

Atradius Payment Practices Barometer

B2B payment practices trends Asia 2026



In this report

B2B payment practices trends	3
Key insights	5
Looking ahead	6
Key insights	7
Survey design	8

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.

In this report, you will find the survey results for **Asia**.

Markets surveyed: China, Hong Kong, India, Indonesia, Japan, Singapore, Taiwan and Vietnam.

The survey was conducted during the second half of Q2 2026. Findings should therefore be viewed with this in mind.

All reports highlighting market and sector-specific findings of the 2026 edition of the Atradius Payment Practices Barometer for Asia are available for download from the Atradius website

[Knowledge and research](#).





B2B payment practices trends

Pressure on liquidity across Asia builds as B2B payment risks edge up

Customer payment risks in business-to-business (B2B) trade across Asia appear to be edging higher. Survey data points to a recent rise in late payments, making cash flow less predictable, while higher bad debt write-offs are adding strain on working capital, putting pressure on liquidity and making cash flow planning more challenging. To limit the impact of payment risks on the business and safeguard financial stability, companies surveyed across Asia are adapting how they manage trade credit policies in B2B transactions. This is primarily reflected in how likely they are to offer trade credit to business customers. Data shows that an average of 43% of B2B sales in Asia are made on credit, with the remainder paid upfront. In an uncertain environment, companies adopt a cautious approach, balancing sales growth with liquidity protection. Construction firms, particularly mid-sized ones, rely more heavily on B2B trade credit, due to long project cycles and complex supply chains. At market level, Singapore records the highest share of credit-based B2B sales at 51%, reflecting its role as a regional and global trade hub. In contrast, China records the lowest, with companies relying more on alternative solutions such as supply chain finance. Recent increases in trade credit use, led by large industrial firms and markets such as Vietnam and Indonesia, reflect efforts to secure volumes and protect market share. Differences across markets point to varying risk appetite.

Payment policies among Asian suppliers confirm this cautious stance. Most businesses across the region set payment from B2B customers of up to two months of invoicing, with longer terms remaining limited. Smaller firms keep terms short to protect liquidity, while larger firms apply flexibility more selectively. Companies in Japan offer the shortest payment terms, while businesses in Vietnam stand out for offering the most lenient payment timelines across the region. Trend data shows that payment policies across Asia have remained broadly stable over the past months. However, large industrial companies, along with Vietnamese firms, stand out for their higher level of activity in shifting terms. They are more likely than their peers across Asia to extend payment timelines rather than shorten them. Despite tight control over trade credit policies in B2B transactions, customer payment risk remains widespread across Asia. More than 80% of suppliers report late payments, highlighting a clear gap between agreed terms and actual payment behaviour.

Overdue invoices account for nearly one third of B2B receivables, rising to around two in five among smaller firms in construction and trade. Indian companies are hit hardest by late payments, while Japanese firms stand out for the lowest exposure to delayed payments across the region. Trend data suggest that the share of overdue invoices has increased recently across Asia, reflecting a gradual weakening in payment discipline. This trend is most evident among businesses in the manufacturing sector, and at market level in Taiwan and Indonesia.

Continued on the next page



B2B payment practices trends

Customer cash flow stress is the main driver of delays across the region, according to survey data. Large industrial firms report this most often, as do businesses in Vietnam. Banking delays, as well as operational and administrative inefficiencies, also cause frequent delays across most markets. One in five suppliers across the region report that B2B customers often delay payments due to commercial frictions, such as delivery or quality disputes. Survey data also highlights that most overdue payments are settled within about one month past due, helping contain receivables build-up as well as sharp increases in Days Sales Outstanding (DSO). However, when receivables deteriorate, most often because they remain unpaid for longer periods or because the customer is no longer able to pay, they turn into credit losses, which appear widespread across Asia and on average affect between 1% to 5 % of B2B receivables across the region. Higher losses are more common among large construction and trade companies, as well as in markets such as China and India. Trend data show that credit losses have edged up in recent months across Asia. Increases are most often reported by manufacturing firms and, at market level, by companies in Hong Kong.

