



Report for November 2025

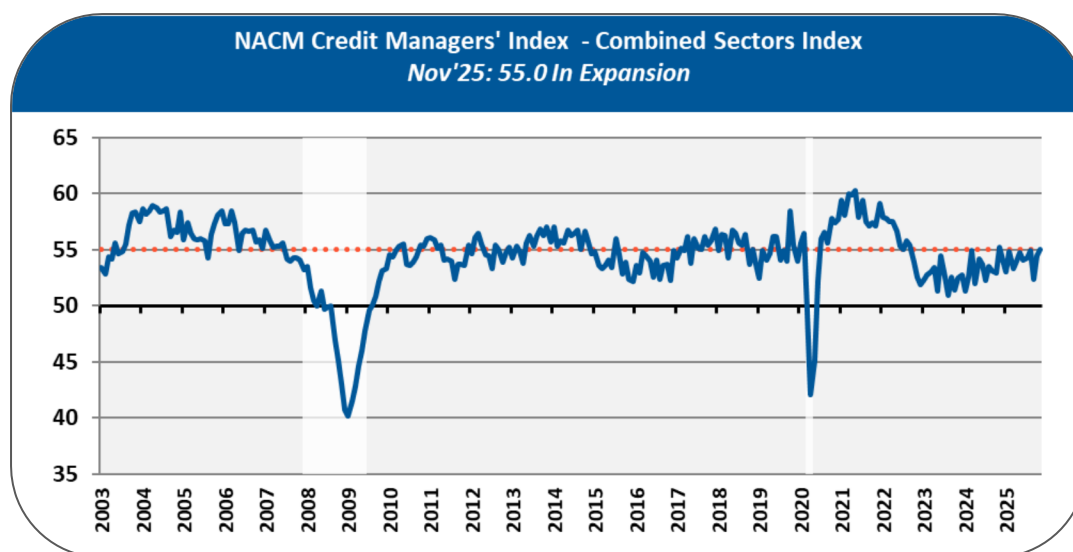
Issued December 1, 2025

National Association of Credit Management

Credit Managers' Index Combined Sectors

The National Association of Credit Management's seasonally adjusted combined Credit Managers' Index (CMI) for November 2025 improved 0.5 points to 55.0. "This is the third month in which the CMI data is showing continued expansion, consistent with the trend that we've seen for the past two years," said NACM Economist Amy Crews Cutts, Ph.D., CBE. "Worryingly, the comments from respondents also continue to be strongly negative, showing significant stress behind the numbers."

Cutts continued, "With the federal government shutdown, many economic data releases have been delayed, and some monthly reports were never collected in October, so we will have a big gap in the data. The CMI continues to show the mixed signals of a growing economy based on the survey data, but rising risks are consistently indicated in the comments. Fed Chairman Powell and others on the Federal Open Market Committee (the one that sets interest rate policy every six weeks) have expressed similar consternation with stubbornly high inflation (usually a signal of economic strength) and rising unemployment (a sign of weakness). Is the economy growing or heading for stagflation? It is a tough time to be a business planner or economic forecaster."



The CMI is centered on a value of 50, with values greater indicating expansion and values lower indicating economic contraction.

Combined Manufacturing and Service Sectors (seasonally adjusted)	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25
Dollar Sales	63.4	53.6	56.1	59.5	54.9	58.0	61.9	55.8	60.9	63.3	52.8	61.3	60.6
New Credit Applications	58.9	59.2	57.2	61.4	56.8	58.8	56.5	57.4	56.4	57.0	59.6	58.1	60.8
Dollar Collections	63.4	60.0	61.3	59.8	54.8	62.6	61.8	59.8	60.8	62.4	56.5	64.1	60.2
Amount of Credit Extended	63.7	62.0	56.8	60.7	59.6	59.5	62.1	58.4	59.9	61.3	62.0	59.3	61.7
Index of Favorable Factors	62.3	58.7	57.9	60.3	56.5	59.7	60.6	57.9	59.5	61.0	57.7	60.7	60.8
Rejections of Credit Applications	50.6	50.6	50.9	51.1	50.2	50.8	50.4	50.7	50.2	50.8	49.7	51.9	50.5
Accounts Placed for Collection	47.1	49.6	47.8	49.4	49.7	49.2	47.9	50.1	47.7	45.5	43.7	47.4	47.1
Disputes	52.6	51.5	51.1	51.0	51.3	49.1	51.3	51.8	49.7	50.8	49.1	48.8	50.6
Dollar Amount Beyond Terms	52.6	50.2	46.9	51.7	52.1	48.3	52.0	50.7	52.9	53.0	47.0	51.8	54.2
Dollar Amount of Customer Deductions	51.8	53.0	51.3	52.5	51.1	50.4	51.3	52.0	51.7	52.1	50.8	52.1	51.3
Filings for Bankruptcies	48.5	51.5	50.6	51.6	53.0	52.9	52.0	54.2	52.8	53.5	52.3	50.3	53.2
Index of Unfavorable Factors	50.5	51.1	49.8	51.2	51.2	50.1	50.8	51.5	50.9	50.9	48.8	50.4	51.1
NACM Combined CMI	55.3	54.1	53.0	54.9	53.3	54.0	54.7	54.1	54.3	55.0	52.4	54.5	55.0

