

Atradius Payment Practices Barometer

B2B payment practices trends Switzerland 2025



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About the Atradius Payment Practices Barometer

The Atradius Payment Practices Barometer is an annual survey of business-to-business (B2B) payment practices in markets across the world.

Our survey gives you the opportunity to hear directly from businesses trading on credit with B2B customers about how they are coping with evolving trends in customer payment behaviour. Staying informed about these trends is vital because it helps to identify emerging shifts in customer payment habits, allowing businesses to address potential liquidity pressure and maintain smooth operations.

Businesses operating in – or planning to enter – the markets and industries covered by our survey can gain valuable insights from our reports, which also shed light on the challenges and risks companies anticipate in the coming months, as well as their expectations for future growth.

This report presents the survey results for **Switzerland**.

The survey was conducted between the end of Q1 and the beginning of Q2 2025. The findings should therefore be viewed with this in mind.



B2B payment practices trends

Cautious mood prevails as companies strive to preserve liquidity

An average 51% of sales to B2B customers are currently being transacted on credit by Swiss companies, highlighting a consistent reliance on trade credit. The majority of businesses report no change in credit policy, and payment terms also remain largely unchanged, most falling between 30 to 60 days from invoicing. When changes are made, Swiss companies tend to extend payment durations, indicating a desire to prioritize customer retention and ongoing trade flow, even at the cost of longer cash conversion cycles.

Three in five companies say B2B payment behaviour has remained consistent compared to last year, suggesting that delays are a persistent feature of the credit landscape rather than a recent deterioration. Our survey found that nearly half of all B2B invoices are overdue, while an average 5% result in bad debts written off as uncollectable. Payment delays are often attributed to customer internal cash flow issues or delayed downstream payments.

Days Sales Outstanding (DSO) has shown some fluctuations but no significant improvement, limiting the ability to free up cash from receivables. Compounding the issue, inventory turnover has remained slow or stagnant for most businesses, further tying up liquidity in stock that could otherwise be used for operational needs. While most companies continue to pay suppliers on schedule, some have started delaying payments as a liquidity-preserving measure. To bridge liquidity gaps, most Swiss companies rely on supplier credit and invoice financing, which offer immediate relief but can affect longer-term financial flexibility.

A hybrid approach is common in the mitigation of payment risk. Internal provisioning remains the preferred method, while outsourced credit management is used selectively to improve collection efficiency and manage compliance burdens. Swiss companies are cautiously balancing credit support for B2B customers with the need to preserve liquidity. While credit terms remain stable and risk strategies are in place, continued reliance on external financing and persistent payment delays highlight the importance of adaptable working capital strategies in an ever-evolving trading environment.

Key figures and charts on the next page

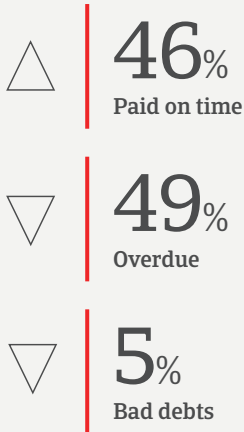


Key figures and charts

Switzerland

% of the total value of B2B invoices paid on time, overdue and bad debts

(change vs. 2024)



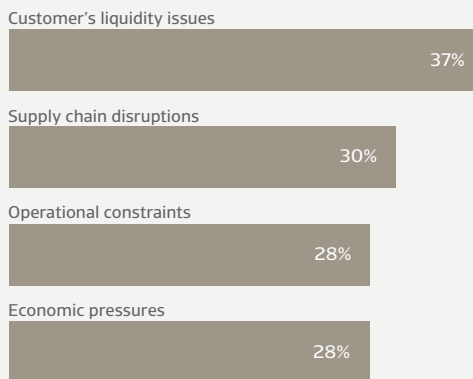
Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025

Switzerland

What are the top 4 reasons your B2B customers pay invoices late?

(% of respondents - multiple response)



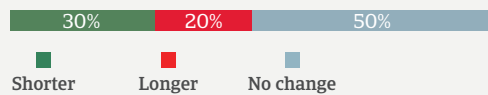
Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025

Switzerland

% of respondents reporting changes in Days Sales Outstanding (DSO)* over the past 12 months

(% of respondents)



*average amount of time to collect payment after a sale

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025

Switzerland

What are the main sources of financing that your company used during the past 12 months?

(% of respondents - multiple response)

- 56% Invoice financing
- 55% Trade credit
- 54% Internal funds
- 38% Bank loans

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025





Looking ahead

Insolvency risk expected to rise amid increasing economic uncertainty

A growing number of companies in Switzerland tell us they anticipate facing financial headwinds during the coming months. 55% of businesses expect insolvency risks among B2B customers to increase, reflecting heightened concern about economic uncertainty and a probable tightening of liquidity conditions. The remaining companies expect no major changes, suggesting a cautiously stable outlook for some sectors, although optimism nevertheless remains guarded.

