FREE UP *working* CASH

2025

Inventory, expiry, and supplier optimization

REPORT 04

EXECUTIVE SUMMARY

The inventory balance is unusually large - verify it before acting.

01 Reconcile movement-derived inventory.

The latest lot balances total 31591.5B - larger than annual sales in this synthetic dataset. Check opening balances, units, and lot roll-forward.

02 Protect received lots nearing expiry.

Receipts worth 28.5B have expiry dates by March 2026. This is received value, not confirmed remaining stock.

03 Improve payment discipline.

39.2B of purchase orders were paid after the due date, despite all supplier receipts being on time.

Recorded inventory

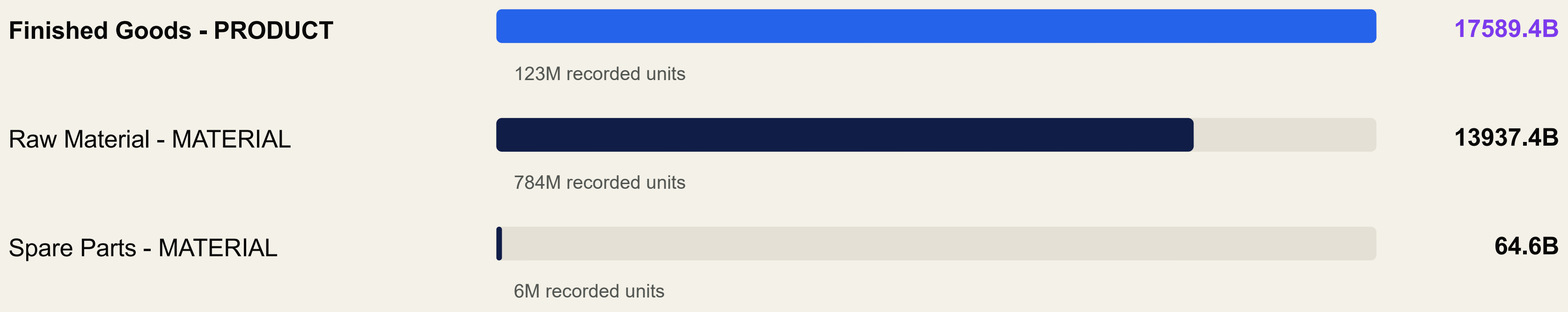
is too large to

accept at face value

CHECK FIRST

The latest lot balances produce a very large value. This may come from opening balances or unit scaling. Reconcile quantity units and duplicate lots before setting a stock target.

