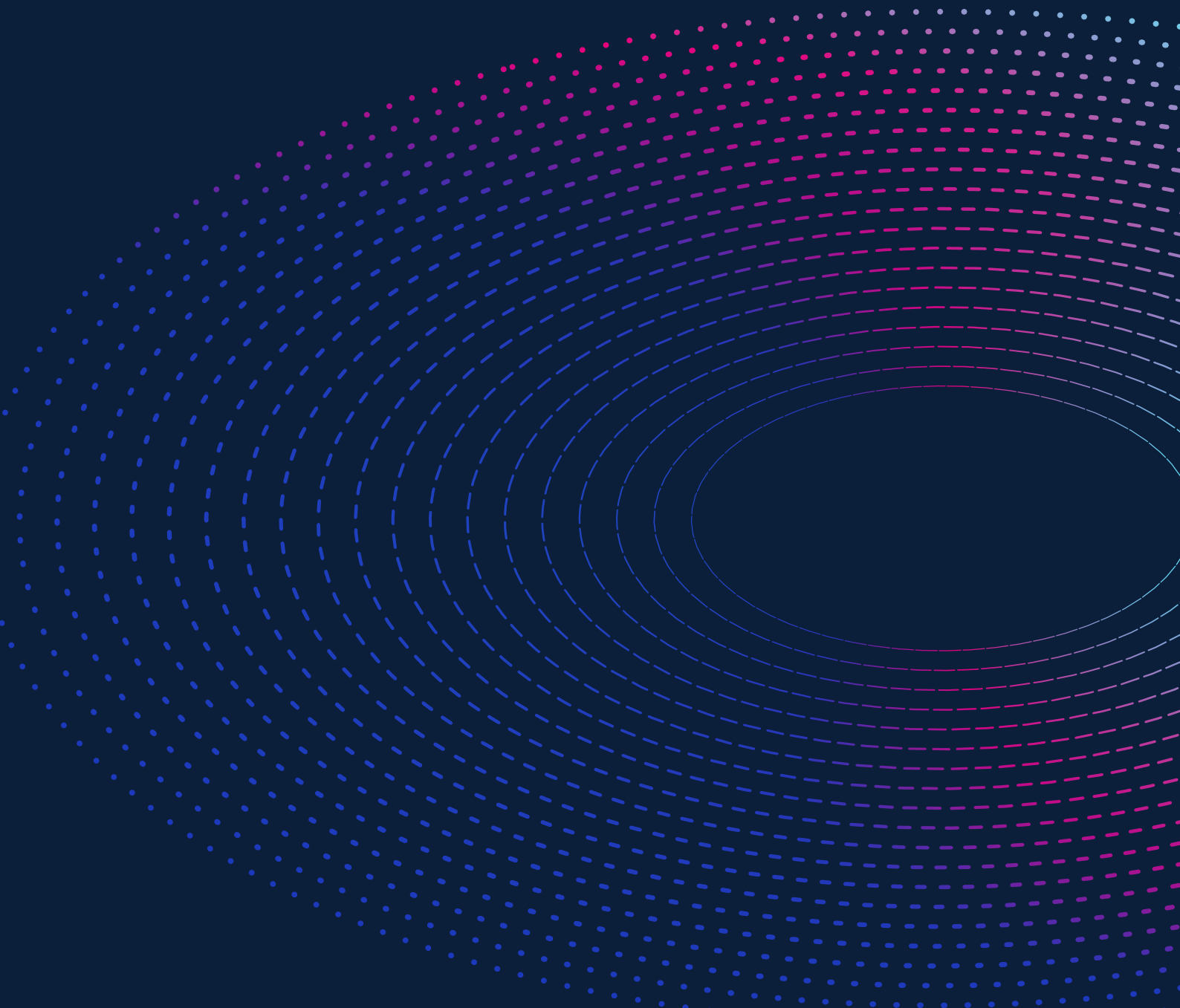




GlobalFinex B2B

WHITE PAPER

Capital Control Through Supplier Invoice Payments 2026



Executive summary

Over the past decade, most organisations have materially improved how supplier invoices move through Procure to Pay. Invoice receipt, matching and approval are faster, more governed and more visible than they used to be.

