US · CANADA · MEXICO CORRIDOR

Triangle Trade Intelligence

Trade Decision Brief.

Should we source this product from Mexico?

Commercial refrigeration equipment, HTS 8418.50.00, about $1,200,000 a year into the United States.

SAMPLE BRIEF

FULL BRIEF



PREPARED FOR

A buyer of commercial refrigeration equipment (illustrative)

PREPARED BY

Triangle Trade Intelligence

DATE

November 17, 2026

Research, data analysis and report generation by Triangle Trade Intelligence.

Every rate cited to the notice that set it | No AI sets a rate | Sample brief. Illustrative product. Checked 2026-11-17.

A · BASIS

A Note on Basis and Limitations

This brief turns a duty analysis into a market-entry plan for one buyer and one product. The duty half stands on the duty engine run of 2026-11-17 and on the public instruments it cites. The market half stands on public registries and company websites, described here by type because every name and number in it is invented for this sample.

Where a statement is our judgment and not a verified fact, it is labelled. Anything provisional says so on the page. The lists that follow are starting points for business development, not endorsements: a directory entry shows that a firm exists, not what it can make. Capability is established in the next phase, through interviews and site visits.

Part of the brief	Stands on	Status
Duty figures	The duty engine and the public tariff instruments it cites, run on 2026-11-17	Verified on the run date. Two instruments are from our records and were not re-read
Supplier and market counts	The national business directory, edition [date], by industry class and employee band	Invented for this sample. A real brief names the edition and the classes used
Company details	Each firm's own public website, opened on the run date	Invented for this sample
Programs and funding	Program guides and official notices, read on the run date	Program types are real. Names and amounts are invented here
Judgments	Our own assessment	Labelled "our assessment" wherever it appears

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Illustrative: every name and figure on this page is invented.

01 · EXECUTIVE SUMMARY

The answer, and what to decide next.

RECOMMENDATION (ILLUSTRATIVE)

Source from Mexico, through a contract manufacturer, and make USMCA qualification the condition of the first order. On duty alone Mexico is the lowest of the three origins. The saving only holds if the supplier can prove origin, so the first step is to test that before any price is agreed.

1. **The duty case is clear but conditional.** Mexico costs $120,000 if the product does not qualify for USMCA and $0 if it does, against $450,000 from China and $600,000 or more from Canada.
2. **The supplier base is deep enough.** We counted 140 establishments with 11 or more employees in the national directory, 97 of them in five northern states. We judge 12 to 29 of those able to quote export orders.
3. **The recommended route is a contract manufacturer.** It gives you your own specification and a short route to a first shipment, without owning a plant.
4. **Eight firms are on the shortlist.** Three are rated Lead. None has been contacted.
5. **Three open items could change the result.** The product's code, the origin of its compressor and controls, and the annex check described in Section 14.

Decisions this brief asks you to make

- Approve a USMCA origin test on the real bill of materials before any supplier is shortlisted to two or three.
- Choose between the contract-manufacturer route and direct purchase for the first order.
- Name the person who will own the customs broker relationship.

What not to do

- Do not sign a supply contract before the origin test is done.
- Do not compare quotes on duty alone. Freight, lead time and entry fees move the landed cost.
- Do not treat a directory listing as proof that a firm can make the product.

SAMPLE

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

Illustrative: every name and figure on this page is invented.

02 · YOUR POSITION

Your position against the alternatives.

What your buyer's choices offer, side by side with the route this brief recommends.

What the alternatives offer	What a Mexican contract-manufacturer route offers
Stay with the current Asian supplier. Known quality and price. Duty exposure on the run date is $450,000, and shipping takes the longest.	**Duty exposure falls to $120,000 or $0** depending on origin, and freight time drops from weeks to days.
Move to a Canadian supplier. Familiar terms and language. The highest duty exposure of the three on the run date, $720,000 or $600,000, because of the separate Section 338 duty.	**No Section 338 exposure.** Mexican goods are not subject to it on the run date.
Buy from a US distributor. No border, no entry paperwork. Pays a distributor margin and has less say over specification.	**Your own specification** and a direct relationship with the maker.
Do nothing. No change cost. Keeps today's exposure to whichever measures change next.	**A second source** that reduces dependence on one country's rules.

What success looks like at 12 months

MONTH 3

Origin tested

The bill of materials is checked against the USMCA rules and a yes or no is on file.