CMI Combined Sectors Factor Indexes

Key Findings:

- The Index for Unfavorable Factors gained 0.7 points, improving to 51.1 points. This index has not wavered much above or below the 50-point line which denotes the break between contraction and expansion.
- Half of the Unfavorable Factors deteriorated, with the largest decline in the Rejections of Credit Applications Factor, which lost 1.4 points, falling to 50.5.
- The Accounts Placed for Collection Factor deteriorated 0.3 points, marking its 38th month of the last 39 in contraction. This means the number of accounts placed for collections at respondent firms has increased every month for nearly 3 years, except in June, when it was neutral. This is the only factor in contraction for the combined CMI.
- The Index for Favorable Factors improved by 0.1 points this month, comfortably in expansion at 60.8 points.
- All Favorable Factors are in expansion and above 60 points.

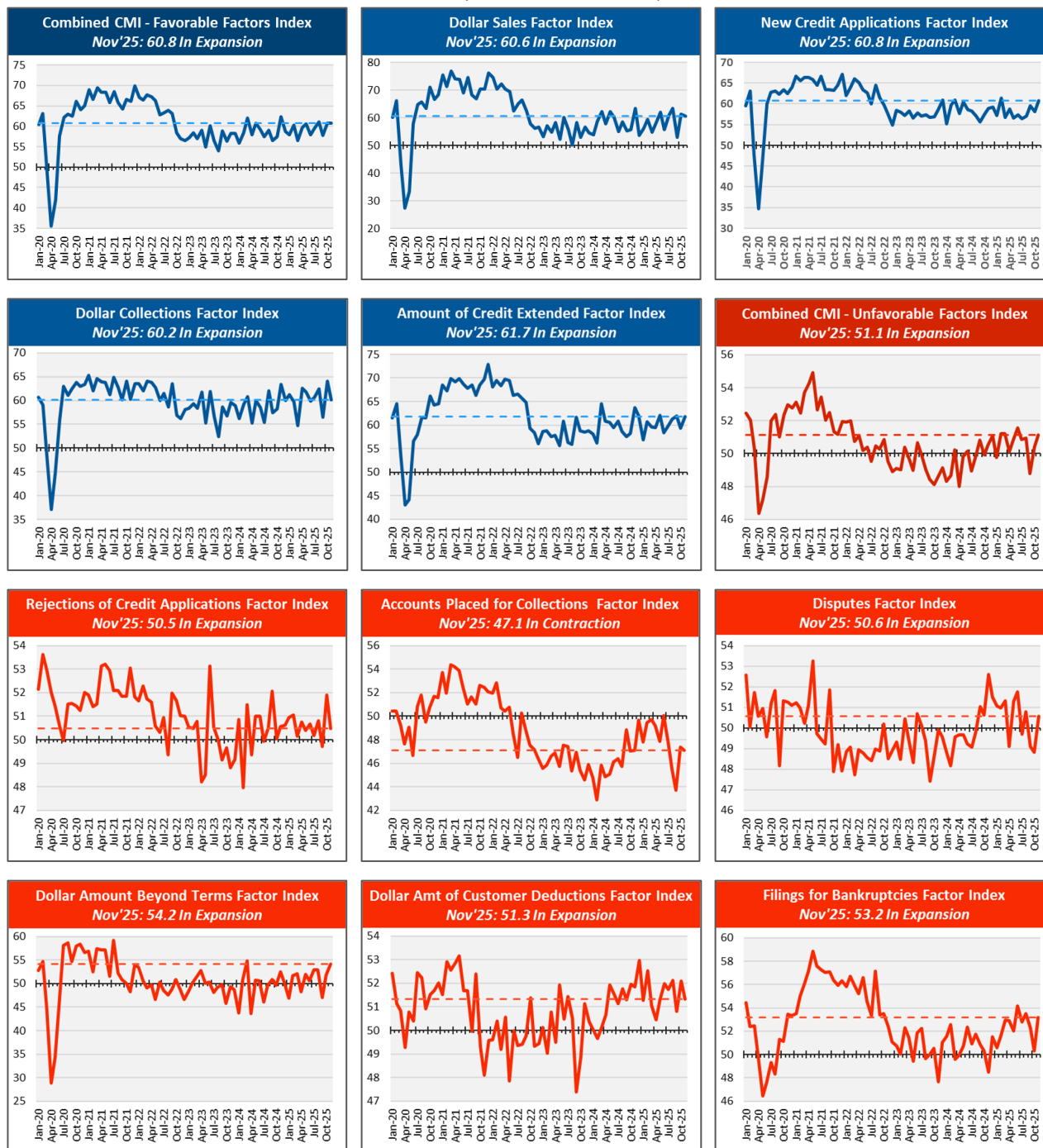
“The federal government shutdown that occurred in October and November was the longest in history,” said Cutts. “This month’s CMI survey asked survey respondents what happened in their accounts receivables in October. No respondent cited the shutdown as a reason for additional stress. However, based on prior shutdowns, the economy likely lost between 0.6 and 0.8% of real GDP growth compared to what we might have seen otherwise in the fourth quarter. We are already seeing evidence of this in retail sales and other data coming in.”

