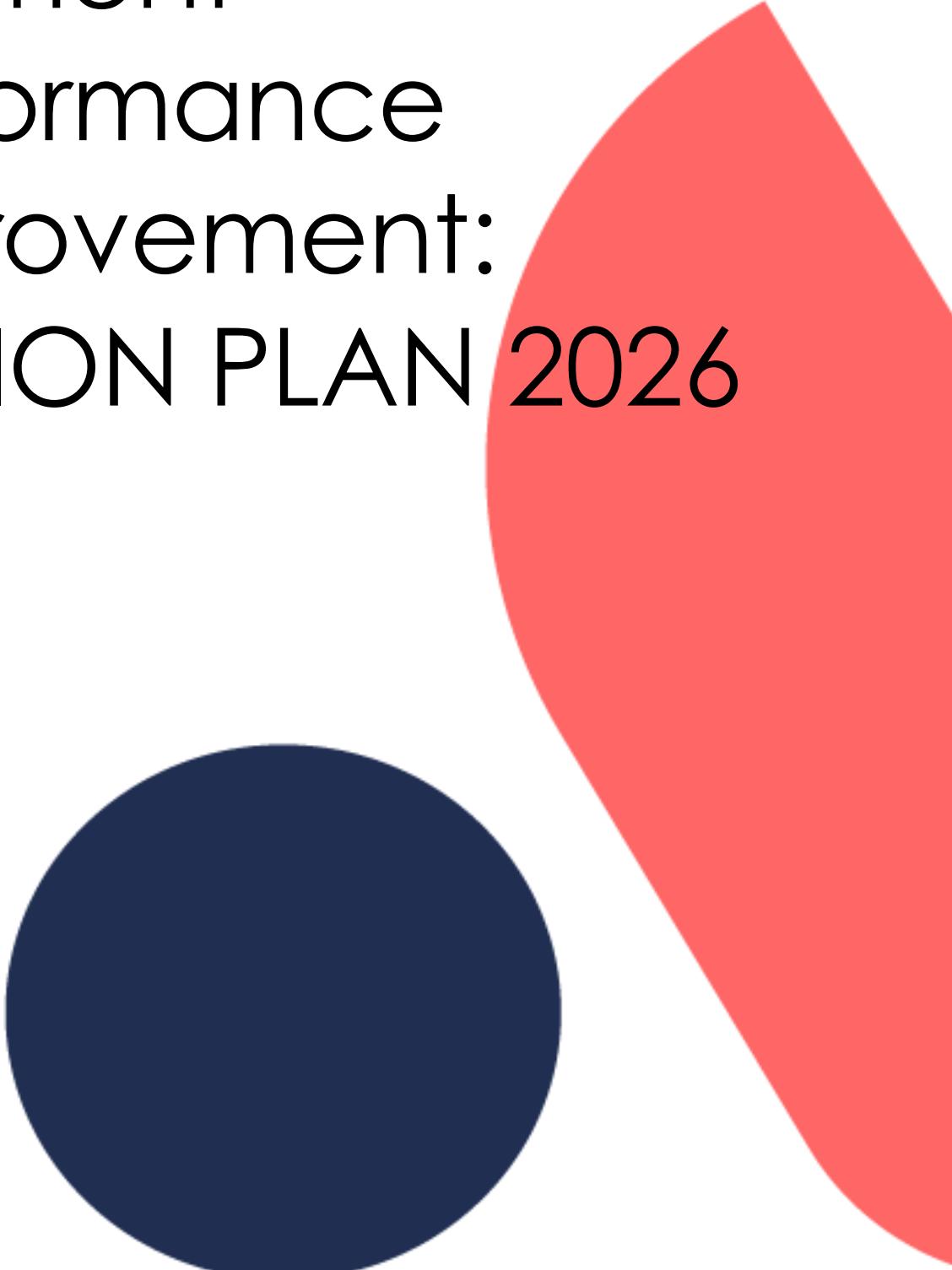




Payment Performance Improvement: ACTION PLAN 2026

A large, solid blue circle is positioned in the lower-left quadrant. To its right and above it is a large, dynamic red shape that resembles a stylized 'A' or a swoosh, extending towards the top right corner of the page.

