

# Atradius Payment Practices Barometer

## Poland

Focus on B2B payment practices  
in the agri-food, chemicals, construction,  
construction materials  
and consumer durables industries



## 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. The 2022 edition of the Atradius Payment Practices Barometer survey findings for Poland is a valuable opportunity to hear directly from companies in the local agri-food, chemicals, construction, construction materials and consumer durables industries about how their business operations are coping with the disruptive impact of the current challenging economic and trading circumstances.

Of course, this survey is a snapshot taken in a very volatile economic environment, and the findings should be viewed with this in mind. The survey, which was conducted at the beginning of the last quarter of 2022, is a snapshot of each industry at that time.

Topics covered include: the impact of late or non-payment on the industries polled, the average time it takes to turn overdue B2B invoices into cash, how businesses manage payment default risks related to selling on credit to B2B customers and expected challenges to profitability during the coming months.





## In this report

|   |                                     |           |
|---|-------------------------------------|-----------|
| <b>About the Atradius Payment Practices Barometer</b> |                                     | <b>2</b>  |
| <b>Agri-food</b>                                      | Overview of the key survey findings | 4         |
|   | Late payments and cash flow         | 5         |
|   | 2023 industry outlook               | 6         |
| <b>Chemicals</b>                                      | Overview of the key survey findings | 7         |
|   | Late payments and cash flow         | 8         |
|   | 2023 industry outlook               | 9         |
| <b>Construction</b>                                   | Overview of the key survey findings | 10        |
|   | Late payments and cash flow         | 11        |
|   | 2023 industry outlook               | 12        |
| <b>Construction materials</b>                         | Overview of the key survey findings | 13        |
|   | Late payments and cash flow         | 14        |
|   | 2023 industry outlook               | 15        |
| <b>Consumer durables</b>                              | Overview of the key survey findings | 16        |
|   | Late payments and cash flow         | 17        |
|   | 2023 industry outlook               | 18        |
| <b>Survey design</b>                                  |                                     | <b>19</b> |

### Disclaimer

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# Agri-food

## Overview of the key survey findings

### Sales on credit rise with longer payment terms

- A change of approach by companies in the Polish agri-food industry to grant longer payment terms to B2B customers delivered a strong boost in sales. Our survey found that 43% of companies polled said they increased selling on credit during the past twelve months. The aim was to grow sales and attract new customers. The more prudent policy adopted by other businesses was due to perception of a higher risk of payment default. Currently, nearly half of sales to B2B customers in the industry are transacted on credit terms.
- More than half of companies polled in the Polish agri-food industry told us that they extended payments terms to B2B customers. These now stand at an average of two months from invoicing. Other factors in this change of approach, alongside achieving sales growth, were consideration of profit margins and payment terms received from suppliers. Despite the extra time to pay, 66% of companies polled said B2B customers often delayed payment because of liquidity shortfalls. This had the potential to cause cash flow struggles for businesses.

### Liquidity risk as DSO and bad debts increase

- One response to the issue of late payments for many companies polled in the Polish agri-food industry was to delay paying their own suppliers. Businesses also used other measures to ease their liquidity position and keep cash in-house. Some chose to enhance debt collection performance by spending more time and resources chasing payments. This brought a 12% decrease in overdue B2B invoices. Across the industry 34% of B2B invoices are currently overdue, a figure partly explained by small invoices being paid more quickly than larger ones.
- This payment practice of delaying larger invoices always has the potential to cause a deterioration in Days Sales Outstanding (DSO). Significant numbers of companies polled in the Polish agri-food industry said they experienced a worsening of DSO during the past year. For many it took on average more than 100 days from invoicing to collect payments. Another danger is that these long overdue payments may become bad debts written off as uncollectable. Bad debt levels increased by one third in the past twelve months, and now stand at 8% of the total value all industry sales.

### Cash flow struggle sparks switch to credit insurance

- The range of measures used to ease cash flow by companies in the Polish agri-food industry mostly came within the framework of in-house retention and management of customer credit risk. This involves setting aside funds to cover losses caused by B2B customer payment defaults, and can be a sound business strategy. However, 41% of companies polled expressed concern about this approach, telling us it was very challenging to maintain enough large cash reserves to ensure business viability in the current turbulent economic period.
- Our survey found that a change of policy was being considered by companies across the Polish agri-food industry, with an upward trend in the use of credit insurance. Businesses polled said they were moving towards this solution as part of a more strategic credit management approach to the issue. One third of companies polled in the industry told us they will move away from in-house retention and management of customer credit risk to outsourcing it within the frame of credit insurance, complemented when needed by factoring.

### 2023 industry outlook: pessimism rising about business growth

- A significant proportion of the Polish agri-food industry expressed anxiety about a slow or no rebound of the domestic economy in the short-term. More than one-third of companies polled also fear an ongoing pandemic could prolong supply chain disruptions, while other businesses are concerned geopolitical tensions may hamper recovery of the global economy. Only 57% of companies polled, down from 68% last year, told us they are positive about business growth during the months ahead.
- There is widespread concern across the Polish agri-food industry about B2B customer payment practices. 67% of companies polled said they are negative about the trend for the year ahead, compared to just 27% twelve months ago. A little more confidence was reported about DSO, with half of the businesses polled saying they expect no significant short-term swings. The general mood, however, is that any change in DSO will be a deterioration rather than improvement. This concern is reflected in the movement towards more strategic credit management involving credit insurance.

