

PAYMENT SURVEY



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Asia Payment Survey 2025: Companies expect payment behaviours to worsen amid economic uncertainty

Economic growth in Asia Pacific slowed in 2024 as the momentum from the post-Covid normalisation faded and demand weakened. The recovery in global trade volume from the decline in 2023 was mild. The slowdown in inflation continued, but costs remained much higher compared to pre-Covid level (2019) while sales revenue became harder to earn, prompting many firms to prioritise cost management.

Coface's 2025 Asia Payment survey showed credit conditions remained tighter in 2024 compared to before 2023. Payment terms rose from 64 days in 2023 to 65 but below the five-year average of 69 days in 2018-2022. There was variation across the nine economies surveyed, but Thailand stood out with a significant extension of credit period, as Thai companies tried to accommodate their customers' liquidity woes. Many other markets increased their payment terms; only Australia, Singapore, and Taiwan reduced theirs. Over the next six months, two-thirds of companies say they expect payment terms to get shorter, reflecting caution and higher priority for cash preservation amid heightened uncertainty.

Despite tight credit terms, the share of companies reporting overdue fell from 60% in 2023 to a record low at 49%. Longer payment terms in most markets provided more time for companies to settle payments and avoid overdue. Only Thailand and Taiwan experienced an increase in companies reporting overdue. Meanwhile, despite shorter payment terms in Singapore and Australia, fewer companies reported late payments.

The average payment delay was 65 days, unchanged from 2023, as longer overdue in Thailand and China were offset by decreases in six economies, notably Australia and India. By sectors, six reported an increase and another six a decrease. Automotive and Transport saw the largest increases while Retail and Construction reported significant declines.

But there was a concerning trend - the share of companies reporting Ultra Long Payment Delays (ULPDs, over 180 days) exceeding 2% of annual turnover rose to a new high at 40%, up from 23% in 2023, indicating a sharp deterioration in credit risk. In Coface's experience, 80% of these delays were irrecoverable. India saw the biggest increase in these delays, followed by Thailand and China. All sectors covered saw an increase in ULPDs, with the biggest variations in Wood, Agro-food and Automotive.

Looking ahead, the majority of respondents (57%) anticipated deteriorating payment behaviour as more companies projected a deterioration in business activity compared to last year's survey (33% vs. 14%). Slower demand, excessive competitive pressures, and rising costs were the main risks behind economic uncertainty. Nonetheless, the majority are still hopeful, with 56% expecting an improvement, led by India.

The survey was conducted between December 2024 and March 2025, covering over 2,400 companies from nine markets in the Asia Pacific and across thirteen sectors.

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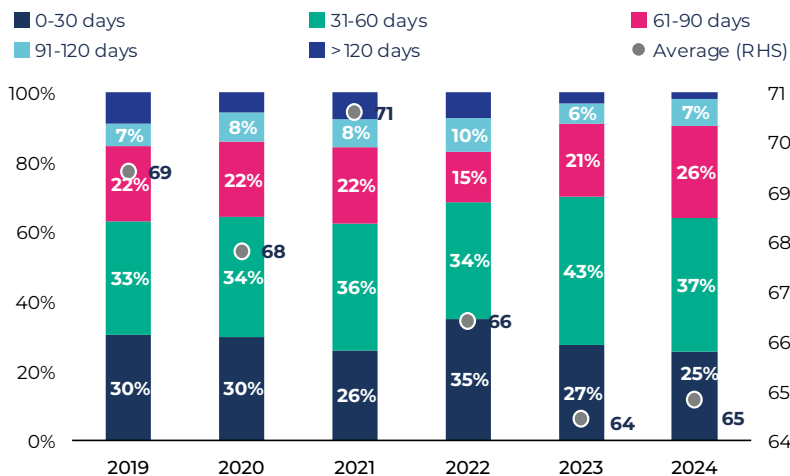
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PAYMENT TERMS¹: PAYMENT TERMS STILL TIGHT AND MAY TIGHTEN AHEAD

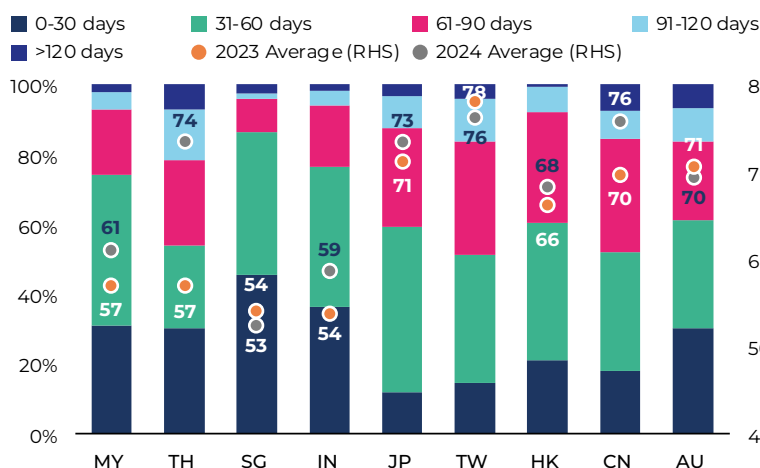
Chart 1:
Payment terms in Asia Pacific



• In 2024, **nearly four out of five Asian companies (78%) were willing to offer credit sales, consistent with longer-term average (79%)**, even if it was lower than the record high of 84% in 2023. The decline was driven by China (-14 percentage points ppt vs 2023), India (-9 ppt) and Thailand (-1 ppt). More companies in Hong Kong (+10%), Australia (+7%), Taiwan (+4%) and Malaysia (+2%) provided credit terms while it was steady in Singapore and Japan.

• Market practices (31%), market competition (28%) and customers' lack of liquidity (19%) were common reasons cited for offering payment terms. While third-ranked, liquidity crunch was the top factor in Thailand and second in Malaysia and Singapore, suggesting greater cashflow challenges in ASEAN markets.