She continued, “I think we will also see some significant impacts from rising healthcare premiums on both consumer spending and the health of small- and medium-sized businesses in the coming months. It is not just about the subsidies to individuals from the federal government, but the ability of smaller businesses to negotiate reasonable costs. Some Virginia based businesses have told me that they have received notices of premium hikes of nearly 200%. Credit managers may see the impact of this in their customers’ ability to pay their invoices – should they pay their health insurance for employees invoices or pay their vendors?”

CMI Combined Sectors Factor Indexes Charts

All charts contain seasonally adjusted data.

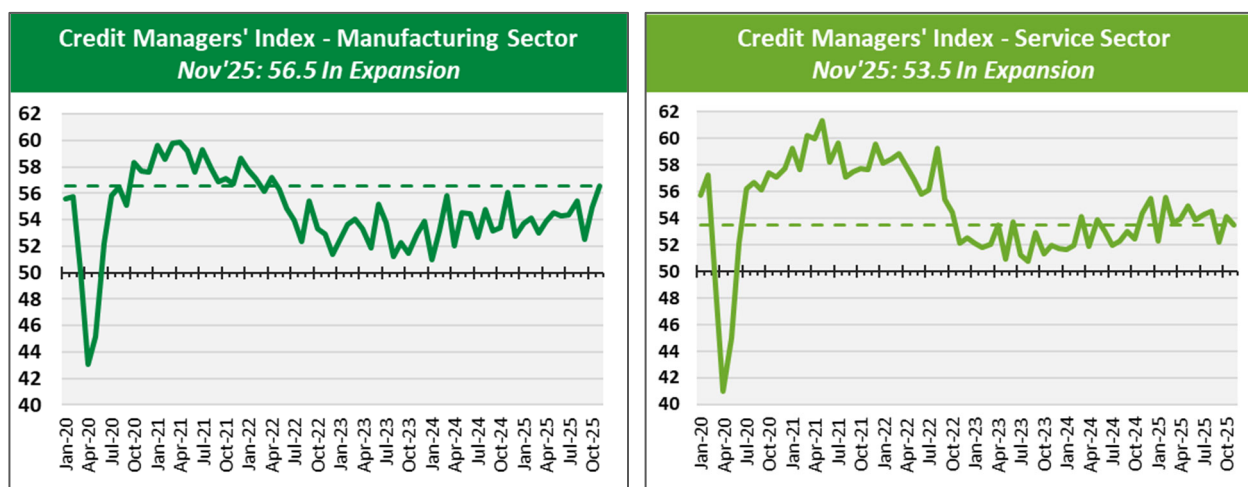
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CMI Manufacturing versus CMI Service Sectors Indexes

The Manufacturing Sector CMI improved 1.6 points in November to 56.5, which reflects October activity. The Service Sector CMI deteriorated 0.6 points, falling to 53.5.

“Typically we see the two sector indexes moving in similar directions,” said Cutts. “This month, most of the manufacturing CMI factors improved while most of the services factors deteriorated. However, both indexes remain well above the expansion threshold.”



The data in the charts are seasonally adjusted.

CMI Manufacturing Sector Factor Indexes

Among the CMI Manufacturing Sector Factor Indexes, Favorable Factors improved 1.8 points to 61.1. The Unfavorable Factor Index gained 1.5 points, climbing to 53.2.

