	204.5
Accrued charges and deferred income	31.7	8.1	39.8	33.3	7.7	41.0
Non-income taxes	5.9	17.7	23.6	7.0	12.1	19.1
Deferred consideration on acquisitions (see note 12)	-	8.4	8.4	-	6.5	6.5
Other creditors	51.0	324.2	375.2	43.7	280.0	323.7
Trade and other payables	**117.8**	**484.3**	**602.1**	**136.7**	**458.1**	**594.8**

Trade and other current payables are expected to be settled within 12 months. The carrying value of trade and other current payables approximates their fair value.

NOTE 36: EMPLOYEE BENEFIT EXPENSE

The employee benefit expense is analysed below:

EUR million	2015			2014 (1)		
	Automobile Distribution	Vehicle Glass	Group	Automobile Distribution	Vehicle Glass	Group
Retirement benefit charges under defined contribution schemes	*-*	*-20.9*	*-20.9*	*-*	*-16.9*	*-16.9*
Retirement benefit charges under Belgian defined contribution schemes considered as defined benefit schemes	*-5.3*	*-*	*-5.3*	*-4.7*	*-*	*-4.7*
Retirement benefit charges under defined benefit schemes (see note 20)	*-0.4*	*-7.5*	*-7.9*	*-1.9*	*-10.3*	*-12.2*
Total retirement benefit charge	-5.7	-28.4	-34.1	-6.6	-27.2	-33.8
Wages, salaries and social security costs	-158.2	-1,201.9	-1,360.1	-146.7	-1,067.6	-1,214.3
Share-based payments: equity-settled	-1.2	-	-1.2	-1.7	-	-1.7
Total employee benefit expense	**-165.1**	**-1,230.3**	**-1,395.4**	**-155.0**	**-1,094.8**	**-1,249.8**
of which: current items (APMs)	*-165.1*	*-1,251.8*	*-1,416.9*	*-155.0*	*-1,094.8*	*-1,249.8*
unusual items (APMs)	*-*	*21.5*	*21.5*	*-*	*-*	*-*

(1) As restated to reflect discontinued operations in the Vehicle Glass segment (see notes 2 and 41 for more information).

The above expense includes the amounts accounted for in 2015 (charge of EUR 4.9 million) and in 2014 (reversal of EUR 3.0 million) in respect of the long-term management incentive schemes in the Vehicle Glass segment.

The staff numbers are set out below (average full time equivalents):

	2015	2014
Automobile Distribution	1,580	1,606
Vehicle Glass	26,390	26,542
Group	**27,970**	**28,148**

NOTE 37: SHARE-BASED PAYMENTS

There is in the Group an equity-settled share-based payment scheme. Since 1999, share option schemes have been granted to officers and managers of the Automobile Distribution segment, in the framework of the Belgian law of 26 March 1999. The underlying share is the ordinary share of s.a. D'Ieteren n.v. Under these schemes, vesting conditions are three years' service from grant date and holders of vested options are entitled to purchase shares at the exercice price of the related scheme during the exercise period.

Options outstanding are as follows:

Date of grant	Number of options (in units)		Exercise price	Exercise period	
	2015	2014	(EUR)	From	To
2015	95,000	-	32.10	1/01/2019	12/03/2025
2015	63,352	-	32.10	1/01/2019	12/03/2025
2014	122,091	122,091	33.08	1/01/2018	10/03/2024
2013	65,250	65,250	34.99	1/01/2017	24/11/2023
2013	89,361	89,361	34.23	1/01/2017	18/03/2023
2012	79,100	79,100	36.45	1/01/2016	14/10/2022
2011	215,914	217,814	35.00	1/01/2015	22/12/2021
2010	81,350	81,350	39.60	1/01/2014	3/10/2020
2009	68,336	90,140	24.00	1/01/2013	27/10/2019
2008	42,910	57,510	12.10	1/01/2012	5/11/2018
2007	53,560	63,880	26.40	1/01/2011	2/12/2022
2006	29,000	37,600	26.60	1/01/2010	27/11/2021
2005	25,200	32,800	20.90	1/01/2009	6/11/2020
2004	5,400	8,150	14.20	1/01/2008	28/11/2019
2003	5,800	6,100	16.34	1/01/2007	16/11/2018
2002	-	13,700	11.60	1/01/2006	13/10/2015
Total	**1,041,624**	**964,846**			

All outstanding options are covered by treasury shares (see note 29).

A reconciliation of the movements in the number of outstanding options during the year is as follows:

	Number (in units)		Weighted average exercise price (EUR)	
	2015	2014	2015	2014
Outstanding options at the beginning of the period	964,846	860,005	23.09	26.61
Granted during the period	158,352	122,091	33.08	33.08
Forfeited during the period	-1,800	-850	11.60	13.30
Exercised during the period	-79,774	-16,400	20.16	15.03
Outstanding options at the end of the period	**1,041,624**	**964,846**	**26.96**	**30.80**
of which: exercisable at the end of the period	*527,470*	*391,230*	*9.56*	*16.88*

In 2015, a large part of the options were exercised during the third and fourth quarters of the period. The average share price during the period was EUR 32.74 (2014: EUR 31.95). The forfeited movement during the period relates to the options initially granted in 2002 which have expired in October 2015 and those forfeited in 2014 related to the options initially granted in 2001 which had expired in October 2014.

For share options outstanding at the end of the period, the weighted average remaining contractual life is as follows:

	Number of years
31 December 2015	**6.6**
31 December 2014	7.0

NOTE 37: SHARE-BASED PAYMENTS (continued)

IFRS 2 “Share-Based Payments” requires that the fair value of all share options issued after 7 November 2002 is charged to the income statement. The fair value of the options must be assessed on the date of each issue. A simple Cox valuation model was used at each issue date re-assessing the input assumptions on each occasion.The assumptions for the 2015 and 2014 issues were as follows:

	2015		2014
Number of employees	122	6	4
Spot share price (EUR)	32.90	33.88	33.28
Option exercise price (EUR)	32.10	32.10	33.08
Vesting period (in years)	3.0	3.0	3.0
Expected life (in years)	6.5	6.5	6.5
Expected volatility (in %)	28%	28%	21%
Risk free rate of return (in %)	0.46%	0.43%	1.64%
Expected dividend (EUR)	0.8	0.8	0.8
Probability of ceasing employment before vesting (in %)	-	-	-
Weighted average fair value per option (EUR)	6.4	6.9	6.9

Expected volatility and expected dividends were provided by an independent expert. The risk free rate of return is based upon EUR zero-coupon rates with an equivalent term to the options granted.

NOTE 38: FINANCIAL RISK MANAGEMENT

The main risks managed by the Group under policies approved by the Board of Directors, are liquidity and re-financing risk, market risk and credit risk. The Board periodically reviews the Group’s treasury activities, policies and procedures. Treasury policies aim to ensure permanent access to sufficient liquidity, and to monitor and limit interest and currency exchange risks. These are summarised below.

Liquidity and re-financing risk

Each business unit of the Group seeks to ensure that it has sufficient committed funding in place to cover its requirements - as estimated on the basis of its long-term financial projections - in full for at least the next 12 months. Funding is managed at the level of each business unit. This funding is supplemented by various sources of uncommitted liquidity (short-term banking facilities, commercial paper).

The long-term funding mainly consists of:

- In the Vehicle Glass segment: syndicated loan facilities and private bonds;
- In the Automobile Distribution segment: bi-lateral bank facilities.

Repayment dates are spread as evenly as possible and funding sources are diversified in order to mitigate refinancing risk (timing, markets) and its associated costs (credit spread risk).

Cash pooling schemes are sought and implemented each time when appropriate (in the Automobile Distribution and the Vehicle Glass segments) in order to minimise gross financing needs and costs of liquidity.

NOTE 38: FINANCIAL RISK MANAGEMENT (continued)

The following is an analysis of the contractual undiscounted cash flows payable under financial liabilities together with derivative financial instrument assets and liabilities at balance sheet date:

EUR million	Due within one year		Due between one and five years		Due after five years		Total	
	Capital	Interest	Capital	Interest	Capital	Interest	Capital	Interest
At 31 December 2015								
Loans and borrowings								
Obligations under finance leases	26.9	0.6	33.1	2.5	-	-	60.0	3.1
Other borrowings and private bonds	28.2	31.8	388.6	88.8	288.6	26.1	705.4	146.7
Total	55.1	32.4	421.7	91.3	288.6	26.1	765.4	149.8
Trade and other payables	602.1	-	-	-	-	-	602.1	-
Derivative financial instruments								
Derivative contracts - receipts	-75.4	-	-	-	-	-	-75.4	-
Derivative contracts - payments	81.0	-	-	-	-	-	81.0	-
Total	**662.8**	**32.4**	**421.7**	**91.3**	**288.6**	**26.1**	**1,373.1**	**149.8**
At 31 December 2014								
Loans and borrowings								
Public bonds	100.0	4.3	-	-	-	-	100.0	4.3
Obligations under finance leases	23.3	0.6	27.9	2.6	0.3	-	51.5	3.2
Other borrowings and private bonds	16.7	30.0	266.8	92.7	445.5	41.1	729.0	163.8
Total	140.0	34.9	294.7	95.3	445.8	41.1	880.5	171.3
Trade and other payables	594.8	-	-	-	-	-	594.8	-
Derivative financial instruments								
Derivative contracts - receipts	-23.2	-9.2	-	-15.9	-81.8	-13.9	-105.0	-39.0
Derivative contracts - payments	29.4	5.2	2.7	10.5	80.3	9.2	112.4	24.9
Total	**741.0**	**30.9**	**297.4**	**89.9**	**444.3**	**36.4**	**1,482.7**	**157.2**

Interest Rate Risk

The Group's interest rate risk arises from changes in interest rates on interest-bearing assets and from loans and borrowings.

The Group seeks to cap the impact of adverse interest rates movements on its current financial results, particularly in relation to the next 12 months. To manage its interest rate exposures, the Group primarily uses forward rate agreements, interest rate swaps, caps and floors. Each business unit determines its own minimum hedge percentages, which, for the period up to 12 months, are comprised between 50% and 100%, and thereafter sets them gradually lower over time. The overall hedge horizon is typically 3 years. Hedges, or fixed rate indebtedness, beyond 5 years are unusual.

The interest rate and currency profiles of loans and borrowings are disclosed in note 31.

A change of 100 basis points in interest rate at the reporting date would have increased/decreased equity and result from continuing operations by the amounts shown below. This analysis assumes that all other variables remain constant.

EUR million	Result from continuing operations	
	1% increase	1% decrease
31 December 2015	**-0.2**	**0.1**
31 December 2014	0.6	-0.6

NOTE 38: FINANCIAL RISK MANAGEMENT (continued)

Currency Risk

The Group's objective is to protect its cash flows, commercial transactions and net investments in foreign operations from the potentially high volatility of the foreign exchange markets by hedging any material net foreign currency exposure. Material means in excess of one million euros.

The Group has certain investments in foreign operations whose net assets and related goodwill are exposed to foreign currency translation risk. Group policy is to hedge the economic value of material foreign currency investments (limited to the net book value of the asset) in a particular currency with financial instruments including debt in the currency of the investment. The proportion to which an investment is hedged is individually determined having regard to the economic and accounting exposures and the currency of the investment. To complement these natural hedges, the Group uses instruments such as forwards, swaps, plain-vanilla foreign exchange options and, when appropriate, cross currency swaps. The hedging levels are reviewed periodically, in light of the market conditions and each time a material asset is added or removed.

The significant exchange rates applied in 2015 and in 2014 are disclosed in note 43.

A 10 percent strenghtening/weakening of the euro against the following currencies at 31 December would have increased/decreased equity and result from continuing operations by the amounts shown below. This analysis assumes that all other variables remain constant.

