



EPI 2012 INDUSTRY WHITE PAPER

Bad debt and late payments have reached record levels across Europe forcing businesses to write off a record €340 Billion or 2.8 percent of all transactions. The EPI 2012 Industry White Paper from Intrum Justitia reveals how Europe's economic health is affected as companies battle late payment and bad debt, a development that in the end impacts job creation, business growth and technology investments. The significant difference in debt being suffered by different industry sectors, and especially the health care industry, is also highlighted.

October 2012



INTRODUCTION

Europe's economic crisis continues and the Euro-zone struggles to cope with increasing debt problems. The past four years of bad economic conditions across much of Europe has had effects on unemployment as well as spending. Bad consumer and business debt has escalated to record levels, implying that businesses, large and small, are seeing an impact on their sales pipeline and ability to invest in future growth.

The annual Intrum Justitia survey of almost 8,000 European enterprises not only reveals that companies have been obliged by bad debt to write off €340 Billion euro, but it also crucially shows some industry sectors are suffering more than others. For example, the European professional services industry, consisting of independent contractors or consultants, is suffering hardest with a write-off average of 4.2 percent. However, perhaps the most worrying development highlighted by the Intrum Justitia 2012 EPI survey is the slowdown in payment in the health care industry, which accounts for a substantial percentage of national GDP (typically ranging from 9 – 12 percent in Europe, according to the WHO).

The 2012 survey reveals that in the health care industry just 55 percent of invoices are paid within 30 days and almost 70 percent of those enterprises owed money wait an average 105 days after the invoice was due to be paid to call in a professional partner to recoup payment. But many other business sectors are also hurting as a result of the still weakening business outlook and predictions for growth in 2013 are becoming increasingly more pessimistic. In a sign of the times, European statistics agency Eurostat revealed in August that the economies of the 27-nation European Union as well as the 17-nation Euro-zone members both shrank by 0.2 percent in the second quarter of this year. Household confidence across the Euro-zone has been hit by the severe austerity measures such as tax increases and salary cuts in many Euro area economies with the European Commission reporting that consumer confidence has plummeted to -24.6, the lowest level since June 2009.

As the evidence presented in the EPI 2012 Industry White Paper shows, the impact of the current economic environment on the wellbeing of every European enterprise demands a pan-European approach on the ever-worsening culture of late and slow payment. Europe's position as a global powerhouse demands that payments are secured and made on time, something every large company should make as much an integral part of their 'corporate social responsibility' philosophy as they do protecting the environment or caring for their workers and the local communities in which they operate.

Late- and non payment forces companies into liquidation. The key to Europe's growth and prosperity is to ensure goods and services are paid for on time. It is in every company's interests not to squeeze suppliers too close because doing so means less choice at the end of the day for customers. Naturally, it is also a responsibility of business owners to address late payment by putting in place and sustaining exemplary cash flow management processes. Faster and stricter credit control management processes will help minimise the problem of late payment and result in lower prices and make more money available to invest in the future, in developing new technologies, products and services and enabling expansion into new markets.

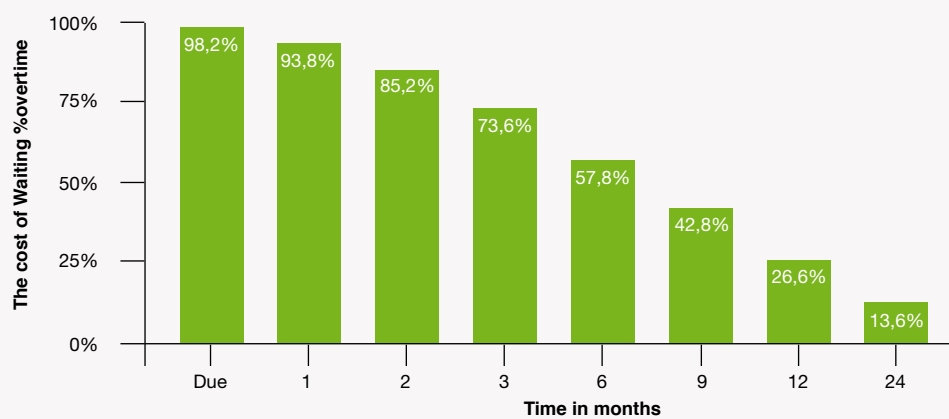
At Intrum Justitia we provide the advice, guidance and support enterprises, large to small, need to embrace tackling the problem of late payment before it threatens their existence.

