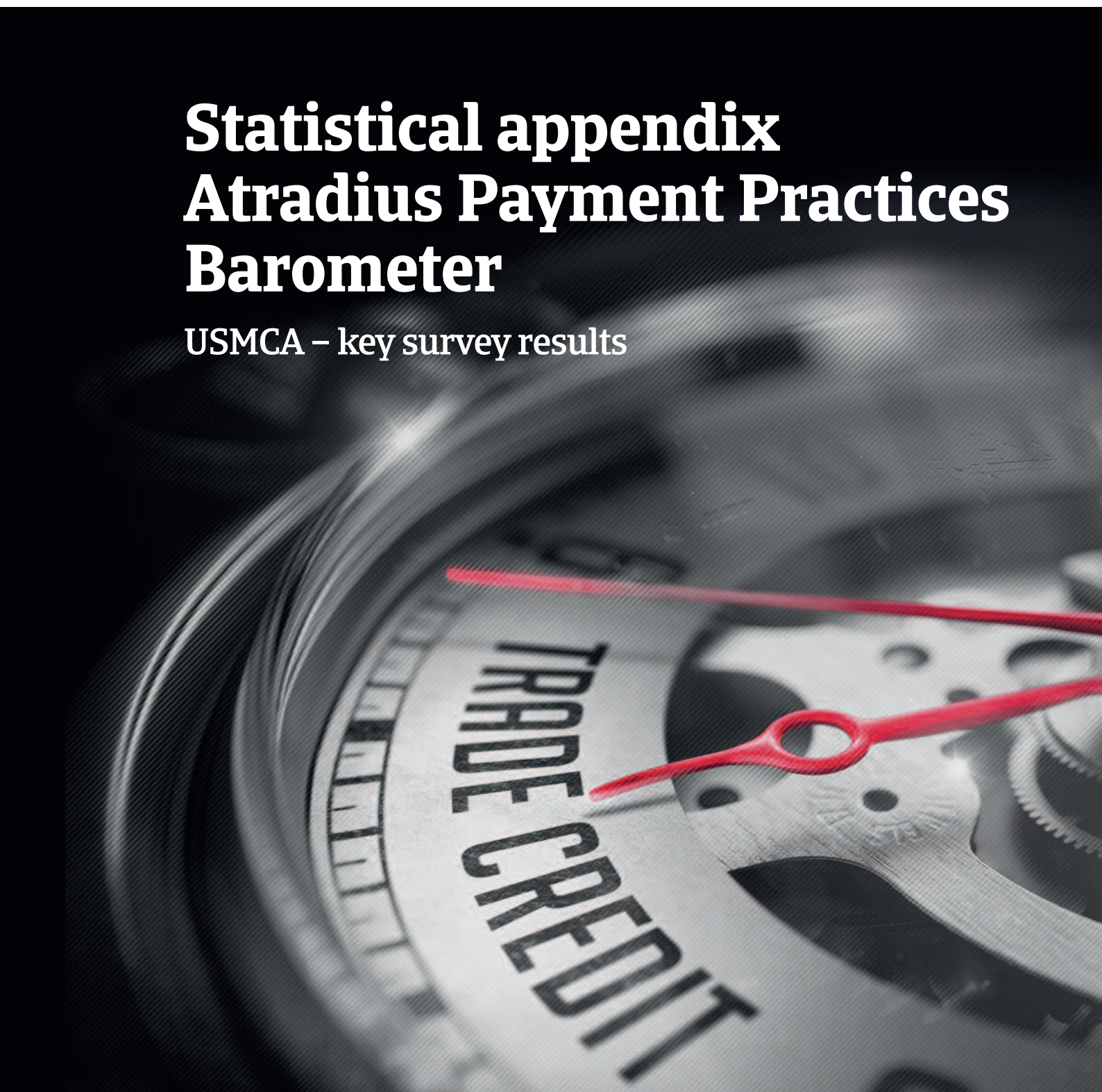


Statistical appendix Atradius Payment Practices Barometer

USMCA – key survey results



Statistical appendix

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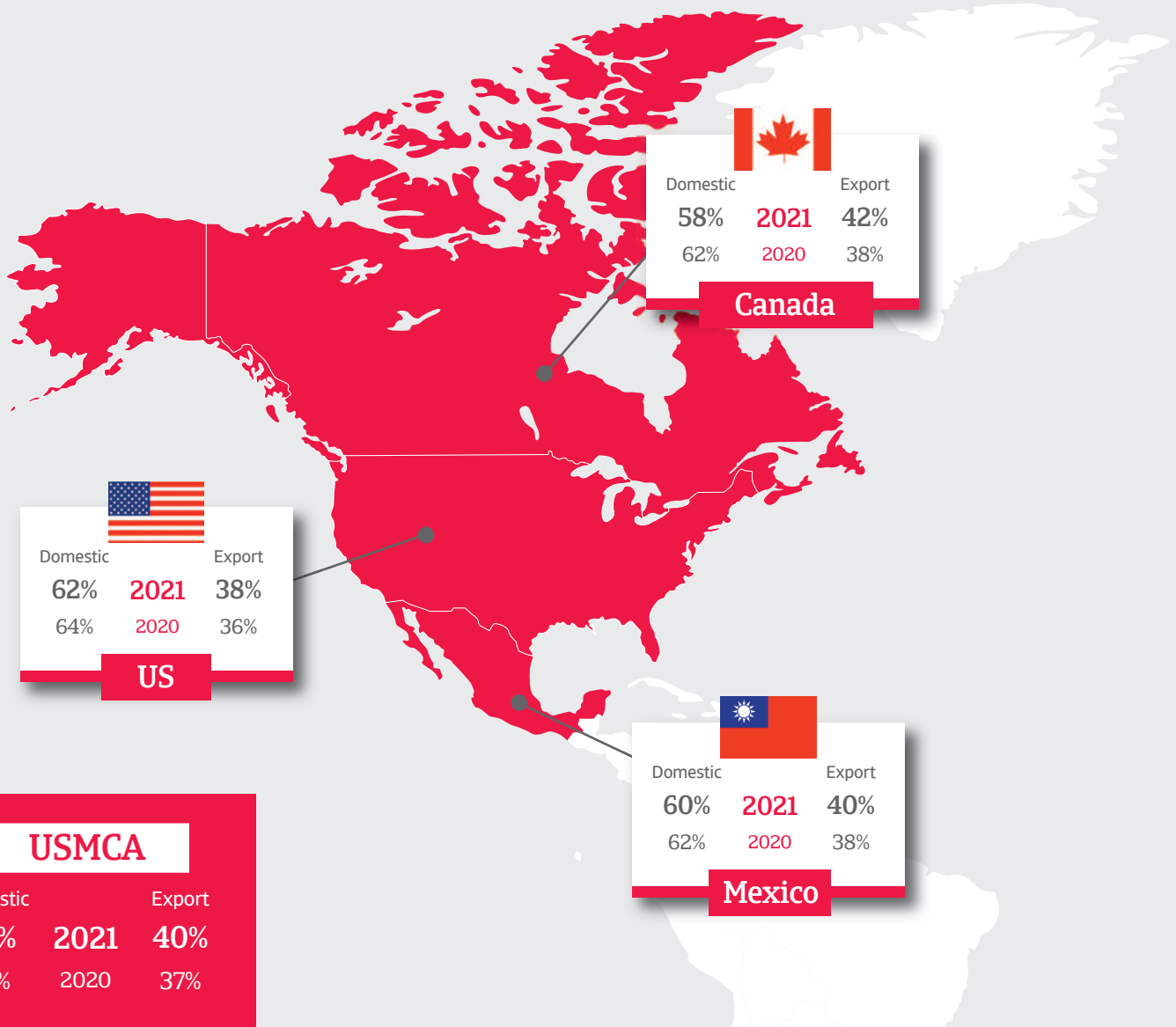
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USMCA: proportion of total B2B sales on credit



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

Percentage of the total value of the B2B sales that is on credit to **domestic** customers

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME Small enterprise	SME Medium enterprise	Large enterprise
2021	57%	58%	66%	65%	63%	61%	57%	62%
2020	58%	64%	63%	69%	70%	62%	61%	64%

