

GLOBAL SUPPLY CHAIN OPERATIONS

Import Finance Control and Foreign Payment Compliance

Connecting supplier payments, exchange control reporting, customs records and freight costs into a verified cost per unit.

SERVICE LINE

Global Supply Chain Operations

CONTROLS

Payment release, exchange control, landed cost

PAYMENT STRUCTURES

Post-receipt, and deposit plus balance

REGULATORY

SARB reporting through the authorised dealer bank

What this proves. An import is only financially complete when payment, customs and freight records reconcile to the goods actually received. This work closed that loop on every import order and kept foreign advance payments compliant with exchange control requirements.

OUTCOMES

What the control delivered

Zero

Supplier payment submissions returned with a query or issue.

Zero

Exchange control penalties incurred during the role.

CONTROL ONE

Payment release

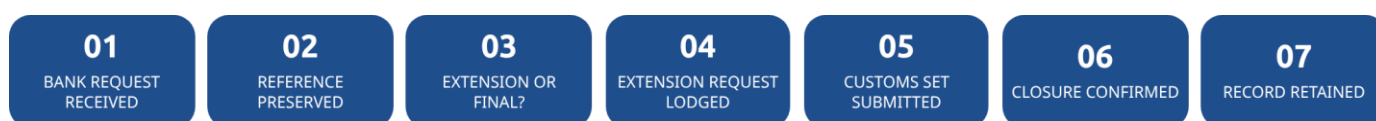
Supplier payments on post-receipt terms were released only when goods receipt had been confirmed in the ERP and a complete **eight-document pack** was assembled, covering supplier, freight, customs and receiving records. Customs reference numbers were quoted on every submission so the bank could match payment to import.

For suppliers on deposit-and-balance terms, the deposit was requested before production and the balance before shipment. Each amount was confirmed against the current commercial invoice, never carried forward from a previous order.

CONTROL TWO

Exchange control compliance on advance payments

A foreign advance payment opens a reporting case with the bank's foreign trade services unit, which stays open until import evidence is lodged. Each case was managed to closure:



- Where clearance documents were not yet available, a signed extension request was lodged with expected delivery and submission dates.
- Once cleared, the customs declaration set was submitted, closure was requested in writing, and all bank correspondence was retained permanently against the order.
- Where a supplier's head office and shipping origin were in different countries, this was stated on payment documents in advance, preventing avoidable compliance queries.

CONTROL THREE

Landed cost per unit

INPUT	CONTROL APPLIED
Trigger	Calculated only after all three conditions were met: goods received, supplier payment confirmed, final agent invoice received.
Exchange rate	The actual rate on the proof of payment, recorded the same day. No budget or month-end rates.
Freight and clearing	The finalised agent invoice, never an estimate. Partner accounts reconciled monthly against their statements.
Duty accuracy	Tariff classification verified on every clearing instruction, since duty rates differed materially by product material.
Output	Unit landed cost recorded on the order line, with mixed-product shipments attributed per SKU.



EXHIBIT 03 | ILLUSTRATIVE OUTPUT, INVENTED DATA

Import close-out record

Order PO-2119 · Supplier E · Express freight

CLOSE-OUT CONDITIONS

✓ Goods received and matched to documents	Week 38
✓ Supplier payment confirmed	Week 38
✓ Final agent invoice received	Week 39

PAYMENT DOCUMENT PACK

8 of 8 complete

ILLUSTRATIVE · INVENTED DATA

LANDED COST PER UNIT

R

Masked in this exhibit

EXCHANGE RATE BASIS

Actual

Rate on proof of payment

BANK COMPLIANCE CASE

Closed

Confirmed in writing

EXCEPTIONS

None

Nothing logged on this order

ORDER CLOSED

Values masked. The calculation method, document list and bank procedure are part of the SL Global method and are not shown.

About this case summary. Work performed by Sheena Sawyer, Founder and Principal Consultant of SL Global, in an operating role held from 2019 to 2026 with a South African industrial manufacturer and importer. The organisation and its confidential information are not disclosed. Scope figures come from source records, outcomes are as confirmed by the founder, and quotations are from written correspondence, attributed by role. Exhibits are illustrative and use invented data unless stated.