EUR million	Result from continuing operations		Equity	
	10% strenghtening	10% weakening	10% strenghtening	10% weakening
31 December 2015				
EUR vs GBP	0.1	-0.1	-13.8	16.0
EUR vs USD	2.1	-2.6	-0.7	0.9
31 December 2014				
EUR vs GBP	0.1	-0.1	-11.3	13.8
EUR vs USD	1.5	-1.8	0.1	-0.1

Counterparty Risk

Exposure limits to financial counterparties in respect of both amount and duration are set in respect of derivatives and cash deposits. Such transactions are entered into with a limited number of pre-designated banks on the basis of their publicly available credit ratings, which are checked at least once a year. The required minimum rating is A- (Standard and Poor's), Baa3 (Moody's) for long-term deposits and financial instruments and P-2 (Moody's) for short term deposits. Limits on length of exposure per category of transaction are in place to protect liquidity and mitigate counterparty default risks. The instruments and their documentation must be authorized before entering the contemplated transactions. There is no meaningful price risk other than those mentioned above.

Within this framework, considerable autonomy is granted to each of the businesses.

Financial instruments measured at fair value in the consolidated statement of financial position

All Group's financial assets and liabilities measured at fair value in the consolidated statement of financial position are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1: quoted market prices in an active market (that are unadjusted) for identical assets and liabilities;
- Level 2: valuation techniques (for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable);
- Level 3: valuation techniques (for which the lowest level input that is significant to the fair value measurement is unobservable).

In 2015 and 2014, all Group's financial assets and liabilities measured at fair value in the consolidated statement of financial position (derivative hedging instruments and derivatives held for trading) are classified in level 2.

NOTE 38: FINANCIAL RISK MANAGEMENT (continued)

Disposal group held for sale measured at fair value in the consolidated statement of financial position

As disclosed in note 23, the fair value measurement of the disposal groupe (EUR 1.9 million before costs to sell of EUR 0.4 million) is classified in level 3 of the fair value hierarchy (valuation technique and significant unobservable inputs used for the fair value measurement is the sale agreement made in January 2016).

Fair value disclosed

For all Group's financial and non-financial assets and liabilities not measured at fair value in the consolidated statement of financial position, their fair value approximates their carrying amount, except for:

EUR million	31 December 2015		31 December 2014	
	Carrying amount	Fair value	Carrying amount	Fair value
Assets				
Investment properties	4.3	6.8	6.7	9.9
Liabilities				
Non-current loans and borrowings	709.4	764.2	739.5	800.6

In 2015 and 2014, for the non-current loans and borrowings (see note 31), the fair value is classified in level 2 of the fair value hierarchy, described above.

In 2015 and 2014, the fair value of the investment properties (see note 16) is classified in level 3 of the fair value hierarchy as described above (valuation by an independent valuer who holds a recognised and relevant professional qualification).

Valuation techniques

The fair value of the bonds is determined based on their market prices. The fair value of the other loans and borrowings is based on either tradable market values, or should such market values not be readily available is estimated by discounting the future contractual cash flows at the current market interest rate available to the Group for similar financial instruments.

The fair values of derivative hedging instruments and derivatives held for trading are determined using valuation techniques. The Group uses a variety of methods and makes assumptions based on market conditions at the balance sheet date. The fair value of cross currency interest rate swaps and interest rate swaps is calculated as the present value of future estimated cash flows. The fair value of interest rate caps and collars is valued using option valuation techniques. The fair value of forward exchange contracts is determined using forward exchange market rates at the balance sheet date. The fair value of fuel hedge instruments (combination of options, collars and swaps used in the Vehicle Glass segment to hedge the price of fuel purchases) is determined using market valuations prepared by the respective banks that executed the initial transactions at the statement of financial position date based on the present value of the monthly futures forward curve for gasoline given the volume hedged and the contract period. The fair values of forward rate agreements are calculated as the present value of future estimated cash flows.

NOTE 39: CONTINGENCIES AND COMMITMENTS

EUR million	2015	2014
Commitments to acquisition of non-current assets	18.0	19.1
Other important commitments:		
Commitments given	7.4	7.2
Commitments received	26.4	25.9

In 2015, the commitments to acquisition of non-current assets mainly concern other property, plant and equipment in the Automobile Distribution and in the Vehicle Glass segments.

The Group is a lessee in a number of operating leases (mainly buildings, non-fleet vehicles and items of property, plant and equipment). The related future minimum lease payments under non-cancellable operating leases, per maturity, are as follows:

EUR million	2015	2014
Within one year	118.6	123.0
Later than one year and less than five years	327.4	338.0
After five years	143.7	156.8
Total	**589.7**	**617.8**

NOTE 39: CONTINGENCIES AND COMMITMENTS (continued)

The Group also acts as a lessor in a number of operating leases, normally when the Group has been unable to extricate itself from a head lease when the use of that head lease is no longer required. The related future minimum lease payments under non-cancellable operating leases, per maturity, are as follows:

EUR million	2015			2014		
	Investment property	Other property, plant and equipment	Total	Investment property	Other property, plant and equipment	Total
Within one year	0.8	2.0	2.8	1.1	0.4	1.5
Later than one year and less than five years	2.0	3.5	5.5	6.0	0.9	6.9
After five years	0.8	0.2	1.0	0.7	-	0.7
Total	**3.6**	**5.7**	**9.3**	**7.8**	**1.3**	**9.1**

At each year end, the Group also has various other prepaid operating lease commitments in relation to vehicles sold under buy-back agreements, included in deferred income in note 35.

The revenue, expenses, rights and obligations arising from leasing arrangements regarding investment property are not considered material to the Group, and accordingly a general description of these leasing arrangements is not disclosed.

"Emissiongate"

On 18 September 2015, the United States Environmental Protection Agency (EPA) revealed irregularities concerning a software installed on certain vehicles with diesel engines sold by the Volkswagen group in the US. On 3 November, the Volkswagen group revealed that during the course of internal investigations other irregularities were found when determining the CO2 levels of certain vehicles (together, the "Emissiongate").

From the outset, the Automobile Distribution segment took all actions within its control to minimize the impact of the "Emissiongate" on its customers and to communicate fully and transparently as soon as information became available. A 'customer care' website was launched on 25 September in response to customer concerns. The following day, the Automobile Distribution segment decided to stop the commercialisation of vehicles that were potentially fitted with the non-compliant software (NOx). Customers who had ordered a vehicle equipped with an EA189 (EU5) engine were offered the option to change their order for an equivalent vehicle equipped with an EU6 diesel engine. Between 5 and 20 November, the Automobile Distribution segment also suspended the commercialisation of models that were potentially affected by the CO2 irregularities. Since the beginning of the "Emissiongate", the Automobile Distribution segment has been in touch with the various relevant federal and regional authorities in order to discuss the necessary measures and to minimize any consequences for its customers.

About 320,000 vehicles with the EA189 diesel engine and the non-compliant software will have to be recalled in Belgium. The Volkswagen group has ensured that it will cover the costs arising from interventions required to fix the problems.

Since the irregularities related to CO2 emissions are not technical in nature, no technical intervention will be needed for the concerned vehicles. The Volkswagen group confirmed to take at their charge any possible tax consequences. the Automobile Distribution segment is confident that the Volkswagen group will reach an agreement with the competent Belgian authorities to ensure that neither private customers nor fleet customers will be affected by any retroactive or future tax adjustment.

NOTE 40: RELATED PARTY TRANSACTIONS

EUR million	2015	2014
With entities with joint control or significant influence over the Group:		
Amount of the transactions entered into during the period	0.6	1.1
Outstanding creditor balance at 31 December	0.7	0.5
With associates:		
Sales	-	0.1
Purchases	-	-
Trade receivables outstanding at 31 December	0.1	0.1
With joint ventures in which the Group is a venturer:		
Sales (mainly sales of new vehicles to Volkswagen D'Ieteren Finance)	132.9	94.1
Purchases	-15.3	-11.2
Trade receivables outstanding at 31 December	10.4	13.8
With key management personnel:		
Compensation:		
Short-term employee benefits	3.8	3.6
Post-employment benefits	0.4	0.2
Termination benefits	1.0	-
Total compensation	5.2	3.8
Amount of the other transactions entered into during the period	n/a	n/a
Outstanding creditor balance at 31 December	0.1	n/a
With other related parties:		
Amount of the transactions entered into during the period	-	-
Outstanding creditor balance at 31 December	-	0.5

NOTE 41: DISCONTINUED OPERATIONS

In August 2015, the Vehicle Glass segment closed its remaining VGRR operations in China. The Board of Directors committed to a plan to close the operation following a review of the market which concluded that due to the complex Chinese market the Group's resources would be better utilised by focusing on other operations across the world.

On 7 January 2016 the Parent announced that the Vehicle Glass segment has entered into an agreement with Advisia Investimentos ("Advisia") to form a joint venture in Brazil. Under the agreement, the Vehicle Glass segment sold 60% of its investment in Carglass Brazil to Advisia. This followed a management review of the business during 2015 which concluded that the significant challenges leading to declines in market share made the financial commitment in Brazil unsustainable.

Results of discontinued operations

EUR million – Year ended 31 December	2015			2014		
	Total	*Current items (1)*	*Unusual items and re-measurements (1)*	**Total**	*Current items (1)*	*Unusual items and re-measurements (1)*
Sales	**53.6**	*53.6*	-	**88.5**	*88.5*	-
Operating result	**-40.9**	*-4.9*	*-36.0*	**-36.7**	*-19.8*	*-16.9*
Net finance costs	-0.2	*-0.2*	-	0.1	*0.1*	-
Result before tax	**-41.1**	*-5.1*	*-36.0*	**-36.6**	*-19.7*	*-16.9*
Share of result of entities accounted for using the equity method	-	-	-	-	-	-
Tax expense	0.7	*0.7*	-	0.4	*0.4*	-
Result after tax from discontinued operations	**-40.4**	*-4.4*	*-36.0*	**-36.2**	*-19.3*	*-16.9*

(1) Alternative Performance Measure (non-GAAP measure) - See section "Framework and definitions" of the note 3 for more explanations.

NOTE 41: DISCONTINUED OPERATIONS (continued)

Unusual items and re-measurments (APMs)

EUR million	2015	2014
Operating result	**-36.0**	**-16.9**
Impairments of goodwill and non-current assets	*-22.0*	*-9.4*
Other unusual items	*-14.0*	*-7.5*
Total unusual items and re-measurements (APMs - see note 3)	**-36.0**	**-16.9**

See note 3 for more explanations on the unusual items and re-measurements.

Cash flow from discontinued operations

EUR million - Year ended 31 December	2015	2014
Net cash generated from operating activities	-9.4	-13.7
Net cash from investing activities	-0.3	-2.2
Net cash from financing activities	-0.4	-0.4
Effect on cash flows	**-10.1**	**-16.3**

Earnings per share

Earnings per share for discontinued operations amounted to EUR -0.08 in 2015 and to EUR -0.33 in 2014.

NOTE 42: LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

The full list of companies concerned by articles 114 and 165 of the Royal Decree of 30 January 2001 implementing the Company Code will be lodged with the Central Balance Sheet department of the National Bank of Belgium. It is also available on request from the Parent head office (see note 1).

The main fully consolidated subsidiaries of the Parent are listed below:

Name	Country of incorporation	% of share capital owned at 31 Dec. 2015	% of share capital owned at 31 Dec. 2014
Automobile Distribution			
s.a. D'Ieteren Sport n.v.	Belgium	100%	75%
s.a. D'Ieteren Services n.v.	Belgium	100%	100%
s.a. D'Ieteren Treasury n.v.	Belgium	100%	100%
D'Ieteren Trading b.v.	The Netherlands	-	100%
D'Ieteren Vehicle Glass s.a.	Luxemburg	100%	100%
Dicobel s.a.	Belgium	100%	100%
Kronos Automobiles s.a.	Belgium	100%	100%
PC Liège s.a.	Belgium	100%	100%
S.M.A.R.T. & Clean Automotive Services s.a.	Belgium	100%	100%
Garage Joly b.v.b.a.	Belgium	100%	100%
PC Mechelen n.v.	Belgium	100%	-
Autonatie n.v.	Belgium	100%	100%
Y&N Claessens b.v.b.a.	Belgium	100%	100%
PC Paal - Beringen n.v.	Belgium	100%	100%
Vehicle Glass			
Belron s.a.	Luxemburg	94.85%	94.85%

NOTE 42: LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES (continued)

The main entity accounted for using the equity method is the joint venture Volkswagen D'Ieteren Finance s.a. (50% owned minus one share), incorporated in Belgium. See note 8 for adequate disclosures.