MONTH 6

First order shipped

One production run from a shortlisted supplier, entered under the qualifying row.

MONTH 12

A second source

Two qualified Mexican suppliers, with a price and lead-time record for each.

Illustrative: the three milestones are an example of how a real brief states what success looks like. The dates would be set with the buyer.

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

Illustrative: every name and figure on this page is invented.

03 · THE OPPORTUNITY

How big the market is, and why now.

US $9.4B
Annual US imports of commercial refrigeration equipment, illustrative

US $1.6B
Of that, shipped from Mexico, illustrative

17%
Mexico's share of US imports in this class, illustrative

Why now

1. **Regulation.** Two new tariff measures took effect on 2026-07-24 and 2026-08-22. They changed the ranking of the three origins in under a month.
2. **Demand.** Illustrative: US food-service and grocery operators are replacing ageing units, and lead times from Asian suppliers have grown.
3. **Capacity.** Illustrative: northern Mexican plants added production lines for US-bound equipment over the last three years.

The competitive gap

Illustrative: most Mexican suppliers sell to the Mexican market and quote US buyers only on request. They rarely have a US-ready specification sheet, a USMCA origin file or a named export contact. A buyer who arrives with a specification and a clear origin requirement is easier to say yes to than one who asks for a catalogue.

SAMPLE

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

Illustrative: every name and figure on this page is invented.

03 · THE OPPORTUNITY, CONTINUED

Where each of your needs fits among supplier segments.

Segment	What is available	Strength for this buyer
Reach-in coolers and freezers	Wide range of sizes and door types from many mid-size plants	**Strong.** Most of the buyer's volume sits here
Display cases	Open and closed cases for grocery and convenience stores	**Strong.** Several firms already export to the US
Walk-in cold rooms	Panel-built rooms, usually installed on site	**Medium.** Installation is local, so a partner is needed
Ice machines	Fewer producers, mostly under licence from foreign brands	**Weak.** Check licence limits before quoting
Condensing units and parts	Compressors and controls are mostly imported into Mexico	**Watch.** Origin of these parts decides the USMCA result

The origin of the parts is the whole question. A Mexican plant that assembles imported compressors and controls may not qualify under USMCA, and then the buyer pays the not-qualified row. This is why the first step in Section 09 is an origin test.

SAMPLE

Illustrative: every name and figure on this page is invented.

04 · WHERE TO LOOK

Lead segment, second wave, and five regions.

Lead segment

Reach-in coolers and freezers, and display cases. The buyer's volume sits here, the supplier base is deepest, and several firms already export. Start the quote round with these.

Second wave

Walk-in cold rooms and condensing units. These need an installation partner and a closer look at where the parts come from. Enter once the lead segment has a first order in hand.

Regional priorities

Region	What is there	Why it ranks here
Coahuila	Appliance and equipment cluster; several firms already ship to US buyers	Short road time to the border; deepest base of mid-size plants
Nuevo León	Largest industrial city in the north; contract manufacturers and parts suppliers	Widest choice of firms and service providers
Chihuahua	Border-city plants serving US customers directly	Very short freight; check how many firms hold their own tooling
Baja California	Border plants serving the western US	Best for a West Coast buyer; fewer large firms
Tamaulipas	Border and Gulf plants	Smallest of the five; useful for a second quote



Establishments with 11 or more employees in the five northern states. Same illustrative counts as the Short brief.

Illustrative: every name and figure on this page is invented.

05 · HOW TO APPROACH IT

Three sourcing routes, compared.

	Direct purchase from a manufacturer	Contract manufacturer	Joint venture or own plant
What it is	Buy finished units from a plant's own catalogue	A plant builds to your specification and brand	Share or own the plant that builds the product
Cost	Lowest up-front cost; price is the plant's list price	Tooling and setup fees, then a per-unit price	Highest: capital, staff, permits
Speed	Fastest: 4 to 8 weeks to a first shipment, illustrative	Medium: 4 to 6 months, illustrative	Slowest: 18 months or more, illustrative
Control	Low. You take the product as designed	High over specification and quality	Full
Risk	Origin may not qualify; the plant may change the design	Origin is under your control; you carry tooling risk	Capital at risk; local management risk

OUR ASSESSMENT

For a buyer of this size, the contract-manufacturer route gives the best balance. It lets you set the bill of materials, and so the origin result, without carrying a plant. Direct purchase is the fallback for a first test order.

