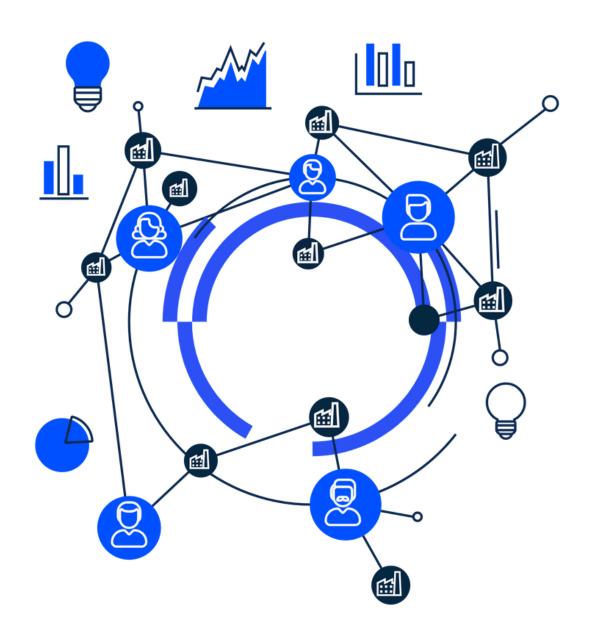
# Sievo State of Spend 2025

Peer Benchmarks for Procurement Leaders



# Sievo captures trillions in enterprise spend. Here's why that matters.

We process \$2 trillion in procurement spend annually, which accounts for roughly 2% of the global GDP.

That's the data foundation of this report. This gives us the unique opportunity to be the first company out there to turn trillions of spend data into benchmarks and insights for procurement leaders.

Sievo's State of Spend 2025 analyzes enterprise spend across six major industries, all from companies who have explicitly given us contractual consent.

Every benchmark comes from actual anonymized and aggregated purchase orders, invoices, and supplier transactions—not surveys, not estimates, not projections.

Inside, you'll find what top-performing procurement organizations actually do, and what makes them top of their class.

The data shows that top performers in payment terms release millions more in working capital than bottom performers.

That companies from every industry are heavily investing in Professional Services and Marketing in H1 2025.

That every industry saw spend peak in Q4 before resetting annually in Q1, a pattern that could inform your budget planning right now.

These aren't hypotheticals. They're patterns from real spend.

As you go through this report, I hope you challenge your assumptions. I hope you compare your metrics to the benchmarks.

And if you're not where you want to be, now you'll at least know where you're going.



Sammeli Sammalkorpi
CEO and Co-founder
Sievo

#### Sievo

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# Introduction



#### 1.4tUSD

•

in Spend for these industries





Chemicals & Biotechnology



Infrastructure & Utilities



Fast-Moving
Consumer Goods



Manufacturing & Automotive



Healthcare



Services & Retail

From 2022 ...

to 2025

#### Cross-industry Spend Overview



# Supply chain resilience under fire: Navigating Procurement through five years of global disruption (2021-2025)

#### 2021

- Moderate inflation and very low interest rates: certain rates in the Eurozone remained negative
- COVID-19 recovery: triggered a demand surge, supply chain bottlenecks, and rising costs
- Semiconductor shortage: continued to disrupt electronics and automotive industries
- Suez Canal blockage:

   halted global shipping and
   exposed supply chain
   vulnerabilities

#### 2022

- → Inflation pressures: ECB set interest rate hikes in motion
- Russian invasion of Ukraine: set shockwaves across energy and raw materials global markets
- → EU natural gas crisis: caused companies to sign contingency contracts and invest in alternatives

#### 2023

- → High inflation: ECB & Fed kept raising rates to control inflation, creating a tighter financing environment
- COP28 Agreement:

   created mandates and
   accelerated demand for
   sustainable suppliers and
   consulting services

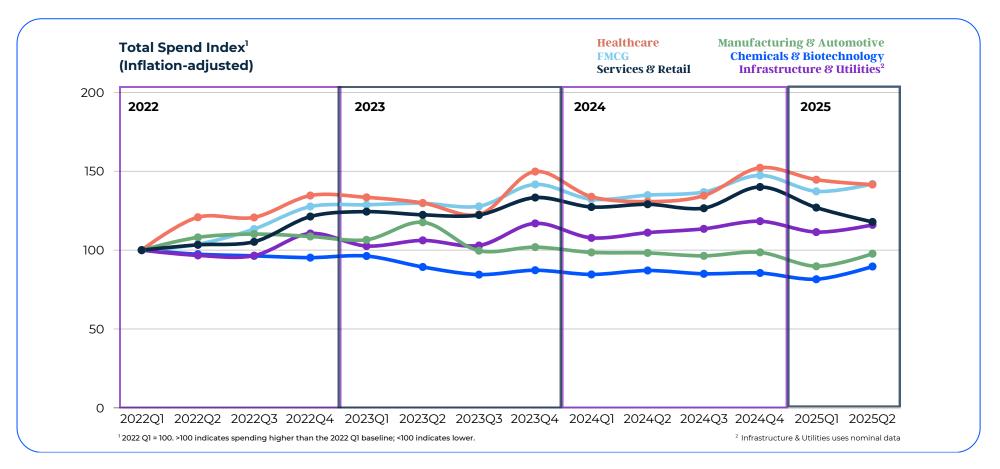
#### 2024

- Inflation easing: central banks stabilized rates and shifted focus to recession risks
- → US-China trade tensions: led to new tariffs and export restrictions that disrupted global supply chains
- Rapid AI adoption: transformed business operations and created new demand for technology services

#### 2025

- Interest rate cuts: central banks balanced inflation concerns with slow growth
- New U.S. tariff policies: added to global tensions and supply chain disruptions
- Ongoing geopolitical instability: continued to pose risks to global supply chains

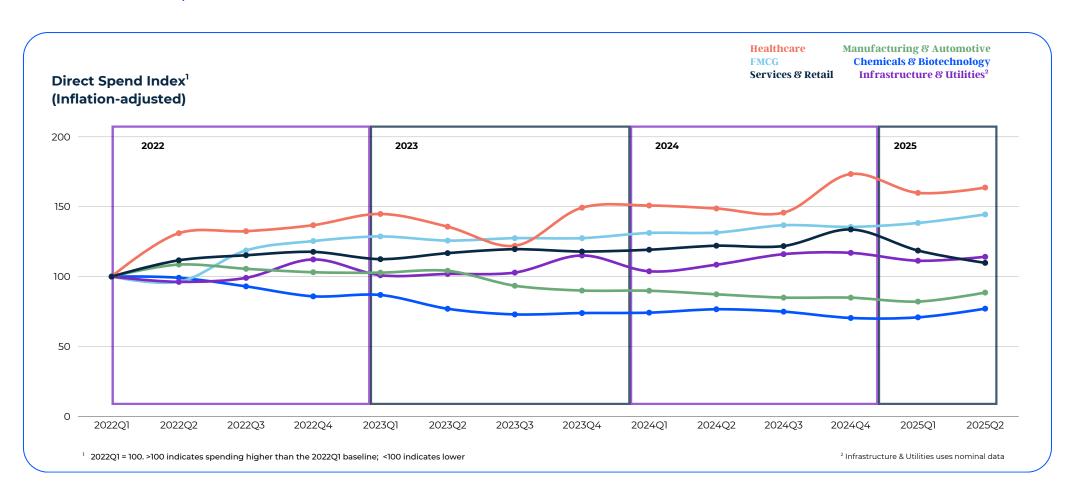
# Consumer-facing sectors sustain elevated spend levels, Industrial sectors are normalizing post-pandemic



**Consumer-facing sectors,** including **FMCG**, **Services & Retail,** and **Healthcare**, experienced increased spending throughout 2023 - 2024. These sectors experienced pronounced spending peaks in Q4, likely driven by seasonal holiday demand and end-of-year "budget flush".

In contrast, Industrial sectors exhibited little-to-no spend growth. Chemicals & Biotechnology spending remained below 2022 levels, Manufacturing & Automotive and Infrastructure & Utilities spending was largely flat.

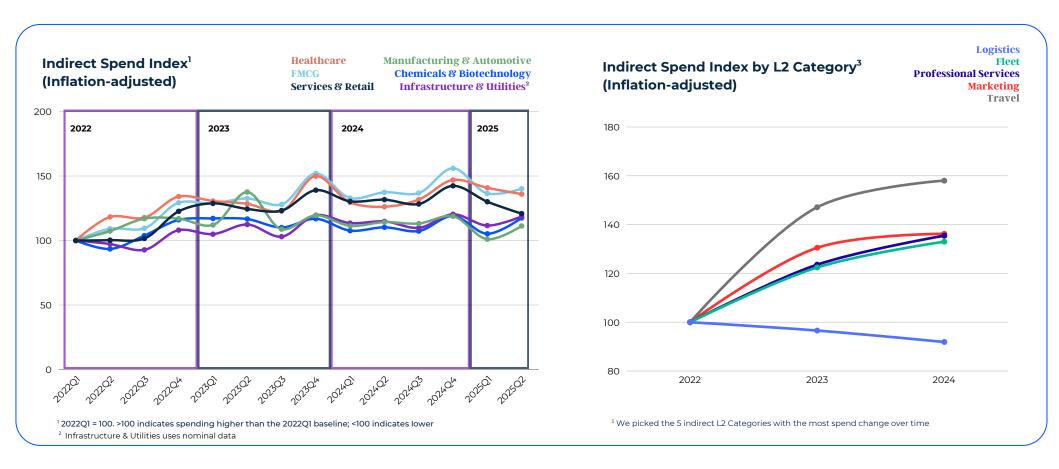
## Direct Spend data reveals an even greater Consumer/Industrial sector divide



Customer-facing sectors (Healthcare, FMCG, Services and Retail) continued to see robust growth in Direct Spend.

Industrial sectors (Chemicals & Biotechnology, Infrastructure & Utilities, and Manufacturing & Automotive) experienced flat or falling spend.

# Indirect Spend trends indicate broadly positive growth across most industries, including industrial sectors



**Indirect Spend rose in both Consumer-facing and Industrial sectors** from 2022 through 2024, with less pronounced divergence than in direct spend. This broad-based growth is mainly driven by *Travel, Marketing, Professional Services*, and *Fleet* with significant increases. *Logistics* was the exception, with a modest decline over the same period

**Indirect Spend** 

#### Sharp rebound in Mobility:

#### Fleet and Travel spend on the rise

Fleet spend increased by 33% in almost every industry from 2022-2024, likely driven by a combination of inflation, fuel price volatility, higher financing costs and the normalization of mobility demand after COVID.

33%

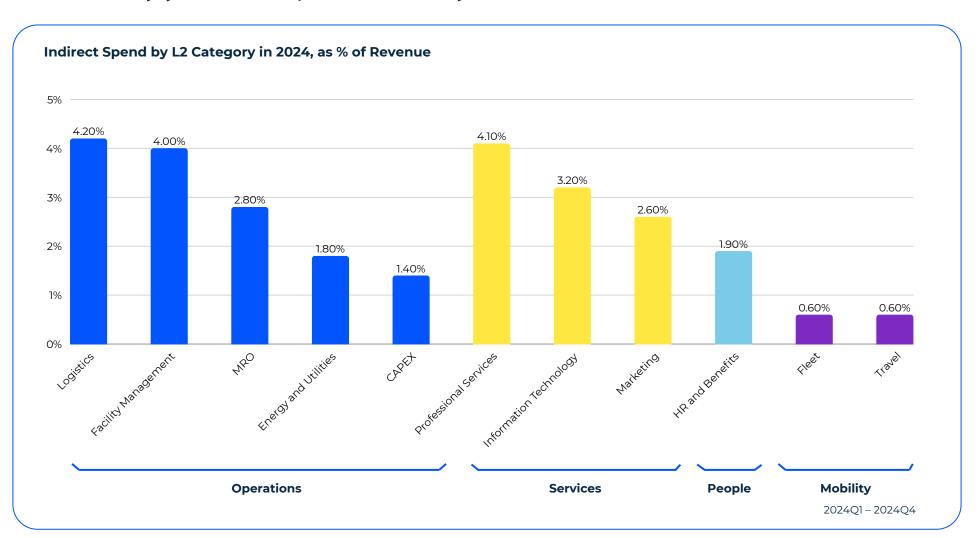
Fleet spend index from 2022-2024

During that same time period, *Travel* spend also increased by 58% cross-industry - a clear signal of the strong rebound in travel as post-COVID normalcy returned.