Our survey finds that in the crucial area of working capital management most Swiss businesses foresee no significant changes in Days Sales Outstanding (DSO). This indicates an expectation of continued consistency in customer payment behaviour, which aligns with previous trends where payment discipline has remained steady, albeit with ongoing delays. Similarly, most companies predict no significant shifts in inventory turnover. Among those expecting changes, more anticipate faster inventory movement rather than further stock build-up, a sign of cautious optimism about demand and operational efficiency.

Stricter invoice payment terms are not expected in the near term by the majority of companies in Switzerland. However, those who do anticipate changes believe suppliers may request quicker payments to safeguard their own liquidity, creating downstream pressure on buyers. While there remains confidence about future sales, sentiment around profitability is more reserved. Around 25% of companies expect a decline in profit margins, driven by rising production input costs and shrinking buffers. Most businesses will continue to rely on a hybrid strategy in managing payment risks, combining internal provisioning with outsourced credit management. However, the limitations of internal provisioning in volatile markets are noted.

Swiss companies tell us they anticipate several systemic challenges during the year ahead. A major concern is that increasing production input costs will affect operations and investment decisions, while further anxiety surrounds environmental pressures, sustainability issues and intensifying regulatory compliance. The need to increase strategic credit management to protect both business relationships and financial stability in response to unpredictable economic and market conditions is also seen as a top priority.

Key figures and charts on the next page



Key industry insights

Chemicals

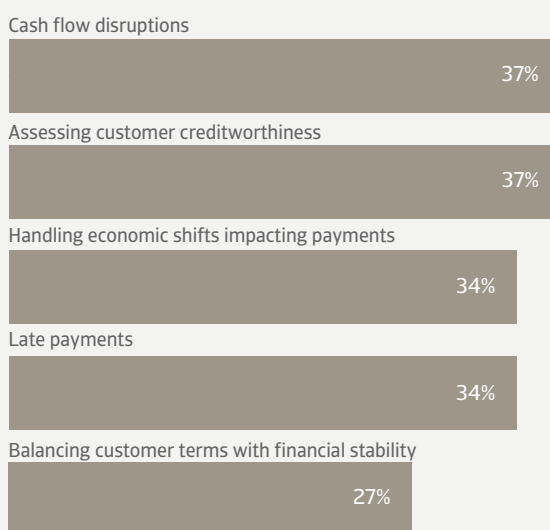
52% of B2B sales are currently being conducted on credit, with most companies reporting steady credit offerings. Payment terms follow the same trend, reflecting a broader strategy to support customer relationships during uncertain times. However, payment risks remain a challenge. 51% of B2B invoices are overdue, and 6% result in bad debts. Delayed payments are due to cash flow challenges, strained supply chains, or extended credit cycles. Payment behaviour has remained consistent, which is reflected in stable Days Sales Outstanding (DSO). Improved DSO has helped unlock liquidity for some, though stagnant or rising inventory levels continue to trap working capital.

To preserve cash, many firms delay payments to suppliers, while others maintain a steady payment pace. Supplier credit remains the primary source of funding to bridge liquidity gaps. Payment risk is typically managed through a combination of internal provisions and outsourced credit management, although internal provisions are preferred despite their limitations in terms of working capital availability. Looking ahead, 54% of firms expect rising insolvency risks, with consequences for working capital. While overall business confidence holds, profitability remains uncertain. Rising input costs, increasing regulation, and compliance burdens are expected to challenge financial stability, reinforcing the need for strategic credit and liquidity management.

Switzerland - Chemicals

Top 5 challenges companies face when offering credit to B2B customers

(% of respondents - multiple response)



Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025



Switzerland - Chemicals

Key industry figures

Main sources of financing used by the industry over the past 12 months

(% of industry respondents)

61%

Trade credit

58%

Invoice financing

48%

Internal funds

35%

Bank loans

Expected change in insolvency risk of B2B customers over the next 12 months

(% of industry respondents)

54%

Increase

45%

Remains as current

1%

Do not know

Top 3 challenges businesses in the industry expect to face over the next 12 months

(% of industry respondents - multiple responses)

49%

Rising production input costs

45%

Increasing regulations

37%

Ongoing geopolitical developments

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland - 2025





Key industry insights

Construction

Construction companies conducted 56% of their B2B sales on credit in recent months, and most businesses reported no change in credit offerings. Those who did adjust them were more likely to expand rather than restrict them. Payment terms followed a similar pattern, remaining largely unchanged, with some companies offering longer rather than shorter durations. Although the payment behaviour of B2B customers remained stable, a few companies noted signs of deterioration, pointing to ongoing challenges in customer payment discipline. Our survey found that 42% of B2B invoices are overdue, and 3% have turned into unrecoverable bad debts.

Days Sales Outstanding (DSO) also remained consistent, with improvements for some firms helping to unlock liquidity. However, slow or stagnant inventory turnover continues to constrain cash flow. Most companies kept supplier payments at a steady pace. To bridge liquidity gaps, businesses rely primarily on trade credit and internal funding sources. Payment risk is managed through a blend of internal provisioning, still the preferred strategy, and selective outsourcing of credit management. While three in five firms foresee no change in insolvency risk, growing use of credit insurance signals a cautious outlook. Environmental, regulatory, and compliance challenges remain top concerns going forward.