Key findings from the EPI 2012 Industry White Paper

Written off	2008	2009	2010	2011	2012
Utilities	1.5	1.5	1.5	1.5	1.8
Financial Services	1.8	2.2	3	3.1	3.1
Health care industry	1.8	1.8	2.7	2.9	3.4
Real estate	1.9	2.2	4	3.8	3
Telecom	1.9	2.4	2.7	2.7	2.6
Transport	1.9	2.2	2.1	2.3	2.2
Wholesale & Retail	2.1	2.6	2.5	2.4	2.4
Business Services	2.3	2.4	2.2	2.3	2.6
Media	2.5	2.6	2.5	2.6	2.8
Education	3	3	3.5	3.7	3.9
Construction	3.8	3.8	3.4	3.6	3.7
Professional Services	4.5	4.7	4	4.5	4.2
Manufacturing			2.4	2.5	2.4

"Although the picture painted in our White Paper may seem grim, there are measures companies can take to protect themselves. There is a lot that can be done to help the businesses in boosting Europe. We see that businesses that know their customers and implement efficient credit policies get paid earlier and have to write off a smaller percentage off sales, comments Intrum Justitia President & CEO, Lars Wollung.

Waiting / no action on receivables costs lots of money



THE PRICE OF LATE PAYMENT

The need to manage today's marketplace vulnerability is a core message from the 2012 European Payment Index report. The future of companies and their shareholders, employees and the local communities in which they operate depend on their ability to keep a firm grip on costs and working capital through highly efficient credit management processes.

Bad debt drives up the price of goods and services. Intrum Justitia and independent research indicates that if companies did not have to allocate costs to get paid or have to write off huge sums of money, they would be able to lower prices, increase investment in R&D, technology and human resources and improve margins.

Next to late payment, another obstacle is the written off percentage in Europe, which has now risen to a very worrying 2.8%. To write off a debt causes an enormous burden on businesses, as the graph below shows. As an example: If a company has to write off 10,000 euro, and has a profit margin of 5%, then the extra sales needed to make up for the written off 10,000 euro is 200,000 euro. This has a big effect on sales and growth.

Payment loss effect						
Margin →	2%	3%	4%	5%	6%	7%
Written off amount in €	Extra sales needed ↓					
€ 500	25,000	16,667	12,500	10,000	8,333	7,143
€ 10,000	500,000	333,333	250,000	200,000	166,667	142,857



HOW ARE THE VARIOUS INDUSTRY SECTORS DOING?

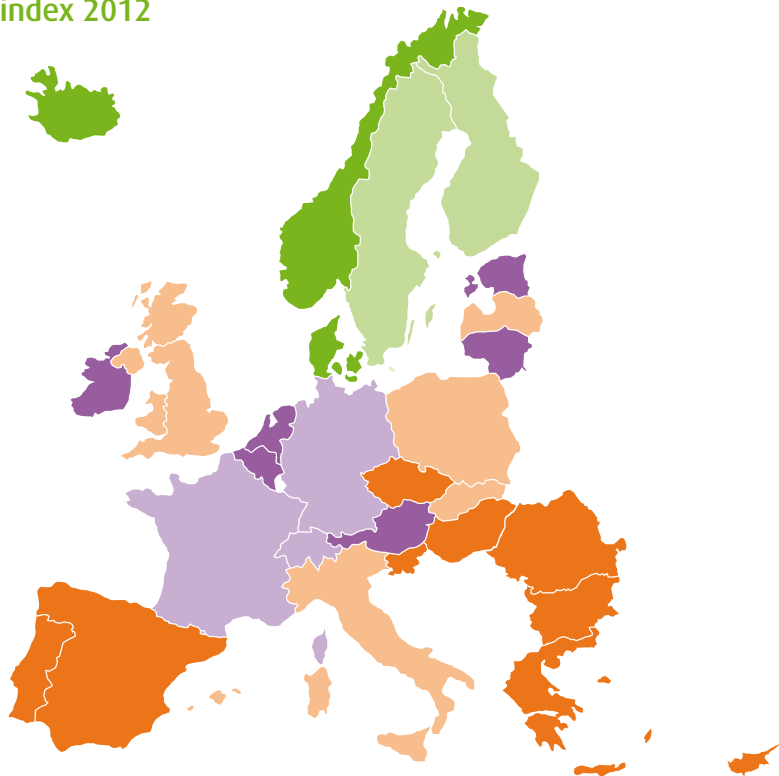
The ongoing economic downturn is clearly having an impact on payment morality across the business spectrum in Europe. This only heightens the need for companies and public authorities to create and sustain ever more professional credit management systems and approaches, either themselves or with the help of external professionals such as Intrum Justitia. In this white paper we look at how the various industries are faring in Europe in 2012 when comes to getting paid for their effort.

For more in depth information and professional credit management advice visit www.intrum.com and select the country of your choice. Our professionals in your country have expert knowledge of their local markets and industry related issues and are more than happy to give you advice about how to ensure optimum cash flow.