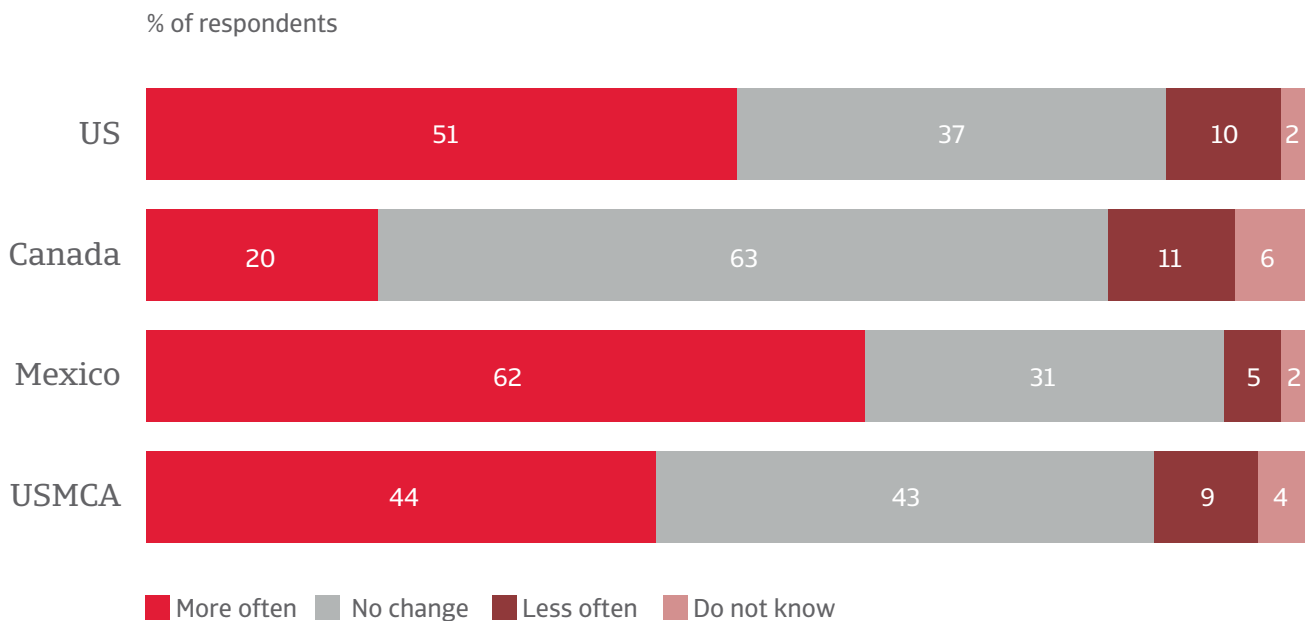
Percentage of the total value of the B2B sales that is on credit to **foreign** customers

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME Small enterprise	SME Medium enterprise	Large enterprise
2021	43%	42%	34%	35%	37%	39%	43%	38%
2020	42%	36%	37%	31%	30%	38%	39%	36%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in their B2B trade credit practice over the past year (trade credit requests accepted more often, less often or no change)



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

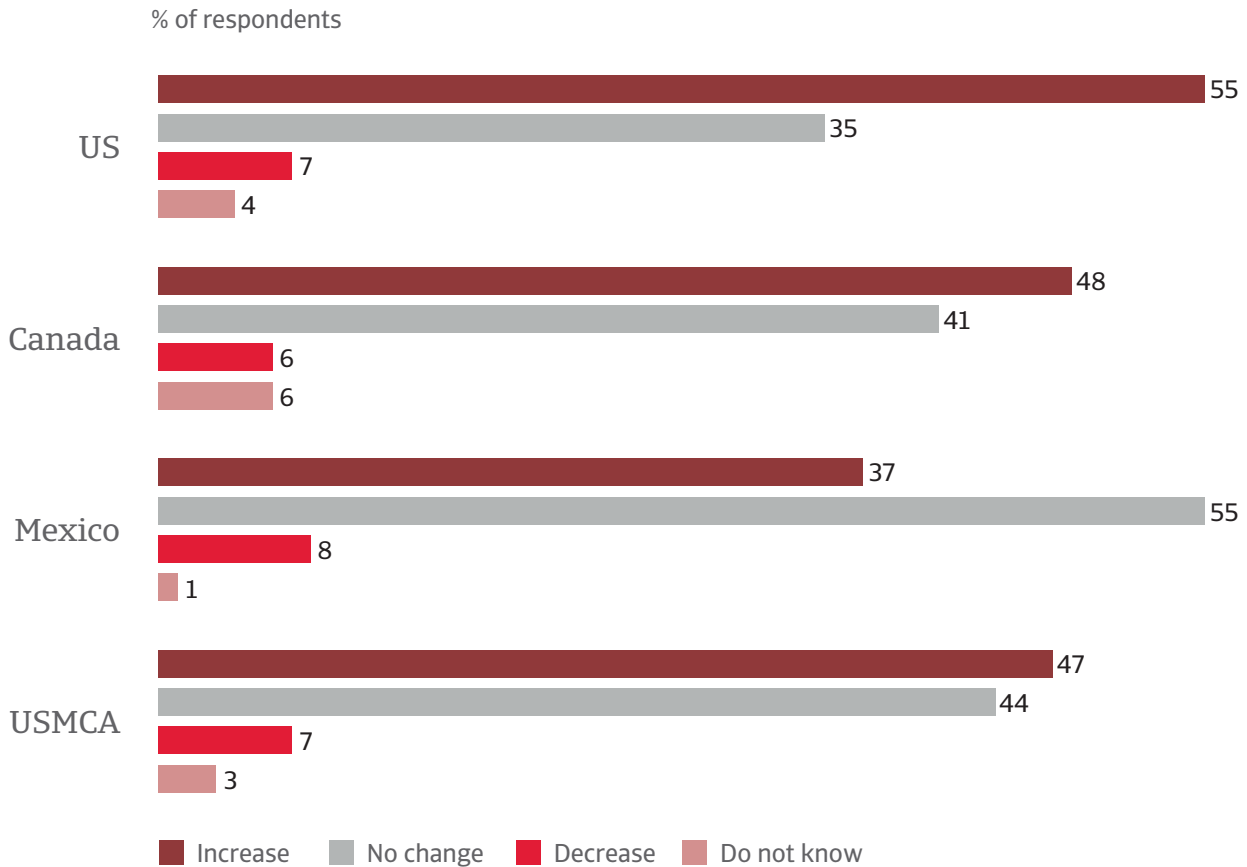
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
More often	39%	60%	38%	44%	22%	47%	47%	38%
No change	52%	28%	39%	42%	45%	42%	43%	50%
Less often	7%	11%	14%	7%	18%	8%	8%	2%
Do not know	2%	2%	9%	7%	16%	2%	2%	10%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in administrative costs associated with management of B2B trade receivables over the past year



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

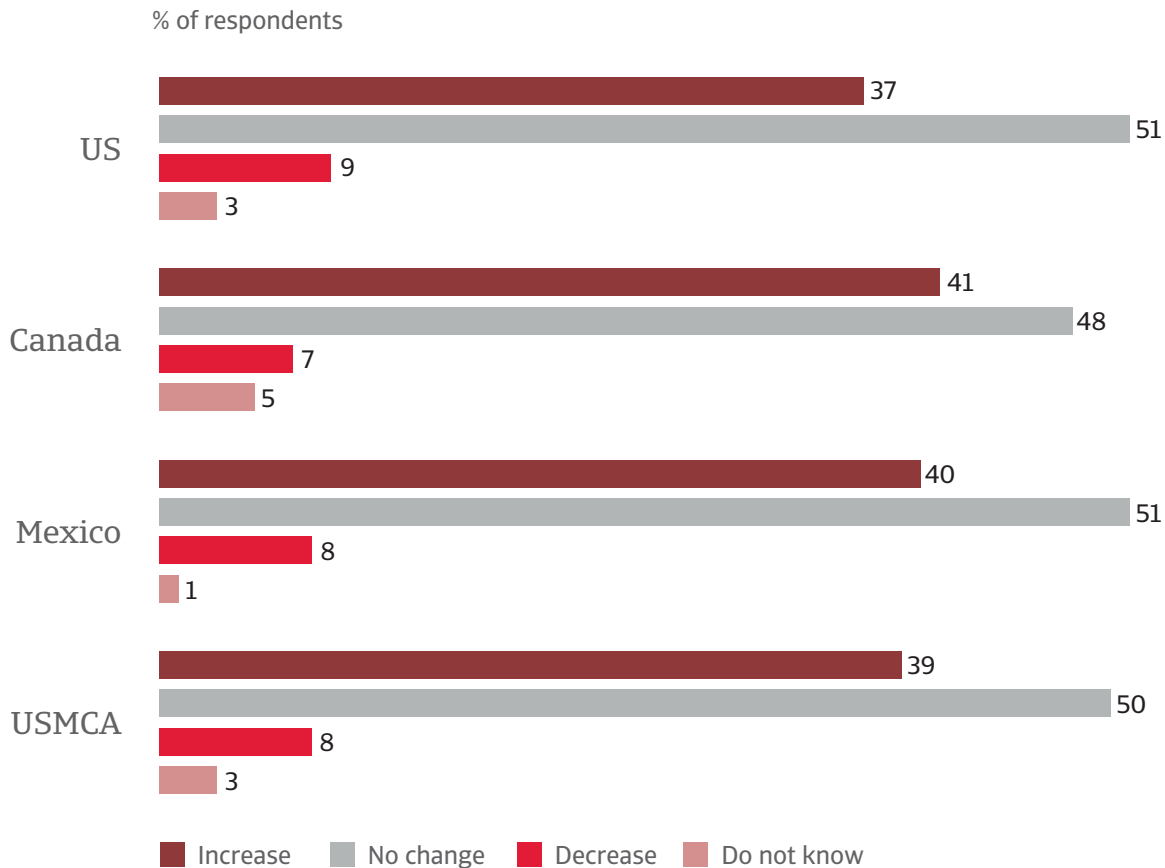
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	49%	40%	50%	46%	31%	49%	47%	48%
No change	44%	52%	30%	42%	45%	41%	47%	40%
Decrease	4%	6%	14%	9%	12%	9%	4%	6%
Do not know	3%	2%	6%	4%	12%	2%	2%	6%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in capital costs* associated with management of B2B trade receivables over the past year