Key figures and charts of the survey can be found on the following pages

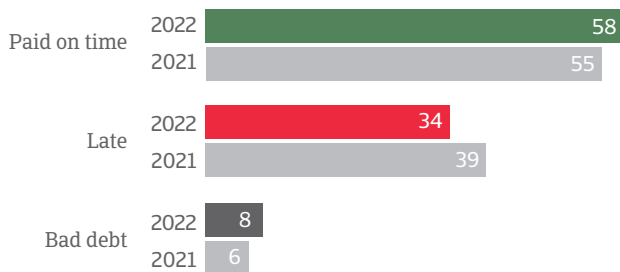


# Agri-food

## Late payments and cash flow

### Agri-food industry in Poland

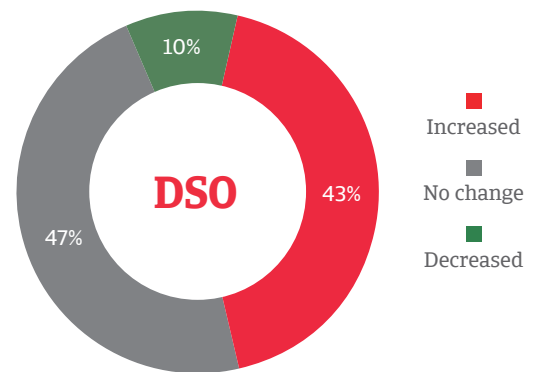
% of the total value of B2B invoices paid on time, overdue and written off as uncollectable (2022/2021)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Agri-food industry in Poland

% of respondents reporting DSO changes over the past 12 months

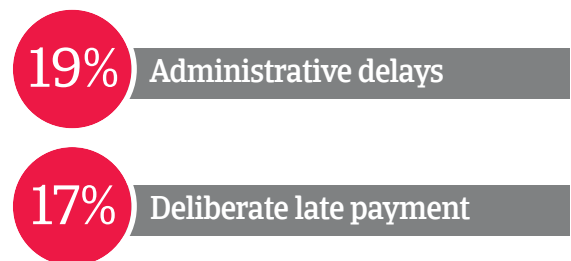
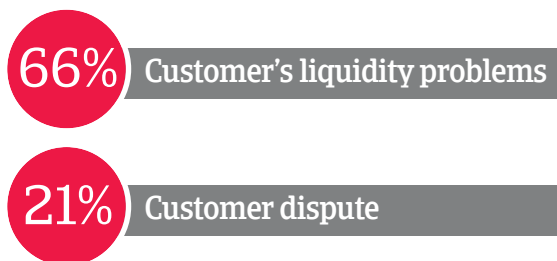


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Agri-food industry in Poland

Main reasons that B2B customers pay invoices late

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

#### SURVEY QUESTION

What measures did you put in place to protect your cash flow against customer credit risk?

- #1 Delay payments to my own suppliers
- #2 Increase time, costs and resources spent on resolving unpaid invoices
- #3 Seek external financing





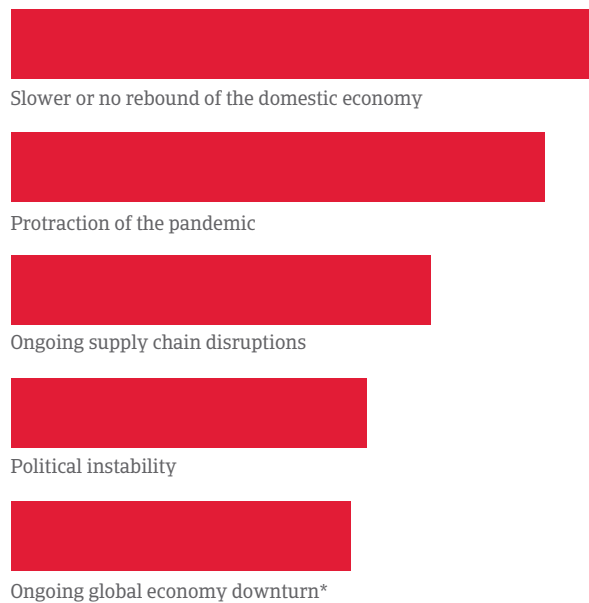
# Agri-food

## 2023 industry outlook

### Agri-food industry in Poland

Looking into 2023: top 5 concerns expressed by businesses in the industry

(% of respondents)



\* Due to the interplay among higher energy prices, commodity prices surge, inflation, supply chain disruptions and geopolitical tensions

Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

**SURVEY QUESTION**  
How do you expect your average DSO to change over the next 12 months?

(% of respondents)

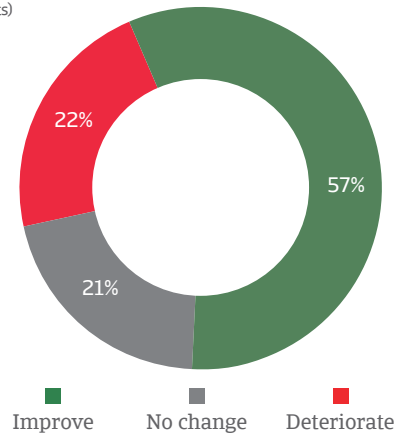
- 15% Improve
- 52% No change
- 33% Deteriorate



### Agri-food industry in Poland

Looking into 2023: how do you feel about your potential business growth?

(% of respondents)

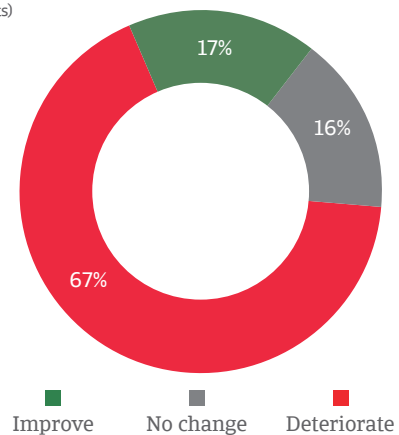


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Agri-food industry in Poland

Looking into 2023: how do you expect the payment practices of your B2B customers to change?

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022



# Chemicals

## Overview of the key survey findings

### Significant rise in B2B sales on credit

- The current economic and trading landscape prompted a significant change of approach in selling on credit to B2B customers in the Polish chemicals industry. Our survey found a 44% increase in companies who sold more on credit during the past months. Businesses said a key reason was to give customers in financial distress longer time to pay. However, a perceived higher risk of payment default made other companies less willing to sell on credit. Currently, 55% of all B2B sales across the industry are transacted on credit.
- A significant number of companies in the industry shortened payment terms during the past year. This tighter credit policy means the average payment term in the industry is now 50 days from invoicing. The terms set most often reflect the credit policy of a company, but also payment terms received from suppliers. Our survey found a growing importance across the industry of setting terms to protect sales from competition while also maintaining a healthy trade relationship with B2B customers.