European payment index 2012

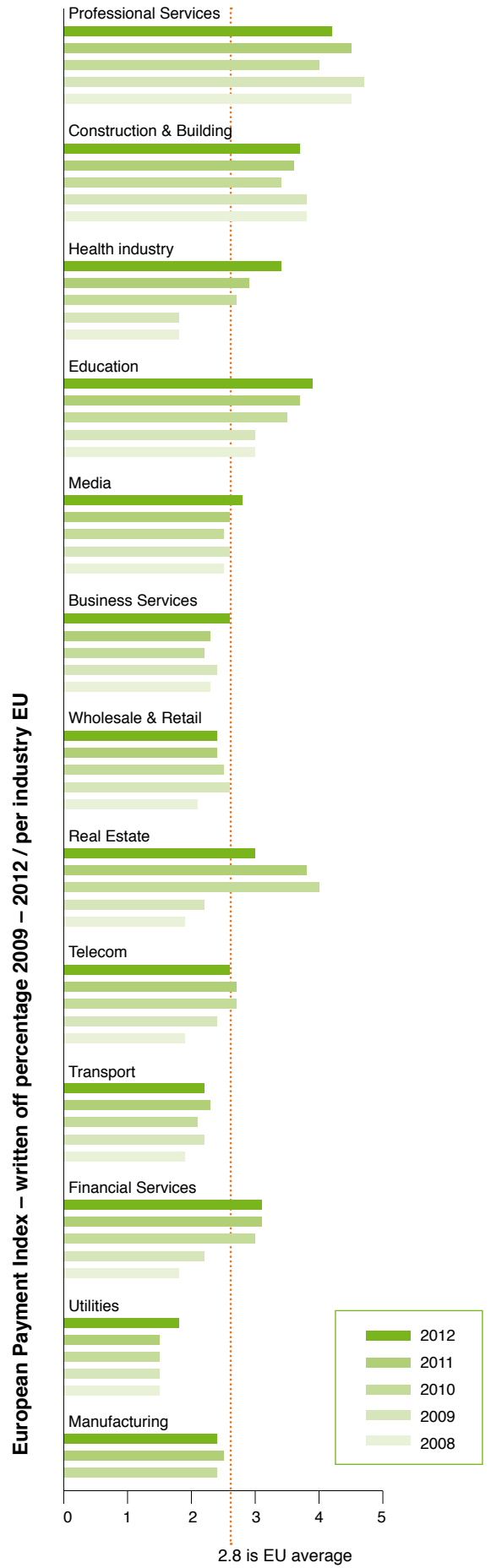
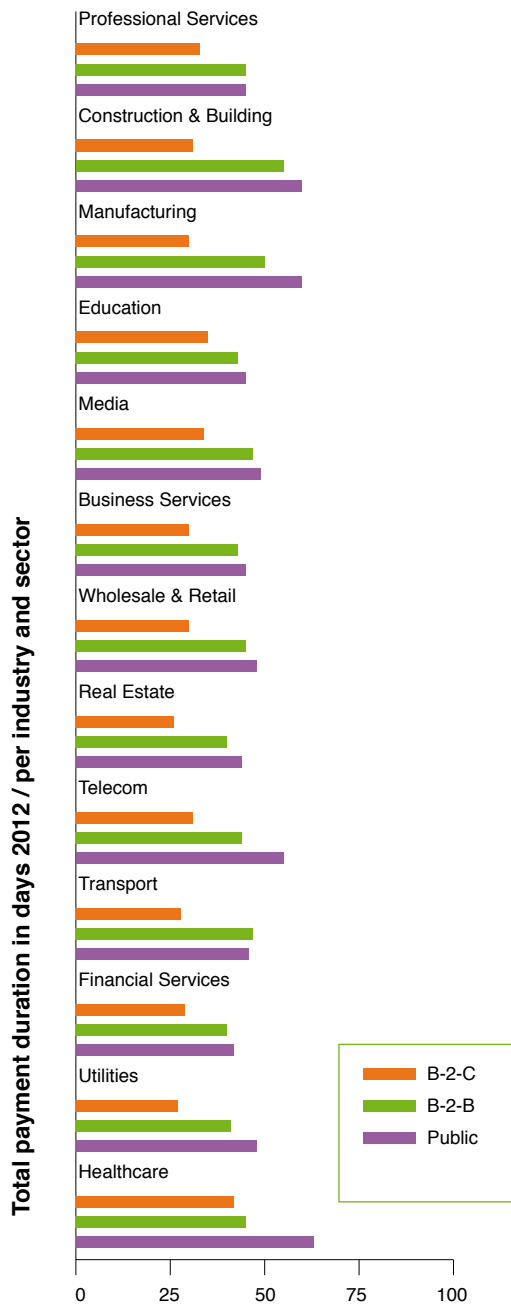
Legend