Belron s.a. and its subsidiaries have material non-controlling interests. The ownership interest held by non-controlling interests is 5.15%. Since the Vehicle Glass segment comprises Belron s.a. and its subsidiaries, no specific additional disclosures are made.

NOTE 43: EXCHANGE RATES

Monthly income statements of foreign operations are translated at the relevant rate of exchange for that month. Except for the statement of financial position which is translated at the closing rate, each line item in these consolidated financial statements represents a weighted average rate.

The main exchange rates used for the translations were as follows:

Number of euros for one unit of foreign currency	**2015**	**2014**
Closing rate		
AUD	0.66	0.66
BRL	0.23	0.30
CAD	0.66	0.71
GBP	1.36	1.27
USD	0.91	0.82
Average rate (1)		
AUD	0.68	0.68
BRL	0.27	0.32
CAD	0.70	0.68
GBP	1.38	1.24
USD	0.90	0.76

(1) Effective average rate for the profit or loss attributable to equity holders.

NOTE 44: SERVICES PROVIDED BY THE STATUTORY AUDITOR

The external audit is conducted by KPMG Réviseurs d'Entreprises, represented by Alexis Palm, whose auditing term expires at the General Meeting of June 2017.

EUR million	**2015**	**2014**
Audit services	**2.8**	**2.7**
KPMG Belgium	0.4	0.3
Other offices in the KPMG network	2.4	2.4
Non-audit services	**3.3**	**2.0**
KPMG Belgium	0.2	-
Other offices in the KPMG network	3.1	2.0
Services provided by the Statutory Auditor	**6.1**	**4.7**

Due diligence services are out of scope for the One-to-One rule. These due diligence services provided by the Statutory Auditor amounts to EUR 0.3 million in 2015. Additionnally, approval was granted by the Group Audit committee for a specific project in China for EUR 0.6 million.

Based on above elements, one-to-one rule is respected and the Parent complies with article 133 of the Belgian Company Code.

NOTE 45: SUBSEQUENT EVENTS

Other than the disposal of a controlling interest in the Brazilian entity of the Vehicle Glass segment (see notes 2, 23 and 41), there have been no significant transactions out of the ordinary course of business occurred between the closing date and the date these consolidated financial statements were authorised for issue.

Statutory Auditor’s report

Statutory auditor's report to the general meeting of D’Ieteren SA as of and for the year ended 31 December 2015

FREE TRANSLATION OF UNQUALIFIED STATUTORY AUDITOR’S REPORT ORIGINALLY PREPARED IN FRENCH

In accordance with the legal requirements, we report to you in the context of our statutory auditor’s mandate. This report includes our report on the consolidated financial statements as of and for the year ended 31 December 2015, as defined below, as well as our report on other legal and regulatory requirements.

Report on the consolidated financial statements - unqualified opinion
We have audited the consolidated financial statements of D’Ieteren SA (“the Company”) and its subsidiaries (jointly “the Group”), prepared in accordance with International Financial Reporting Standards as adopted by the European Union, and with the legal and regulatory requirements applicable in Belgium. These consolidated financial statements comprise the consolidated statement of financial position as at 31 December 2015, the consolidated statements of profit or loss, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. The total of the consolidated statement of financial position amounts to EUR 3,335 million and the consolidated statement of profit or loss shows a gain for the year of EUR 134.4 million.

Board of directors’ responsibility for the preparation of the consolidated financial statements
The board of directors is responsible for the preparation of these consolidated financial statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union, and with the legal and regulatory requirements applicable in Belgium, and for such internal control as the board of directors determines, is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Statutory auditor’s responsibility
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (ISAs). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the statutory auditor’s judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the statutory auditor considers internal control relevant to the Group’s preparation and fair presentation of the consolidated financial statements 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 Group’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the board of directors, as well as evaluating the overall presentation of the consolidated financial statements.
We have obtained from the Company’s officials and the board of directors the explanations and information necessary for performing our audit.
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified opinion.

Unqualified opinion
In our opinion, the consolidated financial statements give a true and fair view of the Group’s equity and consolidated financial position as at 31 December 2015 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union, and with the legal and regulatory requirements applicable in Belgium.

Report on other legal and regulatory requirements
The board of directors is responsible for the preparation and the content of the annual report on the consolidated financial statements.
In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain legal and regulatory requirements. On this basis, we provide the following additional statement which do not modify the scope of our opinion on the consolidated financial statements:

- The annual report on the consolidated financial statements includes the information required by law, is consistent, in all material respects, with the consolidated financial statements and does not present any material inconsistencies with the information that we became aware of during the performance of our mandate.

Brussels, March 29, 2016

KPMG Réviseurs d'Entreprises
Statutory Auditor
represented by

Alexis Palm
Réviseur d’Entreprises / Bedrijfsrevisor

s.a. D'Ieteren n.v. Summarised Statutory Financial Statements 2015

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The statutory financial statements of s.a. D'Ieteren n.v. are summarised below in accordance with article 105 of the Company Code. The unabridged version of the statutory financial statements of s.a. D'Ieteren n.v., the related management report and Statutory Auditor's report shall be deposited at the National Bank of Belgium within the legal deadline and may be obtained free of charge from the website www.dieteren.com or on request at:

s.a. D'Ieteren n.v.
Rue du Mail 50
B-1050 Brussels

The Statutory Auditor has issued an unqualified opinion on the statutory financial statements of s.a. D'Ieteren n.v.

Summarised Balance Sheet

At 31 December

EUR million		2015	2014
ASSETS			
Fixed assets		**2,413.5**	**2,529.7**
II.	Intangible assets	7.9	7.8
III.	Tangible assets	121.3	116.9
IV.	Financial assets	2,284.3	2,405.0
Current assets		**401.6**	**367.4**
V.	Non-current receivables	20.0	20.0
VI.	Stocks	300.5	297.2
VII.	Amounts receivable within one year	44.2	20.6
VIII.	Investments	34.5	25.7
IX.	Cash at bank and in hand	0.2	0.2
X.	Deferred charges and accrued income	2.2	3.7
TOTAL ASSETS		**2,815.1**	**2,897.1**

EUR million		2015	2014
LIABILITIES			
Capital and reserves		**877.1**	**882.2**
I.A.	Issued capital	160.0	160.0
II.	Share premium account	24.4	24.4
IV.	Reserves	690.7	696.3
V.	Accumulated profits	2.0	1.5
Provisions and deferred taxes		**28.2**	**24.7**
Creditors		**1,909.8**	**1,990.2**
VIII.	Amounts payable after one year	630.8	761.1
IX.	Amounts payable within one year	1,231.3	1,175.8
X.	Accrued charges and deferred income	47.7	53.3
TOTAL LIABILITIES		**2,815.1**	**2,897.1**

Summarised Income Statement

Year ended 31 December

EUR million		2015	2014
I.	Operating income	2,798.8	2,593.2
II.	Operating charges	2,753.6	2,543.4
III.	Operating profit	45.2	49.8
IV.	Financial income	32.6	5.8
V.	Financial charges	37.1	56.7
VI.	Result on ordinary activities before income taxes	40.7	-1.1
VII.	Extraordinary income	53.5	9.7
VIII.	Extraordinary charges	47.5	12.8
IX.	Result for the period before taxes	46.7	-4.2
IXbis.	Deferred taxes	-2.4	-
X.	Income taxes	-0.1	-0.1
XI.	Result for the period	44.2	-4.3
XII.	Variation of untaxed reserves (1)	-4.6	0.1
XIII.	Result for the period available for appropriation	39.6	-4.2

(1) Transfers from untaxed reserves (+) / Transfers to untaxed reserves (-).

Summarised Appropriation

Year ended 31 December

EUR million	2015	2014
APPROPRIATION ACCOUNT		
Profit (loss) to be appropriated	41.1	45.5
Gain (loss) of the period available for appropriation	39.6	-4.2
Profit (loss) brought forward	1.5	49.7
Withdrawals from capital and reserves	11.2	0.7
from capital and share premium account	-	-
from reserves	11.2	0.7
Transfer to capital and reserves	0.9	0.8
to capital and share premium account	-	-
to legal reserve	-	-
to other reserves	0.9	0.8
Profit (loss) to be carried forward	2.0	1.5
Owners' contribution in respect of losses	-	-
Profit to be distributed	49.4	43.9
Dividends	49.4	43.9
Directors' or managers' entitlements	-	-
Other beneficiaries	-	-

This proposed appropriation is subject to approval by the Annual General Meeting of 26 May 2016.

Summary of Accounting Policies

The **capitalised costs for the development of information technology projects (intangible assets)** are amortised on a straight-line basis over their useful life. The amortisation period cannot be less than 2 years nor higher than 7 years.

Tangible Fixed Assets are recognised at their acquisition value; this value does not include borrowing costs. Assets held by virtue of long-term leases (“emphytéose”), finance leases or similar rights are entered at their capital reconstitution cost. The rates of depreciation for fixed assets depend on the probable economic lifetime for the assets concerned. As from 1 January 2003, tangible fixed assets acquired or constructed after this date shall be depreciated pro rata temporis and the ancillary costs shall be depreciated at the same rate as the tangible fixed assets to which they relate.

The main depreciation rates are the following:

	Rate	Method
Buildings	5%	L/D
Building improvements	10%	L/D
Warehouse and garage	15%	L/D
Network identification equipment	20%	L/D
Furniture	10%	L/D
Office equipment	20%	L/D
Rolling stock	25%	L
Heating system	10%	L/D
EDP hardware	20%-33%	L/D

L: straight line.
D: declining balance (at a rate twice as high as the equivalent straight line rate).

Tangible fixed assets are revalued if they represent a definite, long-term capital gain. Depreciation of any revaluation surplus is calculated linearly over the remaining lifetime in terms of the depreciation period of the asset concerned.

Financial Fixed Assets are entered either at their acquisition price, after deduction of the uncalled amounts (in the case of shareholdings), or at their nominal value (amounts receivable). They can be revalued, and are written down if they suffer a capital loss or a justifiable long-term loss in value. The ancillary costs are charged to the income statement during the financial year.

Amounts Receivable within one year and those receivable after one year are recorded at their nominal value. Write-downs are applied if repayment by the due date is uncertain or compromised in whole or in part, or if the repayment value at the closing date is less than the book value.

Stocks of new vehicles are valued at their individual acquisition price. Other categories of stocks are valued at their acquisition price according to the fifo method, the weighted average price or the individual acquisition price. Write-downs are applied as appropriate, according to the selling price or the market value.

Treasury Investments and Cash at Bank and in Hand are recorded at their acquisition value. They are written down if their realisation value on the closing date of the financial year is less than their acquisition value.

When these treasury investments consist of own shares held for hedging share options, additional write-downs are applied if the exercise price is less than the book value resulting from the above paragraph.

Provisions for Liabilities and Charges are subject to individual valuation, taking into account any foreseeable risks. They are written back by the appropriate amount at the end of the financial year if they exceed the current assessment of the risks which they were set aside to cover.

Amounts Payables are recorded at their nominal value.

Valuation of assets and liabilities in foreign currencies

Financial fixed assets are valued in accordance with recommendation 152/4 by the Accounting Standards Commission. Stocks are valued at their historical cost. However, the market value (as defined by the average rate on the closing date of the balance sheet) is applied if this is less than the historical cost. Monetary items and commitments are valued at the official rate on the closing date, or at the contractual rate in the case of specific hedging operations. Only negative differences for each currency are entered in the income statement.

Corporate Governance Statement

The Company adheres to the corporate governance principles set out in the Belgian Code of Corporate Governance 2009 published on the website www.corporategovernancecommittee.be. It has published its Corporate Governance Charter on its website (www.dieteren.com) since 1 January 2006. However, the implementation of these principles takes into consideration the particular structure of the Company's share capital, with family shareholders owning the majority and having ensured the continuity of the Company since 1805. Exceptions to the principles are set out on page 84.