SAMPLE

Illustrative: every name and figure on this page is invented.

05 · HOW TO APPROACH IT, CONTINUED

One-page decision table.

If the answer to the question on the left is yes, the route on the right is the better fit.

If this is true	Choose	Because
You need a first shipment this quarter	Direct purchase	Shortest route to goods
You need your own specification or brand	Contract manufacturer	You set the design
You need to control where parts come from	Contract manufacturer	Origin follows your bill of materials
Your annual volume is above the plant's minimum run	Contract manufacturer	Tooling cost spreads over the volume
You plan a decade of steady volume and have capital	Joint venture or own plant	Control and margin
You cannot yet prove origin on any supplier's product	Direct purchase, test order only	Learn before you commit

Next after the choice

- Send the specification and the bill of materials to the three Lead firms in Section 10.
- Ask each for a USMCA origin file on the same day, not after the price.
- Ask your broker to confirm the code before quotes are compared.

SAMPLE

Illustrative: every name and figure on this page is invented.

06 · PRECEDENT

Others who made the same move.

Company	What they did	The lesson	Source
Norwood Food Equipment (fictional)	US food-service equipment dealer. Moved half of its cooler line from Asia to a contract manufacturer in northern Mexico over 14 months	The origin test cost two months and saved the USMCA claim. The first design failed it	Invented case, labelled
Larkspur Grocers (fictional)	Regional grocery chain. Bought display cases direct from two Mexican plants for a store rollout	Direct purchase was fast, but the cases needed a controls swap to meet the chain's specification	Invented case, labelled
Pinecrest Hospitality Supply (fictional)	Restaurant supply firm. Set up a joint venture for walk-in rooms	Took three years and needed a local operating partner. Worth it only at high volume	Invented case, labelled
Halden Cold Chain (fictional)	Distributor. Kept an Asian supplier and added a Mexican second source	A second source calmed the board's concern about one country's rules, at a small price premium	Invented case, labelled

All four companies are fictional. A real brief names real precedent with a source for each, and states what is verified and what is our reading.

SAMPLE

Illustrative: every name and figure on this page is invented.

07 · THE TARIFF PICTURE

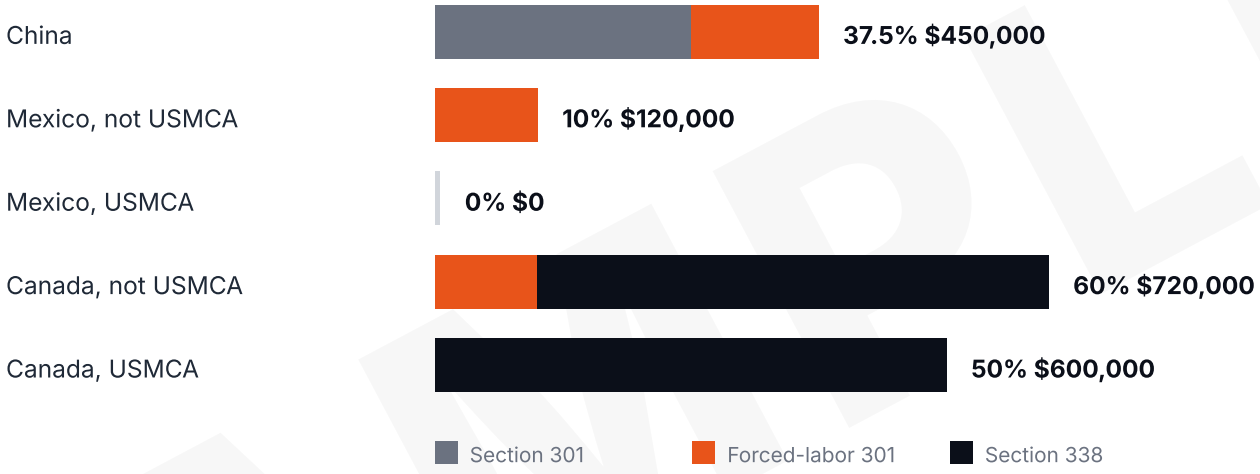
Should we source this product from Mexico?

Commercial refrigeration equipment, HTS 8418.50.00, about $1,200,000 a year into the United States.