- 101 - 129
- 130 - 139
- 140 - 149
- 150 - 159
- 160 - 169
- More than 170

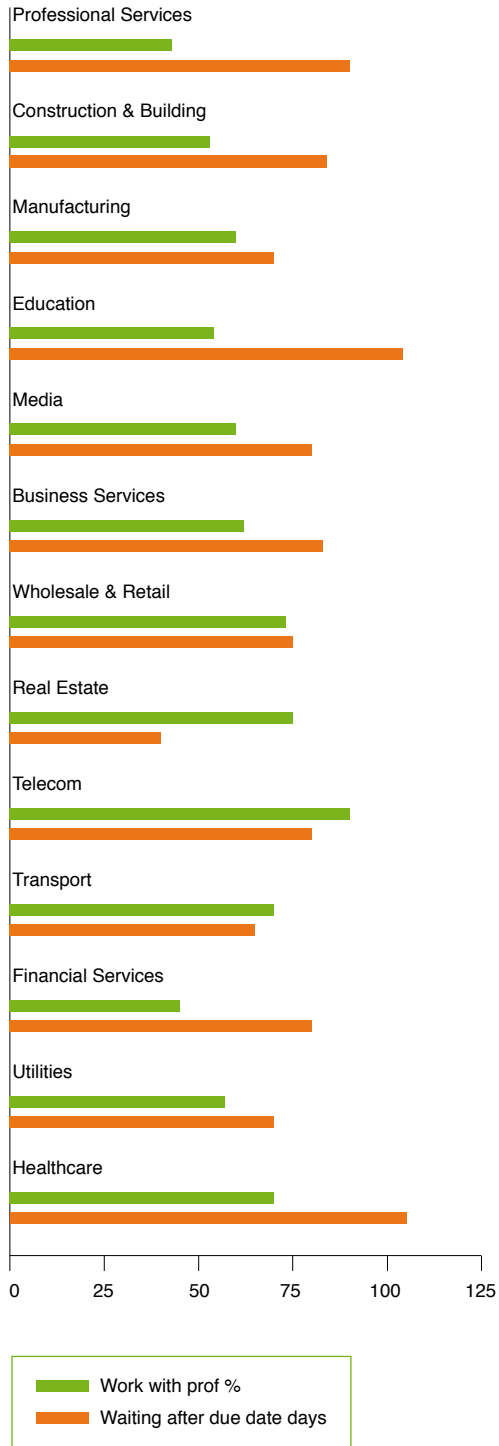


Risk Index explanation of country Risk Index values

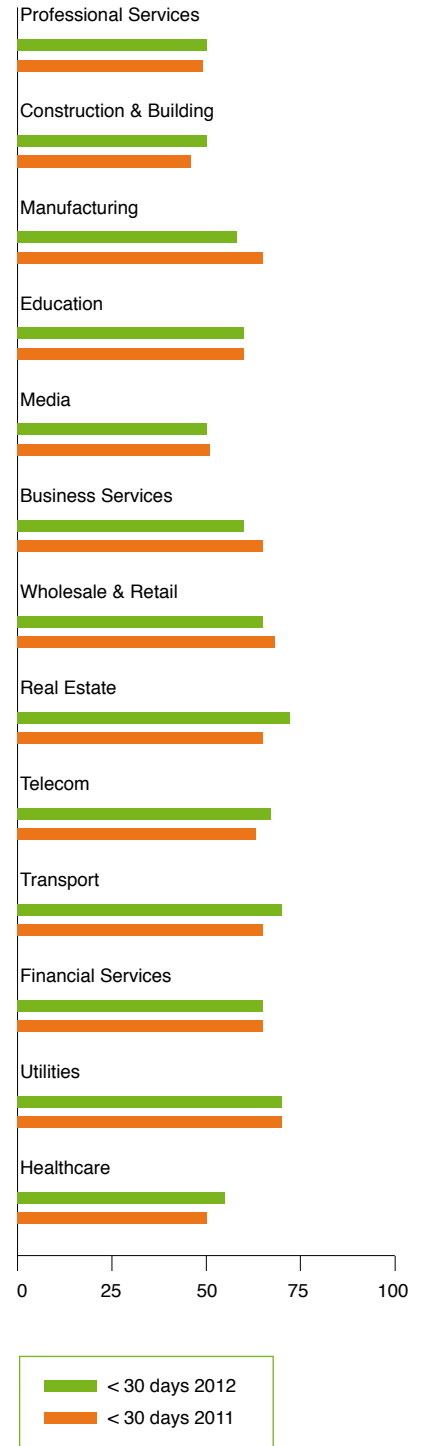
100	No payment risk, cash on delivery payments, no credit
101-129	Low risk profile, stay alert to keep the present situation
130-149	Medium risk profile, Intervention and more control necessary
150-169	High risk profile, intervention inevitable, take measures to lower the risk
170-200	Emergency risk profile, severe measures needed



Comparison industries days waiting before handing over a claim to a professional partner and % of companies working with a professional CMS partner in 2012



Share of receivables, up to 30 days payment in % 2011 vs 2012





Professional services industry

Professional services embraces business activities carried out by widely diverse independent contractors or consultants. Typical examples of such professional services are accountants, actuaries, architects, attorneys, brokerage firms, engineers, law firms, physicians, recruiters, real estate brokers.