1. Composition and operation of the Board, executive management and control bodies

1.1. BOARD OF DIRECTORS

1.1.1. Composition

The Board of Directors consists of:

- six non-executive Directors, appointed on the proposal of the family shareholders;
- four non-executive Directors, three of whom being independent, chosen on the basis of their experience;
- the managing director (CEO).

The Chairman and Deputy Chairmen of the Board are selected among the Directors appointed on the proposal of the family shareholders. Two female directors are on the Board. At least one of them is also a member of each Committee of the Board.

1.1.2. Roles and activities

Without prejudice to its legal and statutory attributions and those of the General Meeting, the role of the Board of Directors is to:

- determine the Company's strategy and values;
- approve its plans and budgets;
- decide on major financial transactions, acquisitions and divestments;
- ensure that appropriate organization structures, processes and controls are in place to achieve the Company's objectives and properly manage its risks;
- appoint the Directors proposed by the Company for the Boards of Directors of its main subsidiaries;
- appoint and revoke the CEO and, based on a proposal by the latter, the managers reporting to him and determine their remuneration;
- monitor and review day-to-day management performance;
- supervise communications with the Company's shareholders and the other interested parties;
- approve the Company's statutory and consolidated financial statements, as well as set the dividend which will be proposed to the General Meeting. In that framework, the Board of Directors intends to maintain its ongoing policy of providing the largest possible self-financing, which has supported the group's development, with a view to strengthen its equity capital and to maintain quality financial ratios. Absent major unforeseen events, the Board will ensure a stable or, results permitting, a steadily growing dividend.

Composition of the Board of Directors (as at 31 December 2015)		Joined the Board in	End of term
Roland D'Ieteren (73)[1]	**Chairman of the Board** Graduate of Solvay Business School, MBA (INSEAD). Chairman and managing director of D'Ieteren from 1975 to 2005. Chairman of the Board of Directors of D'Ieteren since 2005. Honorary Director of Belron.	**1968**	**May 2018**
Nicolas D'Ieteren (40)[1]	**Deputy Chairman of the Board** BSc Finance & Management (University of London); Asia Int'l Executive Program and Human Resources Management in Asia Program (INSEAD). Led projects at Bentley Germany and Porsche Austria. From 2003 to 2005, finance director of a division of Total UK. Since 2005, managing director of a private equity fund investing in young companies. Director of Belron.	**2005**	**June 2019**
Olivier Périer (44)[1]	**Deputy Chairman of the Board** Degree in architecture and urban planning (ULB). Executive Program for the Automotive Industry (Solvay Business School). International Executive, Business Strategy Asia Pacific and International Director Programs; Certificate in Global Management (INSEAD). Founding partner of architectural firm Urban Platform. Managing director of SPDG, a private holding company, since 2010. Chairman, member of the advisory board or of the supervisory board of various venture capital companies. Director of Belron.	**2005**	**June 2019**
Axel Miller (50)	**Managing director** Law degree (ULB). Partner at Stibbe Simont, then at Clifford Chance (1996-2001). After holding several executive positions within the Dexia Group, became Chairman of the executive committee of Dexia Bank Belgium (2002-2006) and managing director of Dexia s.a. (2006-2008). Partner at Petercam from 2009 to March 2012. Directorships: Carmeuse (Chairman), Spadel, Duvel Moortgat.	**2010**	**May 2018**
GEMA sprl[1]	**Non-executive Director – Permanent representative: Michel Allé (65)** Civil engineer and economist (ULB). Joined Cobepa in 1987, member of its Executive Committee (1995-2000). CFO of Brussels Airport (2001-2005). CFO of SNCB Holding (2005-2013). CFO of SNCB (2013-2015). Director of Zetes Industries and Chairman of the Board of Euroscreen. Professor at ULB.	**2014**	**May 2018**
s.a. de Participation et de Gestion (SPDG)[1]	**Non-executive Director – Permanent representative: Denis Pettiaux (47)[2]** Civil engineer in physics and Executive Master in Management (ULB). Member of SPDG executive committee, in charge of finance and a non-executive member of various Boards of Directors, advisory boards and investment committees. Joined Coopers& Lybrand in 1997. Until 2008, Director of PricewaterhouseCoopers Advisory in Belgium. Until 2011, Director of PricewaterhouseCoopers Corporate Finance in Paris.	**2001**	**May 2018**
Nayarit Participations s.c.a.[1]	**Non-executive Director – Permanent representative: Frédéric de Vuyst (42)** Bachelor of Laws (Université de Namur), BA Business & BSc Finance (London Metropolitan, School of Business). Managing Director Corporate & Investment Banking at BNP Paribas Belgium until 2008. Integration Committee Investment Banking and Management Board Corporate & Public Bank at BNP Paribas Fortis until 2012. Since then, managing director of a private equity company.	**2001**	**May 2018**
Pierre-Olivier Beckers sprl	**Independent Director – Permanent representative: Pierre-Olivier Beckers (55)[3]** Master in Management Sciences (LSM), Louvain-la-Neuve. MBA Harvard Business School. Career at Delhaize Group (1983-2013). Chairman of the Executive Committee and managing director of Delhaize Group (1999-2013). Chairman of the Belgian Olympic and Interfederal Committee since 2004. Member of the International Olympic Committee (IOC) and Chairman of its Audit Committee. Deputy Chairman of the FEB. Director of Guberna. Various Directorships.	**2014**	**May 2018**
Christine Blondel (57)	**Independent Director** Ecole Polytechnique (France), MBA (INSEAD). Held executive positions at Procter & Gamble and led the Wendel Centre for Family Enterprise at INSEAD, where she is Adjunct professor of Family business. Founder of FamilyGovernance, advising family businesses. Director of INSEAD Foundation.	**2009**	**June 2017**
Pascal Minne (65)	**Non-executive Director** Law degree (ULB), Masters in Economics (Oxford). Former partner and Chairman of PwC Belgium (until 2001). Former Director of the Petercam group (until 2015). Chairman Wealth Structuring Committee Banque Degroof Petercam. Various Directorships. Professor of tax law at ULB.	**2001**	**May 2018**
Michèle Sioen (50)	**Independent Director** Degree in economics. CEO of Sioen Industries, a company specialised in technical textiles. Chairman of the FEB since May 2014. Director of companies, notably ING Belgium and Guberna. Member of the Corporate Governance Committee.	**2011**	**June 2019**

(1) Director appointed on the proposal of family shareholders.

The Board of Directors meets at least six times a year. Additional meetings are held if necessary. The Board of Directors' decisions are taken by a majority of the votes, the Chairman having a casting vote in case of a tie. In 2015, the Board met 7 times. All of the Directors attended all of the meetings, except for:

- Mrs Michèle Sioen, the s.a. SPDG represented by Mr Denis Pettiaux, and Mr Roland D'Ieteren, each excused for one meeting.

1.1.3. Tenures of Directors

The Directorships of Messrs Jean-Pierre Bizet and Alain Philippson (the latter having reached the age limit of 75) have expired at the Ordinary General Meeting of 28 May 2015.

During the same Ordinary General Meeting, the Directorships of Mrs Michèle Sioen (as independent Director) and Messrs Nicolas D'Ieteren and Olivier Périer were renewed for 4 years.

1.1.4. Committees of the Board of Directors

Composition (as at 31/12/2015)	Audit Committee[1]	Nomination Committee	Remuneration Committee[1]
Chairman	Pascal Minne	Roland D'Ieteren	Roland D'Ieteren
Members	Christine Blondel[2]	Christine Blondel[2]	Pierre-Olivier Beckers[3]
	Frédéric de Vuyst[4]	Nicolas D'Ieteren	Christine Blondel[2]
	Denis Pettiaux[5]	Pascal Minne	Michèle Sioen[6]
		Olivier Périer	

The **Audit Committee** met 3 times in 2015 and once in January 2016 following the rescheduling of a meeting originally to be held In 2015. Two of these meetings were held in the presence of the Auditor. All of its members attended all of the meetings.

The **Nomination Committee** met 2 times in 2015. All of its members attended all of the meetings.

The **Remuneration Committee** met 2 times in 2015. All of its members attended all of the meetings, with the exception of Mrs Michèle Sioen, excused for one meeting.

Each Committee has reported on its activities to the Board.

Operation of the Committees

Audit Committee

At 31 December 2015, the Audit Committee comprises four non-executive Directors, with at least one independent Director. The Audit Committee's terms of reference primarily include the monitoring of the Company's financial statements and the supervision of the risk management and internal controls systems. The Committee will review auditor's reports on half-year and year-end financial statements of the subsidiaries which are consolidated into the Company's accounts. The Audit Committee meets at least four times a year, including at least once every six months in the presence of the Auditor, and reports on its activities to the Board of Directors. At least one specific meeting is dedicated to the supervision of the risk management and internal controls systems. The Auditor KPMG, appointed by the Ordinary General Meeting of 5 June 2014, has outlined the methodology for auditing the statutory and consolidated statements as well as the applicable materiality and reporting thresholds. The Committee's charter adopted by the Board is set out in Appendix I of the Charter published on the Company's website.

Nomination Committee

At 31 December 2015, the Nomination Committee comprises five non-executive Directors, including the Chairman of the Board, who chairs it, with at least one independent Director. The Committee makes proposals to the Board concerning appointments of non-executive Directors, the CEO, and based on a proposal by the latter, the managers reporting to him, and ensures that the Company has official, rigorous and transparent procedures to support these decisions. The Committee meets at least twice a year and reports on its work to the Board of Directors. The Committee's Charter, adopted by the Board, is reproduced in Appendix II a of the Company Governance Charter available on the Company's website.

(1) Given their respective education and management experience in industrial and financial companies, the members of the Audit Committee, on the one hand, and of the Remuneration Committee, on the other, have the expertise in accounting and audit required by law for the former, and in remuneration policy for the latter.
(2) Independent Director.
(3) Since 26 February 2015. Permanent representative of Pierre-Olivier Beckers sprl. Independent Director.
(4) Permanent representative of Nayarit Participations s.c.a.
(5) Permanent representative of SPDG s.a.
(6) Until 26 February 2015. Independent Director.

Remuneration Committee

At 31 December 2015, the Remuneration Committee comprises three non-executive Directors, including the Chairman of the Board, who chairs it, and two independent Directors. The Committee makes proposals to the Board regarding the remuneration of the non-executive Directors, the CEO, and, based on a proposal by the latter, the managers reporting to him, and ensures that the Company has official, rigorous and transparent procedures to support these decisions. The Committee also prepares the remuneration report and comments it during the General Meeting. The Committee meets at least twice a year and reports on its work to the Board of Directors. The Committee's Charter adopted by the Board is reproduced in Appendix II b of the Corporate Governance Charter available on the Company's website.

Consultation Committee

The Chairman and the Deputy Chairmen of the Board meet once a month with the managing director, as a Consultation Committee, an advisory body, in order to monitor the Company's performance, review progress on major projects and prepare meetings of the Board of Directors.

Policy for transactions and other contractual relationships not covered by the legal provisions on conflicts of interest

Directors and managers are not authorised to provide paid services or to purchase or sell goods directly or indirectly to or from the Company or to its group's companies within the framework of transactions not covered by their mandates or duties, without the specific consent of the Board of Directors, except for transactions realised in the normal course of business. They are to consult the Chairman or managing director, who shall decide whether an application for derogation can be submitted to the Board of Directors; if so, they will notify the details of the transaction to the Company secretary, who will ensure that the related legal matters are applied. Such transactions shall only be authorised if carried out at market conditions.

Evaluation of the Board and its Committees

The Board and its Committees assess on a regular basis, and at least once every three years, their size, composition, procedures, performance and their relationships with the managers as bodies of the Company, as well as the individual contribution of each Director to overall functioning, in order to constantly improve the effectiveness of their actions and the contribution of said actions to the group's proper governance.

The Board received the conclusions of the last triennial self-assessment of the Board and its Committees in August 2015. This self-assessment was carried out using a detailed written questionnaire sent to each Director and covering various aforementioned assessment criteria, the responses of which were gathered by a work group made out of three Directors who are members of the Nomination Committee. These Directors presented a summary of the answers to the questionnaire to the Board of Directors, and they made concrete recommendations.