SHORT ANSWER

On duty alone, Mexico has the **lowest exposure** of the three origins: **$120,000** if the product does not qualify for USMCA, **$0** if it does, against **$450,000** from China, nearly four times Mexico's $120,000. Canada is the highest, at $720,000 without USMCA and $600,000 with it, because a separate 50% Section 338 duty applies to Canadian goods on the run date.

Duty on $1,200,000 of imports, by origin



Where it ships from	Duty	On $1,200,000
China	37.5%	**$450,000**
Mexico, not USMCA qualified	10%	**$120,000**
Mexico, USMCA qualified	0%	**$0**
Canada, not USMCA qualified	60%	**$720,000**
Canada, USMCA qualified	50%	**$600,000**

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

07 · THE TARIFF PICTURE, CONTINUED

Five scenarios, one set of layers.

Duty on $1,200,000 of imports at HTS 8418.50.00, by country of origin, under the law in force on November 17, 2026. Each column is a separate layer, calculated on the same value.

Scenario	Base (MFN)	Section 301	Forced-labor 301	Section 338	Total	Duty
China	0%	25%	12.5%	n/a	**37.5%**	**$450,000**
Mexico, not USMCA qualified	0%	n/a	10%	n/a	**10%**	**$120,000**
Mexico, USMCA qualified	n/a	n/a	Exempt	n/a	**0%**	**$0**
Canada, not USMCA qualified	0%	n/a	10%	50%	**60%**	**$720,000**
Canada, USMCA qualified	n/a	n/a	Exempt	50%	**50%**	**$600,000**

Exempt means the layer is waived for a good that qualifies for USMCA and enters free of duty under it. n/a means the layer does not apply to that origin. Entry fees, freight and any antidumping or countervailing duty are not in these totals.

The layers, and where each comes from

Heading	What it is	Instrument	Effective
8418.50.00	Base (MFN) general rate of duty (0%)	HTSUS 8418.50.00, General Rate of Duty (Column 1), HTS 2026	HTS 2026
9903.88.03	Section 301 duty on goods of China (25%)	Federal Register 2018-20610 (September 21, 2018)	2018-07-06
9903.05.31	Section 301 forced-labor duty, China (12.5%)	USTR Section 301 Forced Labor Notice (60-Economy Action), Federal Register 2026-15181 (July 28, 2026)	2026-07-24
9903.05.55	Section 301 forced-labor duty, Mexico (10%)	USTR Section 301 Forced Labor Notice (60-Economy Action), Federal Register 2026-15181 (July 28, 2026)	2026-07-24
9903.05.94	Waives the Mexico forced-labor duty on goods entered free under USMCA	HTSUS U.S. note 52(h)	2026-07-24
9903.05.29	Section 301 forced-labor duty, Canada (10%)	USTR Section 301 Forced Labor Notice (60-Economy Action), Federal Register 2026-15181 (July 28, 2026)	2026-07-24
9903.05.93	Waives the Canada forced-labor duty on goods entered free under USMCA	HTSUS U.S. note 52	2026-07-24
9903.03.14	Section 338 duty on goods of Canada (50%)	CBP CSMS #69606660, Federal Register 2026-14997	2026-08-22

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

The comparison is a snapshot. These facts would move it.

Question	Why it matters	Who can answer	Effect on this result
USMCA qualification	The forced-labor duty is waived on a qualifying Mexican or Canadian good entered free under USMCA.	Supplier records and your broker	Mexico $120,000 to $0. Canada $720,000 to $600,000.
Component origin	Qualification depends on where the parts and materials come from.	Supplier bill of materials	Decides which USMCA row applies.
Classification	Every duty above follows the HTS code. A different code is a different stack.	Your customs broker	Could change every figure.
Trade remedies	An antidumping or countervailing order adds a duty set per producer.	Commerce case list and your broker	None matched on the run date. A match would raise the total.
Entry date	Duty is set by the law in force on the date of entry.	You	These figures are for November 17, 2026. The forced-labor duties took effect on 2026-07-24 and Section 338 on 2026-08-22.

Antidumping and countervailing duties

None matched this code in our order directory on the run date. This states coverage only: it says what our directory held, not whether a given product falls inside an order's scope. That is the importer's to confirm with the broker, and a match would raise the total.

Where the goods cross

Duty is the same at every port of entry. What differs between ports is freight time and border wait, which this brief does not price.

Mexican standards that touch the product

Equipment sold inside Mexico must meet Mexican energy-efficiency and product-safety standards. Units built for the US market are tested to US standards instead, and the supplier should show the test reports. Ask for both sets of reports early, because a unit built for one market may need changes for the other.

