#ichoose leasing

ALONGSIDE BUSINESSES CREATING GROWTH

BNP PARIBAS LEASING SOLUTIONS

Business is ON
More than ever, companies need to be provided with lasting support as they grow. This is our “raison d’être” at BNP Paribas Leasing Solutions.

Alongside ultra-connected tractors, cloud-based IT infrastructures, vehicles powered by natural gas... The technologies behind professional equipment have never evolved as quickly as in recent years – in all sectors. This creates real opportunities and challenges for businesses faced with increasing market competition and environmental requirements.

Businesses

More than ever, businesses need the flexibility to develop; and for example to easily upgrade their agricultural and construction machinery, IT and office infrastructure, or vehicle fleets. More than ever, they need support for expensive investments to finance their equipment so that they can concentrate on developing. More than ever, they need finance that focuses more on usage than ownership.

Creating growth.

More than ever, companies need to be provided with lasting support as they grow. This is our “raison d’être” at BNP Paribas Leasing Solutions.
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Testimonials via #ichooseleasing
And on leasingsolutions.bnparibas.com/en/media-center/ichooseleasing
Our role as a business accelerator

Within the BNP Paribas Group, BNP Paribas Leasing Solutions is the business specialising in leasing and finance solutions for professional equipment.

EXPERTS IN OUR CUSTOMERS’ AND PARTNERS’ MARKETS
Our expert teams are specialists in the business sectors we support. They know the assets and the markets, understand the industry challenges, and can anticipate major trends.

LONG-TERM SUPPORT
We add value by supporting and accelerating business development for our partners and their customers. They put their trust in us for the long term.

THE SOLIDITY OF THE BNP PARIBAS GROUP
As part of the BNP Paribas group, a leading eurozone bank and first-rate player in international banking, our customers benefit from true financial security and access to a far-reaching international network.

A major player in financing the real economy

70 YEARS of experience

500,000 REQUESTS PROCESSED annually, or 2,200 per day

€29.2 BILLION total assets under management (including servicing activities for the Banking entities of the BNP Paribas Group)

300,000 CONTRACTS set to life in 2015, or three per minute, helping finance the real economy

Leasing and financing solutions for professionals

CUSTOMERS OF THE BNP PARIBAS GROUP RETAIL BANKING NETWORK
Companies, professionals, craftspeople, self-employed professionals.

FINANCING BUSINESS INVESTMENT PROJECTS
Leasing and financing solutions integrated into the overall BNP Paribas Group offer, as part of a universal banking model.

VENDOR PARTNERS
Manufacturers, distributors and resellers of professional equipment, and software publishers.

SUPPORTING PARTNER SALES DEVELOPMENT THROUGH FINANCE SOLUTIONS AND ADD-ON SERVICES FOR THEIR CUSTOMERS
The “Vendor Program” is a focused approach based on long-term partnerships and market specialisation.

COMPANIES
SMEs, Midcaps and international groups.

Providing leasing and outsourced management solutions for IT hardware and vehicle fleets. Flexible support throughout the asset’s lifecycle, via our Brand BNP Paribas Rental Solutions.

TWO TYPES OF ASSETS:

LOGISTICS
for equipment and vehicles in agriculture, construction and public works, as well as transport and materials handling.

TECHNOLOGY
for office equipment, IT hardware and software, telecommunications and specialised technologies (medical, security and audio-visual).
An international presence

Supporting customers and partners growth

Direct presence / our own entities
Austria • Belgium • France • Germany • Italy • Netherlands • Poland • Portugal • Romania • Spain • Turkey • United Kingdom

Direct presence / International equity interests
China (equity interest in Jiangsu Financial Leasing) • United States (Bank of the West)

Indirect presence / BNP Paribas Group retail banking network
Algeria (El Djazar) • Gabon (BICG) • Ivory Coast (BICCI) • Luxembourg (BGL Paribas) • Morocco (BMC Leasing) • Senegal (BICIS) • Tunisia (UBC Leasing)

21 countries
2,900 employees worldwide
36 offices

Thanks to our global reach and regional offices, BNP Paribas Leasing Solutions is able to support partners and customers in 21 countries on four continents.

BNP Paribas Leasing Solutions is directly present in 14 countries. In seven other countries, we also provide our leasing expertise to the teams of the BNP Paribas Group retail banking network.
Our 5 commitments

Promising Optimal Service to Our Customers and Partners

Implementing and adhering to our five commitments is more than just a declaration of intentions. They represent what's important in individual actions, as well as a collective responsibility within the company. Our ambition is to be the leading player in leasing and finance for professional equipment.

