

European Payment Industry White Paper

2018



intrum

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Intrum has compiled data from 9,607 companies across Europe to produce this Payment Industry White Paper, which examines payment behaviour and the financial situations of businesses around Europe.

The report includes a sectorial overview, highlighting the key findings on the European level. In addition, the report includes a national analysis from the perspective of selected business sectors in each country represented in the report. The survey was originally used to produce the European Payment report of 2018, which analyses payment behaviour from a geographical perspective.

This report provides valuable insights into the impact of late and non-payment on European economies and business sectors. The findings in the report show that payment habits have varying impacts on different economies and industries. Although several surveyed sectors and countries indicate a positive trend, this report shows that late payments are still producing severe negative effects on companies.

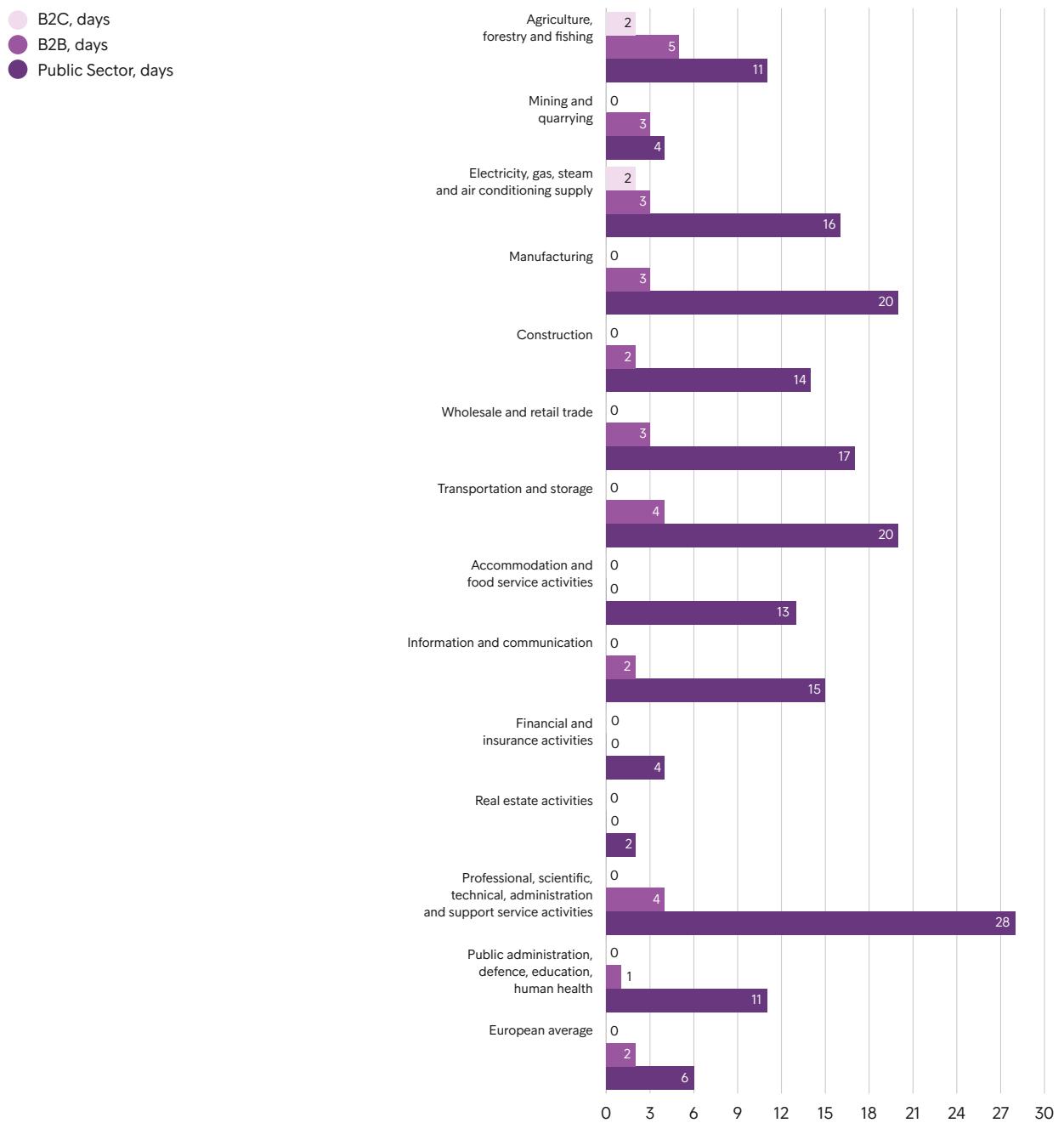
European highlights



Payment delays common

Payment delays are common in many business sectors. Looking at payment behaviours from consumer, corporate and the public sector point of view, consumers stand out as the most punctual payers to European companies. Most often, consumers pay within the payment terms they have committed to. Corporations, on the other hand, are on average 2 days late with their payments to other companies. Public sector organisations are least punctual with their payments to companies, with payments taking place on average 6 days late. When looking specifically at payments from the public sector to the "professional, scientific, technical, administration and support service activities" sector, the report show lengthy average delays of 28 days.

Average payment delays (in number of days)

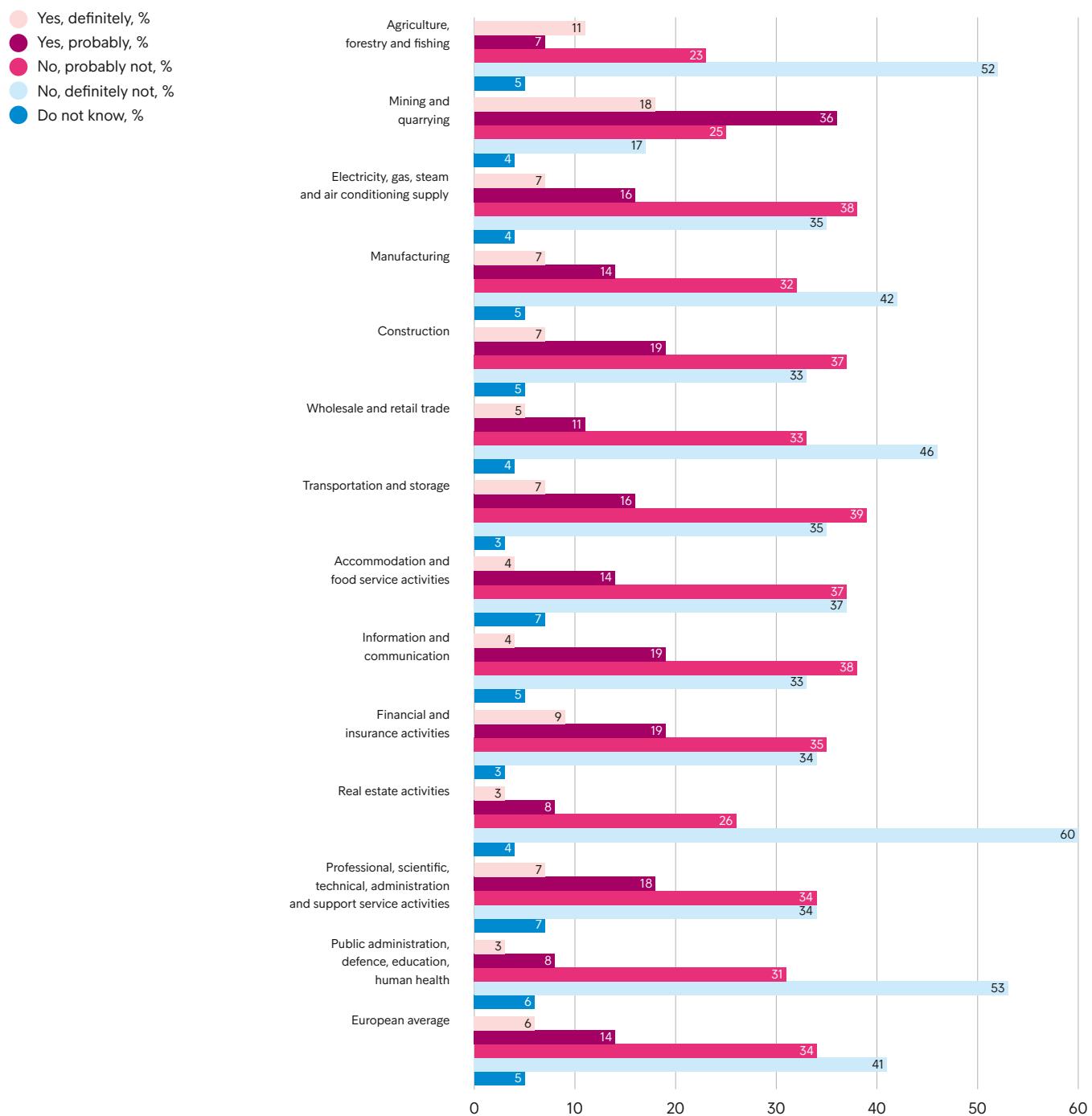


Faster payment would generate more employment opportunities

The result shows that faster payment from debtors would enable companies to hire more employees. Among the business sectors surveyed in Europe, on average one-fifth (20 per cent) of companies say that faster payment from debtors would either definitely or probably enable them to hire more employees. This figure is down from 23 per cent in 2017. In the mining and quarrying sector and the financial and insurance sector, we find the highest share of respondents who agree that faster payments would enable their company to hire more employees.

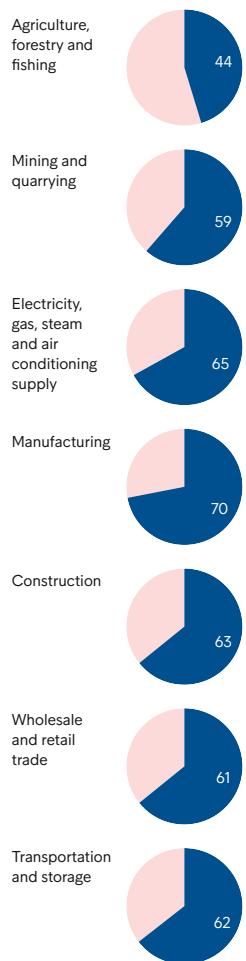


Would faster payments from your debtors enable your company to hire more employees?



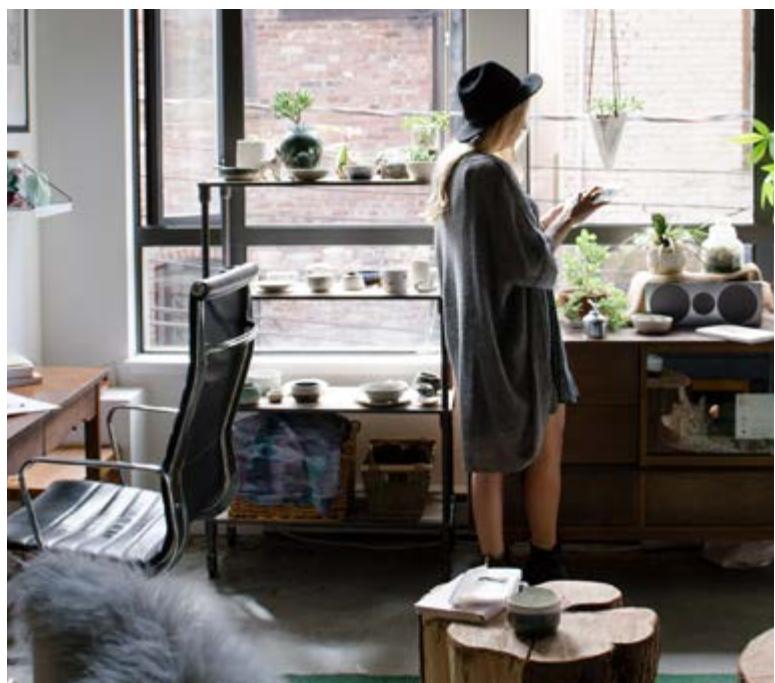
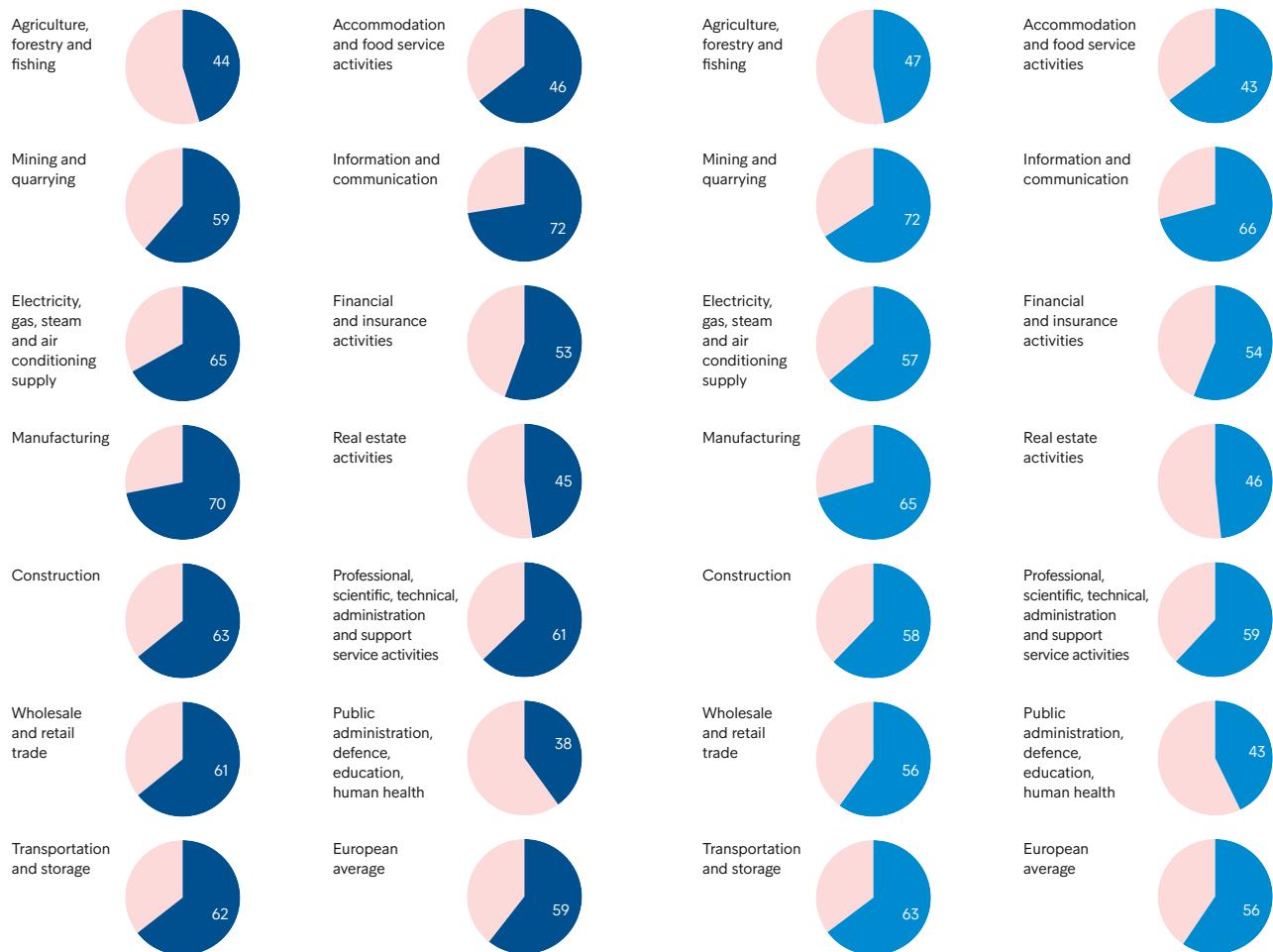
Have you been asked to accept longer payment terms than you feel comfortable with?

● Yes, %



Have you accepted longer payment terms than you feel comfortable with?

● Yes, %



Pressure to accept longer payment terms

Companies are experiencing pressure to accept longer payment terms than they feel comfortable with. As many as 59 per cent say that they have been asked to accept longer payment terms than they feel comfortable with, and 56 per cent say that they have accepted longer payment terms than they feel comfortable with. In the information and communication sector, 72 per cent of the respondents have been asked to accept uncomfortably long payment terms. That sector is closely followed by the manufacturing sector, in which the corresponding figure is 70 per cent.

Consequences of late payment on the decline

The results show that late payment can have severe consequences for companies and that some sectors are more vulnerable to late payment than others. The most commonly reported consequences of late payment are liquidity squeeze and loss of income. Looking at all business sectors in Europe, the reported negative impact of late payments is slowly declining com-

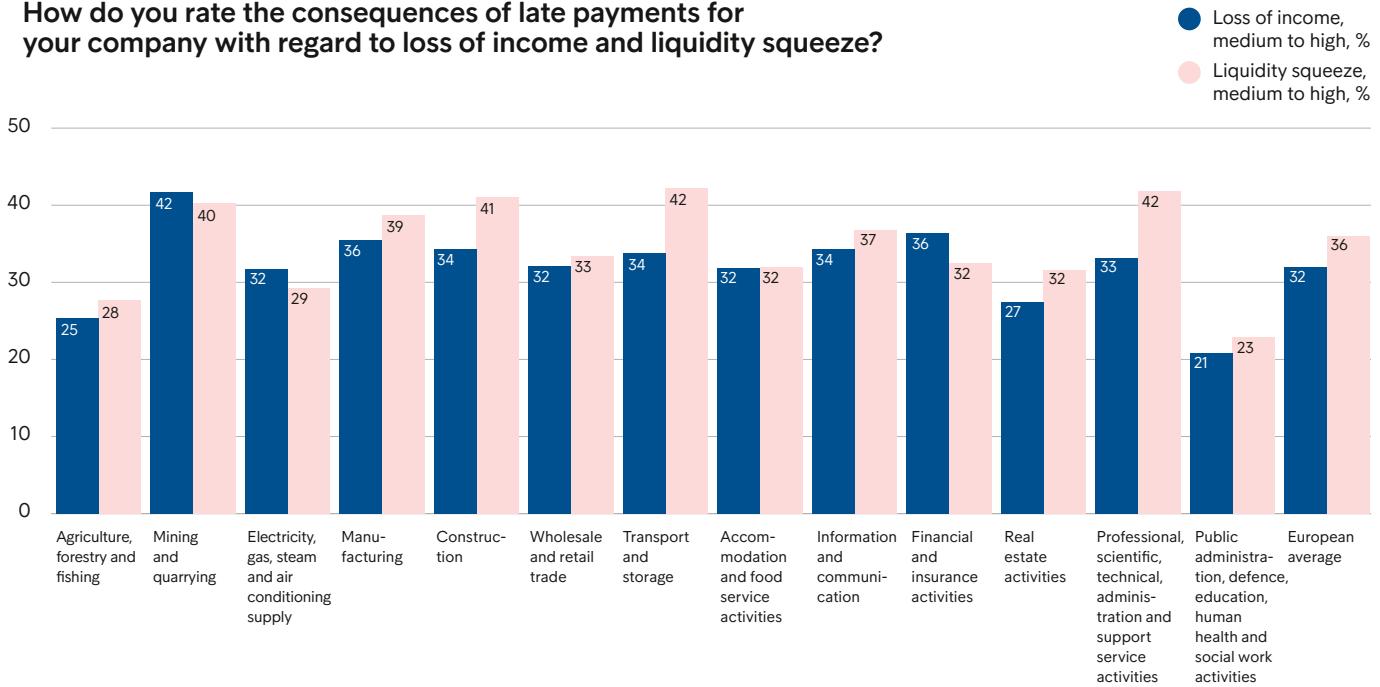
pared to last year's figures. Despite companies improving their ability to handle late payments, consequences of late payments remain an issue for them.

The consequences of late payments for liquidity squeeze is particularly high in the transportation and storage sector, together with the professional, scientific, technical, administration and support service sector. In these two sectors, 42 per cent rate the consequences as medium to high for liquidity squeeze. This figure is higher than the European cross-sector average of 36 per cent.

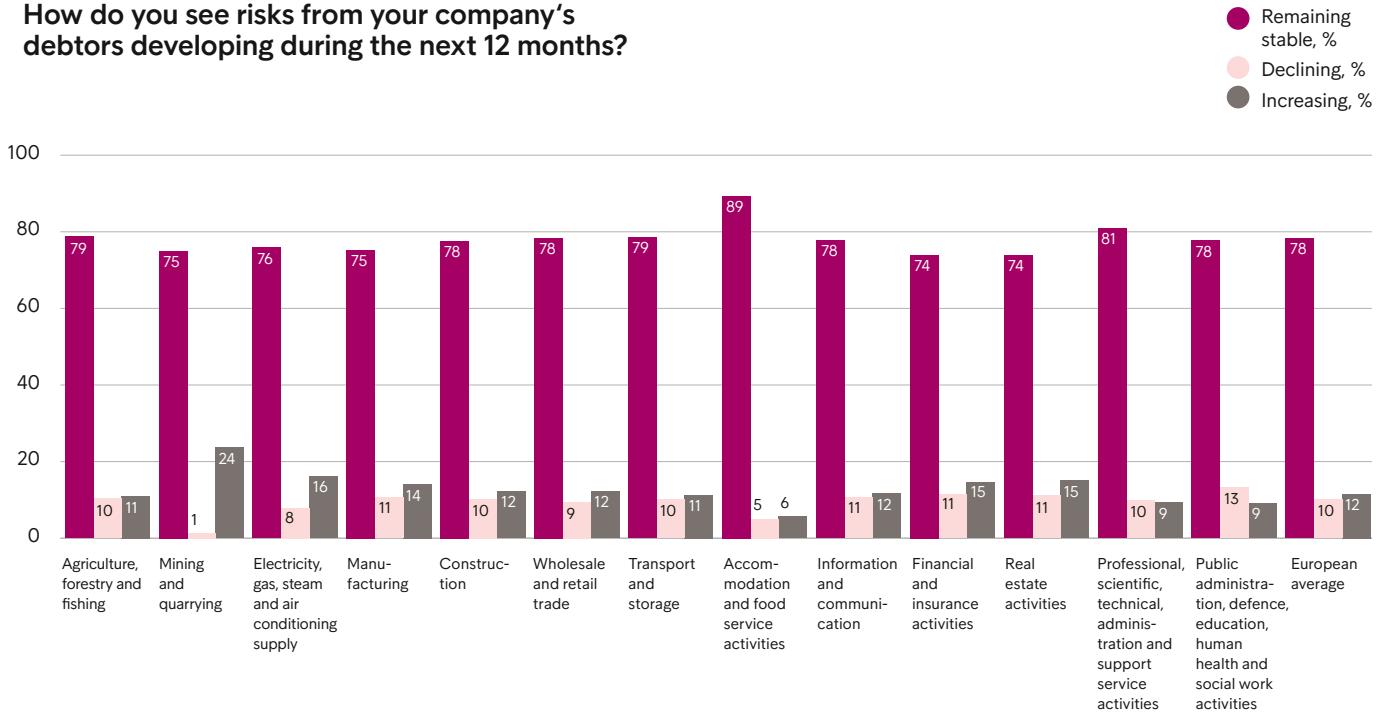
Debtor risk forecast to remain stable

More than three-quarters (78 per cent) of the respondents in our survey forecast that debtor risk will remain stable over the next 12 months. The share of respondents who estimate their credit risk from debtors to remain stable has increased slowly since 2016, when the same figure was 74 per cent. In the accommodation and food service sector, as many as 89 per cent of the surveyed companies forecast the risks of their debtors to remain stable over the next 12 months. Almost a quarter (24 per cent) of the respondents

How do you rate the consequences of late payments for your company with regard to loss of income and liquidity squeeze?



How do you see risks from your company's debtors developing during the next 12 months?



in the mining and quarrying sector forecast the risks to increase, which is twice the European average of 12 per cent.

Room for improvement in how companies apply precautions against poor payment performance

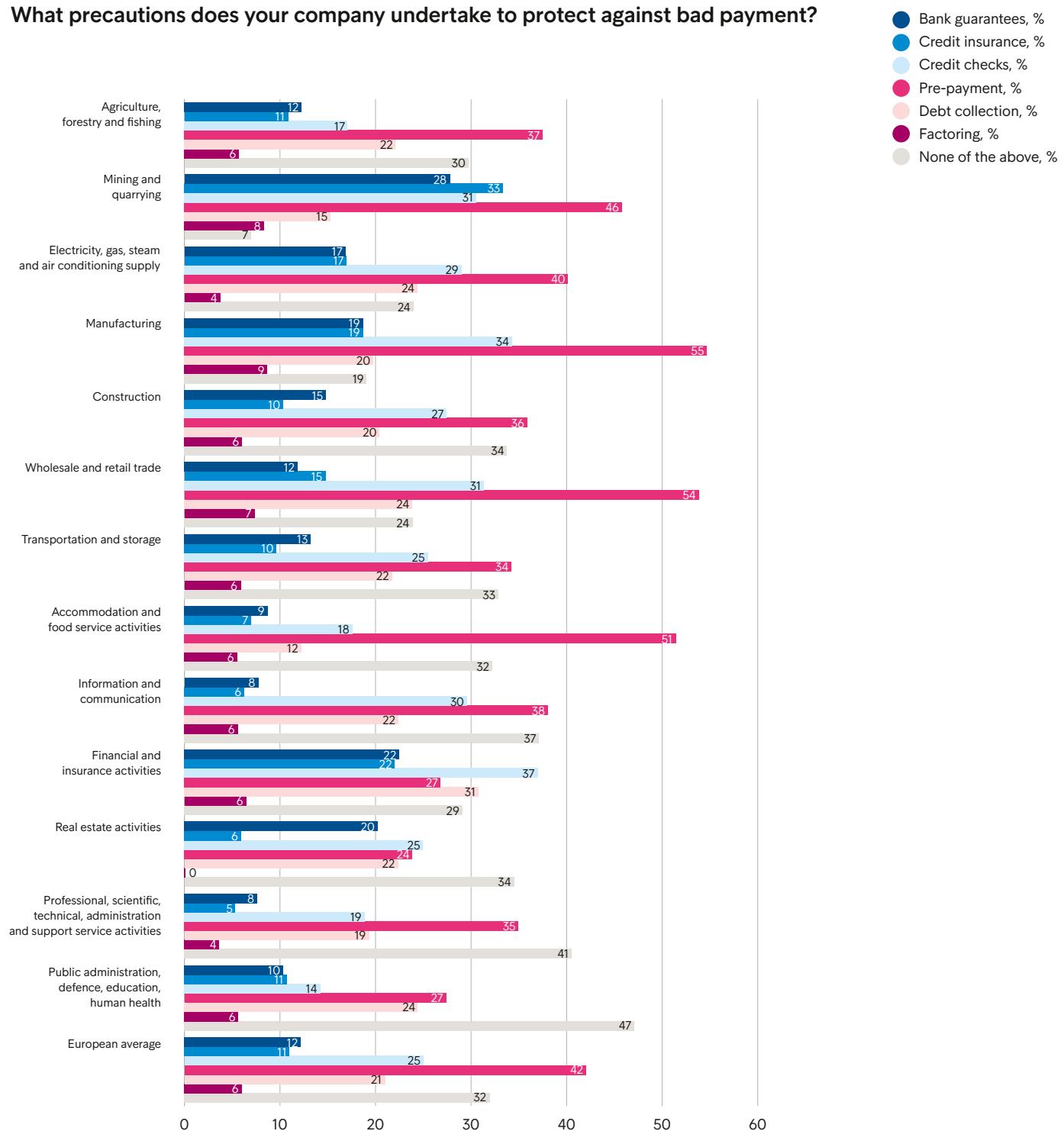
Companies can choose from a range of actions to protect themselves against poor payment performance, and the results of the survey show that the degree of precaution varies by sector. However, close to one-third (32 per cent) of the surveyed

companies say that they do not use any of the most common precautions against bad payment practices, such as credit checks, prepayment and debt collection. In public administration, almost half (47 per cent) of the surveyed companies say they do not use any of the most common precautions against poor payment performance.

Change in investments due to interest rates

Low interest rates should act as a tool to boost the economy and thereby stimulate investment. Despite the very low key interest rates in Europe,

What precautions does your company undertake to protect against bad payment?



few companies seem to have noticed increased investments as a result of low interest rates. Nearly eight out of ten companies (79 per cent) say that they have not noticed any change in willingness to invest as a result of lower interest rates. The largest investment increases were noticed in the mining and quarrying sector and the real estate sector.

Awareness of the Late Payment Directive

The Late Payment Directive of the European Parliament has now been in force for five years. Despite that, many are still unfamiliar with the

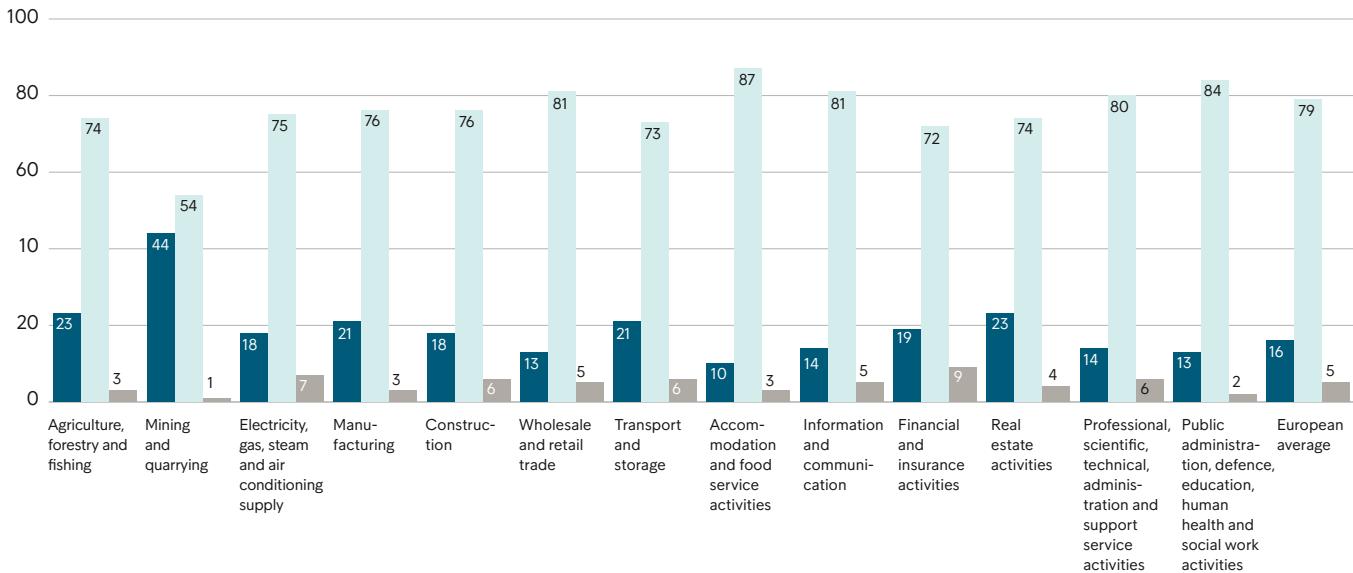
Directive. Among all business sectors in Europe, on average only 28 per cent of the surveyed companies are familiar with it. The knowledge gap varies among sectors. In the electricity sector, 39 per cent of the respondents say that they are familiar with the directive, while the corresponding figure in the accommodation and food service sector is just 21 per cent.

Demand for new legislation to address the issue of late payment

Among the business sectors surveyed in Europe, on average 38 per cent say they would like to see

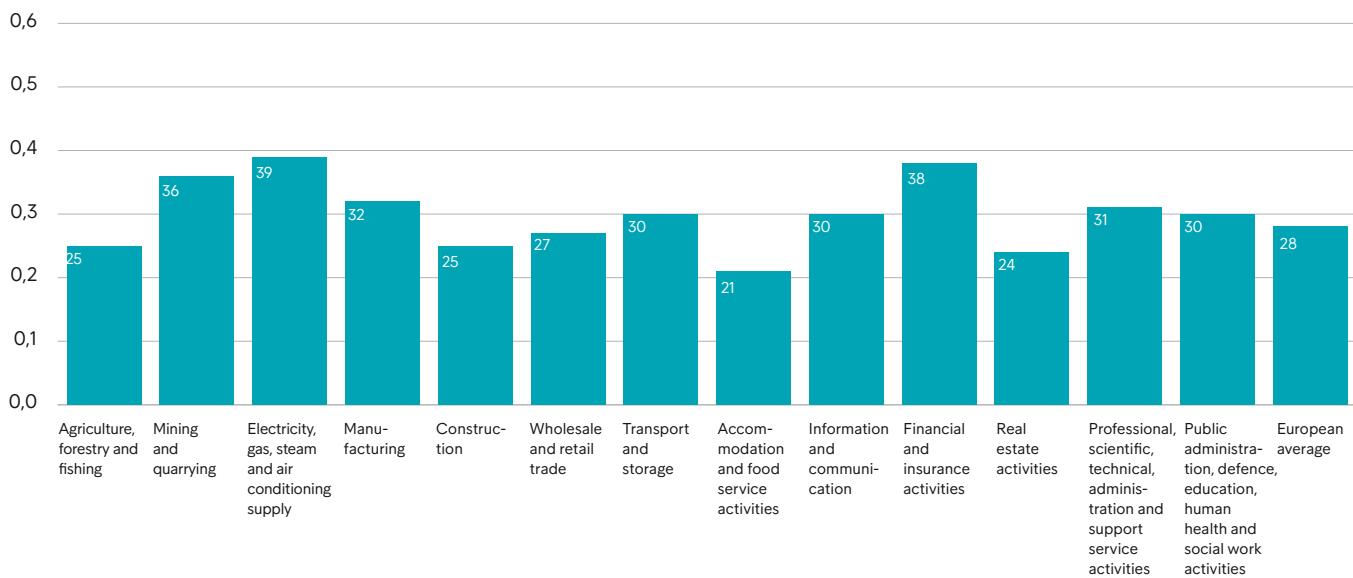
How has the low interest rates (globally) affected your business (including credit management)?