> Illustrative: the standards paragraph is written for this sample. A real brief names the current standards and their numbers.

> Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

> Illustrative: every name and figure on this page is invented.

Before deciding, three questions

Each could materially change the result.

1. **Does the product qualify for USMCA?** It decides whether Mexico is $120,000 or $0.
2. **Is 8418.50.00 the right code for the exact product?** Duty follows the HTS code, so a different code changes every figure. Classification is for the importer and the broker.
3. **Is any antidumping or countervailing order in scope?** None matched this code in our order directory on the run date. Whether a given product falls inside an order's scope is the importer's to confirm.

BEFORE THE MEETING

Ask the Mexican supplier where each major component comes from, and for the records behind a USMCA claim. Ask your broker to confirm the HTS code against the product's specification. Compare landed cost, not duty alone: freight, entry fees and the supplier's price sit outside this brief.

The pattern throughout: where a figure depends on a fact only the importer or the supplier holds, the brief shows both outcomes and does not pick one.

SAMPLE

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

08 · FUNDING AND PROGRAMS

Programs that lower the cost of the move.

Program types are real. The names, amounts and conditions below are invented for this sample.

Program (sample name)	Type	What it covers	What must be confirmed
Programa Muestra de Importación Temporal	Temporary-import program for export manufacturers	Lets a plant import parts without paying import duty when the finished goods are exported	Whether the supplier holds the registration and which of its lines are covered
Fondo Ejemplo de Exportación	Export-support fund	Part of the cost of trade shows and market visits	Eligible costs, the cap and the application window
Apoyo Muestra al Comercio	Tariff-support fund	Short-term help for firms hit by new tariffs	Whether a buyer or only a producer can apply, and what counts as hit
Programa Sectorial de Equipos (sample)	Sector program	Lower duty on listed machinery inputs	Whether the supplier's inputs are on the list
Crédito Muestra para Compras (sample)	Buyer financing	Short-term credit for a first import order	Terms, currency and what security is needed

A program lowering a supplier's cost does not change the duty you pay on entry. Any figure in this brief stands with or without these programs.

SAMPLE

Illustrative: every name and figure on this page is invented.

09 · THE NEXT STEP

What the follow-up phase does.

This brief tells you where to look and what could change the answer. The next phase does the work that needs people and documents.

STEP 1

Test USMCA qualification on the real bill of materials. We take your product's parts list and test it against the origin rules, so the decision between $120,000 and $0 is made on evidence.

STEP 2

Verify partners in person. Phone checks, legal-entity checks, references and factory visits for the firms in Sections 10 and 11. Nothing on those lists has been verified in person.

STEP 3

Shortlist two to three named suppliers. From the eight on the list, using the origin test and the visits, with a price and lead time from each.

STEP 4

Test exposure to US tariffs on components. Parts that cross into Mexico from third countries carry their own duty. We check each major component, so the landed cost is known before the first order.

WHAT YOU RECEIVE

A second brief on the same footing as this one: every figure sourced, every open item named, and a clear yes or no on each supplier. Ask us to scope it.

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

Illustrative: every name and figure on this page is invented.

10 · PRIORITY SUPPLIERS

Eight firms, rated Lead and Promising.

No firm has been contacted. Every name is invented.

Rating	Company	Location	Scale	Why they matter	Who to approach
Lead	**Frío Industrial del Norte SA de CV**	Saltillo, Coahuila	400 staff; 3 lines; exports about a third of output	Largest firm in the sample with a US sales office	Export sales director; plant engineering
Lead	**Equipos Cumbre Refrigeración SA de CV**	Monterrey, Nuevo León	250 staff; contract manufacturing for two foreign brands	Already builds to customer specification	Business development; quality manager
Lead	**Manufacturas Río Bravo SA de CV**	Ciudad Juárez, Chihuahua	180 staff; border plant	Ships to US buyers weekly	Plant manager; logistics lead
Promising	**Vitrinas y Frío del Pacífico SA de CV**	Tijuana, Baja California	90 staff; display cases	Serves West Coast chains	Owner; sales manager
Promising	**Congeladores Altamira SA de CV**	Altamira, Tamaulipas	70 staff; chest freezers	Gulf location; lower labour cost	Sales manager
Promising	**Gabinetes Frescos de Ramos SA de CV**	Ramos Arizpe, Coahuila	60 staff; reach-in units	Near the Lead firm in Saltillo; useful second quote	General manager
Promising	**Industrias Cobre y Frío SA de CV**	Apodaca, Nuevo León	55 staff; condensing units	Makes its own coils; origin of other parts unknown	Engineering lead
Promising	**Refrigeración Sierra Norte SA de CV**	Chihuahua, Chihuahua	45 staff; walk-in panels	Needs an installation partner	Owner; project manager

A rating is a starting point. Lead means the firm looks capable on paper and on its own website. Promising means it needs more checking. Neither is an endorsement.