### Range of measures used to ease cash flow struggle

- Late payments currently affect 40% of the total value of B2B sales in the Polish chemicals industry. Although this has remained relatively stable during the past twelve months, the overall effect on cash flow is still a real concern. Almost 60% of companies polled said B2B customers delayed payments due to liquidity shortfalls. Other reasons cited were deliberate late payment by customers, as well as administrative delays in the payment process, which businesses believed was a disguise for liquidity issues.
- Several techniques were employed by companies in the Polish chemicals industry to minimize the impact of late payments and keep cash in-house. The measure used most often was slowing down payments to their own suppliers, and also delaying payment of bills and staff. Discounts for early payment of B2B invoices was another popular strategy to accelerate cash inflow. However, some companies polled said they also reduced their workforce or stopped business investment. Many businesses said they had to request bank overdraft extensions.

### DSO and bad debts stable amid switch to credit insurance

- Many of these measures had a positive effect on Days Sales Outstanding (DSO), which remained relatively stable during the past year for nearly 60% of companies polled in the Polish chemicals industry. Despite this success, however, a significant number of businesses polled said it took twice as long on average to collect overdue payments from B2B customers. Concern was also expressed about levels of bad debts written off as uncollectable. These currently represent 5% of the total value of B2B sales.
- Our survey found that 63% of companies polled in the Polish chemicals industry tried to ease the cashflow struggle within the framework of in-house retention and management of customer credit risk. This requires setting aside funds to cover losses caused by payment defaults, and 43% of businesses polled said this was challenging in the current turbulent economic period. A change of approach was therefore being considered, with half of companies polled saying they moved towards outsourcing credit management to a credit insurer, complemented where necessary by factoring.

### 2023 industry outlook: increasing worry about insolvencies

- The main worry looking ahead for companies in the Polish chemicals industry is uncertainty about the domestic economy amid high inflation, the energy crisis and ongoing geopolitical tensions. Businesses told us they fear an increase in liquidity issues that could cause a rise in insolvencies. Companies polled said a continuation of the pandemic would make the economic outlook even more unstable. It is not surprising that 30% of companies, compared to 22% last year, told us they are pessimistic about business growth for the year ahead.
- Concern about B2B customers' payment practices was also reported across the Polish chemicals industry. 47% of companies polled said they expect payment practices to worsen, compared to just 27% last year. This may explain why 25% of businesses polled said they would adopt a more risk adverse approach to selling on credit in the months ahead, and would protect themselves against customer credit risk by turning to credit insurance. A similar percentage of companies polled expressed confidence about minimizing DSO swings by opting for strategic credit management.

Key figures and charts of the survey can be found on the following pages

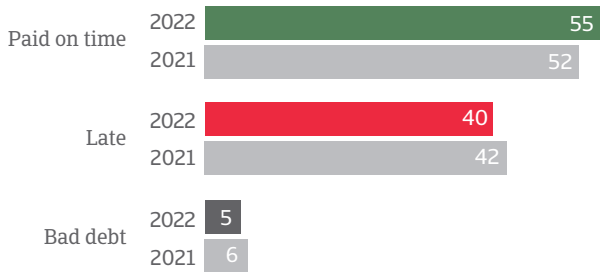


# Chemicals

## Late payments and cash flow

### Chemicals industry in Poland

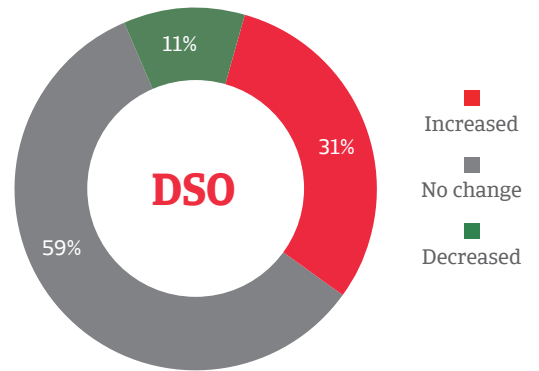
% of the total value of B2B invoices paid on time, overdue and written off as uncollectable (2022/2021)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Chemicals industry in Poland

% of respondents reporting DSO changes over the past 12 months

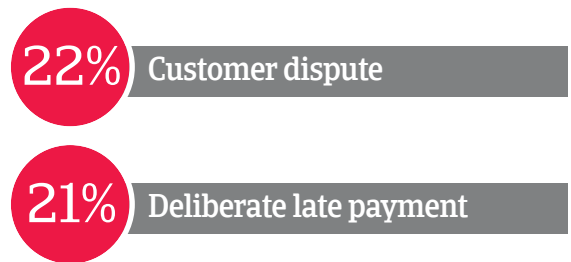
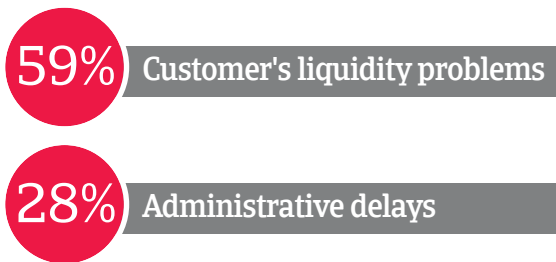


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Chemicals industry in Poland

Main reasons that B2B customers pay invoices late

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

#### SURVEY QUESTION

What measures did you put in place to protect your cash flow against customer credit risk?