● Increased investments, %
● No change in investments, %
● Decreased investments, %



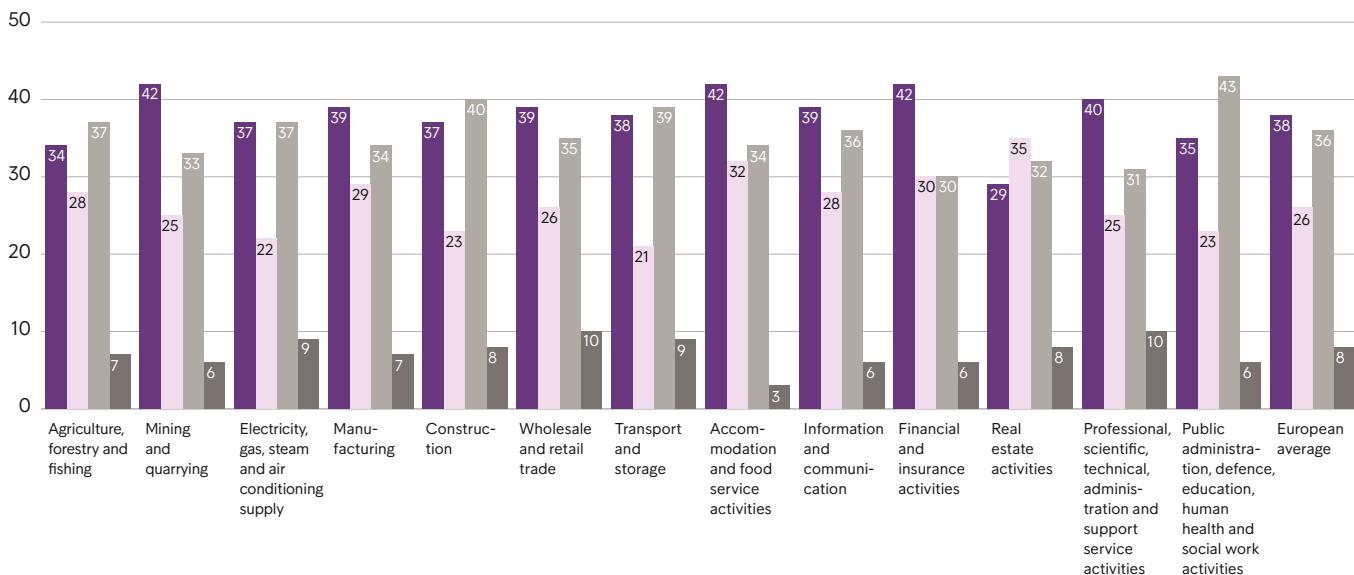
Are you familiar with the European Late Payment Directive?

● Yes, %



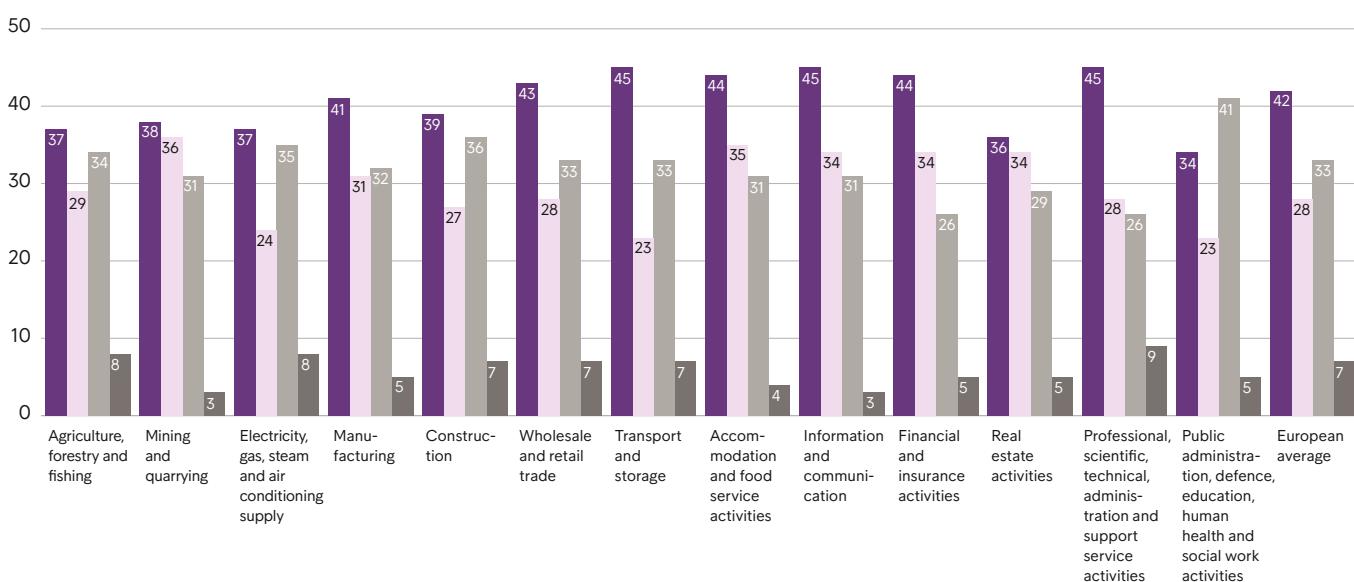
Which of the following would you like to see nationally in order to solve the problem of long payment terms (i.e. demand of payment terms that are longer than national practice/law):

- Introduction of new legislation, %
- Voluntary initiatives from corporations, %
- Do not know, %
- Other, %



Which of the following would you like to see nationally in order to solve the problem of late payments? (i.e. outstanding invoices paid after due date.):

- Introduction of new legislation, %
- Voluntary initiatives from corporations, %
- Do not know, %
- Other, %



new national legislation to tackle the problem of payment terms, going beyond those recommended by national practice or law. Furthermore, 38 per cent say that they would like to see new national legislation to address the issue of invoices being paid after the due date. Calls for new legislation to address the demand for long payment terms are somewhat higher in the accommodation and food service sector, as well

as the financial and insurance sector, compared to the European average.

Less revenue written off

The results show that the amount of revenue that companies have to write off as a result of late or default payment is decreasing. The average share of lost revenue in Europe 2017 was 1.69 per cent of the companies' total annual revenue. This figure

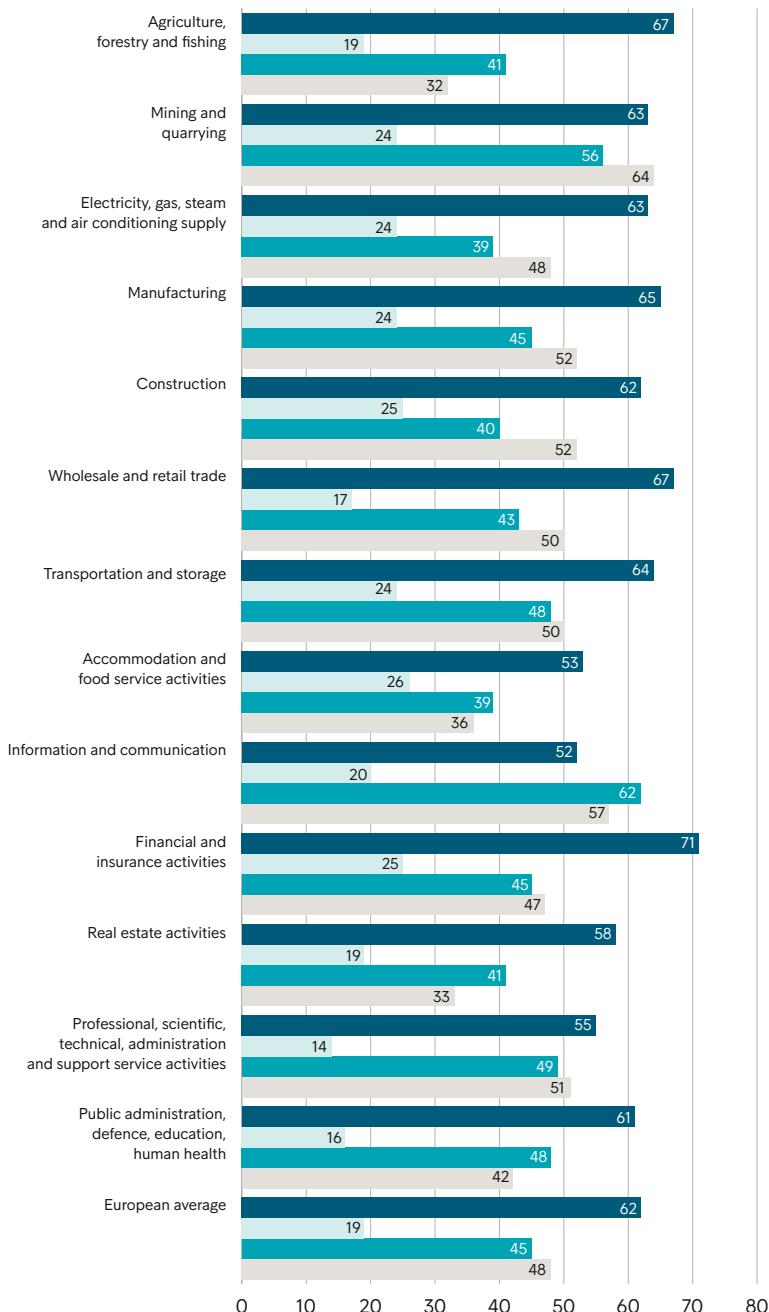
has decreased steadily since 2015, when lost revenue amounted to 2.4 per cent of the companies' total annual revenue. In 2016, the corresponding figure was 2.13 per cent. The amount of lost revenue varies among the business sectors. Companies in the real estate sector reported an average bad debt loss of 1.26 per cent, while companies in the financial and insurance sector had to write off 2.45 per cent of their total annual revenue.

If any, what was your bad debt loss* in 2017 as a % of total yearly revenue ?

Agriculture, forestry and fishing	1.68 %
Mining and quarrying	3.67 %
Electricity, gas, steam, water and air conditioning supply	1.89 %
Manufacturing	1.70 %
Construction	2.03 %
Wholesale and retail trade	1.57 %
Transport and storage	1.88 %
Accommodation and food service activities	1.28 %
Information and communication	1.84 %
Financial and insurance activities	2.45 %
Real estate activities	1.26 %
Professional, scientific, technical, administration and support service activities	1.69 %
Public administration, defence, education, human health and social work activities	1.46 %
European average	1.69 %

What are the main causes of late payment of your own customers?

- Debtors in financial difficulties, %
- Disputes regarding goods and services delivered, %
- Administrative inefficiency of your customers, %
- Intentional late payment, %



Main causes of late payment

The reported main causes of late payment vary among sectors. According to the surveyed companies, the two most common causes of late payments from customers are financial difficulties of debtors and intentionally late payment. More than six out of ten (62 per cent) companies report financial difficulties of debtors as one of the main causes. Close to half (48 per cent) of the surveyed companies cite intentional late payment as the main cause of not receiving payments on time. Debtors' financial difficulties and intentionally late payment were also ranked as the two main causes of late payment in the 2017 edition of the survey. In the information and communication sector, the most commonly listed cause is administrative inefficiency of customers, while intentional late payment is the main cause in the mining and quarrying sector.

Country analysis

– Key findings on a national level
from selected business sectors



Manufacturing

Loss of income

In this sector, on average 2.06 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Low awareness of regulations regarding late payment

The awareness of European regulations regarding late payment in the manufacturing sector in Austria is low. Only 4 per cent of the companies surveyed in this sector are familiar with the EU Late Payment Directive, which is considerably lower than the European average of 28 per cent. Only about one-third (37 per cent) of those surveyed in the sector are familiar with national regulations regarding non- or late payment, which is significantly lower than the European average of 58 per cent.

Well protected against poor payment performance

Companies in this sector use precautions to protect themselves against poor payment performance to a greater extent than the average sector in Europe. Prepayment and credit checks are the most commonly used methods in this sector. More than six out of ten (61 per cent) say they use prepayment, while 36 per cent say they use credit checks. On average in Europe, 42 per cent use prepayment and 25 per cent use credit checks.

Construction

Late payment causes additional interest charges

One-third (33 per cent) of the companies surveyed in this sector say late payments cause additional interest charges. In Europe, on average 28 per cent of the surveyed businesses respond likewise.

High percentage of lost revenue

In this sector, on average 2.35 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Somewhat positive towards digital cryptocurrency as payment in the future

Although no companies in this sector use digital cryptocurrencies, such as Bitcoin and Ethereum as payment options today, 8 per cent say they probably will introduce digital cryptocurrency as a payment option within the next two years. In Europe as a whole, only 3 per cent of the surveyed companies respond likewise.

Wholesale and retail trade

Few companies accept long payment terms

Close to half (49 per cent) of the companies surveyed in this sector say they have never accepted payment terms that are longer than they feel comfortable with. In Europe, less than a third (32 per cent) of the companies answered that they have never accepted uncomfortably long payment terms.

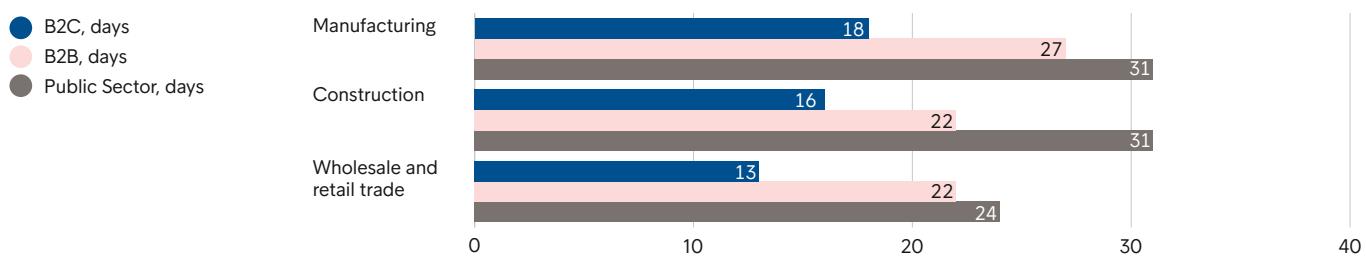
Low use of precautions against poor payment

Among the surveyed companies, 45 per cent say they do not use any of the most common precautions against poor payment performance, such as prepayment and credit checks. The corresponding figure in Europe is 32 per cent.

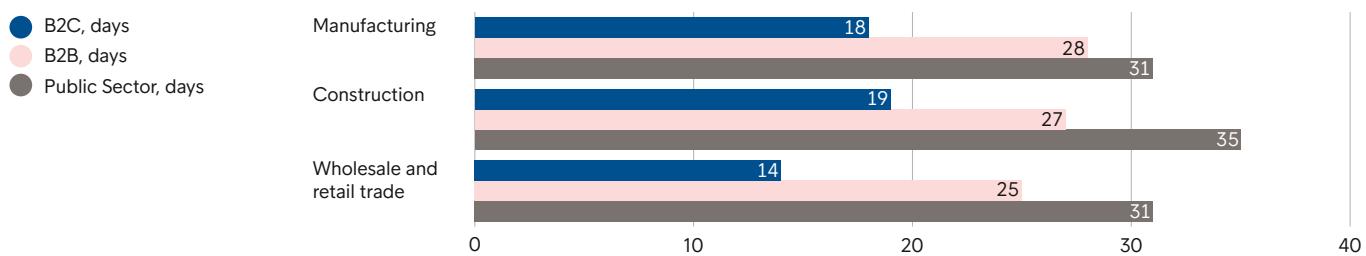
Low percentage of lost revenue

In this sector, on average 1.07 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is low in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

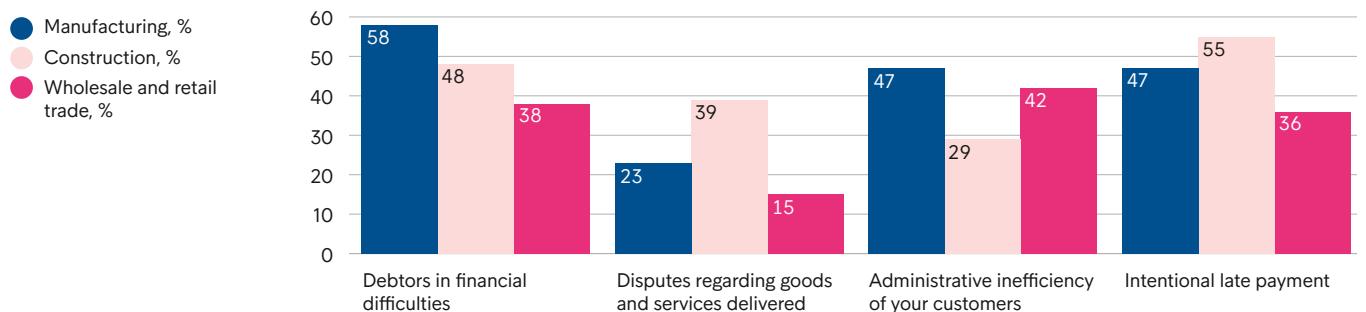
What payment terms do you allow your customers, on average?



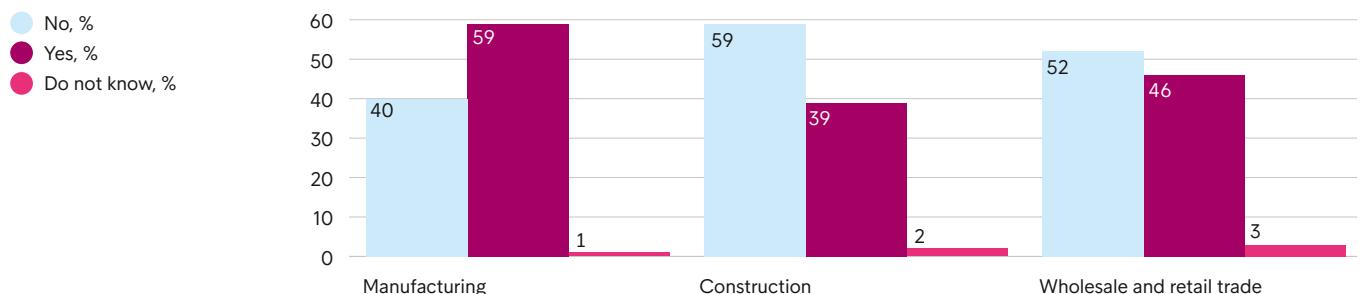
What is the average time actually taken by customers to pay?



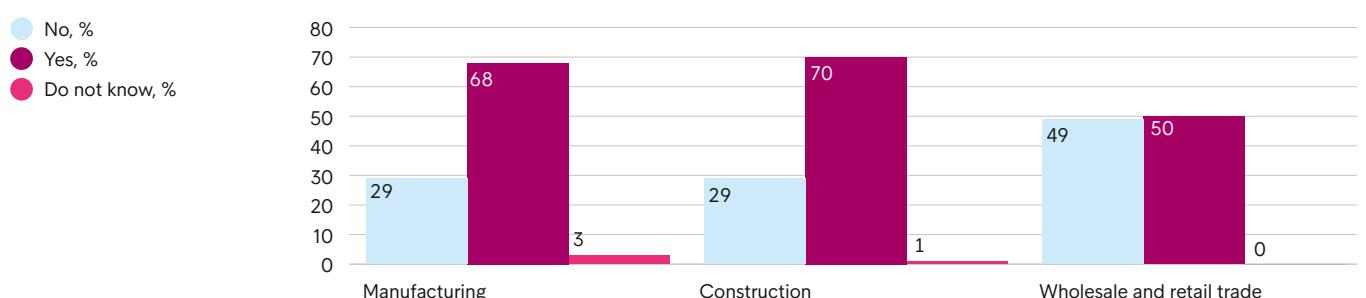
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Construction

Payment delays from the public sector

The average payment term offered to the public sector is 40 days. Despite the average payment term being 7 days longer than the European average, it takes on average 68 days for the public sector to pay invoices to the Belgian construction sector, which is significantly longer than the 40-day average for European public sector payments.

Payment plans a common measure

More than half (53 per cent) of the companies in the Belgian construction sector report that they offer payment plans to customers if they ask for longer payment terms, which is considerably higher than the European average of 31 per cent.

Increasing risk of debtors

While 71 per cent of the companies in the sector forecast the risk of debtors to remain stable, close to a fifth (18 per cent) estimate credit risks to increase. In Europe, on average 12 per cent of the surveyed companies forecast increasing risks.

Wholesale and retail trade

Low awareness of regulations regarding late payment

The awareness of regulations regarding late payment in the wholesale and retail trade sector in Belgium is low. Only 14 per cent of the companies surveyed in this sector are familiar with the EU Late Payment Directive, which is considerably lower than the European average of 28 per cent. Additionally, only about one-third (37 per cent) of the surveyed companies in this sector are familiar with national regulations regarding non- or late payments, lower than the European average of 58 per cent.

High share of lost revenue

In this sector, on average 2.59 per cent of total annual revenue from 2017 was written off as lost revenue, as a result of non-occurring payments. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Offering payment plans to customers

The primary measure taken by companies in this sector when a customer asks for longer payment terms is to offer payment plans. Of the companies surveyed, 39 per cent primarily use this measure, which is slightly higher than the European average figure of 33 per cent.

Financial and insurance activities

Faster payments would create jobs

Faster payments would enable Belgian financial and insurance companies to hire additional employees. In this sector, 29 per cent of the surveyed companies say faster payments from debtors would enable their company to hire more employees. This is higher than the European average of 20 per cent.

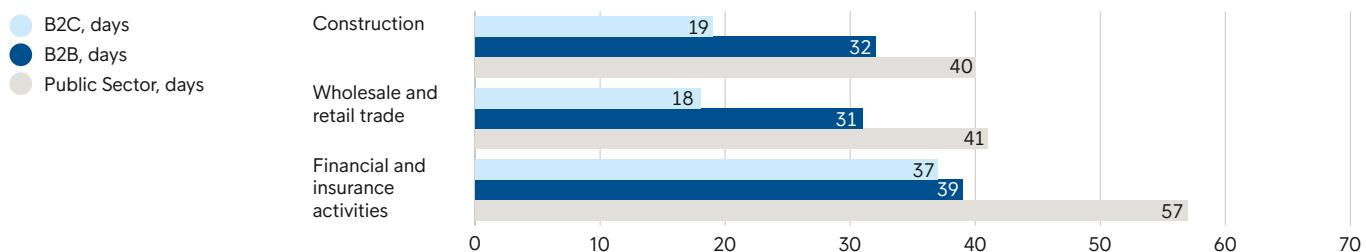
Accepting long payment terms

As many as 68 per cent of the surveyed companies in this sector say that they have accepted longer payment terms than they feel comfortable with. This is high compared to the European average of 55 per cent.

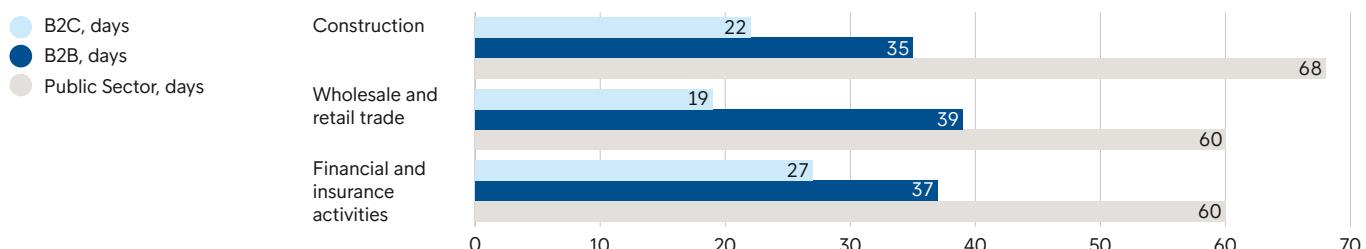
Debtor risk expected to increase

Almost 1 out of 5 companies (19 per cent) in this sector expect the risk of their debtors to increase over the coming 12 months. Among all the sectors surveyed in Europe, on average 12 per cent respond likewise.

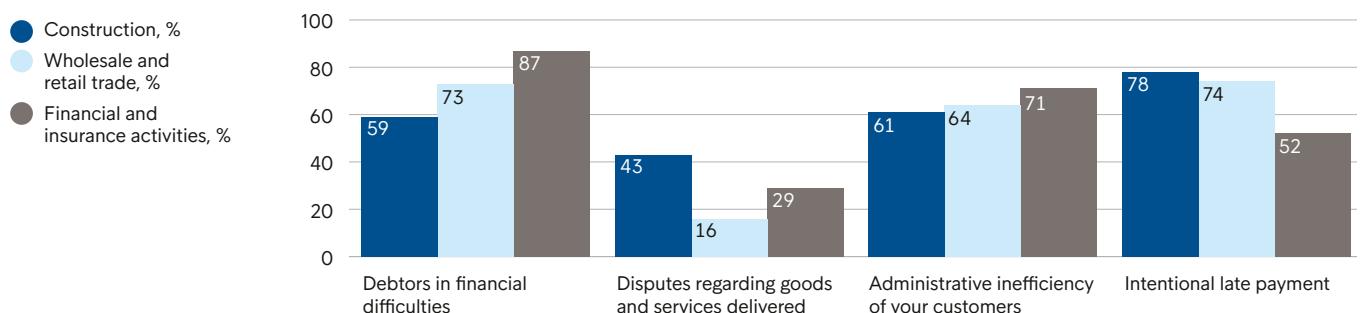
What payment terms do you allow your customers, on average?



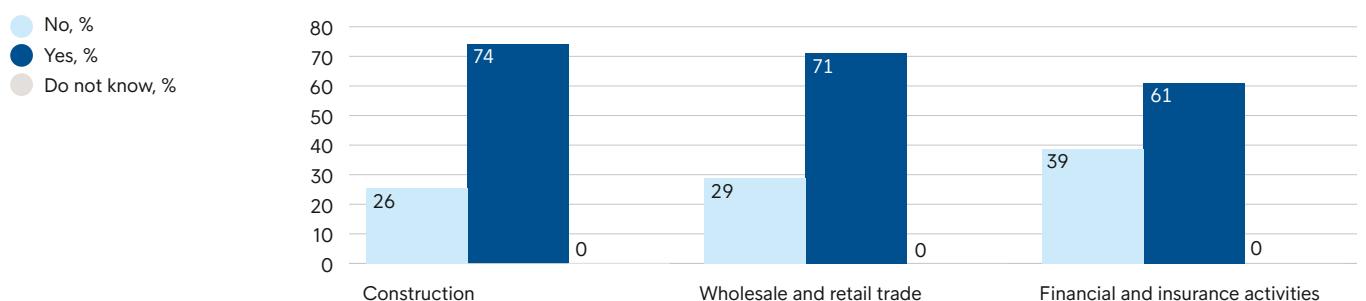
What is the average time actually taken by customers to pay?



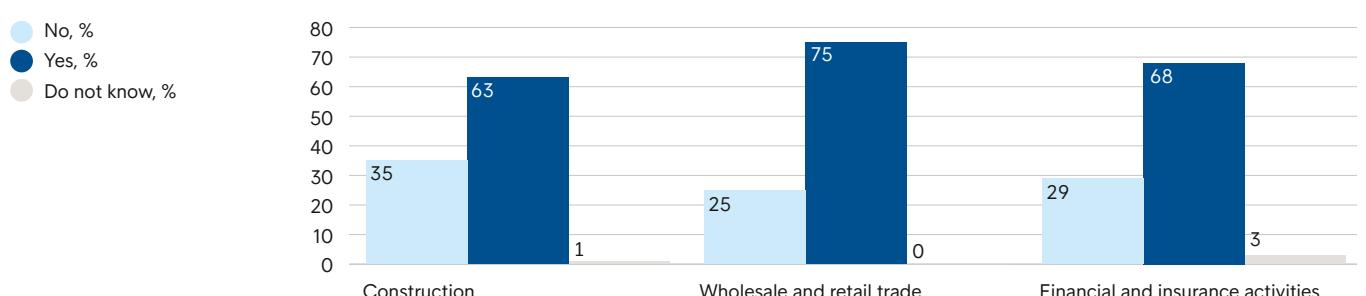
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Few companies use debt collection agencies
 Over eight out of ten (81 per cent) of the surveyed companies in this sector say they never hand over past due invoices to a debt collection agency. This is considerably higher than the European average of 48 per cent, showing that debt collection is used much less in this sector compared to the average in Europe.

Common to accept longer payment terms unconditionally

When a customer asks for longer payment terms, the primary measure taken in this sector is to accept longer payment terms unconditionally. On average, 41 per cent of the companies surveyed in this sector say this is their most common response to such a request, which is significantly higher than the European average of 18 per cent.

Debtor risk forecast to remain stable

More than nine out of ten (91 per cent) of the companies surveyed in this sector forecast the risk of their debtors to remain stable over the next 12 months. This is higher than the average in Europe of 78 per cent.

Construction

Low share of lost revenue

The proportion of lost revenue in this sector is significantly lower than in the average European business. On average, Czech construction companies report an average 0.56 per cent of total annual revenue for 2017 written off as lost revenue. The European average is 1.69 per cent.

Low awareness of regulations regarding non- and late payment

Almost nine out of ten (89 per cent) of the surveyed companies in this sector are not familiar with the EU Late Payment Directive, which is considerably higher than the European average of 72 per cent. In addition, 68 per cent of the respondents in this sector also say that they are not familiar with national regulations regarding late payments, which is significantly higher than the equivalent figure in Europe of 42 per cent.

Taking precautions against poor payment performance

A majority of the surveyed companies in this sector use protective means against poor payments. The most commonly used precautions are prepayment and debt collection. More than six out of ten (64 per cent) companies use prepayment, a larger share than in Europe (34 per cent). Debt collection services are used by more than half (52 per cent) of the companies in this sector, which is more than 30 per cent higher than cross-sector European average of 21 per cent.

Wholesale and retail trade

Demand for new legislation

Among the companies surveyed in this sector, 55 per cent say they would like to see new legislation to tackle long payment terms. This figure significantly exceeds the corresponding European average of 38 per cent. In addition, more than half (55 per cent) of the companies surveyed in the sector would like to see new legislation to address the problem of late payment, which is higher than the European average of 42 per cent.

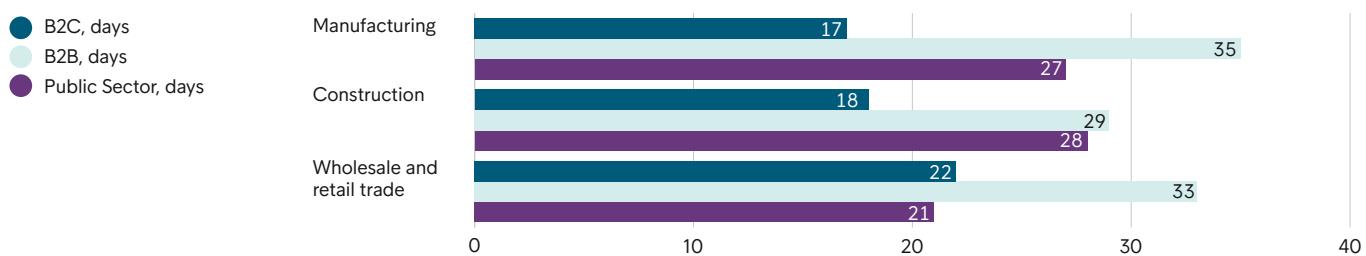
Debtor risk expected to increase

In this sector, 17 per cent of the companies expect the risk of their debtors to increase over the coming 12 months. Among all the sectors surveyed in Europe, on average 12 per cent respond likewise.

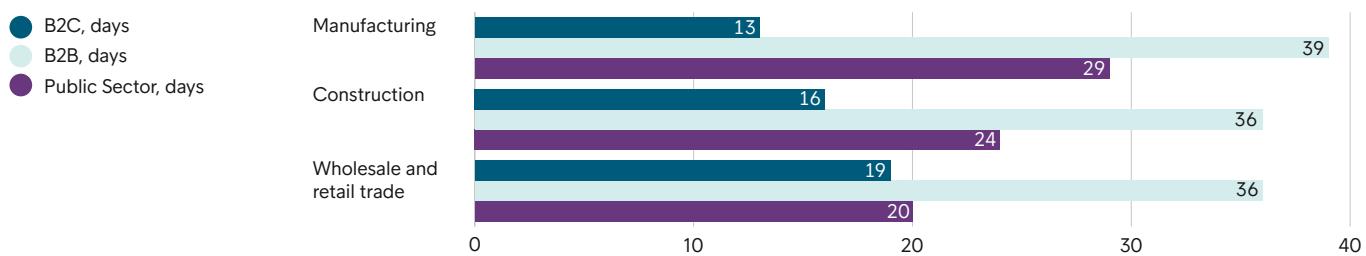
Strong protection against poor payment performance

The Czech wholesale and retail trade sector uses precautions as protection against poor payment performance to a greater extent than European companies on average. Prepayment and debt collection are the most commonly used methods, with 78 per cent of respondents saying that they use prepayment, and almost six out of ten (59 per cent) using credit checks. On average in Europe, 42 per cent use prepayment and 25 per cent use credit checks.

