VINCI FACILITIES

SUPPLY CHAIN PAYMENT IMPROVEMENT ACTION PLAN

Organisation: VINCI Construction UK Limited trading as VINCI Facilities
Date: July 2026

Purpose: An improvement plan because payment performance has not achieved the threshold of paying 95% or more of supply chain invoices within 60 days. The plan addresses identified causes, corrective actions, governance arrangements, director oversight and commitments to continual improvement.

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1. Executive Summary

VINCI Facilities recognises the importance of prompt payment to its supply chain and is fully committed to improving payment performance across all contracts.

Whilst the business has maintained a strong track record of supplier engagement and payment, analysis of reporting periods identified that payment performance did not consistently exceed the target of paying 95% or more of all supply chain invoices within 60 days of receipt.

Following a comprehensive review, several contributory factors have been identified, including process inefficiencies, invoice approval delays, purchase order discrepancies, supplier invoice quality issues and the implementation of a new global financial management and reporting system.

This Action Plan establishes a structured programme of process improvement, enhanced governance, system optimisation, training and performance monitoring designed to improve payment performance and ensure sustainable compliance

2. Root Cause Analysis

Following a detailed review of payment performance, the following primary causes have been identified.

2.1 Invoice Processing Delays

A proportion of invoices experienced delays due to incomplete supporting documentation, invoice queries requiring further clarification and extended approval lead times.

2.2 Purchase Order and Invoice Mismatches

Some payment delays occurred where invoices did not align with purchase orders, contractual arrangements or agreed values, requiring additional review and validation prior to payment.

2.3 Approval Bottlenecks

Invoices occasionally remained pending due to delays in operational, commercial or project approval processes. These delays were exacerbated during periods of peak workload and employee absence.

2.4 Supplier Invoice Quality Issues

Certain invoices were submitted with missing references, incomplete information or non-compliant formats, resulting in processing delays whilst corrections were sought.

2.5 Limited Performance Visibility

Historical reporting arrangements did not provide sufficient real-time visibility of invoices approaching payment deadlines, limiting proactive intervention opportunities.

2.6 Global Financial System Transformation

During the reporting period, VINCI Group implemented a new global financial management and reporting platform. As part of this significant business transformation, established processes were migrated to new systems and workflows.

Whilst the implementation has delivered substantial long-term benefits, the transition period temporarily impacted processing efficiency as new approval routes, reporting functionality and financial controls became embedded across the business.

2.7 Training and User Adoption

The introduction of new finance systems and processes required significant training across operational, commercial and finance functions. During the transition period, differing levels of user familiarity occasionally resulted in delays to invoice processing, approval and exception management.

2.8 Actions taken to date

- Deployment of SAP S/4HANA and associated digital invoice processing improvements;
- Enhanced payment performance monitoring and reporting;
- Strengthened governance and accountability arrangements;
- Improved supplier engagement and invoicing guidance;
- Optimisation of processes following the implementation of the new global financial management and reporting platform; and
- Additional development, training and support for operational, commercial and finance teams to ensure effective adoption of new systems and processes.

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3. Improvement Actions

Identified Cause	Improvement Action	Owner	Completion
Invoice processing delays	Streamline invoice processing procedures and remove unnecessary workflow steps.	Finance Director	Ongoing
Invoice processing delays	Introduce weekly aged invoice reviews and escalation reporting.	Finance Team	Immediate
PO mismatches	Reinforce purchase order compliance requirements across all projects and operational teams.	Head of Procurement	August 2026
PO mismatches	Monthly review of unmatched invoices and aged exceptions.	Commercial Director	Ongoing
Approval bottlenecks	Introduce defined approval timelines and escalation procedures.	Regional Leadership Team	August 2026
Approval bottlenecks	Implement delegated authority arrangements for periods of absence.	Operations Director	August 2026
Supplier invoice quality	Issue refreshed supplier invoicing guidance and compliance standards.	Procurement Team	September 2026
Supplier invoice quality	Targeted engagement with suppliers generating repeat invoice queries.	Supply Chain Management Team	Ongoing
Performance visibility	Develop enhanced payment performance dashboards and exception reporting.	Finance Director	August 2026
Financial system transition	Optimise workflows, reporting functionality and system controls within the new global finance platform.	Finance Systems Lead	Ongoing

Financial system transition	Conduct quarterly system performance reviews to identify opportunities for further improvement.	Finance Director	Quarterly
Training and user adoption	Deliver refresher training across finance, commercial and operational functions.	Finance Systems Team	August 2026
Training and user adoption	Establish a network of regional finance super-users to provide local support.	Finance Systems Lead	August 2026
Training and user adoption	Mandatory onboarding training for all new budget holders and approvers.	Finance & HR	Ongoing
Training and user adoption	Monthly review of system usage and training requirements.	Finance Director	Ongoing

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4. Governance and Audit Committee Reporting

To ensure continuous improvement and sustainable compliance, VINCI Facilities will implement enhanced governance arrangements.

Monthly Management Review

Payment performance will be reviewed monthly by the senior leadership team and finance leadership team, including:

- Percentage of invoices paid within 60 days.
- Percentage of invoices paid within agreed payment terms.
- Number and value of overdue invoices.
- Analysis of aged invoice balances.
- Root cause analysis of payment delays.
- Progress against this improvement plan.

Quarterly Audit Committee Reporting

A formal performance report will be submitted to the Audit Committee (or equivalent governance body) quarterly.

The report will include:

- Current payment performance metrics.
- Trends and benchmarking.
- Progress against improvement actions.
- Emerging risks and mitigation measures.
- Corrective actions implemented.
- Forecast compliance position.

Executive Oversight

The Executive Team will maintain oversight of payment performance and ensure that adequate resources, training and system support remain in place to deliver the commitments detailed within this plan.

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5. Commitment to Continuous Improvement

VINCI Facilities is committed to:

- Achieving and maintaining payment of at least 95% of supply chain invoices within 60 days.
- Supporting the financial stability and sustainability of its supply chain partners.
- Continually improving financial processes and controls.
- Ensuring that lessons learned from the global finance system implementation are embedded across the business.
- Investing in employee development and training to maximise system efficiency.
- Maintaining robust governance and transparent reporting arrangements.

The business will review progress against this plan on an ongoing basis and will implement further corrective measures where necessary.

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6. Publication Commitment

VINCI Facilities will publish a summary version of this Action Plan on its website, setting out:

- Commitment to prompt payment.
- Key improvement measures.

- Governance arrangements.
- Progress monitoring approach.

The published summary will be reviewed periodically to ensure it remains current and reflects progress achieved against the objectives of this plan.

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7. Director Declaration

I confirm that I have reviewed this Supply Chain Payment Improvement Action Plan and approve its implementation on behalf of VINCI Construction UK Limited trading as VINCI Facilities.

Signed:

Name: Daniel Purkis

Position: Region Commercial Director

Date: 15/07/2026