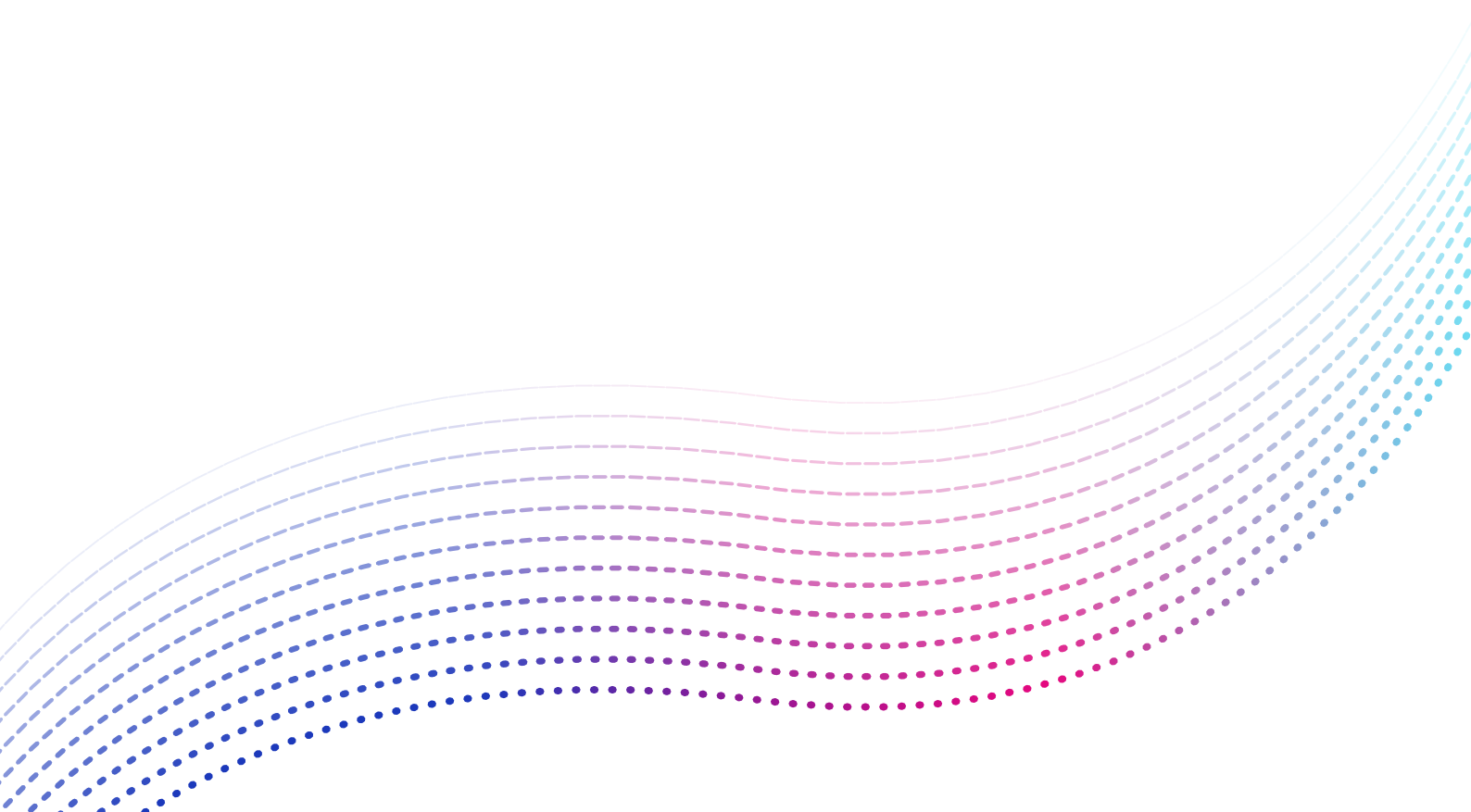
Once an invoice is approved, however, payment itself is still commonly treated as a fixed outcome – paid on predetermined terms, using predetermined methods, with limited ability to adapt as conditions change. This paper is not a proposal and it is not a product overview. It does not assume anything is broken. Suppliers are paid. Obligations are met. Cash continues to flow.