Switzerland - Construction

Top 5 challenges companies face when offering credit to B2B customers

(% of respondents - multiple response)

Late payments

42%

Cash flow disruptions

37%

Maintaining customer relationships

35%

Assessing customer creditworthiness

34%

Bad debts

32%

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025



Switzerland - Construction

Key industry figures

Main sources of financing used by the industry over the past 12 months

(% of industry respondents)

54%

Internal funds

54%

Trade credit

53%

Invoice financing

35%

Bank loans

Expected change in insolvency risk of B2B customers over the next 12 months

(% of industry respondents)

38%

Increase

57%

Remains as current

5%

Do not know

Top 3 challenges businesses in the industry expect to face over the next 12 months

(% of industry respondents - multiple responses)

56%

Environmental concerns

44%

Rising production input costs

43%

Being responsive to market shifts

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland - 2025





Key industry insights

Machinery

A cautious approach to trading on credit is highlighted by less than half of B2B sales being transacted on credit in the machinery industry. Most firms reported stable credit offerings, with payment terms largely unchanged. Where adjustments were made, longer payment periods were more common than tightened terms. Despite steady credit policies, 54% of B2B invoices are overdue and 7% have become bad debts, revealing significant payment risk exposure. Delays are primarily due to customer cash flow constraints, extended supply chains, and broader economic pressures. However, most companies noted consistent payment behaviour year-over-year, indicating persistent slow-payment trends rather than a sharp deterioration.

Days Sales Outstanding (DSO) remained stable, limiting liquidity gains from receivables. Inventory turnover was mixed, with some firms reporting reductions that helped unlock cash, while others faced stagnation or build-up. Days Payable Outstanding (DPO) also remained steady. To bridge liquidity gaps, Swiss machinery companies rely mainly on internal funding. Risk management combines internal provisioning with outsourced credit management. 72% of firms anticipate a rise in insolvency risk in the coming months, prompting further concern about liquidity and margin erosion. In response, Swiss machinery companies are increasingly turning to strategic payment risk management to strengthen their resilience and safeguard financial stability.

Switzerland - Machinery

Top 5 challenges companies face when offering credit to B2B customers

(% of respondents - multiple response)

Cash flow disruptions

41%

Balancing customer term with financial stability protection

41%

Managing customer relationships

35%

Assessing customer creditworthiness

35%

Handling economic shifts impacting payments

34%

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland – 2025



Switzerland - Machinery

Key industry figures

Main sources of financing used by the industry over the past 12 months

(% of industry respondents)

61%

Internal funds

56%

Invoice financing

52%

Bank loans

49%

Trade credit

Expected change in insolvency risk of B2B customers over the next 12 months

(% of industry respondents)

72%

Increase

25%

Remains as current

3%

Do not know

Top 3 challenges businesses in the industry expect to face over the next 12 months

(% of industry respondents - multiple responses)

54%

Being responsive to market shifts

44%

Increasing regulations

44%

Rising production costs

Sample: all survey respondents

Source: Atradius Payment Practices Barometer Switzerland - 2025





Survey design

Atradius conducts annual reviews of international corporate payment practices through a survey called the Atradius Payment Practices Barometer.

Sample overview – Total interviews = 210

Business sector	Interviews	%
Manufacturing	88	42
Wholesale trade	58	28
Retail trade/Distribution	42	19
Services	22	11
TOTAL	210	100
Business size	Interviews	%
SME: Small enterprises	35	17
SME: Medium enterprises	63	31
Medium Large enterprises	79	36
Large enterprises	33	16
TOTAL	210	100
Chemicals	71	34
Construction	68	32
Machinery	71	34
TOTAL	210	100

Survey scope

- Basic population: Companies from Switzerland were surveyed and the appropriate contacts for accounts receivable management were interviewed.
- Sample design: The Strategic Sampling Plan enabled us to perform an analysis of country data crossed by sector and company size.
- Selection process: Companies were selected and contacted by use of an international Internet panel. A screening for the appropriate contact, and for quota control, was conducted at the beginning of the interview.
- Sample: N=210 people were interviewed in total. A quota was maintained according to four classes of company size.
- Interview: Computer Assisted Web Interviews (CAWI) of approximately 15 minutes duration.
- The survey was conducted between the end of Q1 and the beginning of Q2 2025.
The findings should therefore be viewed with this in mind.

This is part of the 2025 edition of the Atradius Payment Practices Barometer available at

<https://group.atradius.com/knowledge-and-research>



Interested in finding out more?

Please visit the [Atradius](#) website where you can find a wide range of up-to-date publications. [Click here](#) to access our analysis of individual industry performance, detailed focus on country-specific and global economic concerns, insights into credit management issues, and information about protecting your receivables against payment default by customers.

To find out more about B2B receivables collection practices in Switzerland and worldwide, please visit [atradiuscollections.com](#).

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