The professional services industry is vital to the European economy, yet suffers a higher written off percentage than any other industry. According to the EPI 2012, a very substantial 4.2% is being written off compared to the overall EU average for all industries and countries of 2.8%. Although the written off percentage decreased from 4.5%, in the long run this is hurting businesses.

The past year has seen no improvements in the number of days it takes to get paid and payment delay is highest within the public sector and b-2-b, stretching an additional 15 days beyond the due date. Although 50% of invoices are paid within 30 days, also 50% is not paid on time.

Why such a high written off percentage in the professional services industry? One obvious reason is that the relationship between a professional services company and the client are not close, with infrequent contacts and meetings. And the main reason cited for settling an invoice later is financial difficulty being suffered by a debtor. 65% of the participants say that they think the situation will remain unchanged for the next 12 months.

However, another reason might be that around 45% of the professional services firms apparently do not work with a professional partner to get paid. And 55% wait an average 90 days (10 days more than in 2011) before handing over outstanding invoices.

51% mentioned liquidity problems due to late payments and 53% reported that they experience increased payment delays from customers.

Payment delay in days	B-2-C	B-2-B	Public Sector
Av contractual payment ->	20 days	30 days	30 days
2008	8	11	16
2009	10	13	18
2010	8	10	14
2011	10	12	15
2012	13	15	15

Written off %	
2008	4.5
2009	4.7
2010	4.0
2011	4.5
2012	4.2

Shares of receivables (%)	Up to	31 to 90	Older than
	Payments received	30 days	days
2008	62	28	10
2009	48	37	15
2010	51	36	13
2011	49	36	15
2012	50	31	19

Construction & building industry

At a Pan-European level the building and construction industry (builders, companies, contractors/suppliers to the building industry) have a recorded written off percentage of 3.7% in the 2012 survey, slightly worse than the 2011 figure of 3.6%. The EU average over all industries and countries is 2.8%.

The public sector and B2B sector account for the longest payment delays, which worsened again in the public sector. This is yet another serious body blow to an industry suffering squeezed margins, especially as many large projects are public sector initiated and paid.

50% of invoices are paid late. 58% of participants fear that the payment problems will increase over the next 12 months. Another 55% reported liquidity problems due to late payments and 43% reported loss of income. When asked about the impact of the recession, 61% reported reduced sales, 48% reduced liquidity and 49% increased payment delays from customers. All in all a worrying picture for the months to come.

The Intrum Justitia survey reveals that 47% of companies in the construction industry do not work with a professional partner to get paid, while the other 53% wait an average 84 (80) days before handing over outstanding invoices to a professional partner. The survey underlines how vital it is to their financial wellbeing that building companies realise the importance of collecting outstanding invoices faster and with more pressure. They should also proactively consider other payment alternatives embracing part payments, upfront payment or staged payments, as well as professional invoicing.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	8	17	17
2009	6	18	22
2010	8	26	26
2011	10	28	28
2012	11	25	30

Written off %	
2008	3.8
2009	3.8
2010	3.4
2011	3.6
2012	3.7

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	57	30	13
2009	48	34	18
2010	47	41	12
2011	46	40	14
2012	50	38	12

Manufacturing

The European manufacturing industry as a whole has a written off percentage of 2.4%, slightly below EU average 2.8% across all industries and countries.

The longest payment delays are found in the public sector, with an average delay of 30 days after the invoice due date.

Although some 60% of invoices are paid within 30 days, there is pessimism about the immediate future with 57% of respondents in this industry convinced the situation will worsen in the coming 12 months. A further 40% mentioned loss of income due to late payments and 54% mentioned reduced liquidity. When asked about the impact of the recession, 54% reported reduced sales and 50% reported increased delayed payments from customers.

The Intrum Justitia survey shows 40% of companies in the manufacturing industry apparently never work with a professional partner to get paid, with the other 60% waiting an average 70 (66) days before handing over outstanding invoices to a professional partner. As with other industries, it is vital that manufacturing companies realise the importance of collecting outstanding invoices faster and more consistently. They also need to consider other payment alternatives such as taking part payments, upfront payment or staged payments.