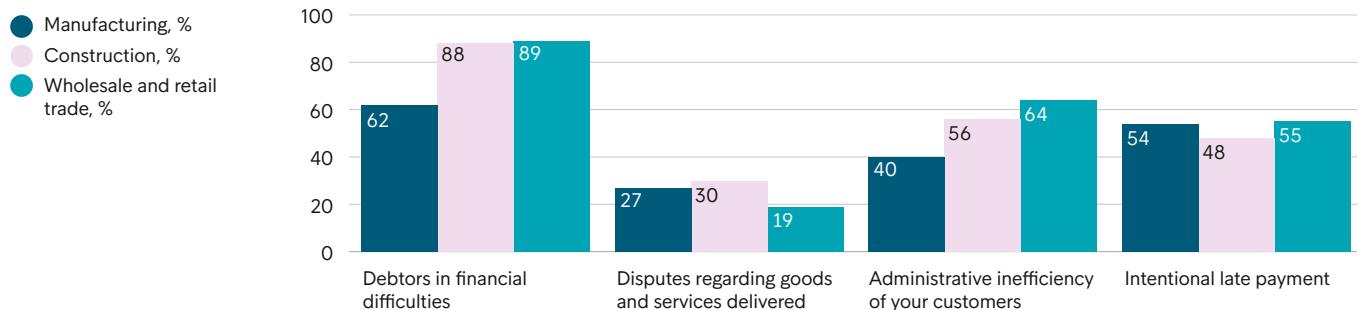
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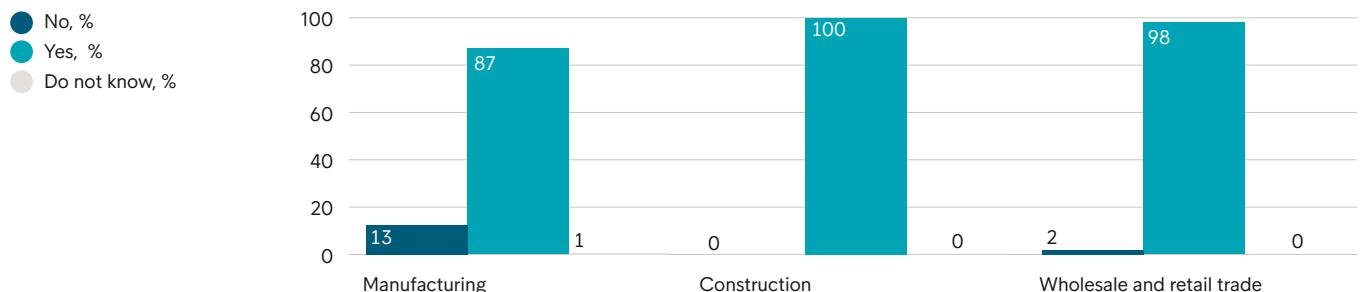
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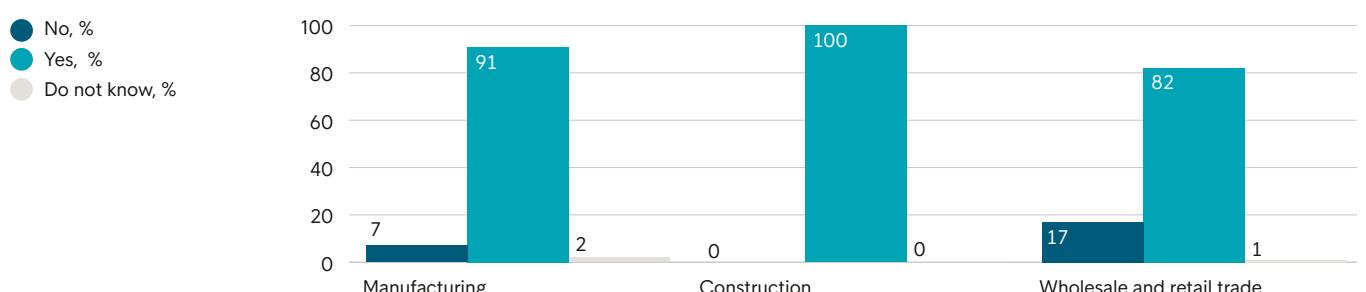
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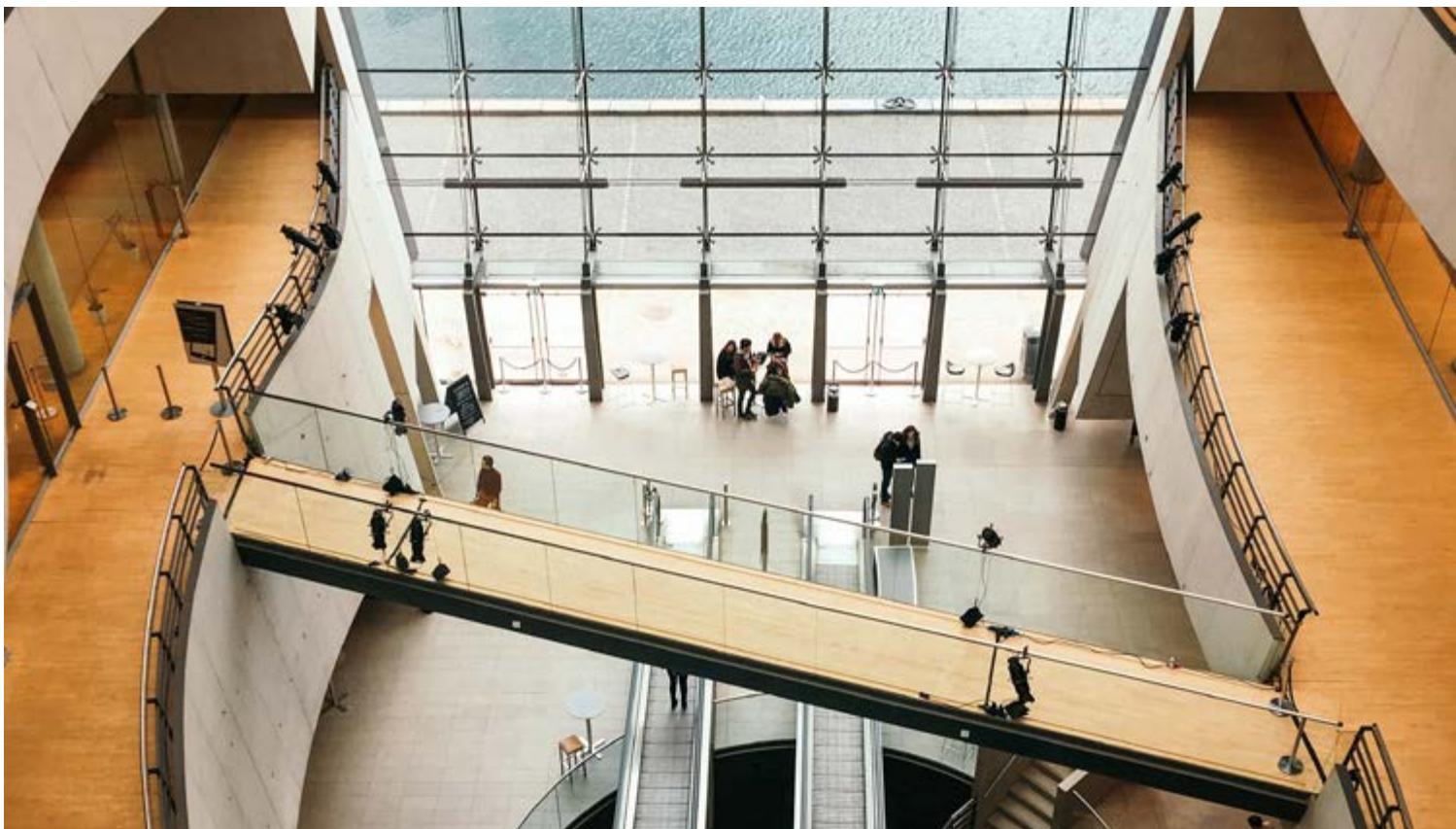


Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Electricity, gas, steam, water

Late payment has low impact

With regards to potential negative consequences of late payments such as loss of income, threat to survival or inhibiting company growth, Danish electricity, gas, steam and water companies report a lower impact than European companies on average. For instance, 97 per cent of the respondents say that late payment has low impact on threat to survival, which is higher than the European average of 80 per cent.

Companies use debt collection agencies

More than four out of ten (42 per cent) of companies in this sector say they hand over their past due invoices to a debt collection agency, which slightly exceeds the European average of Europe, on average 37 per cent.

Few companies are pressured to extend payment terms

Eight out of ten (80 per cent) of the companies in this sector report they are not asked about accepting payment terms that are longer than they feel comfortable with. In Europe, the corresponding figure is 55 per cent. The figure indicates that companies in this sector do not experience the same degree of pressure as the average Europe company.

Construction

High knowledge of regulations regarding late payment

More than six out of ten (62 per cent) of Danish construction companies are familiar with national regulations regarding non- or late payment. The European cross-sector average for national regulations is 58 per cent. However, only 10 per cent of the companies in this sector are familiar with the EU Late Payment Directive, which is considerably lower than the European average of 28 per cent.

No change in investments despite globally low interest rates

Only 15 per cent of Danish construction companies say they have noticed increased investments due to globally low interest rates.

Low share of bad debt loss

Companies in this sector report that they wrote off 0.55 per cent on average of their total annual revenue in 2017 as a result of poor payments. This figure is low in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Information and communication

Risk of debtors forecast to remain stable

99 per cent of the Danish information and communication companies report that they estimate the debtor risk for the next 12 months to remain stable. The confidence in debtors' ability to pay is thus higher than the average for all surveyed European companies (78 per cent)

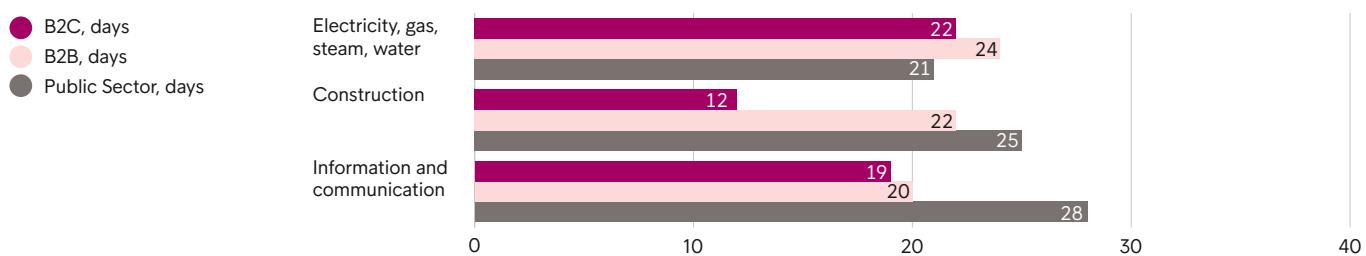
Positive attitude towards digital cryptocurrencies

Although no company surveyed in this sector say that they accept digital cryptocurrencies such as Bitcoin and Ethereum as of today, 4 per cent report that they probably will accept this form of payment within the next 2 years. This figure is somewhat higher than the equivalent for all European companies (3 per cent).

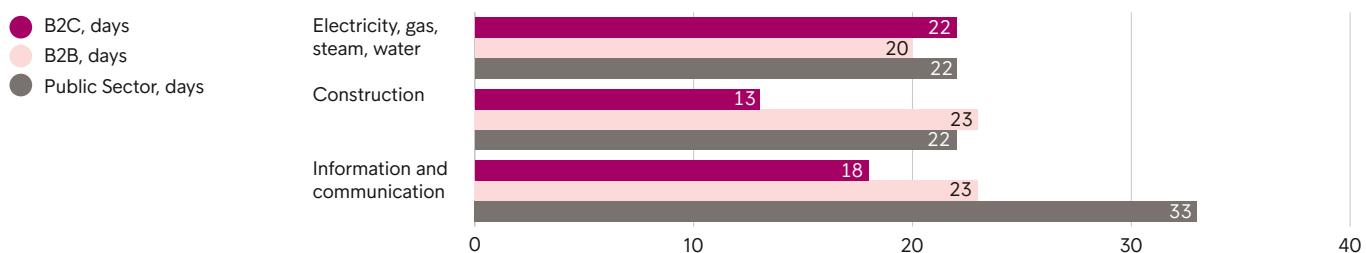
Low use of precautions against poor payment performance

The use of precautions against late payment is less common in this industry compared to the average among all surveyed European companies. This sector uses bank guarantees, prepayment, debt collection and factoring less than European companies on average. For instance, only 10 per cent of the Danish information and communication companies say they use debt collection as precaution, compared to the average figure for Europe of 21 per cent.

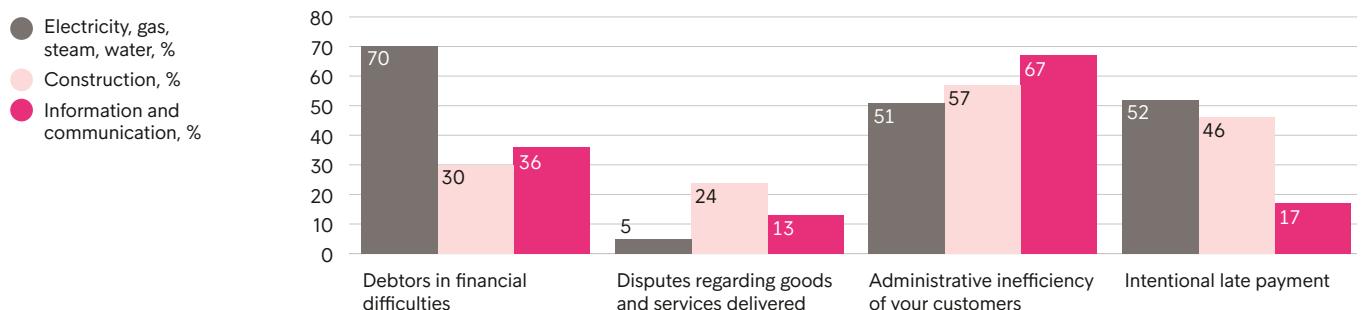
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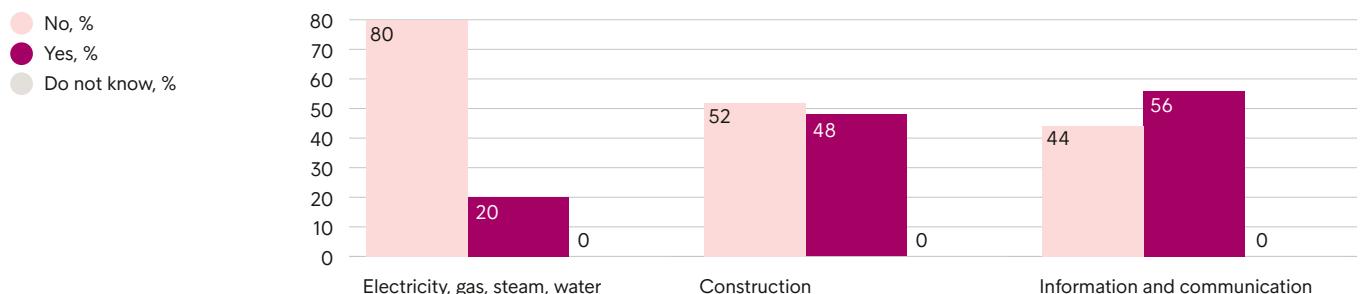
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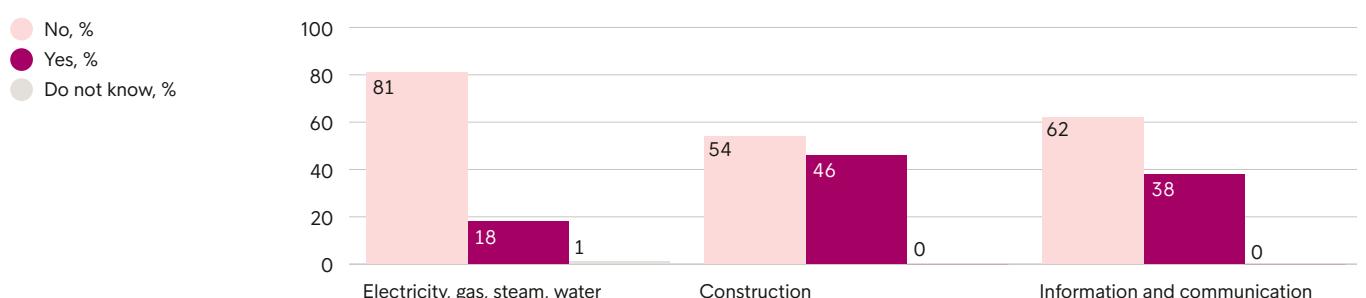
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Using prepayment as protection

Of the surveyed companies, 87 per cent say they use prepayment as a precaution against poor payment performance. This is more than twice the European average (42 per cent). In addition, other common precautions such as credit checks, debt collection and bank guarantees are used to a greater extent than the European average. Credit checks are used by 63 per cent of the companies surveyed in the sector, and debt collection is used by 50 per cent. The corresponding figures for Europe are 25 per cent and 21 per cent, respectively.

Lack of knowledge of legislation concerning late payment or non-payment

Only 4 per cent of the surveyed companies say they are familiar with the EU Late Payment Directive, which is a considerably smaller proportion than the European average of 28 per cent. However, almost six out of ten (57 per cent) companies in this sector are familiar with national legislation.

Pressure to accept longer payment terms often come from SMEs

More than nine out of ten (91 per cent) of the companies in this sector say they have been asked to accept longer payment terms than they feel comfortable with. Among all of the surveyed business sectors in Europe, the corresponding figure is 55 per cent.

Wholesale and retail trade

Offer payment plans

When customers in this sector ask for longer payment terms, 42 per cent of the companies offer them a payment plan. This makes payment plans the primary response to requests for longer payment terms. This is significantly higher than the European average of 31 per cent.

Debtors in financial difficulty

Estonian wholesale and retail trade companies report that late payment most commonly stems from financial challenges of customers. Almost eight out of ten (79 per cent) cite financial difficulties as one of the main causes of late payment (European cross-sector average 62 per cent).

Late payments cause loss of income

More than half (56 per cent) of the companies surveyed in this sector say that late payments lead to loss of income. In Europe, less than a third (32 per cent) respond likewise.

Financial and insurance activities

High share of lost revenue

In this sector, on average 2 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

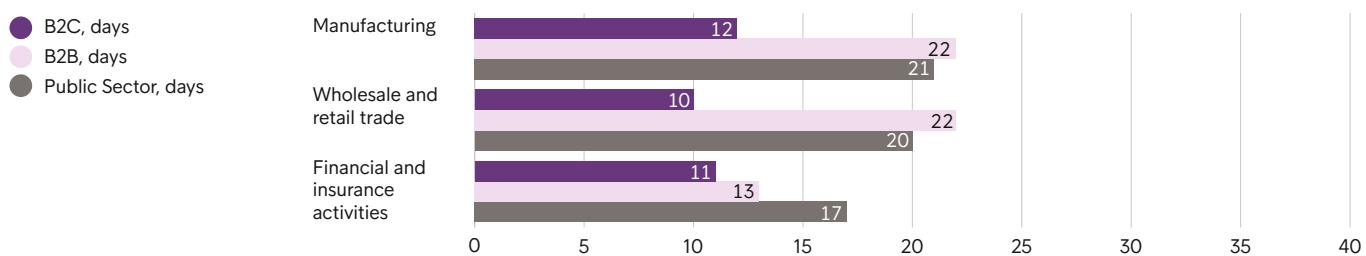
Few companies use debt collection agencies

It is less common in this sector than in the average European business sector to hand over past due invoices to a debt collection agency. Among the companies surveyed in this sector, 79 per cent say they never pass past due invoices on to a collection agency. In Europe as a whole, 48 per cent respond likewise.

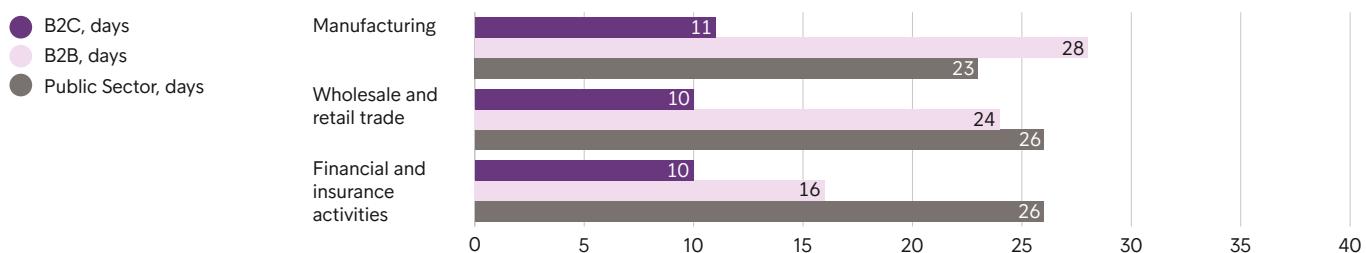
Positive attitude to digital cryptocurrencies

Although no companies in this sector in Estonia accept digital cryptocurrencies such as Bitcoin and Ethereum today, 7 per cent report that they probably will accept this form of payment within the next 2 years (European cross-sector average is 3 per cent).

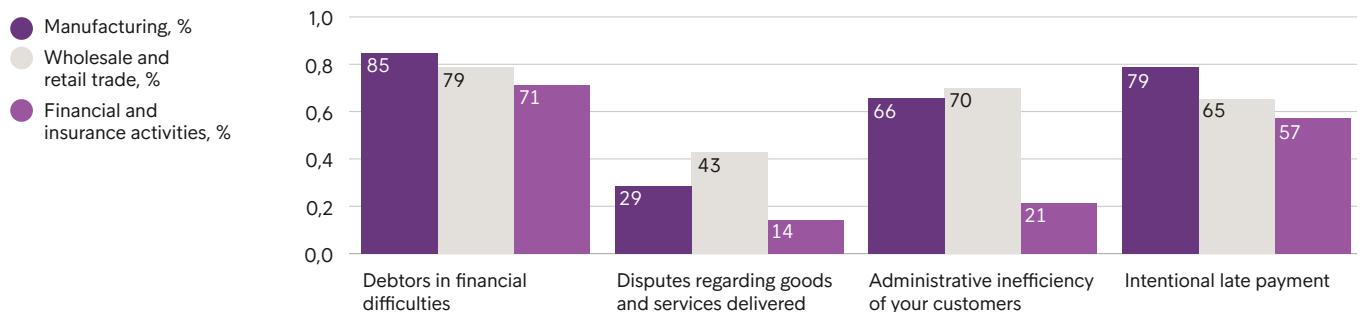
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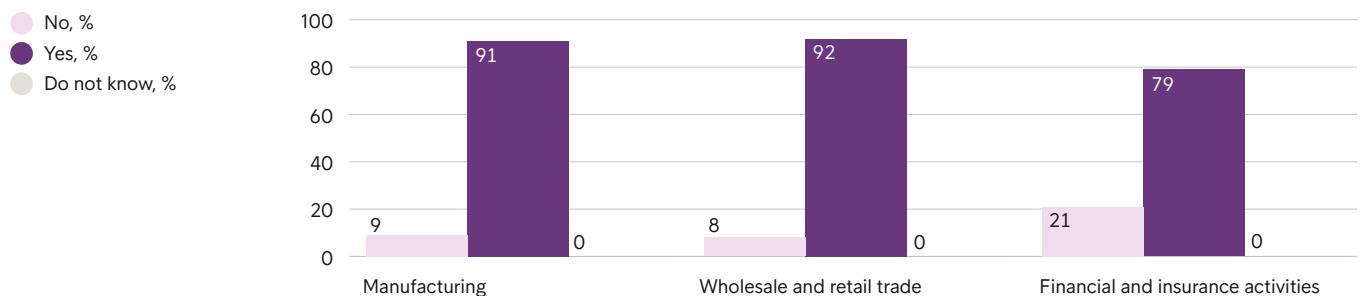
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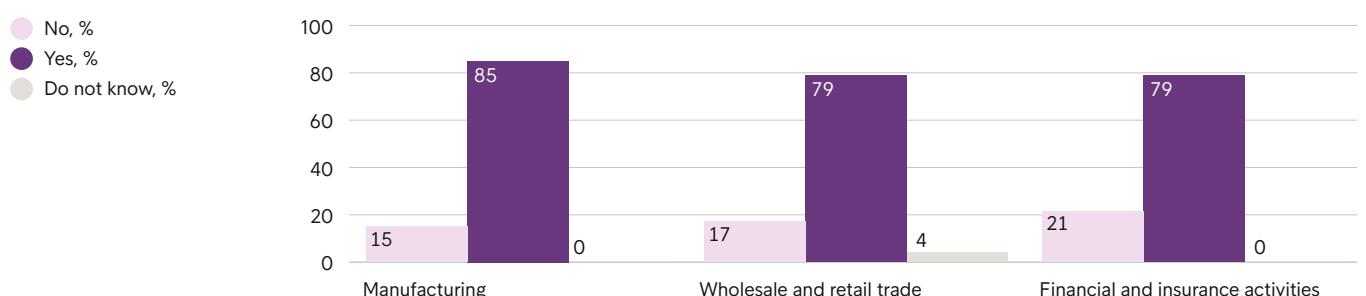
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Have you ever accepted longer payment terms than you feel comfortable with?





Wholesale and retail trade

Fast handover to debt collection companies
 More than half of the surveyed companies in this sector (55 per cent) say they hand over past due invoices to debt collection companies. Not only is this higher than the European average of 30 per cent, but the invoices are also handed over faster. On average, companies within this sector hand over their invoices 30 days after the due date. That is significantly faster than the European average of 82 days.

New legislation to tackle long payment terms
 In order to address the issue of demands for payment terms that extend beyond national practice, more than half (55 per cent) in this sector would like to see new legislation. That is a higher proportion than the European average of 38 per cent.

Low percentage of lost revenue
 In this sector, on average 0.41 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is low in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Manufacturing

Increased risk among debtors

Among the companies surveyed in this sector, about one-third (32 per cent) forecast increasing debtor risk over the next 12 months. This is significantly higher than the European average of 12 per cent.

Intentional late payments main cause of late payment

More than eight out of ten (85 per cent) Finnish wholesale and retail trade companies cite intentional late payment as one of the main causes of late payment by customers. Not only is this figure considerably higher than the European average of 55 per cent, intentional late payment is also the most common cause of late payment according to the companies surveyed in this sector.

European Late Payment Directive known, but ineffective

In this sector, 39 per cent say they are familiar with the European Late Payment Directive, which is higher than the average in Europe of 28 per cent. Less than one in ten (9 per cent) of the companies say they have noted a positive impact as a result of the directive in terms of fewer payment delays, while 91 per cent report no impact.

Professional, scientific, technical, administration and support service activities

Low percentage of bad debt

In this sector, on average 0.58 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is low in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

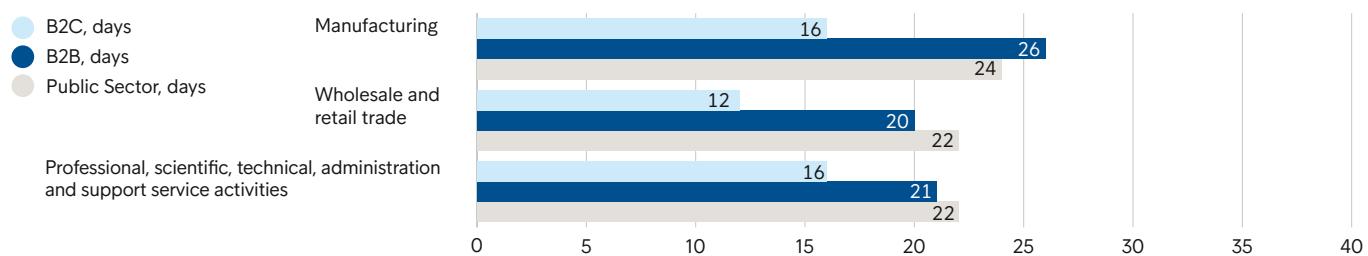
Many accept longer payment terms unconditionally

When customers ask companies in this sector for longer payment terms, the primary measure taken by more than four out of ten (41 per cent) of the companies is to unconditionally accept longer payment terms. In Europe as a whole, on average 18 per cent respond likewise.

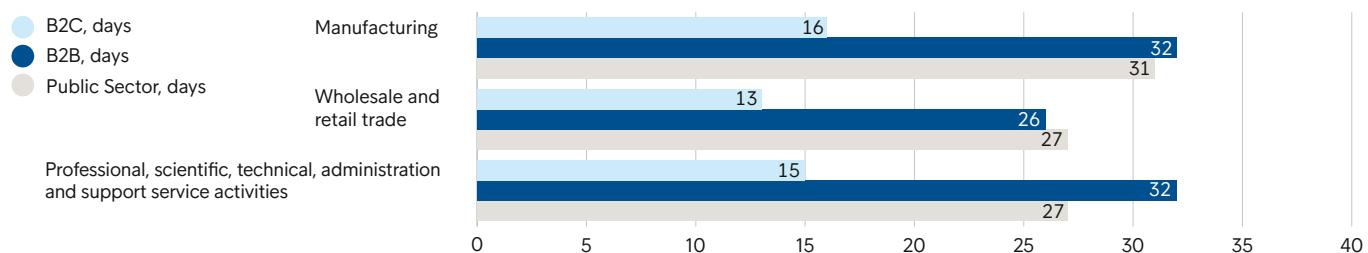
Administrative inefficiency main cause of late payment

Administrative inefficiency is perceived as the main cause of late payment in this sector. As many as 74 per cent of the companies surveyed in this sector say customers' administrative inefficiency is the main cause of late payment. In Europe as a whole, on average 45 per cent respond in the same manner.

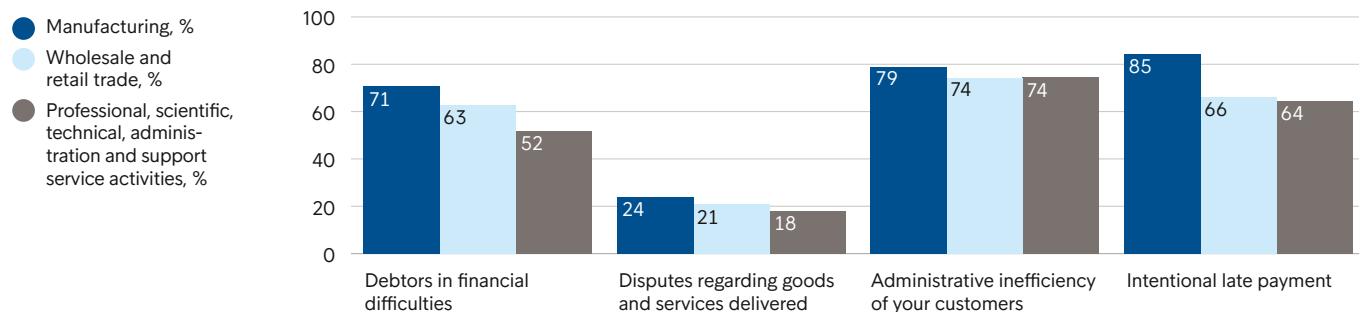
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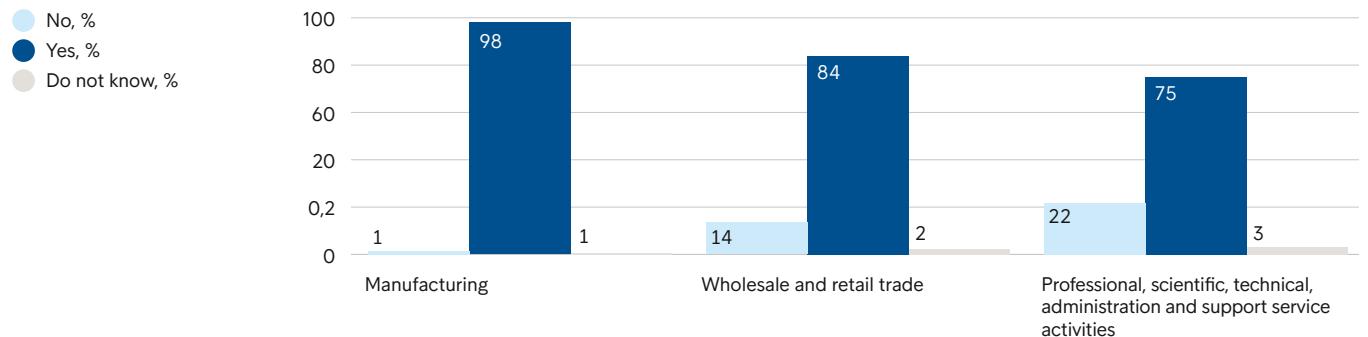
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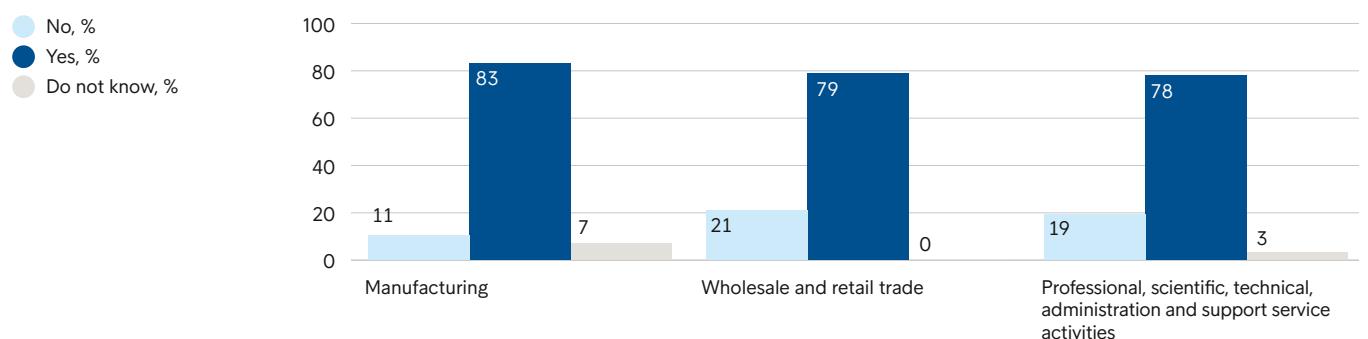
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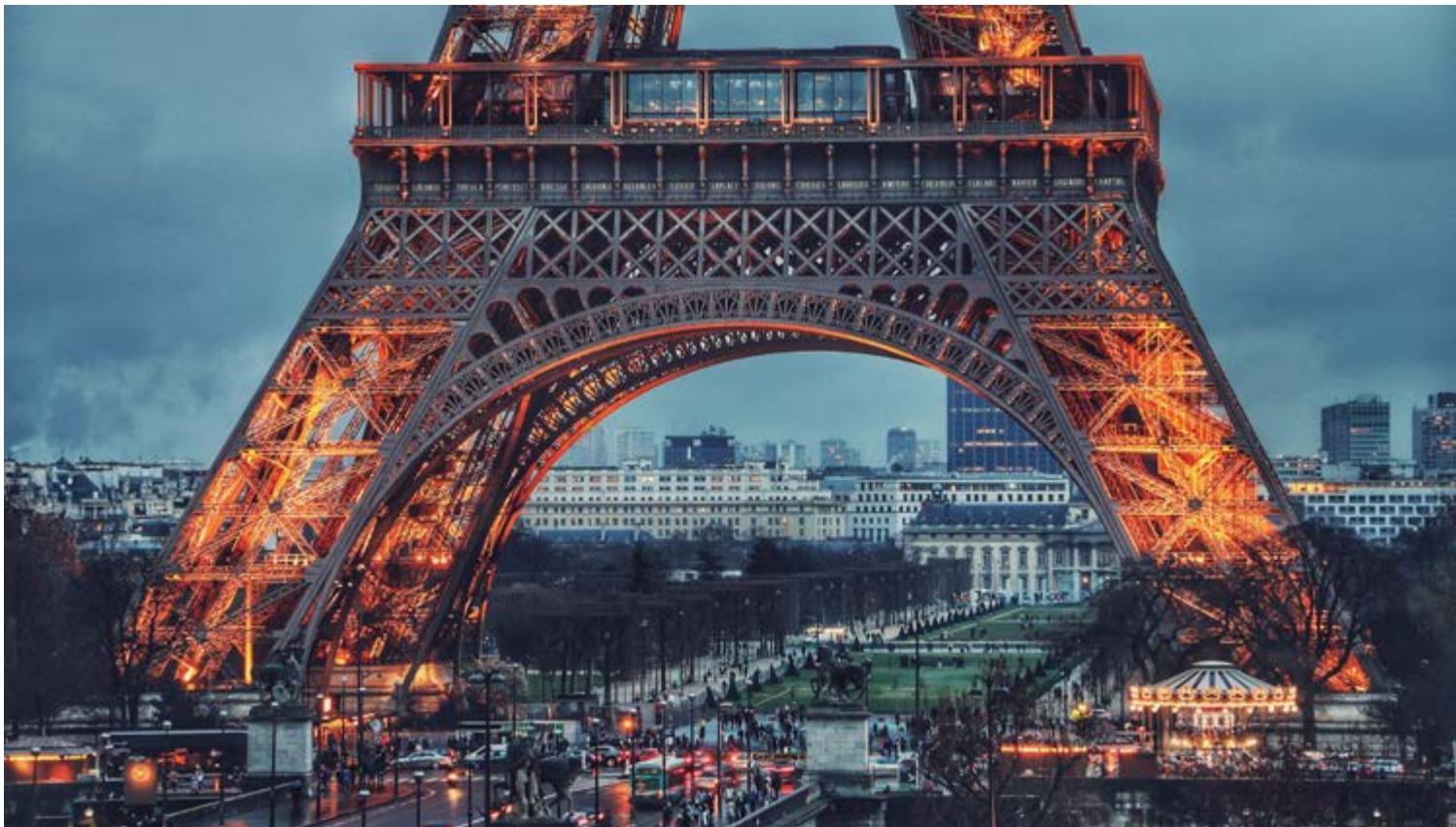


Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Transport and storage

Pressure to accept longer payment terms

More than eight out of ten (85 per cent) say they have been asked to accept payment terms that are longer than they feel comfortable with, considerably higher than the European average of 55 per cent. In addition, 81 per cent of those surveyed have actually accepted payment terms that are longer than they feel comfortable with. This is also higher than the European average of 56 per cent.