Chart 2:
Payment terms by region

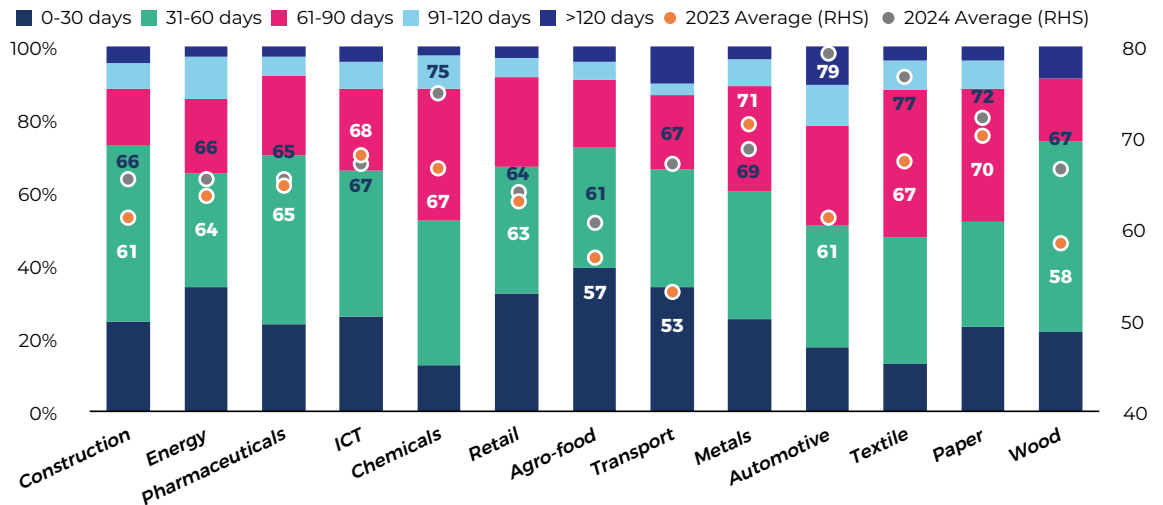


• **The duration of payment terms rose marginally from 64 days in 2023 to 65 days, but remained lower than previous years (Chart 1).** Notably, the proportion of businesses offering longer payment terms (above 90 days) stayed constant at 9% for a second straight year, reflecting companies' emphasis on credit policy prudence amid weaker demand.

• **Most markets relaxed credit conditions (Chart 2), with a substantial 17-day increase in payment terms in Thailand.** Notable increases were also reported in China (+6), India (+5) and Malaysia (+4). Meanwhile, payment terms declined in Taiwan (-2 days), Singapore (-1), and Australia (-1). China joined Taiwan as the market with the longest payment terms (76 days for both), with Thailand in second place (74 days). India and Singapore remain the markets with the shortest payment terms (54 and 59 days respectively).

¹ Payment term – the time-frame between when a customer purchase a product or service, and when the payment is due.

Chart 3:
Payment terms by sector



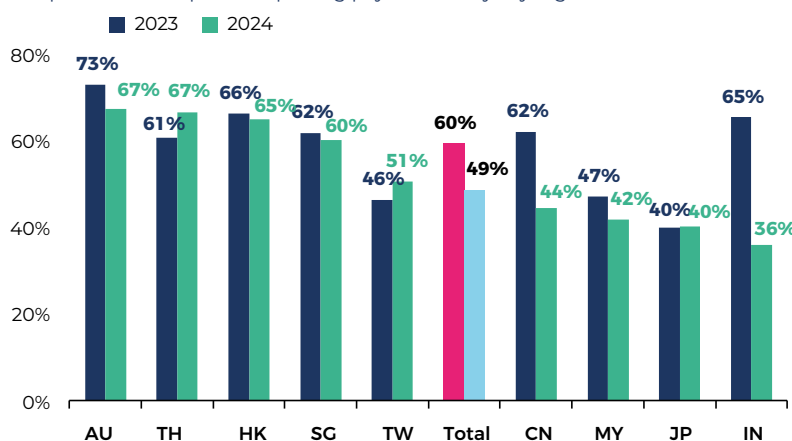
- **Ten of the 13 sectors lengthened their payment terms with a notable 18-day increase in Automotive and 14 in Transport (Chart 3).** Credit conditions loosened in Textile (+9 days), Chemicals (+8), Wood (+8). Payment terms declined only in Metals (-3 days) and ICT (-1), and unchanged in pharmaceuticals. The sharp increase in payment terms in the automotive sector placed it at the top of sectors with the most flexible credit terms (79 days), followed by textiles (77) and chemicals (75).

Strong competition in the auto market prompted dealers to be more flexible in granting credit and to use it as a competitive tool.

- **Looking ahead, over two-thirds of companies (69%) expect shorter payment terms. Only in Thailand that more companies expect an increase,** suggesting Thai businesses are preparing for prolonged cashflow challenges.

2 PAYMENT DELAYS²: LONGER OVERDUES IN THAILAND AND CHINA BUT SHORTER ELSEWHERE

Chart 4:
Proportion of companies reporting payment delays by region



- **Fewer companies reported overdues,** with the share of respondents falling from 60% in 2023 to 49% in 2024 (**Chart 4**), the lowest level since Coface started the survey in 2016. This was mainly driven by fewer firms in India (-29 ppts vs 2023), China (-18 ppts), Malaysia (-5 ppts) and Australia (-6 ppts) reporting overdues, which could be connected to a lengthening of credit period (except Australia). Slowdown in cashflow, intense competition, slowing demand and customers' payment defaults were common reasons mentioned by respondents for overdue accounts in the region.

- Tighter payment terms in Singapore and Australia did not lead to more overdues, on the contrary, less payment delays were reported (respectively -6 and -2 ppts). **The greatest concern was in**

² Payment delay – the period between the due date of payment and the date the payment is actually made.



Thailand, where late payments rose sharply (+6 ppts), in spite of a generous lengthening in payment terms. Thai financial conditions remained tightened, with local banks imposing stricter lending criteria amid growing credit risks.

