



.....
This information is best reviewed by your financial team. If you're not the person responsible for cash management, please forward this to your CFO, Controller, Treasurer or Credit Manager.
.....

Dear Valued Supplier,

Ceat appreciates the working relationships we have with our preferred suppliers and we are always looking for ways to strengthen those important business partnerships. For this reason, we are pleased to offer you the Ceat C2FO program, and hope you will give it full consideration.

The Ceat C2FO program has been available since October 2016. We have partnered with C2FO to facilitate accelerated payment of approved supplier invoices via their secure C2FO marketplace.

With C2FO, you can Name your rate™ for early payment on your approved invoices. For a small discount, you can receive early payment directly from Ceat to improve your cash flow at rates that are often less than the cost of borrowing short-term working capital.

The best part about C2FO is that you determine your early payment offer, so you're in control. When your offer is accepted, Ceat will initiate early payment within 48 hours of market clearing.

C2FO is rapidly expanding as suppliers realize its money-saving advantages and simplicity:

- **LOW COST:** Creates a new working capital option at a rate you choose
- **FLEXIBLE:** Eliminates paperwork and contracts with on-demand access
- **USEFUL:** Lowers days sales outstanding (DSO)
- **SECURE:** Provides secure access to view your approved invoices
- **HELPFUL:** Gives you world-class support M-F, 8am-6pm India time
- **SIMPLE:** Offers easy account activation and your payment process doesn't change

While we believe the Ceat C2FO program is a great, supplier-friendly option for improving your working capital efficiency, the final decision to use C2FO is yours.

You may activate your C2FO account now or at your convenience. If you have questions, our support team is ready to help you at ceat@c2fo.com or by calling us at +1 800 266 7760 (India toll free) or +91 7035.7035.93.

Thank you for your continued partnership with Ceat.

Mr. TPK Patro
Vice President, Finance

P.S. There is no cost or obligation when you activate your C2FO account. It simply gives you the opportunity to see how C2FO could improve your company's cash flow and save you money.

C2FO Support Team

c2fo.com/ceat | +1 800 266 7760 (India toll free) or +91 7035.7035.93 | ceat@c2fo.com