Its purpose is to surface an opportunity that sits quietly inside a reality most finance leaders already recognise: approved invoices represent a moment of confirmed liability and governance, yet that moment is rarely used deliberately as a controllable financial decision point.

In 2026, that matters more than it did. Across corporate finance, the emphasis is shifting from pure efficiency toward resilience, optionality and the ability to deploy capital deliberately under volatility. Liquidity and working capital are increasingly treated as strategic levers under persistent uncertainty.

The opportunity explored in this paper is simple: **once invoices are approved, many organisations have more discretion than they realise over how and when cash leaves the business**. That discretion is often constrained not by policy, but by rigid tools and one size approaches that do not fit every supplier segment or market condition.

The aim is not to replace every existing working capital lever. The aim is to introduce a portfolio mindset – one that allows finance leaders to apply different approaches selectively, adjust them over time and reverse them without structural unwind risk.



The overlooked control point: Approved invoices

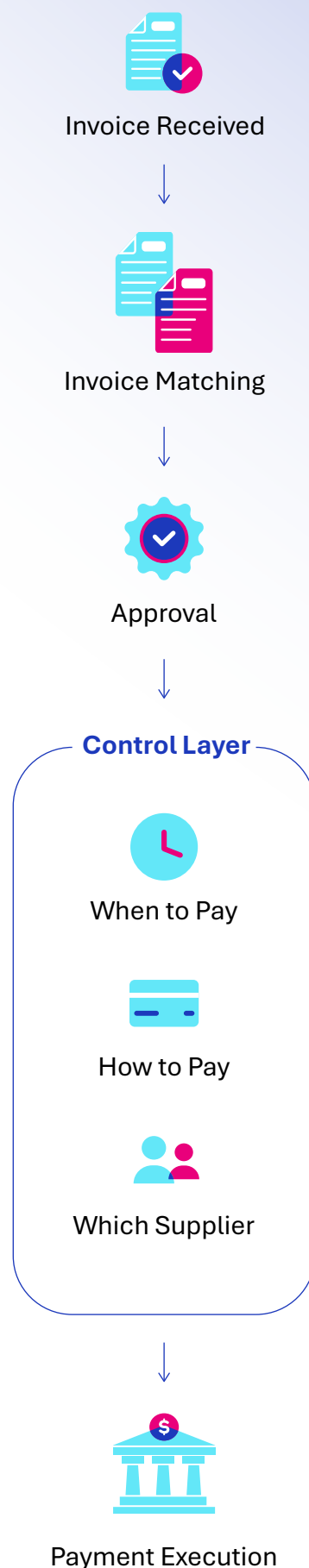
Approved invoices occupy a unique position in the finance operating model. **At approval, liability is confirmed, governance is satisfied and the organisation has clarity over what it owes and why.**

Yet in many environments, approval is treated as the end of a compliance workflow rather than the beginning of a financial decision window. Payment execution then follows preset calendars, preset methods and preset term logic.

This creates a structural gap that is easy to miss because nothing appears to fail. Invoices are approved efficiently. Payment happens later, as expected. The system works.

At the same time, suppliers across the supply chain routinely trade value for access to cash. Overdrafts, factoring, supply chain finance and card processing are already embedded behaviours. Importantly, this behaviour usually sits outside the buyer's visibility and control.

The result is not a process problem. **It is a design choice – one where the buyer's post approval discretion is underused, while supplier liquidity behaviour evolves beyond the buyer's governance boundary.**



Why this is an opportunity – not a problem

Payment is one of the most sensitive intersections in the enterprise. It touches finance policy, treasury objectives, accounts payable operations, supplier relationships and audit confidence. Caution is rational.

Framing payables flexibility as fixing something often triggers resistance for good reasons. The opportunity framing is different. It starts from the premise that the current approach may be entirely appropriate – and that doing nothing remains a valid outcome.

