

Prompt Payment Action Plan

We fully recognise the importance of complying with the Prompt Payment requirements, taking the responsibility of paying our Supply Chain to the agreed terms very seriously.

Eurovia is looking for ways to continuously improve its payment terms and believe that our positive relationships with our supply chain, combined with our investment in technology, will assist in achieving our aims.

Our reported figures do not reflect the collaborative relationships we have with our Supply Chain:

- As an average, Eurovia Infrastructure Limited (EIL) pays its Supply Chain within 39 days
- Within this figure EIL pays its subcontractors on average within 29 days
- More than 96% of our Sub Contractors are paid within 60 days.

Our objective, in introducing this plan, is to:

- Work towards achieving 95% of all invoices paid within 60 days of receipt.

Main areas of focus

Nationwide framework agreements - Payments greater than 60 days are generated by invoices from EIL framework providers which are negotiated nationally, with jointly acceptable payment terms agreed. Our standard payment terms with them are two months from the end of the month of invoice (e.g. Invoice date January, payment date end of March). These nationwide framework providers are not SMEs but mostly large companies

If these Framework Providers were removed from the data set, this would show 90% of all invoices as paid within 60 days.

Supplier model- EIL payment terms are not assessed on a comparable basis versus its integrated competitors. Most of the nationwide framework vendors of EIL are also integrated competitors, delivering materials to EIL and to themselves as contractors. Therefore, their reports on payment terms are offsetting their internal payment terms.

Proposed Actions

Digitisation - We have moved to an e-Invoicing platform to assist in supporting the Supply Chain with the submission of their invoices directly to our back office. The project has been fully operational since July 2018 and now nearly 90% of our invoices are delivered directly through our Supply Chain Portal (Causeway Tradex).

We expect receipt of invoices to be quicker by nearly 12 days as a result of digitisation as we reduce reliance on postal services or scanning of invoices into our systems.

Invoice monitoring - We have introduced an invoice status module within our Supply Chain Portal (Causeway Tradex). This allows our Supply Chain real time information of the status of their invoice. It will ensure they are kept fully informed of any issues as to why their invoice is not paid and assist with a quicker dispute resolution, thus aiding with the reduction of invoice payment time.

Automation - The Company has been working with partners to analyse all steps of the invoice processing function and to help find automated solutions to accelerate the processing and validation time of invoices. Based on their recommendations we have implemented an automated tool to enhance our existing invoice digitalisation application which will automatically identify goods received notes and match them to invoices.

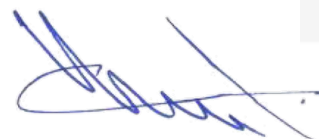
Development continues on this tool to maximise the benefits of improved efficiencies and reduced processing times as much as possible.

Reporting

The Company will regularly review the outcomes of each of the above points in the action plan to ensure that the results are in line with expectations. Further measures will be developed and implemented as necessary.

The Company will report to its Board on the progress of those measures on a quarterly basis.

Signed:



Alexandre PAJOT
Finance Director