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

*Financing or interest costs paid during the time-lag between the credit sale and the invoice payment

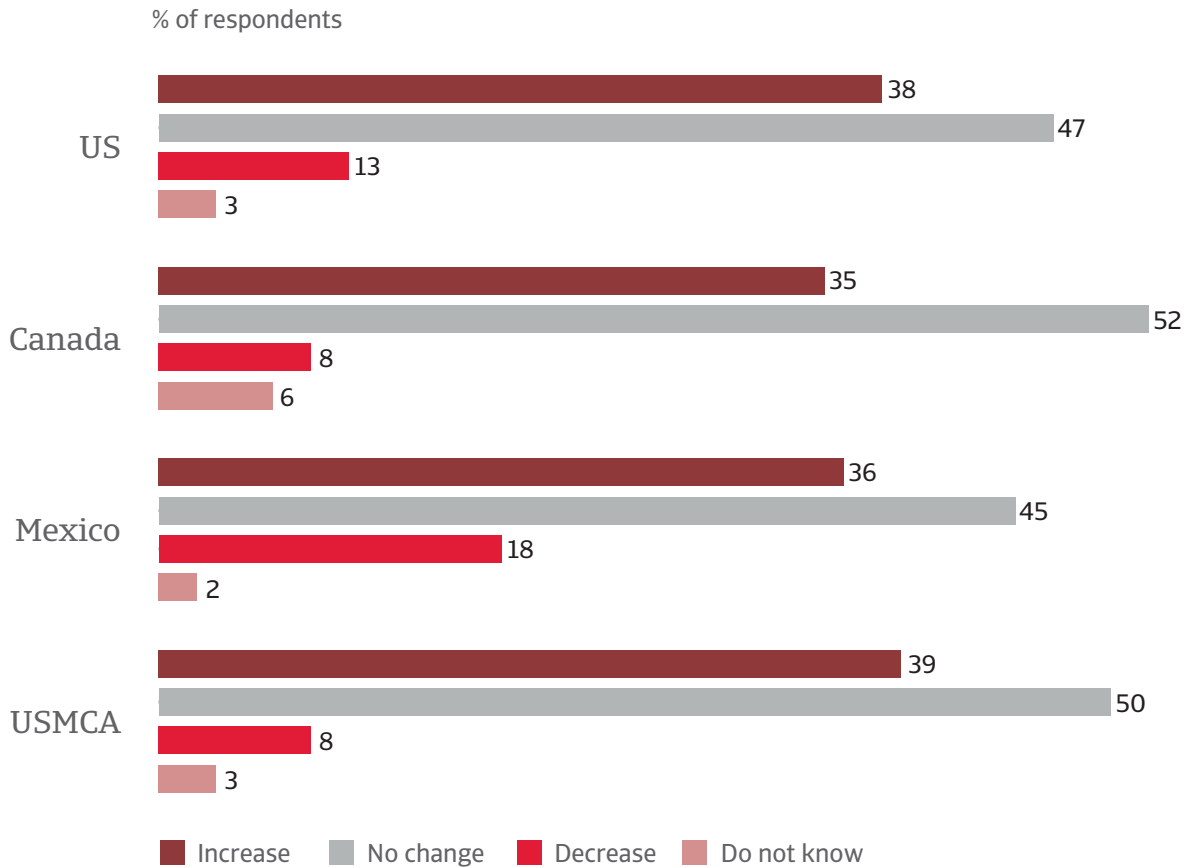
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	41%	41%	30%	40%	31%	38%	39%	52%
No change	50%	48%	50%	50%	43%	51%	52%	40%
Decrease	7%	10%	12%	6%	12%	9%	7%	4%
Do not know	2%	1%	8%	4%	14%	2%	1%	4%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in collection costs associated with management of B2B trade receivables over the past year



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

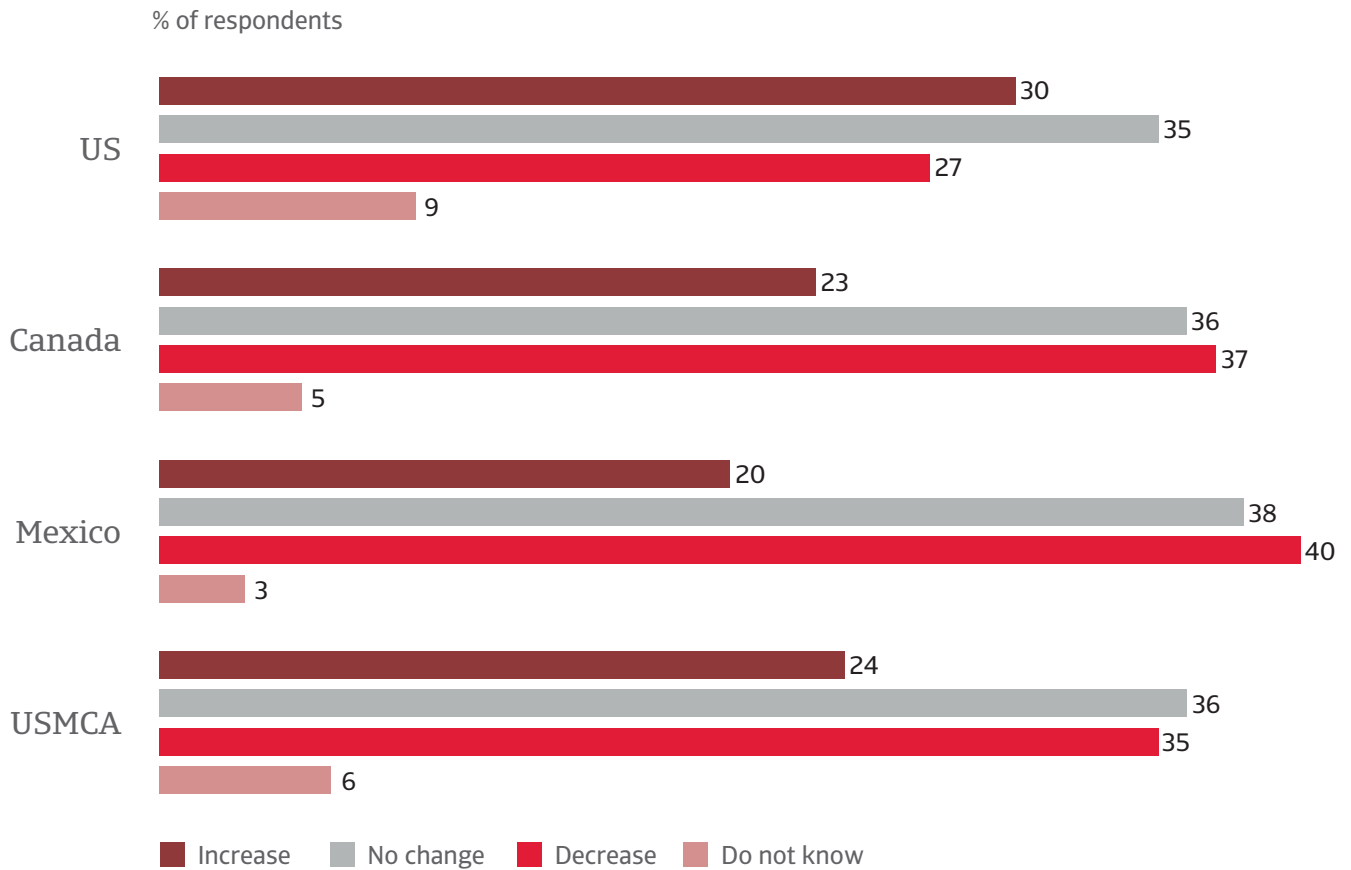
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	39%	35%	33%	34%	25%	40%	32%	50%
No change	50%	39%	39%	55%	57%	48%	47%	40%
Decrease	9%	25%	17%	5%	6%	9%	17%	6%
Do not know	2%	2%	11%	5%	12%	2%	3%	4%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in bad debt losses associated with B2B trade over the past year