Key Findings:

- Three of the ten Manufacturing Factors worsened this month; the Accounts Placed for Collections factor fell to 49.2, the only factor in contraction.
- The Dollar Amount Beyond Terms factor improved 6.6 points, climbing to 60.2. Two months ago, it was on the edge of falling into contraction with a score of 50.7.
- The Dollar Collections factor was the only one of four favorable factors declining, falling 4.7 points to 61.2.

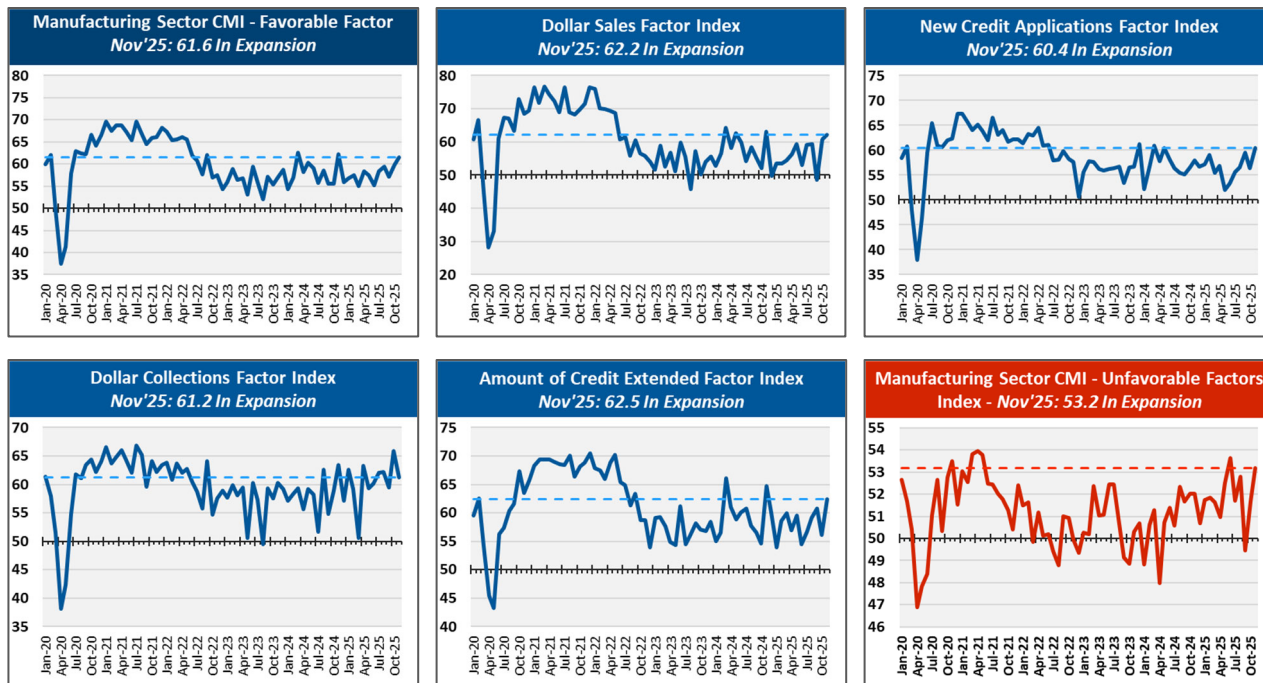
“Respondent comments are still coming in with a negative outlook regarding current business conditions,” said Cutts. One manufacturer said that they are seeing a slight increase in accounts aging past due. “We have stopped quoting pricing for problematic customers,” they said.