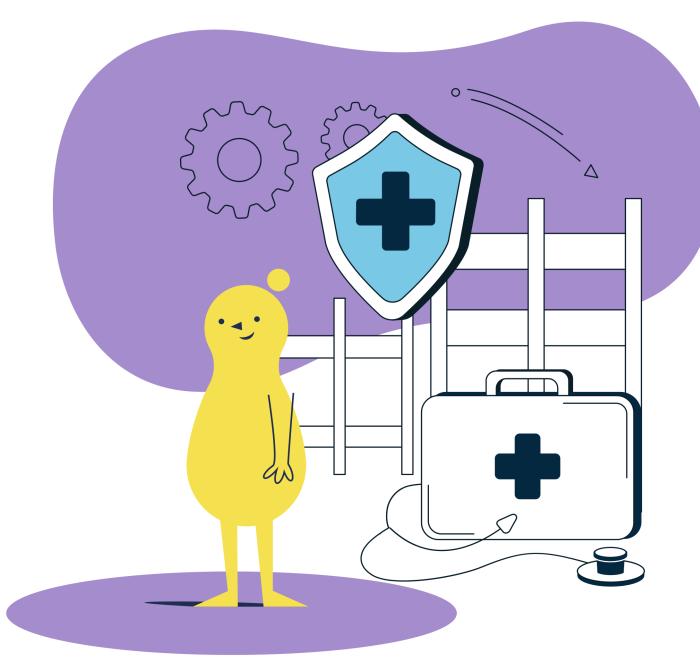
**58**%

*Travel* spend index from 2022-2024

# **Operations** and **Services** spend represent 24% of total revenue - a potential opportunity for cost optimization



#### Sievo



#### Healthcare

Powered by Sievo Community Data

**Total Spend** 

Overview

### The median **Healthcare** company has...



Number of Suppliers per 1bUSD of Spend

 $7.7_{k}$ 



Spend per Supplier

 $130\,\mathrm{kUSD}$ 



Number of Invoices per 1bUSD of Spend

85 k



Spend per Invoice

11.7 kUSD



PO Covered Spend

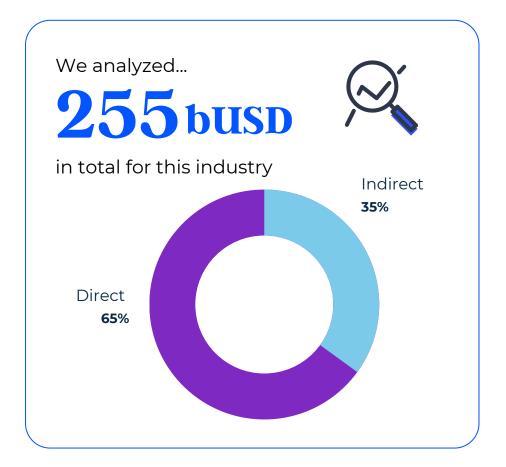
75%



Invoice-to-Due

49 Days





<sup>\*</sup> Benchmark data is calculated from 2024Q3 – 2025Q2

Representative of aggregated, anonymized, cleansed, and opted- in data over the time period.

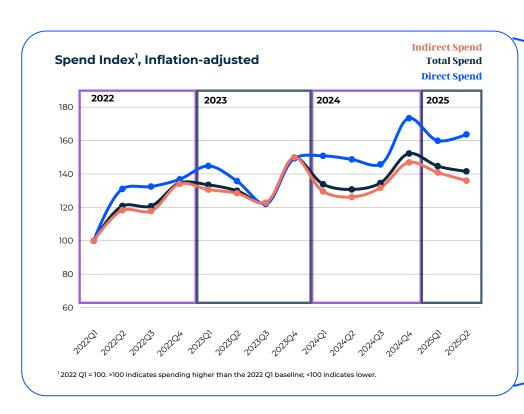
For more information on calculations and KPI definitions, see <u>Glossary & Methodology</u>

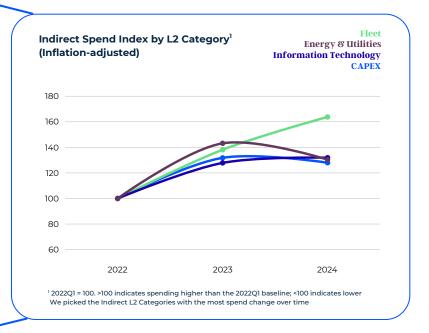
**Total Spend** 

**Spend Index** 



# Total Spend has steadily risen amongst Healthcare companies





#### Spend surged post-COVID, and continued to increase into 2025

- Healthcare's spend growth seem to be affected by: insurance companies merging and increasing prices, a renewed investment in **Healthcare** *Information Technology* via near-record breaking private equity investments, and general industry growth. 12
- Fleet spend only accounts for 0.6% of spend as a share of revenue; and around 52% of the Fleet spend went into modernizing fleets, indicated by Fleet Management Services spend.
- For a more detailed breakdown of Indirect spend, see 'Spend as % of Revenue Deep Dive: Indirect L2 Categories'

<sup>&</sup>lt;sup>1</sup> Bain, <u>Global Healthcare Private Equity Report</u>

<sup>&</sup>lt;sup>2</sup> United Healthcare, <u>Get the facts: Health care costs just keep going up. Here's why.</u>

Healthcare Direct Spend KPIs

## Benchmark KPIs: Direct Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	99.1%	65 Days	-1 days	6.4kUSD	0.6k	1.6mUSD
Average Performers	98.1%	56 Days	1.8 days	3.6kUSD	1.3k	798kUSD
Bottom Performers	95.9%	47 Days	5.4 days	1.5kUSD	<b>2</b> k	486kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

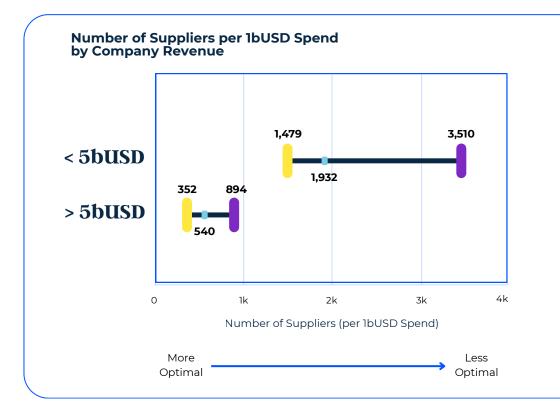
**Direct Spend** 

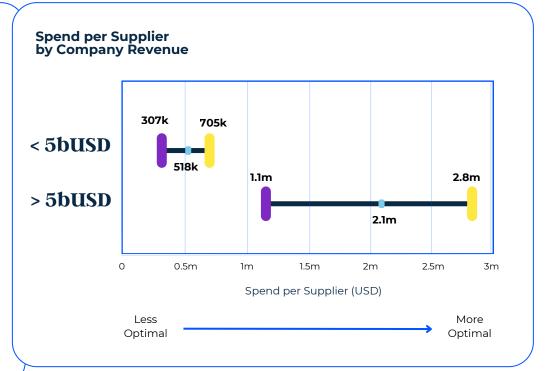
**Suppliers** 



#### **Supplier Fragmentation** by Revenue Bracket







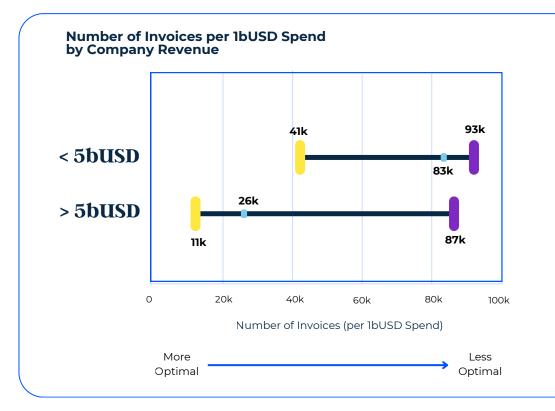
**Direct Spend** 

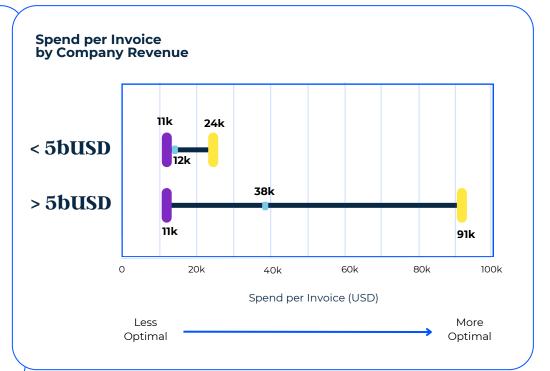
Invoices



#### **Invoice Fragmentation** by Revenue Bracket







Healthcare Indirect Spend KPIs

## Benchmark KPIs: Indirect Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	<b>77</b> %	46 Days	-0.2 days	8.8kUSD	8.1k	126kUSD
Average Performers	<b>62</b> %	40 Days	3.3 days	7.4kUSD	13.3k	75kUSD
Bottom Performers	51%	28 Days	7.8 days	4.2kUSD	19.3k	52kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

**Indirect Spend Healthcare** 

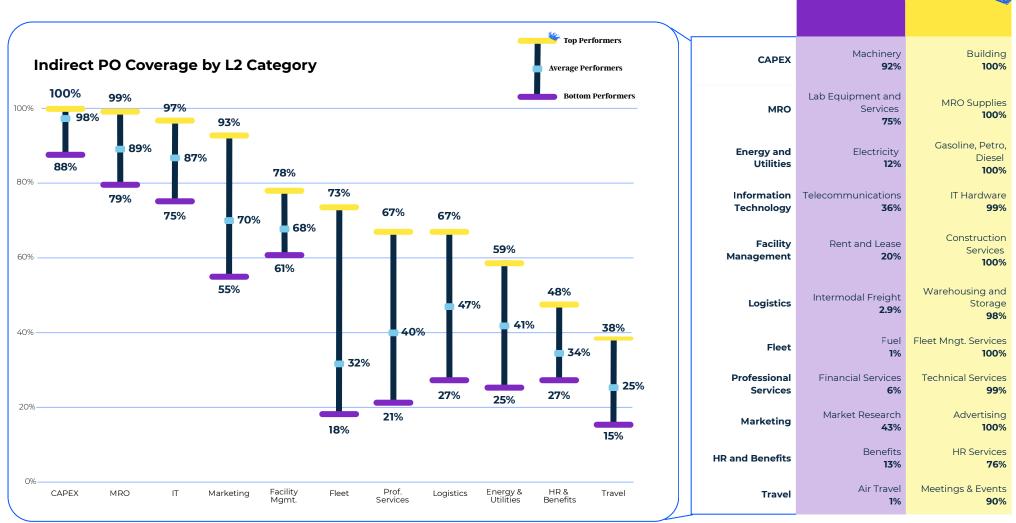
**PO Coverage** 



### **PO Coverage Deep Dive:**

### **Indirect L2 & L3 Categories**

#### Indirect PO Coverage by L3 Category



**Indirect Spend** 

**Payment Terms** 



### Payment Terms by L2 Category 8 Working Capital improvement opportunities

		'Add'		
	Bottom Performers Invoice-to-Due (days)	Top Performers Invoice-to-Due (days)	Working Capital Improvement (USD) <sup>1</sup>	
CAPEX	27	65	107k	
IΤ	32	60	78k	
MRO	34	59	<b>72</b> k	
Fleet	22	53	88k	
Marketing	27	52	71k	
Facility Management	25	50	<b>70</b> k	
<b>Professional Services</b>	23	45	62k	
Logistics	27	44	47k	
Travel	16	36	53k	
HR and Benefits	23	35	33k	
<b>Energy and Utilities</b>	18	29	30k	

For bottom performers, improving payment terms could release on average...