Payment delay in days			
Av contractual payment ->	B-2-C 20 days	B-2-B 30 days	Public Sector 30 days
2010	13	20	39
2011	12	19	36
2012	10	20	30

Written off %	
2010	2.4
2011	2.5
2012	2.4

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2010	63	24	13
2011	65	24	11
2012	60	30	10

Education industry

The education industry comprises schools, universities, adult education, educational materials, book suppliers to schools/universities and the like. The Intrum Justitia survey shows the payment delay is the highest in the consumer and public sector with an average of 15 days delay. The written off percentage increased from 3.7% to 3.9% in the 2012 survey, which is substantially higher than the EU's average of 2.8%. And still 40% of the invoices are being paid late, with 20% even extending beyond 90 days.

The survey reveals 50% (67%) of the respondents believe the current payment situation will remain stable, although no respondent predicts any improvement in the coming 12 months. Some 90% believe they are getting paid later because their debtors have financial difficulties.

Traditionally, it has not been customary to work with a professional credit management partner in this industry. In 2012, just 54% (49%) of education industry companies and organisations worked with a partner, while the average waiting period is 104 (110) days after the invoice due date.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	7	5	5
2009	14	10	10
2010	11	15	11
2011	12	15	12
2012	15	13	15

Written off %	
2008	3.0
2009	3.0
2010	3.5
2011	3.7
2012	3.9

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	60	27	13
2009	50	30	20
2010	62	17	21
2011	60	20	20
2012	60	20	20

Media industry

The media industry remains pessimistic about any signs of improvement in payment behaviour, 54% expect payments risks will increase in the coming months. 94% thinks that because their debtors have financial difficulties they are getting paid later.

Encompassing publishers, media subscriptions, film producers, movie producers, video, music, media producers, the media industry has an average written off percentage of 2,8% with some 50% of the invoices being paid after 30 days. The industry is still in the midst of considerable change with radio, television, film and print being forced to quickly adapt to the new digital marketplace or to lose their market share.

48% experienced loss of income due to late payments and 49% reported liquidity problems. 59% said that they have seen reduced sales due to the recession.

Some 40% of companies in this industry still do not work with a professional credit management partner, while the 60% that do work with a professional partner wait on average 80 (90) days before handing over claims.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	13	11	13
2009	20	15	17
2010	15	13	21
2011	15	15	20
2012	14	17	19

Written off %	
2008	2.5
2009	2.6
2010	2.5
2011	2.6
2012	2.8

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	55	34	11
2009	45	40	15
2010	50	36	14
2011	51	35	14
2012	50	38	12

Business Services

The Business Services industry encompasses research companies, intermediaries, consultancy firms and marketing/PR/advertising agencies. Overall, the industry is experiencing an average write off of 2.6%, a result that is substantially better than the professional services industry with 4.2%, however this percentage has grown from 2.3% to 2.6%.

The 2.6% level of payment loss in the business services industry is very much the result of the more ongoing relationship firms in this sector tend to have with their customers, whereas in the professional services industry the relations end after each problem/project is solved.

Intrum Justitia's research has shown that stronger, more frequent and tighter relationships with customers generally lead to faster payments.

Some 53% of respondents forecast no change for the coming 12 months, while 44% see increased payment risks. In the 2012 survey 56% reported liquidity problems due to late payments. When asked for the effects experienced due to the recession, 52% reported increased payment delays from customers and 57% mentioned reduced liquidity.

A majority of 62% of the respondents in this industry said they work together with a partner for credit management services. The average time before claims are handed over is 83 days after the invoice due date.

Payment delay in days	B-2-C	B-2-B	Public Sector
Av contractual payment ->	20 days	30 days	30 days
2008	10	12	10
2009	9	14	13
2010	9	13	13
2011	9	13	13
2012	10	13	15

Written off %	
2008	2.3
2009	2.4
2010	2.2
2011	2.3
2012	2.6

Shares of receivables (%)	Up to	31 to 90	Older than
	30 days	days	90 days
Payments received			
2008	58	32	10
2009	60	26	14
2010	62	25	13
2011	65	20	15
2012	60	30	10

Wholesale and retail industry

The Wholesale and retail industry has succeeded in stabilizing the written off percentage. Businesses in this sector report an average written off percentage of 2.4%.

The average contract term in this industry is 30 days for B2B and public sector transactions and maximum 20 days for consumers. Payments have delayed somewhat across Europe. Slightly less invoices are being paid within 30 days. The average delay in days for payment from the public sector is 18 after the invoice due date.

Some 50% of the respondents believe the payment situation will remain unchanged over the coming 12 months, while 42% see increased payment risks. 90% believe they are getting paid later because their debtors have financial problems.

When asked about the effects of late payment, 47% reported loss of income and 49% reported reduced liquidity. In combination, also the recession is showing its effect on businesses. 60% of the businesses in this industry say they experienced reduced sales and 54% experience an increase in payment delays from their customers.