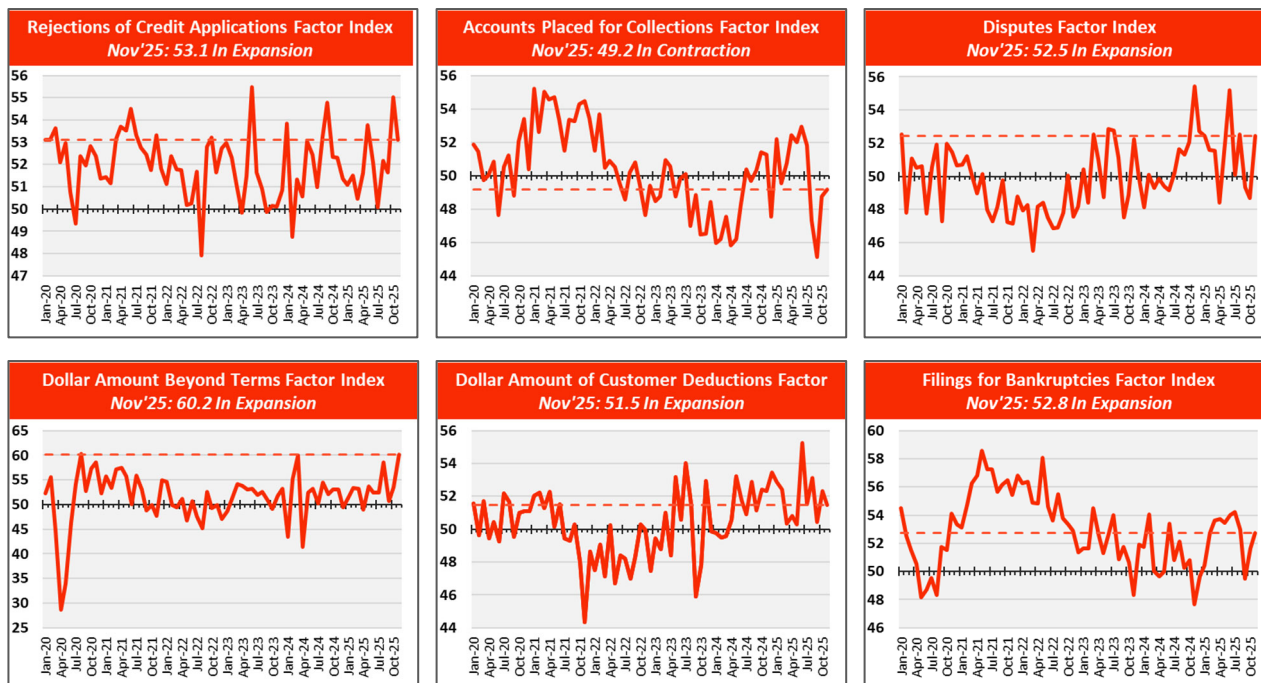
Another commented that they are seeing lots of poor financials out there, with a third respondent saying, “Our largest customer is AGAIN asking for us to cut our pricing.”

	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25
Manufacturing Sector (seasonally adjusted)													
Dollar Sales	63.0	49.8	53.4	53.4	54.5	56.4	59.3	53.1	59.1	59.4	48.6	60.7	62.2
New Credit Applications	57.9	56.6	57.1	59.0	55.4	56.9	52.1	53.2	55.7	56.6	59.4	56.4	60.4
Dollar Collections	63.4	57.1	62.7	59.2	50.6	63.3	59.3	60.2	62.1	62.3	59.4	65.9	61.2
Amount of Credit Extended	64.7	60.1	53.9	58.6	59.9	56.9	59.5	54.5	56.6	59.1	60.8	56.2	62.5
Index of Favorable Factors	62.2	55.9	56.8	57.5	55.1	58.3	57.6	55.2	58.4	59.3	57.1	59.8	61.6
Rejections of Credit Applications	52.3	51.4	51.1	51.5	50.5	51.6	53.8	52.1	50.1	52.2	51.7	55.0	53.1
Accounts Placed for Collection	51.2	47.6	52.2	49.5	50.8	52.4	52.0	52.9	51.8	47.3	45.1	48.7	49.2
Disputes	55.4	52.7	52.4	51.6	51.5	48.4	52.0	55.2	50.1	52.5	49.4	48.7	52.5
Dollar Amount Beyond Terms	53.1	49.4	51.4	53.4	53.2	48.9	53.6	52.4	52.5	58.6	50.7	53.6	60.2
Dollar Amount of Customer Deductions	52.3	53.5	52.9	52.4	50.3	50.8	50.3	55.3	51.5	53.1	50.4	52.3	51.5
Filings for Bankruptcies	47.7	49.7	50.4	52.7	53.6	53.7	53.4	54.0	54.2	53.0	49.5	51.7	52.8
Index of Unfavorable Factors	52.0	50.7	51.7	51.9	51.6	51.0	52.5	53.6	51.7	52.8	49.5	51.7	53.2
NACM Manufacturing CMI	56.1	52.8	53.7	54.1	53.0	53.9	54.5	54.3	54.4	55.4	52.5	54.9	56.5

CMI Manufacturing Sector Factor Indexes Charts

All charts contain seasonally adjusted data. Please note that the vertical axes are not scaled identically, and the dotted line represents the most recent value.





CMI Service Sector Factor Indexes

The CMI Service Sector Favorable Factors Index marked a 1.6-point deterioration to 60.0, still well into expansion. The sector's Unfavorable Factors Index was unchanged at 49.1, marking its eighth consecutive month in contraction or neutral at best.