#### 65kusd

... in working capital per 1mUSD of spend across categories

<sup>1</sup> Working Capital Improvement Opportunity (per 1mUSD spend) =

(Top Performers Payment Terms - Bottom Performers Payment Terms) \* 1mUSD

365

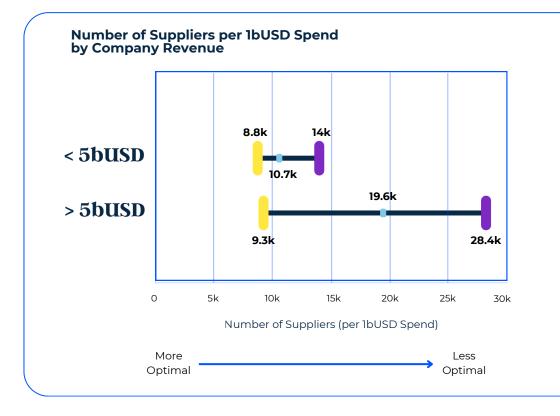
**Indirect Spend** 

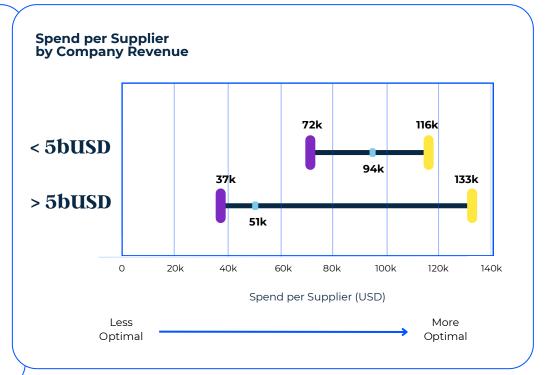
**Suppliers** 



#### **Supplier Fragmentation** by Revenue Bracket







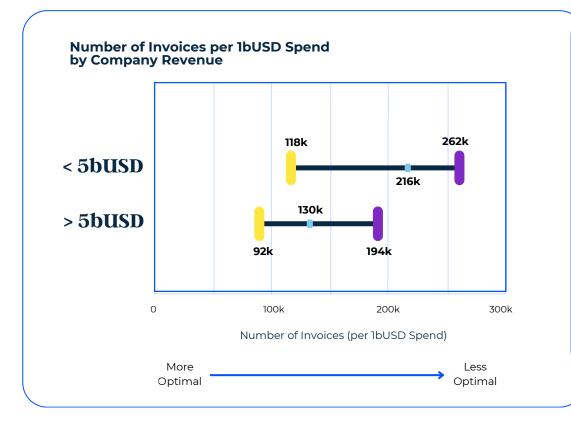
**Indirect Spend** 

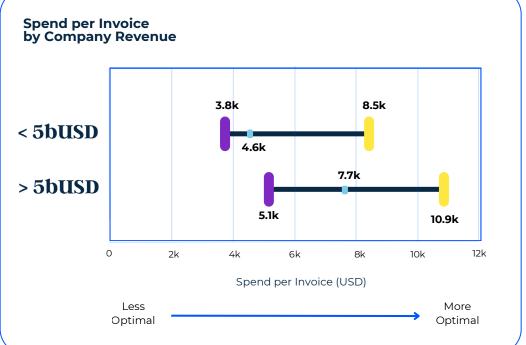
Invoices



#### **Invoice Fragmentation** by Revenue Bracket





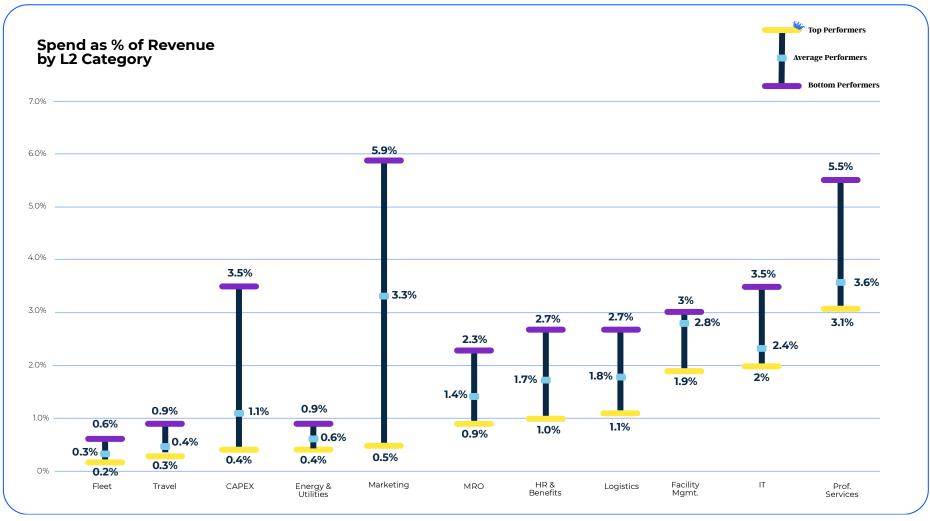


**Indirect Spend** 

Spend/Revenue %



#### Spend as % of Revenue Deep Dive: Indirect L2 Categories



For the purposes of this report, companies with a lower category spend as a percentage of revenue are ranked as 'Top Performers', as it tends to indicate cost efficiency. However, this metric can be interpreted differently depending on business models and strategic priorities. Please interpret accordingly.

#### Sievo

# Chemicals & Biotechnology



**Total Spend** 

**Overview** 

# The median Chemicals & Biotechnology company has...



Number of Suppliers per 1bUSD of Spend

4k



Spend per Supplier

**261** kUSD



Number of Invoices per 1bUSD of Spend

106



Spend per Invoice

8.1 kUSD



PO Covered Spend

86%

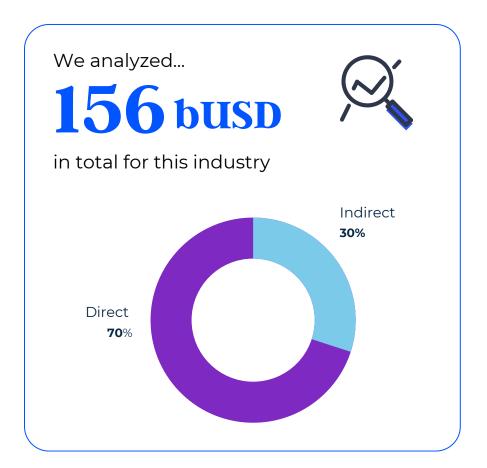


Invoice-to-Due

38 Days



<sup>\*</sup> Benchmark data is calculated from 2024Q3 – 2025Q2
Representative of aggregated, anonymized, cleansed, and opted- in data over the time period.
For more information on calculations and KPI definitions, see <u>Glossary & Methodology</u>

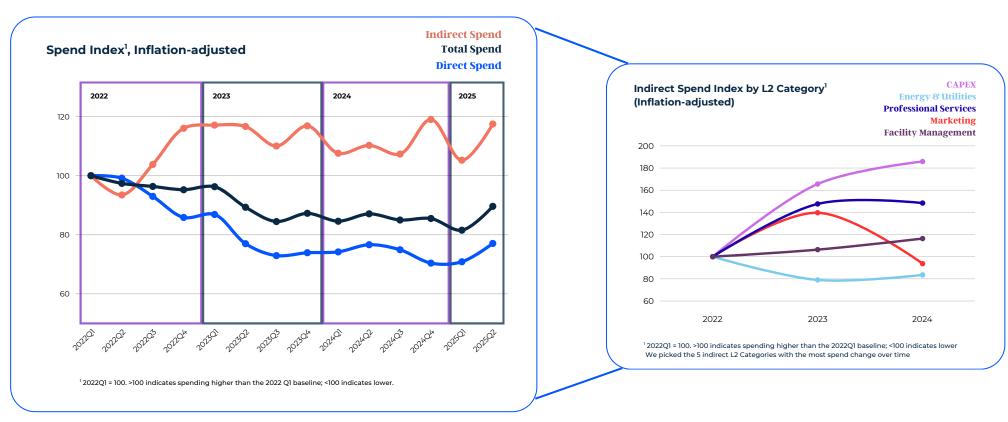


**Total Spend** 

Spend Index



# Direct/Indirect spend split may be indicative of rising energy costs, oversupply, and ESG pressures



#### Since March 2022, the business landscape for the EU27 chemicals sector has been characterized by limited demand and waning business confidence:

- Companies during this time period were forced to reduce raw material purchases, delay production expansions, and in some cases permanently close capacity, all contributing to decreasing **Direct Spend**.<sup>3</sup>
- The decrease in Energy & Utilities spend may seem counterintuitive, but tracks almost perfectly with the decrease in capacity and widespead plant closures from 2023-2024.
- Furthermore, CAPEX and Professional Services spend can both be tracked to increasing ESG requirements: Investments in infrastructure, defossilization, and portfolio optimization are all contributing factors. 4
- For a more detailed breakdown of Indirect spend, see 'Spend as % of Revenue Deep Dive: Indirect L2 Categories'

<sup>&</sup>lt;sup>3</sup> European Chemical Industry Council, <u>CEFIC Chemical Trends Report Q2 2025</u>

<sup>&</sup>lt;sup>4</sup> Oliver Wyman, The Chemical Industry Outlook for 2025 and Beyond

Chemicals & Biotechnology Direct Spend KPIs

### Benchmark KPIs: Direct Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	99%	46 Days	1.7 days	9.2kUSD	0.4k	2.8mUSD
Average Performers	<b>97</b> %	41 Days	4.0 days	4.2kUSD	1.2k	867kUSD
Bottom Performers	95%	34 Days	7.2 days	3.6kUSD	2k	497kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

Chemicals & Biotechnology Indirect Spend KPIs

## Benchmark KPIs: Indirect Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	<b>87.1</b> %	43 Days	2.8 days	23.8kUSD	4.5k	249kUSD
Average Performers	64.5%	31 Days	6.4 days	4.3kUSD	<b>7.5</b> k	133kUSD
Bottom Performers	<b>47.2</b> %	27 Days	12.4 days	2.4kUSD	13.6k	75kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

**Chemicals & Biotechnology** 

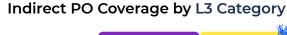
**Indirect Spend** 

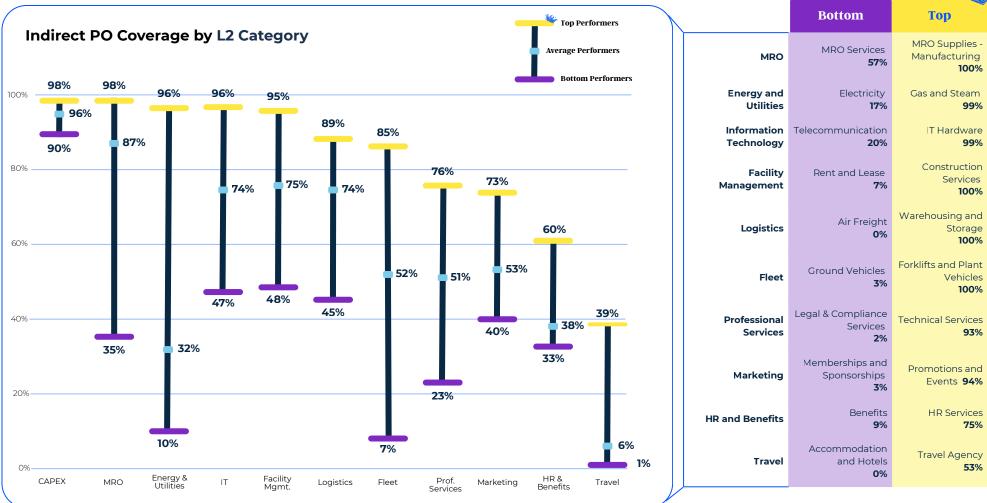
**PO Coverage** 



## PO Coverage Deep Dive:

## **Indirect L2 & L3 Categories**





**Indirect Spend** 

**Payment Terms** 



### Payment Terms by L2 Category 8 Working Capital improvement opportunities

	'A'A'			
	Bottom Performers Invoice-to-Due (days)	Top Performers Invoice-to-Due (days)	Working Capital Improvement (USD) <sup>1</sup>	
Travel	7	28	56k	
<b>Energy and Utilities</b>	16	38	63k	
Fleet	27	35	22k	
Professional Services	28	38	29k	
HR and Benefits	28	43	40k	
Logistics	28	51	65k	
Marketing	30	44	38k	
MRO	32	48	45k	
CAPEX	34	52	51k	
ІТ	36	48	32k	
Facility Management	36	46	29k	

For bottom performers, improving payment terms could release on average...

#### 43kusd

... in working capital per 1mUSD of spend across categories

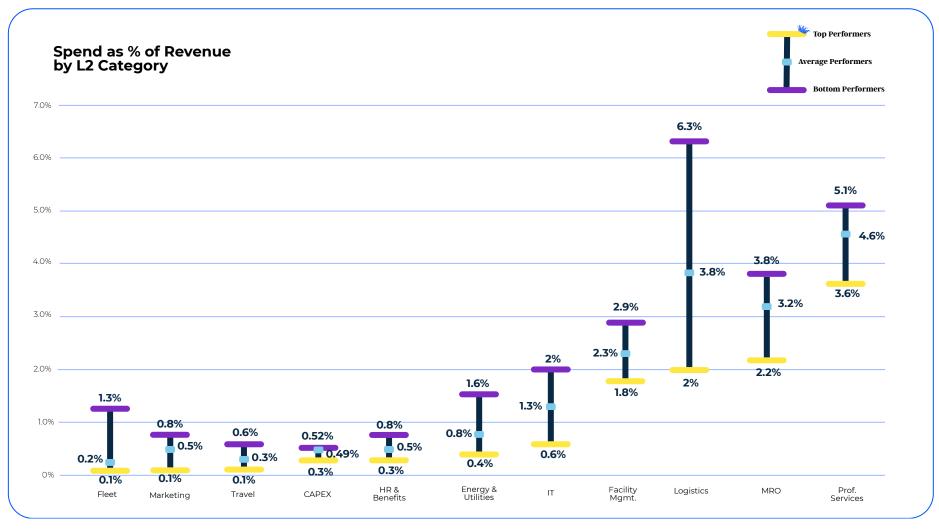
<sup>1</sup> Working Capital Improvement Opportunity (per 1mUSD spend) =

(Top Performers Payment Terms - Bottom Performers Payment Terms) \*  $\mbox{ImUSD}$ 

365



#### Spend as % of Revenue Deep Dive: Indirect L2 Categories



# Manufacturing & Automotive



**Total Spend** 

**Overview** 

### The median Manufacturing & Automotive company has...



Number of Suppliers per 1bUSD of Spend

**6.2** k



Spend per Supplier

160 kUSD



Number of Invoices per 1bUSD of Spend

192 k



Spend per Invoice

**5.2** kusd



PO Covered Spend

78%



Invoice-to-Due

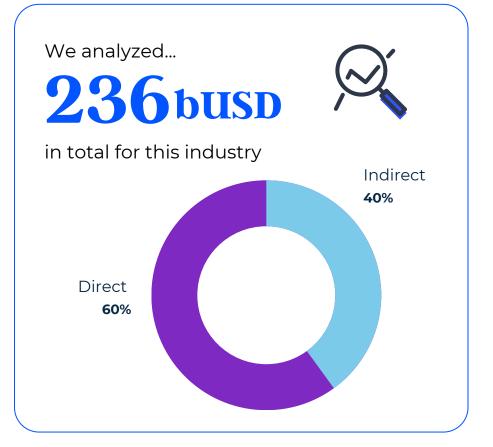
42 Days



<sup>\*</sup> Benchmark data is calculated from 2024Q3 – 2025Q2

Representative of aggregated, anonymized, cleansed, and opted- in data over the time period.