The opportunity exists because three conditions often coexist:

Invoices are approved earlier and more reliably than payment is executed

Buyers already control when cash leaves the business

Suppliers already demonstrate willingness to trade value for speed

What is often missing is a controlled way to use that reality deliberately –

without mandating change

without committing to a permanent programme

without relying on assumptions about universal supplier participation

A useful question to hold is not what solution should we adopt, but rather:

Do we have enough control and optionality over how and when approved liabilities are settled as conditions change?

The 2026 context: Why payment control is being re-rated

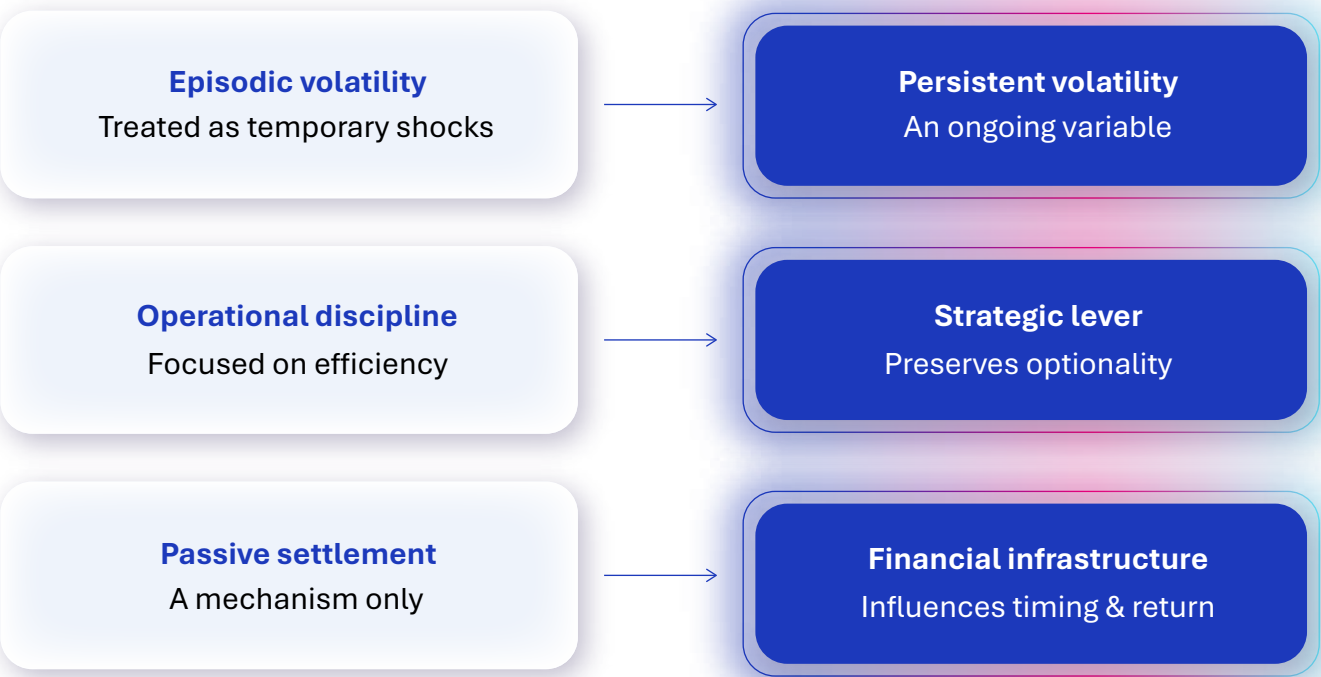
This paper is intentionally written as a 2026 perspective.

Across treasury and CFO conversations, a consistent theme has emerged: volatility is no longer episodic. Interest rates, funding costs, geopolitical pressure and supply chain resilience have become ongoing variables rather than temporary shocks.

In this environment, liquidity and working capital are moving from operational disciplines to strategic levers. Finance leaders are increasingly focused on preserving options rather than locking into structures that are difficult to adjust.