Key Findings:

- The Unfavorable Factors Index has been in contraction for 36 of the past 42 months with another two months sitting exactly at neutral, 50. During that time, it has risen above a level of 51 twice.
- Only one of the Unfavorable Factors improved this month, Filings for Bankruptcies, which gained 4.6 points and is now at 53.6, signaling increasing insolvencies.
- The Index for Accounts Placed for Collections deteriorated by 0.9 points, marking its 41st month in contraction out of the last 44 months. During that period, the index was in expansion only in May 2022, August 2022 and December 2024.
- The factor for the Dollar Amount Beyond Terms deteriorated 1.8 points to 48.2. The November survey marks the fourth month in contraction or neutral for this factor out of the past six.
- The factor for Disputes shows similar trends, slipping 0.2 points to 48.7 and marking its sixth straight month in contraction.

A Service sector respondent in the CMI survey reiterated the trouble with getting paid when your clients stop answering the phone, stating, "It seems that our really good paying customers continue to pay as they have and I'm thankful for that. Then there's that small group who have just stopped paying and communicating with my collections team, sales, etc. and have gone dark."

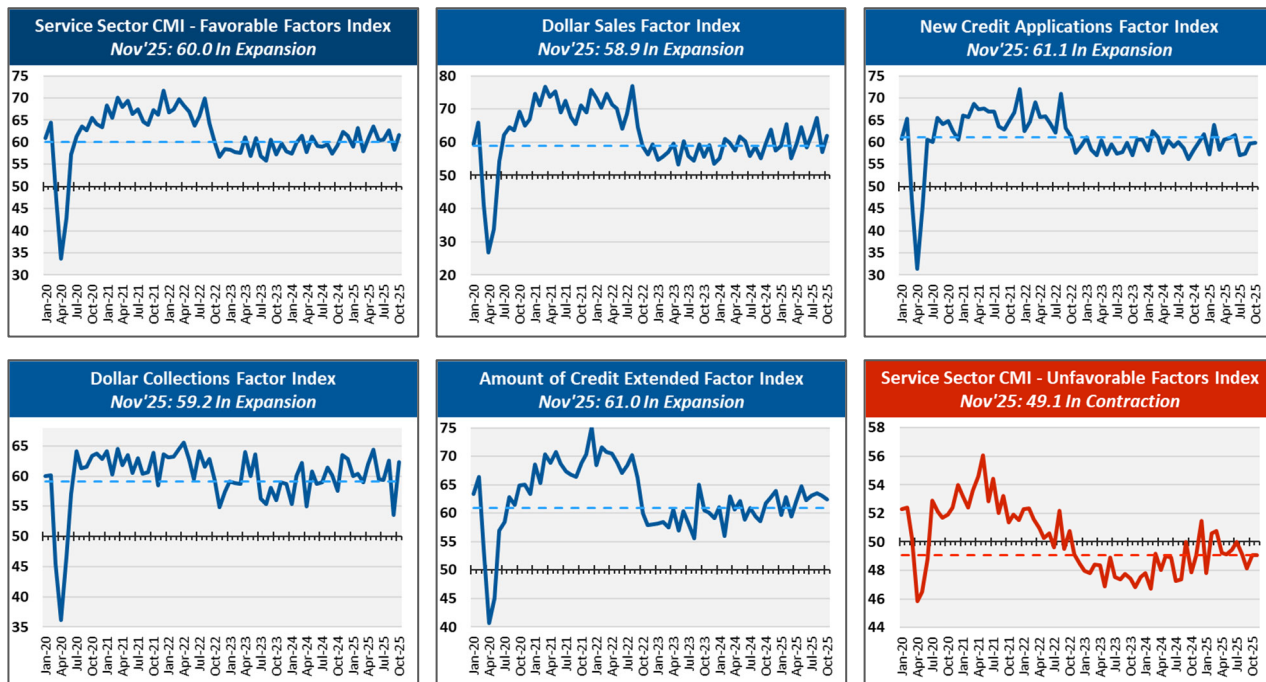
Another respondent said that customers are increasingly disputing invoices: "We are experiencing unnecessary disputes—disputes are the reason cited for holding payments. There's also an increase in the requests for higher credit limits." "Some sectors and states are in recession already," Cutts added. One respondent noted the particularly tough times for restaurants and hospitality, saying, "No Chapter 11 filings the past month for our customer base—casual dining has been hit hard. We did have a couple last month that designated us as critical vendors, which we have not experienced in a while. We are seeing more customers who are not paying and who are avoiding collection efforts." Respondents also noted that "accounts placed for third-party collection have increased. We are also receiving more requests for payment plans. We are concentrating on