- #1 Delay payments to my own suppliers
- #2 Increase time, costs and resources spent on resolving unpaid invoices
- #3 Seek external financing







# Chemicals

## 2023 industry outlook

### Chemicals industry in Poland

Looking into 2023: top 5 concerns expressed by businesses in the industry

(% of respondents)



\* Due to the interplay among higher energy prices, commodity prices surge, inflation, supply chain disruptions and geopolitical tensions

Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

**SURVEY QUESTION**  
How do you expect your average DSO to change over the next 12 months?

(% of respondents)

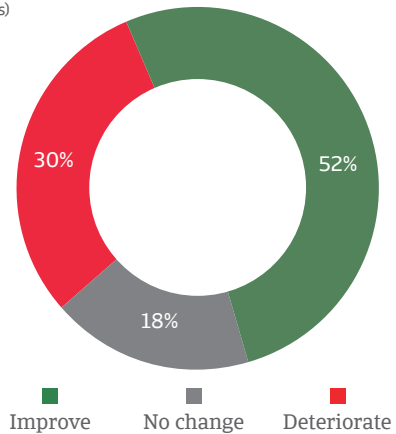
- 24% Improve
- 50% No change
- 26% Deteriorate



### Chemicals industry in Poland

Looking into 2023: how do you feel about your potential business growth?

(% of respondents)

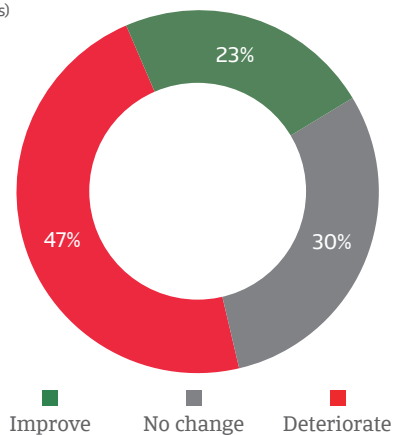


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Chemicals industry in Poland

Looking into 2023: how do you expect the payment practices of your B2B customers to change?

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022



# Construction

## Overview of the key survey findings

### Trading on credit plays a significant role

- Nearly half of all B2B sales in the Polish construction industry were transacted on credit during the past twelve months, a clear indication this practice remains a crucial foundation stone for the industry. Companies polled that increased trading on credit did so chiefly to attract new customers. Businesses who reported selling less on credit said the main reason was higher perception of higher risk of payment default from B2B customers in the current turbulent economic period. 44% of companies polled said trading on credit was unchanged during the past year.
- Payment terms offered by companies across the Polish construction industry remained generally steady in the past twelve months. 55% of companies polled said they did not alter their terms. Among the rest of businesses there was more often a lengthening of payment terms granted to B2B customers. Overall, the payment term in the industry is an average of one month from invoicing. Businesses polled said that payment terms mostly reflected those received from their suppliers, but also with an eye on the impact of late payments on profitability.

### Late payment problems spark cash flow struggle

- Our survey found that late payments currently affect half the total value of B2B sales across the construction industry in Poland. More than 50% of companies polled said the main reason that B2B customers delayed paying invoices was a shortage of liquidity. Significant numbers of businesses also told us that B2B customers frequently delayed payments because of disputes about invoices. The consequence was widespread concern about maintaining good cash flow.
- A range of measures were adopted by businesses across the Polish construction industry to keep cash in-house and minimize liquidity problems. Companies polled said popular tactics were slowing down payments to their own suppliers, postponing investment in the business, as well as spending more time and resources to resolve unpaid invoices. One result of this was having to endure a higher cost of managing overdue receivables, while some companies polled said they also resorted to factoring.

### Rising concern about bad debts, DSO stable

- The measures adopted by companies in the Polish construction to stabilise cash flow had a positive effect on Days Sales Outstanding (DSO). Over half of the businesses polled said DSO remained steady during the past twelve months. However, one third of companies polled said collecting overdue payments from B2B customers took, on average, twice as long as last year. Concern was also expressed about levels of bad debts written off as uncollectable. These currently represent 5% of the total value of B2B sales.
- Almost half of companies polled in the Polish construction industry told us they opted for in-house retention and management of customer credit risk when trying to ease their cash flow situation. This policy requires setting aside funds to cover losses caused by payment defaults, and 43% of businesses polled said this was challenging in the current uncertain economic climate. They told us this prompted a change of approach towards credit management, outsourcing the issue to a credit insurer.

### 2023 industry outlook: switch to credit insurance amid widespread worries

- Pessimism about the months ahead was reported by companies across the Polish construction industry. A clear concern was uncertainty about the ongoing downturn of the global economy due to the energy crisis and geopolitical tensions. Businesses told us they fear liquidity troubles could cause a rise of insolvencies. Seven in ten companies polled said they expect payment practices of B2B customers to deteriorate markedly in the year ahead, while 48% of businesses anticipate a worsening of DSO and only 12% envisage any improvement.
- Anxiety was also expressed about the Polish construction industry being negatively impacted by potential new restrictions on the movement of goods. Despite this, 60% of companies polled said they were guardedly optimistic for growth in the year ahead. Another finding of our survey was that 28% of businesses polled said they would adopt a more cautious approach to selling on credit due to the tough trading environment. They also told us they would protect themselves against customer credit risk by turning to credit insurance, complemented where necessary by factoring.

Key figures and charts of the survey can be found on the following pages

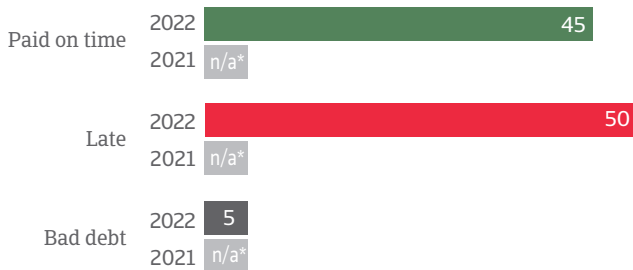


# Construction

## Late payments and cash flow

### Construction industry in Poland

% of the total value of B2B invoices paid on time, overdue and written off as uncollectable (2022/2021)