At the same time, payments are being reinterpreted. Rather than passive settlement mechanisms, they are increasingly viewed as financial infrastructure capable of influencing liquidity and return through timing and execution choices.

This shift exposes a limitation in many traditional tools. Facilities, programmes and broad policy changes can deliver value, but they are structurally slow to adjust. What finance leaders increasingly seek is **flexibility** – the ability to tune strategy by supplier segment and market condition without long unwind cycles.

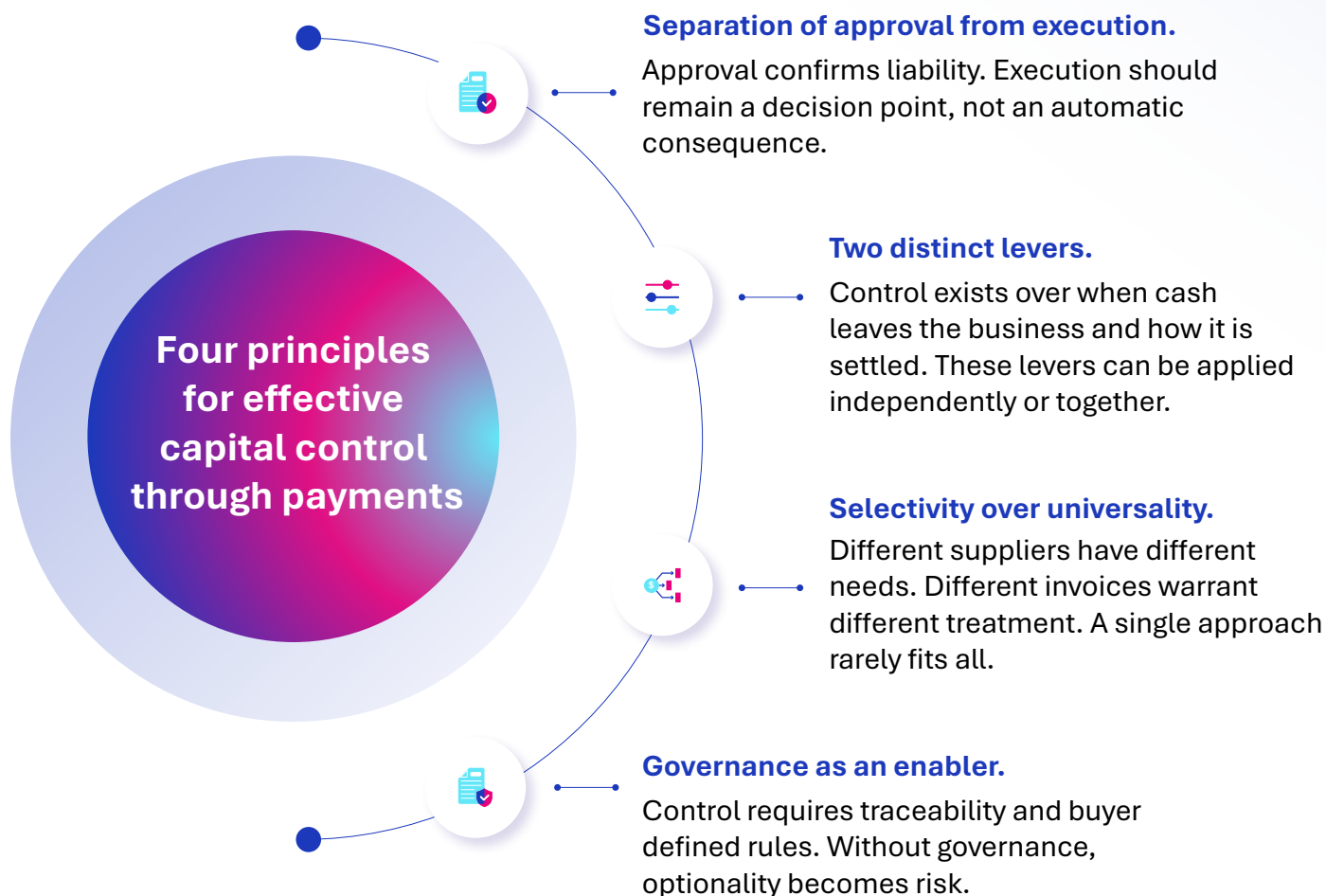


Capital control through payments: A practical definition

In this paper, capital control does not mean restricting payment or shifting cost downstream. It means retaining deliberate control over **how and when** cash leaves the business after invoices are approved, while maintaining governance and protecting supplier relationships through selectivity.