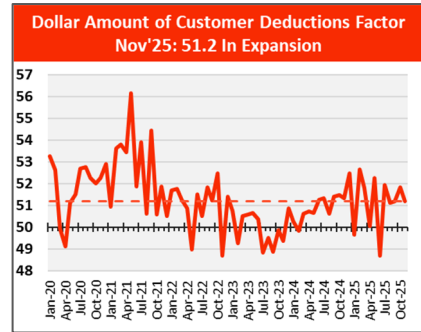
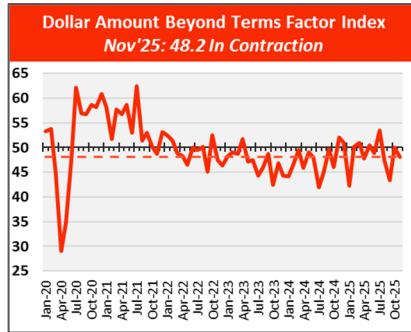
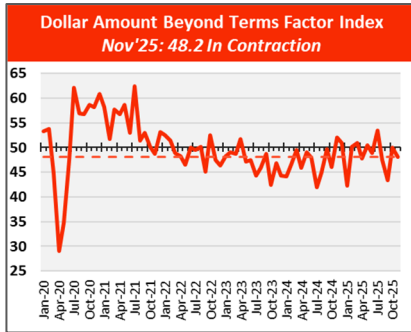
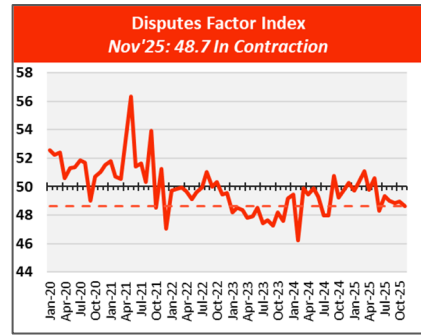
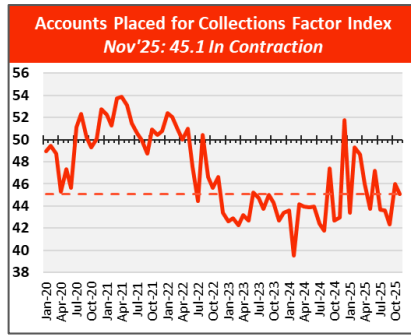
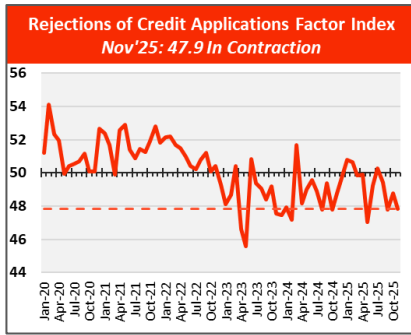
collection efforts over the next 45 days, as this is historically a strong season for the restaurant and hospitality industries. Interestingly, we also see some of the larger (national and regional chains) supplementing cash flow with proceeds from gift card sales through the warehouse stores like Costco and Sam's Club as these are positioned as holiday gifts.”

Service Sector (seasonally adjusted)	Nov '24	Dec '24	Jan '25	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25
Dollar Sales	63.7	57.4	58.9	65.6	55.2	59.7	64.5	58.4	62.7	67.3	57.0	61.9	58.9
New Credit Applications	59.8	61.8	57.2	63.9	58.2	60.6	61.0	61.6	57.2	57.5	59.8	59.8	61.1
Dollar Collections	63.5	62.8	59.9	60.3	58.9	61.9	64.4	59.5	59.4	62.6	53.6	62.3	59.2
Amount of Credit Extended	62.7	63.9	59.7	62.8	59.3	62.0	64.7	62.3	63.1	63.5	63.1	62.4	61.0
Index of Favorable Factors	62.4	61.5	58.9	63.1	57.9	61.1	63.6	60.5	60.6	62.7	58.4	61.6	60.0
Rejections of Credit Applications	48.8	49.9	50.8	50.6	49.9	49.9	47.0	49.2	50.3	49.4	47.8	48.8	47.9
Accounts Placed for Collection	42.9	51.7	43.4	49.3	48.7	46.0	43.8	47.2	43.6	43.6	42.3	46.0	45.1
Disputes	49.8	50.3	49.7	50.3	51.1	49.8	50.6	48.3	49.3	49.0	48.8	48.9	48.7
Dollar Amount Beyond Terms	52.0	51.0	42.3	50.1	51.0	47.7	50.4	48.9	53.4	47.4	43.4	50.0	48.2
Dollar Amount of Customer Deductions	51.3	52.5	49.7	52.7	51.8	50.1	52.3	48.7	52.0	51.1	51.2	51.9	51.2
Filings for Bankruptcies	49.3	53.4	50.8	50.5	52.3	52.1	50.6	54.3	51.4	54.1	55.2	49.0	53.6
Index of Unfavorable Factors	49.0	51.5	47.8	50.6	50.8	49.3	49.1	49.5	50.0	49.1	48.1	49.1	49.1
NACM Service CMI	54.4	55.5	52.2	55.6	53.6	54.0	54.9	53.9	54.2	54.5	52.2	54.1	53.5