Illustrative: every name and figure on this page is invented.

11 · POTENTIAL LOCAL PARTNERS

Logistics, service and inspection firms.

The firms that move, test and service the goods. Every name is invented.

Company	Location	Size band	What the review found
Logística Frontera Segura SA de CV	Laredo, Texas and Nuevo Laredo	31-50	Customs broker and freight forwarder; holds cross-border bonds; lists refrigerated equipment among its cargo
Servicios de Frío Técnico SA de CV	Monterrey, Nuevo León	11-30	Installation and service for walk-in rooms; trained technicians; 24-hour call line on its site
Laboratorio Certi-Muestra SA de CV	Saltillo, Coahuila	11-30	Product testing laboratory; lists energy and safety tests; not checked for US accreditation
Transportes Ruta Norte SA de CV	Ciudad Juárez, Chihuahua	31-50	Road freight with cold-chain trucks; US and Mexican plates
Inspecciones Calidad Total SA de CV	Monterrey, Nuevo León	11-30	Pre-shipment and factory inspection; reports in English
Asesoría Aduanal Pacífico SA de CV	Tijuana, Baja California	11-30	Customs advice for West Coast entries; small team

A listing is not an endorsement. All firms are to be verified in the next phase before any commitment, including a legal-entity and reference check. Where the list is thin: only one firm is a customs broker, and we have not checked its US licence, so the buyer should confirm its own broker.

SAMPLE

Illustrative: every name and figure on this page is invented.

12 · THE ECOSYSTEM

Who opens which door.

Every body below is invented. Emails use the .example domain and phone numbers use 555.

Organization	What it is	How it helps	The action
Cámara Regional de Refrigeración (sample)	Industry association with a members' directory	Direct line to producers on the shortlist	Request the members' list; attend the next regional meeting
Asociación Nacional de Equipos de Frío (sample)	National trade body	Standards updates and supplier introductions	Ask for a supplier introduction
Cámara Binacional de Comercio (sample)	Chamber covering both sides of the border	Introductions to member firms and advisers	Join and ask for two introductions
Oficina Estatal de Inversión, Coahuila (sample)	State investment office	Plant visits and supplier introductions	File an introduction request
Oficina Estatal de Inversión, Nuevo León (sample)	State investment office	Plant visits and supplier introductions	File an introduction request
Servicio Comercial del país del comprador (sample)	Home-country trade service	Market validation and introductions	Ask the trade officer for Mexico

Contacts

Organization	Email	Phone
Cámara Regional de Refrigeración	contacto@camara-frio.example	(844) 555 0101
Oficina Estatal de Inversión, Coahuila	invierte@coahuila-demo.example	(844) 555 0102
Oficina Estatal de Inversión, Nuevo León	invierte@nl-demo.example	(81) 5550 0103
Cámara Binacional de Comercio	info@binacional-demo.example	(55) 5550 0104

Illustrative: every name and figure on this page is invented.

13 · THE ADDRESSABLE MARKET

A method, with its assumptions on display.

The result is a range because two of the steps are our assumptions. The counts are from the directory. The assumptions are ours, stated so they can be challenged.

STEP 1

Count the establishments. 612
Establishments registered in the three equipment classes of the national directory, edition [date].

STEP 2

Keep the ones with 11 or more employees. 140
Micro and very small shops rarely export or hold origin records.

STEP 3

Keep the five northern states. 97
Coahuila 27, Nuevo León 24, Chihuahua 18, Baja California 16, Tamaulipas 12.

STEP 4

Apply assumption A. 39 to 58
We assume 40% to 60% of those build commercial-grade equipment, not domestic units or parts.

STEP 5

Apply assumption B. 12 to 29
We assume 30% to 50% of those can quote an export order within 12 months.

RESULT

12 to 29 suppliers can realistically quote this buyer within a year. Eight are on the shortlist in Section 10.