A practical way to think about this is a control layer that operates only on approved, ready-to-pay invoices. There is no pre-approval funding, no assumption about invoice validity and no reliance on supplier credit underwriting.

From the moment approval is confirmed, finance can decide whether any optional action should occur – or not. That discretion is where control begins.



Why traditional levers do not fit every scenario

Most organisations already use multiple working capital tools. The question is rarely whether tools exist. The question is **how well they adapt as objectives and conditions change**.

Facilities centralise liquidity but are structural and balance sheet sensitive. They do not automatically translate approval speed into invoice level discretion.

Broad term extensions preserve cash but are blunt and can create supplier friction that is difficult to unwind.

Supply chain finance programmes can be effective but often introduce programme rigidity and uneven supplier participation.

Virtual card programmes can create timing benefits but may shift operational burden and risk onto suppliers when execution requires manual processing.

Supplier side funding continues regardless, often expensively and without buyer visibility. None of these levers are wrong. The limitation is that each is designed for a specific context. When applied universally, rigidity emerges.

This is why a portfolio mindset matters. **Capital control improves when finance can deploy different levers selectively** rather than forcing a single answer across the supply chain.

From strategic intent to tactical deployment

Most organisations do not need a transformation programme to explore this opportunity. What they need is clarity.

A practical sequence is:

- Clarify the primary finance objective
- Confirm invoice approval speed and predictability
- Understand where payment execution discretion actually exists
- Segment supplier behaviour rather than assuming uniform response
- Pressure test governance comfort with selectivity and reversibility

A good outcome is not necessarily action.

A good outcome is confidence – confidence that the organisation understands whether this opportunity is relevant now, later or not at all.

The two-lever capability view

When to pay: introducing optional, selective flexibility in payment timing once invoices are approved.

How to pay: introducing flexibility in settlement execution without forcing supplier behaviour.

Crucially, these levers are decoupled. Timing can change without changing method. Method can change without changing timing. This separation preserves optionality as conditions evolve and avoids locking into a single operating model too early.

A direct path forward when the answer is “no”

The author’s view is that most organisations have more post approval discretion than they currently exercise.

If your organisation concludes the answer is no – you do not have enough control over when cash leaves the business and how it is settled – then the next step is not a programme decision. It is to explore whether a purpose – built capability can deliver those two levers in a buyer controlled, selective and reversible way, operating only on approved invoices.

GlobalFinex B2B was built specifically to deliver these two levers – **when** to pay through Dynamic Discounting and **how** to pay through ePayment – for organisations who decide they want a more deliberate answer to the question this paper sets out.