Within this context, most businesses report reduced cash available for operations, weaker cash flow planning, and limited investment. Nearly one third of firms face higher financing costs, while one quarter rely more on external funding. Many also delay their own payments, passing pressure along the supply chain. The impact of payment risk varies across business segments and markets, with industrial and trade firms among the most affected. At market level, liquidity pressure is most acute in Indonesia, cash flow planning challenges more evident in Vietnam, and investment constraints most acutely felt in China.

When asked about the tools and strategies used to mitigate customer payment risk, most businesses across Asia report relying mainly on internal measures. These include active credit management, such as checking customers, monitoring payments and chasing collections. Requests for upfront payments are reported almost as often. Building bad debt reserves is used by just under one third of firms, while a similar share, particularly mid-sized industrial companies and businesses in Vietnam and Indonesia, use credit insurance. This positions it as a key external tool to protect against non-payment and support cash flow. Overall, firms take a layered approach to risk management, keeping close control of daily operations while using risk transfer solutions to deal with larger and less predictable losses.

Key insights on the next page



Key insights

Asia

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
18%
Respondents

1% - 30%
B2B invoices paid late
41%
Respondents

31% - 60%
B2B invoices paid late
35%
Respondents

61% - 100%
B2B invoices paid late
6%
Respondents

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

Top 4 reasons B2B customers pay invoices late

% of respondents - multiple response

Customer cash flow issues
46%

Goods/services not as agreed
26%

Banking delays
26%

Complex payment process
25%

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

Breakdown of past due payments

% of past due invoices by payment timing

<30 days
60%
Respondents

31-60 days
22%
Respondents

61-90 days
12%
Respondents

> 90 days
6%
Respondents

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

Reported bad debts

% of respondents - bad debts levels

<1% bad debts
38%
Respondents

1% - 2% bad debts
25%
Respondents

2% - 5% bad debts
25%
Respondents

> 5% bad debts
12%
Respondents

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

Top 4 impacts of customer payment risk on working capital

% of respondents - multiple response

Reduced liquidity headroom
39%

Limited investment
36%

Struggle with cash flow planning
34%

Higher financing needs
34%

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





Looking ahead

Asian firms remain cautious about the months ahead

Early data for this year suggests insolvencies may have reached a turning point in several Asian markets, with the overall trend expected to ease through the remainder of the year. However, pressure persists in some sectors and markets highly exposed to global trade and cost volatility.

Against this backdrop, companies across Asia are almost evenly split between those expecting improvement in B2B customer payments in the months ahead and those anticipating deterioration. Trade firms are the most optimistic, while firms in industry, construction and services remain more measured. Larger firms appear more confident than small firms, likely supported by stronger access to financing and more diversified customer bases. At market level, Vietnam stands out as the most optimistic, followed by India and Indonesia. In contrast, companies in Taiwan, Japan and Hong Kong show more cautious sentiment, while firms in China and Singapore sit in the middle, expressing stronger uncertainty.

On insolvency risk, businesses across Asia are broadly divided, with near equal shares expecting a rise or stability, and few without a clear view. This highlights uncertainty about the strength of the recovery. Large industrial companies appear the most concerned about an upward trend in insolvencies in the months ahead, while construction, trade and services firms expect levels to remain broadly stable. At market level, Indonesia shows the most negative outlook, with a strong majority expecting insolvencies to rise. China and Taiwan also reflect high concern. By contrast, Hong Kong and Japan appear less concerned, with most firms expecting stability. Singapore and India sit closer to the regional average, reflecting an uncertain outlook. Survey data suggests that insolvency risks and profit expectations reflect a market where some firms expect to improve profitability through pricing, cost control, or efficiency gains, while others remain exposed to cost pressures, tighter financing, and weaker demand, increasing the risk of insolvency.