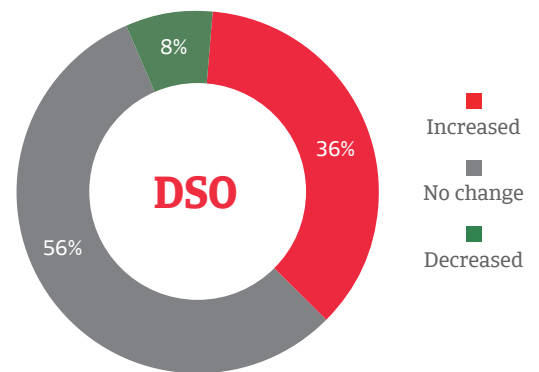
\*n/a= 2021 data not available

Sample: all survey respondents

Source: Atradius Payment Practices Barometer - December 2022

### Construction industry in Poland

% of respondents reporting DSO changes over the past 12 months



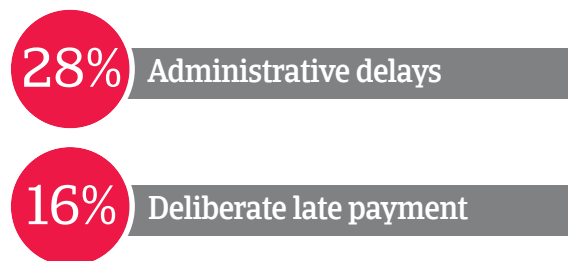
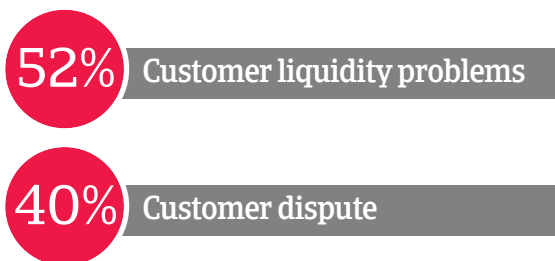
Sample: all survey respondents

Source: Atradius Payment Practices Barometer - December 2022

### Construction industry in Poland

Main reasons that B2B customers pay invoices late

(% of respondents)



Sample: all survey respondents

Source: Atradius Payment Practices Barometer - December 2022

#### SURVEY QUESTION

What measures did you put in place to protect your cash flow against customer credit risk?

- #1 Delay payments to my own suppliers
- #2 Delay investment in property, plant and equipment
- #3 Increase time, costs and resources spent on resolving unpaid invoices





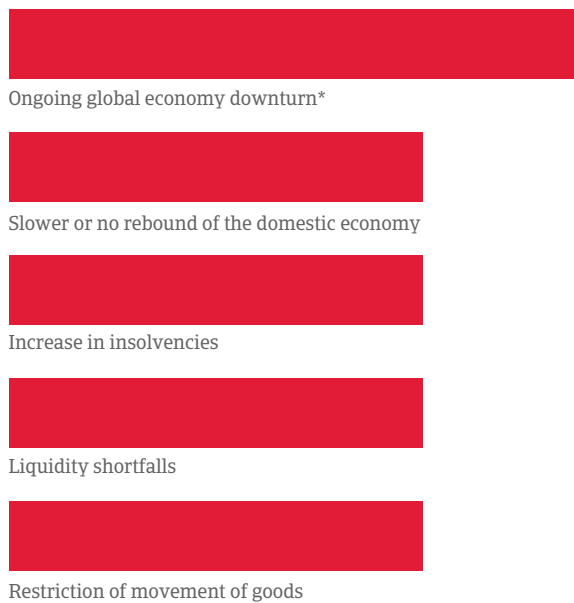
# Construction

## 2023 industry outlook

### Construction industry in Poland

Looking into 2023: top 5 concerns expressed by businesses in the industry

(% of respondents)



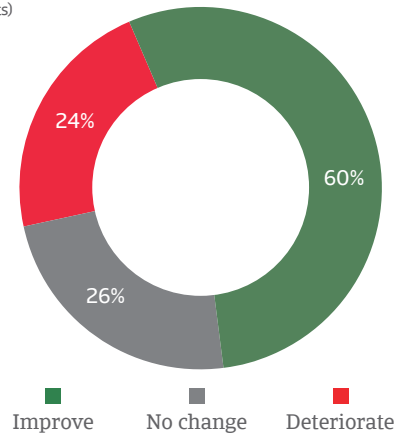
\* Due to the interplay among higher energy prices, commodity prices surge, inflation, supply chain disruptions and geopolitical tensions

Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Construction industry in Poland

Looking into 2023: how do you feel about your potential business growth?

(% of respondents)

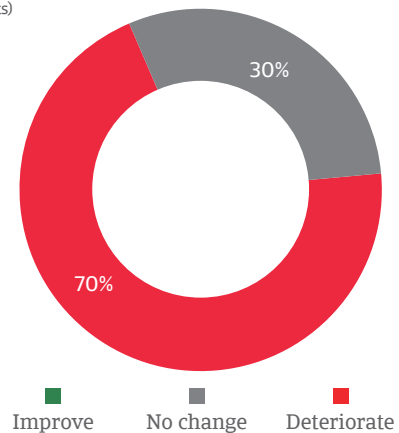


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Construction industry in Poland

Looking into 2023: how do you expect the payment practices of your B2B customers to change?

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

**SURVEY QUESTION**


**How do you expect your average DSO to change over the next 12 months?**

(% of respondents)

**12%** Improve

**40%** No change

**48%** Deteriorate





# Construction materials

## Overview of the key survey findings

### Credit sales policy dominated by late payment concerns

- The underlying theme found in our survey of the Polish construction materials industry was widespread worry about late payments by B2B customers. This prompted prudence among many companies polled, who said that increased risk of payment default meant they sold less on credit during the past twelve months. Half of businesses polled said they responded by maintaining their existing trade credit policy. A minority of companies adopted a more liberal policy, to encourage repeat business from existing customers.
- Overall, 44% of sales to B2B customers in the Polish construction industry were transacted on credit during the past year, a reflection of the relatively stable trade credit policy. Payment terms granted to B2B customers also remained steady among 60% of companies polled. Where businesses did make a change it was mostly to offer longer payment timings to their B2B customers. Payment terms in the industry largely reflected those received from suppliers, but also the trade relationship with customers. The average payment term now stands at an average 45 days from invoicing.