73% of the respondents say they hand over outstanding invoices to a professional partner after an average 75 days after the invoice due date.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	11	17	17
2009	11	20	18
2010	11	18	18
2011	10	15	18
2012	10	15	18

Written off %	
2008	2.1
2009	2.6
2010	2.5
2011	2.4
2012	2.4

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	55	30	12
2009	52	34	14
2010	64	28	8
2011	68	28	4
2012	65	30	5

Real Estate and housing industry

The real estate and housing industry (rental firms, investors, property management, real estate agents) show some improvement when compared to previous years.

Written off percentage rose in 2010 to an awesome 4% compared to 2.2% in the 2009 Intrum Justitia survey. The 2011 and 2012 survey show improvements with a written off percentage now down to 3.0%. Further improvements can be seen in payment behaviour with businesses and the public sector taking fewer days to make payments with more bills being paid on time than in previous years. In many countries, corporations have become stricter when it comes to late payment of rent.

Some 65% of respondents expect that this situation will not change in the coming 12 months. 40% reported liquidity problems due to late payments.

On the upside, 75% of companies hand over their outstanding invoices after an average 40 days, which is very fast when compared to other industries.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	6	6	10
2009	6	13	10
2010	7	14	16
2011	6	12	15
2012	6	10	14

Written off %	
2008	1.9
2009	2.2
2010	4.0
2011	3.8
2012	3.0

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	79	19	2
2009	70	27	3
2010	62	32	6
2011	65	30	5
2012	72	23	5

Telecom Industry

Telecommunication industry written off percentage is down with 4% to 2.6% according to the EPI 2012 survey. However a majority, some 56%, of the respondent's think that payment risks will further increase over the coming 12 months.

Delay in payments by businesses have decreased, while the public sector increased with 3 days.

51% reported liquidity problems due to late payment and 47% experienced loss of income.

Some 90% of the respondents hand over their outstanding claims after 80 days, which means 10% are not yet working with a professional partner. One payment driving advantage held by the Telecom industry is the ability to switch off a number if payment is not made.

Payment delay in days			
Av contractual payment ->	B-2-C 20 days	B-2-B 30 days	Public Sector 30 days
2008	9	14	20
2009	12	14	16
2010	12	18	22
2011	11	17	22
2012	11	14	25

Written off %	
2008	1.9
2009	2.4
2010	2.7
2011	2.7
2012	2.6

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	60	24	16
2009	50	29	21
2010	62	21	17
2011	63	20	17
2012	67	23	10

Transport & Logistics

The European Transport and Logistics industry is directly impacted by higher oil prices, which means that speedy payments and low written off percentages are essential to the wellbeing of companies in this sector.

70% of the invoices are now being paid within 30 days, a nice improvement for this industry. Written off percentage also improved slightly from 2.3% to 2.2%.

Some 54% of respondents to the Intrum Justitia survey think that the payment risk will increase over the next 12 months. 55% of the respondents reported loss of income due to late payments. 48% mentioned liquidity squeeze due to late payments.

When asked about the effects of the ongoing recession, 60% reported increased payment delays from customers and 46% mentioned reduced sales.

70% of the businesses in this industry said their company handed over outstanding claims after an average 65 days, while 30% do not work with a professional partner.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	9	13	15
2009	10	17	15
2010	10	17	15
2011	9	15	15
2012	8	17	16

Written off %	
2008	1.9
2009	2.2
2010	2.1
2011	2.3
2012	2.2

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	53	38	9
2009	56	34	10
2010	60	33	7
2011	65	30	5
2012	70	25	5

Financial Services Industry

As the economic crisis continues to bite, the Financial Services industry (credit card companies, banks, financial advisers, bank mortgages, savings banks, loans companies and other financial services companies), saw an average written off percentage stabilize at 3.1% in the 2012 survey results.

Delays in payment vary from 9 days for consumers to 12 days for the businesses and public sector. Some 66% is currently being paid within 30 days and 12% only after 90 days, according to the latest survey.

Some 55% of respondents in this industry hand over their outstanding invoices to a professional partner after average 80 days after the invoice due date.

48% (70%) of respondents think that the current payment situation will continue over the next 12 months. 40% think the payment situation will worsen.

46% of the respondents in this industry mentioned reduced sales due to the recession. 53% say they experience increased payment delays from customers.

