

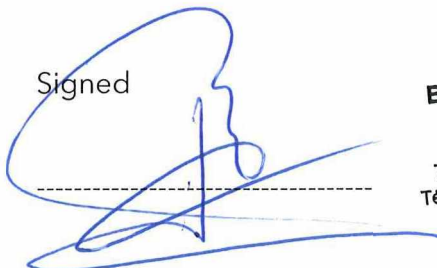
Re:Prompt Payment Action Plan

I the undersigned, Mr. Bruno RIBIERE, Accounting Director at BBI, commits that our company is taking the following actions with a view to accelerating invoice validation which is the key lever to reach >95% on-time payments:

1. Enforce early validation discipline: mandatory validation ≥ 10 days before due date, with systematic escalation in case of delay.
2. Eliminate internal processing bottlenecks: weekly review of blocked invoices and strict resolution timelines.
3. Secure and standardize invoice reception channels: accelerate transition to EDI and digital flows, reduce non-controlled entries.
4. Target high-risk suppliers and non-standard cases: dedicated follow-up on recurring issues (debtor status, disputes, data quality).
5. Strengthen governance and root cause tracking: monthly performance review and elimination of undetermined causes.

These actions will be supported by:

- Enhanced **monitoring of validation and processing lead times** across all stages of the invoice lifecycle
- Increased use of the **Engagement Dashboard as a central steering tool** for operational teams (see attached)
- Reinforced **accountability at each step of the process** (operations, discrepancy management, accounting)
- Continuous tracking of **late payment drivers and corrective actions**

Signed 

Bruno RIBIERE

Date: 18/05/2026

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