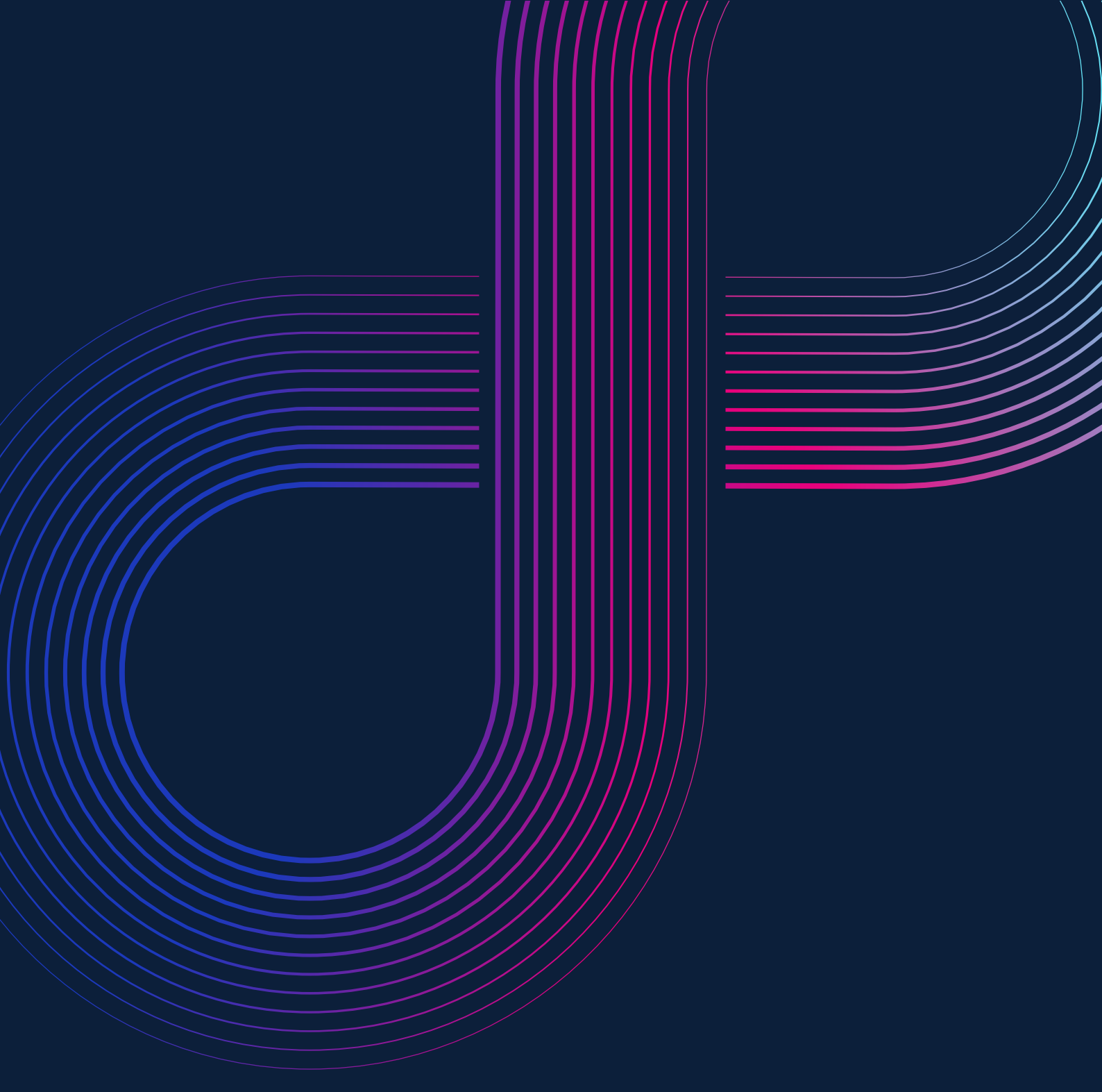
Closing perspective

Working capital pressure rarely shows up as failure. More often, it appears as constraint – limited options, rigid tools or trade offs that no longer feel balanced.

In 2026, finance leadership increasingly values optionality, resilience and deliberate control.

The question this paper leaves you with is earlier and more strategic than any product choice: **Do we have sufficient control and optionality over how and when approved liabilities are settled as conditions change?**

If the question resonates and the answer is not yet clear, we would welcome the conversation – or if you would prefer, ask someone from your team to reach out on your behalf.



About GlobalFinex B2B

GlobalFinex B2B is a post-approval payment control capability from B2BE, built for finance teams that want more deliberate control over when and how cash leaves the business after invoices are approved.

It reflects a simple belief: approved invoices should be a point of financial discretion, not just a compliance milestone. GlobalFinex B2B enables controlled flexibility over **when invoices are paid and how payments are executed**, without forcing change, supplier participation, or long term structural commitments.

GlobalFinex B2B is used by organisations that want to preserve optionality as conditions change – and who prefer selective, reversible decisions over one size fits all programmes.