For more information on calculations and KPI definitions, see *Glossary & Methodology* 

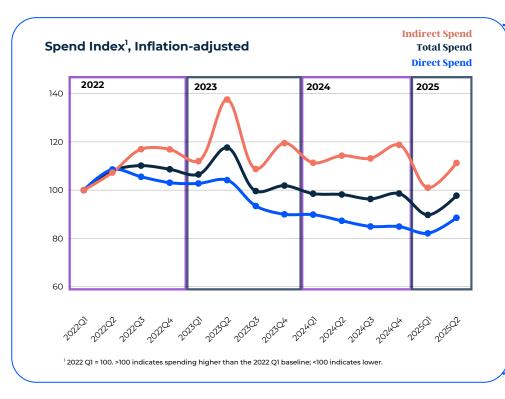


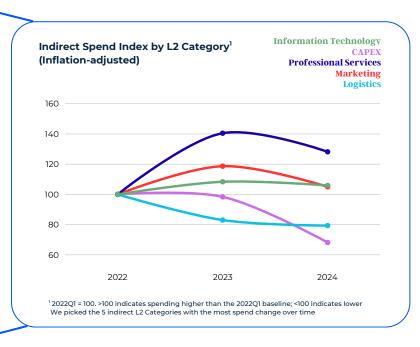
**Total Spend** 

Overview



# Supply chain uncertainty drove record levels of **Indirect Spend**, but cost and spending normalized by 2024





#### Direct Spend's decline during the time period directly correlates with production challenges.

- Semiconductor shortages forced automakers to prioritize higher-margin vehicles. By 2024, oversupply conditions emerged in the semiconductor market as manufacturers adjusted their inventories to shifting demands, leading to further production constraints. 4
- CAPEX's dramatic 32% decline by 2024 reflects automaker's shifting costs from internal combustion engines to EVs, rather than direct massive investments. 5
- Professional Services spend increased as a result of needing support for supply chain strategy and ESG compliance.
- The spend patterns reflect an industry in transition—moving from crisis management in 2022-2023 to strategic cost optimization in 2024-2025.

For a more detailed breakdown of Indirect spend, see 'Spend as % of Revenue Deep Dive: Indirect L2 Categories'

<sup>&</sup>lt;sup>5</sup> AFMA, Global Auto Industry Faces Oversupply of Semiconductor Chips

<sup>&</sup>lt;sup>6</sup> Assembly Magazine, <u>2024 Capital Spending Survey: Spending Levels Off</u>

**Direct Spend** 

**KPIs** 



### Benchmark KPIs: Direct Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per IbUSD spend	Spend per Supplier
Top Performers	99%	61 Days	1.0 days	ys 2.2kUSD 1.7k		589kUSD
Average Performers	94%	51 Days	3.5 days	1.2kUSD	2.7k	377kUSD
Bottom Performers	84%	39 Days	<b>7.</b> 5 day	0.7kUSD	<b>4.5</b> k	221kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

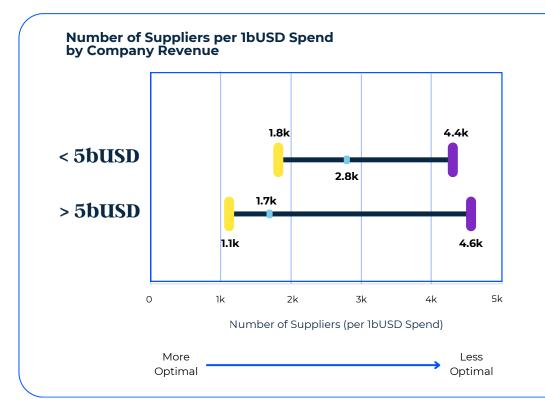
**Direct Spend** 

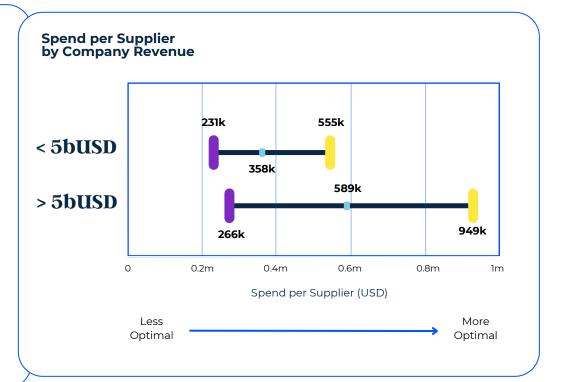
Suppliers



## **Supplier Fragmentation** by Revenue Bracket







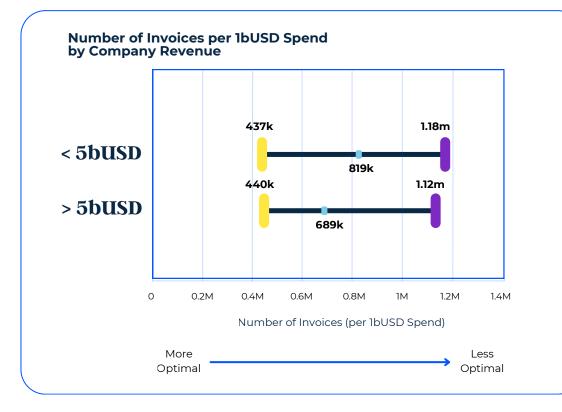
**Direct Spend** 

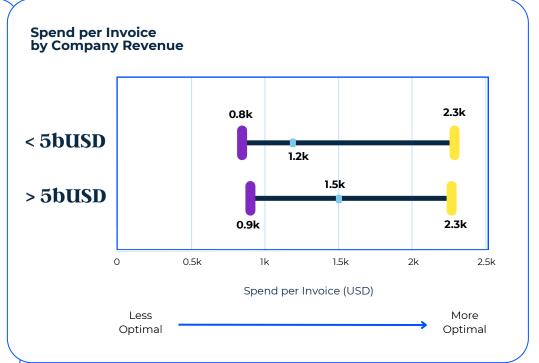
Invoices



### **Invoice Fragmentation** by Revenue Bracket







**KPIs** 



## Benchmark KPIs: Indirect Spend

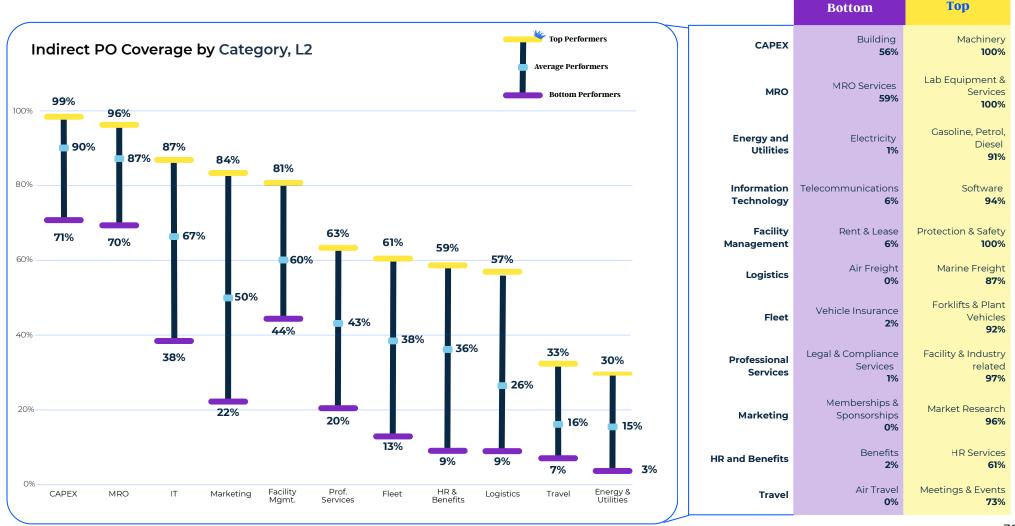
	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	<b>71</b> %	37 Days	3.5 days	5.4kUSD	<b>7.6</b> k	132kUSD
Average Performers	<b>57</b> %	31 Days	7.5 days	3.5kUSD	13.8k	73kUSD
Bottom Performers	<b>32</b> %	24 Days	10 days	2.2kUSD	20.3k	49kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'



### PO Coverage Deep Dive: Indirect L2 & L3 Categories

#### Indirect PO Coverage by L3 Category



**Payment Terms** 



## Payment Terms by L2 Category 8 Working Capital improvement opportunities

		'A'L'	
	Bottom Performers Invoice-to-Due (days)	Top Performers Invoice-to-Due (days)	Working Capital Improvement (USD) <sup>1</sup>
MRO	33	47	40k
CAPEX	27	45	50k
IΤ	30	43	38k
Facility Management	21	39	50k
Logistics	19	38	51k
Marketing	21	36	43k
Fleet	16	36	55k
HR and Benefits	19	34	44k
Professional Services	19	33	39k
Travel	12	29	46k
Energy and Utilities	10	24	40k

For bottom performers, improving payment terms could release on average...

## 45kusd

... in working capital per 1mUSD of spend across categories

<sup>1</sup> Working Capital Improvement Opportunity (per 1mUSD spend) =

(Top Performers Payment Terms - Bottom Performers Payment Terms) \*  $\mbox{ImUSD}$ 