### Range of measures keeps DSO stable

- Overdue B2B invoices currently affect 40% of those issued by the Polish construction materials industry, highlighting the concern about late payments. Companies polled said the reason most often cited for late payments was administrative delays in the customer's payment process, most probably disguising a situation of financial distress. Intentional late payment by customers was also an issue reported. Businesses responded with measures to maintain liquidity. These included offering discounts for early payment, strengthening the credit control process, and spending more time and resources to resolve unpaid invoices.
- A combination of the unaltered trade credit policy and stronger payment collection performance had a positive impact across the Polish construction materials industry. 66% of companies polled said that Days Sales Outstanding (DSO) remained steady during the past twelve months. The improved collection performance was mostly due to outsourcing the problems of long overdue trade debt to specialist agencies, which helped reduced exposure to risk of payment default. Meanwhile, 6% of all B2B invoices issued by the industry were written off as uncollectable.

### Switch of emphasis in strategy against customer credit risk

- For most companies in the Polish construction materials industry, the range of measures to protect cash flow were adopted within the framework of in-house retention and management of customer credit risk. Half of the companies polled said they took this approach, which involves setting aside funds to cover the costs of payment defaults. However, nearly 50% of these businesses also reported feeling the burden of increased costs that resulted from this policy.
- Another issue for companies polled in the construction industry in Poland was that setting aside funds robbed them of cash that could be otherwise invested in the business. This concern, along with the extra costs of in-house management of customer credit risk, may explain the increased appetite for credit insurance observed in our survey. More than one-quarter of companies polled said they would consider insuring receivables in the year ahead, so as to free up capital that could be focused on business growth.

### 2023 industry outlook: deep uncertainty about the future

- Among many concerns about the year ahead expressed across the Polish construction materials industry, 35% of companies polled said they feared an ongoing pandemic could severely delay a rebound of the domestic economy. Another major worry was uncertainty surrounding the downturn of the global economy amid geopolitical instability. Deep anxiety was also reported by almost all companies polled in the industry about the future trend of B2B customer payment behaviour. Nearly one third of companies polled said they could not make a prediction about future growth.
- There was a little more optimism about the likely trend for DSO in the coming twelve months, with hopes that it will remain stable. However, nearly 30% of companies polled in the Polish construction materials industry said they could not make a prediction about DSO for the year ahead. Businesses polled also said the growing appetite for strategic credit management could help them to cope with the current turbulent economic environment and contain the impact of customer credit risk.

Key figures and charts of the survey can be found on the following pages

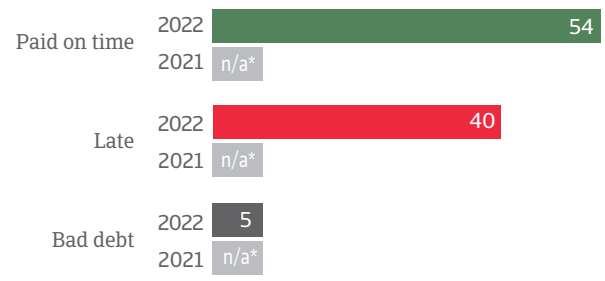


# Construction materials

## Late payments and cash flow

### Construction materials industry in Poland

% of the total value of B2B invoices paid on time, overdue and written off as uncollectable (2022/2021)

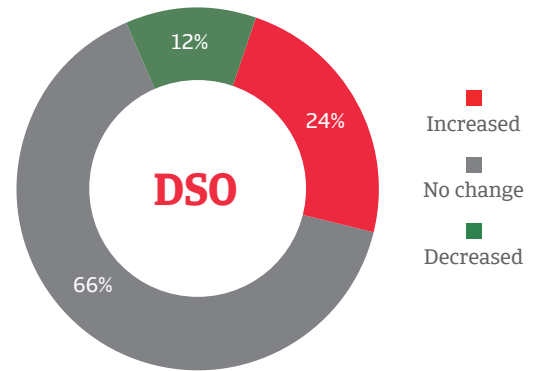


n/a= 2021 data not available

Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Construction materials industry in Poland

% of respondents reporting DSO changes over the past 12 months

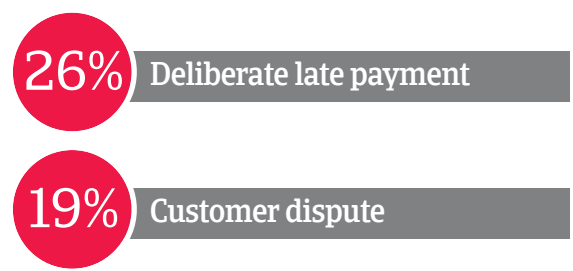
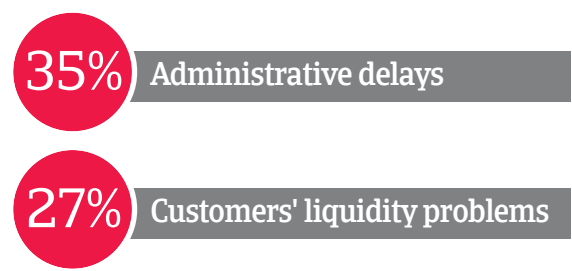


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Construction materials industry in Poland

Main reasons that B2B customers pay invoices late

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

**SURVEY QUESTION**

**What measures did you put in place to protect your cash flow against customer credit risk?**

- #1 Increase time, costs and resources spent on resolving unpaid invoices
- #2 Strengthen internal credit control process
- #3 Delay payments to my own suppliers





# Construction materials

## 2023 industry outlook

### Construction materials industry in Poland

Looking into 2023: top 5 concerns expressed by businesses in the industry

(% of respondents)



\* Due to the interplay among higher energy prices, commodity prices surge, inflation, supply chain disruptions and geopolitical tensions

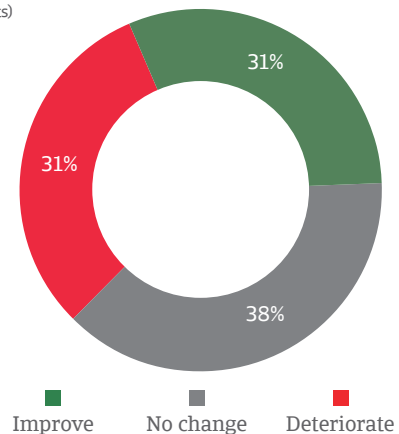
Sample: all survey respondents

Source: Atradius Payment Practices Barometer - December 2022

### Construction materials industry in Poland

Looking into 2023: how do you feel about your potential business growth?

