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This information is best reviewed by your financial team. If you are not the person responsible for cash management, please forward this to your CFO, controller, treasurer, or credit manager.

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Dear Supplier,

As you will recall from our earlier correspondence, we have launched in 2019 a new service for suppliers called the Tarmac Early Payment Programme. The technology and support for this service are being provided by our external partner, C2FO, which has worked with a range leading global businesses to implement similar systems.

The system went live in 2019, and your account is now available to activate, should you wish to do so, by visiting C2FO's user-friendly portal at [tarmac.c2fo.com](https://tarmac.c2fo.com).

Tarmac's Early Payment Programme is part of our ongoing commitment to building on the payment solutions available to you. It is a dynamic discounting system that offers a simple, low-cost option to help you manage cash flow and access early payment of invoices in exchange offering a small discount.

Payments will still come directly from Tarmac via your current remittance process and with no changes to existing terms. The service is completely optional and does not impact upon your existing terms and conditions with Tarmac.

If you have questions, the C2FO support team is on hand to help you at [tarmac@c2fo.com](mailto:tarmac@c2fo.com) and 0207 123 5131 or at [tarmac.c2fo.com](https://tarmac.c2fo.com).

Thank you for your ongoing support and partnership.

**Jonathan Harry**  
Procurement Director  
Tarmac, UK Cement & Lime, Ireland, Finland

**C2FO Support**

[tarmac@c2fo.com](https://tarmac.c2fo.com) | 0207 123 5131 | [tarmac.c2fo.com](https://tarmac.c2fo.com)