Movement-derived ending inventory value



Packaging materials

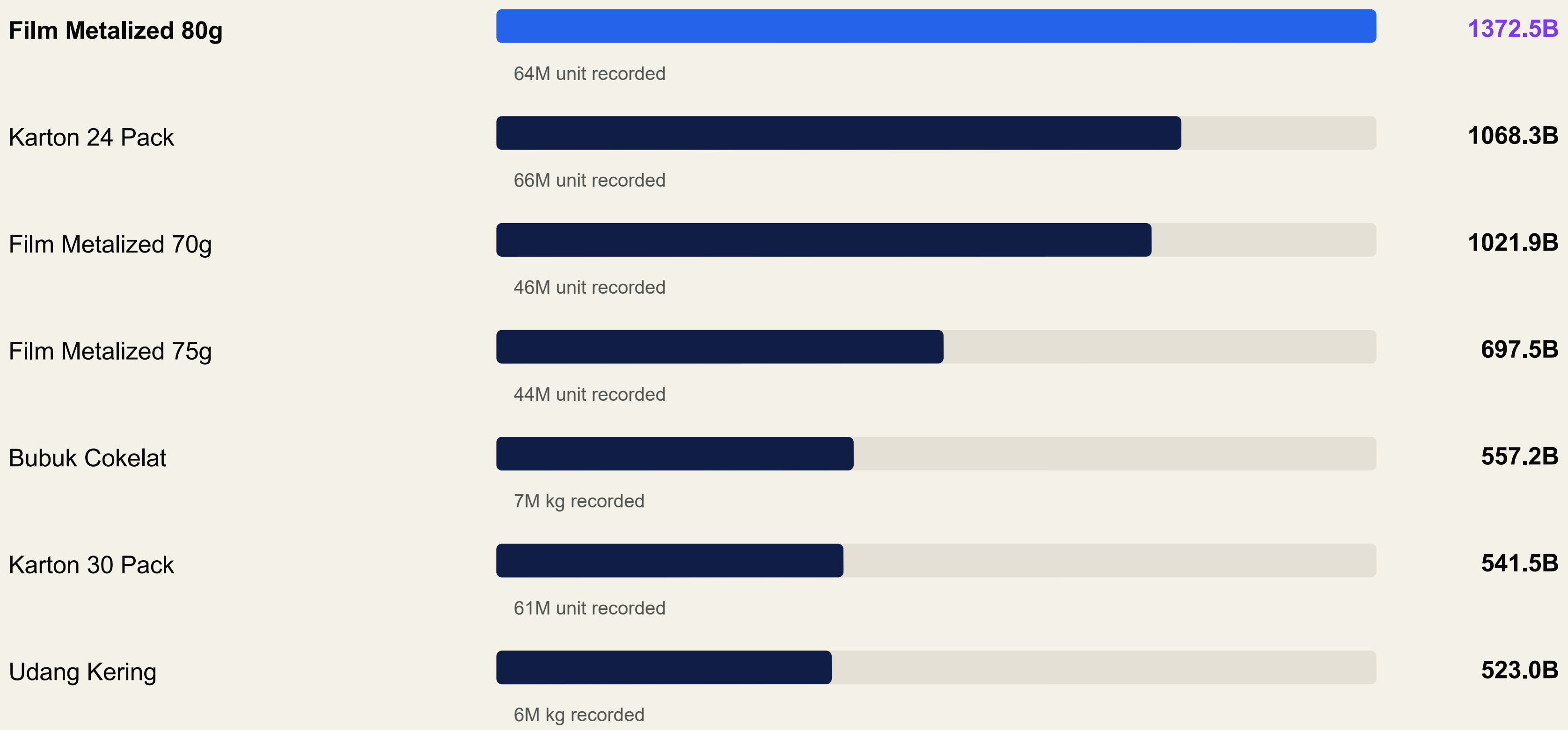
hold the largest

recorded value

CHECK FIRST

Metalized film and cartons lead the material balance. Confirm whether balances are in pieces, rolls, kilograms, or another unit before comparing them with safety stock.