• **Sector-wise, only Transport and Automobile reported higher payment delays** (respectively +2% and +1% vs 2023). Meanwhile, all other sectors reported less overdue with the most notable declines in ICT (-19% vs 2023), Chemicals (-18%), Wood (-17%), Agro-food (-15%), Retail (-15%), Paper (-14%), Metals (-14%).

• Measured by the number of days, **the average payment delay was unchanged at 65 days** in 2024 (**Chart 5**). It increased in Thailand (+14 days vs 2023) and China (+5); but decreased in all other markets (**Chart 6**), with notable shortening in

Australia (-15) and India (-11). **Thailand overtook Australia to have the longest payment delay (78 days) in 2024**, followed by Hong Kong (74). Meanwhile, Japan and Taiwan remain the markets with the shortest payment delays (46 and 49 days respectively).

• Sector-wise, six out of thirteen saw an increase in late payment duration, while another six a decrease. Agri-food reported no change in payment delay (**Chart 7**). Notable increases were in Automotive (+8 days vs 2023), Transport (+5), Textile (+5), Wood (+4). Meanwhile it declined significantly in Retail (-7), Construction (-6) and Energy (-4). Automotive recorded the longest payment delays (65 days), followed by construction (70 days). The chemical and pharmaceutical sectors continue to see the shortest late payment duration (58 days for both).

Chart 5:
Payment delays in Asia Pacific

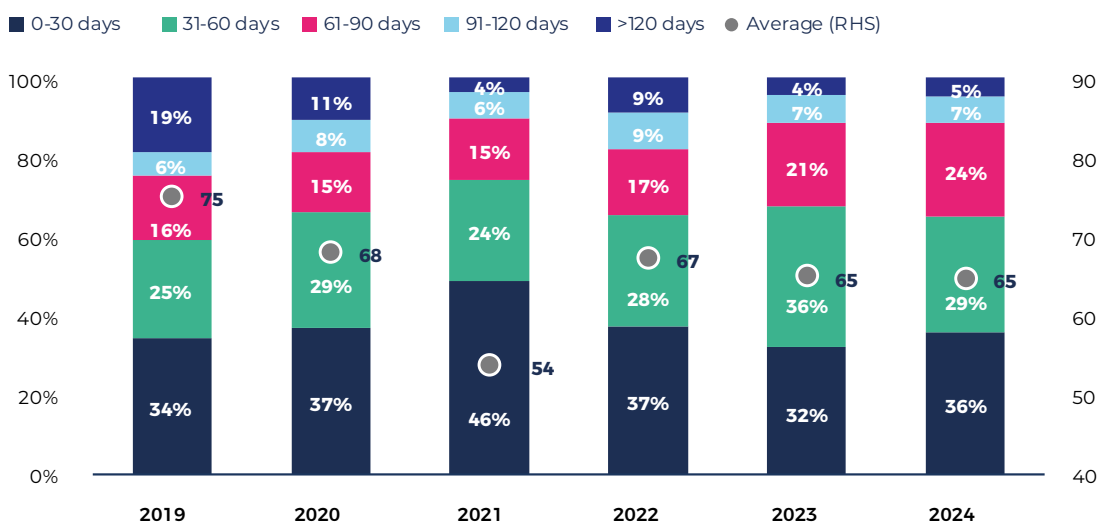
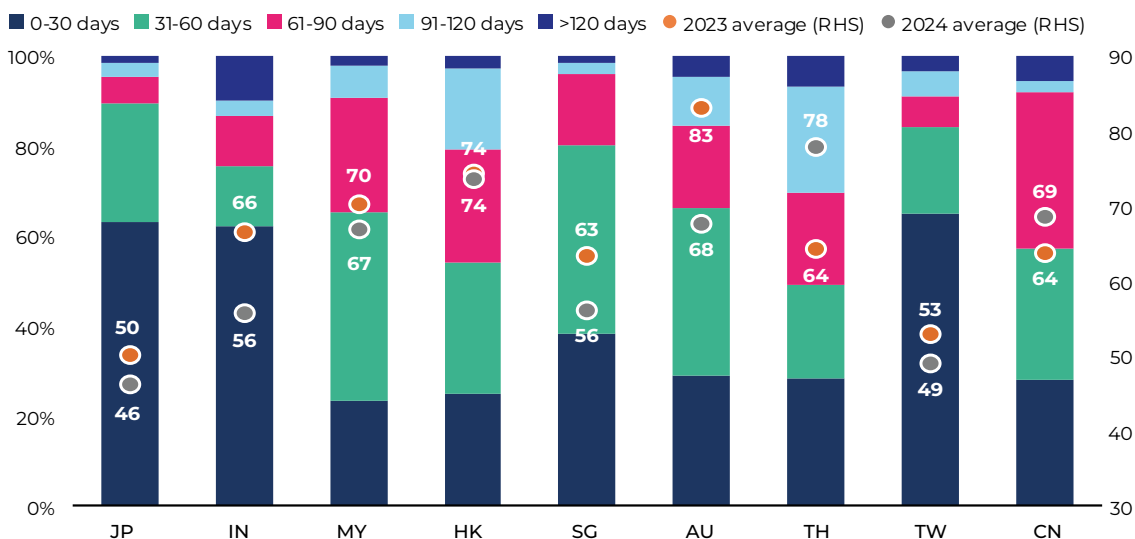


Chart 6:
Payment delays by region



Across the region, Days Sales Outstanding (DSO) - the total average waiting time between product delivery and payment collection, obtained by summing payment terms and payment delays durations - stayed at 129 days. **DSO fell in 5 out of 9 markets covered (Chart 8)**, with Australia (-16 days vs 2023), Singapore (-9) and Taiwan (-5) ahead, indicating improved cash flow conditions. **The other four markets (Thailand, China, Hong Kong and Malaysia) reported longer DSOs. Most concerning is Thailand where its DSO increased substantially (+31**

days) due to longer payment terms and delays. Thailand is now the market with highest DSO in the region (152 days). Meanwhile, Singapore and India have the lowest DSO (respectively 117 and 120 days). Among the 13 sectors covered, 8 saw an increase in DSO (**Chart 9**), with notable increases in Automotive (+26 days), Transport (+19), Textile (+14) and Wood (+13). Meanwhile, it declined in five sectors, mainly in retail (-7) and Metals (-5). Automotive and Textile sectors have the highest DSO (respectively 154 and 144 days) while Pharmaceutical the lowest at 123 days.