1.2. GROUP EXECUTIVE MANAGEMENT

In 2015, the Group's executive management was comprised of the Group CEO, the Group CFO, the Group CLO – also responsible for the Board's secretariat – and the Group Treasurer. The managing director-CEO is responsible for day-to-day management. He is assisted by the group's executive management, which is responsible at the Group level for finance, financial communications, investor relations, account consolidation, treasury, business development, legal and tax functions.

1.3. EXECUTIVE MANAGEMENT OF THE TWO ACTIVITIES

The Automobile Distribution division – D'Ieteren Auto, an operational department of s.a. D'Ieteren n.v. without separate legal status – is managed by the CEO of D'Ieteren Auto, reporting to the Group's managing director. The CEO of D'Ieteren Auto chairs a management committee comprising six other members responsible for Retail, Finance, Operations, Research, Marketing & Training, Brands & Network Management as well as Human Resources.

The Vehicle Glass division is comprised of Belron, of which D'Ieteren owned 94.85% at 31 December 2015, and its subsidiaries. On 31 December 2015, Belron is governed by a Board of Directors consisting of 11 members: D'Ieteren's managing director (who chairs it), the Group CFO, Belron's CEO and CFO, D'Ieteren's two Deputy Chairmen of the Board and 5 non-executive Directors.

1.4. EXTERNAL AUDIT

The external audit is conducted by KPMG Bedrijfsrevisoren – Réviseurs d'Entreprises, represented by Alexis Palm, whose auditing term expires at the General Meeting of June 2017.

The total fees charged by the Statutory Auditor and linked companies for the work carried out in 2015 on behalf of s.a. D'Ieteren n.v. and linked companies amounted to EUR 6.1 million, excluding VAT. Details of the fees are included in note 44 of the 2015 Consolidated Financial Statements (page 74).

DEROGATIONS TO THE 2009 BELGIAN CORPORATE GOVERNANCE CODE

The Company derogates from the Code on the following principles:

➜ DEROGATION TO PRINCIPLE 2.2.

The group of Directors appointed on the proposal of the family shareholders is in a position to dominate decisions. In companies where family shareholders hold a majority of the share capital, the family shareholders do not have, as do other shareholders, the opportunity to sell their shares if they do not agree with the orientations defined by the Board. Their joint or majority representation on the Board enables them to influence these orientations, thereby ensuring the shareholding stability necessary to the profitable and sustainable growth of the Company. The potential risks for corporate governance resulting from the existence of a high degree of control by the majority shareholder on the working of the Board can be mitigated, on the one hand, by appropriate use of this power by the Directors concerned in respect of the legitimate interests of the Company and of its minority shareholders and, on the other hand, by the long-term presence of several non-executive Directors not representative of the family shareholding, which ensures genuine dialogue on the Board.

➜ DEROGATION TO PRINCIPLES 5.2./4 AND 5.3./1

The composition of the Audit Committee and of the Nomination Committee, each of which includes at least one independent Director, derogates from the Belgian Corporate Governance Code, which recommends the presence of a majority of independent Directors. This is because the Board believes that an in-depth knowledge of the Company is at least as important as independent status.

2. Remuneration Report

2.1. DETERMINATION OF THE REMUNERATION POLICY FOR THE MANAGERS AND OF THE INDIVIDUAL AMOUNTS

The remuneration policy for the non-executive Directors and executive management of s.a. D'Ieteren n.v. and the individual remuneration amounts are determined by the Board of Directors based on the recommendations of the Remuneration Committee. Belron s.a., who has minority shareholders, has its own Board of Directors and Remuneration Committee, who determine the remuneration of its non-executive Directors and executive managers.

D'Ieteren's Remuneration Committee considers the following elements at the end of each year and submits them to the Board for approval, based on the recommendations of the CEO when his direct reports are concerned:

- the remuneration of the non-executive Directors for the following year;
- the variable remuneration of the executive managers for the past year, taking into account any annual or multi-annual criteria related to the performance of the Company and/or of the beneficiaries to which its granting is submitted;
- any changes to the fixed remuneration of executive managers and their target variable remuneration for the following year, and associated performance criteria.

The Board intends to maintain this procedure for the next two years.

2.2. REMUNERATION OF THE NON-EXECUTIVE DIRECTORS

The Company implements a remuneration policy designed to attract and retain on the Board a group of non-executive Directors with a wide variety of expertise in the various areas necessary to the profitable growth of the Company's activities. These Directors receive an identical fixed annual remuneration, independent of their presence at Board meetings. Some Directors are entitled to a fixed remuneration for rendering specific services as Chairman or Deputy Chairman of the Board, for participating to one or more Board committees and, in some cases, for the benefit of the provision of company cars. Some Directors receive a fixed annual remuneration from Belron s.a. for the exercise of a directorship. The total amount of these remunerations is given in the following table. The non-executive Directors do not receive any remuneration related to the Company's performance. The CEO does not receive any specific remuneration for his participation on the Board of Directors.

For the year ended 31 December 2015, a total of EUR 1,590,314 has been paid to the non-executive Directors by the Company and by the group's subsidiaries, broken down as follows. No other benefit or remuneration, loan or guarantee has been granted to them by D'Ieteren or its subsidiaries.

2015 (in EUR)	Base remuneration[1]	Specialised Committees	Total remuneration
D'Ieteren R.	430.099		430.099
D'Ieteren N.	175.000		175.000
Périer O.	175.000		175.000
Bizet J.-P.[2]	29.167		29.167
Blondel C.	70.000	70.000	140.000
Gema (Allé M.)	70.000		70.000
Minne P.	70.000	80.000	150.000
Nayarit (de Vuyst F.)	70.000	30.000	100.000
Philippson A.[2]	29.167	8.333	37.500
P.-O. Beckers sprl	93.548	16.889	110.437
Sioen M.	70.000	3.111	73.111
SPDG (Pettiaux D.)	70.000	30.000	100.000
Total Board of Directors	**1,351,980**	**238,333**	**1,590,314**

2.3. REMUNERATION OF THE EXECUTIVE MANAGERS

General principles

At 31 December 2015, the executive management[3] , defined as the CEO and the managers who report directly to him, comprised Axel Miller, CEO, Arnaud Laviolette[4], Chief Financial Officer, and Amélie Coens[5], Chief Legal Officer. The group has its own remuneration policy for attracting and retaining managers with the appropriate background and motivating them by means of appropriate incentives. This policy is based on external fairness criteria, measured in terms of comparable positions outside the group, and on internal fairness criteria among colleagues within the Company.

The policy is to position executive managers' total individual remuneration around the median of remuneration for positions of similar responsibility in comparable Belgian or foreign companies, as determined through benchmarking undertaken by independent experts. The last benchmarking was carried out in January 2016.

Description of the various components

Axel Miller's managing director's contract comprises the following remuneration components:

- an «all in» annual fixed base remuneration of EUR 750,000, which includes medical and life insurance premiums, company car fringe benefits and a remuneration for the exercise of Directorships in group subsidiaries;
- a variable remuneration comprising:
    - an annual variable remuneration, whose target is set at approximately 50% of the short-term fixed remuneration;
    - and a long-term incentive plan in the form of share options.

Since 1 January 2015, the Company also supports the contributions to disability, pension and life insurance schemes to the benefit of the managing director for an annual amount of EUR 96,379.

(1) The base remuneration also includes, in the case of the Chairman and Deputy Chairmen of the Board, company car fringe benefits.
(2) Until 28/05/2015.
(3) Marc-Henri Decrop was Group Treasurer until 29 December 2015. In the framework of a reorganisation of the company's functions, this position is no longer part of the executive management since 1 January 2016.
(4) Since 1 September 2015. Benoit Ghiot was CFO until 31 March 2015.
(5) Since 12 November 2015. Anne Del Marmol, who took over other functions within the company, was Chief Legal Officer until 31 August 2015.

The remuneration of the other executive managers comprises:

A. a fixed remuneration, consisting of a base remuneration, employer contributions to pension schemes, private medical and life insurance, company car fringe benefits, and, as the case may be, a remuneration for the exercise of directorships in group subsidiaries.

   The executive managers' defined contribution pension scheme comprises:

   - a base plan into which the employer pays an indexed fixed premium for retirement (possible from the age of 60 according to the thresholds set by law depending on the length of the career of the interested party), invested at a guaranteed rate with an insurer (who may add any participating bonuses). In the event of death before retirement, the employer will fund with the same insurer a lump sum equal to a multiple of the annual gross salary plus a multiple of the portion of this salary exceeding the maximum legal pension plan amount;
   - a supplementary plan into which the employer pays a premium equal to a percentage of the gross revenues for the previous year, variable according to the age of the beneficiary, which is capitalized with the insurer at the same guaranteed rate(to which he may add any participating bonuses) until retirement or death of the beneficiary.

B. a variable remuneration comprising:

   - an annual variable remuneration, whose target is about 40% to 60% of the fixed short term remuneration;
   - a long term incentives plan in the form of share options.

As regards the phasing of the payment of the components of this variable remuneration over time, the Company complies with the legal requirements in terms of relative proportions relating to:

- the target annual variable remuneration, which shall not exceed 50% of the total variable remuneration and the amount of which, adjusted according to whether performance criteria have been achieved, is paid at the beginning of the year following the services provided;
- the long-term variable remuneration in the form of share options, which can be exercised at the earliest from the fourth year following the year in which they were allocated.

The allocation of the variable remuneration depends on the compliance with collective quantitative performance criteria (consolidated result compared with the budget, which includes all the objectives and missions approved by the Board of Directors with a view to creating long-term value) and individual (related to the job description) and collective (related to the development and execution of the group's strategy, to the development of its human and financial resources, and to the conduct of specific important projects) qualitative criteria.

The annual bonus depends for 50% on the achievement of the annual quantitative objective, and for 50% on the achievement of the qualitative objectives. It can vary from 0% to 150% of the target in EUR, according to the performance evaluation carried out annually.

An assessment of the performance of the interested parties is carried out at the start of the year following the one to which the remuneration in question is allocated, by the CEO for his direct reports and by the Board for the CEO, on the recommendation of the Remuneration Committee and in accordance with the agreed performance criteria.

The **long term incentive plan** for executive managers consists in the granting of a determined number of D'Ieteren stock options decided by the Board of Directors on proposal by the Remuneration Committee, and fixed with regard to the long term median of remunerations for positions of similar responsibilities in comparable Belgian or foreign companies, such as that determined with the help of a benchmarking process conducted by independent experts, the most recent of which was conducted in January 2016.

The features of the D'Ieteren share option schemes are those approved by the Ordinary General Meeting of 26 May 2005; these options give the right to acquire existing shares of the Company at an exercise price that corresponds, for each plan, either to the average price over the 30 calendar days preceding the offer date, or to the closing price on the working day preceding the offer date, as decided by the Chairman the working day preceding the launch of the plan.

These options are exercisable from 1 January of the 4th year following the date they were granted and up until expiry of the tenth year following the granting, with the exception of the 1.5-month periods preceding the dates of full-year and half-year financial communication. The actual exercise of the options depends upon the evolution of the share price allowing for the option exercise after the 3-year vesting period. Additional details on the share option plans are provided in Note 37 of the consolidated financial statements.

Remuneration allocated to the executive management for 2015

The following table summarises the various categories of remuneration of the managing director and the other executive managers of the group allocated for 2015.

2015 (in EUR)	CEO[1]	Other executive managers[2]
Fixed remuneration	750,000	589,123
Short-term variable remuneration[3]	422,500	399,942
Contribution to disability, pension and life insurance schemes	96,379	299,262

Moreover, 77,000 share options were granted to the executive managers for the fiscal year 2015, at a strike price of EUR 28.92 per D'Ieteren share, allocated as follows:

2015	Granted options	Exercised options	Lapsed options
Chief Executive Officer	50,000	-	-
Other executive managers:			
> Chief Financial Officer[4]	-	17,370	-
> Chief Financial Officer[5]	15,000	-	-
> Chief Legal Officer[6]	10,000	8,000	-
> Chief Legal Officer[7]	2,000	-	-

Main contractual conditions concerning the departure of members of the executive management and right to claim reimbursement of all or part of the variable remuneration

Barring cases of unprofessional conduct, incapacity or gross negligence, Axel Miller's and Arnaud Laviolette's contracts provide for a severance pay of 9 months (2015-2017) or 12 months (from 2017) for Axel Miller, and of 12 months for Arnaud Laviolette.