When asked about the main risks likely to disrupt B2B payment behaviour in the months ahead, views differ across business segments and markets, although inflation and economic slowdown prevail. Construction expects to face macroeconomic pressures, trade is concerned about commercial risks, while the services sector is sensitive to digital threats. Larger firms are concerned about financial risks, while smaller businesses are worried about operational threats such as cybersecurity and fraud. By market, Japan stands out as the most concerned market about economic slowdown, while Indonesia and Vietnam show heightened sensitivity to weakening demand. In contrast, inflation and cost pressures dominate in Taiwan, Hong Kong underscoring persistent cost burdens. In China, cybersecurity and fraud risks rank highest, while Vietnam stands out for supply chain disruption concerns.

Key insights on the next page



Key insights

Asia

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

% of respondents - multiple response

#1 | Inflation and cost pressures

#2 | Economic slowdown

#3 | Geopolitical instability

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Asia – 2026



Expected insolvency risk outlook (next 12 months)

% of respondents

Stay elevated
46%

Rise further
45%

Not sure
9%

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Asia – 2026

Asian businesses face mounting pressure on liquidity as economic uncertainty, geopolitical instability and cost pressures widen the gap between stronger firms and those under strain, prompting tighter management of customer payment risk



Survey design

Sample overview – Total interviews = 2,145

Markets			
China	India	Japan	Taiwan
Hong Kong	Indonesia	Singapore	Vietnam
Business sector		Interviews	%
Industry		435	20
Construction		429	20
Trade		422	20
Services		859	40
TOTAL		2,145	100
Business size		Interviews	%
Micro <10 employees		812	38
SME 10-49 employees		549	25
SME 50-249 employees		379	18
Large 250 or more employees		405	19
TOTAL		2,145	100

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 from Asia were surveyed, with interviews conducted with the appropriate contacts responsible for accounts receivable management.

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

A total of 2,145 businesses participated, with quotas maintained across four company size categories. The sample covers businesses where trade credit is actively used, by business sectors and size. Results are reported as weighted percentages to reflect the economic weight of each sector, size class, and market.

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.

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

Timing: The survey was conducted during the second half of Q2 2026.

This is part of the 2026 edition of the Atradius Payment Practices Barometer for Asia available at [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 Asia and worldwide, please visit atradiuscollections.com.

Our solutions

- Credit Insurance
- Solutions for Multinationals
- Credit Specialties
- Debt collections
- Surety
- Reinsurance

Our presence across the globe

- Africa
- Asia
- Europe
- Middle East
- North America
- Oceania
- South America

For Asia please visit:

atradius.com

Email: atradius.asia@atradius.com

On LinkedIn follow [Atradius Asia](#)





Benefit from our products, services and expertise!

Whether you have questions, need support, or want to find out more about how we could help you, then reach out to us today.



Connect with
Atradius on
social media
[youtube.com/
user/atradiusgroup](https://www.youtube.com/user/atradiusgroup)
[linkedin.com/
company/atradius](https://www.linkedin.com/company/atradius)



Copyright Atradius N.V. 2026

Disclaimer: This publication is provided for information purposes only and is not intended as sale of an insurance product, investment advice, legal advice or as a recommendation or advice as to particular transactions or insurance products, investments or strategies in any way to any reader. Readers must make their own independent decisions, commercial or otherwise, regarding the information provided and must, if applicable, read their insurance policy conditions.

While we have made every attempt to ensure that the information contained in this publication has been obtained from reliable sources, Atradius is not responsible for any errors or omissions, or for the results obtained from the use of this information. All information in this publication is provided 'as is', with no guarantee of completeness, accuracy, timeliness or of the results obtained from its use, and without warranty of any kind, express or implied.

In no event will Atradius, its related partnerships or corporations, or the partners, agents or employees thereof, be liable to you or anyone else for any decision made or action taken in reliance on the information in this publication or for any loss of opportunity, loss of profit, loss of production, loss of business or indirect losses, special or similar damages of any kind, even if advised of the possibility of such losses or damages.

Atradius

David Ricardostraat 1
1066 JS Amsterdam
Postbus 8982
1006 JD Amsterdam
Nederland
Phone: +31 20 553 9111

info@atradius.com
[atradius.com](https://www.atradius.com)