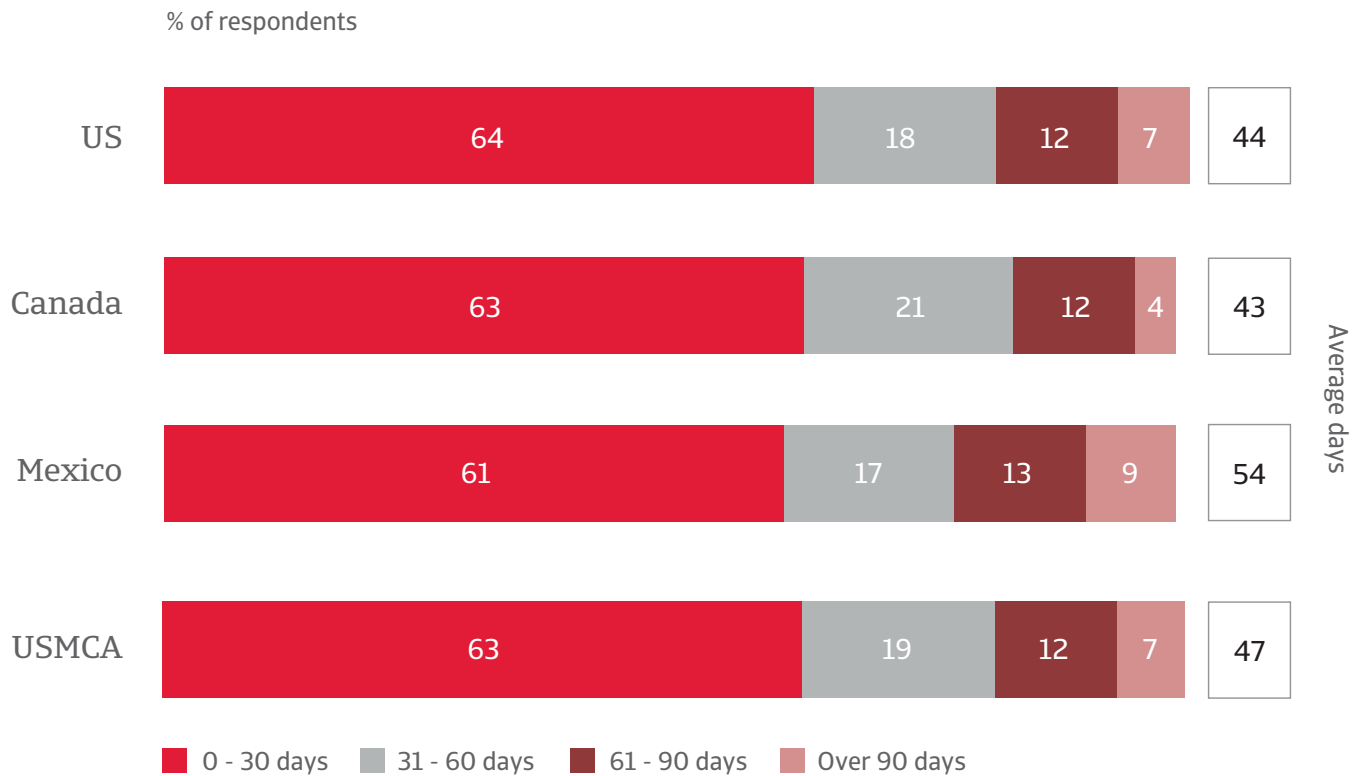
Sample: all interviewed companies
 Source: Atradius Payment Practices Barometer USMCA – July 2021

By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	21%	23%	30%	29%	25%	22%	27%	21%
No change	39%	30%	30%	39%	39%	40%	32%	31%
Decrease	37%	44%	27%	22%	22%	33%	38%	38%
Do not know	3%	3%	12%	10%	14%	5%	3%	10%

Sample: all interviewed companies
 Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents setting payments terms within the listed time ranges and resulting payment term (average days)



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

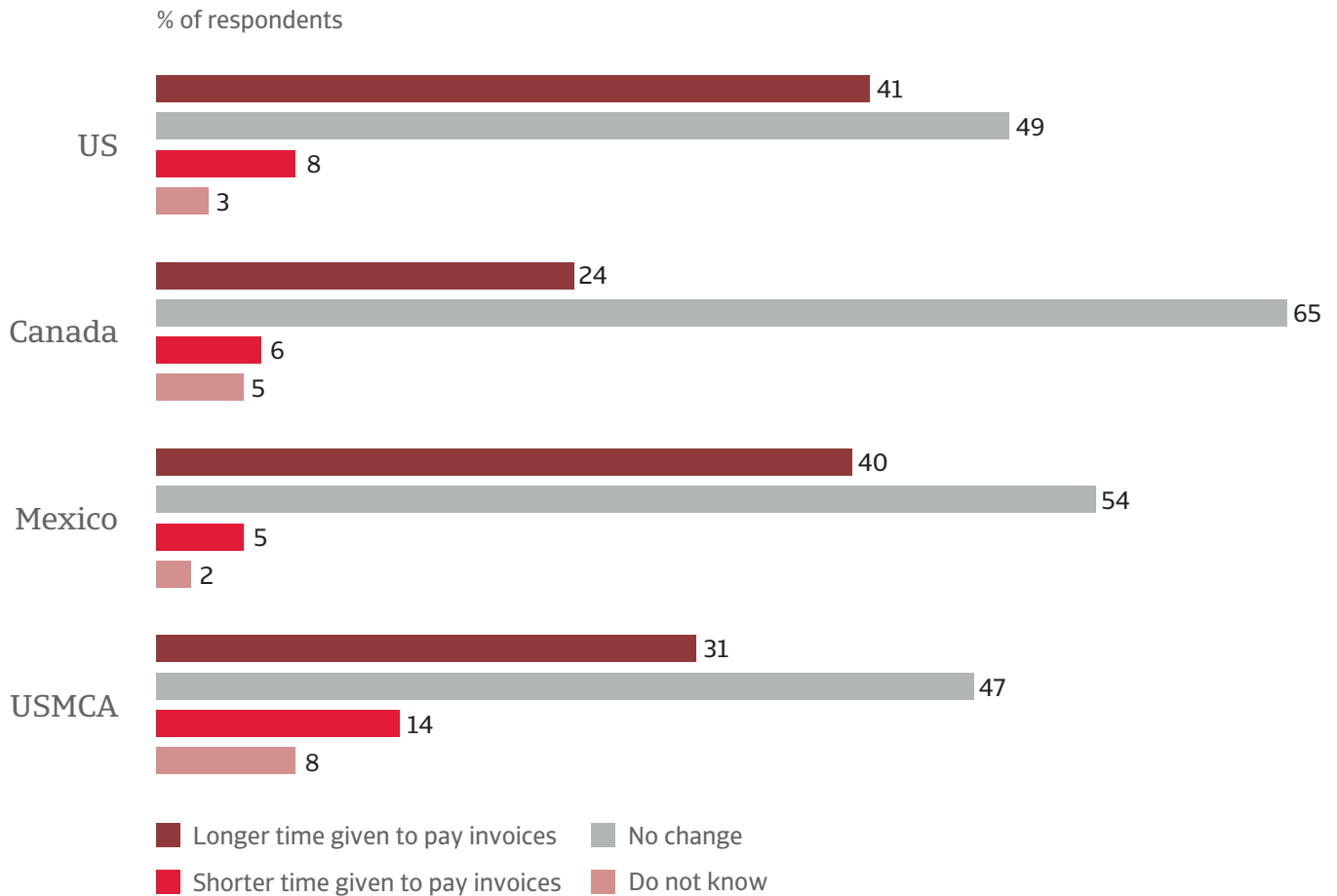
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
0 - 30 days	63%	67%	49%	65%	75%	61%	63%	61%
31 - 60 days	21%	18%	21%	11%	8%	18%	19%	26%
61 - 90 days	10%	10%	26%	14%	13%	11%	13%	13%
Over 90 days	6%	5%	5%	11%	4%	9%	6%	0%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in time (average days) given to B2B customers to pay invoices (compared to one year ago)



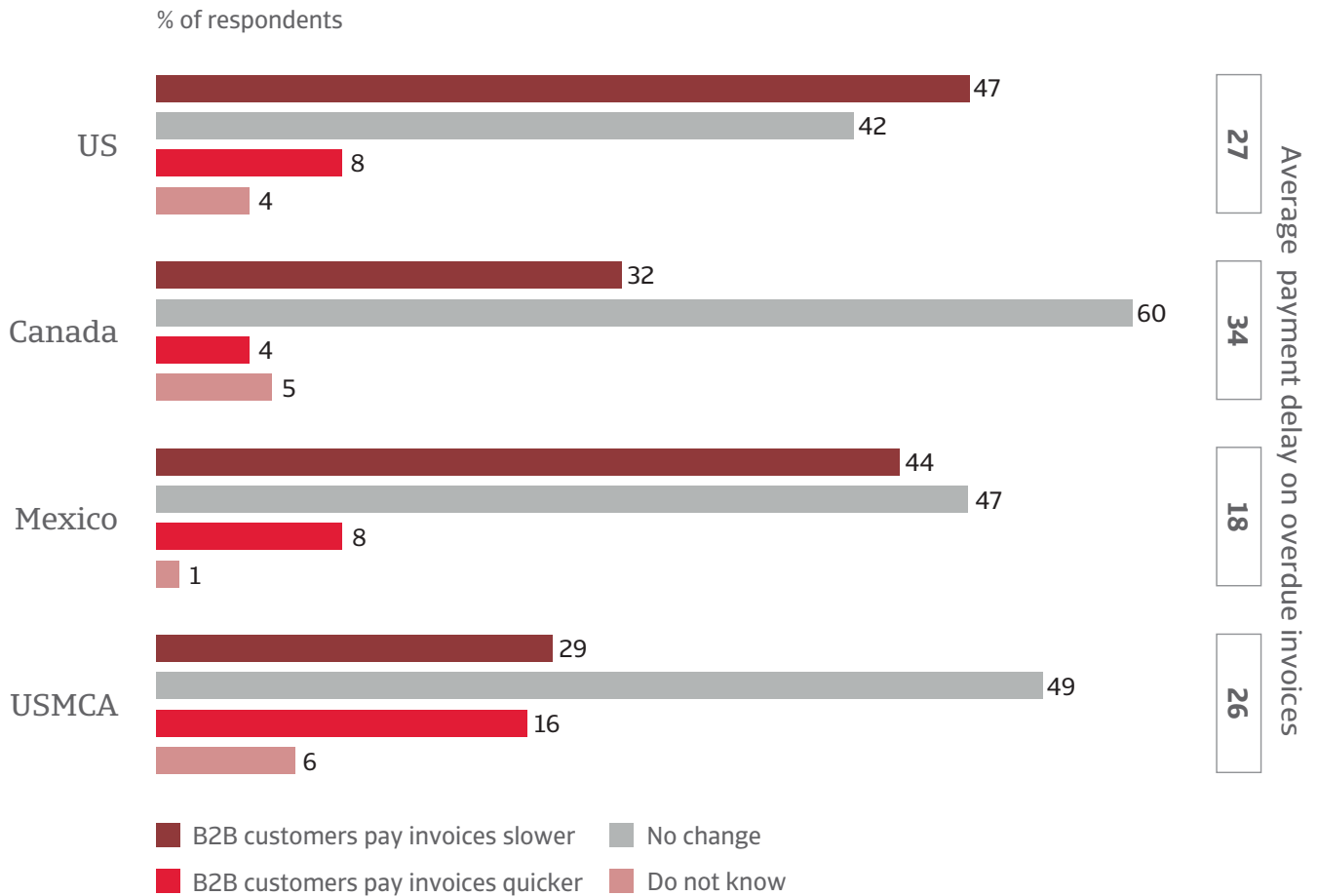
Sample: all interviewed companies
 Source: Atradius Payment Practices Barometer USMCA – July 2021