Chart 7:
Payment delays by sector

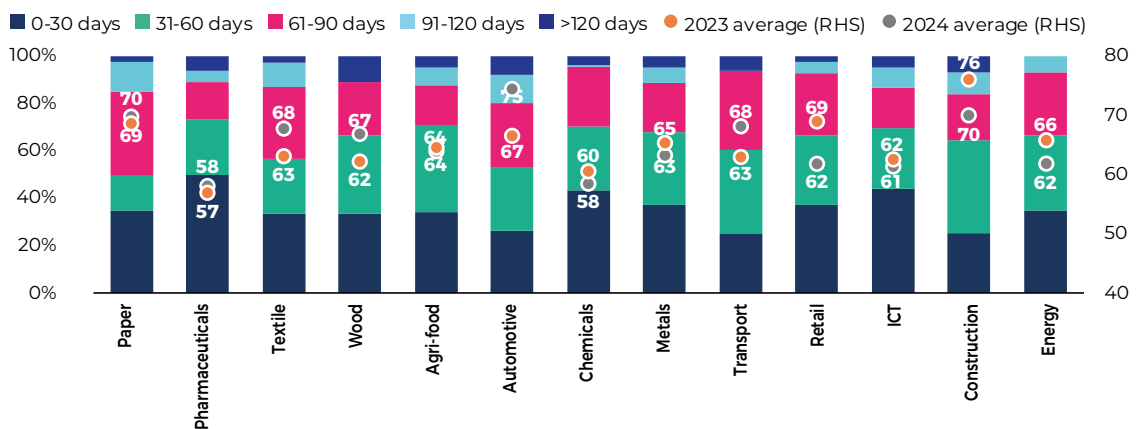


Chart 8:
Days sales outstanding by region

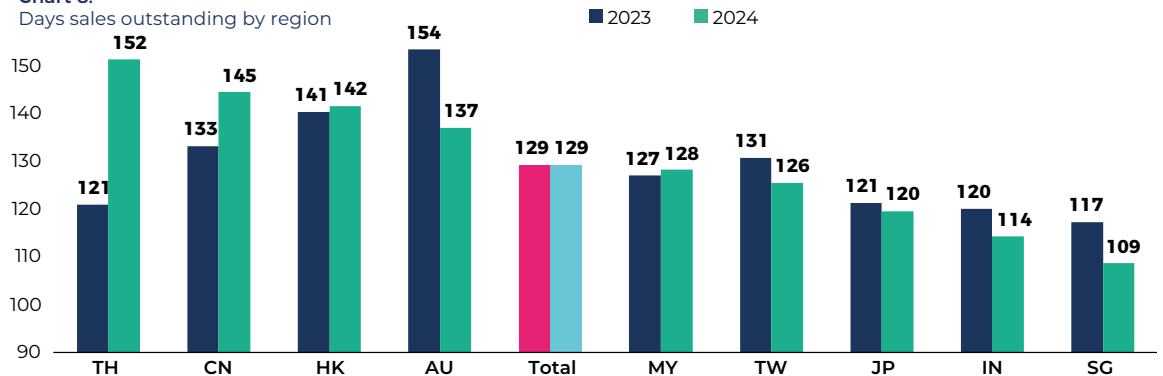
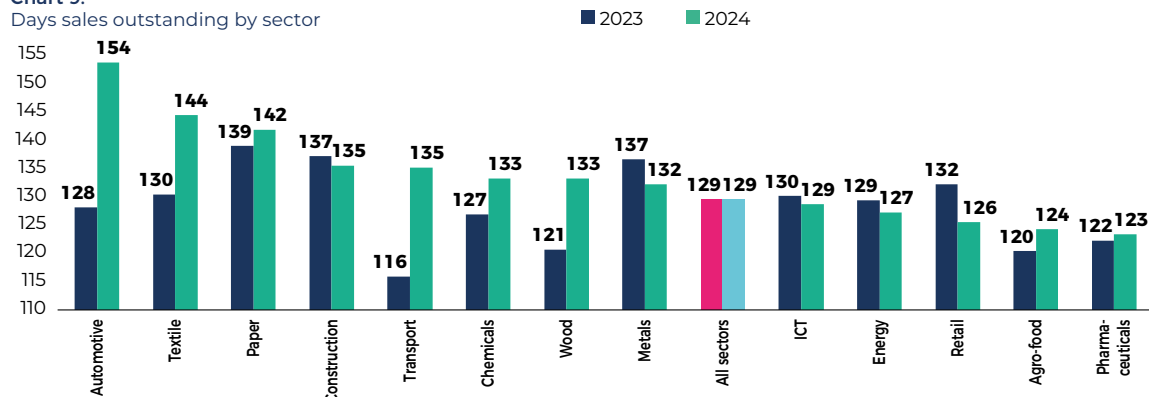


Chart 9:
Days sales outstanding by sector



PAYMENT SURVEY



• **The share of respondents reporting ULPDs exceeding 2% of their annual turnover rose to 40% in 2024 from 29% in 2023 (Chart 10),** the highest level since Coface started the survey in 2016. This 2% threshold represents a very high risk of non-payment, given that 80% of these delays have never been paid, according to Coface's experience. India (+33% vs 2023), Thailand (+16%), China (+16%) and Malaysia (+14%) are the markets with the highest increase in such delays (**Chart 11**). Meanwhile, it declined only in Singapore (-5%), Japan (-3%) and Taiwan (-2%). Hong Kong had the highest proportion of respondents with ULPDs (56%) and Japan (8%) the lowest. All 13 sectors saw increased ULPDs (**Chart 12**), with the most notable increases in Wood (+37%), Agro-food (+20%) and Automotive (+18%).