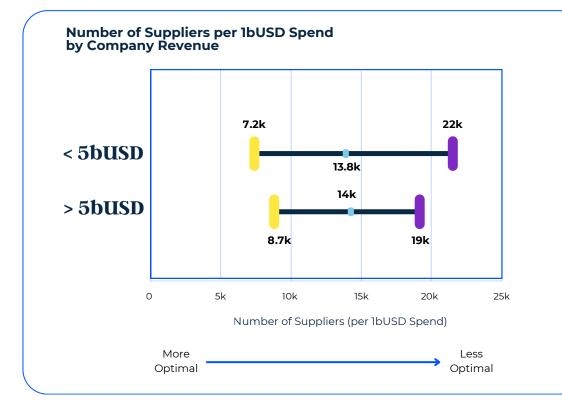
365

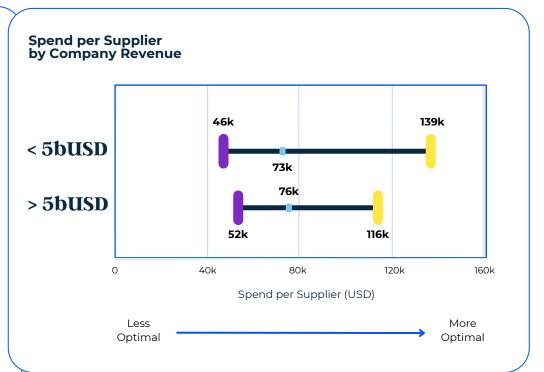
**Suppliers** 



## **Supplier Fragmentation** by Revenue Bracket





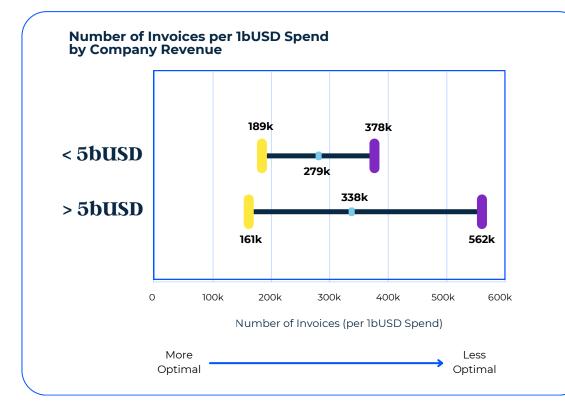


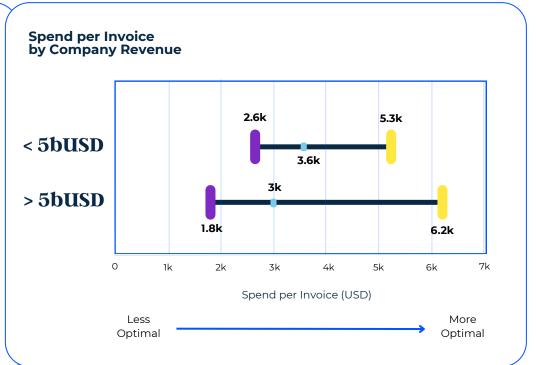
Invoices



## **Invoice Fragmentation** by Revenue Bracket

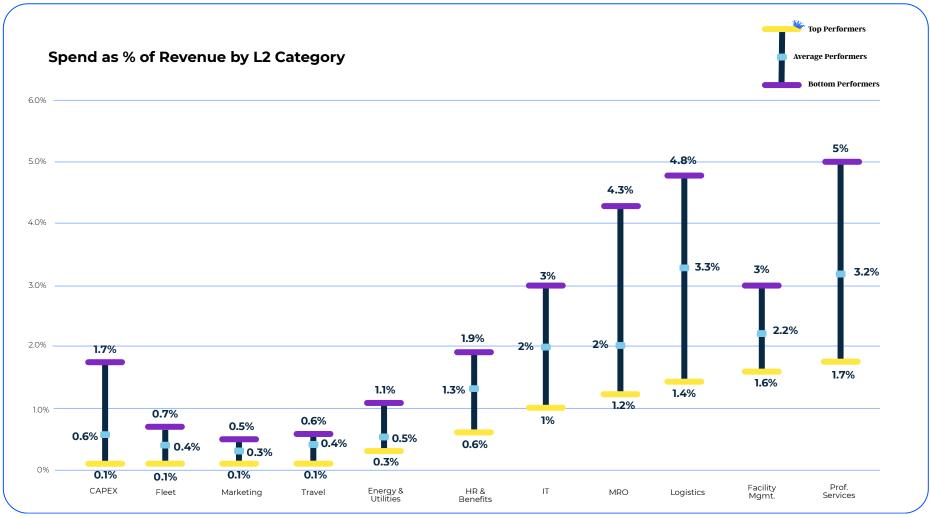








## Spend as % of Revenue Deep Dive: Indirect L2 Categories



For the purposes of this report, companies with a lower category spend as a percentage of revenue are ranked as 'Top Performers', as it tends to indicate cost efficiency. However, this metric can be interpreted differently depending on business models and strategic priorities. Please interpret accordingly.

### Sievo

## Fast Moving Consumer Goods



**Total Spend** 

Overview

# The median FMCG company has...



Number of Suppliers per 1bUSD of Spend

 $3.9\,\mathrm{k}$ 



Spend per Supplier

**255** kusd



Number of Invoices per 1bUSD of Spend

122 k



Spend per Invoice

8 kUSD



PO Covered Spend

**67**%

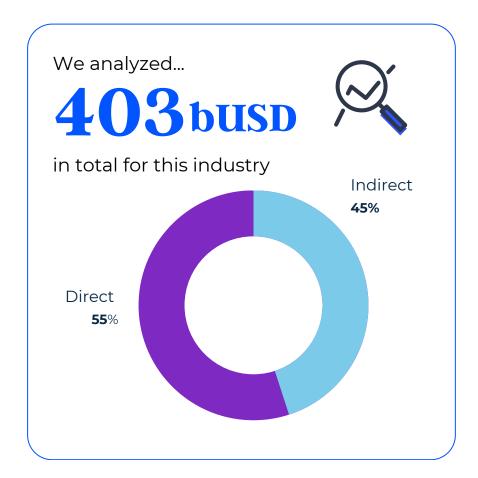


Invoice-to-Due

50 Day

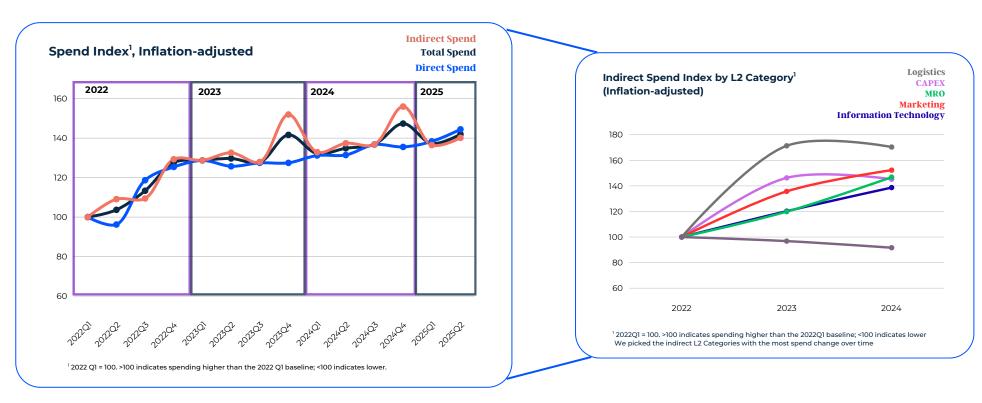


<sup>\*</sup> Benchmark data is calculated from 2024Q3 – 2025Q2 Representative of aggregated, anonymized, cleansed, and opted- in data over the time period. For more information on calculations and KPI definitions, see <u>Glossary & Methodology</u>



FMCG Total Spend Spend Index

## FMCG companies ramped up Marketing and CAPEX spend amid inflation, emerging Supply Chain efficiencies in 2024



#### FMCG companies absorbed relentless raw material inflation, scaled investments to defend market share

- Raw material cost inflated during the selected time period, with the Food Price Index peaking in 2022 and plateauing at slightly lower levels 7
- The surge in Marketing spend to 152% of 2022 levels by 2024 reflects **FMCG** companies' aggressive response to intensifying competition and changing consumer behavior during inflationary pressures, with brands investing heavily in digital advertising to maintain market share as consumers shifted to private labels and value offerings <sup>8</sup>
- Logistics costs declined to 92% of 2022 levels by 2024 as global freight rates normalized and companies increasingly adopting supply chain localization strategies to reduce transportation expenses and improve resilience 9
- For a more detailed breakdown of Indirect spend, see 'Spend as % of Revenue Deep Dive: Indirect L2 Categories'

<sup>&</sup>lt;sup>7</sup> FAO, <u>FAO Food Price Index</u>

<sup>&</sup>lt;sup>8</sup> Oberlo [via Statista], Digital Ad Spend by Industry

<sup>&</sup>lt;sup>9</sup> PWC, Localising supply chains and its impact on performance

FMCG Direct Spend KPIs

## Benchmark KPIs: Direct Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	99%	90 Days	-1.3 days	4.7kUSD	0.5k	2.1mUSD
Average Performers	93%	57 Days	0.7 days	2.9kUSD	0.7k	1.4mUSD
Bottom Performers	80%	36 Days	2.5 days	1.9kUSD	1.1k	917kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

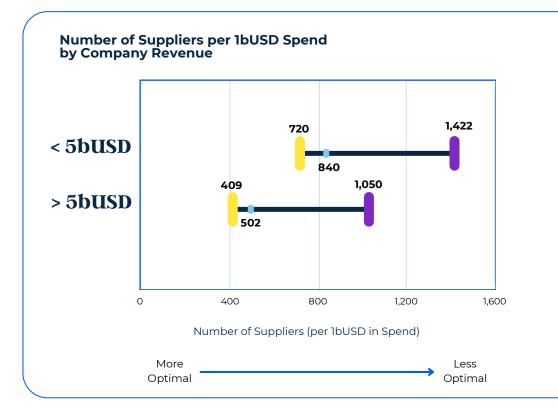
**Direct Spend** 

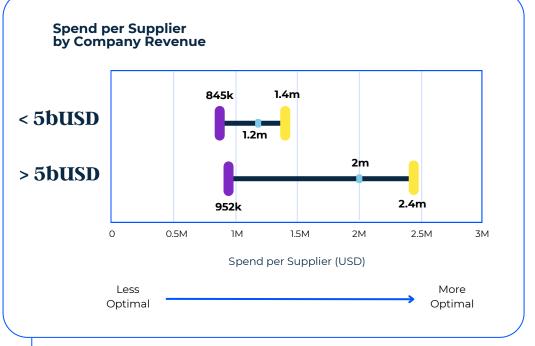
**Suppliers** 



## **Supplier Fragmentation** by Revenue Bracket







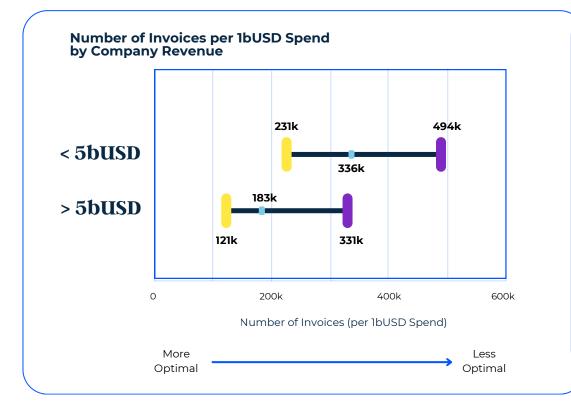
**Direct Spend** 

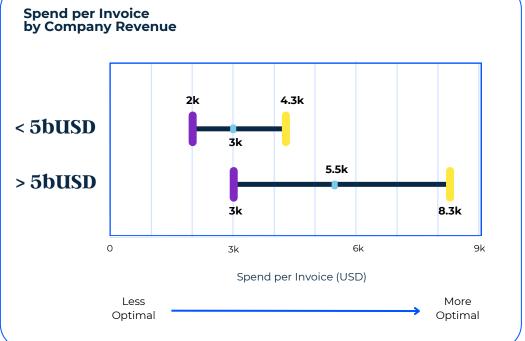
Invoices



## **Invoice Fragmentation** by Revenue Bracket







FMCG Indirect Spend KPIs

## Benchmark KPIs: Indirect Spend

M'	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	82%	<b>72</b> Days	1.3 days	8kUSD	4.2k	239kUSD
Average Performers	33%	37 Days	2.5 days	4.9kUSD	5.8k	173kUSD
Bottom Performers	14%	29 Days	6.5 days	4.1kUSD	13.3k	75kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

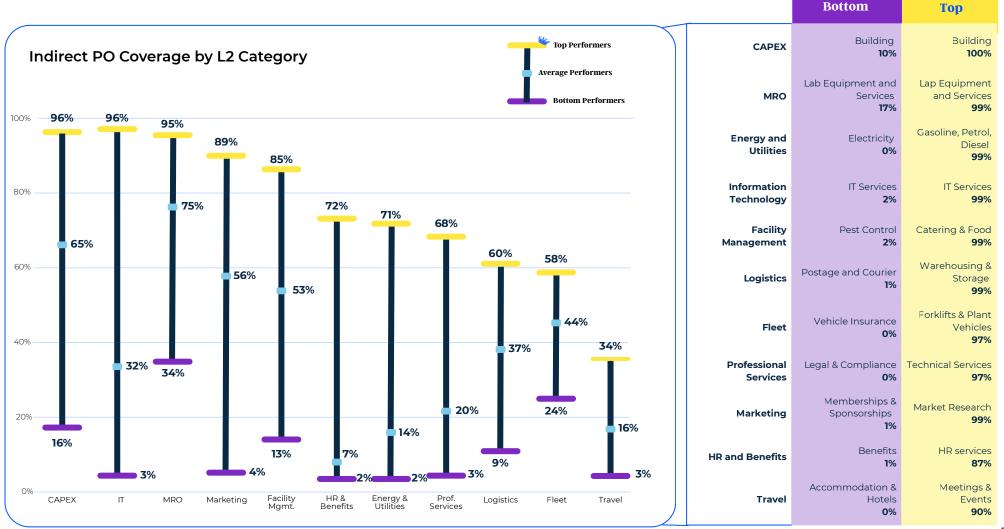
FMCG Indirect Spend (

PO Coverage



### PO Coverage Deep Dive: Indirect L2 & L3 Categories

#### **Indirect PO Coverage by L3 Category**



**Indirect Spend** 

**Payment Terms** 



## Payment Terms by L2 Category 8 Working Capital improvement opportunities

		'AL'	
	Bottom Performers Invoice-to-Due (days)	Top Performers Invoice-to-Due (days)	Working Capital Improvement (USD) <sup>1</sup>
IΤ	33	78	123k
MRO	36	77	114k
Facility Management	25	73	133k
Marketing	32	68	100k
Logistics	30	68	105k
HR and Benefits	22	60	106k
Fleet	29	58	79k
Professional Services	24	57	93k
CAPEX	23	56	90k
Energy and Utilities	19	38	52k
Travel	16	28	35k

For bottom performers, improving payment terms could release on average...

