

At present we can demonstrate 90% of invoices are paid within 60 days, and those that are not have mutual agreements for over 60 days.

- 1) The causes of delayed payments would most commonly sit in four categories, payment terms beyond 30 days, invoice queries, service-related concerns and processing issues relating to workflow inefficiencies.

- 2) (a) Payment Terms Over 30 days

We will commit to renegotiate payment terms with our suppliers to be in line with the Procurement Act 2023 standard of 30-day payment terms for undisputed invoices.

- (b) Invoice Queries

To support the resolving of invoice queries more quickly, we will review and monitor our current process and tracking to better identify common queries which can be easily solved.

- (c) Service-Related Concerns

We will commit to reviewing and continuous monitoring our current process in order to improve communication, and the ability to provide evidence of works more easily to resolve the concern.

- (d) Workflow Inefficiencies

We will commit to reviewing and monitoring our workflow processes in order to improve efficiency.

- 3) We will commit to the monitoring and reporting of progress against our action plan to the ASHI Group board of Directors, on a half yearly basis.

22/12/2025

X



Ben Dack
Group Finance Director
Signed by: Dack, Ben