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Background and Introduction

ANS Group is committed to the fair, responsible and timely payment of all suppliers with a target of paying at least 95% of our suppliers within 60 days. Our standard payment terms are 30EOM.

This document outlines the steps taken by ANS to strengthen our payment performance and sets out our objectives to make continual improvements through 2025 and beyond

We have invested in systems and processes that support our efforts to reach our target, as well as complying with relevant legislation such as the Reporting of Payment Practices and Performance Regulations.

Our Commitment

Whilst ANS' supply chain is relatively small, including around 200 'active' suppliers at any one time, it plays a significant role in our ability to deliver our customers' requirements.

Through 2025 ANS processed 4437 payments with a total value of £74,395,648.98. We take our responsibilities around payments very seriously and recognise the impact that inconsistent or delayed payments can have on our partners.

To aid our commitment to strong payment practices and performance, we have implemented a robust supplier onboarding process, in which our payment terms are very clearly defined. Unless special terms are agreed with our legal team, our suppliers agree to our Supplier Onboarding Terms and Conditions which are freely available to view on our website. Invoicing requirements and payment expectations are communicated at the start of each supplier engagement to help foster positive, fair and collaborative relationships.



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Actions taken

Throughout 2024 and 2025 we made significant progress on making key improvements to our systems and processes, which in turn support our commitment to prompt and responsible payment practices.

As well as implementing our supplier onboarding process, we have implemented automation within our AP team around invoice processing and workflow approvals of invoices. We have also implemented a robust supplier statement reconciliation process along with strict controls around our AP mailbox management.

These actions have helped to significantly improve our payment performance.

A number of factors influence our payment performance. Invoices can often be reported as due but not paid within agreed terms because contract payments that fall due on weekends or bank holidays are typically paid on the following business day. Also, the company usually initiates payments in batches, on a weekly basis; where this is the case payments will normally be received by the supplier within a few days of the due date – in the last reporting period 39% of invoices classed as late were settled within 6 days of the due date.

Our standard payment terms are 30EOM, and we do have some larger supplier accounts with which we have agreed 60day or 90day terms.



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Payment Performance Improvement Action Plan 2026

To ensure our continuous improvement, our 2026 action plan focuses on the key causes of delayed or inconsistent payments.

Modernisation

Our ERP system is the foundation for the end-to-end Purchase to Pay process, from ordering through to payment forecasting, payments and reporting. We continually look to improve the system and our related processes, through the implementation of key updates and upgrades that are made available to us.

Through 2025 we began the process of expanding our use of 2 and 3 Way matching of invoices against purchase orders to enable more accurate invoice query resolution and reporting, therefore reducing manual errors. We aim to continue this expansion through 2026.

Delays from suppliers providing invoices

In 2024 we implemented a detailed supplier statement reconciliation process, and we have seen very good results in terms of reducing the number of 'missing' invoices we find each month. Through 2025 we have consistently seen 70%+ of supplier accounts reconciled on a monthly basis. Through 2026 we will be increasing the target for minimum number of accounts reconciled each month from 70% to 85% to further reduce the number of missing transactions that we encounter.

Internal processing delays & Education

All invoices that are received into ANS must be fully approved by the relevant senior personnel through our approval hierarchy, before they can be posted to the creditor's ledger for payment. Disputes on the invoices can lead to a delay in the invoices being approved and paid, as can delays in approvals due to other pressures on some senior personnel.

Through 2026 we are going to continue to provide ongoing training and education to anyone who is classed as an 'approver' in our system, to embed our commitment to prompt payment practices in their thinking.



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Summary

In summary, our key focus areas are:

- Continual improvement of systems and processes
- Regular supplier review
- Increase in the number of supplier statement reconciliations completed each month
- Education around prompt payment practices to relevant senior personnel

ANS is committed to the regular monitoring of progress against this action plan. A report on payment performance and progress against this action plan will be provided to the board on a six-monthly basis. This will ensure that there is senior oversight for achieving the targeted improvements in invoice payment performance.

ANS intend to publish it's Payment Performance Improvement Action Plan on it's company website, together with regular updates.

Signed:

A handwritten signature in black ink, appearing to read 'Alex Hodgson'.

Alex Hodgson
Chief Financial Officer



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