94kusd

... in working capital per 1mUSD of spend across categories

<sup>1</sup> Working Capital Improvement Opportunity (per 1mUSD spend) =

(Top Performers Payment Terms - Bottom Performers Payment Terms) \* 1mUSD

365

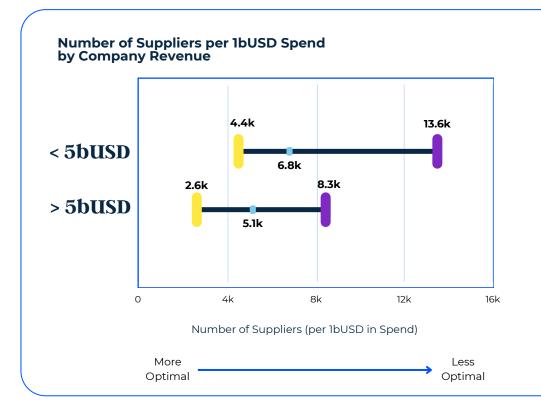
**Indirect Spend** 

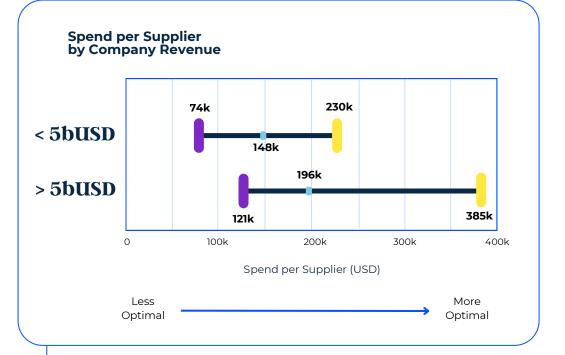
**Suppliers** 



## **Supplier Fragmentation** by Revenue Bracket







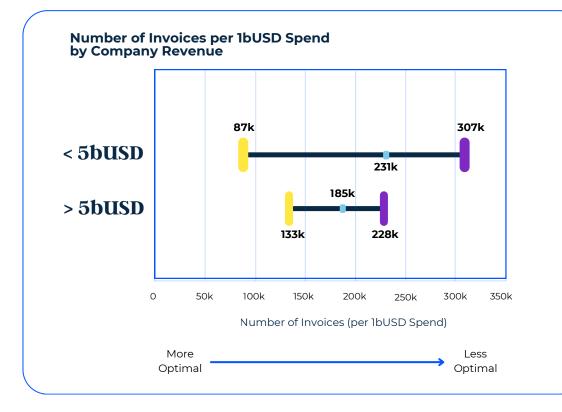
**Indirect Spend** 

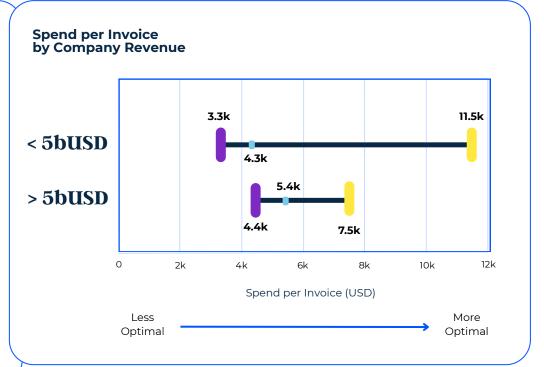
Invoices



## **Invoice Fragmentation** by Revenue Bracket





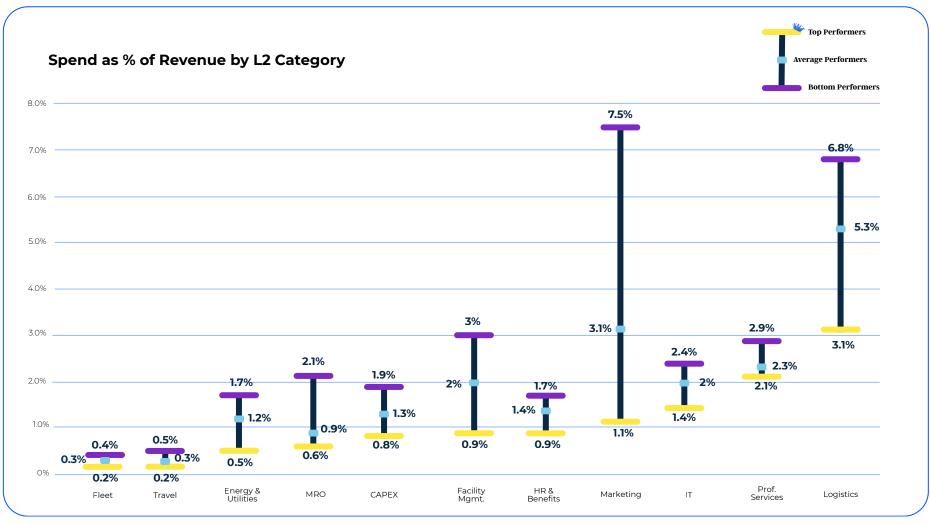


**Indirect Spend** 

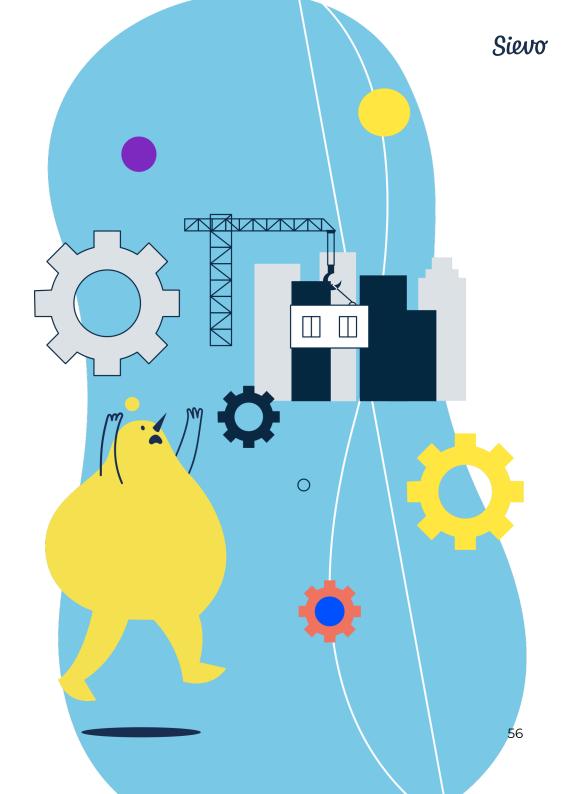
Spend/Revenue %



## Spend as % of Revenue Deep Dive: Indirect L2 Categories



# Infrastructure 8 Utilities



**Total Spend** 

**Overview** 

# The median Infrastructure & Utilities company has...



Number of Suppliers per 1bUSD of Spend

2.5k



Spend per Supplier

402 kUSD



Number of Invoices per 1bUSD of Spend

86 k



Spend per Invoice

11.8 kusd



PO Covered Spend

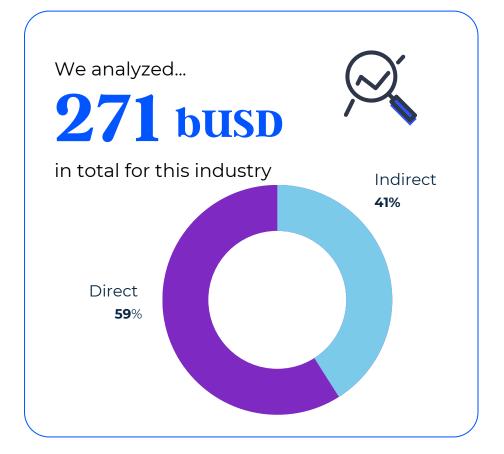
67%



Invoice-to-Due

29 Day





<sup>\*</sup> Benchmark data is calculated from 2024Q3 – 2025Q2

Representative of aggregated, anonymized, cleansed, and opted- in data over the time period.

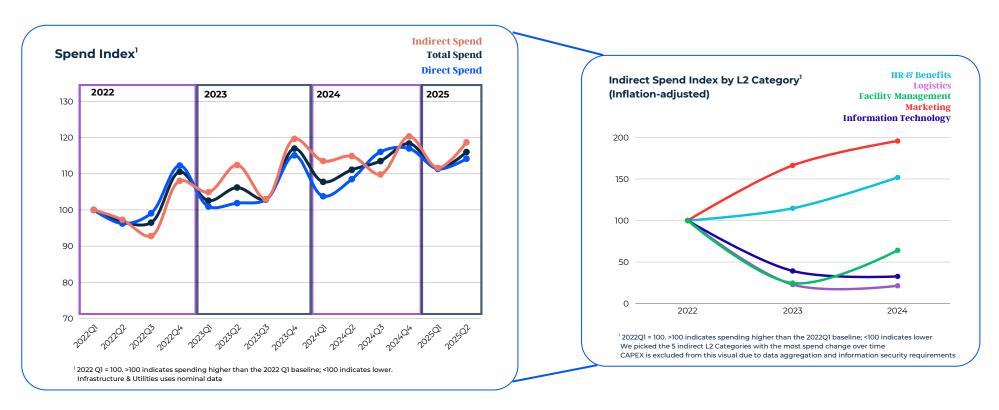
For more information on calculations and KPI definitions, see *Glossary & Methodology* 

**Total Spend** 

Overview



## Infrastructure & Utilities Spend on the rise: consistent growth, reaching new highs each Q4



- Infrastructure & Utilities growth is likely driven by major federal investments, the expansion of renewable energy and growing electricity demand from technological advances. Energy and utility companies are planning record-high capital expenditures from 2025 to 2027. 10 11
- Part of the observed increase reflects **higher costs for materials and labor due to inflation and rising interest rates**. HR & Benefits spend rose, reflecting the need to attract and retain insufficient skilled labor amid the competitive market while Marketing spend increased to support customer engagement, especially around new services and energy transition initiatives 12 13
- A notable Q4 peak likely reflects the industry's pattern of year-end budget flushes and project completion deadlines, driving higher spending as projects wrap up.
- For a more detailed breakdown of Indirect spend, see 'Spend as % of Revenue Deep Dive: Indirect L2 Categories'

Deloitte, Construction Industry Outlook 2024 / 11 S&P Global, Energy utility capex plans on track to all-time highs from 2025-2027

<sup>&</sup>lt;sup>12</sup> Worldmetrics, Marketing in Infrastructure industry statistics / <sup>13</sup> Zipdo, Marketing in Utilities Industry Statistics

Infrastructure & Utilities

**Direct Spend** 

**KPIs** 



## Benchmark KPIs: Direct Spend

	<b>\</b>	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
· W	Top Performers	83%	37 Days	-1 days	38.4kUSD	0.7k	1.4mUSD
	Average Performers	<b>73</b> %	29 Days	4.2 days	19.2kUSD	1k	1mUSD
	Bottom Performers	<b>45</b> %	20 Days	10.7 days	12.7kUSD	<b>2</b> k	516kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

Infrastructure & Utilities Indirect Spend KPIs

## Benchmark KPIs: Indirect Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	<b>82</b> %	34 Days	-2 days	12.8kUSD	2.7k	387kUSD
Average Performers	<b>67</b> %	29 Days	3 days	7.4kUSD	7k	146kUSD
Bottom Performers	<b>42</b> %	24 Days	13 days	4kUSD	12.6k	83kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

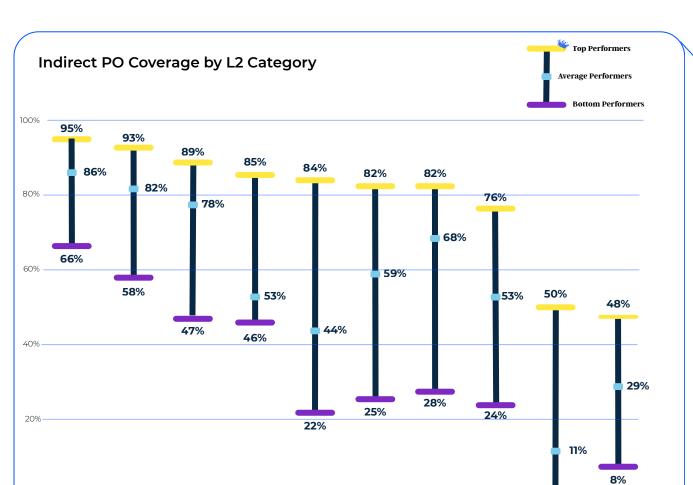


Energy & Utilities

Travel

Logistics

### PO Coverage Deep Dive: Indirect L2 & L3 Categories



HR & Benefits

Fleet

Prof.

Services

Facility Mgmt.