High percentage of lost revenue

In this sector, on average 2.67 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure of all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Financial difficulties of debtors is the main cause of late payment

85 per cent of companies surveyed in this sector say that the main cause of late payment is that their customers are in financial difficulty. In Europe as a whole, on average 62 per cent respond in the same way.

Wholesale and retail trade

Late handover to debt collection agencies

This sector routinely forwards its past due invoices to debt collection agencies. Over two-thirds (68 per cent) say they handover their past due invoices to a collection agency. This is high compared to the European average of 30 per cent. However, past due invoices are handed over later, 103 days after the due date. In Europe as a whole, the average time is 82 days.

Well protected against bad payment

Prepayments, debt collection, credit checks and credit insurance are more commonly used as precautions against late payments in this sector compared to the average in Europe. The most commonly used precaution is prepayments; 64 per cent of the businesses surveyed in this sector state that they use this method.

High familiarity with regulations concerning late payment

The knowledge of regulations regarding late payment and non-payment is higher in this sector compared to the average in Europe. More than six out of ten (62 per cent) of the companies in this sector are familiar with the directive. Among all business sectors in Europe, on average 28 per cent of the companies are familiar with the directive. Further, more than eight out of ten (82 per cent) say they are familiar with national regulations regarding non- or late payment, compared to the European average of 58 per cent.

Manufacturing

Pressure to accept long payment terms

More than eight out of ten companies (82 per cent) working in this sector say they have been asked to accept longer payment terms than they feel comfortable with. This is a considerably higher figure than the average in Europe of 41 per cent.

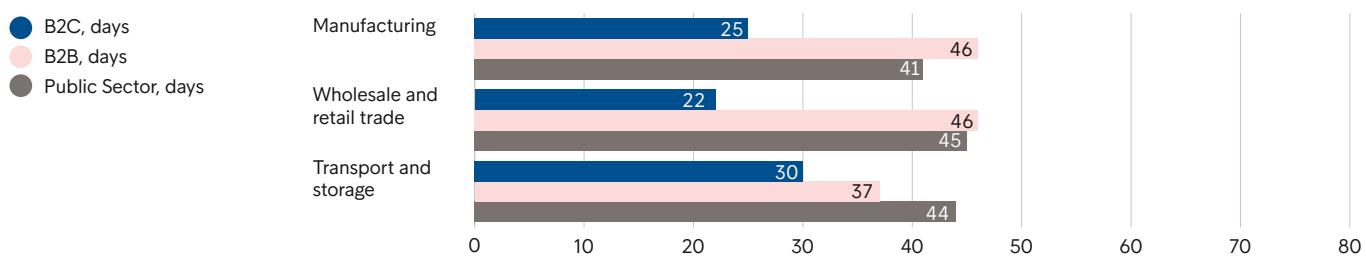
Accept longer payment terms unconditionally

When customers ask companies in this sector for longer payment terms, the primary measure taken by companies is to unconditionally accept longer payment terms. So say more than half (53 per cent) of the surveyed companies in the sector. In Europe as a whole, on average 18 per cent respond likewise.

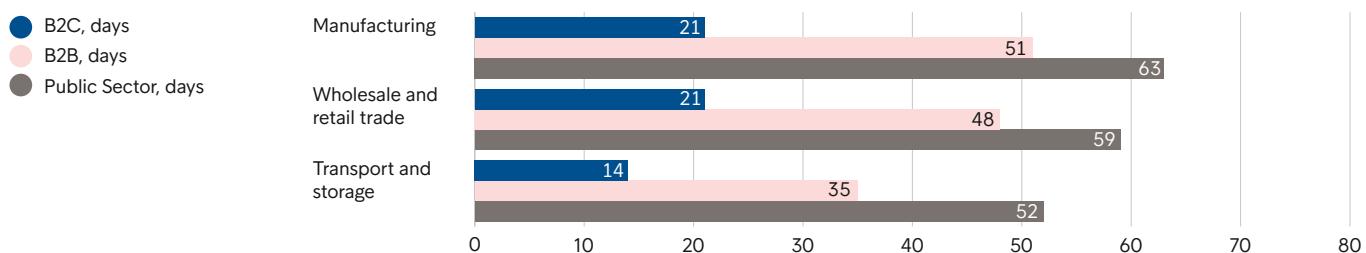
Good knowledge of regulations concerning late payment or non-payment

In this sector, many are familiar with EU as well as national legislation concerning late payment or non-payment. Almost six out of ten (58 per cent) of the companies surveyed in this sector are familiar with the EU Late Payment Directive. In addition, close to eight out of ten (79 per cent) say they are familiar with national legislation concerning late payment and non-payment. In Europe, on average 28 per cent are familiar with the directive and 58 per cent are familiar with national legislation.

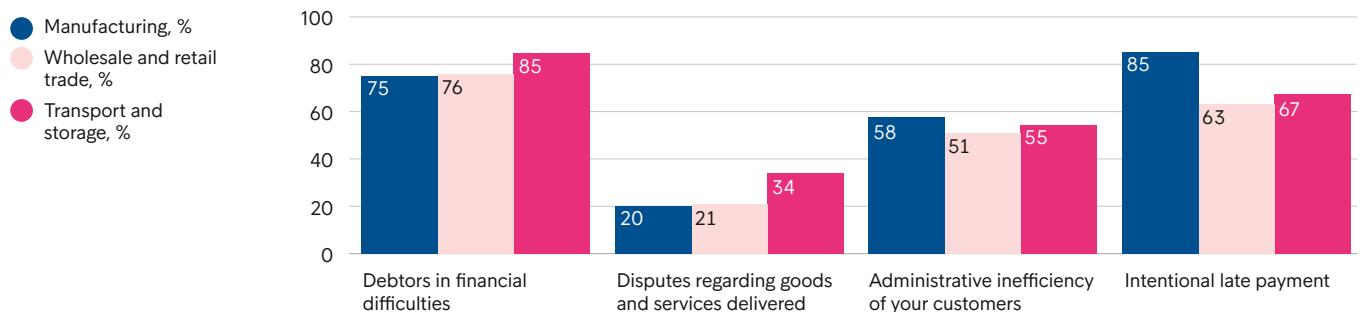
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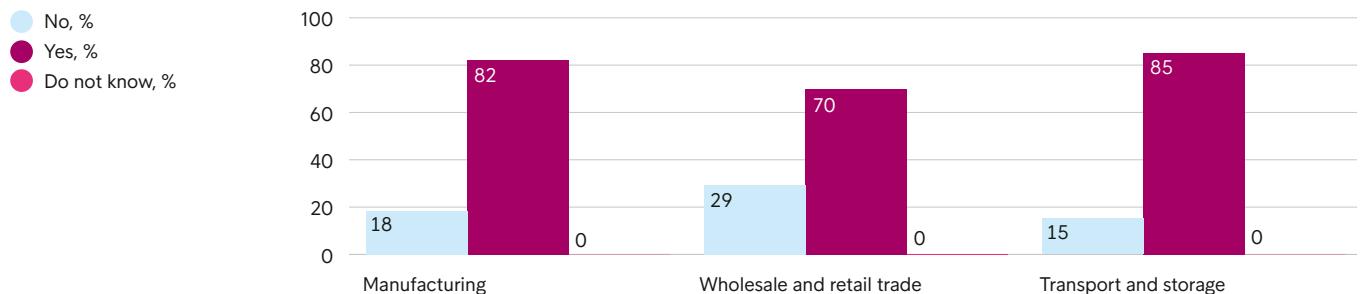
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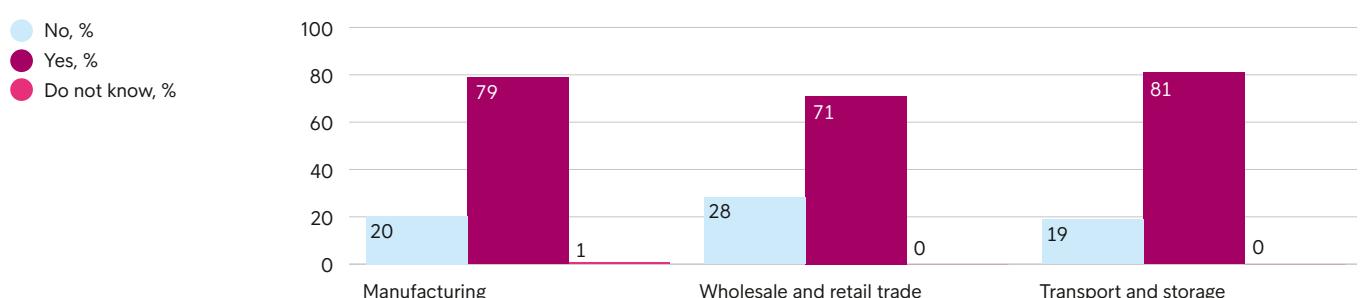
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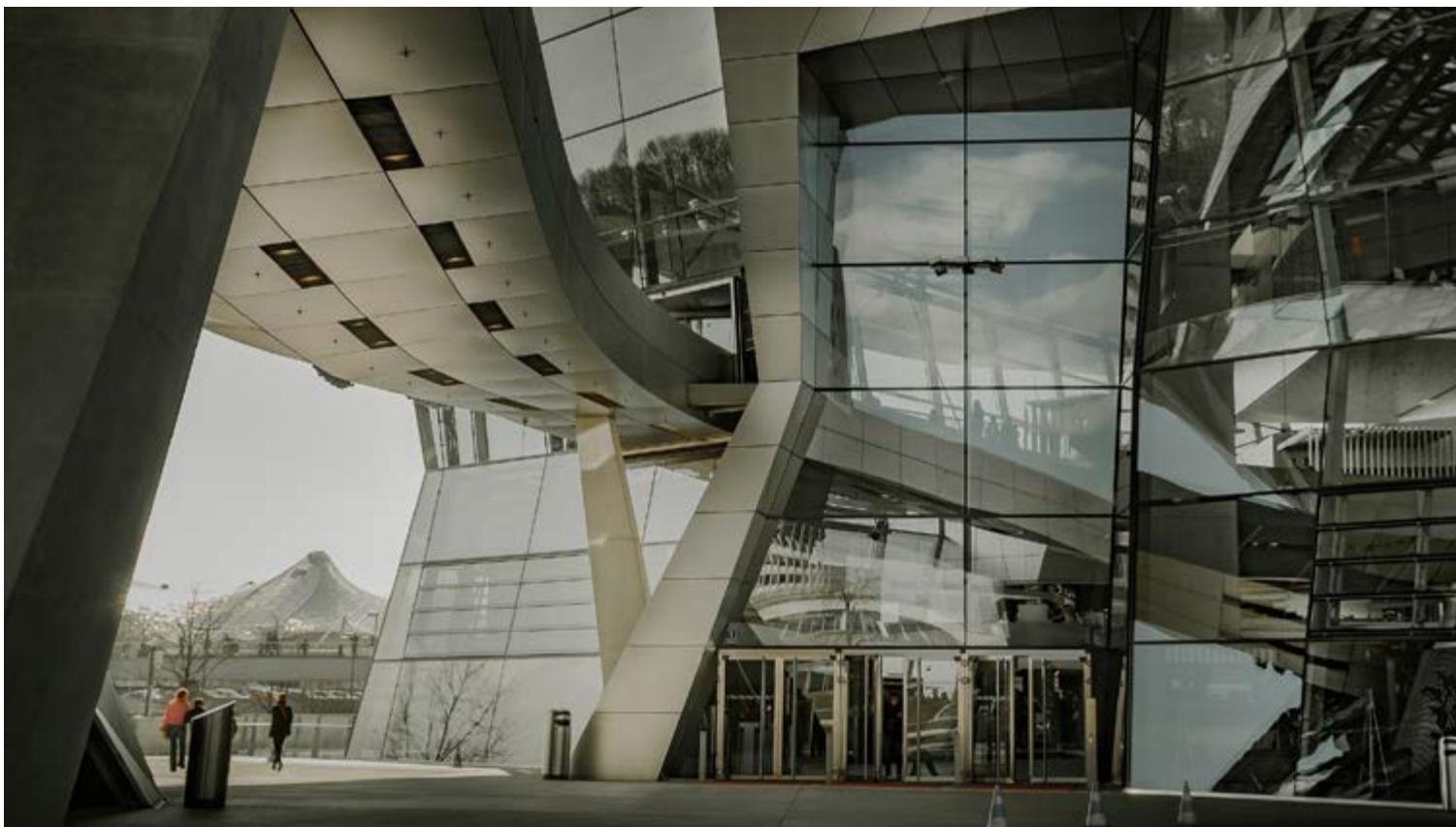


Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Wholesale and retail trade

Debtors in financial difficulty

According to those surveyed in this sector, late payment stems from the financial challenges of customers. More than three-quarters (77 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

Many take precautions against poor payment performance

This sector is more protected against poor payment performance compared to the average European business sector. In this sector, only 12 per cent of the companies surveyed do not use any of the most common precautions to protect their company against poor payment performance. This is low, compared to the average European figure of 32 per cent. The most common precaution in this sector is prepayment, which is used by almost six out of ten companies (56 per cent).

Increased investment due to low interest rates

In this sector, almost a quarter (24 per cent) say they have noticed increased investment resulting from low global interest rates. In Europe, the equivalent figure is 16 per cent.

Financial and insurance activities

High percentage of lost revenue

Bad debt loss accounts for nearly 2.71 per cent of annual revenue, according to the respondents working in this sector. This is higher than the average bad debt loss among all the sectors in Europe of 1.69 per cent.

Increasing debtor risk forecast

Among the companies surveyed in this sector, one in five (20 per cent) forecast the risk of their debtors to increase over the next 12 months. This is almost twice the European average of 12 per cent.

Undertaking precautions against poor payment

The use of protective measures against poor payment performance is higher in this sector compared to the average business sector in Europe. Bank guarantees, credit insurance, credit checks, debt collection and factoring are used to a greater extent than the European average. Close to seven out of ten companies (69 per cent) use prepayment, considerably more than in Europe as a whole, where on average 25 per cent of the companies use it.

Professional, scientific, technical, administration and support service activities

Demand for new legislation

Six out of ten (60 per cent) of the companies surveyed say they would like to see new legislation to address demands for payment terms that extend beyond those recommended by national practice. In Europe, on average 38 per cent respond in this manner. Moreover, 54 per cent in this sector in Germany would also like to see new legislation that tackles the issue of late payment, higher than the European average of 42 per cent.

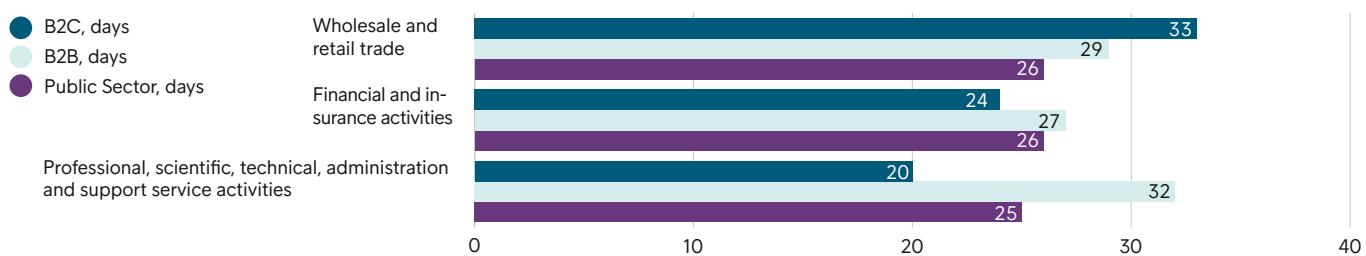
Higher use of digital cryptocurrencies than the European average

In this sector, 7 per cent of the companies state that they accept digital cryptocurrencies, for example Bitcoin or Ethereum, as payment from their customers. In addition, 4 per cent report that they hold cryptocurrencies for purposes other than payment transactions. The European average is 2 per cent for both accepting digital cryptocurrencies as payment as well as holding it for other purposes.

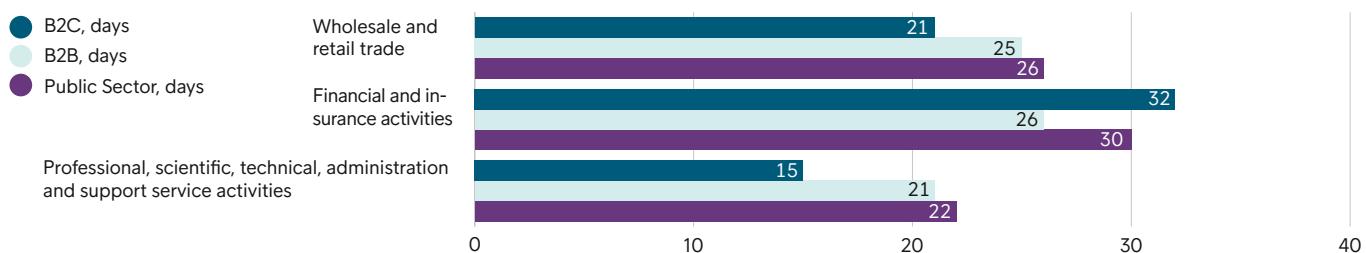
Risk of debtors will remain stable

Nearly eight out of ten (89 per cent) companies in the sector forecast the risks of their debtors to remain stable over the coming 12 months. The corresponding figure in Europe is 78 per cent. Only 1 per cent of the companies in this sector forecast increasing risks of debtors, and the remaining 10 per cent predict the risks will decline.

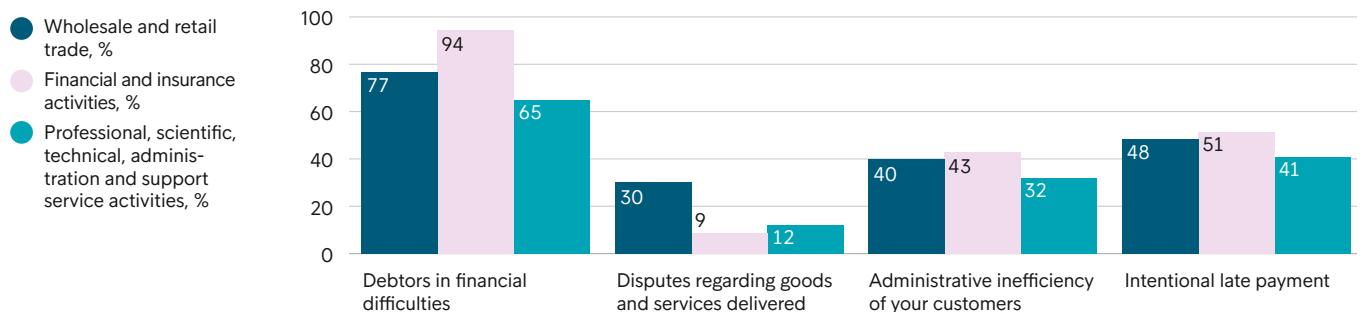
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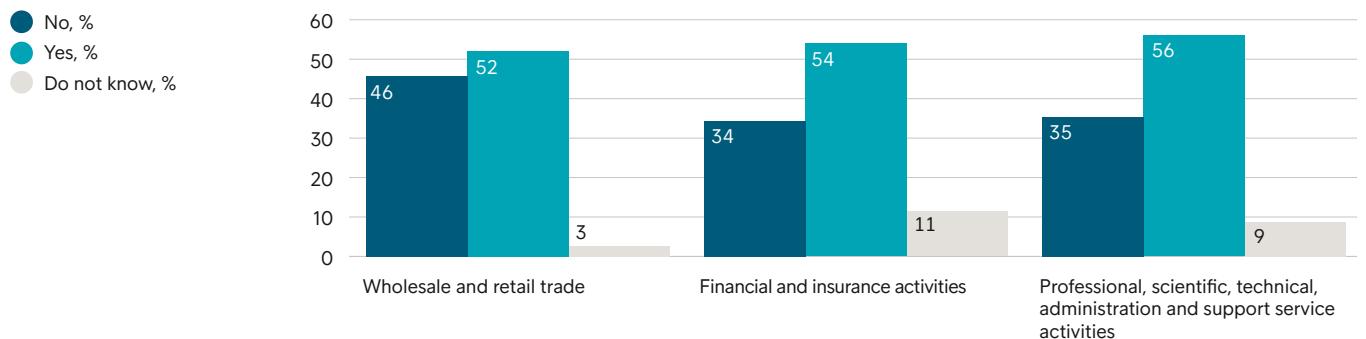
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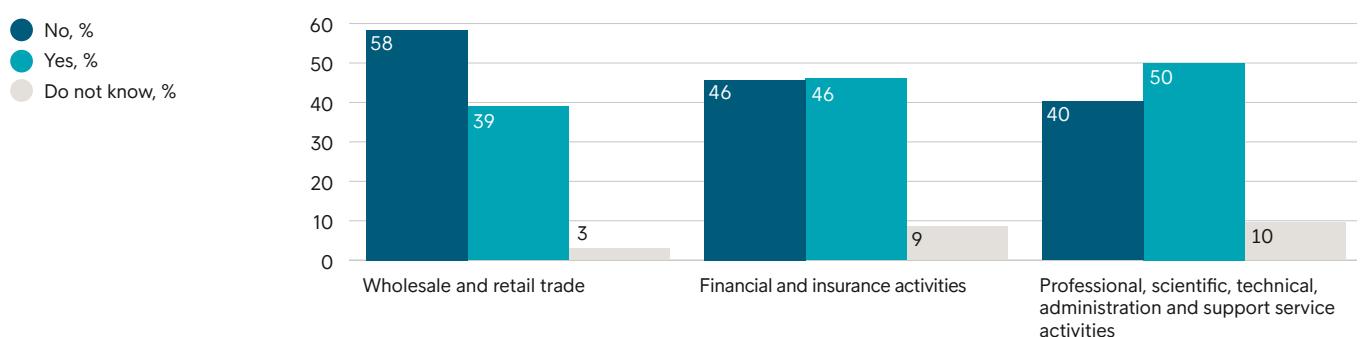
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Have you ever accepted longer payment terms than you feel comfortable with?





Wholesale and retail trade

Payment delays from the public sector despite generous payment terms

In the wholesale and retail trade sector in Greece, the public sector is on average offered payment terms of 78 days. Despite the very generous payment terms, the respondents in this sector tell us that they actual time taken for them to get paid from the public sector is on average 84 days. This is more than twice as high compared to Europe. The payment terms offered in Europe is on average 34 days for the public sector, and the actual payment time is 40 days.

Late handover of outstanding invoices

Among the companies surveyed in Europe, 30 per cent hand over outstanding invoices to a debt collection agency. In this sector, only 13 per cent of the companies do so. The companies in Europe that hand over their outstanding invoices do so on average within 82 days after the invoice due date. In this sector it takes on average 299 days after the invoice's due date before the invoice is handed over to a collection agency.

High share of lost revenue

This sector lost on average 3,05 percent of the total annual revenue in 2017. This share is considerably higher compared to the European average share of 1,69 percent.

Construction

Late payments prohibits the growth of companies

Close to nine out of ten companies (89 per cent) in this sector rate the consequences of late payments as medium to high with regard to prohibited growth of their company. Compared to the corresponding figure in Europe of 28 per cent, this is a very high figure.

Faster payments would create more jobs

More than six out of ten (64 per cent) of the companies surveyed in this sector say that faster payments from their debtors probably or definitely would enable them to hire more employees. This figure is more than three times as high as the corresponding share in Europe of 20 per cent.

Not taking precautions against poor payment performance

More than half (57 per cent) of the companies in this sector say that they do not use any of the most common precautions against bad payment, such as pre-payment, credit checks and debt collection. This figure can be compared to the European average share of 32 per cent.

Manufacturing

High consequences of late payments

The consequences of late payments are rated higher in this sector compared to all sectors in Europe. More than eight out of ten (83 per cent) of the surveyed companies in this sector rate the consequences as medium to high with regard to loss of income. This share is significantly higher than the European average share of 32 per cent.

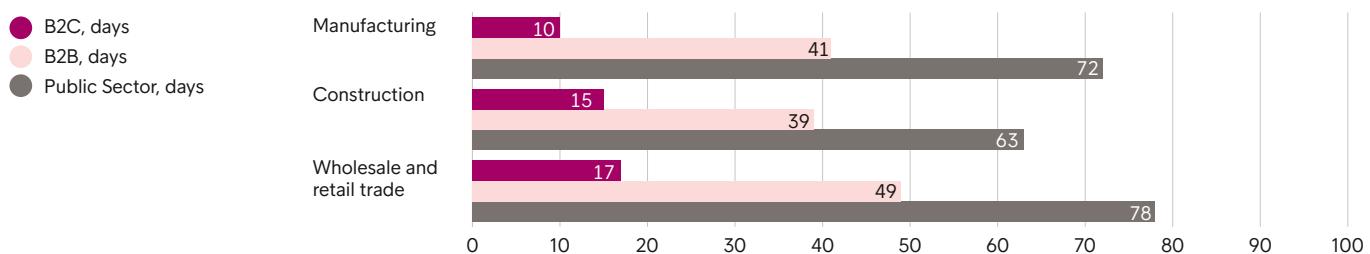
Few hand over their outstanding invoices to a debt collection agency

More than eight out of ten (82 per cent) companies in this sector say that they do not hand over their outstanding invoices to a debt collection agency. In Europe as a whole, on average 48 per cent does not hand over outstanding invoices.

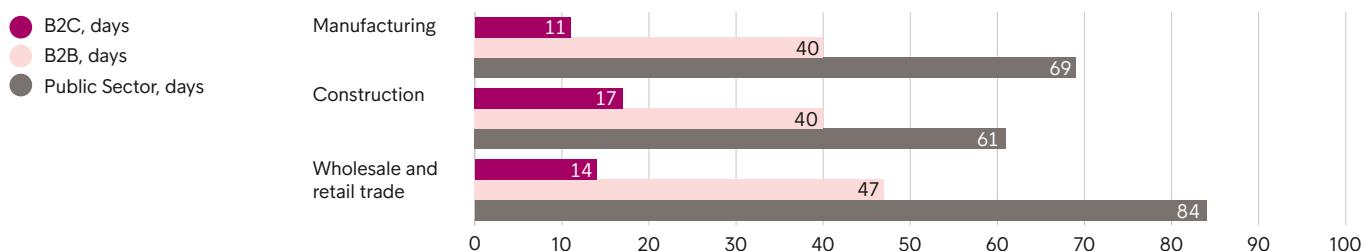
Increasing risks of debtors

Close to every third company (32 per cent) in this sector forecast the risks of their debtors to increase over the next 12 months. That is a considerably higher share compared to the European average of 12 per cent.

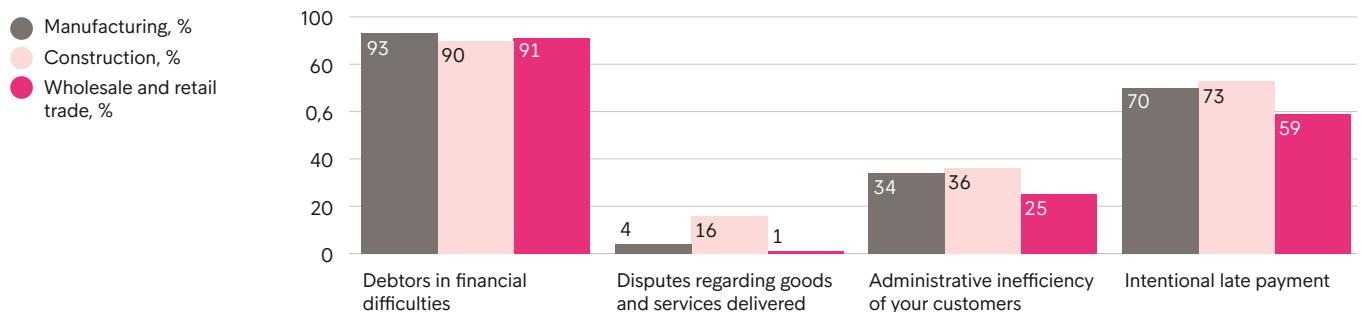
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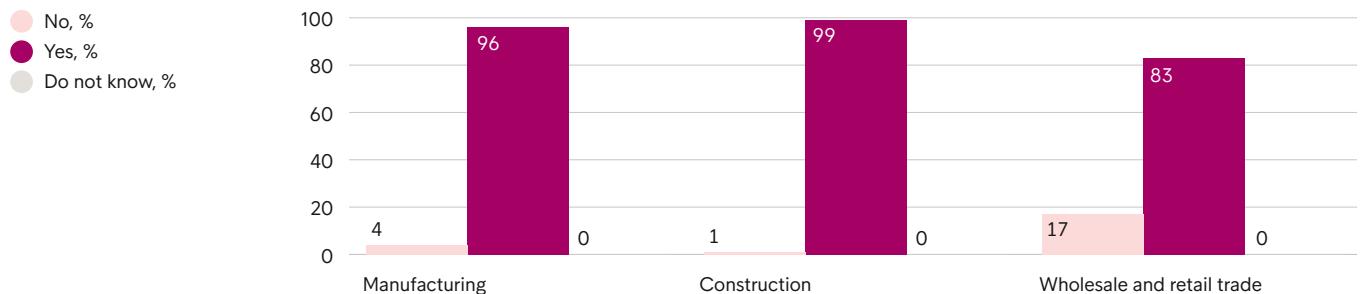
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Have you ever accepted longer payment terms than you feel comfortable with?





Wholesale and retail trade

Low share of lost revenue

This sector lost on average 0.64 per cent of the total annual revenue in 2017. This share is considerably lower compared to the European average share of 1.69 percent.

Risk of debtors will remain stable

Nearly nine out of ten (87 per cent) companies in the sector forecast the risk of their debtors to remain stable over the coming 12 months. The corresponding figure in Europe is 78 per cent.

High consequences of late payments

The consequences of late payments are rated higher in this sector compared to all sectors in Europe. More than four out of ten (44 per cent) of the surveyed companies in this sector rate the consequences as medium to high with regard to loss of income. This share is higher than the European average share of 32 per cent.

Construction

Late payments prohibit hiring of new employees

More than four out of ten companies (42 per cent) in this sector rate the consequences of late payments as medium to high with regard to not hiring new employees, compared to the corresponding figure in Europe of 21 per cent.

Many accept longer payment terms unconditionally

When customers ask companies in this sector for longer payment terms, the primary measure taken by more than 43 per cent of the companies is to unconditionally accept longer payment terms. In Europe as a whole, on average 18 percent respond likewise.

Increased investments due to low interest rates

In this sector, close to one third (31 per cent) say they have noticed increased investments resulting from low global interest rates. In Europe, the equivalent figure is 16 per cent.

Manufacturing

Low percentage of bad debt

In this sector, only 0.72 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is low compared to the average figure for all sectors surveyed in Europe, which was 1.69 per cent for 2017.

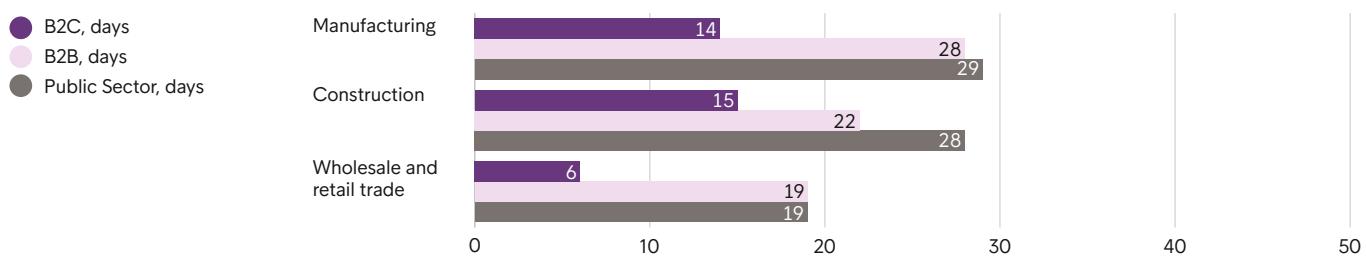
Pre-payment most common as precaution for bad payment

More than four out of ten (43 per cent) of the companies in this sector say they use pre-payment as precaution for late payments, which is similar to the European average of 42 percent stating the same.

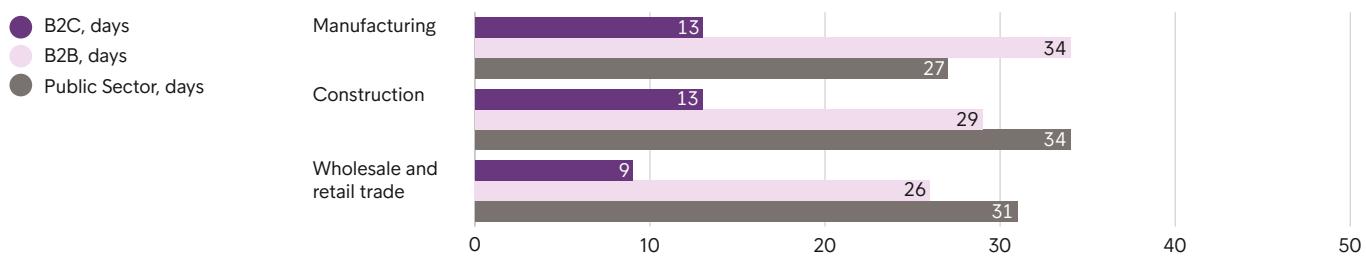
European Late Payment Directive know, but ineffective

In this sector, 44 per cent say they are familiar with the European Late Payment Directive, which is higher than the average in Europe of 28 per cent. Less than one in ten (7 per cent) of the companies say they have noted a positive impact as a result of the directive in terms of fewer payment delays, while 93 per cent report no impact.