Payment delay in days	B-2-C	B-2-B	Public Sector
Av contractual payment ->	20 days	30 days	30 days
2008	6	7	10
2009	7	11	11
2010	7	12	12
2011	7	11	11
2012	9	12	12

Written off %	
2008	1.8
2009	2.2
2010	3.0
2011	3.1
2012	3.1

Shares of receivables (%)	Up to	31 to 90	Older than
Payments received	30 days	days	90 days
2008	65	23	12
2009	59	30	11
2010	60	26	14
2011	65	25	10
2012	66	22	12

Utilities (gas, water, energy) industry

The utility industry has seen an increase in written off from 1.5% to 1.8% in the 2012 survey. Still a very low percentage as obviously no one can do without water and energy. In addition, energy delivery can be stopped because of non-payment. Delay in payment is between 7 to 18 days after the invoice due date.

Some 70% of invoices are paid within the contractual term.

60% of respondents to the Intrum Justitia survey think that payment risks will remain stable for the next 12 months. 51% reported loss of income due to late payments.

When asked for the effects of the recession, 51% reported increased payment delays from customers.

Some 57% hand over their outstanding claims after an average of 70 (80) days, a substantial improvement.

Payment delay in days			
Av contractual payment ->	B-2-C	B-2-B	Public Sector
	20 days	30 days	30 days
2008	7	9	9
2009	7	11	12
2010	9	13	14
2011	8	12	14
2012	7	11	18

Written off %	
2008	1.5
2009	1.5
2010	1.5
2011	1.5
2012	1.8

Shares of receivables (%)			
Payments received	Up to 30 days	31 to 90 days	Older than 90 days
2008	62	26	12
2009	52	35	13
2010	71	20	9
2011	70	20	10
2012	70	15	15

Health care industry

The healthcare industry comprises hospitals, pharmacies, pharma companies, vitamin companies, health product suppliers, and doctors. It is an industry that traditionally struggles with long payment delays, around 22 (20) days from consumers and up to 33 days from the public sector. Written off has increased with 17% to 3.4% in the 2012 survey.

Some 45% of invoices are not paid on time. Traditionally the health care industry is very “social” when looking at late payments. Some improvement in the 2012 is showing that more respondents hand over their outstanding claims to a professional partner. Now 70% (60%) of the respondents say their organisation hand over the outstanding claims after an average 105 (110) days.

55% of the respondents in this industry mentioned reduced sales and liquidity due to late payments. 58% mentioned increased payment delays from customers.

Pessimism is widespread with a majority (52%) of the respondents believing they will see increased payment risks in the coming 12 months.

Payment delay in days	B-2-C	B-2-B	Public Sector
Av contractual payment ->	20 days	30 days	30 days
2008	16	9	25
2009	16	11	28
2010	16	14	30
2011	20	14	30
2012	22	15	33

Written off %	
2008	1.8
2009	1.8
2010	2.7
2011	2.9
2012	3.4

Shares of receivables (%)	Up to	31 to 90	Older than
	Payments received	30 days	days
2008	54	32	14
2009	52	35	13
2010	52	31	17
2011	50	28	22
2012	55	22	23

Using credit management to avoid risks

Today businesses are looking more than ever to minimize risk and to maximize turnover. We are here to help those businesses.

Our clients are doing business with minimal risks to reach maximum turnover

Our Credit Optimization Services help weed out potential problems before they arise by helping businesses offer the right credit to the right customer. We also monitor existing credit to improve sales opportunities and profits. With our help, invoices are paid and jobs are saved.

Our clients get paid faster

Our Payment Services speed up payment, decrease non-payment and lower collection costs down the line. By improving our clients' cash-flow, we give them more time to concentrate on building a business and a better future.

Our clients keep their customers when we do the collections

Our Collection Services help our clients get paid while maintaining the good relationships they have worked so hard to build up with their customers. Our long pan-European and world-wide experience ensures fewer write-offs and increased liquidity helping reverse negative spirals.

Intrum Justitia recommends various measures at all business levels (local, national and international).

How can you boost your company?

1. Create and implement a solid credit policy to manage your risks and increase revenue
2. Follow up on every step in your credit management process
3. Make sure you identified the customer you are doing business with
4. Make a clear agreement with your customer stating all conditions for your business
5. Integrate sales, marketing and financial department in avoiding defaults
6. Implement customer address checks regularly
7. Monitor economic & industry information, and the solvency of key customers
8. Implement swift reminders and possibly charge default interest
9. Always extend and balance your customer structure
10. Never, ever wait, always take immediate action to get paid

For more in depth info go to Intrum.com or one of our country websites.

Let us help you how you can implement the above and start doing better business NOW



Intrum Justitia

We are Europe's leading Credit Management Services (CMS) company. We save money and time for our clients. You too can grow your business by leveraging our expertise and the widest offering of standalone and integrated solutions. From credit decision, sales ledger services, reminders and collection to debt surveillance, collection of written-off receivables and purchase of outstanding receivables.

Intrum Justitia's shares have been listed on NASDAQ OMX Stockholm since June 2002. Founded in 1923, we have some 3,300 employees in 20 countries.

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