Largest movement-derived material values



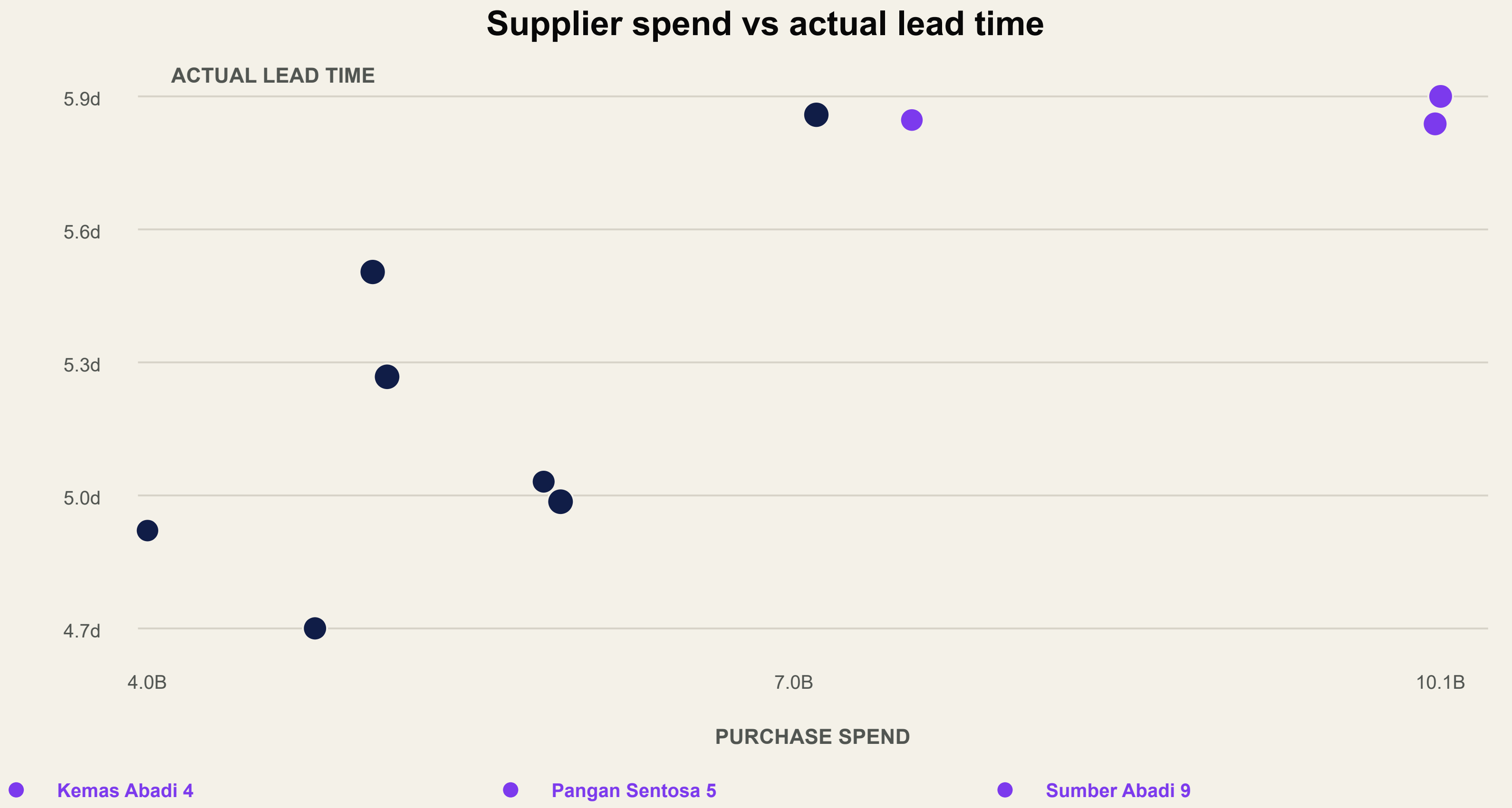
Suppliers are on time

but spend and rating

still differ

WHAT IT MEANS

All purchase orders were received by the expected date in the synthetic data. Use rating and spend together to decide where a supplier review matters most.

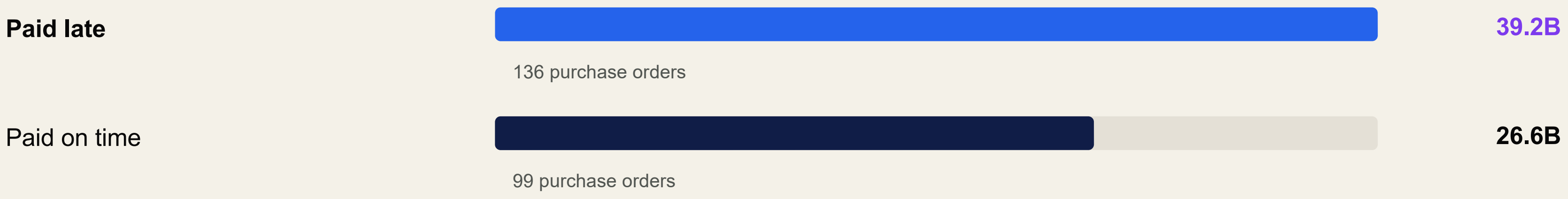


More purchase value was paid late than on time

WHAT IT MEANS

Late payment can weaken supplier terms even when delivery is good. Track due dates weekly and separate disputed invoices from avoidable delays.