The employment contracts of the other members of the executive management are subject to the rules of common law applicable to employment contracts in Belgium and do not provide for a specific severance pay in the event of termination of contract. Following an internal reorganisation of the company's functions, the position of Group Treasurer is no longer part of the company's executive management since 1 January 2016. The Board of Directors has ratified the pay in lieu of notice of around 28 months, paid in accordance with the legal provisions to the person who held this position until 29 December 2015. A one-off premium matching group insurance contributions for the period was also added to the insurance scheme of the latter.

The executive management's contracts do not contain claw back clauses applicable if the variable remuneration has been allocated on the basis of incorrect information.

3. Internal controls and risk management systems

The Board of Directors performs its control duties on D'Ieteren's entities by (i) ensuring that these entities' bodies correctly perform their own control duties and that committees entrusted with special survey and control tasks (such as an Audit Committee and a Remuneration Committee) are put in place and function properly and (ii) ensuring that reporting procedures are implemented to allow the Board to follow up at regular intervals the entities' businesses, notably regarding the risks they are facing.

The Board of Directors is assisted by the Audit Committee in the exercise of its control responsibilities on the Company's entities, in particular as regards the financial information distributed to shareholders and to third parties and in monitoring the mechanisms for risk management and internal control.

Against this background, the effectiveness of D'Ieteren's system of controls, including operational and compliance controls, risk management and the company's internal control arrangements, has been maintained. Such a system is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and can only provide reasonable, and not absolute, assurance against material misstatement or loss.

These reviews have included an assessment of both financial and operational internal controls by the internal audit of each entity and reports from the external auditor on matters identified in the course of its statutory audit work.

(1) With an independent contract.
(2) Of which one with an independent contract. Gross amounts, excluding employer's Social Security contributions.
(3) For the phasing of the variable remuneration, see "Description of the variable remuneration components", section B.
(4) Until 31 March 2015.
(5) From 1 September2015.
(6) Until 31 August 2015.
(7) From 12 November 2015.

3.1. INTERNAL CONTROL ENVIRONMENT

3.1.1. The system of internal control includes but is not limited to:

- clear definition of the organization structure and the appropriate delegation of authorities to management;
- maintenance of appropriate separation of duties together with other procedural controls;
- strategic planning and the related annual budgeting and regular review process;
- monthly reporting and review of financial results and key performance statistics;
- adoption of accounting policies to help ensure the consistency, integrity and accuracy of the company's financial records;
- specific treasury policies and the regular reporting and review of all significant treasury transactions and financing activities;
- procedures for the authorisation of capital expenditure;
- internal audit reviews;
- policies and business standards;
- country visits and discussions with local management.

3.1.2. The effectiveness of the system of internal control has been reviewed through the following processes:

- strengthening of the internal control team;
- strengthening of the Corporate team;
- review of internal and external audit plans (including IT audit missions);
- review of any significant reported unsatisfactory control matters;
- review of any control issues that arise from internal and external audits together with any additional matters brought to the attention of the Audit Committee;
- mapping of any significant risks identified by the company's risk management process;
- discussions with management on any significant new risk areas identified by management and the internal and external audit processes;
- prioritization of the control missions based on the risk profile.

D'Ieteren's Audit Committee receives a regular report on the work carried out by the Audit Committee of each entity and makes in turn its own reporting to the Board.

3.2. ASSESSMENT OF BUSINESS RISK

3.2.1. D 'Ieteren ensures that business risks, whether strategic, operational, reputational, financial, legal or environmental, are both understood and visible as far as practicable. D'Ieteren's policy is to ensure that risk is taken on an informed rather than unintentional basis.

3.2.2. Each entity conducts an annual risk review and updates its risk register with each risk's impact and mitigation actions. This approach forms the cornerstone of the risk management activities of D'Ieteren, the aim of which is to provide the assurance that the major risks the company faces have been identified and assessed, and that there are controls either in place or planned to manage these risks.

A summary of the main risks the company faces is provided hereafter.

3.3. INTERNAL AUDIT

3.3.1. Each entity has its own internal audit function, which is independent of its external auditors and which may work in partnership with an outsourced provider, where specialist skills are required. A periodic review ensures that these functions are appropriately staffed, that their scope of work is adequate in the light of the key identified risks the entity faces and that the annual internal audit plan is properly approved.

3.3.2. The Audit Committee of each entity ratifies the appointment and dismissal of its internal audit manager and assesses his independence and objectivity and helps ensure that he has unfettered access to management and to the Audit Committee.

3.3.3. The role of internal audit of each entity is to:

- assess the design and effectiveness of control systems governing key operational processes and risks;
- provide an assessment, independent of management, of the adequacy of the entity's internal operating and financial controls, systems and practices;
- provide advisory services to management in order to enhance the control environment and improve business performance.

3.4. KEY RISKS

3.4.1. Business risks

3.4.1.1. Industry risk

The automobile distribution business may be impacted by several factors relating to the car industry and the volume of cars sold on the Belgian market. Overall demand and mix may be affected by factors including general economic conditions, availability of credit to potential buyers, the tax treatment of company cars or CO_2 emissions. Specific demand for the distributed makes depends on the success of models developed by their automotive suppliers (VW, Porsche, Yamaha, etc.) and their adequate pricing on the Belgian market. The demand for less polluting vehicles drives an evolution of the car park, with an increasing number of vehicles being equipped with new engines (hybrid, plug-in hybrid, electric, natural gas,…). The improved quality of cars drives down their maintenance frequency, which in turn has an impact on the sale of spare parts. Disruptions in the recent used car market as a result of economic conditions or intense price competition in the new car market may affect residual values on buyback cars repurchased by D'Ieteren Auto from short-term car rental companies.

In the vehicle glass repair and replacement business, mild weather conditions, a reduction in the number of miles driven (e.g. as a result of an increase in fuel prices), improved road conditions or a reduction of average speed on roads as a result of speed limit enforcements are unfavourable factors as they tend to reduce the frequency of glass breakage. Changes in insurance policies regarding glass breakage, such as an increase of deductibles may reduce demand or increase price pressure.

These developments are actively monitored by each entity and fed in a planning process including strategic planning, long term financial planning, budgets and monthly reporting. This process allows a good anticipation of these trends or quick reaction to sudden events and provides management with a base for decisions regarding the range of products and services offered, their pricing and the sizing of the organisation.

Where business is by essence subject to rapid changes in demand, structures have been adapted to provide the maximum flexibility.

3.4.1.2. Project risk

In 2015, D'Ieteren reviewed the footprint and the structure of its D'Ieteren Car Centers in order to improve their financial and commercial performance. It also announced a new structure for the distribution network, dividing the territory into a number of homogeneous market areas in order to improve the profitability of the independent dealers.

Belron, on the other hand, continues to implement plans to improve the operational efficiency in a number of European countries that are facing adverse market or competitive conditions. The company also increases its investment in marketing technology by upgrading its IT systems and gradually integrating digital customer tools.

The implementation of these changes could temporarily cause commercial or operational disturbances which may impact the results. Project management structures are being set up for each of these projects in order to ensure the smoothest transition possible and prevent any negative effect on the activities and results.

3.4.1.3. Sourcing risk

D'Ieteren Auto imports and distributes new cars and spare parts of the makes of the Volkswagen group. The relationship with Volkswagen has been built over more than 60 years and is formalized in wholesale agreements with each of the makes with no specified end dates. Any adverse changes to the terms of the agreements, any deterioration in the relationship with the Volkswagen group or any significant change in policy towards independent importers is likely to have an adverse effect on the financial condition and the results of the entity.

The key defence against this risk resides in the company's ability to demonstrate to the Volkswagen group its added value through the management of the Belgian network of distributors. The company is strictly aligned to the commercial, marketing and services policies of the Volkswagen group.

The vehicle glass repair and replacement business is critically dependent on the supply of vehicle glass, polyurethane and repair resin. In order to avoid that the loss of a key supplier in any of these areas significantly disrupts its operations, purchasing teams have developed a strategy to diversify sourcing and actively allocate volumes.

3.4.1.4. Key account risk

In both entities of D'Ieteren, a significant part of the business is transacted with large key accounts such as businesses, leasing companies or insurers. Any loss of one or several major key account(s) could have an adverse effect on the financial condition and the results of D'Ieteren.

Each entity undertakes many activities to ensure that its relationship with key accounts remains strong. Every major account will have a dedicated manager who will develop a key account plan with clear objectives on how to develop the relationship further. Each entity ensures that its customer portfolio remains sufficiently balanced.

3.4.1.5. Product/service failure risk and non-compliance with standards and regulations

Vehicles or spare parts distributed by D'Ieteren Auto may be subject to a major defect. In this case, all the technical response to such failure is organised by the Volkswagen group. Such situations may however have a negative impact on D'Ieteren Auto's reputation as importer and distributor. In order to reduce this risk, D'Ieteren Auto follows a transparent and proactive communication policy towards its customers and dealers, and organises any necessary recall actions to ensure the vehicles are compliant with regulations. This has notably happened during the "Emissiongate" which started in September 2015.

In the vehicle glass repair and replacement business, as the windscreen is an important part of the safety of a vehicle, any badly fitted windscreen could adversely impact the safety of the vehicle and have a legal, financial and reputational impact. In order to minimise this risk, Belron develops clear fitting standards, rolls them out throughout the organisation, and regularly monitors compliance through technical teams in every business unit. In addition, events such as the "Best of Belron", a worldwide competition to elect the best fitter of the group, based on compliance with standards and quality of execution, reinforce the importance of the highest fitting standards.

3.4.1.6. Loss of key personnel

Continuity of the business may be impaired by the loss of personnel responsible for key business processes, for physical reasons or as a result of their decision to leave the organisation.

Personnel retention is managed through the offering of a competitive compensation, regularly benchmarked against market practice, good career perspectives, regular feedback and employee satisfaction surveys. Succession plan of key personnel is regularly reviewed by the top management of each entity.

3.4.2. Finance and IT risks

3.4.2.1. Catastrophic loss risk

D'Ieteren's entities are heavily dependent on key resources such as IT systems, call centres and distribution centres. Major disaster affecting these resources may result in the inability of the entity to provide essential products or services either locally or globally. Absent mitigating actions, operating costs resulting from the occurrence of a disaster could be significant.

Management regularly reviews the underlying potential causes of loss and implements protective measures. In addition, Business Continuity Plans are designed to ensure continuity of the entities should a disaster occur. More specifically for IT systems, duplication of key data and systems mitigate the impact of a potential major system failure. Residual risk may be covered by appropriate insurance policies.

3.4.2.2. Liquidity risk

A substantial proportion of D'Ieteren's entities is financed by loans, whose availability depends on access to credit markets. Lack of availability of funds or a breach of financial covenant could result in the inability of all or part of the company to operate or may lead to a significant increase of the cost of funding. Each entity seeks to ensure that it has a core level of long-term committed funding in place with maturities spread over a number of years.

This core funding is supplemented with shorter-term committed and uncommitted facilities particularly to cover seasonal debt requirements. All funding is arranged with a range of providers. Each entity maintains a regular dialogue with debt providers and keeps them updated on the general situation of the company.

Following the sale of Avis Europe and the contribution of D'Ieteren Lease in a joint venture wholly financed by Volkswagen Financial Services, the liquidity risk for D'Ieteren has been considerably reduced.

3.4.2.3. Interest rate and currency risk

D'Ieteren's international operations expose it to foreign currency and interest rate risks. The majority of the business carried out by the company is transacted in euro, pounds and US dollars. In each country where D'Ieteren has a subsidiary, revenue generated and costs incurred are primarily denominated in the relevant local currency, thereby providing a natural currency hedge. In the vehicle glass repair and replacement activity, the policy is, whenever possible, to hedge the value of foreign currency denominated investment with an equivalent amount of debt in the same currency to protect their value in euro.