(% of respondents)



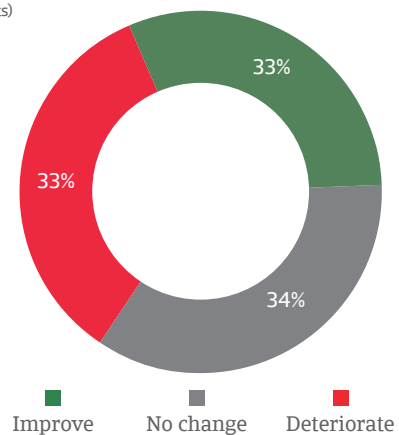
Sample: all survey respondents

Source: Atradius Payment Practices Barometer - December 2022

### Construction materials industry in Poland

Looking into 2023: how do you expect the payment practices of your B2B customers to change?

(% of respondents)



Sample: all survey respondents

Source: Atradius Payment Practices Barometer - December 2022

**SURVEY QUESTION**  
**How do you expect your average DSO to change over the next 12 months?**

(% of respondents)

**27%** Improve  
**46%** No change  
**27%** Deteriorate





# Consumer durables

## Overview of the key survey findings

### Default risk sparks shorter payment terms

- Selling on credit remains a significant element of B2B trade in the Polish consumer durables industry. This is highlighted by the finding of our survey that 45% of all B2B sales are transacted on credit. There was a mixed picture, though, about attitudes to trading on credit. 39% of companies polled said they sold less on credit during the past twelve months, but 32% of businesses told us they sold more on credit. Nearly one third of companies polled reported no change in their trade credit policy.
- Payment terms were shortened in the Polish consumer durables industry during the past year. This decision was influenced by a heightened perception of risk of customer payment default in the current challenging economic environment. Another factor was assessment of the costs of obtaining external finance while waiting for B2B customers' payments. Overall, companies polled in this industry now call for payment within a 38-day average from invoicing, which is one week shorter than last year.

### DSO swings and bad debt levels kept in check

- Deterioration of B2B customer payment practices prompted companies across the Polish consumer durables industry to take a firmer grip on credit management. They adopted a variety of measures in the struggle to maintain good cash flow. Among the most popular were offering discounts for early payment of invoices and selling only on cash terms. Other measures included delaying payments to their own suppliers to retain liquidity in-house and spending extra time and resources to chase unpaid invoices, sometimes outsourcing collection to specialist agencies.
- These actions had a beneficial effect for companies in the Polish consumer durables industry. There was a slight decrease in the proportion of overdue B2B invoices during the past twelve months, and late payments now affect 35% of all B2B invoices. Companies polled also said they had better control of DSO swings in the past year. The enhancement of debt collection performance contributed to some success in containing bad debts written off as uncollectable. These now affect 5% of all B2B sales across the industry, compared to 4% last year.

### Cost burden prompts switch to credit insurance

- For half of the companies polled in the Polish consumer durables industry, these measures to reduce late payments were adopted within the framework of in-house retention and management of customer credit risk. This involved setting aside funds to cover any loss from defaulting customers, although aware that this solution deprived them of funds to use in the business. Businesses polled said another downside was the extra costs incurred in enhancing debt collection performance and managing overdue receivables.
- Setting aside funds also came with uncertainty about the capability of the business to absorb a large write-off that could potentially threaten the viability of the business. This may explain why nearly one-third of companies polled in the Polish consumer durables industry expressed interest in moving towards a more strategic credit management approach to the issue. By using credit insurance, they could protect cash flow and profitability, enhance their credit management process, and also facilitate access to external finance from banks and other institutions.

### 2023 industry outlook: Rising pessimism about business growth

- Uncertainty about the pandemic is a major concern for companies in the Polish consumer durables industry as they look to the year ahead. They also worry that global economic turbulence fuelled by geopolitical tensions and high inflation could put the domestic economy under strain and trigger an increase in insolvencies. A significant number of businesses polled are also anxious about supply chain disruptions. Consequently, there is rising pessimism about the prospects for business growth. Over one third of companies expressed this, compared to just over 10% last year.
- Given this outlook, it is not surprising that companies polled in the Polish consumer durables industry said they would adopt a prudent approach to selling on credit to B2B customers during the coming months. A deterioration in B2B customer payment behaviour is anticipated by three times as many businesses polled as last year. However, significant number of companies expect they will be able to contain DSO swings during the coming months. This may reflect the increasing appetite for more strategic credit management in the months ahead involving credit insurance.

Key figures and charts of the survey can be found on the following pages



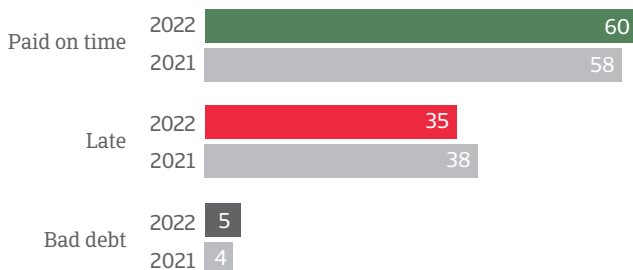


# Consumer durables

## Late payments and cash flow

### Consumer durables industry in Poland

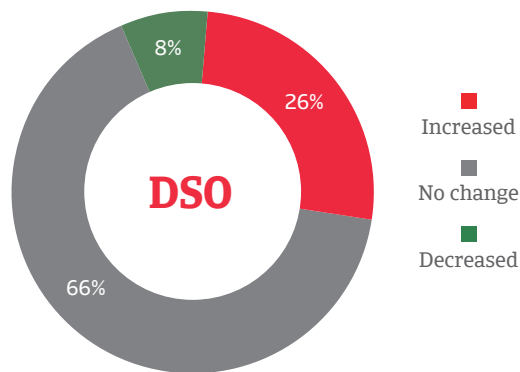
% of the total value of B2B invoices paid on time, overdue and written off as uncollectable (2022/2021)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Consumer durables industry in Poland