Purchase value by payment timing

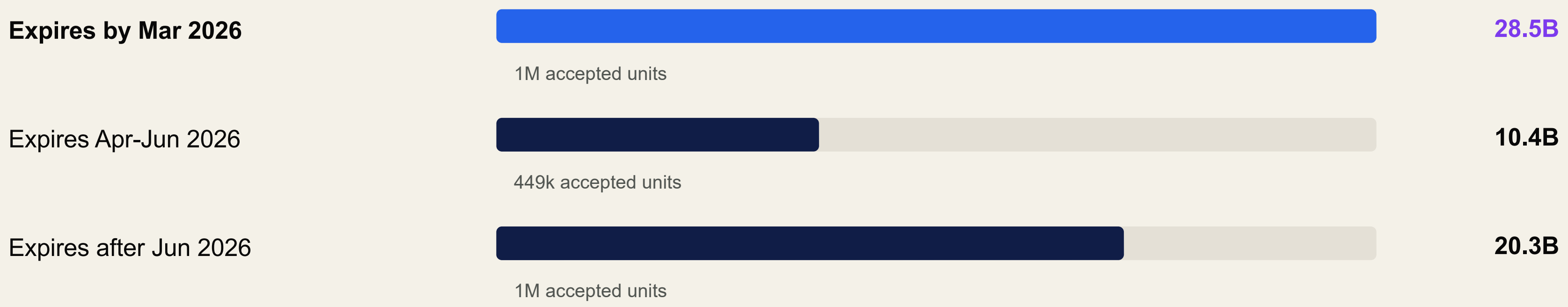


Near-expiry receipts need a lot-level review

READ CAREFULLY

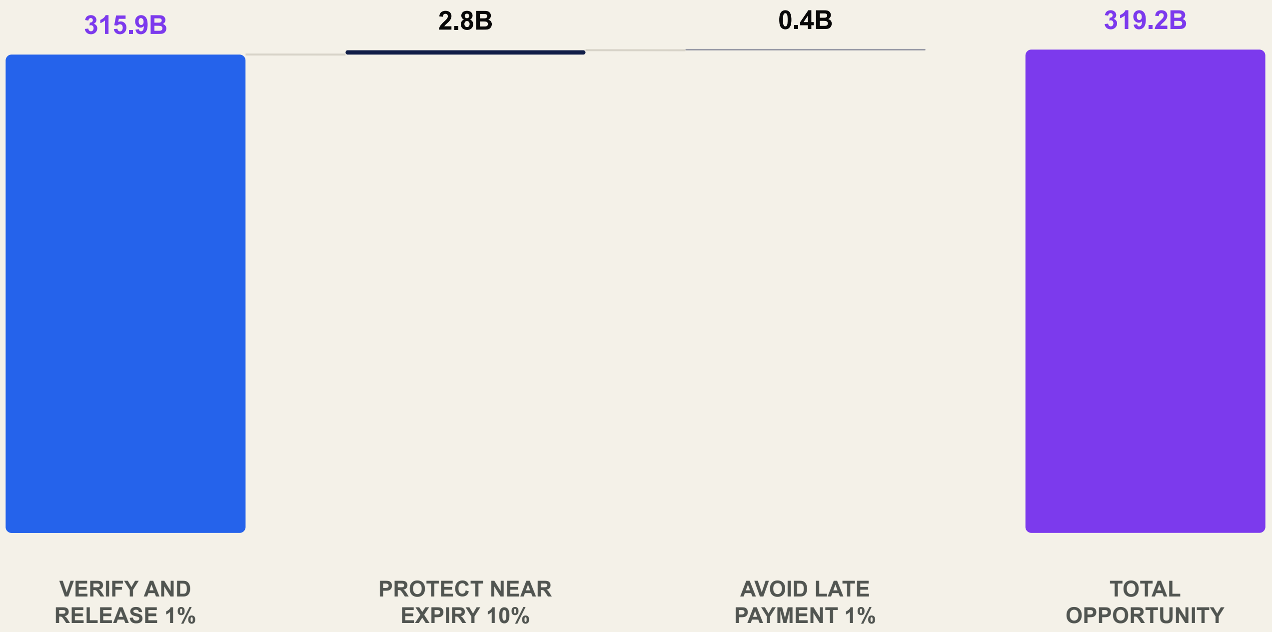
This chart shows the value originally received by expiry window, not what remains today. Match it to current lot balances and FEFO shipment plans before treating it as exposure.

Received material value by expiry window



A small verified cut could release about 319.2B

Illustrative cash and cost opportunity



Scenario only - not a forecast

SCENARIO

This scenario releases 1% of verified inventory, protects 10% of near-expiry received value, and avoids 1% of late-paid value. The result depends on fixing the inventory units first.

DO THESE THREE THINGS FIRST

Simple actions, clear owners, and one number to watch.

01

Rebuild the stock roll-forward

Match opening, receipt, use, production, shipment, return, and ending stock by lot and unit.

OWNER

Inventory + Finance

WATCH

Reconciled stock value

02

Create a 90-day expiry list

Join current lot balance to expiry date and assign a use, sell, or return action.

OWNER

Warehouse

WATCH

Near-expiry value

03

Run a due-date board

Review supplier invoices weekly and name disputed items before they become late.

OWNER

AP team

WATCH

Paid-on-time rate

THE BOTTOM LINE

The biggest opportunity starts with a trustworthy stock number.

Supplier delivery is strong, but inventory units and opening balances need reconciliation. After that, focus on near-expiry lots and late payments to release cash without risking service.

31591.5B
Movement-derived inventory value

28.5B
Receipts expiring by Mar 2026

39.2B
Purchase value paid late

Use the first 30 days to confirm the data, then scale only what improves the chosen KPI.