Interest rate risk arises from the borrowings, which, after foreign currency risk hedging, principally arise in euro, pound sterling and U.S. dollar. Borrowings issued at variable rates expose the company to cash flow interest rate risk whereas borrowings issued at fixed rates expose the company to fair value interest rate risk.

To manage these risks, D'Ieteren is financed through a combination of both fixed and floating rate facilities possibly combined with derivatives-based hedges (see notes 18 and 19 of the Consolidated Financial Statements 2015 concerning the financial instruments that were used). As present debt facilities mature, D'Ieteren is exposed to higher credit spreads on its borrowings.

3.4.3. Other risks

3.4.3.1. Compliance risk

In geographies where D'Ieteren's businesses have significant market shares and/or are governed by vertical agreements falling in the scope of Block Exemption regulations, the key legislative risk relates to Competition Law. Any Competition Law breach could result in significant fines. In addition to this, there has recently been a significant development in Data Protection legislation with substantial fines for violations.

In order to mitigate these risks, clear policies and legal monitoring have been put in place and widely communicated. Their application is audited on a regular basis.

3.4.3.2. Integrity risk

D'Ieteren's reputation or assets may be affected if unethical or fraudulent activities were perpetrated by employees, customers, suppliers or agents against D'Ieteren for personal gains, or if D'Ieteren was considered jointly responsible for such acts perpetrated by third parties.

The company is putting in place a series of measures in order to avoid these risks to the maximum extent possible, including established policies and procedures, ethics policy or code of conduct applicable to all staff, appropriate training of the staff, delegation of authority in place with separation of duties, management information, internal audit and financial controls.

4. Capital information

4.1. DENOMINATOR

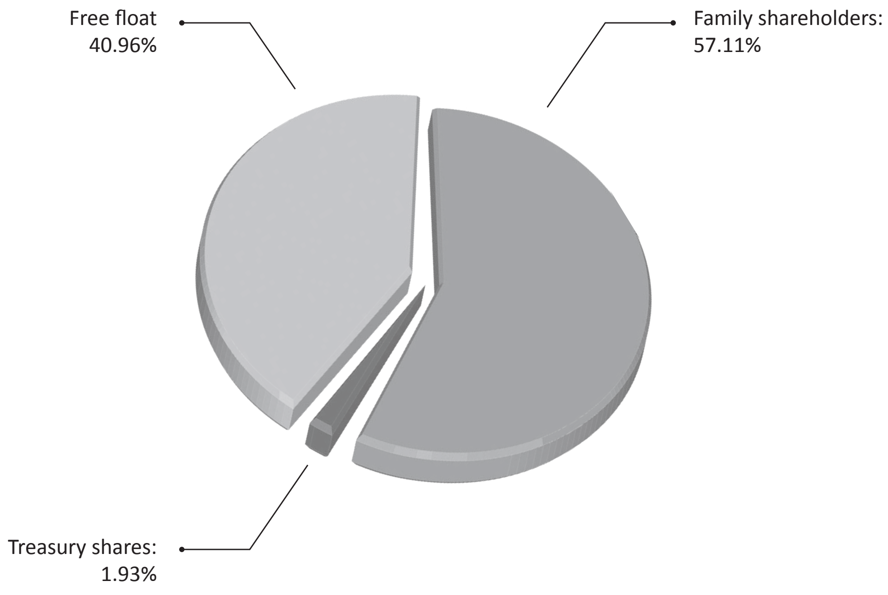
At 31 December 2015	Number	Related voting rights
Ordinary shares	55,302,620	55,302,620
Participating shares	5,000,000	5,000,000
Total		**60,302,620**

4.2. SHAREHOLDING STRUCTURE

At 31 December 2015	In capital share	In voting rights
Family shareholders	**57.11%**	**60.66%**
of which Nayarit Group	*31.99%*	*35.56%*
of which SPDG Group	*25.11%*	*25.10%*
Treasury shares	**1.93%**	**1.77%**
Free float	**40.96%**	**37.57%**
of which MFS Investment Management	*5.47%**	*5.02%**

* At 18 June 2014, when the last notification of participation of MFS Investment Management was received.

In capital share



4.3. DISCLOSURE OF SIGNIFICANT SHAREHOLDINGS (TRANSPARENCY LAW)

In compliance with Article 14 paragraph 4 of the law of 2 May 2007 on the disclosure of significant shareholdings, the shareholding structure such as it results from the latest notification received by the Company (on 16 February 2016) is presented in Note 29 (see page 59).

The Company is not aware of any subsequent notification modifying the information presented in this Note.

4.4. DEMATERIALISATION OF BEARER SHARES

In accordance with the applicable regulation, the Company has sold in 2015 on the regulated market the 43,320 company bearer shares which were not subject to an opposition and whose owners were unknown at 31 December 2014. The proceeds were paid to the Caisse des Dépôts et Consignations.

4.5. ELEMENTS THAT CAN HAVE AN INFLUENCE IN CASE OF A TAKEOVER BID ON THE SHARES OF THE COMPANY

In accordance with Article 74 § 7 of the Law of 1 April 2007 on takeover bids, s.a. D'Ieteren n.v. received on 20 February 2008 a notification from the Nayarit group (whose members are listed in Note 29 of the Consolided Financial Statements, page 59), which mentions that, either separately or acting in concert with other people, on 30 September 2007 this group held more than 30% of the voting shares issued by the Company. This notification remains relevant at the date of this report.

The Extraordinary General Meeting of 5 June 2014 renewed the authorisation to the Board to:

- increase the share capital in one or several times by a maximum of EUR 60 million. The capital increases to be decided upon in the framework of the **authorised capita**l can be made either in cash or in kind within the limits set up by the Company Code, or by incorporation of available as well as non-available reserves or a share premium account, with or without creation of new shares, either preference or other shares, with or without voting rights and with or without subscription rights. The Board of Directors may limit or waive, in the Company's best interest and in accordance with the conditions determined by the law, the preferential subscription right for the capital increases it decides, including in favour of one or more determined persons;
- decide, in the framework of the authorised capital, on the issuance of convertible bonds, subscription rights or financial instruments which may in term give right to Company shares, under the conditions set up by the Company Code, up to a maximum, such that the amount of the capital increases which could result from the exercise of the above mentioned rights and financial instruments does not exceed the limit of the remaining capital authorised as the case may be, without the preferential subscription right of bondholders.

Without prejudice to the authorisations given to the Board of Directors according to the previous paragraphs, the Extraordinary General Meeting of 5 June 2014 also authorized the Board of Directors:

- for a renewable 3-year period, to proceed – in the event of takeover bids on the Company's shares and provided the required notification has been made by the FSMA within a 3-year period as from the decision of the General Meeting – to capital increases by contribution in kind or in cash, as the case may be, **without the preferential subscription right of shareholders**;
- in order to prevent the Company from suffering a severe and imminent damage, to sell own shares on the stock exchange or through a sale offer made under the same conditions to all shareholders in accordance with the law. These authorisations also apply, under the same conditions, to the purchase and sale of the Company's shares by subsidiaries in accordance with clauses 627, 628 and 631 of the Company Code.

Finally, the Extraordinary General Meeting of 5 June 2014 approved the renewal of the 5-year authorization granted to the Board to purchase own shares under the legal conditions, notably to cover stock option plans for managers of the Company.

The rules governing the **appointment and replacement of Board members** and the **amendment of the articles of association** of the Company are those provided for by the Company Code.

The **change of control clauses** included in the credit agreements concluded with financial institutions will be subjected to the approval of the General Meeting of shareholders of 26 May 2016, in accordance with article 556 of the Company Code.

Share Information

D'Ieteren share

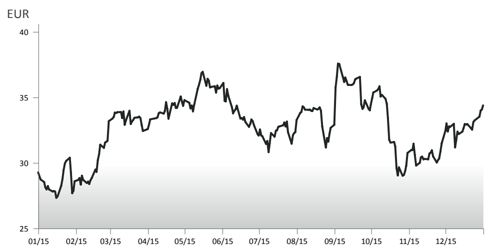
Minimum lot	1 share
ISIN code	BE0974259880
Reuters code	IETB.BR
Bloomberg code	DIE:BB

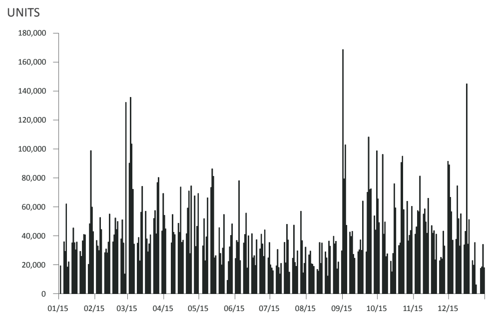
Stock market indices

The D'Ieteren share is part of the Belgian All Shares (BAS) index of Euronext with a weight of 0.31% on 31 December 2015, and of sector indexes published by Dow Jones, Eurostoxx and Bloomberg. In 2015, the D'Ieteren share was still part of the BEL20 index, with a weight of 0.82% on 31 December. It exited the BEL20 on 21 March, following the yearly review of the index. On 31 December 2015, the D'Ieteren share was no longer part of the Next 150 index.

Evolution of the share price and traded volumes in 2015

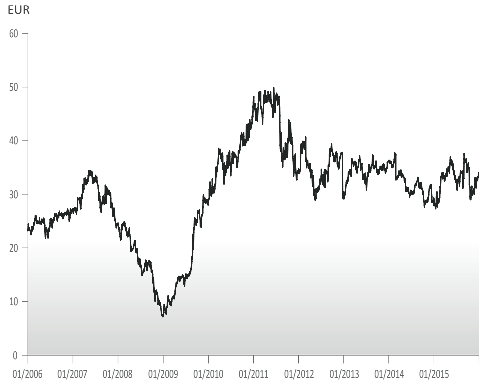
	2015	
Performance	17.5%	
Total shareholder return	19.5%	
Average price (EUR)	32.74	
Maximum price (EUR)	37.59	03/09/2015
Minimum price (EUR)	27.36	15/01/2015
Average volume (in units)	43,418	
Maximum volume (in units)	168,540	01/09/2015
Minimum volume (in units)	6,072	24/12/2015





Evolution of the share price over 10 years

	01/01/2006 - 31/12/2015	
Performance	48.0%	
Total annual shareholder return	5.3%	
Average price (EUR)	30.42	
Maximum price (EUR)	49.85	14/06/2011
Minimum price (EUR)	7.22	29/12/2008
Average volume (in units)	63,210	
Maximum volume (in units)	820,930	30/05/2008
Minimum volume (in units)	1,930	28/05/2007



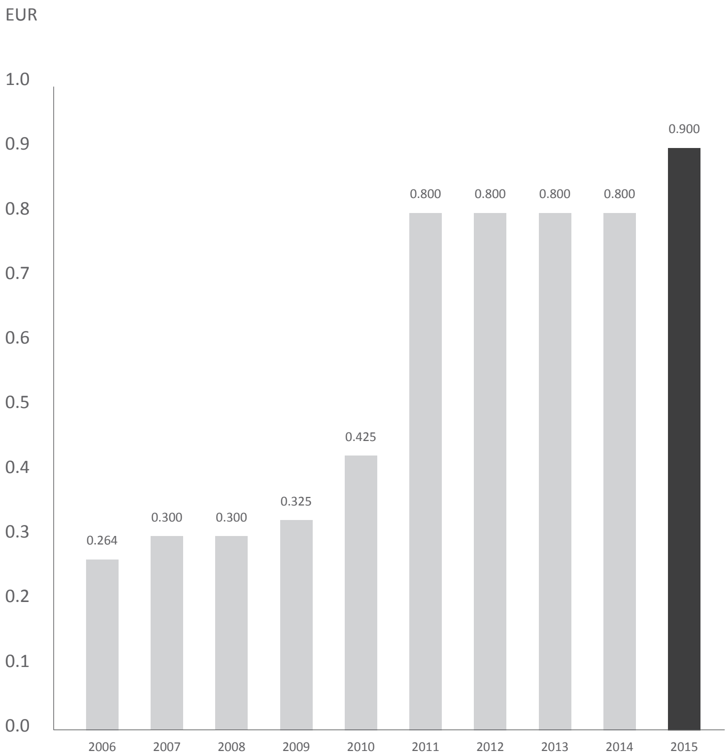
Detailed and historic information on the share price and the traded volumes are available on the website of D'Ieteren (www.dieteren.com).