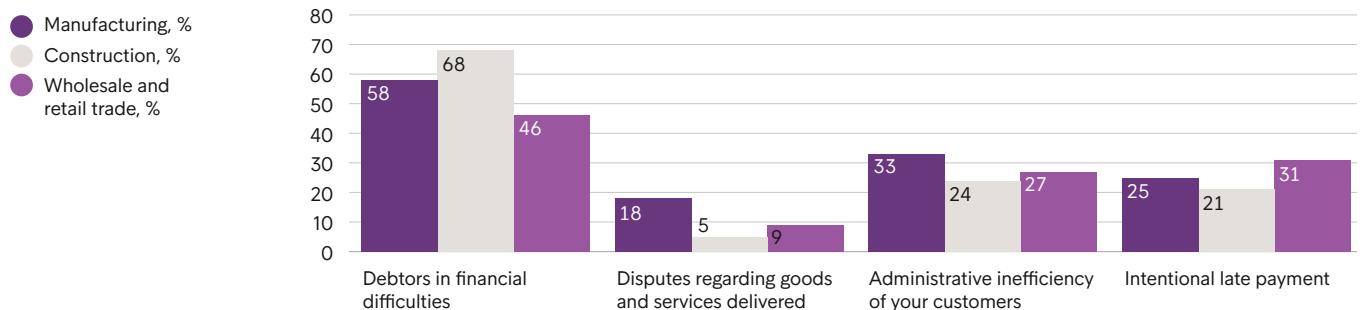
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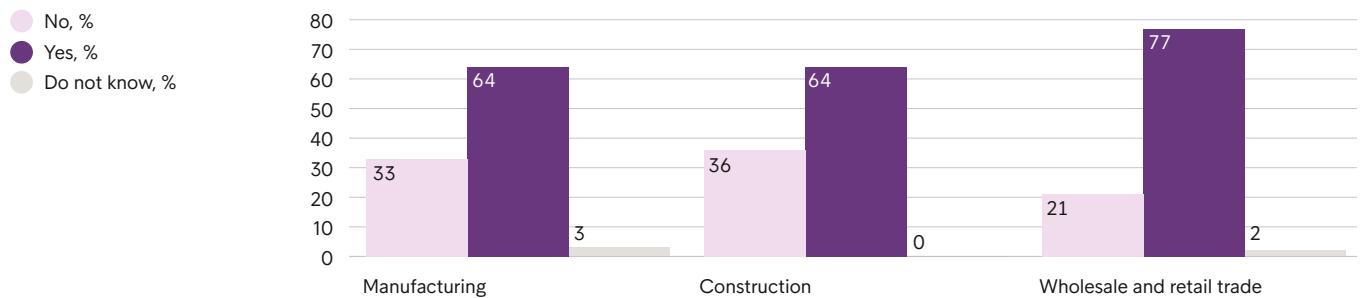
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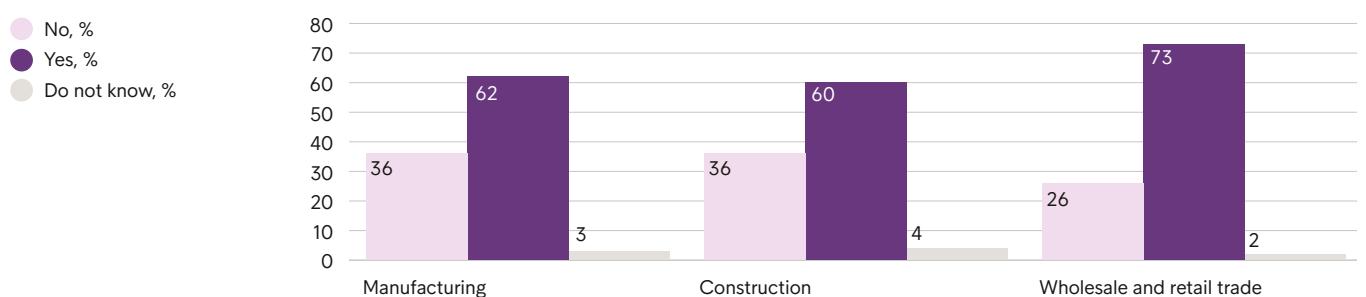
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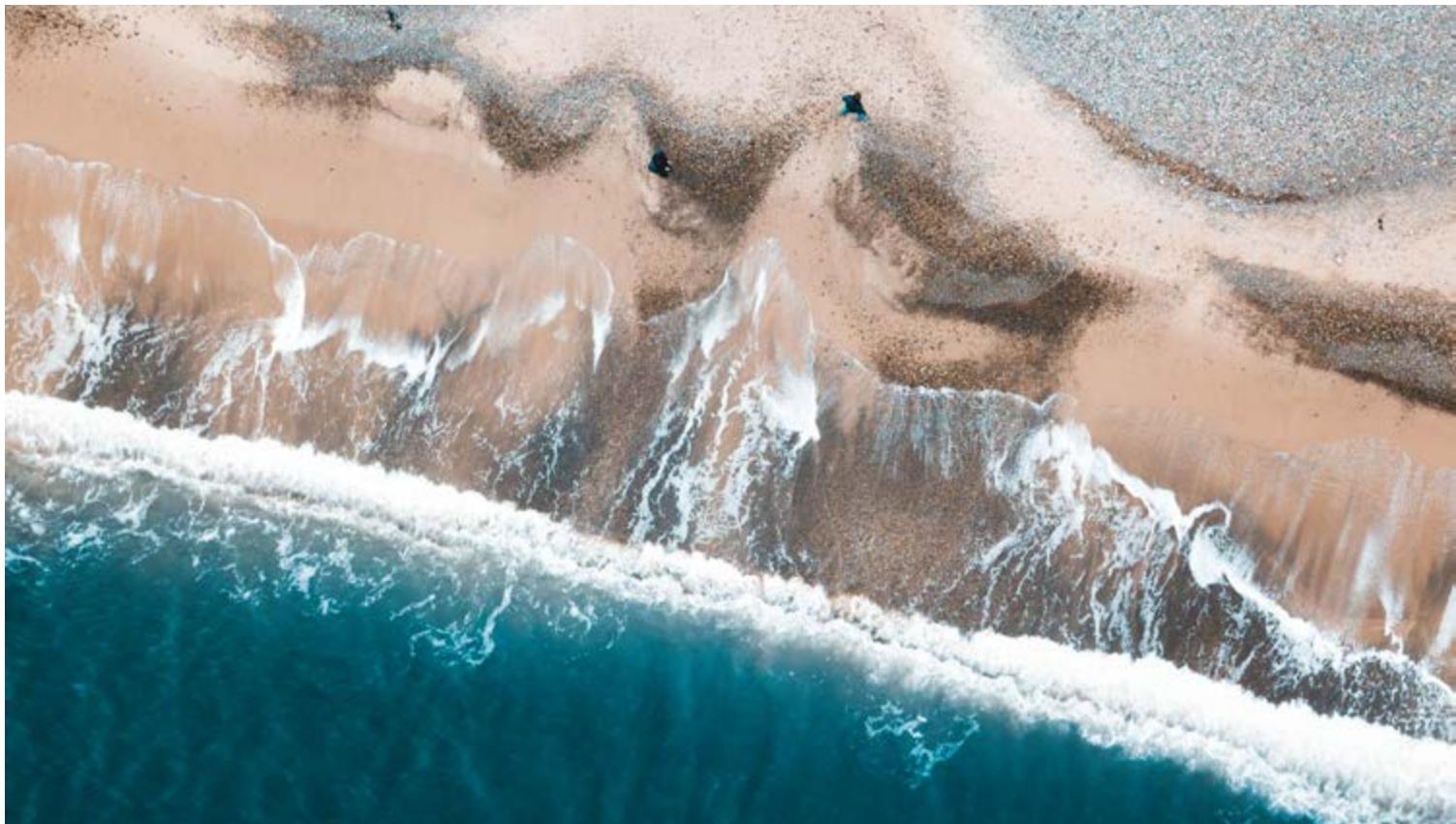


Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Construction

Lost revenue

The average percentage of lost revenue in this sector for 2017 was 5.79 per cent of total annual revenue. This is more than three times the European average of 1.69 per cent.

Increasing debtor risks

Among the companies surveyed in this sector, over one-quarter (26 per cent) forecast increasing debtor risks over the next 12 months. This is over twice the European average of 12 per cent.

Low use of debt collection

In this sector, past due invoices are rarely handed over to a debt collection agency. More than six out of ten companies (61 per cent) say they never hand over past due invoices to a debt collection agency. The corresponding figure in Europe is 41 per cent.

Wholesale and retail trade

Debtors in financial difficulty

According to those surveyed in this sector, late payment stems from the financial challenges of customers. Over nine out of ten (93 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

Taking precaution against poor payment performance

Companies in this sector use credit checks and pre-payment to protect themselves against poor payment performance to a greater extent than the average sector in Europe. More than half (56 per cent) say they use prepayment, while 55 per cent say they use credit checks. On average in Europe, 42 per cent use prepayment and 25 per cent use credit checks.

Debtor risks forecast to remain stable

More than nine out of ten companies (93 per cent) forecast the risk of their debtors to remain stable. The corresponding figure in all of the surveyed business sectors in Europe is 78 per cent.

Accommodation and food service activities

European Late Payment Directive well known but ineffective

Over two-thirds of the companies surveyed in this sector (67 per cent) say they are familiar with the European Late Payment Directive, which is considerably higher than the average in Europe of 28 per cent. However, only 2 per cent of the companies say they have noted a positive impact as a result of the Directive in terms of fewer payment delays.

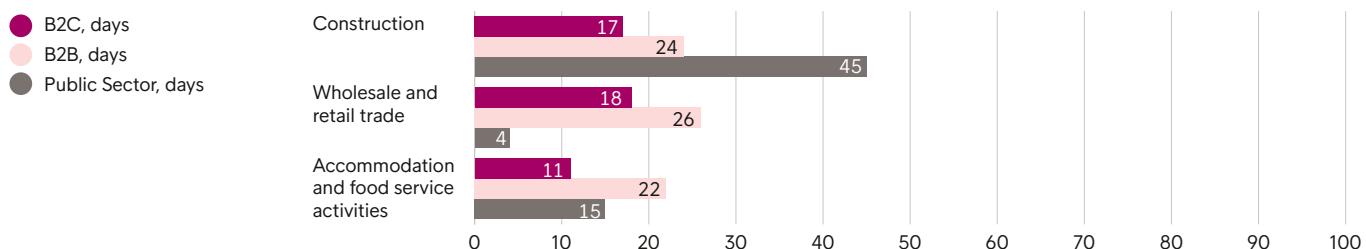
Payment terms non-negotiable

This sector does not negotiate payment terms with customers to the same extent that other business sectors in Europe does. Among the companies surveyed in this sector, 64 per cent say they do not negotiate payment terms with their customers, a significantly higher percentage than the European average of 19 per cent.

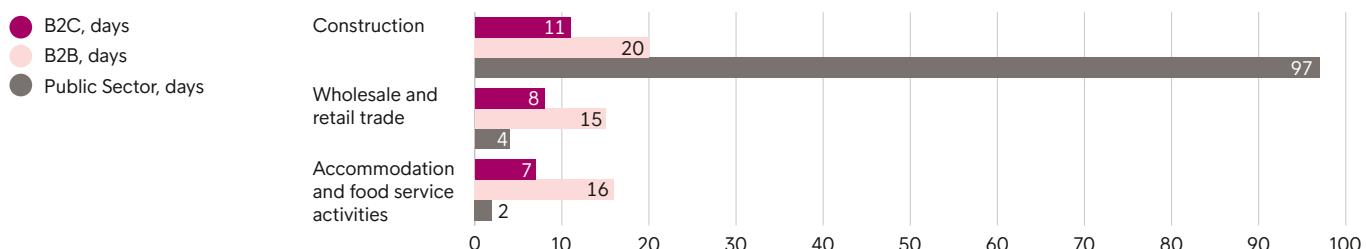
Declining debtor risk

In this sector, on average 15 per cent of the companies forecast that debtor risks will decline over the coming 12 months. Among the business sectors in Europe, on average only 10 per cent forecast a decline in debtor risk.

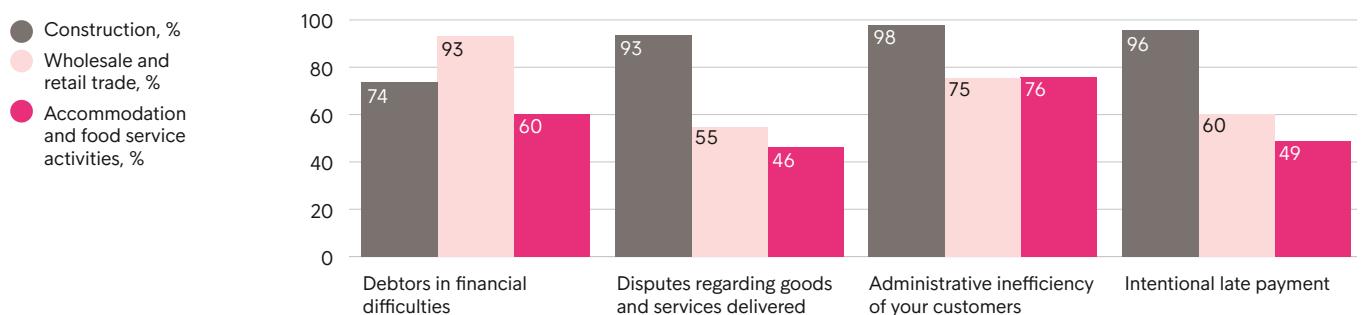
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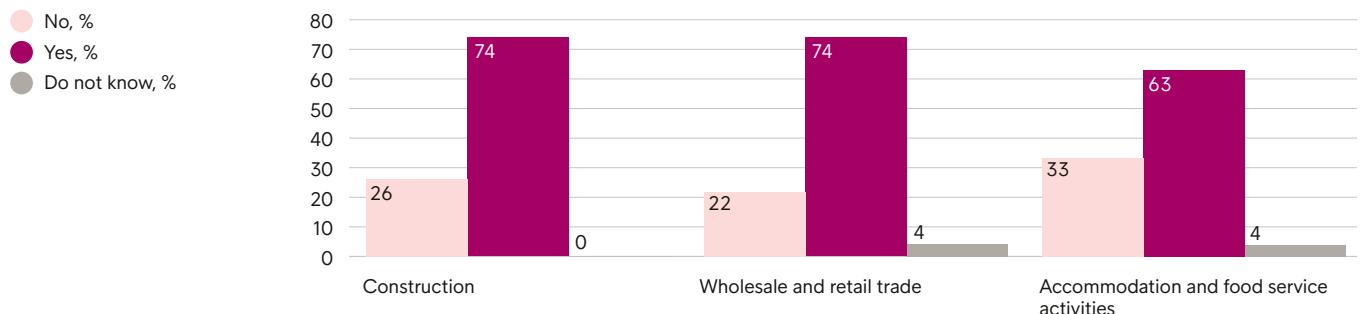
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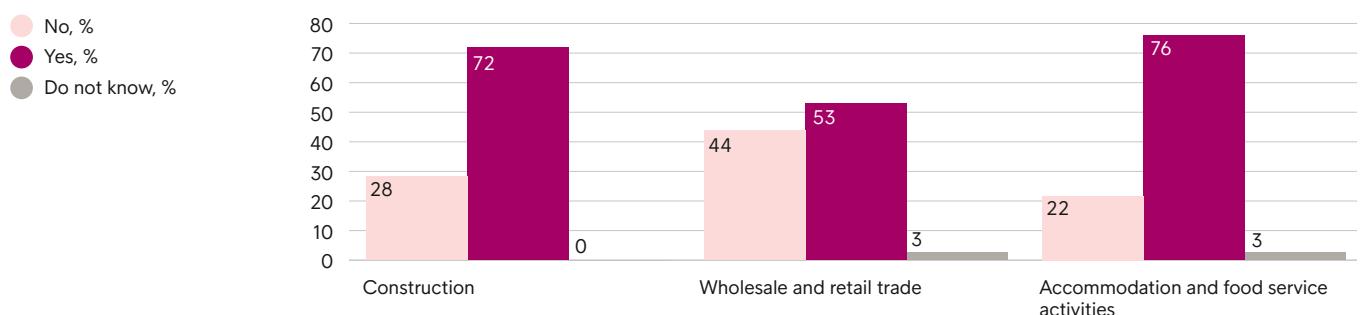
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Offering discounts as an alternative to longer payment terms

When a customer asks companies in this sector for longer payment terms, the primary measure taken is to offer a discount as an alternative. Close to three out of ten (29 per cent) say this is the primary measure taken, making this the most common alternative for the companies in this sector. In Europe, only 6 per cent of companies offer this solution.

Undertaking precautions against poor payment

The use of protective measures against poor payment performance is higher in this sector compared to the average business sector in Europe. In this sector, only 2 per cent of the companies surveyed do not use any of the most common precautions to protect their companies against poor payment performance, such as credit checks, debt collection and prepayment. In Europe, on average 32 per cent of the companies respond likewise.

Demand for new legislation

Over half (54 per cent) of the companies surveyed say they would like to see new legislation to address demands for payment terms that extend beyond those recommended by national practice. In Europe, on average 38 percent respond in this manner. Moreover, almost two-thirds (65 per cent) in this sector would also like to see new legislation that tackles the issue of late payment, a higher figure than the European average of 42 per cent.

Construction

Dismissing employees

– a consequence of late payments

The impact of late payment on dismissing employees is higher in this sector compared to the average in Europe. Three out of ten (30 per cent) rate the impact on dismissing employees as medium to high, which is higher than the European average of 13 per cent.

Increased investment

In this sector, more than four out of ten (44 per cent) say they have noticed increased investment as a result of low interest rates. Among all business sectors surveyed in Europe, on average 16 per cent respond likewise.

Few hand over past due invoices to a debt collection agency

Among the companies surveyed in this sector, on average 77 per cent say they never hand over their past due invoices to a debt collection agency. The corresponding figure in Europe is 41 per cent, demonstrating that debt collection is used more rarely in this sector.

Wholesale and retail trade

Low pressure for longer payment terms

About four out of ten companies (42 per cent) in this sector say they have been asked to accept longer payment terms from their customers than they feel comfortable with. In Europe as a whole, on average 55 per cent respond likewise, indicating less pressure in this sector.

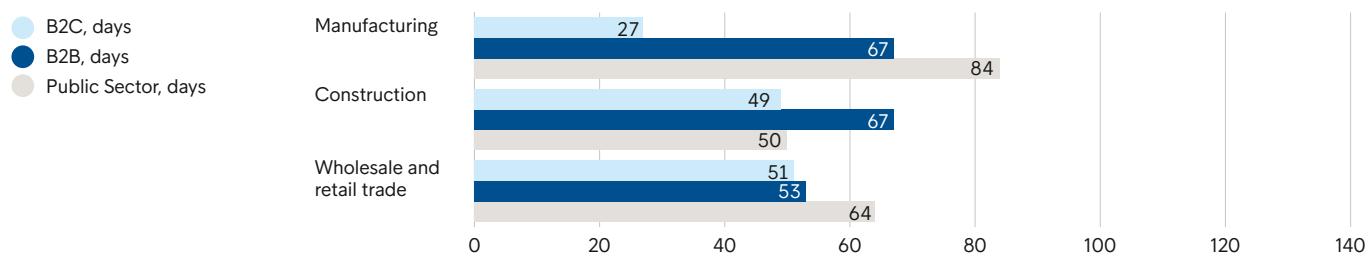
Payment terms non-negotiable

This sector does not negotiate payment terms with customers to the same extent as the average business sector in Europe does. Among the companies surveyed in this sector, 46 per cent say they do not negotiate payment terms with their customers, significantly higher than the European average of 19 per cent.

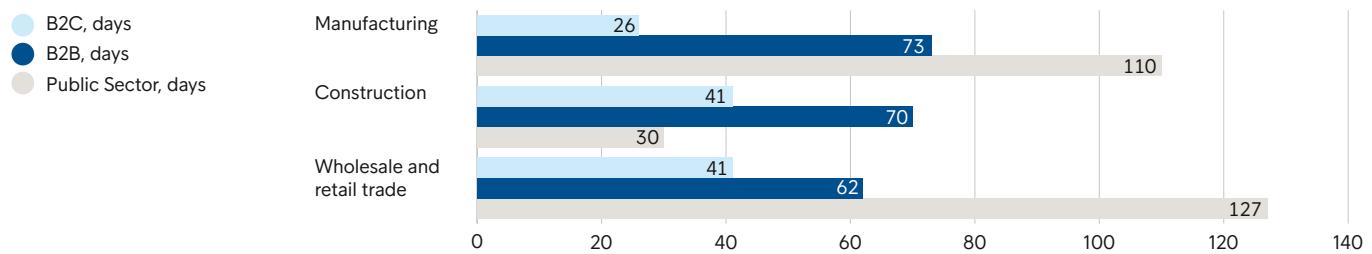
Lengthy payment delays despite generous payment terms

This sector has issues with late payments, particularly with the public sector, despite generous payment terms. On average, the public sector is offered payment terms of 64 days, but it takes on average 127 days to receive payment. Companies are offered payment terms of 53 days on average, and pay in 62 days. Consumers are offered payment terms of 51 days on average, but pay in 41 days, which is before the due date.

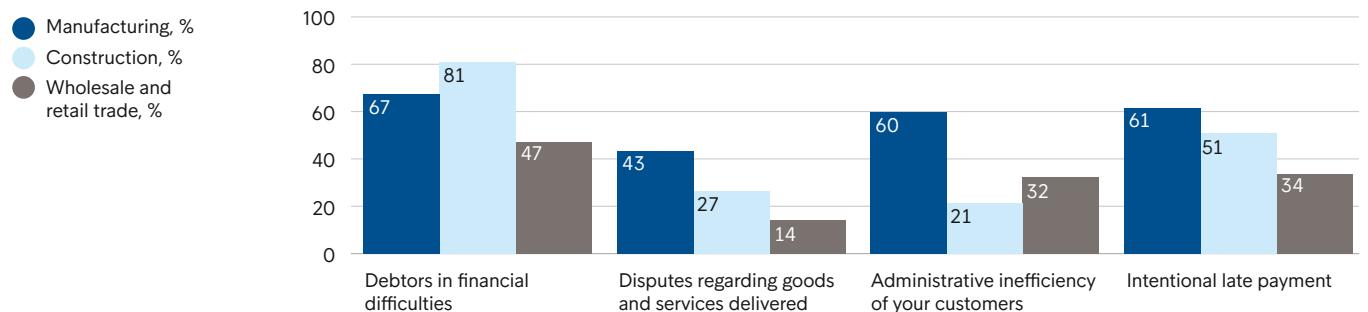
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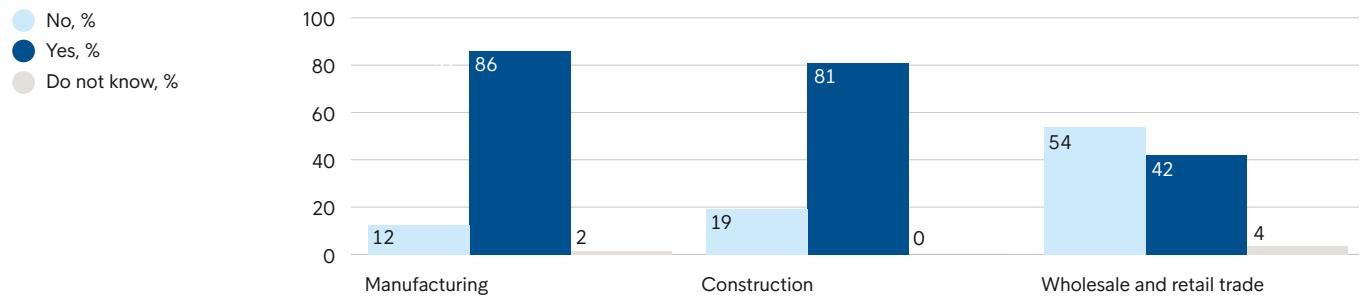
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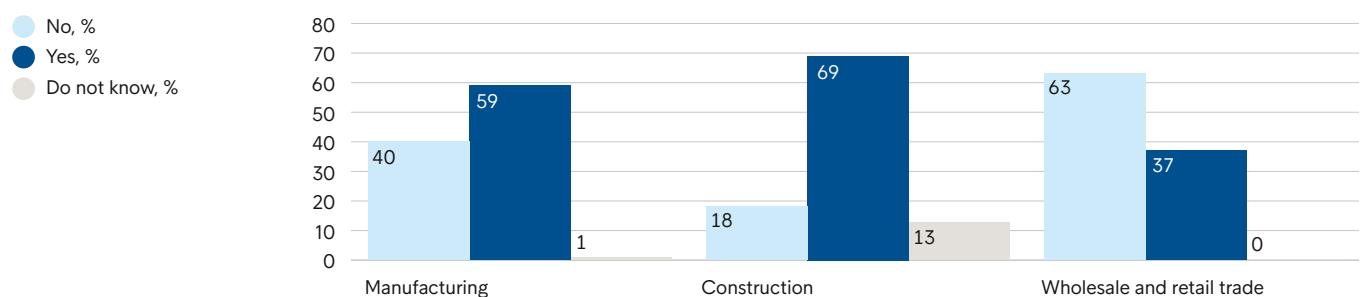
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Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Faster payment would generate more employment opportunities

Almost a third of the companies surveyed in this sector (24 per cent) say faster payment from debtors would definitely enable them to hire more employees. This is higher than the average in Europe of 20 per cent.

Lost revenue

The average percentage of lost revenue in this sector for 2017 was 2.08 per cent of total annual revenue. This is more than twice the average in Europe of 1.69 per cent.

Declining debtor risk

When asked about how the companies in this sector view their debtors' financial situation over the coming 12 months, over a third (36 per cent) say they anticipate a declining risk. The European average is 10 per cent, indicating a positive outlook in this sector.

Construction

Low percentage of bad debt

The proportion of lost revenue in this sector is significantly lower than in the average European business sector. The respondents in this sector say that on average 0.67 per cent of total annual revenue for 2017 was written off as lost revenue. The European average is 1.69 per cent.

Low use of precautions against poor payment performance

The usage of precautions against late payments is less common in this industry compared to the average European sector, where almost half of the companies (49 per cent) state that they do not use the common precaution measures for late payments. For instance, only 6 per cent of the companies surveyed in this sector say they use debt collection as precaution, compared to the average figure for Europe of 21 per cent.

Poor knowledge of regulations regarding late payment

Knowledge of European regulations regarding late payment is poor. As many as 94 per cent of the companies surveyed in this sector are not familiar with the European Late Payment Directive, which is considerably higher than the European average of 72 per cent that are not familiar with the directive. Additionally, only 6 per cent of those surveyed in this sector are familiar with the national regulations.

Wholesale and retail trade

Somewhat positive towards digital cryptocurrency as payment in the future

Though no companies in this sector use digital cryptocurrency, such as Bitcoin and Ethereum, as payment option today, 5 per cent state that they probably will introduce digital cryptocurrency as a payment option within the next two years. This is a slightly more optimistic forecast compared to the European average only 3 per cent.

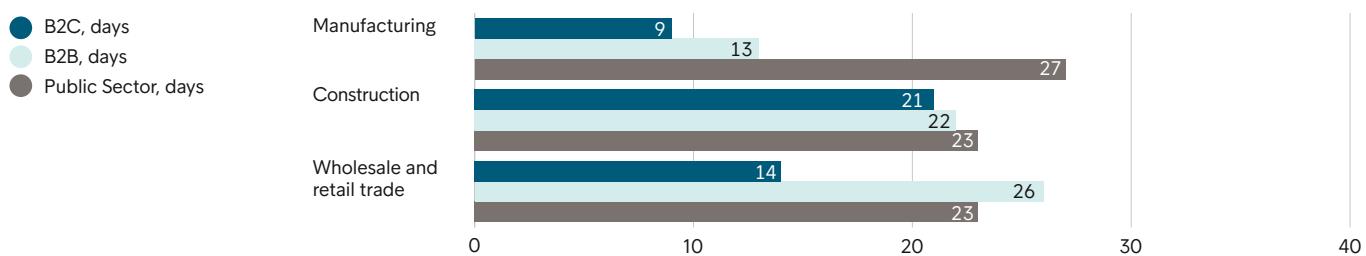
Debtors in financial difficulty

According to those surveyed in this sector, late payment stems from the financial challenges of customers. More than seven out of ten (72 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

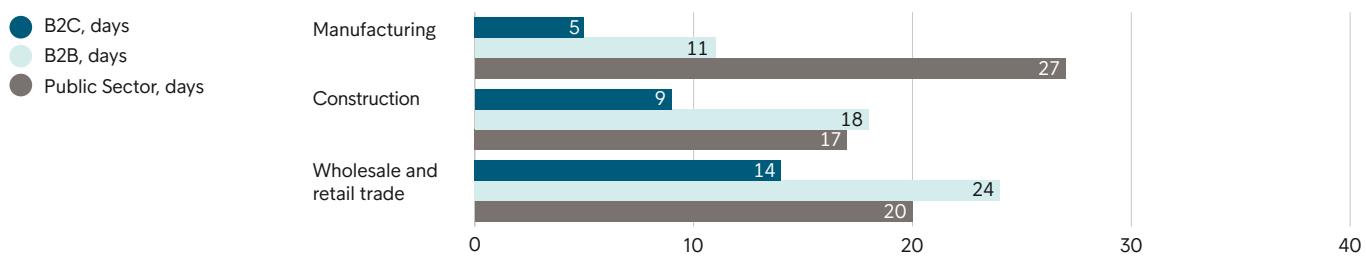
Late payment has low impact

In general, the impact of late payment is rated lower in this sector compared to the average in Europe. For instance, more than nine out of ten (95 per cent) of the companies surveyed in this sector say late payment has a low impact on liquidity squeeze. The equivalent figure in Europe is 50 per cent.

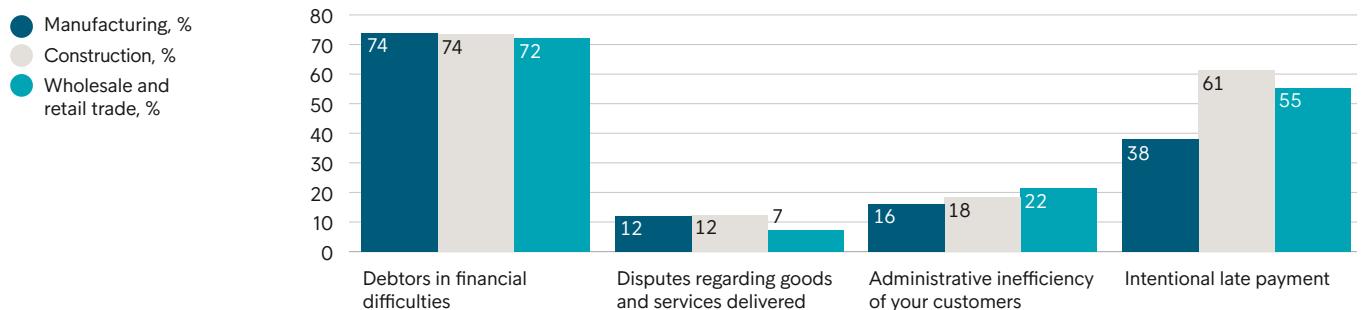
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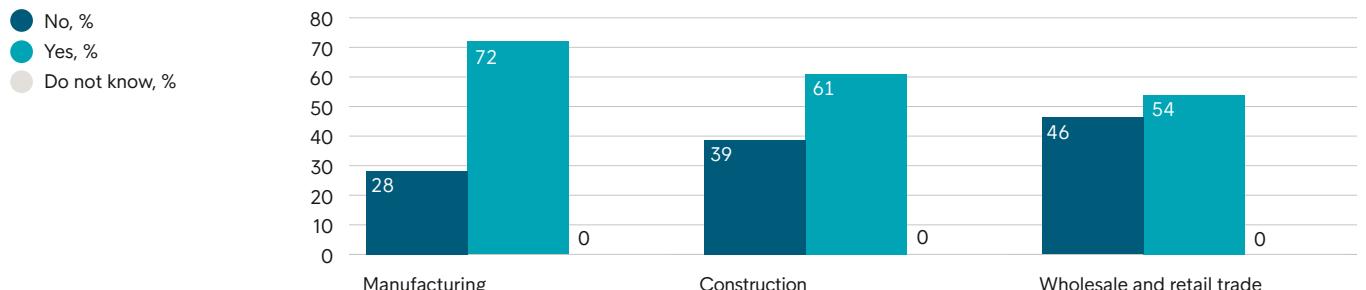
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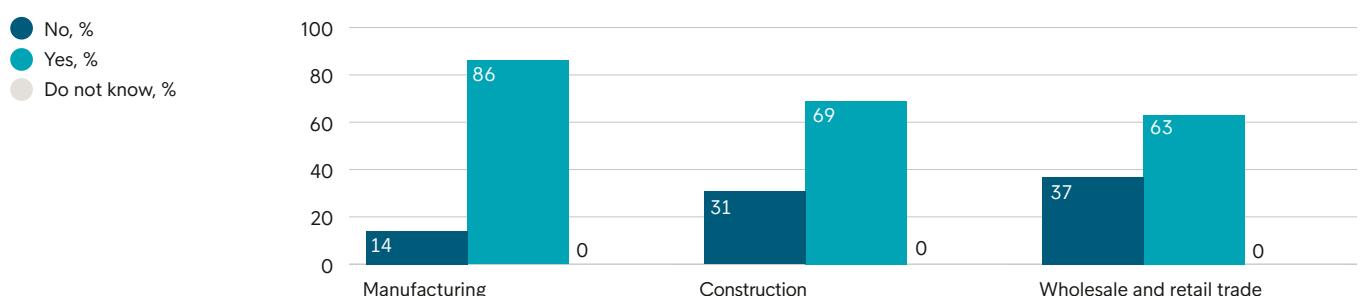
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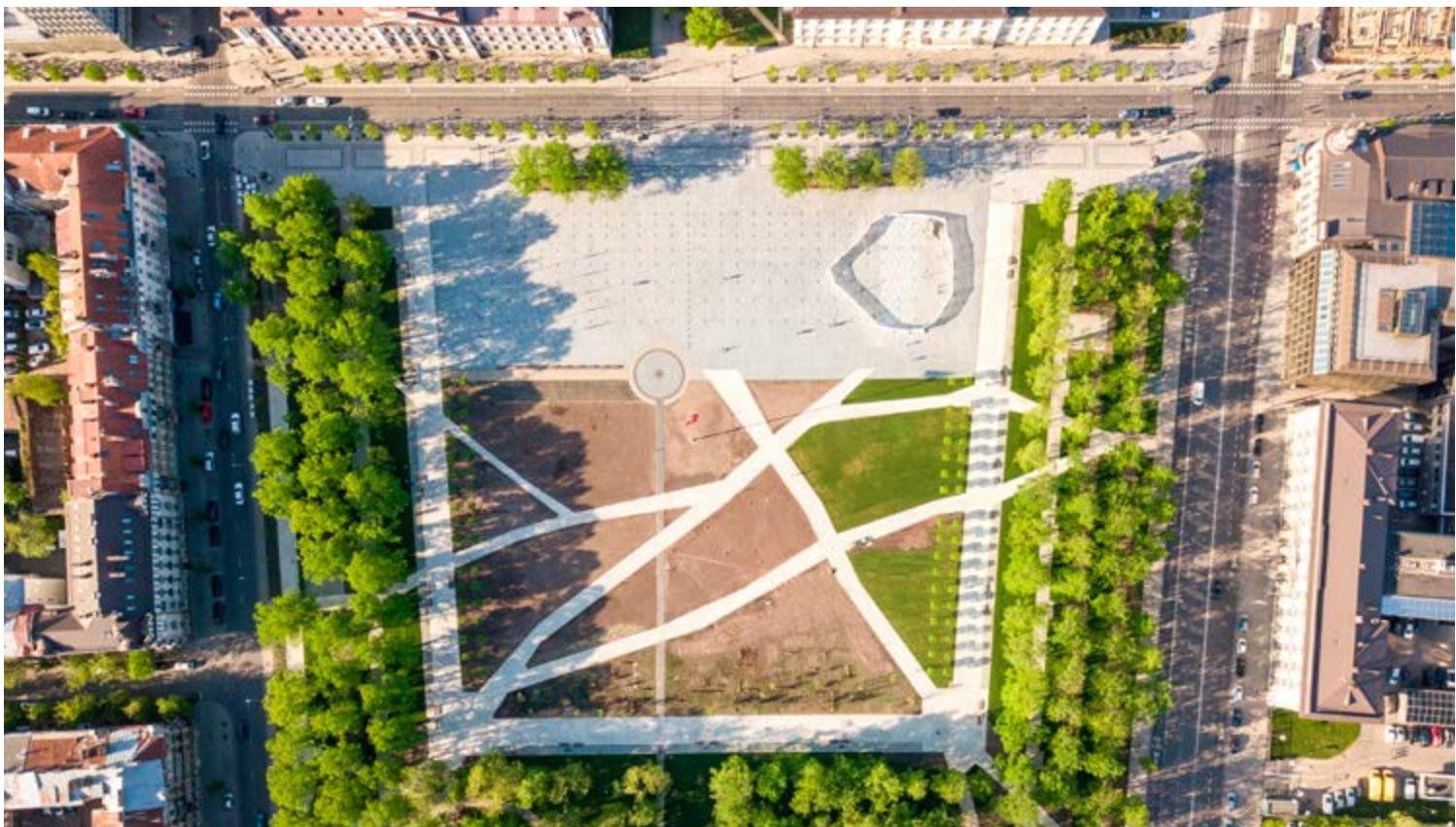


Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Low knowledge of regulations concerning late payment and non-payment

Only 3 per cent of the respondents in this sector are familiar with the European Late Payment Directive. In addition, only 47 per cent of the companies surveyed have knowledge of national legislation concerning late payment or non-payment. Both of these figures are low in comparison to the European average, where 28 per cent are familiar with the European directive, and 58 per cent have knowledge of national legislation.