% of respondents reporting DSO changes over the past 12 months

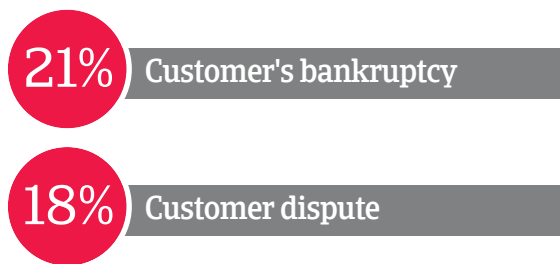
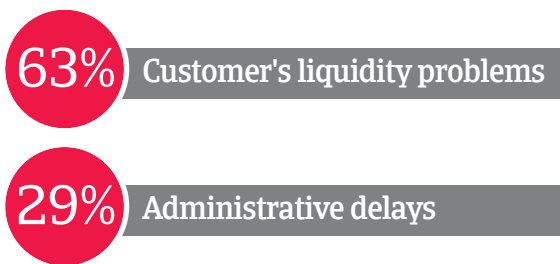


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Consumer durables industry in Poland

Main reasons that B2B customers pay invoices late

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

#### SURVEY QUESTION

What measures did you put in place to protect your cash flow against customer credit risk?

- #1 Delay payments to my own suppliers
- #2 Strengthen internal credit control process
- #3 Increase time, costs and resources spent on resolving unpaid invoices





# Consumer durables

## 2023 industry outlook

### Consumer durables industry in Poland

Looking into 2023: top 5 concerns expressed by businesses in the industry

(% of respondents)



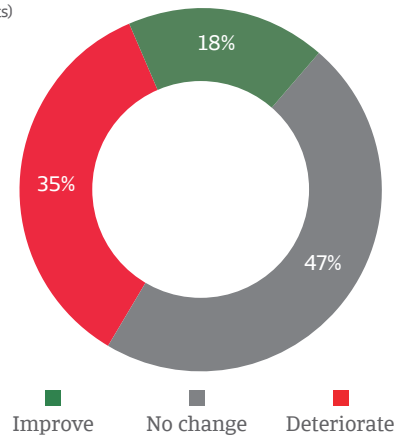
\* Due to the interplay among higher energy prices, commodity prices surge, inflation, supply chain disruptions and geopolitical tensions

Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Consumer durables industry in Poland

Looking into 2023: how do you feel about your potential business growth?

(% of respondents)

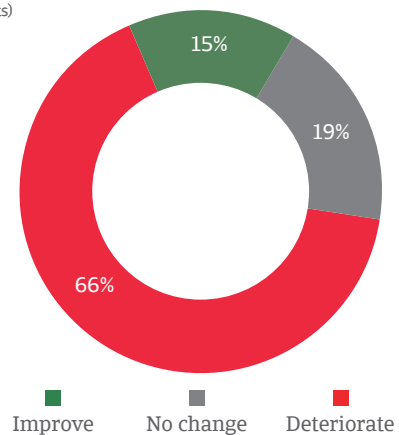


Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

### Consumer durables industry in Poland

Looking into 2023: how do you expect the payment practices of your B2B customers to change?

(% of respondents)



Sample: all survey respondents  
Source: Atradius Payment Practices Barometer - December 2022

**SURVEY QUESTION**

**How do you expect your average DSO to change over the next 12 months?**

(% of respondents)

**32%** Improve

**34%** No change

**34%** Deteriorate

# Survey design

## Survey objectives

Atradius conducts annual reviews of international corporate payment practices through a survey called the Atradius Payment Practices Barometer. Polish companies are the focus of this report, which forms part of the 2022 edition of the Atradius Payment Practices Barometer. A change in research methodology means year-on-year comparisons are not feasible for some of these survey results. Using a questionnaire, CSA Research conducted 241 interviews in total. All interviews were conducted exclusively for Atradius.

## Survey scope

- **Basic population:** Companies from Poland were surveyed, and the appropriate contacts for accounts receivable management were interviewed.
- **Sample design:** The Strategic Sampling Plan enables us to perform an analysis of country data crossed by sector and company size. It also allows us to compare data referring to a specific sector crossed by each of the economies surveyed.
- **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=241 people were interviewed in total. A quota was maintained according to three classes of company size.
- **Interview:** Computer Assisted Web Interviews (CAWI) of approximately 15 minutes duration.  
Interview period: beginning of the last quarter of 2022.

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If after reading this report you would like more information about protecting your receivables against payment default by your customers you can visit the [Atradius website](#) or if you have more specific questions, please [leave a message](#) and a product specialist will call you back. In the Publications section you'll find many more Atradius publications focusing on the global economy, including country reports, industry analyses, advice on credit management and essays on current business issues.

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For more insights into the B2B receivables collection practices in Poland and worldwide, please go to

[atradiuscollections.com](http://atradiuscollections.com)

For Poland [atradius.pl](http://atradius.pl)

## Sample overview – Total interviews = 241

| Business sector             | Interviews | %   |
|-----------------------------|------------|-----|
| Manufacturing               | 107        | 44  |
| Wholesale                   | 35         | 15  |
| Retail trade / Distribution | 62         | 26  |
| Services                    | 37         | 15  |
| TOTAL                       | 241        | 100 |
| Business size               | Interviews | %   |
| Micro enterprises           | 113        | 47  |
| SME - Small enterprises     | 56         | 23  |
| SME - Medium enterprises    | 47         | 20  |
| Large enterprises           | 25         | 10  |
| TOTAL                       | 241        | 100 |
| Industry                    | Interviews | %   |
| Agri-food                   | 58         | 24  |
| Chemicals                   | 94         | 39  |
| Construction                | 25         | 10  |
| Construction materials      | 38         | 16  |
| Consumer durables           | 26         | 11  |
| TOTAL                       | 241        | 100 |

## Statistical appendix

Find detailed charts and figures in the Statistical Appendix. This is part of the December 2022 Payment Practices Barometer of Atradius, available at [www.atradius.com/publications](http://www.atradius.com/publications)  
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