Dividend

If the allocation of results proposed in Note 29 of this report is approved by the Ordinary General Meeting of 26 May 2016, a gross dividend for the year 2015 of EUR 0.900 per share will be distributed.

The dividend will be paid starting on 2 June 2016.

Evolution of the gross dividend per share over 10 years



Global Reporting Initiative – Disclosure on sustainable development

- The scope of this report covers D'Ieteren's two activities: D'Ieteren Auto and Belron.
- D'Ieteren continues to develop its CSR strategy and initiatives notably by engaging with stakeholders and responding appropriately to their CR concerns.

STRATEGY AND ANALYSIS

§	GRI Content	Reference/Comment
1.1	CEO statement	See Activity Report 2015 – page 2

COMPANY PROFILE

2.1	Name	s.a. D'Ieteren n.v.
2.2	Brands, products and services	Distribution in Belgium of Volkswagen, Audi, SEAT, Škoda, Bentley, Lamborghini, Bugatti, Porsche and Yamaha vehicles; Vehicle Glass Repair and Replacement (VGRR) across the world through more than ten major brands including Carglass®, Safelite® AutoGlass and Autoglass®. For further information, please refer to the corporate website www.dieteren.com.
2.3	Operational structure	See page 1 of the Activity Report 2015
2.4	Location of headquarters	Rue du Mail, 50 - 1050 Brussels, Belgium
2.5	Number of countries	33 countries on 5 continents (see map on page 1 of the Activity Report 2015)
2.6	Nature of ownership and legal form	Listed company, established and domiciled in Belgium, whose controlling shareholders are listed in note 29 of the Consolidated Financial Statements 2015 (see page 59).
2.7	Markets served	See map on page 1 of the Activity Report 2015
2.8	Scale	See the Consolidated Financial Statements 2015
2.9	Significant changes regarding size, structure or ownership	No changes compared to previous reports

REPORT PARAMETERS

3.1	Reporting period	January 1, 2015 to December 31, 2015
3.2	Date of most previous report	December 2014 - This is the sixth year that D'Ieteren reports following the GRI reporting guidelines
3.3	Reporting cycle	Yearly
3.4	Contact persons for questions	Financial indicators: Pascale Weber, pascale.weber@dieteren.be, tel: +32 2 536 54 39 Environmental and social indicators: Catherine Vandepopeliere, catherine.vandepopeliere@dieteren.be, tel: +32 2 536 91 91
3.5	Process for defining report content	Materiality of CSR stakes directly related to the two core activities of the group has been the main selection criteria; The selection of content and indicators has been reviewed and validated by a representative team of D'Ieteren.

3.6	Boundaries	Belron has corporately-operated activities in 23 countries. D'Ieteren Auto has 23 corporately-owned sites in Belgium.
3.7	Limitations on the scope	At Belron, the activities of the 9 franchised countries are not included in this report. At D'Ieteren Auto, this also applies to the activities of the independent dealers, as well as to the independent dealerships that were acquired by D'Ieteren Auto at the end of 2013 and in H1 2014.
3.8	Basis for reporting	Same as Consolidated Financial Statements 2015
3.10	Effects of re-statement of information provided in earlier reports	No restatement of information provided in earlier reports
3.11	Significant changes in scope, boundary or measurement methods	No significant changes from previous reports
3.12	GRI content index	See Table page 98

GOVERNANCE, COMMITMENT AND ENGAGEMENT

4.1	Governance	D'Ieteren adheres to the corporate governance principles set out in the Belgian Code of Corporate Governance 2009 published on the website www.corporategovernancecommittee.be. However, the implementation of these principles takes into consideration the particular structure of the Company's share capital, with family shareholders owning the majority and having ensured the continuity of the Company since 1805. The Board of Directors consists of: • six non-executive Directors, appointed on the proposal of the family shareholders; • four non-executive Directors, three of whom being independent, chosen on the basis of their experience; • the managing director (CEO). Information relative to D'Ieteren's Corporate Governance Charter is available on www.dieteren.com/en/corporate-governance-charter Contact persons for questions: Financial indicators: Pascale Weber, pascale.weber@dieteren.be Environmental and Social indicators: Catherine Vandepopeliere, catherine.vandepopeliere@dieteren.be
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	
4.3	Number of members of the highest governance body that are independent and/or non-executive members	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	First discussions with external stakeholders have been initiated in 2012. They are involved on the basis of their interest in, impact on, and knowledge of the main challenges of D'Ieteren's core activities. Examples include green mobility, professional training in automobile skills, sustainable buying and selling practices.
4.14	List of stakeholder groups engaged by the organisation	
4.15	Basis for identification and selection of stakeholders with whom to engage	

				D'IETEREN GROUP	D'IETEREN AUTO			BELRON		
			Units	2015	2013	2014	2015	2013	2014	2015
> ECONOMIC PERFORMANCE										
Direct economic value generated		EC1	EUR million	6,035.4	2,627.4	2,660.5	2,874.2	2,843.1	2,792.6	3,161.2
> ENVIRONMENTAL PERFORMANCE										
ENERGY CONSUMPTION										
Direct	Heating fuel	EN3	MWh/yr	4,961.43	979.00	955.35	926.25	4,635.84	2,698.84	4,035.18
	Natural gas		MWh/yr	152,735.61	28,421.00	24,658.54	23,178.00	145,076.26	144,584.39	129,557.61
	Other (coal, biofuel, ethanol, hydrogen)		MWh/yr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Company-owned vehicles fuel consumption		liters	61,075,835.48	1,658,883.00	1,644,398.00	1,674,323.00	56,280,142.82	55,265,808.39	59,401,512.49
Indirect	Grey electricity consumption		MWh/yr	106,070.74	11,430.00	10,905.00	9,769.23	100,101.11	99,579.42	96,301.50
	Green electricity consumption or production[1]		MWh/yr	26,491	4,864	5,245	3,931	15,999	21,349	22,560
Energy intensity	All vehicles consumption per prime job[2]	EN5	liter/job	5.40	NA	NA	NA	5.20	5.10	5.40
	Heating fuel intensity[3]		kWh/m²	NA	1.61	1.57	4.09	3.00	1.80	2.60
	Natural gas intensity[3]		kWh/m²		46.64	40.47	102.34	93.10	96.00	83.70
	Electricity intensity[3]		kWh/m²		26.74	26.50	60.49	74.50	80.30	76.80
GHG EMISSIONS										
Direct (Scope 1)	Heating fuel	EN15	tCO_2e/yr	1,329.09	264.37	257.00	250.09	1,240.41	721.67	1,079.00
	Natural gas consumption		tCO_2e/yr	29,976.18	3,489.00	4,502.00	4,230.97	28,537.83	28,650.05	25,745.21
	Gases for cooling systems		tCO_2e/yr	881.57	261.19	345.62	418.44	1,796.24	1,917.12	463.14
	Company-owned vehicles		tCO_2e/yr	118,940.67	4,747.31	4,279.81	4,112.16	104,319.31	108,061.56	114,828.52
	Company-controlled logistics		tCO_2e/yr	26,979.47	24.14	22.00	23.47	26,763.00	23,443.00	26,956.00
	Fork lift trucks		tCO_2e/yr	6.00	0.00	0.00	0.00	189.40	113.90	6.00
	TOTAL DIRECT EMISSIONS		**tCO_2e/yr**	**178,112.98**	**8,786.01**	**9,406.43**	**9,035.12**	**162,846.20**	**162,907.29**	**169,077.87**
Indirect (Scope 2)	Grey electricity consumption	EN16	tCO_2e/yr	38,791.49	1,894.75	1,952.00	2,149.23	39,541.91	38,464.63	36,642.26
Other indirect (Scope 3)	Business travel (air, road, rail)	EN17	tCO_2e/yr	8,749.78	437.32	672.53	665.78	7,036.00	6,775.00	8,084.00
	Outsourced logistics		tCO_2e/yr	50,366.18	4,424.16	4,595.54	4,840.96	29,311.97	27,488.73	45,525.23
	Upstream energy related emissions		tCO_2e/yr	45,471.16	2,758.00	3,250.00	3,208.00	41,048.53	40,750.00	42,263.16
	TOTAL INDIRECT EMISSIONS	**EN16-17**	**tCO2e/yr**	**143,378.62**	**9,514.24**	**10,470.08**	**10,863.97**	**116,938.41**	**113,478.36**	**132,514.64**
Emissions Intensity	All scopes $kgCO_2e$/prime job[2]	EN18	$kgCO_2e$/job	37.92	NA	NA	NA	35.58	35.25	37.92
	All scopes tCO_2e/FTE		tCO_2e/FTE	11.71	11.43	12.39	11.97	10.91	10.41	11.70
INITIATIVES TO REDUCE ENERGY CONSUMPTION AND TO MITIGATE ENVIRONMENTAL IMPACT										
Energy saved due to conservation and efficiency improvements	Initiatives to reduce energy use and improve energy efficiency	EN6	Activity Report 2015 - CSR section							
Initiatives to reduce greenhouse gas emissions	Amount of CO_2 emissions reductions achieved through energy efficiency	EN19								
Initiatives to mitigate environmental impacts of products & services	Environmental impacts of products and services which have been mitigated	EN 27								
WASTE										
Total weight of waste by type and disposal method	Recycling flows	EN23	ton/yr	90,924.76	1,141.00	1,320.00		102,063.32	94,442.79	90,924.76
	Incinerators		ton/yr	3,937.09	363.00	388.00		2,553.21	1,887.96	3,937.09
	Landfill		ton/yr	40,964.89	0.44	0.00		41,234.48	35,540.61	40,964.89
	Hazardous		ton/yr	595.02	300.00	346.00		436.58	156.92	595.02
TRANSPORT										
Significant environmental impacts from transporting products and members of the workforce	Tons of CO_2 from transport[4]	EN30	tCO_2e/yr	205,042.11	9,632.93	9,569.88	9,642.37	167,619.68	165,882.18	195,399.74
> LABOR PRACTICES & DECENT WORK										
Total workforce by employment type, employment contract, and region	Total workforce	LA1	Average FTE	27,444	1,601	1,604	1,662	25,645	26,542	25,608
	% of total employees who work part-time		%	3.1	3.4	2.7	3.1	NA	NA	NA
Programmes for skills management and lifelong learning		LA11	Activity Report 2015 - CSR section							

Additional information

D'Ieteren Auto:

For FY2015, the site of Braine has been added to the scope as well as 50% of the VDFin joint venture. D'Ieteren Auto has developped its own monitoring of environmental performances. Yearly audits are performed at owned sites. Energy, waste, water use are reported twice a year. Total GHG emissions include emissions from spare parts logistics since 2011. There is a decrease in the electricity consumption and an increase in emissions related to electricity consumption. This is due to an update of the emission factor in 2015. The emission factor from the energy provider has been taken into account, according to the "market-based" method, whereas for previous years, it was the national grid emission factor.

Belron:

Environmental data for Belron has been restated based on the new environmental reporting system (SoFi) implemented in 2015. Changes in reported data are due to use of up-to-date emission factors, widening of Scope 3 emissions, increasing the coverage to all corporately-owned businesses and improved accuracy of historical data. In 2015 total emissions increased due to a small growth in job numbers, a change in mix to more mobile jobs, and outsourced logistics data being reported for the first time in Spain and the US.

(1) D'Ieteren Auto produces some green electricity. Belron has some green electricity contracts.
(2) Indicator not relevant for D'Ieteren Auto.
(3) These indicators are currently not measured at group level. For D'Ieteren Auto, the significant increase of the indicator is related to a change in the calculation methodology. Since 2015 only indoor surfaces are taken into account.
(4) See indicators EN15 and EN17.

NOTES

NOTES

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D'Ieteren

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