

Ultima Supplier Payment Practice Review Strategy

Last refreshed 11th February 2026

Background

This strategy builds on the Ultima payment terms policy, which outlines the standard payment terms for supply chain contracts with our vendors and suppliers. That policy aims to ensure that our payment practices are consistent, transparent, and fair to all parties involved.

Ultima Business Solutions is defined as a large company as defined by the Small Business Enterprise and Employment Act and accordingly has a duty to report its payment practice statistics.

These statistics report invoices paid within 30days, 31-60days and in 61 days and more.

Statistics

The statistics for the last two completed 6-month periods are shown in Table A below: -

Table A

6 Month period	Proportion of payments made within the periods		
	Days from invoice date		
	1 - 30	31 - 60	> 60
1 Apr 2025 - 30 Sep 2025	13%	78%	9%
1 Oct 2024 - 31 Mar 2025	10%	78%	12%

Whilst the reported statistics reflect the fact the vast majority of supplier payments are made 31-60 days from invoice date (in line with Ultima standard terms of 30 days month end), they do distort the promptness of invoices paid to certain key suppliers whom have unique terms.

When taking into account the payments made excluding these suppliers, payments due in the reporting period which have not been paid within the agreed period are shown in Table B below:-

Table B

6 Month period	Proportion of payments due in the period, not paid within agreed period
1 Apr 2025 - 30 Sep 2025	1%
1 Oct 2024 - 31 Mar 2025	9%

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Policy

As detailed in Ultima's payment terms policy, all invoices submitted in accordance with the terms stated in any relevant contract, supply agreement or purchase order and correctly including all relevant information, such as a detailed description of the goods or services provided, the quantity, and the agreed-upon price will be paid to agreed payment terms subject to relevant approvals.

The payments identified in table B relate to payment of invoices where the above has not successfully happened, this reflects invoices not approved for reasons such as those shown below.

The success of the actions in Table C is reflected in the improvement from 9% in the period 1 Oct 2024 – 31 Mar 2025 to 1% in the period 1 Apr 2025 – 30 Sep 2025.

The Company is committed to further improvements and working with suppliers to achieve the desired 0%.

ALL INVOICES NOT IN QUERY (RESOLVED IN LINE WITH POLICY) ARE PAID TO TERMS

Strategy to reduce % of invoices paid >60 days from invoice date.

Identification of primary causes

- Invoices not correctly submitted as required by relevant contract, supply agreement or purchase order.
- Invoice lacking all necessary relevant information to enable immediate processing.
- Discrepancy related to quantity or price.
- Failure to obtain relevant approval.

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Action to address identified primary causes.

Table C

Action to be taken	Identified cause			
	Incorrect Submission	Information Lacking	Qty/Price Discrepancy	Outstanding Approval
Ensure clear instruction provided at inception or renewal of relevant contract.	X	X		
Consideration to be given to automated invoice submission system.	X	X	X	
Reliance, where possible, on uploading of purchase order to supplier portal.	X	X	X	
Ensure timely cancellation and reissuance of purchase order upon unexpected, agreed change in supply			X	X
Review system for tracking invoices in effort to reduce time taken to obtain approvals or query resolution.				X
Ensure ownership agreed of all queries to enable efficient communication leading to prompt query resolution.				X
Identify specific vendors with high number of query invoices and consider training workshop to reduce level of queries.	X	X		
Ensure internal escalation route is identified for all involved individuals to cover absence and combat potential for delay.	X	X	X	X

Conclusion

Our company is committed to maintaining fair and transparent payment practices with our suppliers and vendors. The Company's relevant policies are designed to ensure that all parties are aware of their rights and responsibilities regarding payment for goods and services provided. Whilst Ultima expects all suppliers and vendors to work with us in good faith to resolve any payment disputes that may arise, the Company also respects the internal measures that could be taken to assist in reducing late payment of invoices and this policy sets out how we will ensure these are progressed.

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Progress review

The identified actions will be the responsibility of the Company's Group Financial Controller who will report progress to the CFO monthly.

The CFO will provide both an update and the latest 6 monthly statistics to the Company Board at the first available Board Meeting after publication of the Company's latest statistics.

Strategy reviewed as correct and approved, 11th February 2026



Jamie Beaumont.
Chief Financial Officer.