• **Over the next six months, more companies expected a deterioration (57%) rather than an improvement (32%) in late payments.** Japan, Taiwan and Singapore were the most pessimistic (with diffusion indexes of respectively -72%, -42%, and -38%). Interestingly, Thailand had the highest proportion of companies forecasting an improvement (63%) despite reporting concerning payment behaviour in 2024. Sector-wise, Textile and Chemicals were the most pessimistic with diffusion indexes of -42%, while paper is the most optimistic at +25%.

Chart 10:
ULPDs of annual turnover in APAC

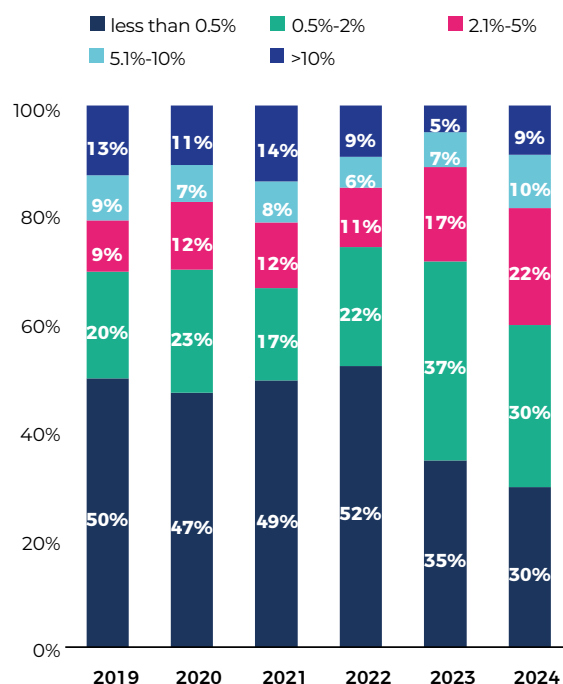


Chart 11:
ULPDs of annual turnover by region

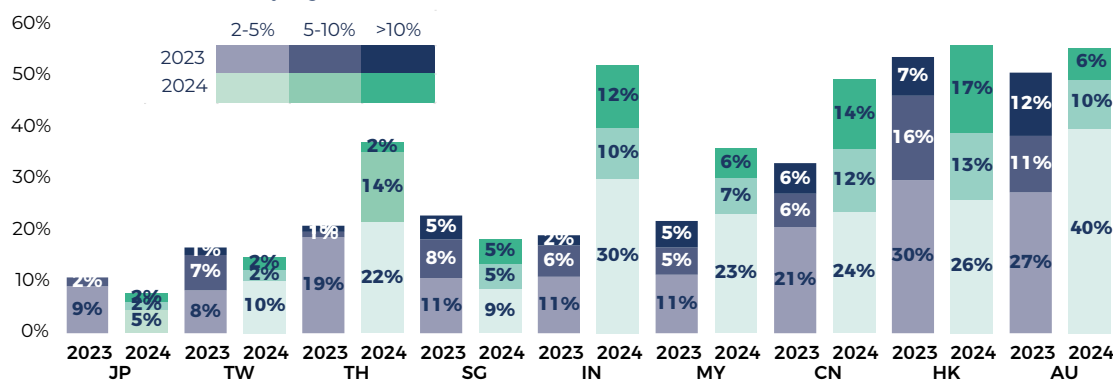
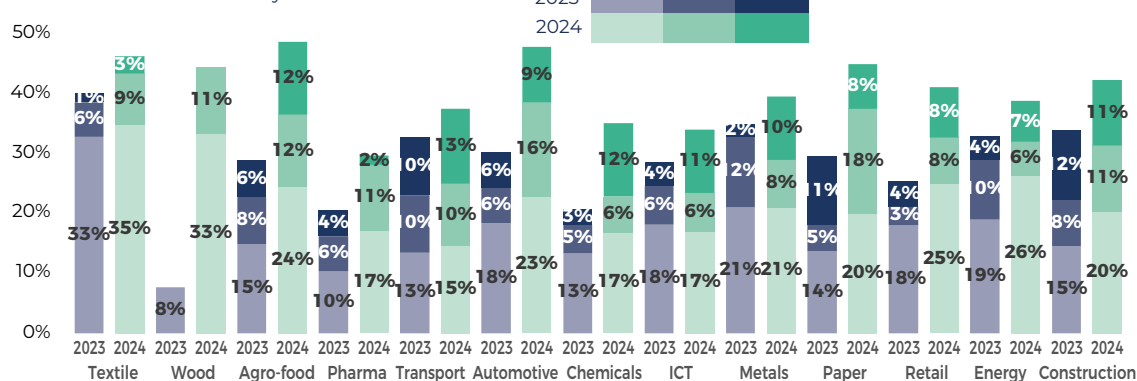


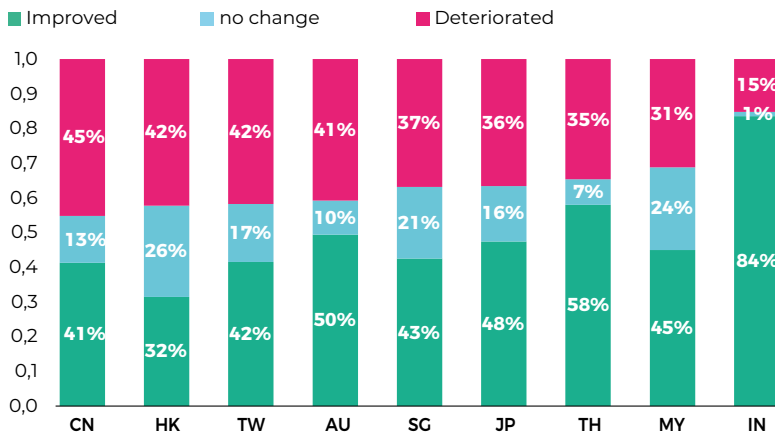
Chart 12:
ULPDs of annual turnover by sector