By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Longer	32%	35%	32%	40%	31%	38%	34%	25%
No change	63%	55%	50%	45%	47%	54%	60%	52%
Shorter	3%	8%	9%	10%	14%	5%	4%	15%
Do not know	2%	2%	9%	5%	8%	2%	2%	8%

Sample: all interviewed companies
 Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in average time it takes B2B customers to settle overdue invoices (payment delay)



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

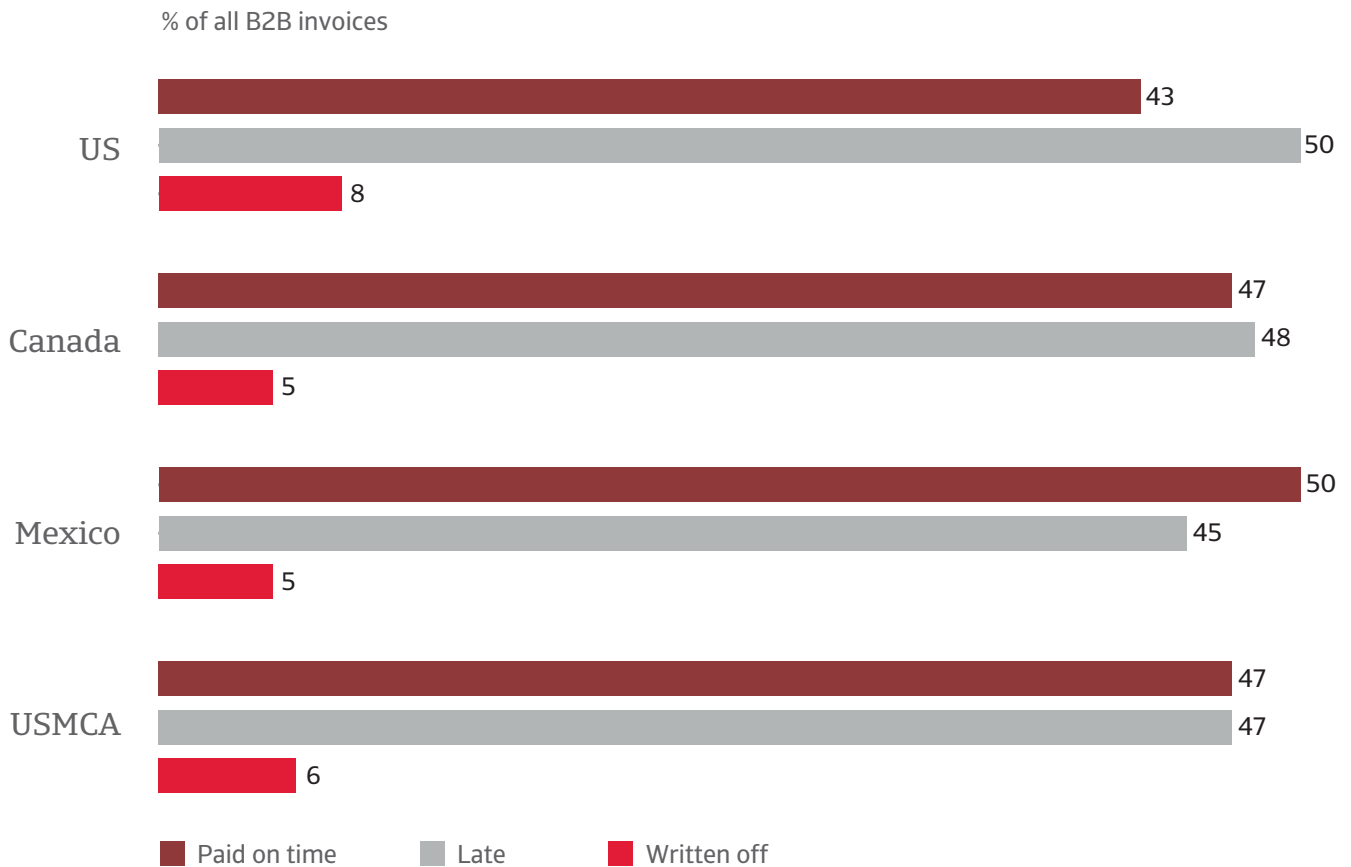
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	39%	40%	39%	47%	29%	46%	38%	38%
No change	56%	48%	42%	41%	49%	45%	54%	52%
Decrease	4%	8%	11%	8%	16%	6%	6%	4%
Do not know	2%	3%	8%	5%	6%	3%	2%	6%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of B2B invoices paid on time, late or written off as uncollectable



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

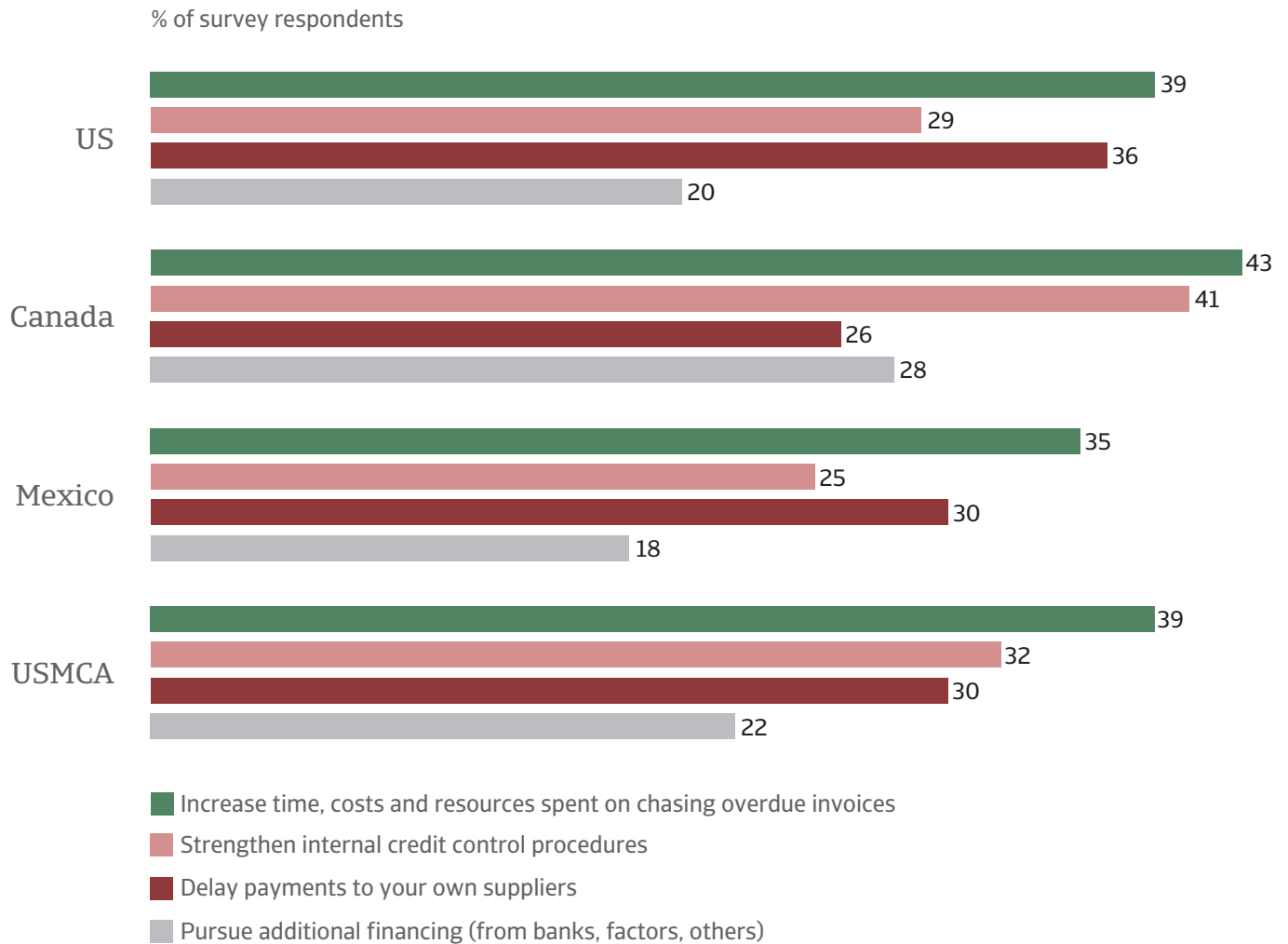
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	46%	50%	48%	46%	47%	49%	45%	48%
No change	49%	43%	45%	50%	43%	46%	49%	49%
Decrease	6%	7%	7%	4%	10%	5%	6%	4%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: top 4 measures businesses needed to take due to B2B customers late payments (% of survey respondents)