Accepting longer payment terms unconditionally

Almost six out of ten (57 per cent) of the companies surveyed in this sector say the primary measure taken when a customer asks for longer payment terms is to accept longer payment terms unconditionally. This is high compared to the average in Europe of 18 per cent.

Declining debtor risk

When asked about how the companies in this sector view their debtors' financial situation over the coming 12 months, a quarter (25 per cent) says they anticipate a declining risk. The European average is 10 per cent, indicating a positive outlook in this sector.

Wholesale and retail trade

Late payment limits growth of companies

More than six out of ten (61 per cent) of the companies in this sector rate the consequences as medium to high impact for growth opportunities. On the European level, 28 per cent state the same.

Debtors in financial difficulty

According to those surveyed in this sector, late payment stems from the financial challenges of customers. Almost nine out of ten (89 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

Few companies use debt collection agencies

It is less common in this sector than in the average European business sector to hand over past due invoices to a debt collection agency. Among the companies surveyed in this sector, 60 per cent say they never pass past due invoices on to a collection agency. In Europe as a whole, 48 per cent respond likewise.

Transport and storage

Loss of income

In this sector, on average 3.78 per cent of total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

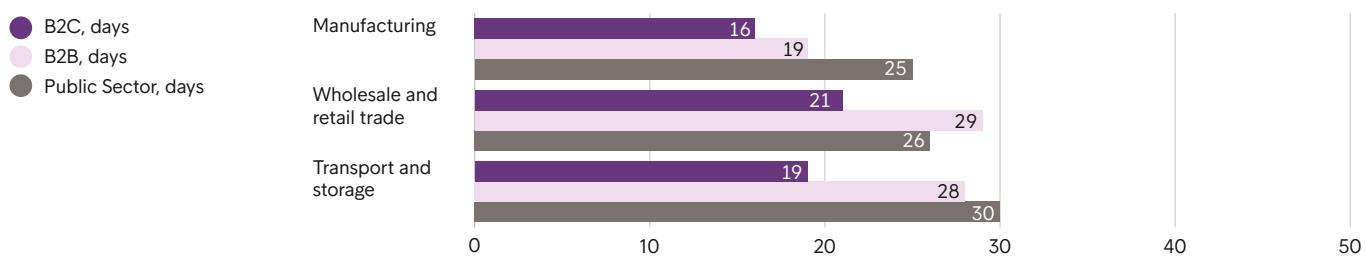
Faster payment would generate more employment opportunities

Almost a third of the companies surveyed in this sector (31 per cent) say faster payment from their debtors would enable them to hire more employees. This is higher than the average in Europe of 20 per cent.

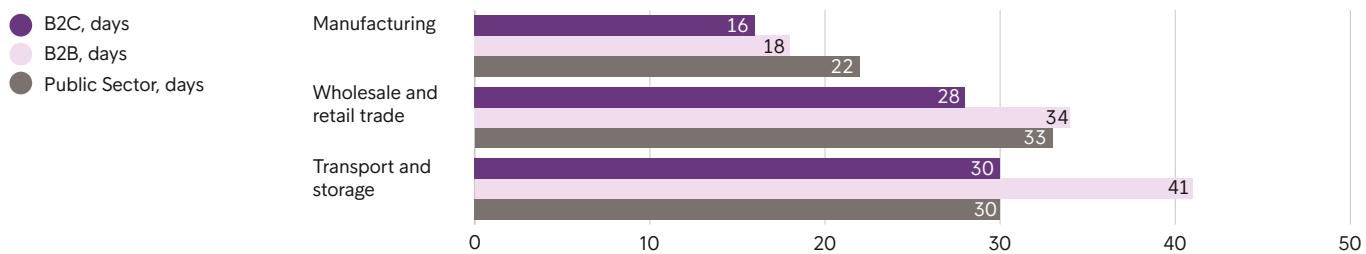
Low use of precautions against poor payment performance

The usage of precautions against late payments is less common in this industry compared to the average European sector, where two-thirds (66 per cent) state that they do not use the common precaution measures against late payments. For instance, only 14 per cent of the companies surveyed in this sector say they use debt collection as precaution, compared to the average figure for Europe of 21 per cent.

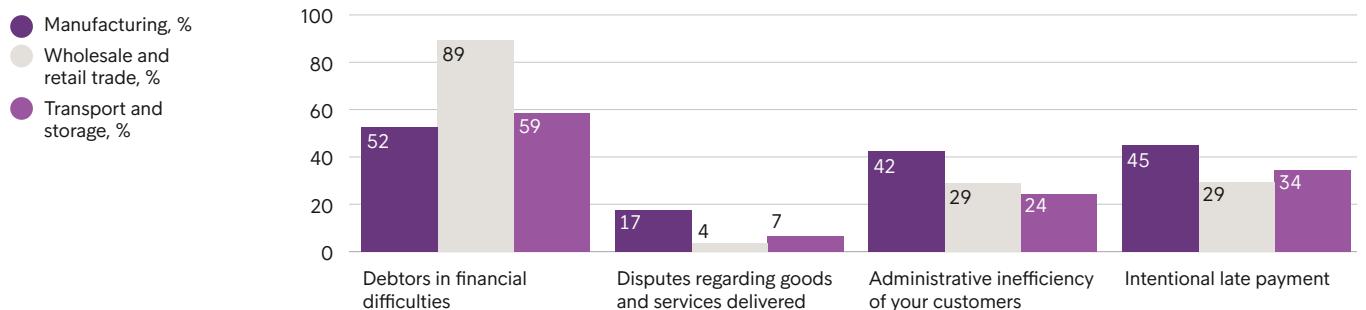
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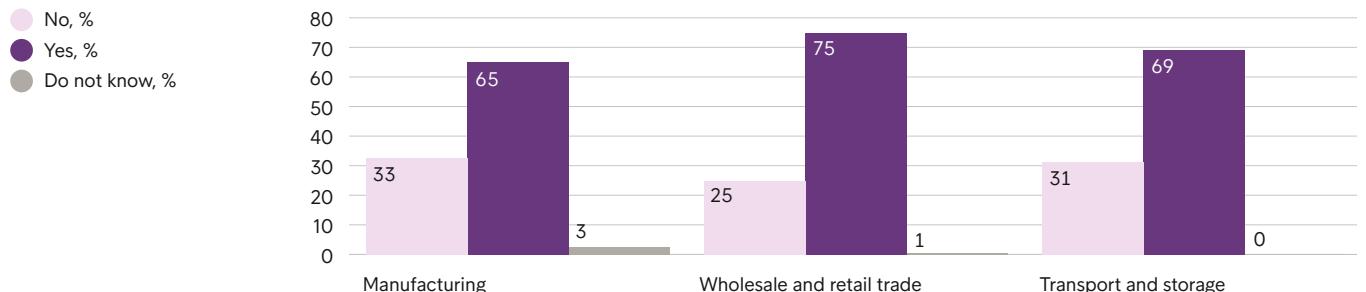
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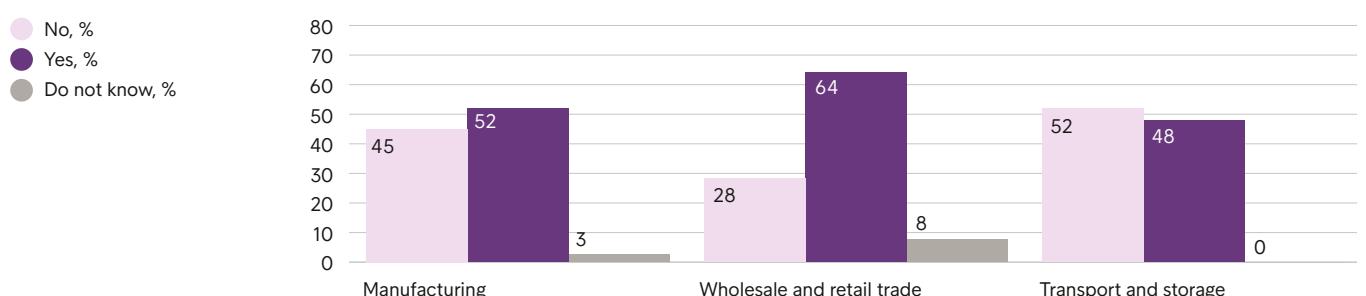
What are the main causes of late payment of your own customers?



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Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Liquidity squeeze

a consequence of late payments

More than four out of ten (43 per cent) of the surveyed companies in this sector say that liquidity squeeze is a consequence of late payments. In Europe as a whole, 36 per cent of the surveyed companies respond likewise.

More employment opportunities if companies were paid faster

More than one out of five (23 per cent) of the surveyed companies say that faster payment would enable them to hire additional employees. This is somewhat higher than the European average of 20 per cent.

Public sector pays invoices late

The average payment term offered by companies in this sector to the public sector is 31 days. The average time actually taken by the public sector to pay the companies in this sector is 49 days, meaning an average payment delay of 18 days from the public sector. In Europe, the average payment term offered to the public sector is 34 days, and the actual payment time is 40 days on average.

Wholesale and retail trade

Low impact of late payments

The consequences of late payments are less severe in this sector compared to the average European business sector. In this sector, 85 percent of the surveyed companies say that late payments have a low impact on their loss of income. In addition, only 13 percent say that late payment limits growth of their company, lower than the European average of 28 percent.

Administrative inefficiency of customers a common cause of late payments

In this sector, administrative inefficiency among customers is a more common cause of late payments compared to other sectors in Europe. More than half of the surveyed companies (54 percent) list administrative inefficiency among customers as one of the main causes of late payments. In Europe as a whole, on average 43 percent respond likewise.

Voluntary initiatives against late payments preferred

In order to solve the problem of late payments, this sector prefers voluntary initiatives from companies over new legislation. More than a third (35 percent) of the surveyed companies say they would like voluntary initiatives from corporations in order to solve the problem of late payments. In Europe, on average 26 percent of the surveyed companies agree with this.

Financial and insurance activities

High share of lost revenue

On average 3.11 per cent of the total annual revenue from 2017 was written off as lost revenue in this sector. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

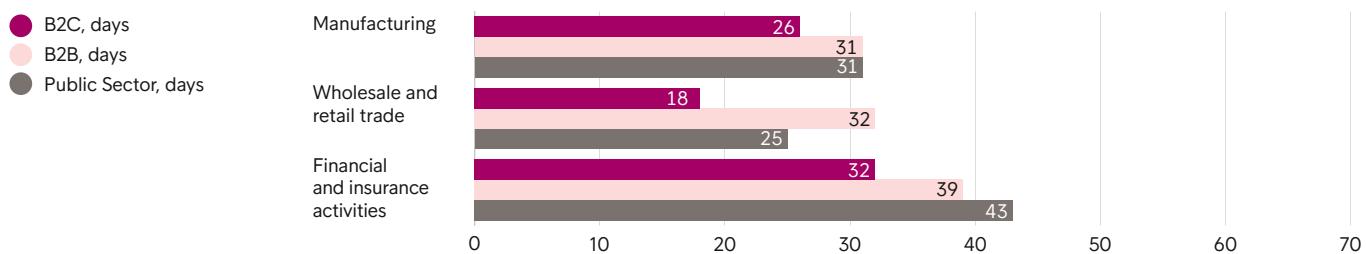
Faster payments would enable jobs

One-third of companies (33 per cent) in this sector say that faster payments from their debtors probably or definitely would enable hiring more employees. In Europe as a whole, on average 20 per cent agrees with this statement.

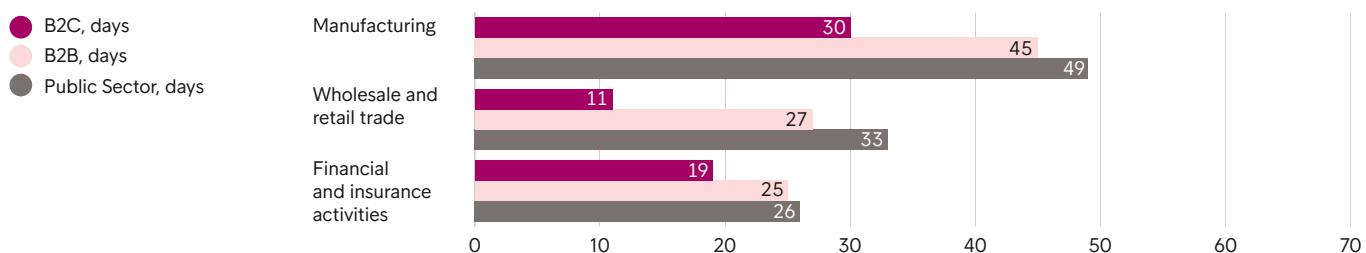
Cryptocurrencies common

In this sector, more than one in ten companies (13 per cent) say they accept digital cryptocurrencies such as Bitcoin as a payment method. Further, 10 per cent say they hold cryptocurrencies for other purposes than payment transactions. On average 2 per cent of the surveyed European companies respond likewise to these questions.

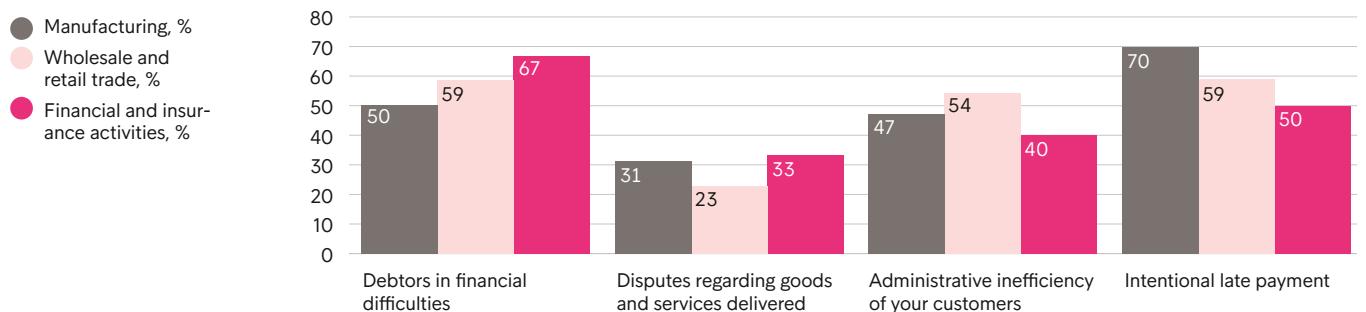
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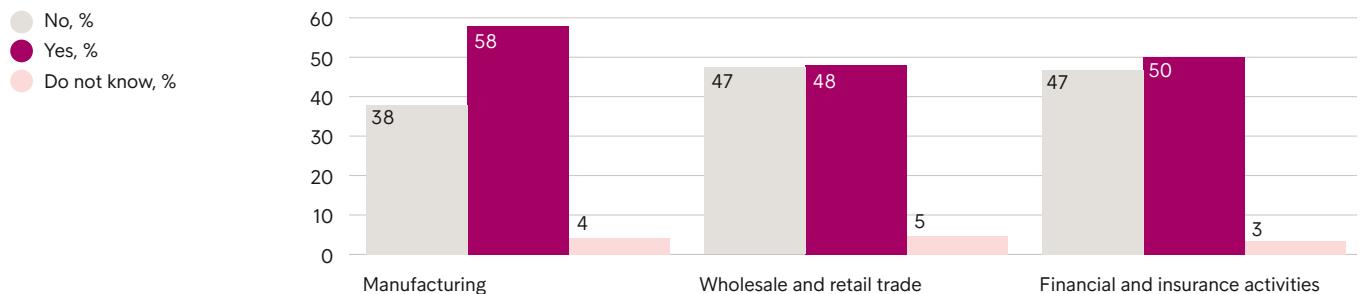
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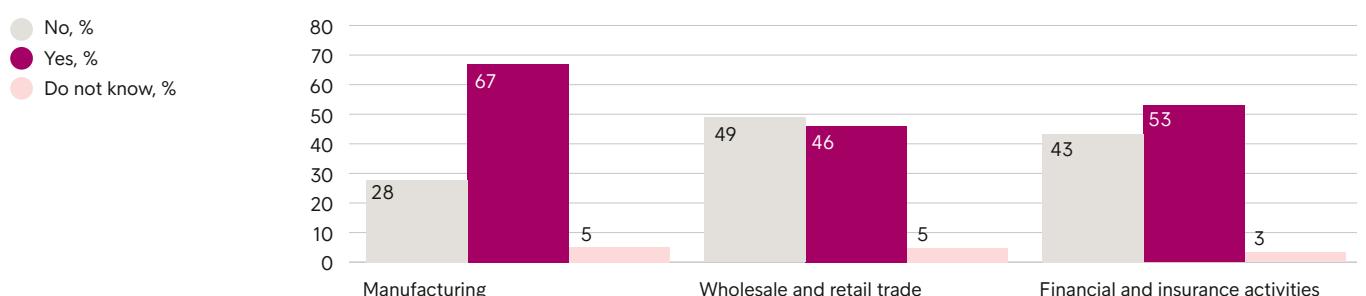
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Have you ever accepted longer payment terms than you feel comfortable with?





Construction

Pressure to accept longer payment terms

In this sector, it is common to accept longer payment terms when a customer asks for it. Close to a third of companies (31 per cent) say they accept longer payment terms and add a surcharge when a customer asks for longer payment terms. In Europe, the corresponding figure is 12 per cent. Further, almost a quarter (24 per cent) say they accept longer payment terms unconditionally when a customer asks for longer payment terms, higher than the European average of 18 per cent.

New legislation is not the solution for late payments

Only 3 per cent of featured companies say they would like to see new legislation to reduce the problem with late payments. This is considerably smaller than the European average of 38 per cent.

Handing over invoices

to debt collection agencies

It is more common in this sector than in the average European business to hand over past due invoices to a debt collection agency. Close to six out of ten companies (59 per cent) say they hand over past due invoices to a debt collection agency, considerably higher than the European average of 37 per cent.

Wholesale and retail trade

Administrative inefficiency the cause of late payments

The main cause of late payment is administrative inefficiency among customers, according to 62 per cent of the surveyed companies in this sector. Financial difficulty is the second most common cause of late payment, stated by 61 per cent of the companies.

Debt collection used against poor payment performance

Debt collection is widely used in this sector. More than half (57 per cent) of the surveyed companies in this sector use debt collection as protection against poor payment performance. The corresponding figure in Europe as a whole is 21 per cent.

Unconditionally accepting longer payment terms

When a customer asks for longer payment terms, the primary measure taken in this sector is to accept longer payment terms unconditionally. On average, 35 per cent of the companies surveyed in this sector say this is the primary measure taken. This is significantly higher than the European average of 18 per cent.

Accommodation and food service activities

Low interest rates have generated increased investments

More than a quarter (28 per cent) of the surveyed companies say the low interest rate environment has increased the company's business opportunities. This can be compared to the European average of 16 per cent.

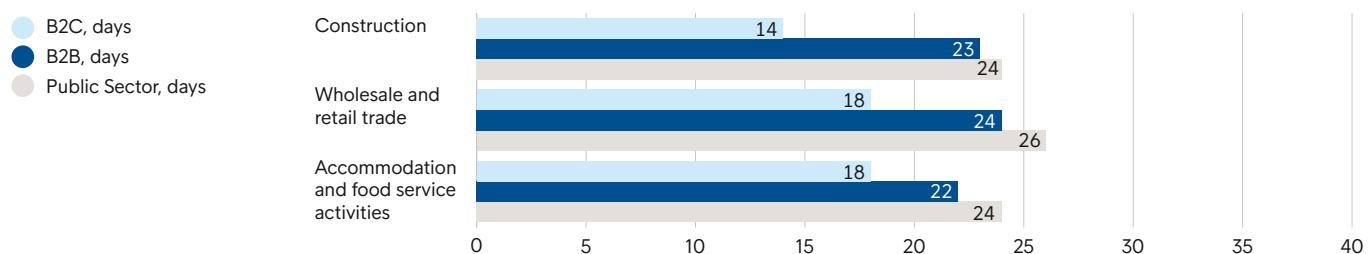
Companies get paid in time

According to the respondents in this sector, payment delays are not common. The average payment terms offered to consumers is 18 days, and companies usually get paid after 14 days. Companies are offered payment terms of 22 days on average, and make payments in 19 days. Public sector organisations are usually offered payment terms of 24 days and also pay in 19 days, on average.

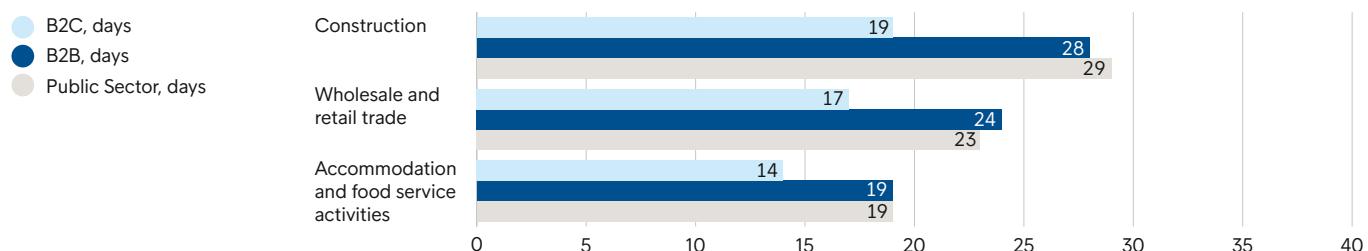
Low share of lost revenue

The average lost revenue in this business sector was 0.67 per cent of the total annual revenue in 2017. The average lost revenue in Europe as a whole was 1.69 per cent in 2017.

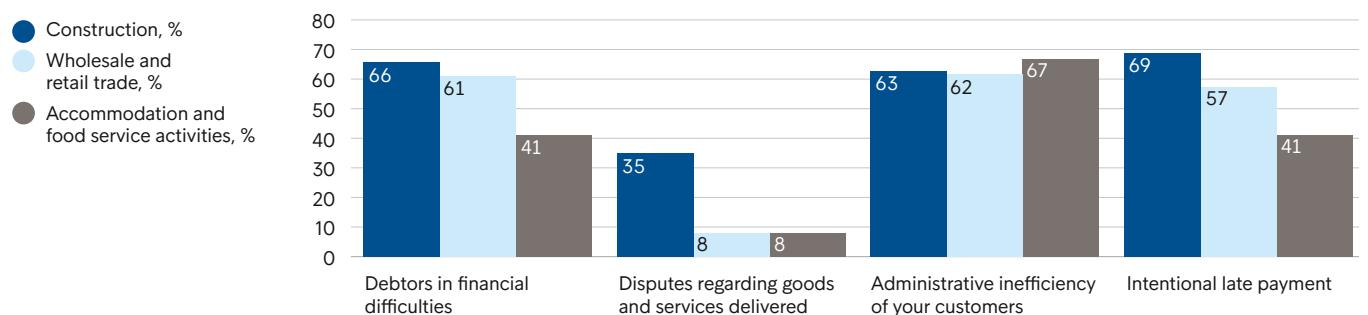
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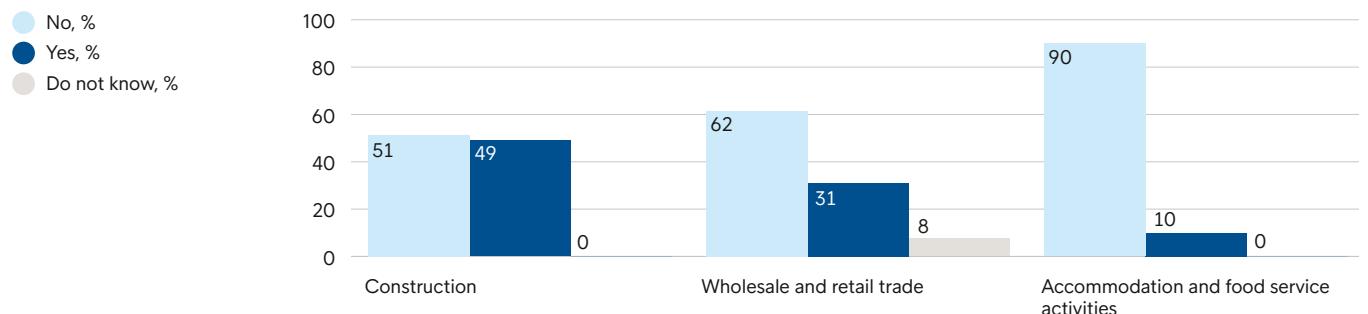
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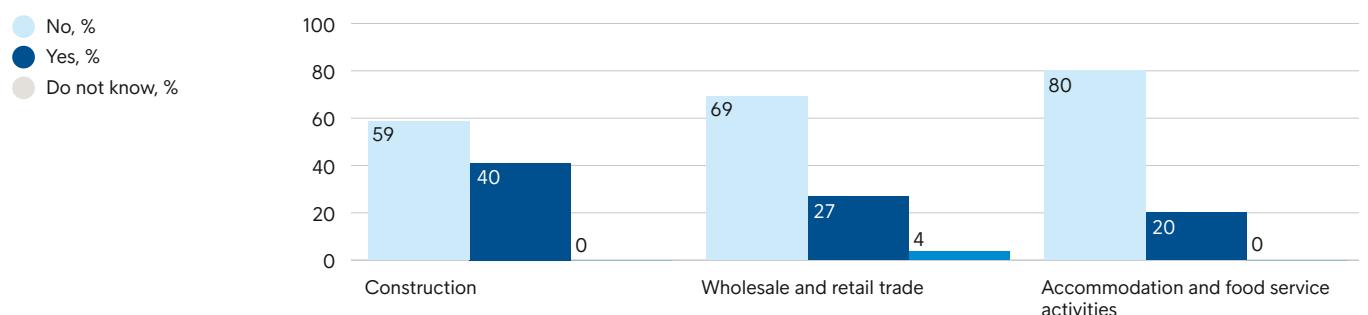
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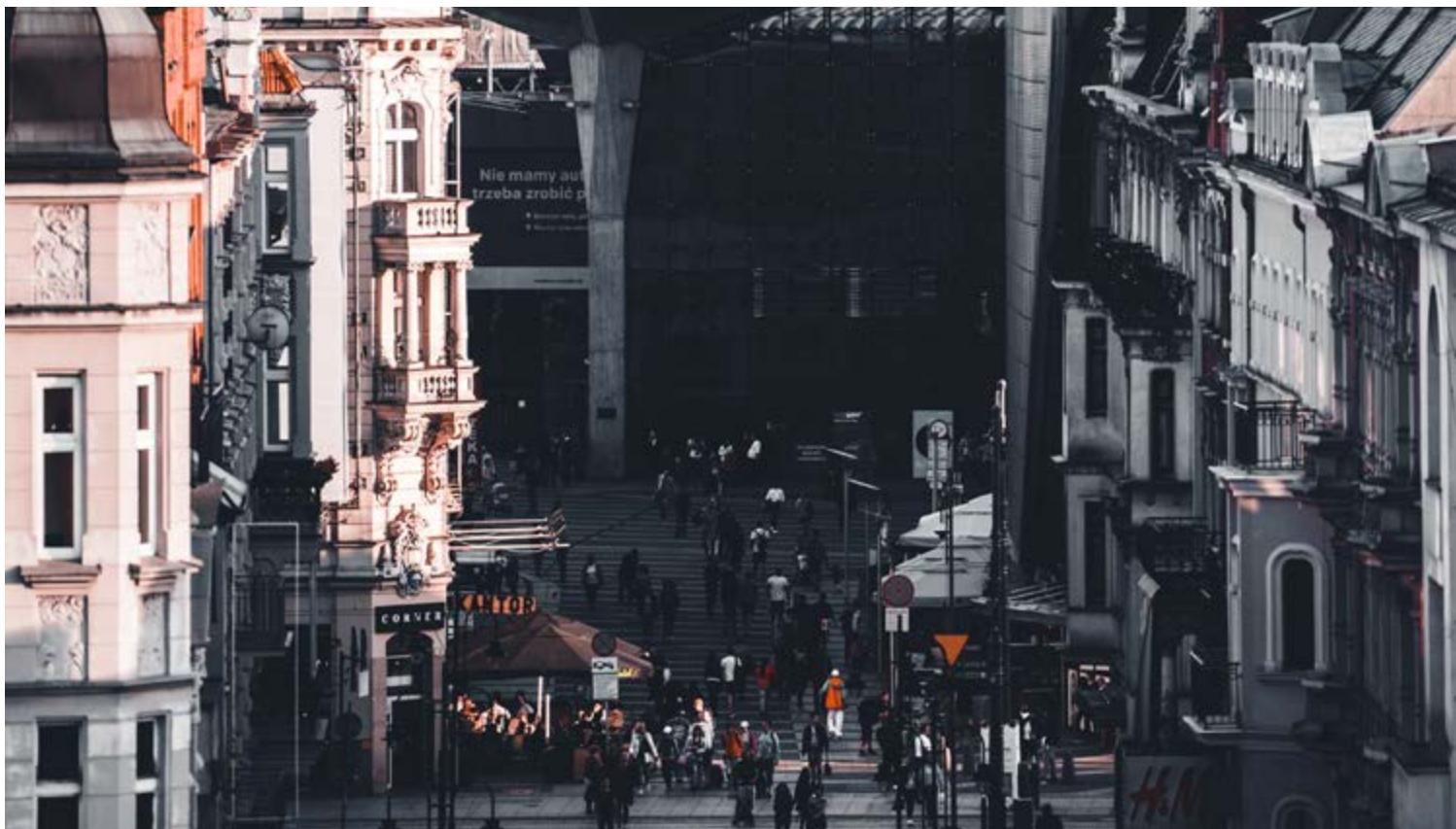


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Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Adds a surcharge when accepting longer payment terms

More than four out of ten (42 per cent) of the companies surveyed in this sector say they add a surcharge when their customers request longer payment terms. This is high compared to the average in Europe of 12 per cent.

Late handover to debt collection agencies

More than half (54 per cent) say they never hand over their past due invoices to a collection agency. The European average is 48 per cent. Furthermore, invoices are handed over to debt collection companies later in this sector. On average, past due invoices are handed over 121 days after the invoice due date. In Europe as a whole, the average time taken is 82 days.

New legislation is not the solution for late payments

In this sector, only one-fifth (21 per cent) of the surveyed companies state they would like to see new legislation as a measure to solve the problem of late payments. In Europe as a whole, the equivalent figure is 42 per cent, which is twice as high.

Construction

Low knowledge of regulations regarding late payment

Almost nine out of ten (85 per cent) of the companies surveyed in this sector are not familiar with the European Late Payment Directive, which is considerably higher than the European average of 72 per cent. In addition, 62 per cent report that they are not familiar with national regulations, compared to the equivalent figure in Europe of 42 per cent.

Low use of precautions against poor payment performance

The usage of precautions against late payments is less common in this industry compared to the European average, where more than four out of ten (44 per cent) state that they do not use the common precaution measures for late payments. For instance, only 11 per cent of the companies surveyed in this sector say they use debt collection as precaution, compared to the average figure for Europe of 21 per cent.

Faster payments would create jobs

Almost one-third (32 per cent) of the surveyed companies state they would be able to hire more employees with faster payments from debtors. This is considerably higher than the European average of 20 per cent.

Transport and storage

Loss of income

In this sector, on average 2.40 per cent of the total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure for all sectors surveyed in Europe, which was 1.69 per cent for 2017.

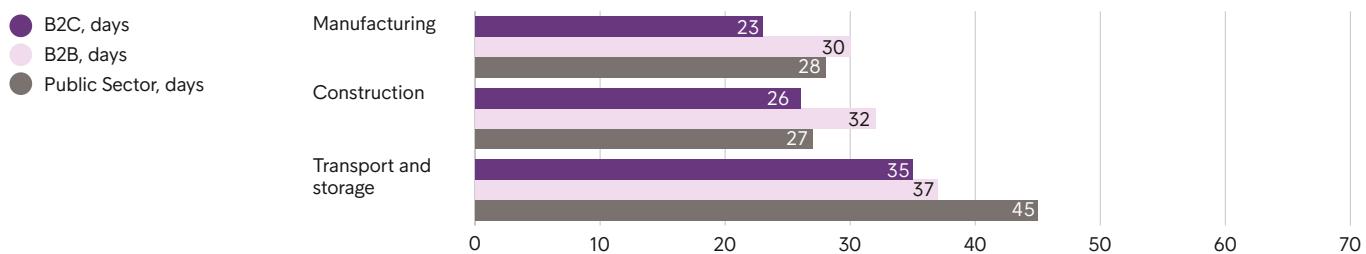
Demand for new legislation

Over half (58 per cent) of the companies surveyed say they would like to see new legislation to address demands for payment terms that extend beyond those recommended by national practice. In Europe, on average 38 per cent respond in this manner. Moreover, almost two-thirds (66 per cent) in this sector would also like to see new legislation that tackles the issue of late payment, a higher figure than the European average of 42 per cent.