#### **Indirect PO Coverage by L3 Category**

		<b>'À'</b>
	Bottom	Тор
MRO	MRO Supplies <b>73%</b>	MRO Services 100%
Energy and Utilities	Gas & Steam <b>0</b> %	Electricity <b>66</b> %
Information Technology	Telecommunications 59%	IT Hardware <b>98</b> %
Facility Management	Landscaping & Grounds Services <b>0%</b>	Electrical Services 100%
Logistics	Postage & Courier <b>15</b> %	Freight Forwarder & Third Party Logistics 98%
Fleet	Ground Vehicles <b>0%</b>	Ground Vehicles <b>85</b> %
Professional Services	Legal & Compliance Services <b>2%</b>	Technical Services 100%
Marketing	Memberships & Sponsorships 15%	Market Research <b>100</b> %
HR and Benefits	Benefits <b>13</b> %	HR Services <b>90</b> %
Travel	Accommodation & Hotels <b>0%</b>	Travel Agency 100%

Marketing

MRO

**Payment Terms** 



## Payment Terms by L2 Category 8 Working Capital improvement opportunities

		'A'L'	
	Bottom Performers Invoice-to-Due (days)	Top Performers Invoice-to-Due (days)	Working Capital Improvement (USD) <sup>1</sup>
MRO	29	47	49k
Information Technology	28	38	26k
Fleet	24	37	35k
Logistics	17	35	51k
<b>Professional Services</b>	19	35	44k
HR and Benefits	20	32	33k
Marketing	16	30	38k
Facility Management	16	29	38k
Travel	7	29	61k
<b>Energy and Utilities</b>	3	14	30k

For bottom performers, improving payment terms could release on average...

37 kusd

... in working capital per 1mUSD of spend across categories

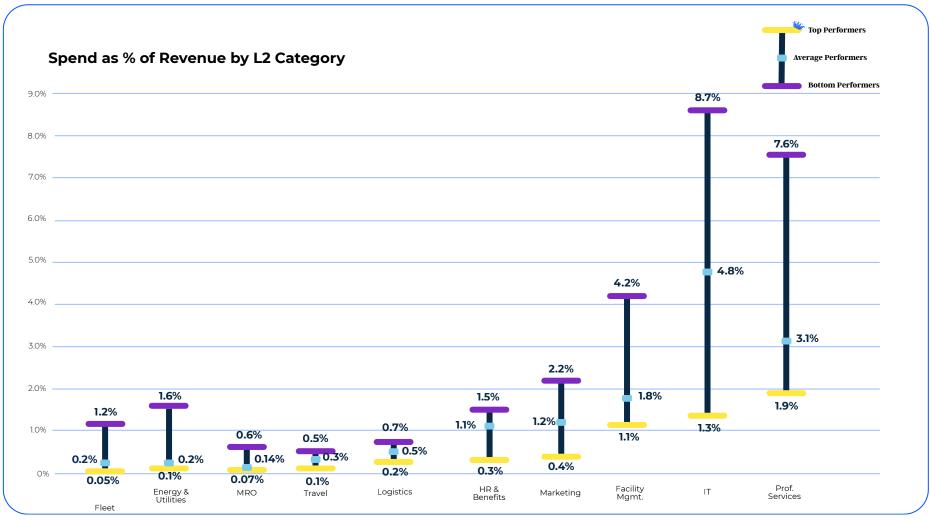
<sup>1</sup> Working Capital Improvement Opportunity (per 1mUSD spend) =

(Top Performers Payment Terms - Bottom Performers Payment Terms) \*  $\mbox{ImUSD}$ 

365



## Spend as % of Revenue Deep Dive: Indirect L2 Categories





**Total Spend** 

**Overview** 

# The median Services & Retail company has...



Number of Suppliers per 1bUSD of Spend

8.1<sub>k</sub>



Spend per Supplier

**123** kusd



Number of Invoices per 1bUSD of Spend

269 k



Spend per Invoice

**3.7** kusd



PO Covered Spend

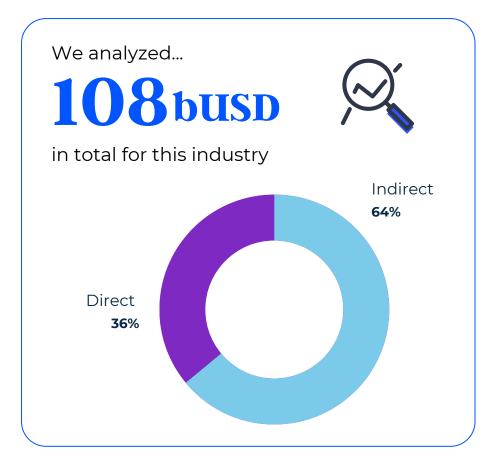
50%



Invoice-to-Due

 $27_{\text{Day}}$ 





<sup>\*</sup> Benchmark data is calculated from 2024Q3 – 2025Q2

Representative of aggregated, anonymized, cleansed, and opted- in data over the time period.

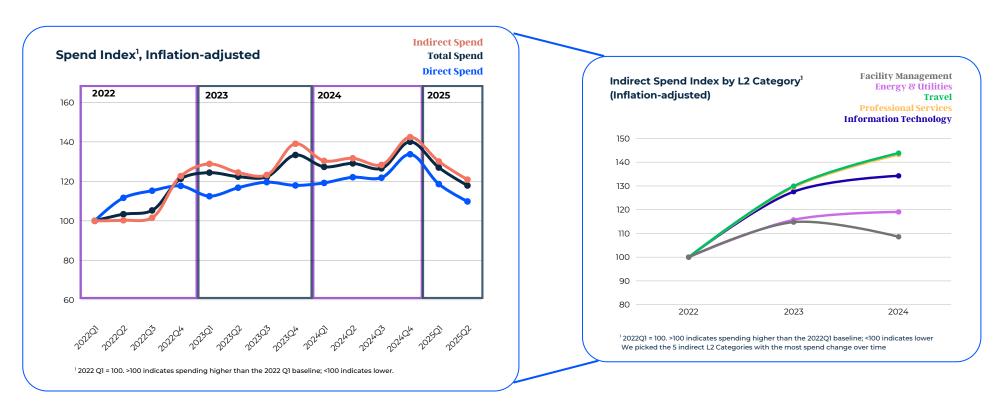
For more information on calculations and KPI definitions, see <u>Glossary & Methodology</u>

**Total Spend** 

Overview



## Services & Retail sustained real spend growth from 2022 - 2024 driven by post-COVID rebound & operational pressures



From 2022 to 2024, Services & Retail experienced a marked and sustained increase in inflation-adjusted spend, seen across both direct and indirect categories

- Recovery was fueled by pent-up consumer demand, the return to in-person activities as economies reopened, and the rebound in consumer confidence. 14 15
- Spend growth was also driven by several operational factors including energy price volatility, and elevated transportation and logistics costs. The industry also faced increased costs from adapting to evolving consumer expectations, particularly through investments in digital transformation and professional services across advisory, legal and compliance, and finance, in response to a more rapidly changing market. 16 17
- Q2 2025 experienced a setback in spend as a result of heightened economic pressures such as tariff policy in the US and signs of rising credit risk. 18 19
- For a more detailed breakdown of Indirect spend, see 'Spend as % of Revenue Deep Dive: Indirect L2 Categories'

<sup>14</sup> KPMG, Global Economic Outlook H2 2023 / 15 S&P Global, Global consumer spending shows resilience in Q2 2024

<sup>&</sup>lt;sup>16</sup> FTI Consulting, <u>Supply Chain Barometer 2023: Cost Pressures Continue</u> / <sup>17</sup> Deloitte, <u>2025 US Retail Industry Outlook</u>

<sup>18</sup> S&P Global, Tariffs push consumer discretionary atop sector risk analysis in Q2 2025 / 19 Reuters, Glommy retail earnings - the pinch of US tariffs

Services & Retail Direct Spend KPIs

## Benchmark KPIs: Direct Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	<b>75</b> %	40 Days	0.8 days	3.1kUSD	5.9k	183kUSD
Average Performers	<b>57</b> %	26 Days	3.5 days	1.5kUSD	9.1k	110kUSD
Bottom Performers	23%	18 Days	8.5 days	0.8kUSD	20k	50kUSD

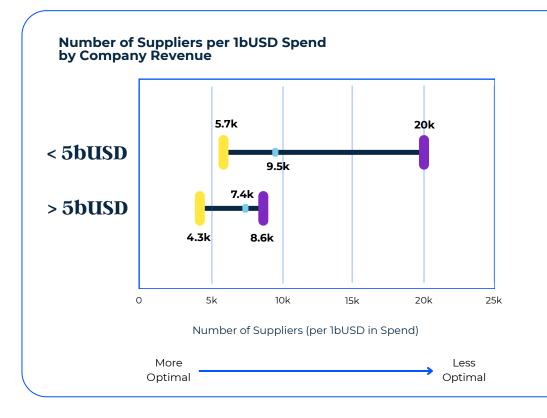
**Direct Spend** 

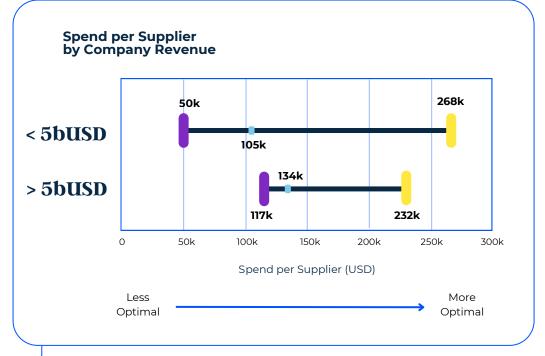
**Suppliers** 



## **Supplier Fragmentation** by Revenue Bracket







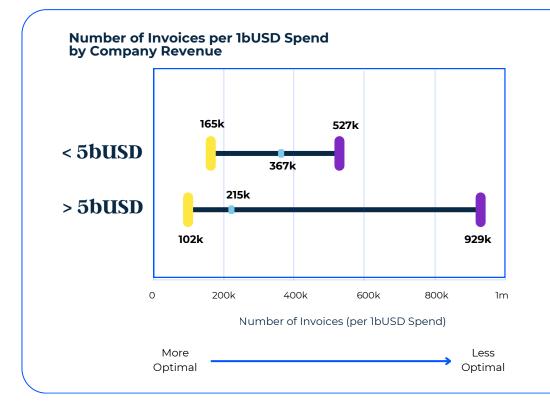
**Direct Spend** 

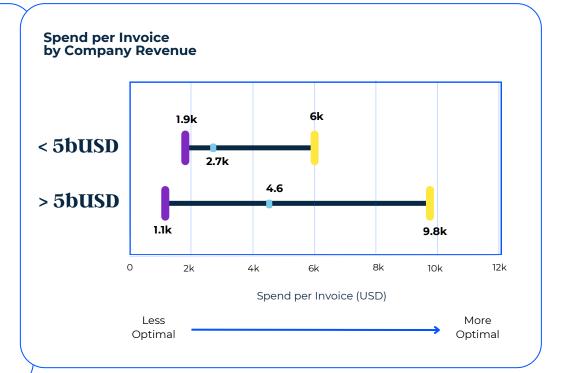
Invoices



## **Invoice Fragmentation** by Revenue Bracket







Services & Retail Indirect Spend KPIs

## Benchmark KPIs: Indirect Spend

	PO Covered Spend	Invoice-to-Due	Due-to-Pay <sup>1</sup>	Spend per Invoice	Number of Suppliers per 1bUSD spend	Spend per Supplier
Top Performers	<b>64</b> %	31 Days	4.0 days	9.4kUSD	6.5k	155kUSD
Average Performers	44%	25 Days	6.0 days	4.5kUSD	8.8k	113kUSD
Bottom Performers	<b>7</b> %	23 Days	11.6 days	2kUSD	14.6k	69kUSD

<sup>&</sup>lt;sup>1</sup> Positive Due-to-Pay indicates late payments. Due-to-Pay can be interpreted differently depending on organizational priorities. For the purposes of this report, companies that pay earlier than the due date are ranked as 'Top Performers'