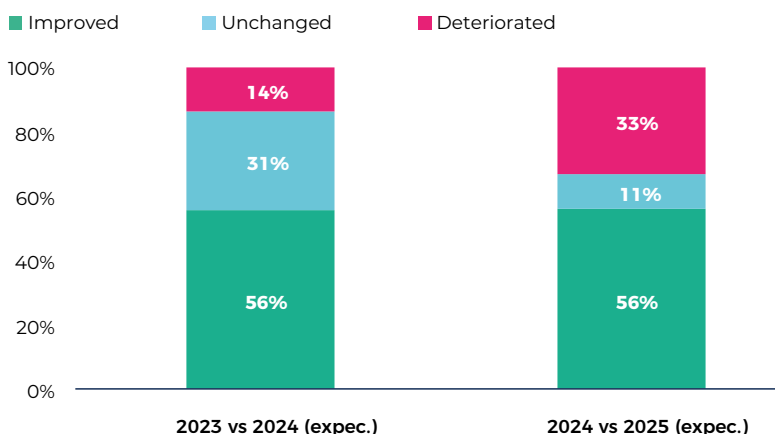
3 ECONOMIC EXPECTATIONS: ASIAN COMPANIES MORE PESSIMISTIC AMID TRADE POLICY UNCERTAINTY

Chart 13:

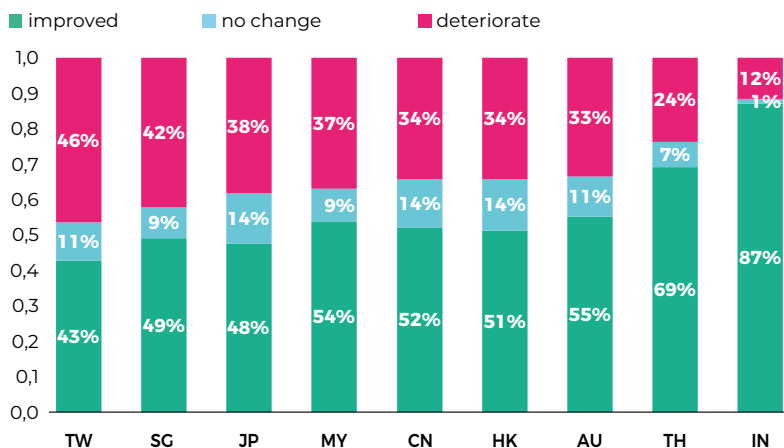
Business activity assessment per region (2024 vs 2023)

**Chart 14:**

Business activity expectation

**Chart 14:**

Business activity expectations per region (2024 vs 2023)



• Asia-Pacific growth slowed in 2024 as demand softened. The rebound in trade last year only marginally offset the decline in 2023. Policy interest rates remained high in advanced Asia economies, and returned to pre-Covid levels in emerging Asian markets. The economic outlook for 2025 continues to weaken on mounting trade risks amid high uncertainty over global economic policy.

• Reflecting the weaker demand in 2024, the proportion of respondents indicating a deterioration in business activity rose to 38% from 20% in the previous year. China (45% of respondents), Hong Kong (42%) and Taiwan (42%) indicated the highest deterioration in business activity in 2024 compared to 2023 (**Chart 13**). In China, sentiments deteriorated the most in Chemicals, Agro-food and Automotive. In Hong Kong, deterioration was most pronounced in Agro-food and Wood. In Taiwan, it was Paper, Energy and Agro-food.

• Indian companies were the most optimistic, with 84% reporting an improvement in business activity in 2024 compared to 2023. This was borne by India's robust economic performance in 2024. However, the proportion indicating an improvement in 2024 fell from 64% in 2023 (vs 2022) to 58%, while those assessing a deterioration rose from 32% to 35%.

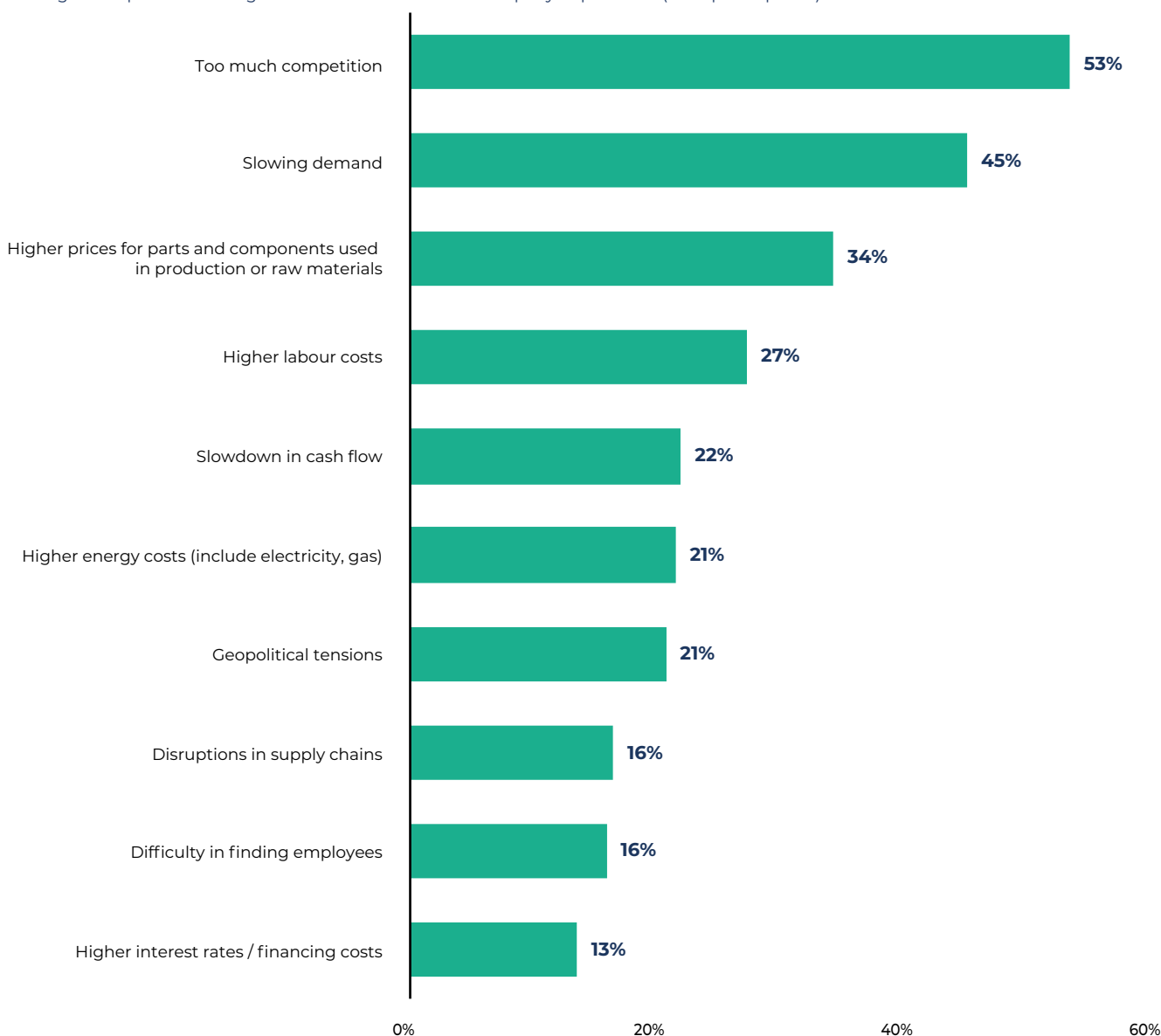
• Coface expects economic growth in Asia Pacific to slow further in 2025 as policy uncertainty related to tariffs and trade delayed business spending and consumer confidence. Respondents shared our view, with the share expecting business activity to deteriorate in 2025 (vs 2024) more than doubled to 33% from 14% (expectations 2024 vs 2023) in last year's survey (**Chart 14**). Businesses in Taiwan and Singapore were the most pessimistic where over 4 out of 10 respondents expect deteriorating business activity. India was again the most optimistic, with 87% of respondents anticipating better business activity (**Chart 15**).