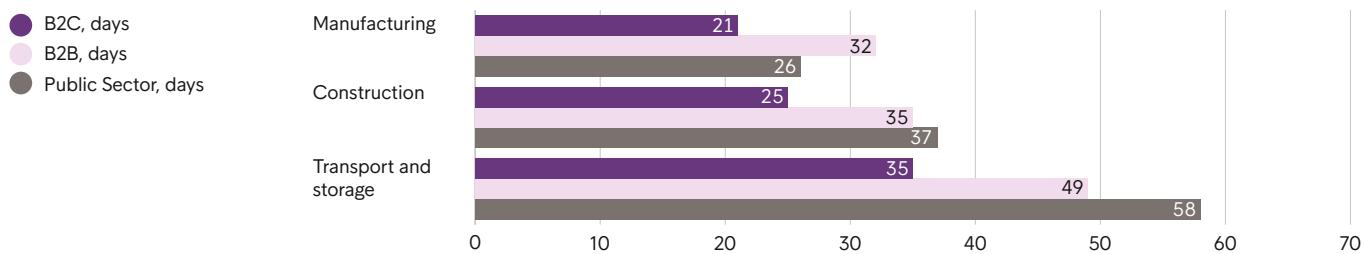
Faster payment would generate more employment opportunities

Two-thirds of the companies surveyed in this sector (68 per cent) say faster payment from debtors would enable them to hire more employees. This is higher than the average in Europe of 20 per cent.

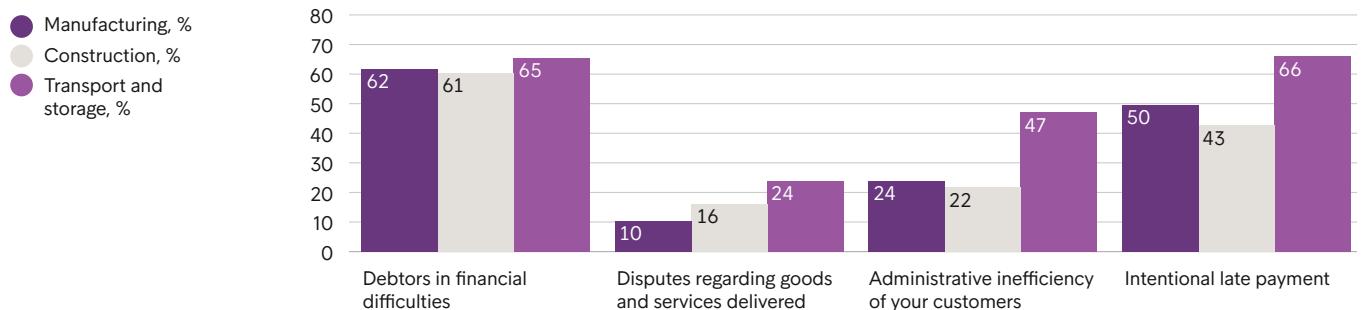
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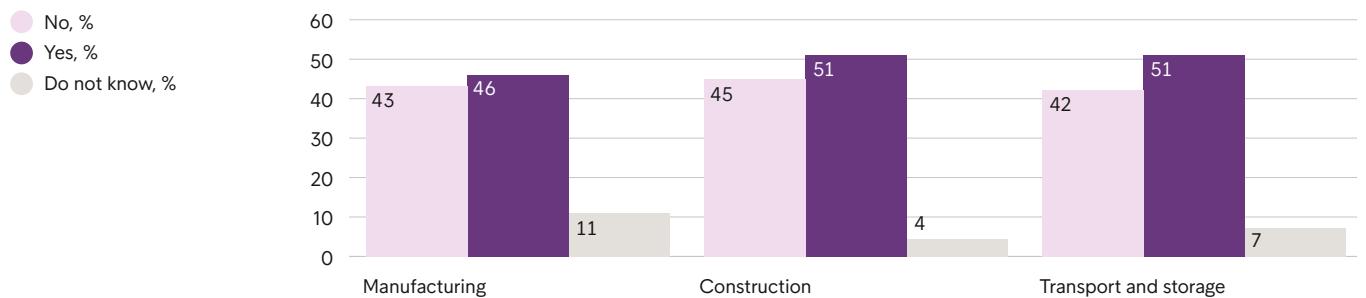
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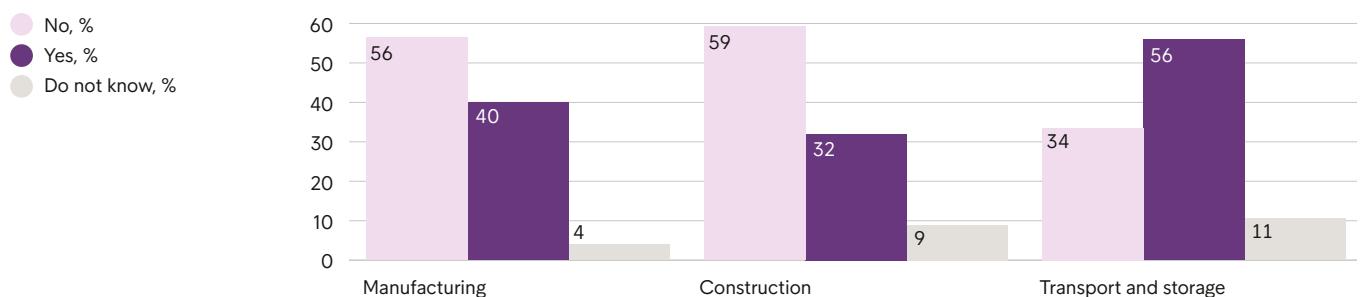
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Wholesale and retail trade

Debtors in financial difficulty

According to the companies surveyed in this sector, late payment stems from the financial challenges of customers. More than three-quarters (76 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

Demand for new legislation

Over half (54 per cent) of the companies surveyed say they would like to see new legislation to address demands for payment terms that extend beyond those recommended by national practice. In Europe, on average 38 per cent respond in this manner. Moreover, almost two-thirds (64 per cent) in this sector would also like to see new legislation that tackles the issue of late payment, a higher figure than the European average of 42 per cent.

Offer payment plans to customers

The most common measure taken in this sector when asked for longer payment terms is to offer payment plans, where over half (52 per cent) of the Portuguese companies in wholesale and retail trade offer this option to their customers. This is considerably higher than the European average of 31 per cent.

Transport and storage

Payment delays common

The companies in this sector experience lengthy payment delays. On average, consumers are offered payment terms of 25 days and usually pay within 41 days. Companies are on average offered payment terms of 49 days and pay after 65 days. The public sector is usually offered to pay within 50 days, but takes on average 79 days to pay.

High share of lost revenue

In this sector, on average 3.49 per cent of the total annual revenue from 2017 was written off as lost revenue. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Faster payment would generate more employment opportunities

Almost half of the companies surveyed in this sector (49 per cent) say faster payment from debtors would enable them to hire more employees. This is higher than the average in Europe of 20 per cent.

Manufacturing

Few companies use debt collection agencies

It is less common in this sector than in the average European business sector to hand over past due invoices to a debt collection agency. Among the companies surveyed in this sector, 76 per cent say they never pass past due invoices on to a collection agency. In Europe as a whole, 48 per cent respond likewise.

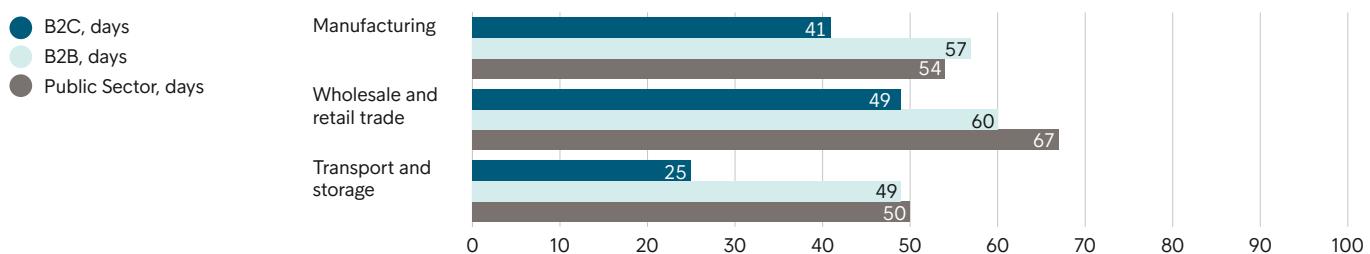
Liquidity squeeze a consequence of late payments

More than six out of ten (63 per cent) of the companies surveyed say late payments have a medium to high impact on liquidity squeeze. This is more than twice as high than the European average of 22 per cent.

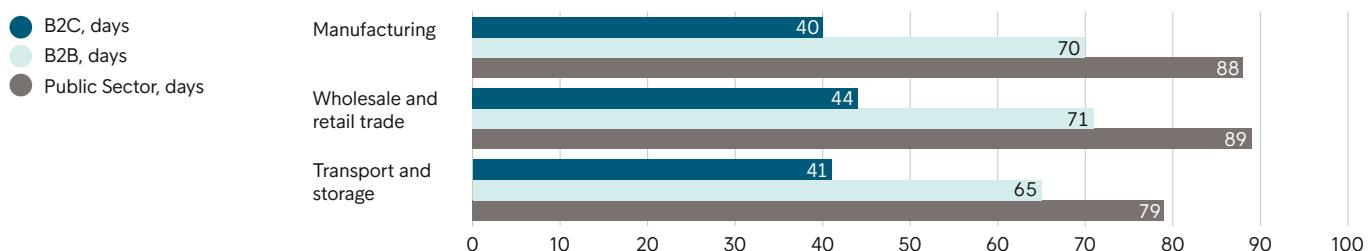
Increasing risk of debtors

More than one-fifth (22 per cent) forecast the risks of the company's debtors to increase over the next 12 months. This is considerably higher than the European average of 12 per cent.

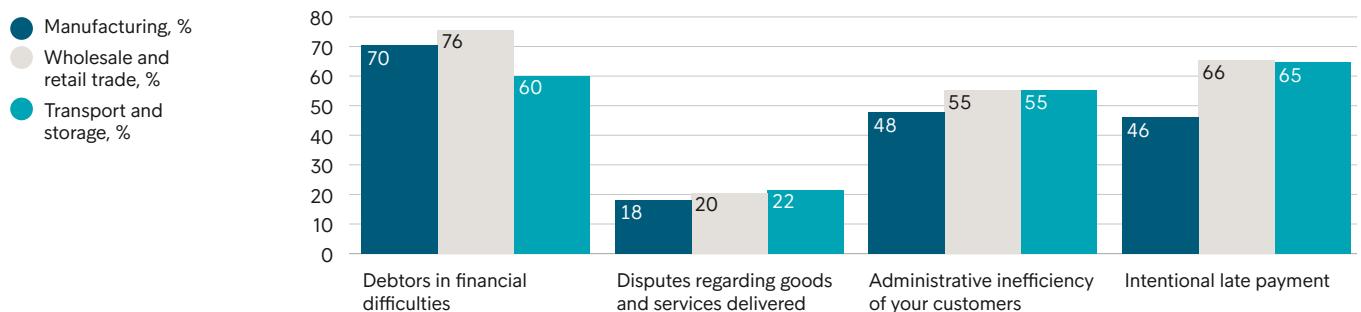
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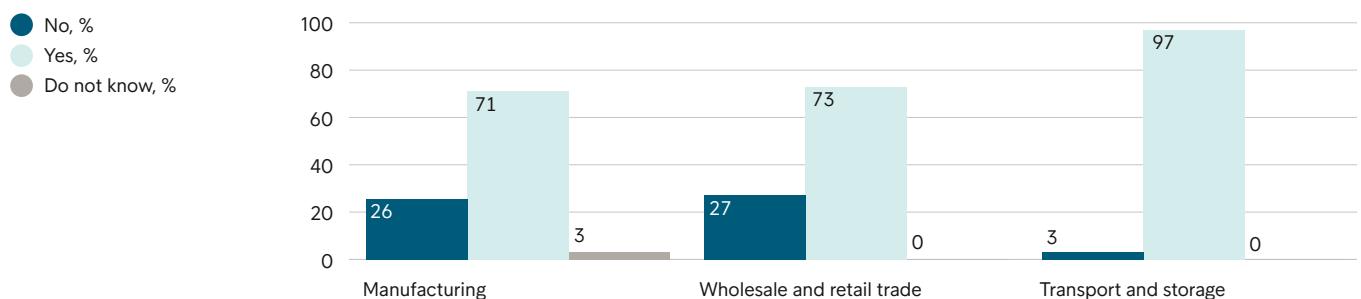
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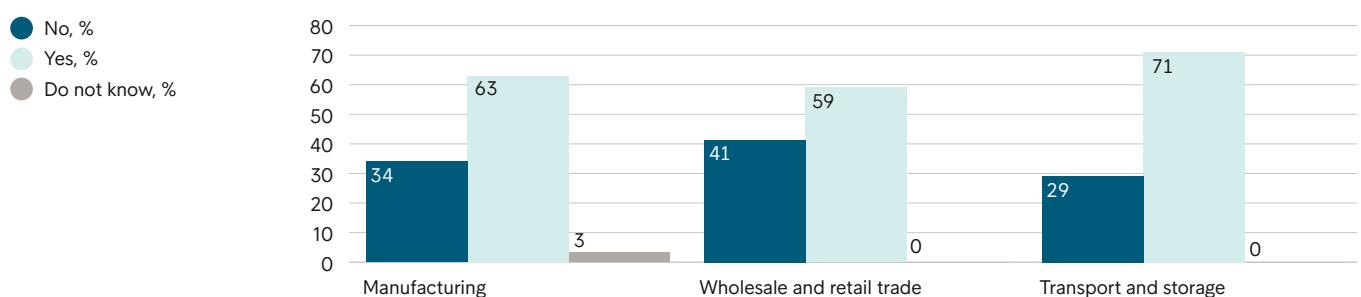
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Information and communication

Faster payment would lead to more jobs

Four out of ten (40 per cent) of the companies surveyed in this sector say faster payments from their debtors would enable hiring more employees. This figure can be compared to the European average of 20 per cent.

Lack of legislation concerning late payment or non-payment

Only 9 per cent say they are familiar with European Late Payment directive, a considerably smaller proportion than the European average of 28 per cent. Furthermore, over one-quarter (27 per cent) of companies in this sector are familiar with national legislation in Romania.

Low use of precautions against poor payment performance

Using precautions against late payments is less common in this industry compared to the average European sector. Almost four out of ten of the companies (37 per cent) state that they do not use common precaution measures for late payments. For instance, only 7 per cent of the companies surveyed in this sector say they use credit checks as a precaution, compared to the average figure for Europe of 25 per cent.

Wholesale and retail trade

Debtors in financial difficulty

The companies surveyed in this sector say late payment stems from the financial challenges of customers. Nine out of ten (90 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

Accepting longer payment terms unconditionally

In this sector, more than four of ten (45 per cent) companies say they have accepted longer payment terms from customers unconditionally. This is high compared to the average in Europe of 18 per cent.

Consequence of late payments

Three companies out of ten (30 per cent) say late payments have high consequences with regard to loss of income. This is considerably higher than the European average of 18 per cent.

Manufacturing

Debtor risk expected to increase

More than a third (34 per cent) of the companies in this sector expect the risk of their debtors to increase over the coming 12 months. Among all the sectors surveyed in Europe, on average 12 per cent forecast increasing risks.

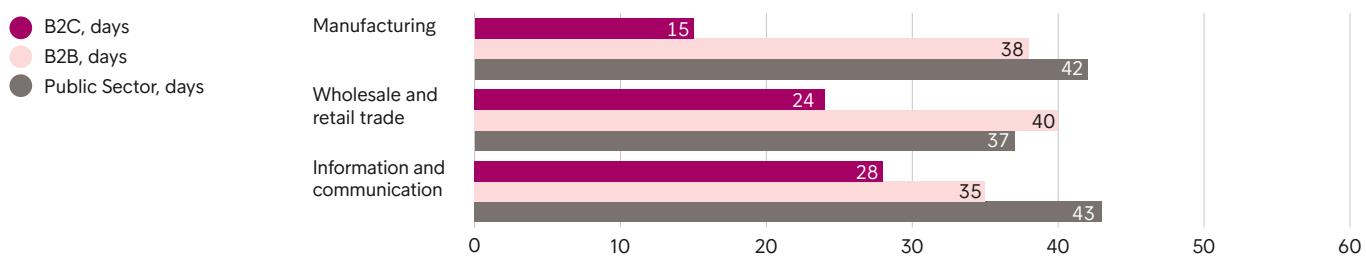
Loss of income

In this sector, on average 5.06 per cent of the total annual revenue from 2017 was written off as lost revenue. This figure is significantly higher than the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

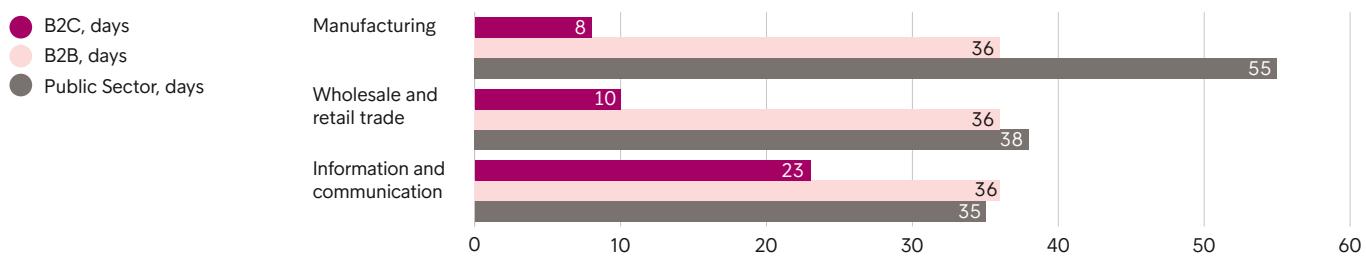
Faster payment would lead to employment

More than four out of ten (41 per cent) of the surveyed companies in this sector say faster payments from their debtors would enable hiring more employees. This is more than twice as high than the European average of 20 per cent.

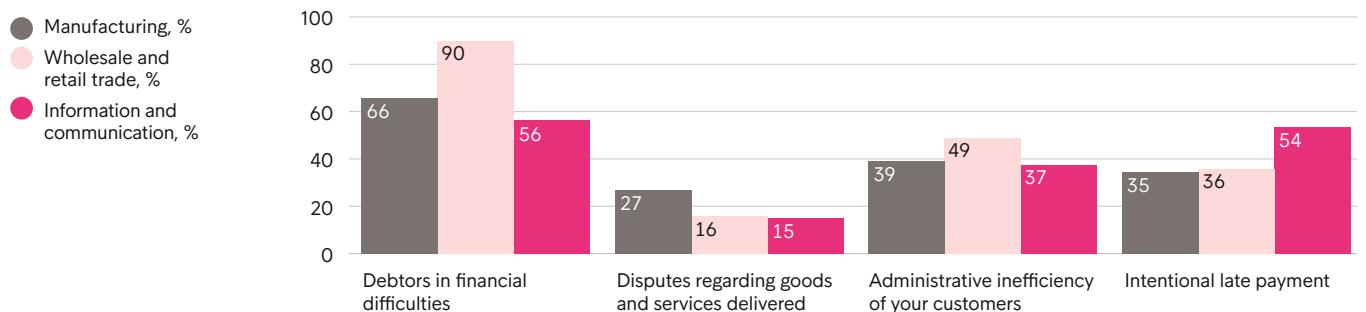
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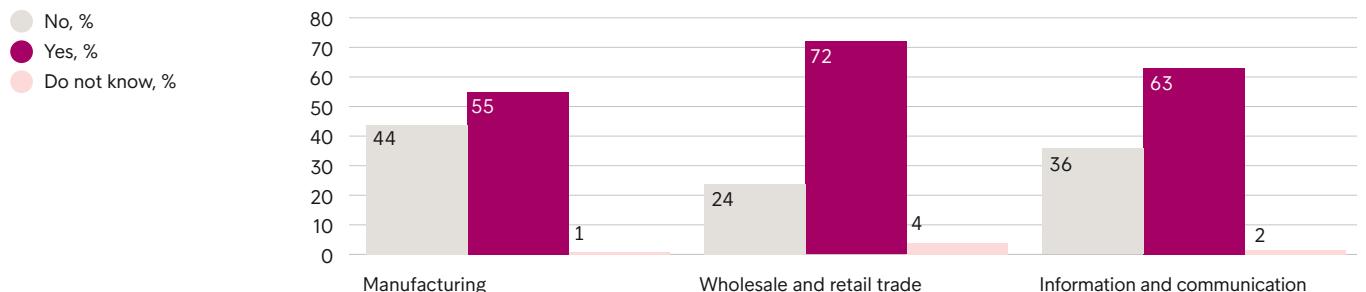
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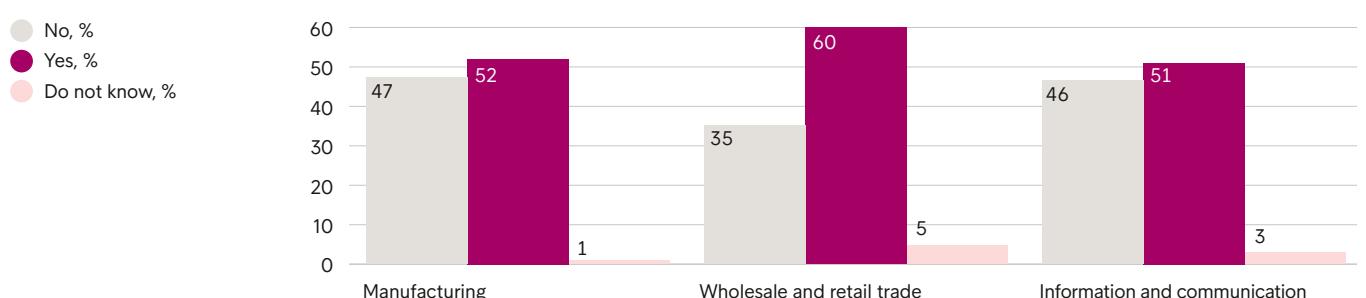
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Late payments cause loss of income

More than half (54 per cent) of the companies surveyed in this sector say the consequences of late payments are medium to high for loss of income. The corresponding figure in Europe is 18 per cent.

Debtors in financial difficulty

According to those surveyed in this sector, late payment stems from the financial challenges of customers. Seven out of ten (70 per cent) cite financial difficulties as one of the main causes of late payment. The average figure in Europe is 62 per cent.

Increased investment

In this sector, almost three out of ten (29 per cent) companies say they have noticed increased investments as a result of the globally low interest rates. Among all of the business sectors surveyed in Europe, on average only 16 per cent respond likewise, a considerably lower share.

Construction

Low pressure for longer payment terms

Over seven out of ten (71 per cent) companies in this sector say customers have not asked for longer payment terms. In Europe as a whole, on average 38 per cent respond likewise, indicating less pressure on companies in this sector.

Loss of income

On average 2.36 per cent of the total annual revenue from 2017 was written off as lost revenue from companies in this sector. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

Few companies hand over past due invoices to a debt collection agency

It is less common in this sector to hand over past due invoices to a debt collection agency. On average 72 per cent say they never hand over past due invoices to a debt collection agency, while the average in Europe is 41 per cent.

Transport and storage

Low percentage of bad debt

The proportion of lost revenue in this sector is significantly lower than in the average European business sector. The companies in this sector say that on average 0.80 per cent of total annual revenue for 2017 was written off as lost revenue. The European average is 1.69 per cent.

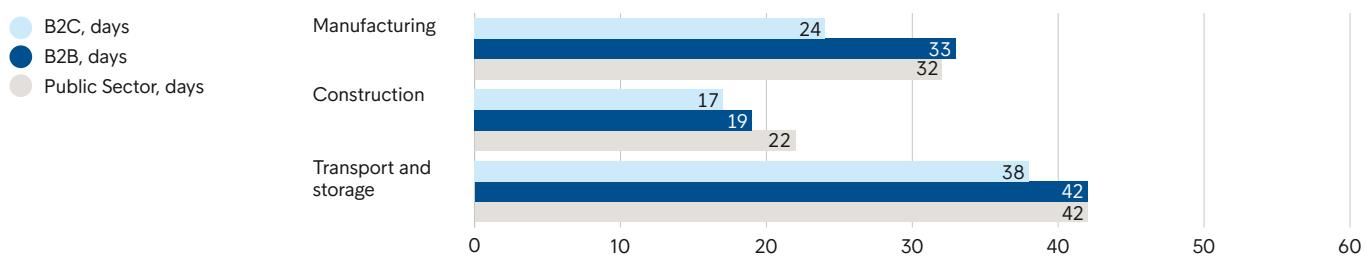
Low impact of late payments

The companies in this sector rate the impact of late payments lower compared to other business sectors in Europe. For instance, 83 per cent of the companies rate the impact of late payment low on liquidity squeeze; in Europe 64 per cent respond in the same manner.

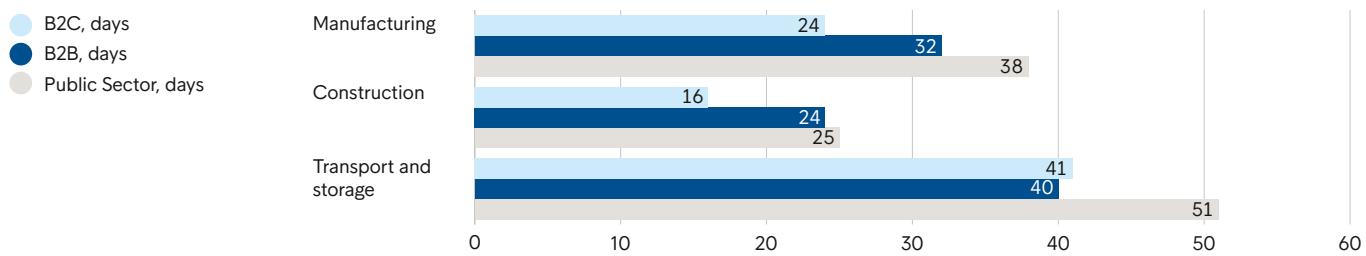
Accepting longer payment terms unconditionally

The primary measure taken by companies when a customer asks for longer payment terms is to accept longer payment terms unconditionally, according to 39 per cent of the companies in this sector. This figure is high compared to the European average of 18 per cent.

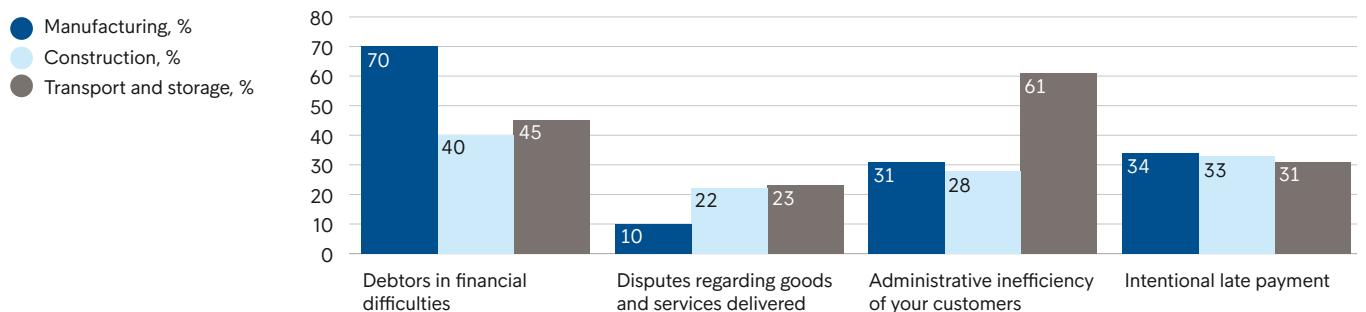
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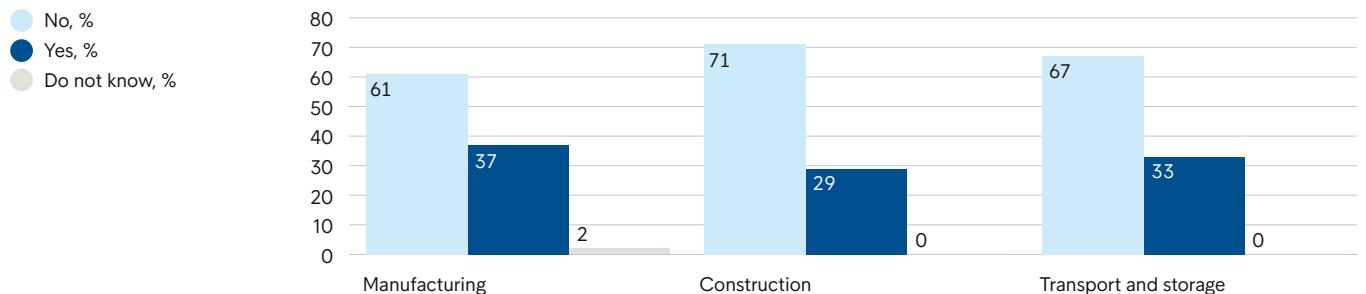
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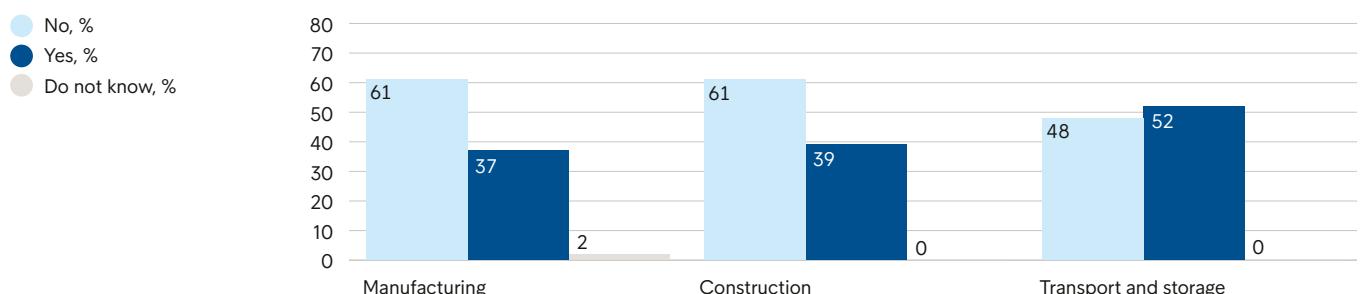
What are the main causes of late payment of your own customers?



Have you been asked to accept longer payment terms than you feel comfortable with?



Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Payment delays a common issue

The average payment terms offered by this sector are more generous than the average in Europe. Despite that, companies experience late payments, particularly from the public sector. The public sector is offered payment terms of 46 days on average, but they take 60 days to pay, on average.

High awareness of the European Late Payment Directive

Among the companies surveyed in this sector, 45 per cent say they are aware of the European Late Payment Directive. This is considerably higher than the European average of 28 per cent. Despite the relatively high awareness of the Directive, only 22 per cent say they always or sometimes charge the € 40 fee that the directive implies.

Pressure to accept longer payment terms

The companies in this sector experience pressure to accept payment terms that are longer than they feel comfortable with, according to two-thirds (66 per cent). That is higher than the European average of 55 per cent.

Construction

Payment delays despite long payment terms

The companies in this sector offer generous payment terms. Despite that, payment delays are common – particularly payments from corporations and the public sector. On average, corporations are offered payment terms of 69 days, but take 76 days to pay. The public sector is offered payment terms of 63 days on average, but takes 73 days to pay.

Few precautions against poor payment performance

Using precautions against late payments is less common in this industry compared to the average European sector. In this sector, over six out of ten of the companies (61 per cent) say they do not use the common precaution measures for late payments. The European average is 32 percent. Only 6 per cent of the companies surveyed in this sector say they use debt collection as precaution, compared to the average figure for Europe of 21 per cent.

European Late Payment Directive well known but ineffective

Around two-thirds (62 per cent) of the companies surveyed in this sector say they are familiar with the European Late Payment Directive, which is considerably higher than the average in Europe of 28 per cent. But only 6 per cent of the companies say they have noted a positive impact as a result of the Directive on fewer payment delays.

Wholesale and retail trade

Low percentage of lost revenue

The proportion of lost revenue in this sector is significantly lower than the average European business sector. The companies in this sector say that on average 0.59 per cent of total annual revenue for 2017 was written off as lost revenue. The European average is 1.69 per cent for 2017.

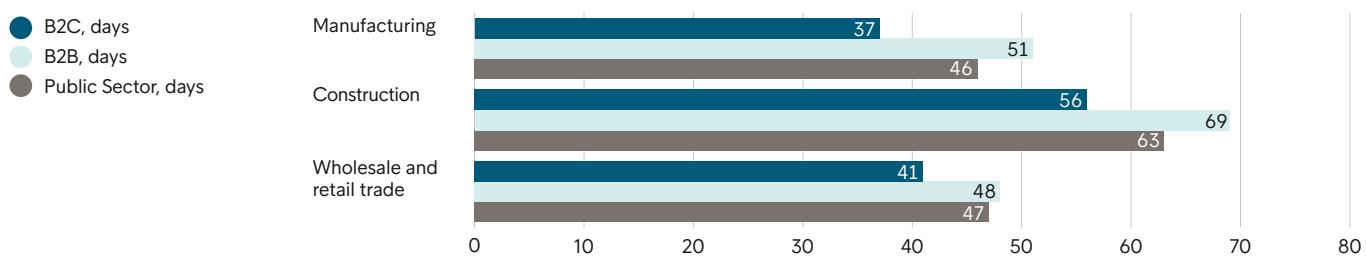
Payment terms non-negotiable

Companies in this sector do not negotiate payment terms with customers to the same extent as other business sectors in Europe does. Almost a quarter of the companies (24 per cent) say they do not negotiate payment terms with their customers – a higher percentage than the European average of 19 per cent.

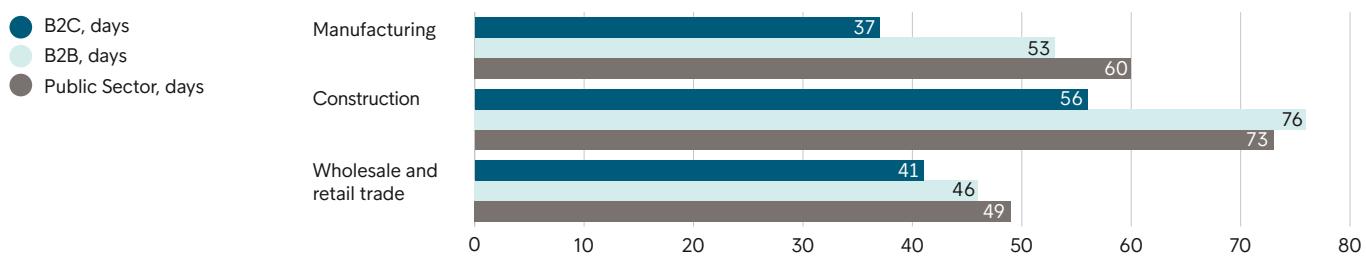
Late payments have a low impact

Companies in this sector rate the consequences of late payments lower than businesses in Europe as a whole. Among the surveyed companies, 97 per cent say late payments have low impact on dismissal of employees. The same figure for Europe as a whole is 61 per cent. In addition, more than three-quarters (78 per cent) say late payment poses no threat to company survival, higher than the European average of 50 per cent.

