

Atradius Payment Practices Barometer

# B2B payment practices trends Greece 2026



## In this report

B2B payment practices trends	3
Key insights	4
Looking ahead	5
Key insights	6
Survey design	7

## 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 **Greece**.

The survey was conducted between the end of Q1 and the beginning of Q2 2026 and remained open for a few days after the onset of the Middle East geopolitical tensions, allowing respondents to reflect on potential impacts as they completed the questionnaire. The findings should therefore be viewed with this context in mind.



# B2B payment practices trends

## B2B payment risk drags on Greek firms' liquidity

The Greek economy continues to show resilience, supported by domestic demand and EU funded investment. Rising energy prices, however, have pushed up inflation and operating costs for businesses. With bank lending more selective, many companies increasingly lean on supplier credit to keep trading with business-to-business (B2B) customers.

Survey evidence shows that almost two thirds of B2B sales in Greece now take place on credit. This sits above the Western European average and underlines how dependent Greek firms remain on supplier financing. Manufacturing and trade firms are more likely to extend credit to stay competitive and support long-term customer relationships. Most Greek suppliers set payment terms within a 30-day credit window, in line with Western Europe. Longer terms, up to two months and beyond, are more common in Greece, yet suppliers still apply cautious credit policies to protect liquidity while supporting customers.

As payment discipline weakens across Western Europe, Greek suppliers experience late payments more often than their regional peers. Around one third of Greek B2B invoices become overdue, compared with one quarter across the region. This gap puts Greek businesses at a disadvantage, as delayed settlements lock up liquidity and intensify working capital pressure. Days Sales Outstanding (DSO) trends reinforce this picture, as fewer businesses in Greece collect payments within one month of invoicing, while more wait up to two months. This signals structural liquidity pressure across the market. Greek companies are also far more likely to link late payment directly to buyer cash shortages. One in two businesses say customer payment risk is limiting day to day cash availability. Write-offs tell the same story. More Greek firms report write offs of up to 1% of B2B invoices than in Western Europe, mainly driven by customer insolvencies. Losses therefore remain limited in amount, but their frequency points to ongoing pressure on cash flow.

To mitigate customer payment risk, Greek companies take a different approach from Western European peers. Tighter payment terms, advance payments and early settlement incentives are used more often than across the region. This reflects focus on easing liquidity pressure arising from trading on credit. Credit insurance remains widely used in Western Europe, but slightly higher uptake in Greece points to greater vulnerability to volatile customer payment behaviour.

**Key insights on the next page**



# Key insights

## Greece

### Payment behaviour of B2B customers (12 months)

Exposure clusters: reported level of B2B invoices paid late by percentage of respondents

0%  
B2B invoices paid late

22%

Respondents

1% - 30%  
B2B invoices paid late

36%

Respondents

31% - 60%  
B2B invoices paid late

23%

Respondents

61% - 100%  
B2B invoices paid late

19%

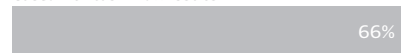
Respondents

Sample: all respondents in the surveyed market  
Source: Atradius Payment Practices Barometer Greece – 2026

### Top 4 reasons B2B customers pay invoices late

% of respondents - multiple response

Customer cash flow issues



Banking delays



Internal approval delays



E-invoicing and payment platform issues



Sample: all respondents in the surveyed market  
Source: Atradius Payment Practices Barometer Greece – 2026

### Breakdown of past due payments

% of past due invoices by payment timing

<30 days

66%

Respondents

31-60 days

20%

Respondents

61-90 days

10%

Respondents

> 90 days

4%

Respondents

Sample: all respondents in the surveyed market  
Source: Atradius Payment Practices Barometer Greece – 2026

### Reported bad debts

% of respondents - bad debts levels

<1% bad debts

70%

Respondents

1% - 2% bad debts

16%

Respondents

2% - 5% bad debts

9%

Respondents

> 5% bad debts

5%

Respondents

Sample: all respondents in the surveyed market  
Source: Atradius Payment Practices Barometer Greece – 2026

