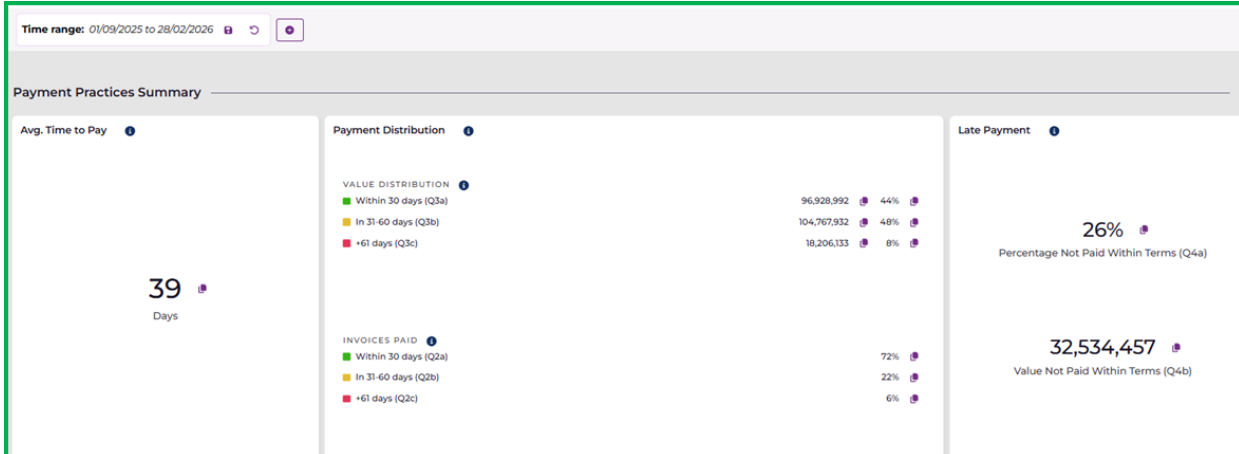
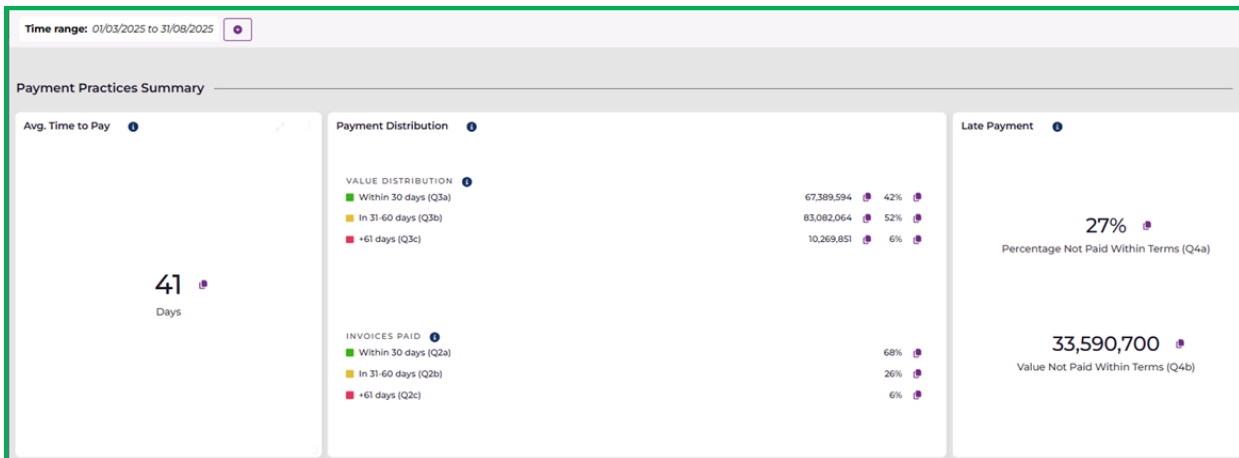


Newmedica Invoice Payment Action Plan

Reporting Period 1st September 2025 – 29th February 2026:



Reporting Period 1st March 2025 – 31st August 2025:



New Medical Systems Ltd. Action Plan for Improvement of Supplier Payment Terms

1 Identification of the primary causes of failure to pay

1.1 New Medical Systems Ltd (NMSL) endeavours to develop strong, long-term relationships with its suppliers. To that end, NMSL pays a very high number of invoices within 60 days – 94% for the more recent 6-month period illustrated above.

1.2 The Accounts Payable processes for NMSL and its Joint Ventures includes a manual (email) invoice authorisation process, which in some cases, can result in delays in making payments due to out of office or approvers being offline.

1.3 NMSL still uses some suppliers where agreed payment terms are between zero and 30 days and some suppliers do not submit invoices for payment until most of the payment terms period has elapsed, which results in an on-time payment being difficult to achieve.

1.4 Some delays in payment processing are due to administrative or operational issues. This includes the implementation of a relatively new system called Basware, some newer approvers are still getting use to the system and this can cause delays.

1.5 It's worth noting that cash flow constraints are not a factor to why a small proportion of payments fall outside of 60 days (from the invoice date).

1.6 Errors or discrepancies in the invoicing details that require correction before payment. As we're part of a large group suppliers can invoice against the wrong entity, causing delays. Such as invoicing the incorrect entity.

1.7 Suppliers can send invoices to the incorrect recipient. This can cause delays in payment being made as whoever receives the invoice may not forward on accordingly.

2 Actions to address each of these causes

2.1 NMSL having implemented an invoice approval portal (Basware), which interfaces with its accounting system, ongoing training is provided for new users and feedback from users is welcomed. Basware has recently been implemented across all OJVs.

2.2 This portal replaces email for the authorisation and submission of invoices to the Accounts Payable team for payment. Further planned developments include the option for the supplier to submit invoices directly into Basware, which will further speed up the payment cycle.

2.2 NMSL will continue to work with its suppliers to agree payment terms that are realistic and can be consistently met.

2.3 Following on from 2.2 NMSL will continue to work with suppliers to ensure the correct process is followed. This includes but is not limited to sending invoices to the correct place (directly to Basware in some cases) and ensuring they invoice the correct entity.

3 Other factors to consider

3.1 Our figures are based on invoice date rather than date of receipt of invoice, therefore naturally our statistics are more prudent than required.

3.2 It's worth highlighting again that cash flow constraints are not a factor to why a small proportion of payments fall outside of 60 days (from the invoice date).

4 Mechanism for and commitment to regular reporting on progress to audit committee



Fora East Side, London, N1C 4AX
Telephone: 0207 871 6600
Web: www.newmedica.co.uk

4.1 NMSL is happy to commit to providing regular reporting on progress to its Quality Improvement Committee on a 6 monthly basis.

5 Plan signed off by a NMSL Director

5.1 This plan is signed off below by Michael O’Keeffe (Finance Director), a duly authorised director of NMSL.

6 Plan published on website

6.1 A summary of this plan can be found on our website www.newmedica.co.uk

Michael O’Keeffe

..... Dated 23rd March 2026

Duly authorised for and on behalf of
New Medical Systems Limited