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

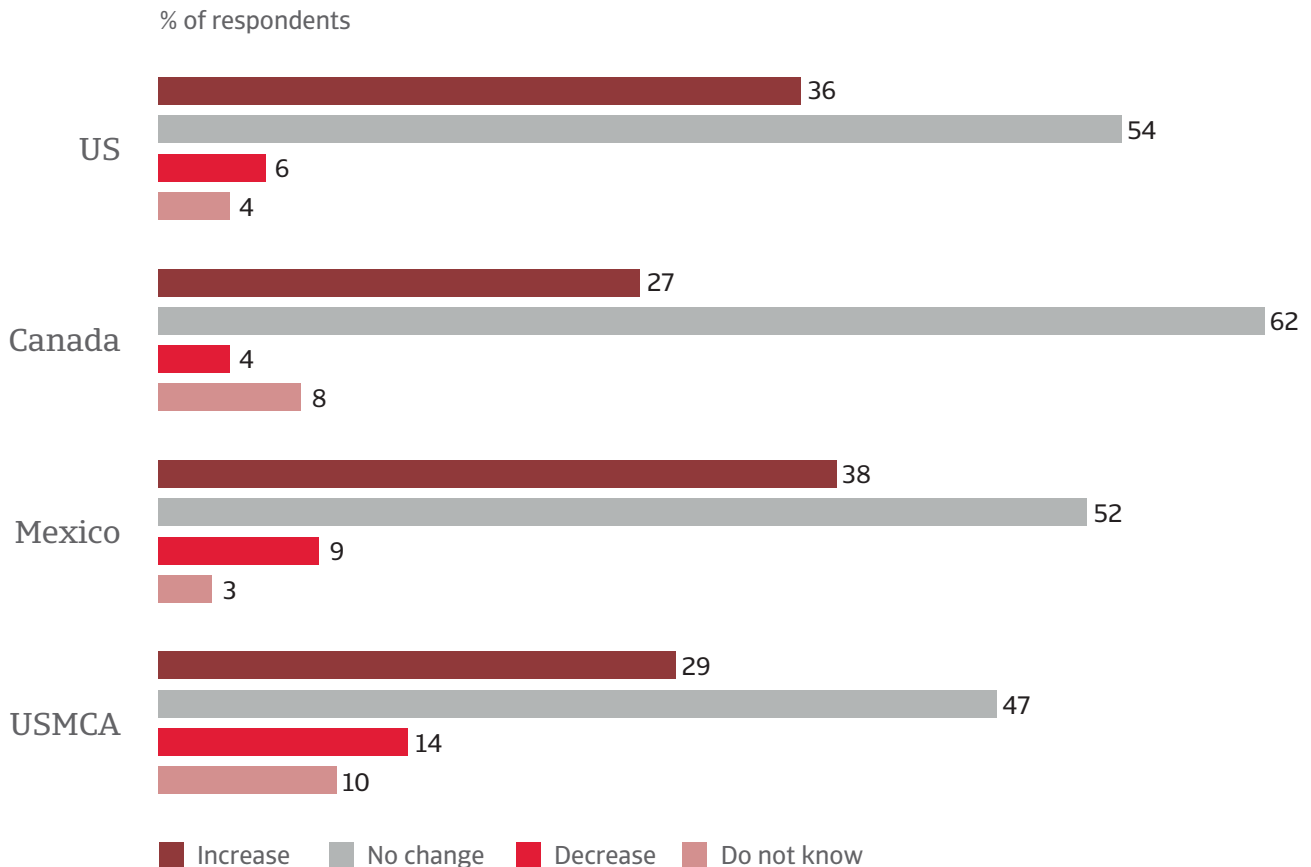
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	42%	35%	33%	40%	29%	48%	35%	26%
No change	33%	27%	27%	35%	9%	30%	35%	40%
Decrease	29%	29%	31%	34%	37%	33%	27%	28%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: % of survey respondents reporting changes in annual average Days-Sales-Outstanding (DSO) over the past year



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

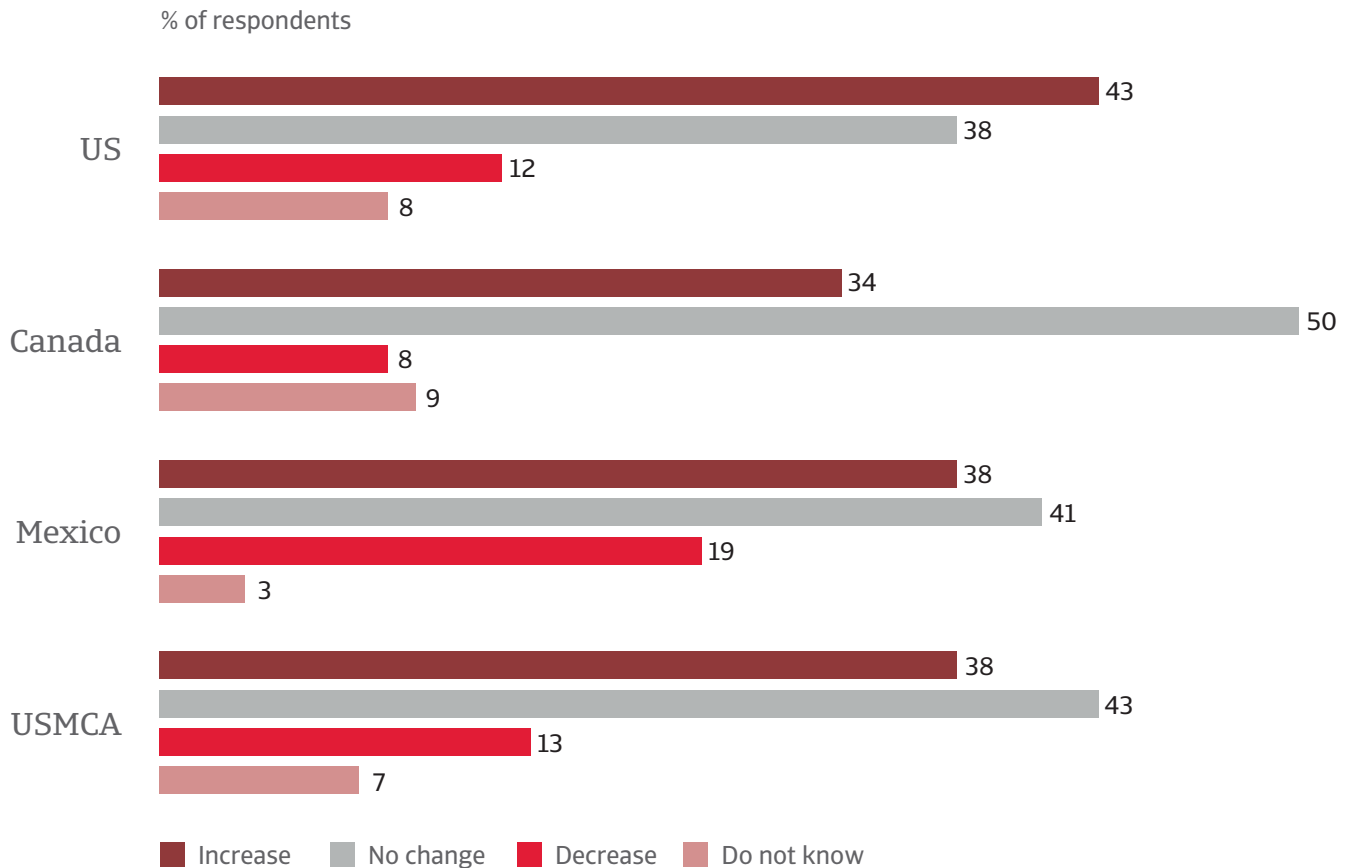
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	32%	35%	21%	40%	29%	36%	34%	27%
No change	60%	55%	59%	46%	47%	54%	59%	58%
Decrease	4%	8%	9%	7%	14%	6%	5%	6%
Do not know	4%	2%	11%	7%	10%	5%	2%	10%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: expected changes in DSO over the next year (% of survey respondents)