CMI Service Sector Factor Indexes Charts

All charts contain seasonally adjusted data. Please note that the vertical axes are not scaled identically, and the dotted line represents the most recent value.





View CMI archives at <https://www.nacm.org/cmi/cmi-archive.html>.

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Methodology Appendix

CMI data has been collected and tabulated monthly since May 2002. Published since May 2003, the Index is based on a survey of approximately 500 trade credit managers in the first half of each month, with about equal representation between the manufacturing and service sectors. The survey asks respondents to comment whether they are seeing improvement, deterioration, or no change for various favorable and unfavorable factors. There is representation from all states, except some of the less populated, such as Vermont and Wyoming. The computation of seasonality is based on the formula used by the U.S. Census Bureau and most of the federal government's statistical gathering apparatus, making it possible to compare the CMI diffusion index with comparable indices, such as the Purchasing Managers' Index (PMI) and other manufacturing and service sector indices.

Factors Making Up the Diffusion Index

As shown in the table below, 10 equally weighted items determine the index. These items are classified into two categories: favorable factors and unfavorable factors. A diffusion index is calculated for each item with the overall CMI being a simple average of the 10 items. Survey responses for each item capture the change—higher, lower or the same—in the current month compared to the previous month.

For positive indicators, the calculation is:

$$\frac{\text{Number of "higher" responses} + \frac{1}{2} \times \text{number of "same" responses}}{\text{Total number of responses}}$$

For negative indicators, the calculation is:

$$\frac{\text{Number of "lower" responses} + \frac{1}{2} \times \text{number of "same" responses}}{\text{Total number of responses}}$$

A resulting CMI number of more than 50 indicates an economy in expansion; less than 50 indicates contraction.

Favorable Factors	Why Favorable
Sales	Higher sales are considered more favorable than lower sales.
New credit applications	An increase in credit applications says that demand is greater, which represents increased business if credit is extended.
Dollar collections	Higher dollar collections represent improved cash flow for the selling firm and the ability of buying firms to pay.
Amount of credit extended	An increase for this item means business activity is expanding with greater sales via trade credit.
Unfavorable Factors*	Why Unfavorable
Rejections of credit applications	Increased rejections of credit applications mean more marginal creditworthy customers are seeking trade credit and being denied.
Accounts placed for collection	As this item increases, the selling firm is having trouble collecting accounts, or conversely, there is an increase in buyers not paying.
Disputes	Higher dispute activity often is associated with cash flow problems of customers. They dispute the invoice to defer payment until later.
Dollar amount of receivables beyond terms	As this item becomes higher, it means customers are taking longer to pay.

Dollar amount of customer deductions	Higher deductions often are associated with cash flow problems of customers.
Filings for bankruptcies	Higher bankruptcy filings mean cash flow difficulties of customers are increasing.

**Note: When survey respondents report increases in unfavorable factor activities, the index numbers drop, reflecting worsening conditions.*

About the National Association of Credit Management

NACM, headquartered in Columbia, Maryland, supports more than 32,000 business credit and financial professionals at more than 8,000 companies worldwide with premier industry services, tools and information. NACM and its network of affiliated associations are the leading resource for credit and financial management information, education, products and services designed to improve the management of business credit and accounts receivable. NACM's collective voice has influenced our nation's policy makers on federal legislation concerning commercial business and trade credit for more than 100 years and continues to play an active role in legislative issues that pertain to business credit and corporate bankruptcy. Its annual Credit Congress & Expo is the largest gathering of credit professionals in the world. NACM has a wealth of member experts in the fields of business-to-business credit and law. Consider using NACM as a resource in the development of your next credit or finance story. View CMI archives at <https://www.nacm.org/cmi/cmi-archive.html>.