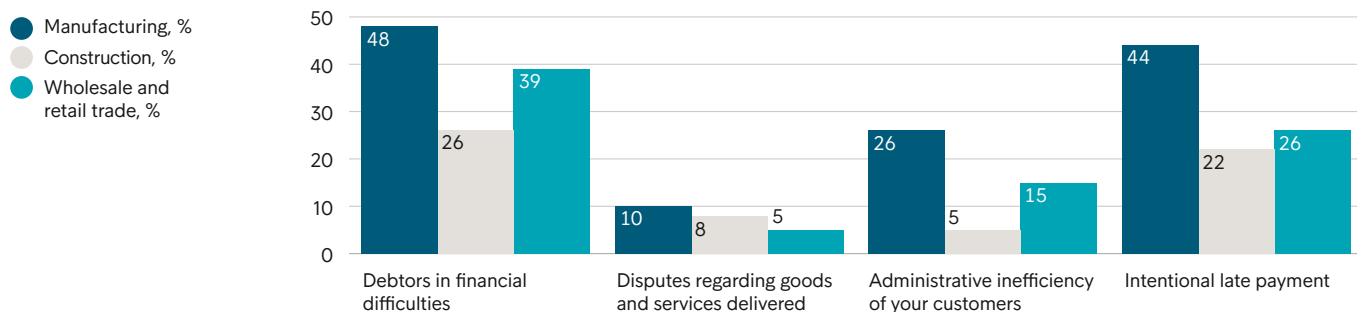
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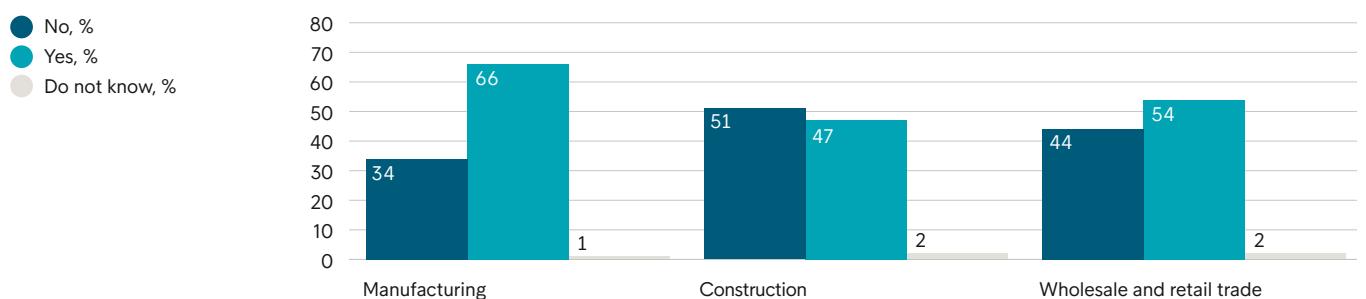
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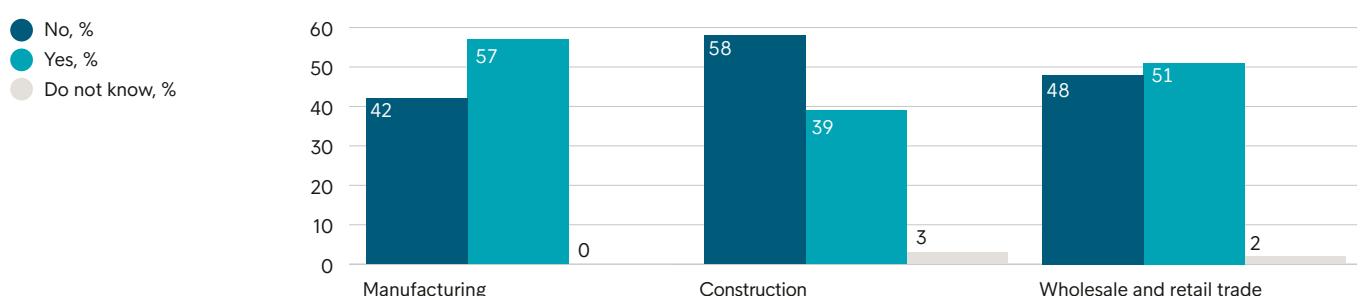
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Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Accepting longer payment terms unconditionally

Almost four out of ten (39%) of surveyed companies say the primary measure taken when a customer asks for longer payment terms is to accept that unconditionally. The average figure in Europe is 18 per cent, considerably lower.

Late payment is a threat to survival

Almost half (47 per cent) of the companies in this sector say late payments cause a threat to the company's survival. On the European level, only 20 per cent state the same.

Intentionally late payment perceived as the main cause of late payments

Debtors in financial difficulties is perceived to be the main reason behind late payments in Europe. But in this sector in Sweden, 86 per cent of the surveyed companies report intentional late payment to be the main cause of late payments from customers. The average figure in Europe is 48 per cent.

Construction

Payment terms non-negotiable

Companies in this sector do not negotiate payment terms with customers to the same extent as the rest of the surveyed business sectors in Europe. Among the companies surveyed in this sector, one-third (33 per cent) say they do not negotiate payment terms with their customers – significantly higher than the European average of 19 per cent.

Low awareness of regulations concerning late and non-payment

As many as 84 per cent of the companies in this sector say they are not familiar with the European Late Payment Directive, higher than the European average of 72 per cent.

Increasing risk of debtors

According to over a quarter (27 per cent) of the companies in the sector, the risk of debtors is expected to increase over the next 12 months. This is considerably higher than the European average of 12 per cent.

Wholesale and retail trade

Low percentage of lost revenue

On average 0.36 per cent of the total annual revenue from 2017 was written off as lost revenue from companies in this sector. This figure is low in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

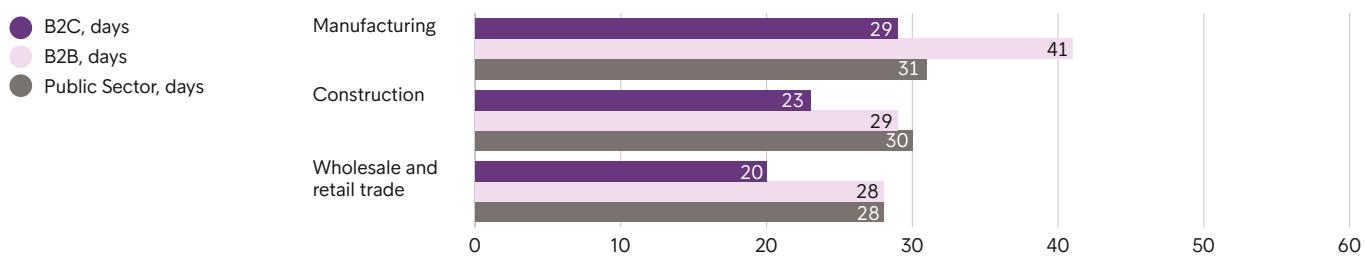
Pressure to accept long payment terms

The companies in this sector experience pressure from customers to accept payment terms that are longer than they feel comfortable with. More than seven out of ten (72 per cent) say they have been asked to accept uncomfortably long payment terms. The average figure in Europe is 55 per cent.

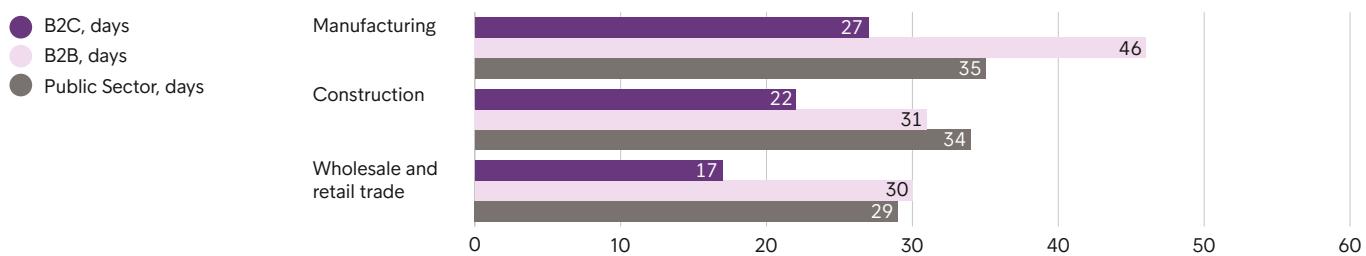
Well protected against bad payment

Prepayments and credit checks are the most commonly used precautions against late payments in this sector. The most commonly used measure is prepayments; more than three-quarters (77 per cent) of the businesses surveyed in this sector say they use this method. In addition, 45 per cent of the surveyed companies hand over their past due invoices to a debt collection agency. That is higher than the European average of 37 per cent.

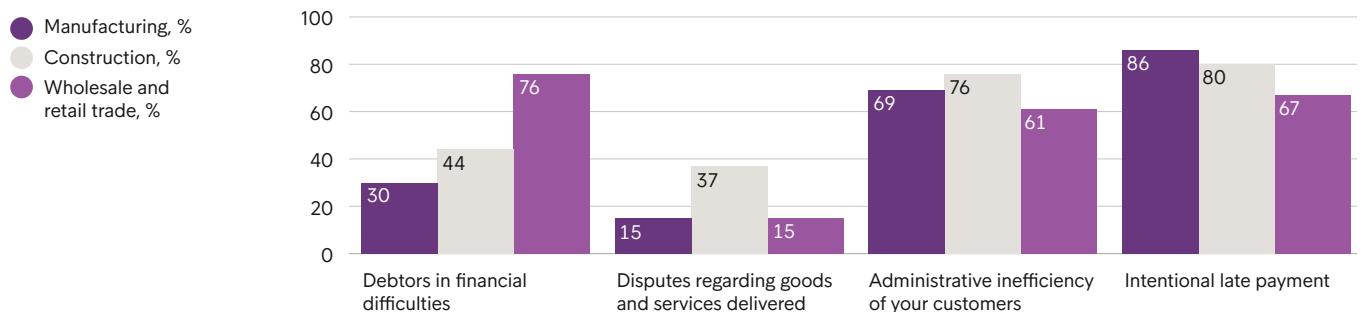
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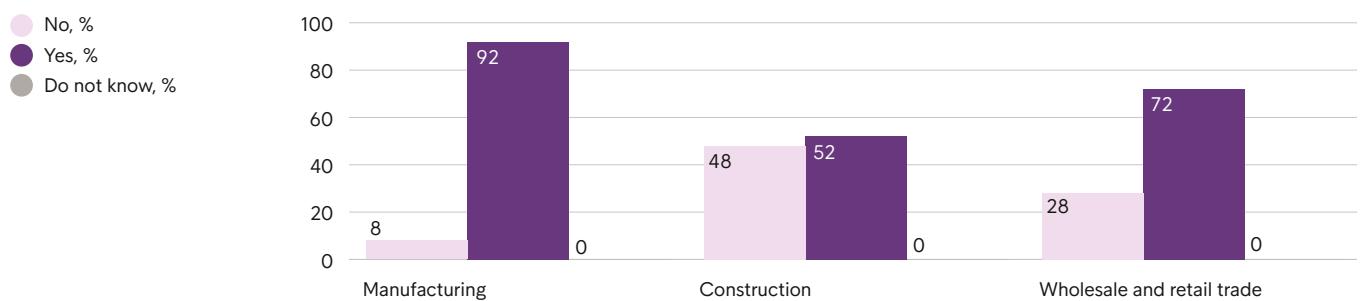
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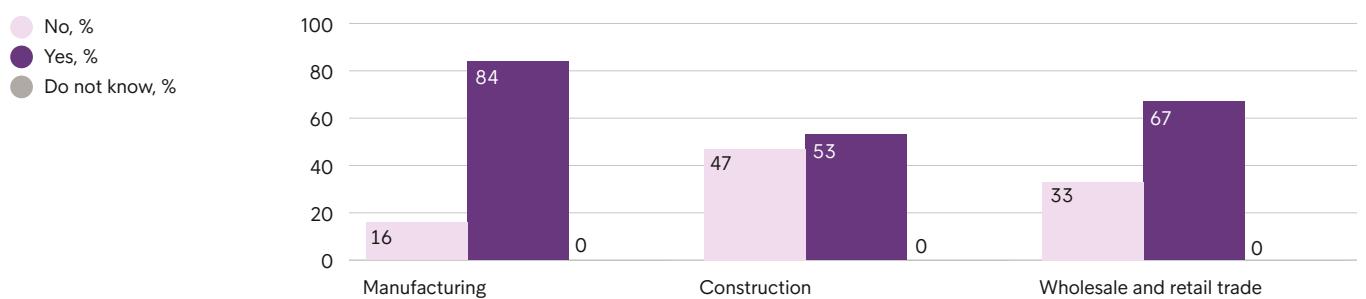
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Have you ever accepted longer payment terms than you feel comfortable with?





Wholesale and retail trade

Positive outlook of risk from debtors

A fifth (20 per cent) of companies in the Swiss wholesale and retail trade sector report that risks associated with the company's debtors will decline over the next 12 months. This is twice as high as the European average of 10 per cent. More than three-quarters (76 per cent) forecast the risks to remain stable. The remaining 4 per cent of companies forecast increasing risks, which is way below the European average of 12 per cent.

Debtors are in financial difficulties

More than nine out of ten (92 per cent) of the surveyed companies say financial difficulties are the main reason for debtors not paying on time. This is considerably higher than the average in Europe, where 67 per cent respond likewise.

Past due invoices are handed over to collection agencies

More than eight companies out of ten (81 per cent) say they hand over their past due invoices to a debt collection agency. The corresponding figure in Europe as a whole is 37 per cent.

Manufacturing

Faster payments would create jobs

More than a quarter (27 per cent) of the surveyed companies say late payments have a medium to high impact on the company's ability to hire more employees. In Europe, the corresponding figure is 21 per cent.

Lost revenue

On average, companies in the Swiss manufacturing sector wrote off just over 3 per cent of the company's annual revenue in 2017. The average figure in Europe is 1.69 per cent.

Offering payment plans

Among those surveyed, 38 per cent of the companies say they offer their customers payment plans when customers ask for longer payment terms. It is more common in this sector to offer payment plans compared to the rest of Europe, where 31 per cent respond likewise.

Financial and insurance activities

Credit checks as protection against poor payment

In this sector, 67 per cent of the surveyed companies say they use credit checks as precaution against poor payment performance. In Europe as a whole, the average figure is 25 per cent.

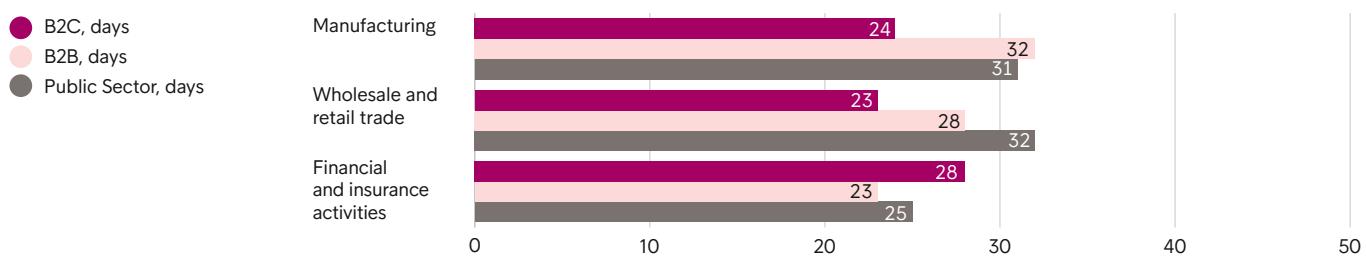
Pressure to accept long payment terms

Six out of ten companies (60 per cent) in this sector say they have been asked to accept payment terms that are longer than one feels comfortable with. This is higher than the European average of 55 per cent.

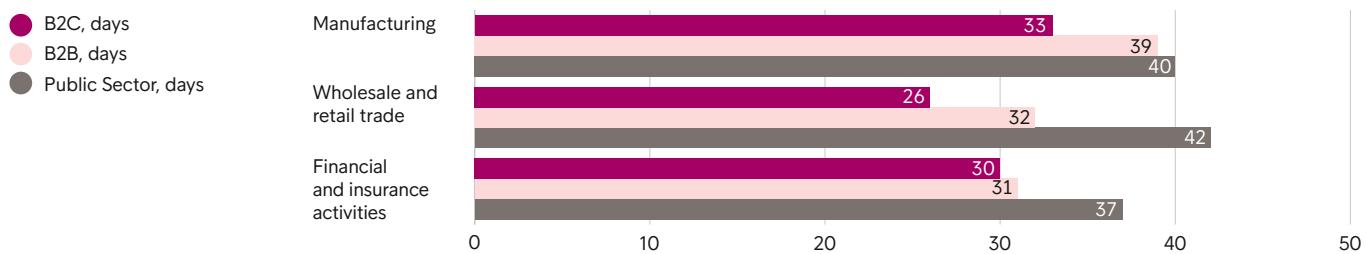
Late payments have low impact

Swiss financial and insurance companies report that late payments have a low impact on their business. For example, a majority of the surveyed companies (93 per cent) say that late payments have a low impact on the company's survival. The average in Europe is 80 per cent.

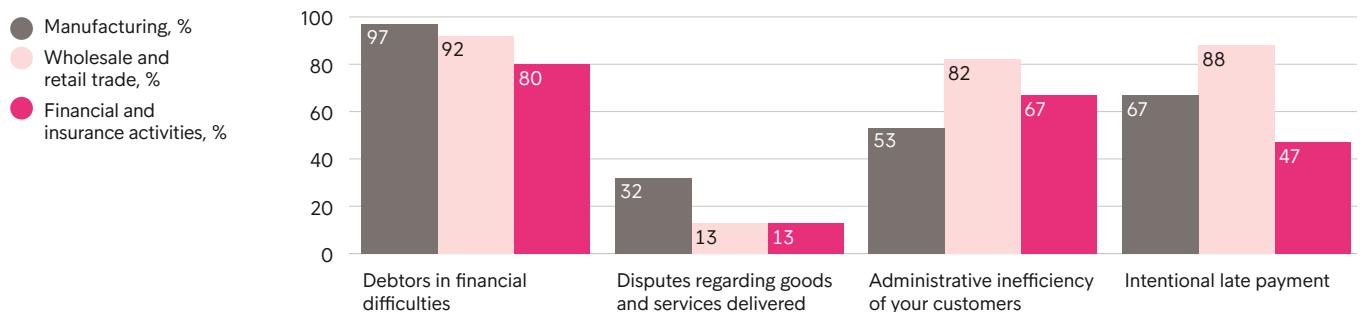
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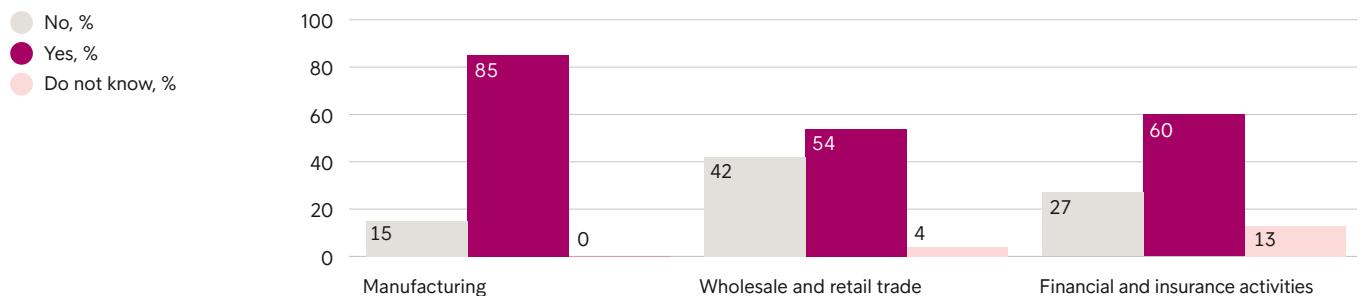
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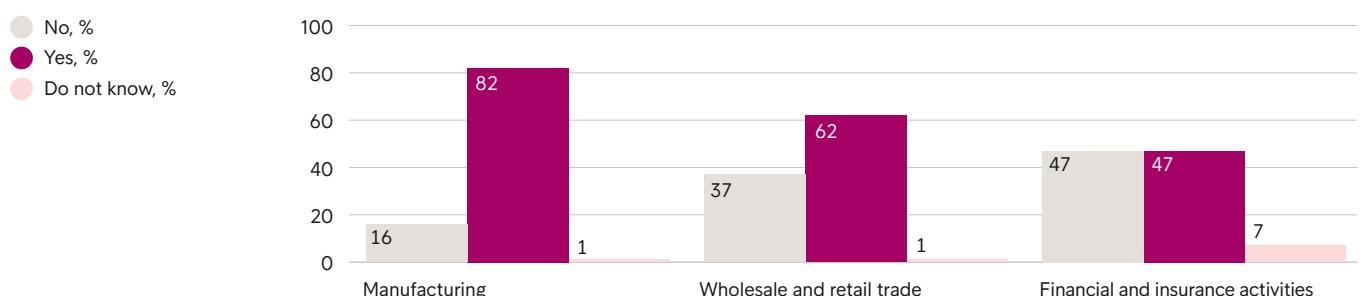
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Have you ever accepted longer payment terms than you feel comfortable with?





Manufacturing

Faster payments would create jobs

In this sector, six out of ten companies (60 per cent) say faster payments would enable their company to hire more employees. This figure is three times higher than the European average of 20 per cent.

Pressure to accept overly long payment terms

More than eight out of ten (81 per cent) of the companies in this sector say they have been asked to accept payment terms that are longer than they feel comfortable with. This is considerably higher than the European average of 55 per cent.

Increasing risks of debtors

Most companies in this sector (72 per cent) forecast the risk of their debtors to remain stable over the coming 12 months. However, one-fifth of companies (20 per cent) forecast increasing risks, a larger share than the remaining 8 per cent, who predict declining risks. In Europe, on average 12 per cent forecast increasing risks of debtors.

Wholesale and retail trade

Late payments limit growth

More than half (52 per cent) of the surveyed companies say late payments limits growth for the company. In Europe as a whole, on average 28 per cent respond likewise.

Few hand over past due invoices

In this sector, it is uncommon to hand over past due invoices to a debt collection agency. Nearly seven out of ten companies (69 per cent) say they never hand over past due invoices. In Europe, the corresponding figure is 41 per cent.

Payment terms are not negotiable

In this sector, companies say they do not negotiate payment terms when a customer asks for longer payment terms. More than half (54 per cent) say payment terms are not negotiable, considerably higher than the European average of 19 per cent.

Financial and insurance activities

Lost revenue

On average 3.9 per cent of the total annual revenue from 2017 was written off as lost revenue from companies in this sector. This figure is high in comparison to the average figure for all the sectors surveyed in Europe, which was 1.69 per cent for 2017.

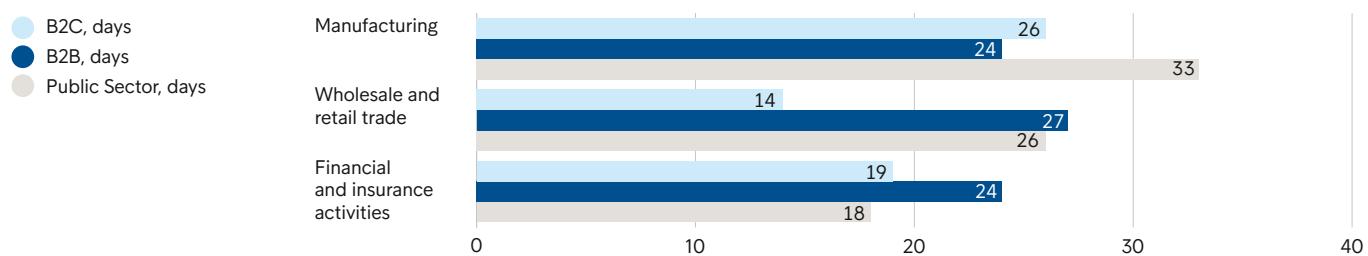
Increased investments due to interest rates

Almost a third (32 per cent) of the companies in this sector say they have noticed increased investments as a result of the globally low interest rates. In Europe as a whole, on average 16 per cent agree with this.

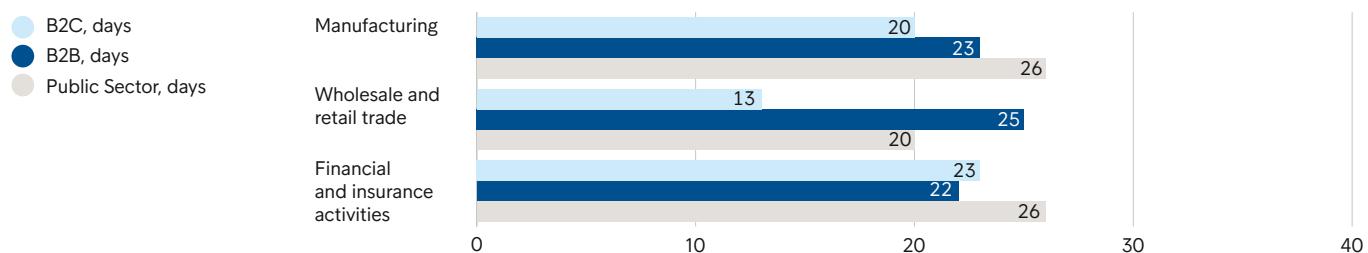
Late payments have a high impact on businesses

More than half (56 per cent) of the companies in this sector say late payments have a medium to high impact on liquidity squeeze. This figure is higher than the European average of 36 per cent. In addition, 51 per cent say late payments have medium to high impact on employee dismissals. The corresponding figure in Europe is 13 per cent.

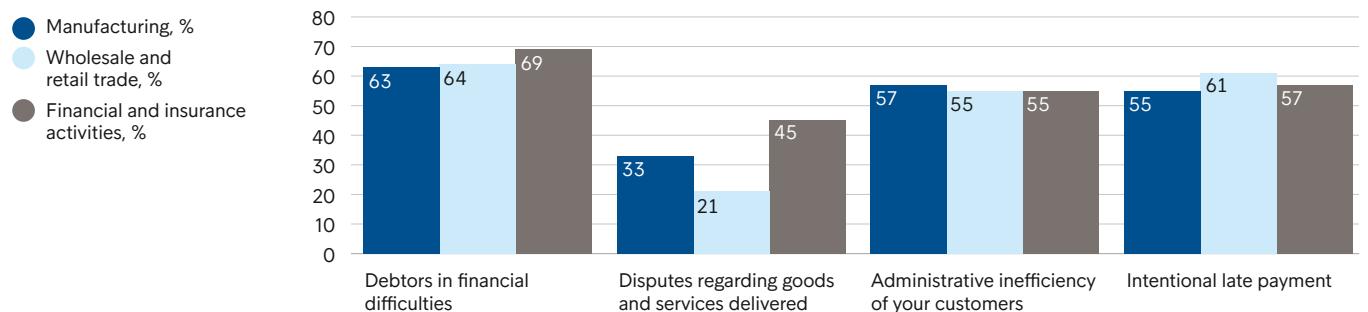
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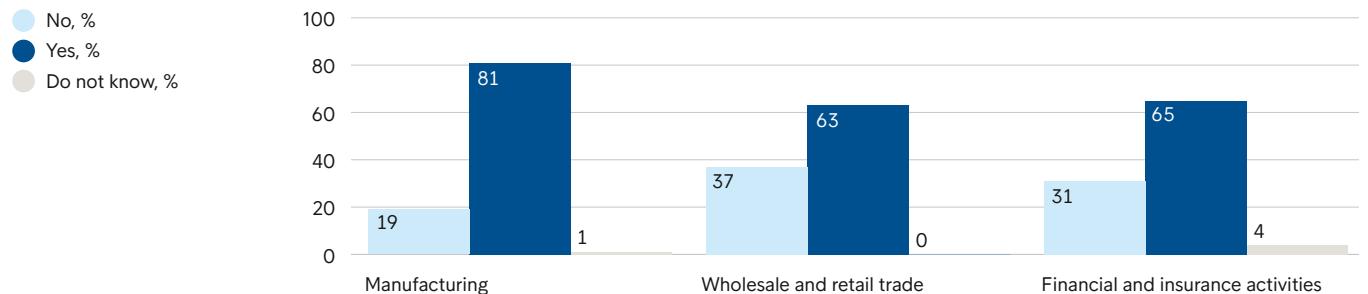
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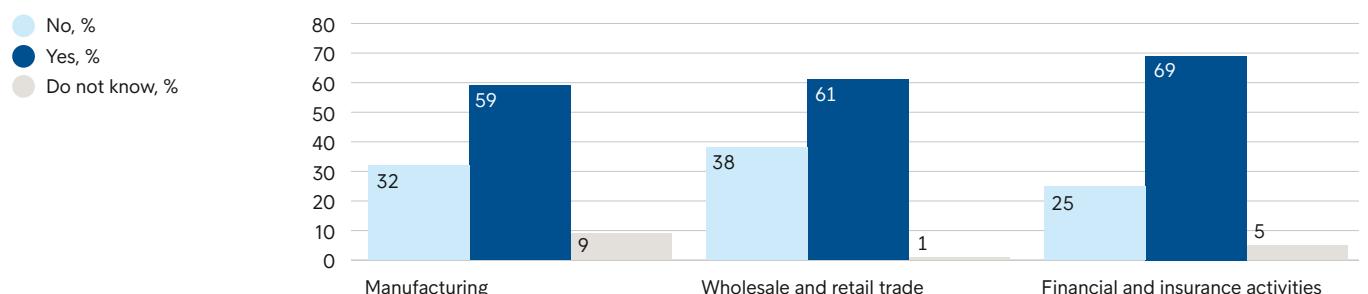
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Information about the survey

The survey was conducted simultaneously in 29 European countries between February and March 2018.

The survey was conducted using an online survey tool and telephone interviews. The questionnaire was translated into the respective national languages. Dispatch and return of the questionnaires was carried on a decentralized basis by the countries concerned, whereas the analysis was carried out centrally in accordance with predetermined guidelines. All information has been verified and uncertainties were not included in the evaluation. Furthermore, on the markets where Intrum performed the data collection, the anonymously sent questionnaires were not taken into account for the final evaluation.

Companies in the UK were questioned by Cint. Responses in Bosnia & Herzegovina, Bulgaria, Croatia, Greece, Serbia and Slovenia were collected by DataDiggers. Responses in Italy, Germany, Latvia, Lithuania and Ireland were collected by both Intrum and DataDiggers. Companies in Norway were questioned by Norstat and companies in Austria were questioned by Gallup. Companies in Denmark were questioned by Cuneo. Companies in the Netherlands were questioned by Markteffekt. Companies in Czech Republic were questioned by WS CEE Communication Consulting. Companies in Slovakia were questioned by Crystal Call and companies in Hungary were questioned by Bellresearch. In Romania responses were collected by iSense Solutions.

The structure of the sample	Company size:	Business sector:	
	Up to 19 employees	Agriculture, forestry and fishing	5 %
	20 to 49 employees	Mining and quarrying	0.2 %
	50 to 249 employees	Electricity, gas, steam and air conditioning supply	2 %
	250 to 499 employees	Manufacturing	9 %
	500 to 2,499 employees	Construction	11 %
	More than 2,500 employees	Wholesale and retail trade	22 %
		Transportation and storage	5 %
		Accommodation and food service activities	4 %
		Information and communication	4 %
		Financial and insurance activities	2 %
		Real estate activities	3 %
		Professional, scientific, technical, administration and support service activities	14 %
		Public administration, defence, education, human health and social work activities	3 %
		Other services	17 %

Method	<p>The survey was conducted between February and March 2017 in 29 European countries, generating 9607 responses.</p> <p>We have delimited the number of countries in the national analysis to 24 out of the total 29 countries in the sample. The 24 countries chosen constitute the countries where Intrum operates. Three business sectors in each country have been selected for the national analysis. We have chosen the three business sectors that we found most relevant to include in the national analysis based on the number of gathered answers in relation to the number of persons employed and the number of enterprises in each sector. Complementary data on the number of persons employed in each</p>	<p>business sector and the number of enterprises have been gathered from Eurostat, the statistical office of the European Union. The most recent available data has been used; dating from 2015 with regard to the number of employees; and 2014 for the number of active enterprises.</p>
Clarification of results		

Legal Disclaimer	<p>The material contained in this document has been prepared with the aim of providing key information and is for illustrative purposes only and is not meant to be legally binding. Intrum has used its reasonable endeavours to ensure that the information is complete and accurate where possible. However, you acknowledge and agree that Intrum accepts no liability whatsoever in contract, tort or otherwise for any loss or damage caused by or arising directly or indirectly in connection with any use or reliance on the contents of this document. The country background information in this report was compiled using a variety of open source material and should not be viewed as definitive.</p> <p>Rights and Permissions The material in this work is copyrighted. With the exception of fair use for journalistic or scientific purposes, no part of this</p>	<p>report may be reprinted or reproduced in any form or by any means without the prior written permission of Intrum. In all journalistic or scientific purposes Intrum must be indicated as reference. Intrum encourages dissemination of its work and will normally grant permission promptly. Additional copies may be requested via www.intrum.com.</p> <p>Contact Karin Franck PR and Media Relations Director</p> <p>Phone: +46 8 546 103 49 e-mail: Karin.Franck@intrum.com</p> <p>This report can be downloaded as a pdf-document at intrum.com.</p>
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Intrum in brief

Intrum is the undisputed market leader in credit management in Europe. We help companies succeed by taking care of their customers and considerably helping people pay. There are more than 8,000 of us working in 24 countries, helping our clients with everything from credit optimization, payment services and debt collection to factoring and payment solutions for e-commerce companies. Intrum is leading the way towards a sound economy where payment flows work, and people become debt-free.



Market leader = greater client benefit

The key to delivering greater client benefit includes understanding people's and companies' situations. Our access to a large amount of credit information provide us with insights into businesses and trends in all of Europe. Such insights help us assess credit risks for our clients, for example. However, the information also helps to understand people's financial situation, so that we can turn a difficult situation into something positive. When credit assessments and payment flows work, companies receive payment. This generates opportunities for companies to succeed, develop and recruit more employees. At the same time, we are helping people become debt-free and to achieve sound private finances.

A balanced business model



As the European market leader, we can, due to our size, collect more comprehensive insights about companies and consumers than our competitors can. This enables us to provide greater benefit to our clients.

Two areas of service: Credit Management and Financial Services

We offer a complete range of credit management services that cover companies' entire credit management chain, from credit optimization and payment services to collection services. With Intrum's financial services, such as factoring, payment solutions for e-commerce companies and portfolio investments, our clients are paid for their goods and services.



80,000 clients in 24 countries

Intrum has around 80,000 clients in Europe. They operate in virtually all sectors, and assisting companies with large volumes of consumer receivables is our specialty. We also work with tens of thousands of small, entrepreneurial companies and medium-sized companies that see the benefit of focusing on their operations rather than on payment management.

More than 100 years in credit management

Lindorff was founded in 1898 and Intrum Justitia was founded in 1923. Together, we became Intrum in 2017. With more than 100 years of experience in the credit market behind us, Intrum is today Europe's leading credit management company, with more than 8,000 employees with presence in 24 countries. In addition, we partner with representatives in some 160 additional countries to assist clients with operations both within Europe and beyond.

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