• Confidence in the year's business activity was the greatest in Pharmaceuticals (76%), followed by Paper (63%), Metals (62%) and Energy (58%). By contrast, companies in the Wood sector (47%) were the least optimistic. In fact, Wood (44%) and ICT (42%) had the highest share of respondents anticipating a worsening of business activity in 2024, which was consistent with their expectations of deteriorating payment delay trends.



• The main risks to their company's operations in 2025 cited by respondents (**Chart 16**) were: Over-competitive pressures (53%) and slowing demand (45%). But there are nuances in the top risks across the region. For example, Japanese firms noted higher input costs (51%) and slowing demand (46%) as main risks. In Singapore, over-competitive pressures (57%) and Higher labor costs (42%) are the most cited risks. In Australia (42%) and Malaysia (40%), higher labour cost is a commonly cited risk factor.

Chart 16:
Percentage of respondents citing the factor as a risk to their company's operations (multiple response)



Payment Survey Results

By Economy

Australia

COFACE ASSESSMENT: A2							
	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	74.8%	77.0%	80.5%	77.0%	84.0%	↗	Above
Average payment terms (days)	81	82	69	71	70	↘	Above
Payment delays							
Experienced payment delays	90.7%	93.4%	94.8%	73.0%	67.0%	↘	Above
Average payment delays of more than 90 days	20.4%	19.9%	24.7%	30.1%	15.7%	↘	Above
Ultra long payment delays > 2% of turnover	53.3%	56.1%	63.0%	51.0%	55.4%	↗	Above
Overall						↗	Above

China

COFACE ASSESSMENT: B							
	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	67.4%	66.6%	50.3%	79.0%	65.0%	↘	Below
Average payment terms (days)	77	77	81	70	76	↗	Above
Payment delays							
Experienced payment delays	56.8%	52.5%	40.4%	62.2%	44.0%	↘	Below
Average payment delays of more than 90 days	29.5%	35.2%	31.4%	10.1%	8.2%	↘	Below
Ultra long payment delays > 2% of turnover	47.6%	63.8%	36.4%	33.1%	49%	↗	Above
Overall						↘	Below

Hong Kong

COFACE ASSESSMENT: A3							
	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	88.6%	87.4%	90.6%	81.2%	91.4%	↗	Above
Average payment terms (days)	81	75	72	66	68	↗	Above
Payment delays							
Experienced payment delays	95.5%	93.9%	88.5%	66.3%	65.0%	↘	Above
Average payment delays of more than 90 days	32.3%	17.7%	16.5%	22.4%	21.0%	↘	Above
Ultra long payment delays > 2% of turnover	66.1%	65.6%	44.7%	53.7%	56%	↗	Above
Overall						↗	Above

India

COFACE ASSESSMENT: B							
	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	96%	97%	96%	97%	88%	↘	Above
Average payment terms (days)	60	59	53	54	59	↗	Below
Payment delays							
Experienced payment delays	83%	70%	69%	65%	36%	↘	Below
Average payment delays of more than 90 days	7%	7%	7%	11%	13.3%	↗	Above
Ultra long payment delays > 2% of turnover	9%	18%	16%	19%	52%	↗	Above
Overall						↗	Above

BUSINESS
DEFAULT
RISKA1
Very LowA2
LowA3
SatisfactoryA4
ReasonableB
Fairly HighC
HighD
Very HighE
Extreme

BUSINESS
DEFAULT
RISK

A1

Very Low

A2

Low

A3

Satisfactory

A4

Reasonable

B

Fairly High

C

High

D

Very High

E

Extreme

Japan

COFACE ASSESSMENT: A2

	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	88%	90%	88%	90%	90%	↘	Above
Average payment terms (days)	80	82	76	71	73	↗	Above
Payment delays							
Experienced payment delays	42%	40%	34%	40%	40%	↗	Below
Average payment delays of more than 90 days	5%	3%	4%	6%	5%	↘	Below
Ultra long overdue amounts > 2% of turnover	6%	8%	9%	11%	8%	↘	Below
Overall						↘	Below