What this excludes. Establishments with 0 to 10 employees, traders and importers, firms outside the three directory classes, and any firm that does not appear in the directory. Replace assumptions A and B with field data in the next phase.

Illustrative: every name and figure on this page is invented.

14 · RISKS AND OPEN QUESTIONS

What could go wrong, and what we could not close.

Risks

- **Recent measures can change.** The forced-labor duties and Section 338 are weeks old on the run date. A brief is a dated snapshot, and the entry date decides which law applies.
- **Duty is one input.** Mexico may be cheapest on duty and still lose on freight, lead time or supplier capacity. Those are outside this brief.
- **A USMCA claim must be provable.** The preference only holds if the importer can document origin. Without records, plan on the not-qualified row.

Open items we could not close

OPEN ITEM 1

Annex I, forced-labor notice

Annex I of the USTR forced-labor notice has not been independently confirmed for this code. Your broker should check.

OPEN ITEM 2

Section 338 carve-outs

Section 338 carve-out placement rests on our reading and should be confirmed with the broker.

Questions to put to the supplier before the meeting

- Which country does each major component come from (compressor, controls, enclosure)?
- Can you provide a USMCA certification of origin for this model, and the records behind it?
- What HTS code do you declare for this product today?
- Is the price quoted in the same terms (Incoterms) as the other quotes we are comparing?

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

SAMPLE

15 · SCOPE AND LIMITATIONS

What this brief does and does not cover.

IMPORTANT NOTICE

This is research, prepared on 2026-11-17. It is not customs, legal or financial advice. A licensed customs broker confirms classification and qualification before anyone files or commits.

Limits of this brief

- The duty figures come from Triangle's engine, run on 2026-11-17 for this illustrative product. Rates and measures can change, and the entry date decides which law applies.
- No antidumping or countervailing duty rate is stated. The brief says only whether an order matched the code in our directory.
- The market sections are invented for this sample, and each page says so.

What the brief does not cover

- Freight and lead times.
- Currency movements.
- Price competitiveness of any supplier.
- Safety and permit rules for the product's use.
- Interviews with the buyer's own customers.

This is research. It is not customs advice, and it does not classify the product, decide whether it qualifies for any preference, or predict future rates. A licensed customs broker confirms classification and qualification before anyone files or commits. This brief is a dated record of what we found and what we could not close.

SAMPLE

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

Illustrative: every name and figure on this page is invented.

16 · SOURCES

Where every number came from.

Checked 2026-11-17.

Source	Used for	Status
HTSUS, general rate of duty for 8418.50.00 (hts.usitc.gov, HTS 2026)	Base duty rate	Read through the duty engine, 2026-11-17
HTSUS Chapter 99 headings 9903.88.03, 9903.05.31, 9903.05.29, 9903.05.55, 9903.05.93, 9903.05.94, 9903.03.14	Heading text and rate of each layer	Heading text confirmed against the live USITC schedule, 2026-11-17
USTR Section 301 Forced Labor Notice (60-Economy Action), Federal Register 2026-15181 (July 28, 2026)	Mexico and Canada rates, effective date and the USMCA exemption (note 52(h))	Mexico entry, date and exemption clause read in the govinfo copy; annex product tables not read in full
CBP CSMS #69606660; Federal Register 2026-14997	Section 338 duty on goods of Canada	From our records; not re-read for this brief
Section 301 action on China, Federal Register 2018-20610 (September 21, 2018)	China Section 301 duty	From our records; not re-read for this brief
Triangle antidumping and countervailing order directory	Whether an order matched 8418.50.00 for China, Mexico or Canada	No match on the run date. Scope is the importer's to confirm
Triangle duty engine	All totals and dollar figures	Run 2026-11-17 for five scenarios
National business directory, edition [date] (industry classes for commercial refrigeration)	Establishment counts in Sections 04 and 13	Illustrative: invented for this sample
Company websites for the firms in Sections 10 and 11	Company details	Illustrative: invented for this sample
Program guides for Section 08	Program types, names and amounts	Types are real; names and amounts invented for this sample

Section 338 (CBP CSMS #69606660, FR 2026-14997) and the Section 301 China action (FR 2018-20610) are from our records and were not re-read for this brief.

Duty figures: run through Triangle's engine on 2026-11-17 for this illustrative product.

Illustrative: every name and figure on this page is invented.