**Services & Retail** 

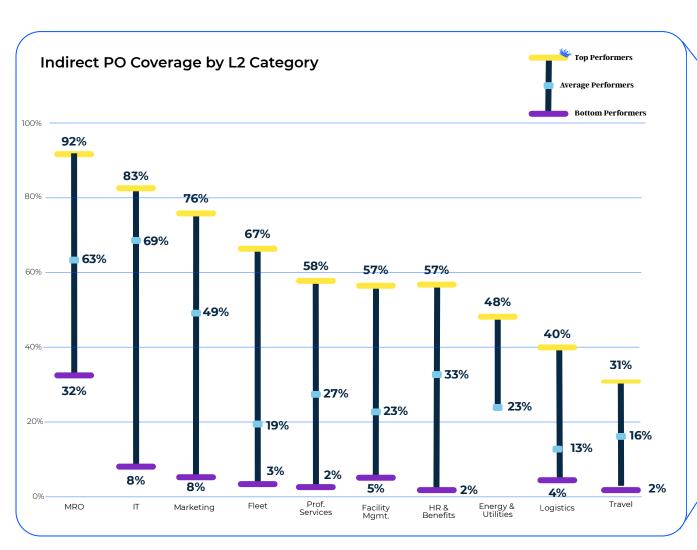
**Indirect Spend** 

**PO Coverage** 



## **PO Coverage Deep Dive:**

## **Indirect L2 & L3 Categories**



#### **Indirect PO Coverage by L3 Category**

		'A'A
	Bottom	Тор
MRO	MRO Services <b>25%</b>	MRO Supplies - Manufacturing <b>97</b> %
Energy and Utilities	Gas and Steam <b>0%</b>	Water & Sewage <b>60%</b>
Information Technology	Telecommunications 3%	IT Hardware <b>93%</b>
Facility Management	HVAC Services <b>0%</b>	Landscaping & Grounds Services <b>97</b> %
Logistics	Freight Forwarder or Third Party Logistics <b>0%</b>	Warehousing & Storage <b>66</b> %
Fleet	Fuel <b>0</b> %	Maintenance & Repair <b>93</b> %
Professional Services	Financial Services 1%	Technical Services <b>87</b> %
Marketing	Market Research 1%	Public Relations <b>88</b> %
HR and Benefits	Benefits <b>0.2</b> %	Benefits <b>67</b> %
Travel	Travel <b>0</b> %	Accommodation & Hotels 51%

**Payment Terms** 



## Payment Terms by L2 Category 8 Working Capital improvement opportunities

	'A'			
	Bottom Performers Invoice-to-Due (days)	Top Performers Invoice-to-Due (days)	Working Capital Improvement (USD) <sup>1</sup>	
MRO	15	40	68k	
IT	27	39	35k	
HR and Benefits	16	32	45k	
Marketing	22	31	25k	
Logistics	17	30	36k	
<b>Professional Services</b>	18	30	33k	
Fleet	16	25	25k	
Travel	11	23	33k	
Facility Management	15	22	17k	
<b>Energy and Utilities</b>	10	17	22k	
	2024Q3 - 2025Q2			

For bottom performers, improving payment terms could release on average...

34kusd

... in working capital per 1mUSD of spend across categories

<sup>1</sup> Working Capital Improvement Opportunity (per 1mUSD spend) =

(Top Performers Payment Terms - Bottom Performers Payment Terms) \* 1mUSD

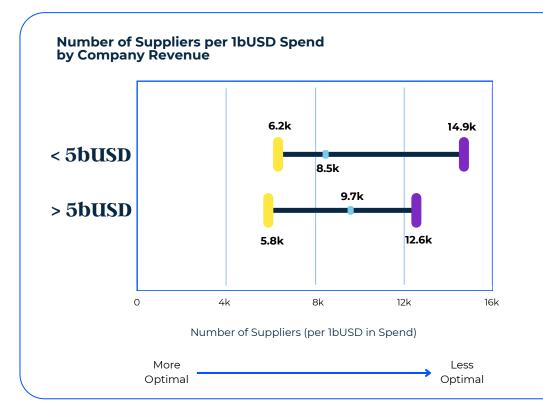
365

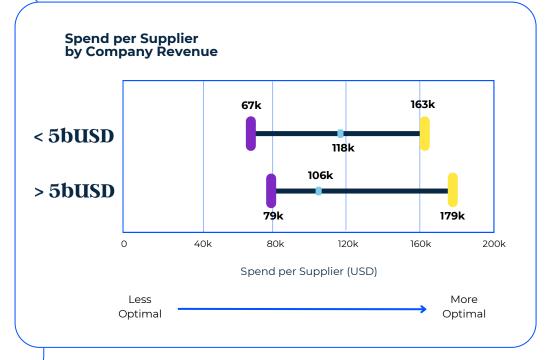
**Suppliers** 



## **Supplier Fragmentation** by Revenue Bracket





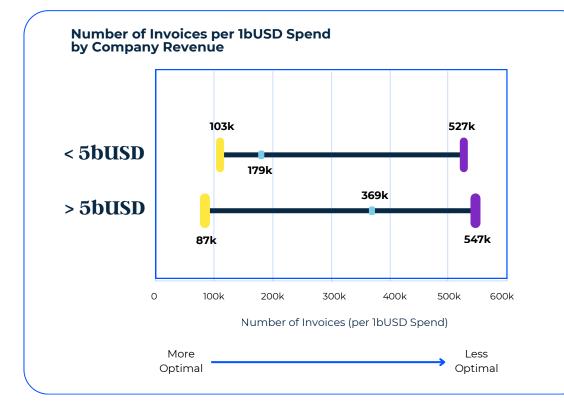


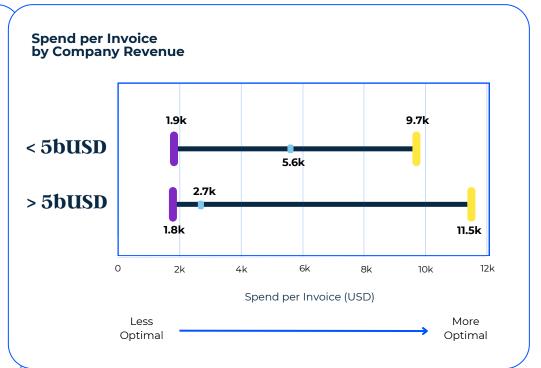
Invoices



## **Invoice Fragmentation** by Revenue Bracket

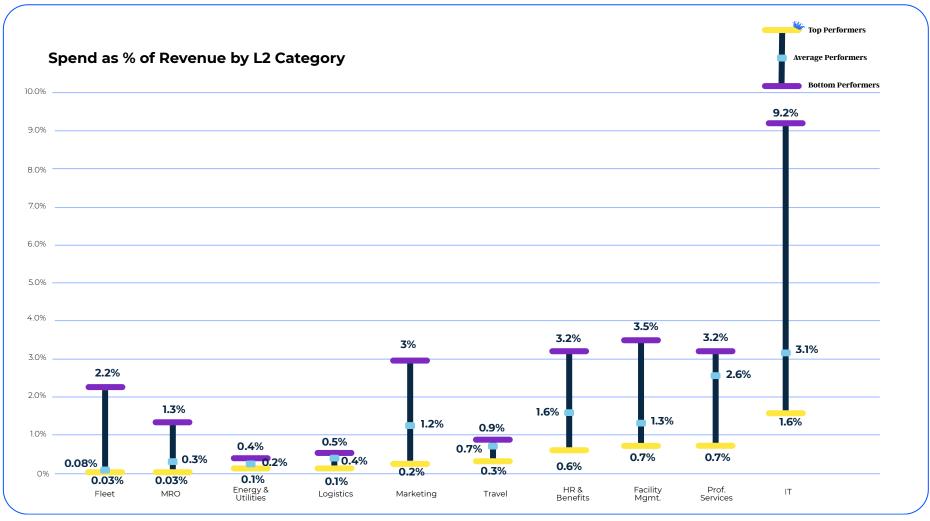








## Spend as % of Revenue Deep Dive: Indirect L2 Categories



For the purposes of this report, companies with a lower category spend as a percentage of revenue are ranked as 'Top Performers', as it tends to indicate cost efficiency. However, this metric can be interpreted differently depending on business models and strategic priorities. Please interpret accordingly.

### Glossary & Methodology

### **Spend Categories**

#### **Direct Spend**

Raw materials, components, finished goods, and services directly incorporated into products or services sold to customers. Examples: steel for manufacturing, APIs for pharmaceuticals, ingredients for food production.

#### **Indirect Spend**

Goods and services that support business operations but aren't part of the final product. Examples: IT, marketing, facilities, travel, professional services, fleet, HR services.

#### **Total Spend**

Combined Direct and Indirect Spend. The complete procurement footprint of an organization. Total Spend includes only external spend and excludes any inter-company transactions.

### **Key Performance Indicators (KPIs)**

#### PO Coverage (Purchase Order Coverage)

Percentage of total spend processed through formal purchase orders rather than ad-hoc invoices. Higher coverage indicates better spend control and compliance.

Formula: (Spend with PO ÷ Total Spend) × 100

#### **Invoice-to-Due**

Number of days between receiving an invoice and its contractual payment due date. Longer terms improve working capital position.

#### **Due-to-Pay**

Number of days between the payment due date and actual payment date.

- Positive number = Paying late (e.g., +5 days means paying 5 days after due date)
- Negative number = Paying early (e.g., -3 days means paying 3 days before due date)

#### **Spend per Invoice**

Average invoice value. Higher values typically indicate greater efficiency and lower administrative overhead.

Formula: Total Spend + Number of Invoices

#### Spend per Supplier

Average annual spend with each supplier. Higher values indicate deeper relationships and greater leverage.

Formula: Total Spend ÷ Number of Active Suppliers

#### Suppliers per 1bUSD Spend

Number of suppliers normalized to \$1 billion USD in spend. Used to compare supplier base fragmentation across organizations of different sizes. Lower values typically indicate higher efficiency and less administrative burden.

Formula: (Number of Suppliers ÷ Total Spend) × 1bUSD

#### **Invoices per 1bUSD Spend**

Number of invoices normalized to \$1 billion USD in spend. Used to compare invoice fragmentation across organizations of different sizes. Lower values typically indicate higher efficiency and less administrative burden.



Formula: (Number of Invoices ÷ Total Spend) × 1bUSD

### Glossary & Methodology (cont.)

### **Industry Definitions**

#### Healthcare

Hospitals, healthcare systems, medical device manufacturers, and pharmaceutical companies



#### **Chemicals & Biotechnology**

Chemical manufacturing, specialty chemicals, life sciences, and biotechnology companies



#### **Manufacturing & Automotive**

Discrete manufacturing, automotive OEMs, and tier suppliers



### **FMCG (Fast-Moving Consumer Goods)**

Food, Beverage & Consumer Goods sector. Products with short shelf life or high turnover rate



#### **Infrastructure & Utilities**

Energy, water, telecommunications infrastructure, and utility providers



#### Services & Retail

Retail operations, hospitality, business services, and consumerfacing service industries



### **Aggregation & Data Standards**

This report presents **anonymized** and **aggregated** data from opted-in companies, typically generating 1bUSD+ in revenue, where every data point represents information from a minimum of 5 different companies to ensure confidentiality and statistical validity.

The data undergoes automated validation to confirm it meets the minimum aggregation requirements, with any data falling below the 5-company threshold being excluded, ensuring that only validated, compliant data aggregates are used to generate the benchmarks and insights presented.

### 'Performer' Approach

Performance categorization in this report uses the following logic:

**Bottom Performers:** The 25th percentile. 25% of the numbers lie below this point.

**Average Performers:** The median of the data. The 50th percentile.

**Top Performers:** The 75th percentile. 25% of the numbers lie above this point.

We use this quartile approach to reflect the natural ordering of numbers from smallest to largest. Success looks different from organization to organization, so evaluate accordingly.



### Psst... find the data in this report valuable?

# Get a leg-up on supplier negotiations and find savings opportunities using actual cross-customer transaction data fueled by Sievo

## Community **Payment Terms**

Benchmark your payment terms by category, supplier country and supplier spend. Plus, get Al-generated recommendations to identify suppliers with the greatest potential for extending payment terms to enhance working capital.

## Sievo Price Indexes

Track price development and uncover savings with Sievo's category and material price indexes. **Find renegotiation opportunities and secure better prices,** even for non-commodities like MRO.

## COMING 2026 Supplier Discovery

Discover commonly used suppliers within the Sievo community, understand their business momentum, and **identify transaction-validated alternatives for sourcing opportunities** based on location or category.

### 11+ billion transaction

rows processed

### 100+ million suppliers

mapped and enriched by Sievo Al

#### 9.5+ million material codes

across categories

#### 2% of global GDP

spend data equivalent processed annually



Learn more about Community Data

Talk to us

### References

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### about

## Sievo

Sievo provides actionable procurement analytics based on data you can trust. Designed for enterprises with \$1B+ in revenue, loved by global companies featuring Mars, Levi's, and Deutsche Telekom, and praised by key analysts, we provide a future-proof solution with 63x ROI.

We empower Procurement, Finance, IT, and Sustainability teams to overcome their data chaos and capture all insights, drive bottom-line savings, improve ESG performance, and streamline budgeting and forecasting.

Sievo goes beyond world-class analytics and dashboards. We help our customers close the data-to-action gap with reliable insights, recommendations, and benchmarks by combining internal, third-party, public, and cross-customer data.

By processing spend data equivalent to 2% of the world's GDP annually, we enable fast, informed decision-making and deliver the industry's highest data quality with end-to-end data accountability.

Awarded and recognized by top analysts, including Spend Matters, Gartner, ProcureTech, and Procurement Leaders, we offer solutions for Spend Analytics, Procurement Performance Measurement, ESG Analytics, and Financial Planning and Analysis.