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

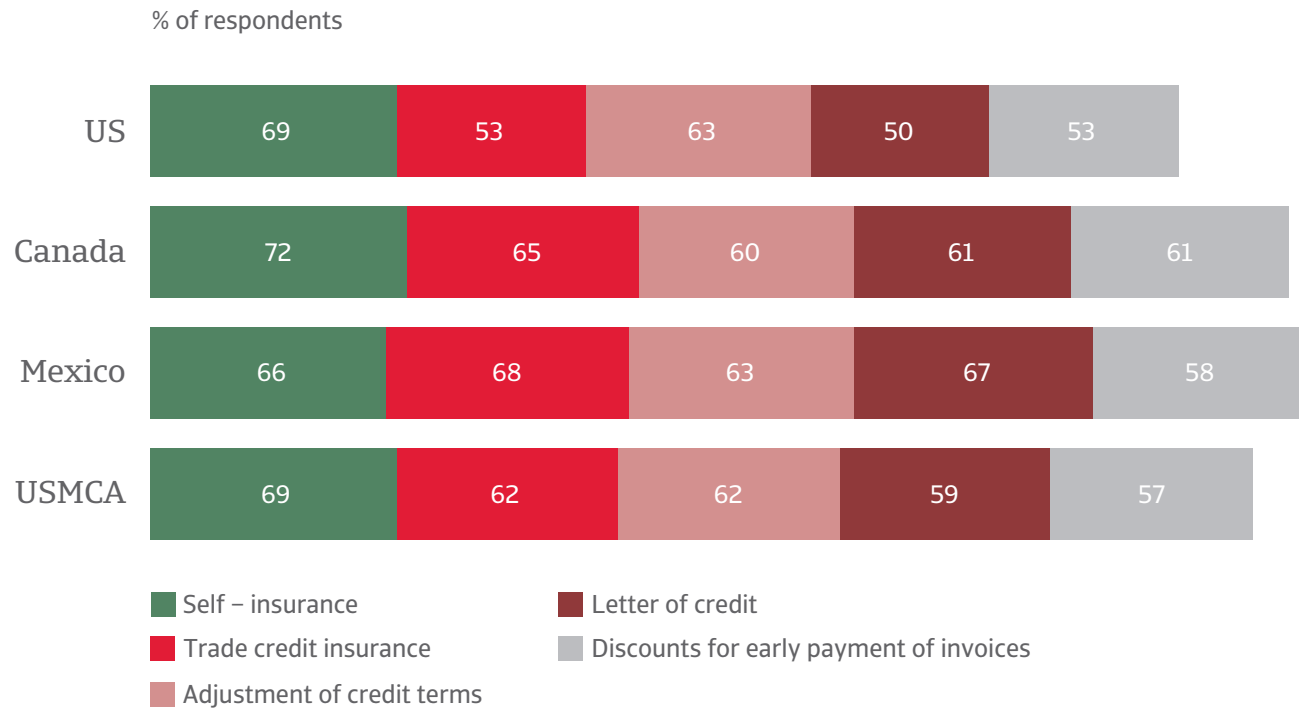
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Increase	40%	39%	32%	36%	41%	40%	37%	27%
No change	45%	43%	38%	40%	39%	38%	47%	48%
Decrease	9%	14%	15%	19%	8%	14%	12%	12%
Do not know	6%	4%	15%	5%	12%	7%	3%	13%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: top 5 credit management tools used to mitigate the risk



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

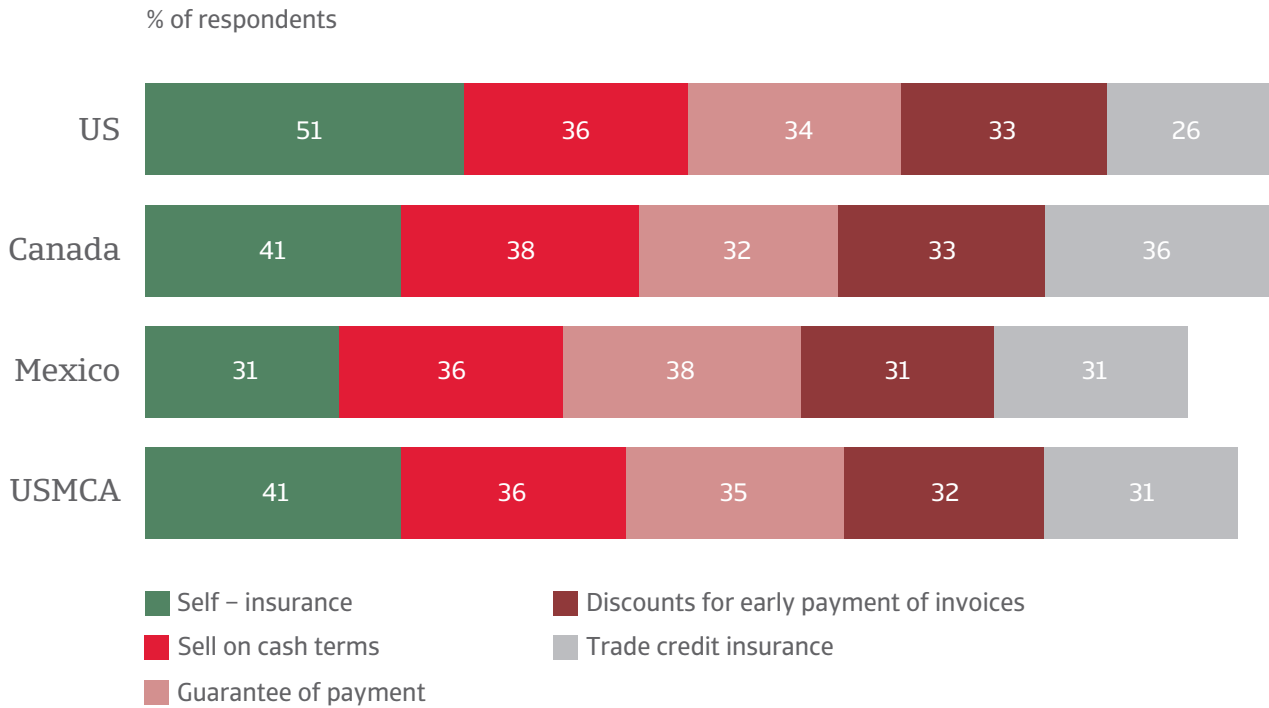
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Self - insurance	71%	77%	61%	59%	47%	67%	75%	67%
Trade credit insurance	65%	66%	52%	55%	43%	57%	70%	60%
Adjustment of credit terms	67%	62%	59%	52%	37%	59%	69%	63%
Letter of credit	64%	65%	38%	54%	47%	51%	69%	62%
Discounts for early payment of invoices	65%	55%	41%	50%	41%	57%	61%	58%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: top 5 credit management tools that respondents plan on using to mitigate customer credit risk over the next 12 months



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA - July 2021

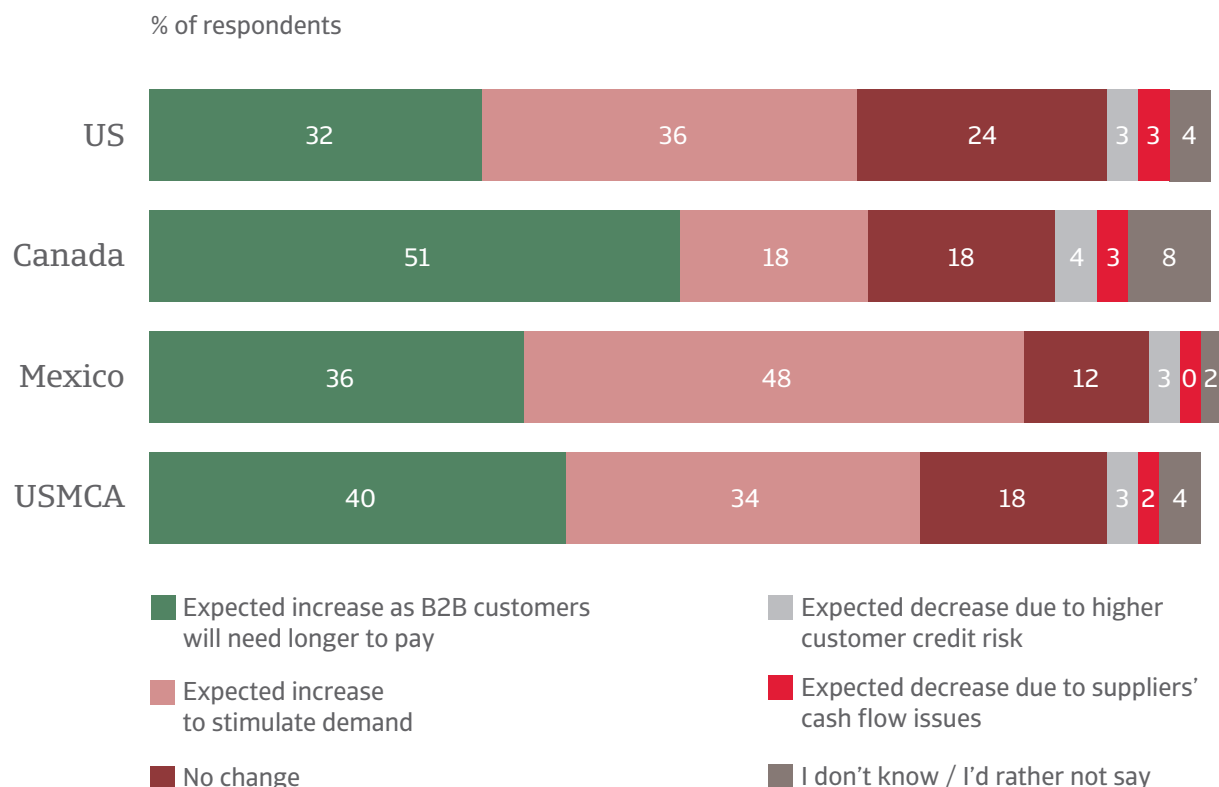
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Self - insurance	43%	44%	33%	36%	24%	42%	44%	35%
Sell on cash terms	41%	39%	24%	30%	33%	41%	34%	25%
Guarantee of payment	36%	35%	26%	36%	25%	36%	35%	33%
Discounts for early payment of invoices	35%	36%	23%	29%	25%	30%	35%	35%
Trade credit insurance	33%	36%	21%	25%	24%	34%	30%	27%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA - July 2021