### Top 4 impacts of customer payment risk on working capital

% of respondents - multiple response

Reduced liquidity headroom



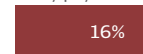
Limited investment



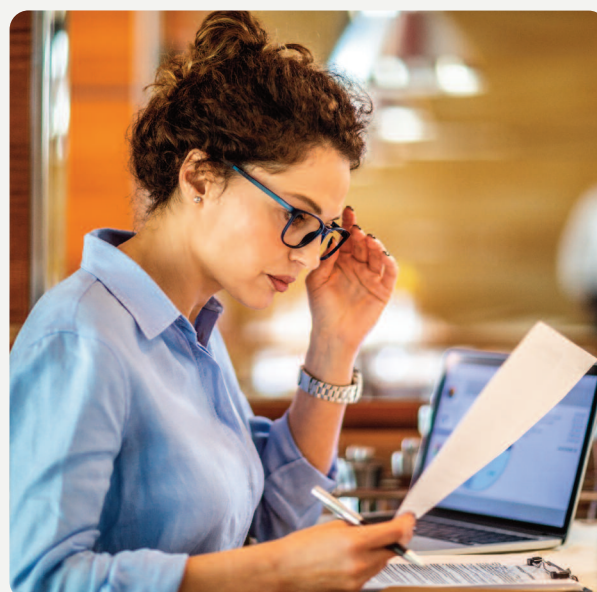
Struggle with cash flow planning



Delay payments to suppliers



Sample: all respondents in the surveyed market  
Source: Atradius Payment Practices Barometer Greece – 2026





# Looking ahead

## Greek firms expect a clouded short term payment risk outlook

Across Greece, most businesses do not expect any meaningful change in B2B payment behavior in the short term, as trading conditions remain challenging. This view broadly reflects sentiment across Western Europe. Customer liquidity remains tight in both business environments; interest rates remain high and demand fragile. This means that any improvement in customer payment behaviour is likely to be uneven and fragile, reinforcing cautious trade credit decisions. Ongoing geopolitical disruption and uncertainty around trade prospects during the months ahead are expected to increase strain.

Expectations around insolvency risk highlight how fragile conditions remain. Far more companies in Greece than in Western Europe expect customer insolvency risk to rise in the months ahead. This gap points to a weaker payment environment in Greece, with deeper liquidity stress among businesses. When invoices remain overdue for long, concerns naturally grow that delay may turn into default. Collection cycles across Western Europe are generally shorter, helping to keep payment expectations more stable.

These pressures feed directly into profit margins. Greek firms operate with tighter working capital, slower cash conversion and limited pricing power. Many accept longer payment cycles to protect demand, pushing up financing and operating costs. As a result, margin pressure is expected to grow more in Greece than in Western Europe, where firms benefit from more predictable payment behaviour and more diversified demand. Risk perceptions follow a similar pattern. Greece remains highly exposed to any slowdown in global trade and to geopolitical disruptions. While these risks matter across Western Europe, concern is stronger in Greece due to tighter liquidity and greater sensitivity to shifts in economic activity. Thin margins and weaker cash flow leave less room to absorb rising costs, while higher borrowing costs add further pressure.

Structural weaknesses in the domestic market, together with the risk of long-lasting trade disruption and Greece's heavy reliance on crude oil imports, are expected to make the B2B payment environment in Greece more fragile and less predictable as the year unfolds.

**Key insights on the next page**



# Key insights

## Greece

### Top 3 risks businesses expect to shape B2B payments (next 12 months)

% of respondents - multiple response

**#1** | Economic slowdown

**#2** | Cost pressures on business

**#3** | Rising borrowing costs

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Greece – 2026



### Expected insolvency risk outlook (next 12 months)

% of respondents

Stay elevated  
**42%**

Rise further  
**45%**

Not sure  
**13%**

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Greece – 2026

Structural weaknesses in the domestic market, along with expectations of rising customer insolvencies, sustained pressure on business profitability and exposure to global trade and geopolitical disruption suggest that the B2B payment environment in Greece will remain fragile and less predictable as the year unfolds



# Survey design

## Sample overview – Total interviews = 210

Business sector	% of respondents
Industry	20%
Construction	20%
Trade	20%
Services	40%
<b>TOTAL</b>	<b>100</b>

Business size	% of respondents
Micro <10 employees	41%
SME 10-49 employees	28%
SME 50-249 employees	16%
Large 250 or more employees	15%
<b>TOTAL</b>	<b>100</b>

## Survey methodology

We updated our panel to better reflect the market structure across activities and size classes. Additional details on the survey sample design can be found in the statistical appendix. For this edition, comparisons with previous reports are not possible, with annual variation captured only through respondent feedback.

## Survey scope

**Population:** Companies in Greece were surveyed, with interviews conducted with the appropriate contacts responsible for accounts receivable management.

**Sample design:** The Strategic Sampling Plan enabled analysis of Greece data by sector and company size.

**Selection process:** Companies were contacted via an international internet panel, and respondents were screened for role and quota control at the start of the interview.

**Sample:** A total of 210 businesses participated, with quotas maintained across four company size categories.

**Interview method:** Computer-Assisted Web Interviews (CAWI), each lasting approximately 15 minutes.

**Timing:** The survey was conducted between the end of Q1 and the beginning of Q2 2026.

This report and the regional statistical appendix form part of the 2026 Atradius Payment Practices Barometer series, both available for download in [Knowledge and research](#)



# Interested in finding out more?

Please visit the [Atradius](#) website to access our latest 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 Greece and worldwide, please visit [atradiuscollections.com](http://atradiuscollections.com).

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