



## Supplier Prompt Payment Action Plan

<b>Supplier Name</b>	<b>Ultra Cyber Limited</b>
<b>Publication Date</b>	<b>10/02/2026</b>

### Our Commitment

Ultra Cyber Limited (Ultra) is committed to paying all suppliers in accordance with the agreed contractual terms between the parties. The UK government has set a standard of 95% of all supply chain invoices to be paid within 60 days. It is our objective to achieve the standard set by the UK government. In the past 6-month period, Ultra has maintained a level of 92% of invoices being paid within 0 to 60 days and are committed to striving towards the UK Government Standard of 95% of all supplier invoices being paid within 60 days.

This action plan summarises the outcome of our review of payment practices and sets out the measures that we have put in place to take positive steps to improve this result.

### Action Plan

<b>Causes of payments exceeding 60 days</b>	<b>Action to address</b>
<p><b>1. Invoice submission and quality</b></p> <ul style="list-style-type: none"> <li>• Invoices submitted with missing or incorrect information (e.g. PO numbers, supplier details).</li> <li>• Invoices sent to incorrect inboxes or contacts, causing delays in receipt.</li> <li>• Delayed supplier submission after goods/services are delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Publish clear invoice requirements (mandatory fields, PO numbers, formats).</li> <li>• Introduce a standard invoice template for suppliers.</li> <li>• Set up pre-submission checks to reject incomplete invoices immediately.</li> <li>• Maintain a single, monitored inbox/portal for invoice receipt.</li> </ul>
<p><b>2. System automation</b></p> <ul style="list-style-type: none"> <li>• Reliance on manual invoice processing.</li> <li>• Limited system integration between procurement, receipting, and finance.</li> <li>• Inadequate tracking of invoice status.</li> </ul>	<ul style="list-style-type: none"> <li>• Use electronic invoicing (e-invoicing) where possible.</li> <li>• Automate three-way matching (PO, receipt, invoice).</li> <li>• Generate monthly invoice reports.</li> <li>• Flag invoices at risk of breaching payment terms.</li> <li>• Ensure contractual payment terms are accurate in the system</li> </ul>
<p><b>3. Payment frequency</b></p> <ul style="list-style-type: none"> <li>• Payment run conducted on a bi-weekly basis, which delayed processing for some invoices.</li> </ul>	<ul style="list-style-type: none"> <li>• Payment schedule updated to run weekly to ensure timely processing.</li> </ul>

<p><b>4. Governance and accountability</b></p> <ul style="list-style-type: none"> <li>• Insufficient monitoring of prompt payment performance.</li> <li>• Lack of clear accountability for late payments.</li> <li>• Absence of regular performance reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Track and report % of invoices paid within contractual payment terms and duration taken.</li> <li>• Include prompt payment performance in management dashboards.</li> <li>• Assign a Prompt Payment owner.</li> <li>• Conduct root-cause analysis on late payments.</li> </ul>
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**Reporting and Monitoring of Progress**

Progress against this Action Plan will be regularly monitored and reviewed by the Executive Board against the outcomes set out above. Where progress is not meeting expectations, further actions will be developed and implemented to ensure timely supplier payments.

**Signed on behalf of Ultra Cyber Limited:**

Name: Liz Chard

Title: Vice President – Finance & Commercial

Signed: 

Date: 10/02/2026