Malaysia

COFACE ASSESSMENT: A4

	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	92%	71%	89%	86%	88.0%	↗	Above
Average payment terms (days)	51	59	59	57	61	↗	Below
Payment delays							
Experienced payment delays	69%	99%	68%	47%	42%	↘	Below
Average payment delays of more than 90 days	10%	2%	20%	13%	9.3%	↘	Below
Ultra long overdue amounts > 2% of turnover	12%	0%	26%	22%	36%	↗	Below
Overall						↘	Below

Singapore

COFACE ASSESSMENT: A3

	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	89%	85%	94%	92%	92%	↘	Above
Average payment terms (days)	50	53	48	54	53	↘	Below
Payment delays							
Experienced payment delays	60%	71%	77%	62%	60%	↘	Above
Average overdue times of more than 90 days	15%	5%	8%	12%	4.0%	↘	Above
Ultra long overdue amounts > 2% of turnover	22%	15%	12%	23%	18%	↘	Below
Overall						↘	Below

Taiwan

COFACE ASSESSMENT: A2

	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	84.7%	69.9%	86.7%	87.1%	91%	↗	Above
Average payment terms (days)	75	78	79	78	76	↘	Above
Payment delays							
Experienced payment delays	50.5%	49.0%	73.4%	46.5%	51.0%	↗	Above
Average payment delays of more than 90 days	17.3%	10.1%	17.0%	9.7%	9.1%	↘	Below
Ultra long payment delays > 2% of turnover	10.5%	7.7%	9.6%	16.7%	14.8%	↘	Below
Overall						↗	Above

Thailand

COFACE ASSESSMENT: B

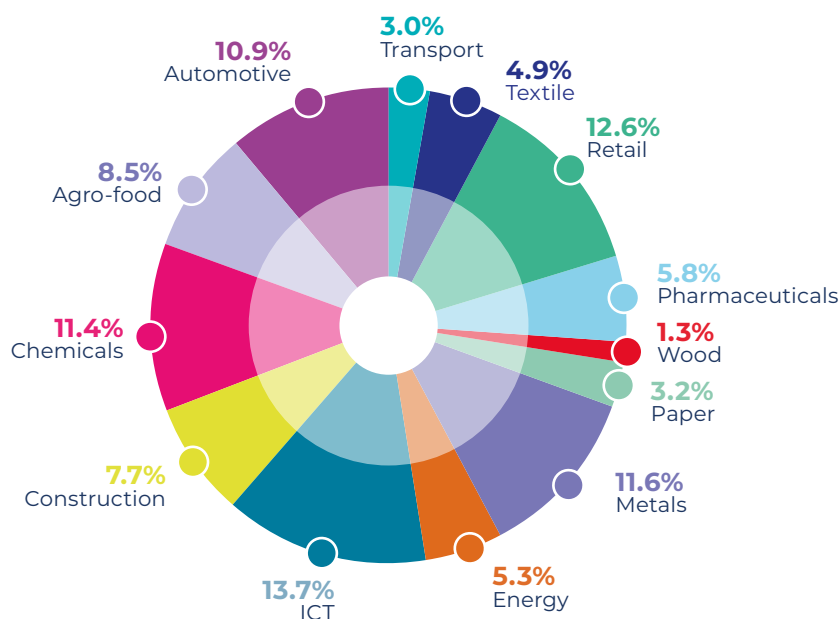
	2020	2021	2022	2023	2024	2024 vs. 2023	vs. APAC
Payment terms							
% of respondents offering payment terms	89.3%	82.9%	84.0%	72.7%	72%	↘	Below
Average payment terms (days)	53	56	50	57	74	↗	Above
Payment delays							
Experienced payment delays	58.7%	65.1%	67.3%	60.7%	67.0%	↗	Above
Average payment delays of more than 90 days	14.4%	5.9%	4.8%	3.3%	30.4%	↗	Above
Ultra long overdue amounts > 2% of turnover	16.9%	13.9%	11.4%	20.9%	37.3%	↗	Below
Overall						↗	Above

APPENDIX

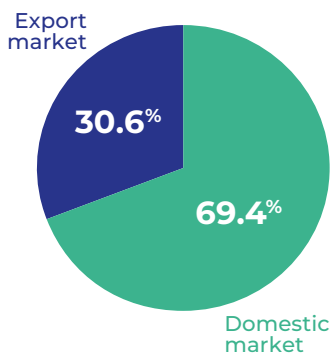


A TOTAL OF
2,439
COMPANIES PARTICIPATED
IN THE PAYMENT SURVEY

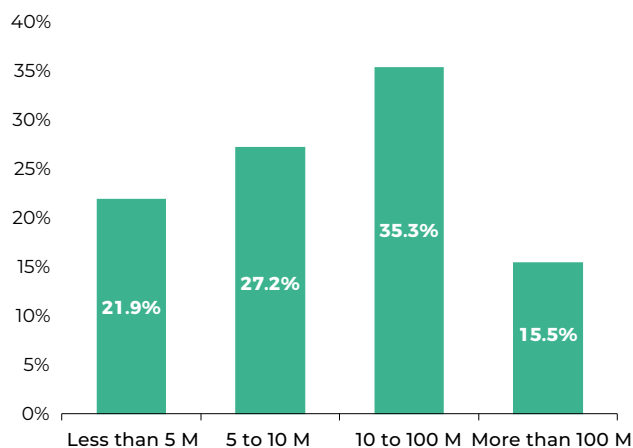
Which of the following best describes your company's industry?



Where is your major destination of sales?



For 2024, the total estimated sales revenue of your company will be (EUR)



GLOSSARY



PAYMENT TERM

The time frame between when a customer purchases a product or service and when the payment is due.

PAYMENT DELAY

The period between the payment due date and the date the payment is made.

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