USMCA: expected changes in B2B sales on credit over the next 12 months



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

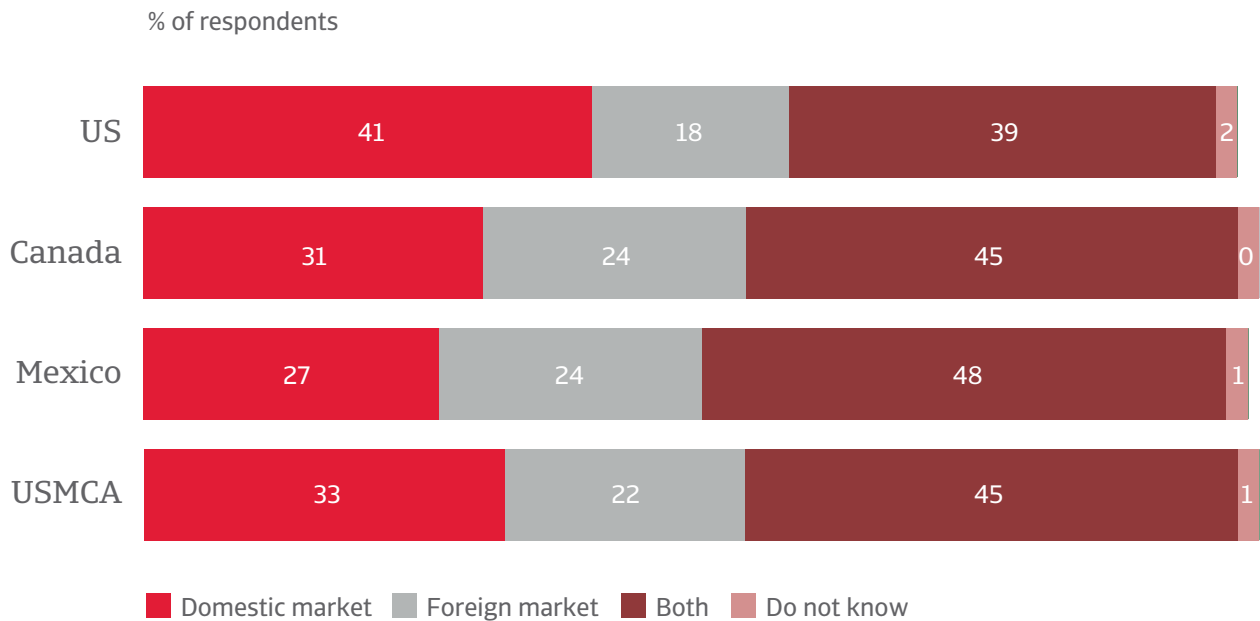
By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Expected increase as B2B customers will need longer to pay	43%	42%	36%	32%	31%	32%	48%	44%
Expected increase to stimulate demand	34%	35%	24%	36%	25%	39%	30%	31%
No change	17%	12%	21%	22%	25%	21%	13%	15%
Expected decrease due to higher customer credit risk	4%	4%	3%	2%	2%	2%	6%	2%
Expected decrease due to suppliers' cash flow issues	0%	2%	3%	3%	4%	3%	0%	0%
I don't know / I'd rather not say	2%	4%	12%	5%	12%	4%	2%	8%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: from which of the below do you expect the improvement in your business performance will be more likely to come over the next months?



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

By business sector / by business size

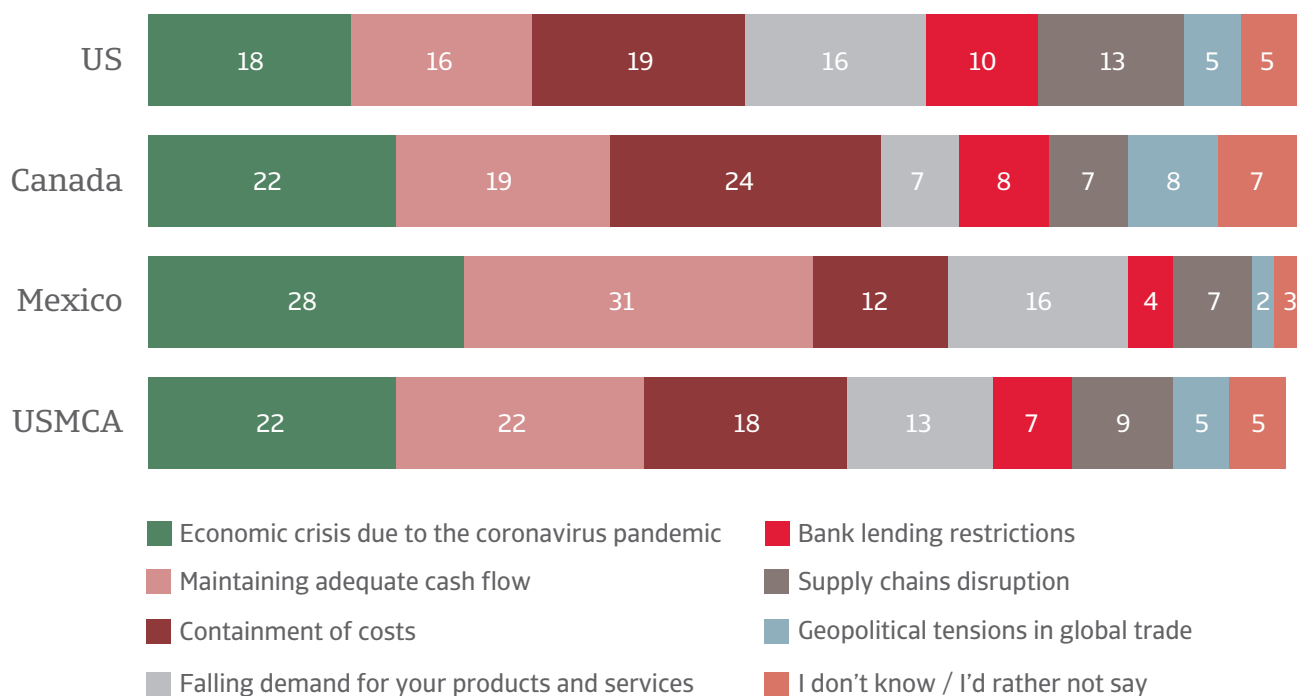
	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Domestic market	35%	24%	46%	34%	59%	34%	26%	35%
Foreign market	22%	29%	26%	11%	17%	27%	19%	12%
Both	42%	46%	26%	54%	24%	37%	54%	54%
Do not know	1%	0%	3%	1%	0%	1%	1%	0%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

USMCA: greatest challenge to business profitability over the next 12 months

% of respondents



Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021

By business sector / by business size

	Business sector				Business size			
	Manufacturing	Wholesale	Retail / Distribution	Services	Micro enterprise	SME (Small enterprise)	SME (Medium enterprise)	Large enterprise
Economic crisis due to the coronavirus pandemic	20%	28%	21%	21%	20%	23%	22%	23%
Maintaining adequate cash flow	23%	18%	20%	23%	14%	24%	21%	21%
Containment of costs	17%	17%	17%	23%	10%	19%	19%	23%
Falling demand for your products and services	15%	15%	9%	8%	22%	13%	11%	8%
Bank lending restrictions	8%	8%	6%	5%	14%	5%	9%	2%
Supply chains disruption	8%	7%	14%	10%	10%	8%	10%	6%
Geopolitical tensions in global trade	7%	4%	2%	2%	2%	4%	5%	8%
I don't know	3%	3%	12%	8%	10%	4%	3%	10%

Sample: all interviewed companies

Source: Atradius Payment Practices Barometer USMCA – July 2021



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