To achieve this, we need to make our customers and partners satisfied, and build long-term relationships based on mutual confidence. In their daily work, all BNP Paribas Leasing Solutions employees act as ambassadors for the five commitments that make up our brand signature: Business is ON.

1. Expertise
   - We share our extensive knowledge of assets with our clients and partners to help support business growth over the long term.

2. Simplicity
   - We offer tools and services adapted to the needs of our clients and partners, aiming for the greatest operational efficiency.

3. Responsiveness
   - We are dedicated to guaranteeing the quickest possible service for our clients and partners.

4. Innovation
   - We strive to offer, on a regular basis, new services and technological solutions at the cutting edge of the market.

5. Responsibility
   - We act ethically and responsibly, always keeping in mind the BNP Paribas Group values and the interests of our customers.

The BNP Paribas Leasing Solutions organisation meets the needs for responsiveness and perfect knowledge of the business sectors and markets in which we operate. Our business lines, specialised by asset family, are structured internationally to provide our major customers and worldwide partners with global finance offers in all countries where they are present. Our country supervision teams ensure that quality and compliance are harmonised across the globe.

Our organisation

The Ability to Align as Closely as Possible to the Market Needs

CEO
Charlotte Dennery*

Communications – CSR
Pierre-Henri de la Marandais

Deputy CEO
Christian de Nonneville*

Chief Operating Officer
Aurélie Vivien*

Global Head of Business Lines
Pascal Layan*

CFO
Lucia Maslinska*

Technology Solutions
Thierry Gaiffard*

Bank Leasing Services
(Equipment and Real Estate)
Philippe Breault*

Marketing
Jean-Michel Vauthier

General Secretary
& Business Support
Davide Armocida

Deputy CEO
Christian de Nonneville*

CIO
Sophie Robert*

Strategy & Development
Fabrice Portier

Procurement
Pascal Mancini

HR
Odile Nectoux

Supply Chain
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Sustainable performance

A SIGNIFICANT GROWTH IN 2015

€10.6 billion: total value of finance contracts agreed by BNP Paribas Leasing Solutions in 2015

€10.6 billion: total value of finance contracts agreed by BNP Paribas Leasing Solutions in 2015

- €7.4 bn
- €10.6 bn
- €3.2 bn
- €2.7 bn

For more information on our CSR approach, see our publication Positive leasing, The essentials of our corporate social responsibility, available online at leasingsolutions.bnpparibas.com.

“Positive Leasing”: CSR in numbers

Creating value for all, that is what being responsible means nowadays. We aim to make our corporate social responsibility actions part of our very DNA, putting them at the heart of our business. That’s the idea behind the “positive leasing” approach: an overall commitment, and a culture of responsibility.

ENVIRONMENTAL RESPONSIBILITY
- 20%
Decrease in paper consumption per employee between 2014 and 2015

FINANCING THE REAL ECONOMY

BNP Paribas Leasing Solutions actively supports business growth and contributes to the creation of value and jobs. Each year, we inject approximately €10 billion into the economy which finances professional equipment and investment projects. Our Executive Management share in this pride and ambition.

ECONOMIC RESPONSIBILITY

1st
In 2015, BNP Paribas Leasing Solutions launched a new micro-finance solution in Belgium, which allowed to finance a very first project.

CIVIC RESPONSIBILITY

+ 67%
Amount allocated to sponsorship initiatives between 2014 and 2015

SOCIAL RESPONSIBILITY

56,570
Hours of training provided in 2015 to more than 2,500 employees

For more information on our CSR approach, see our publication Positive leasing, The essentials of our corporate social responsibility, available online at leasingsolutions.bnpparibas.com.
How is the leasing business organised, and what needs does it meet?

Our business is based on two solid pillars. The first is the support we provide to “corporate” customers of the BNP Paribas Group. For them, our leasing and finance solutions can be more flexible and relevant than a “traditional” loan because it helps maintain their investment capacities. The second is our traditional core business, the “Vendor” approach, in which we build far-reaching and long-term partnerships with professional equipment manufacturers and distributors, providing finance solutions for their end customers. Through this approach, we finance the real economy by supporting the SMEs, mid-market companies and entrepreneurs who are continually adapting to a changing world and who drive economic growth. This is a source of great pride for us, and is very meaningful to all our employees. We’re aware that a user economy is progressively taking the place of an owner economy, and this is central to recent developments. In fact, it’s at the heart of our DNA, because we primarily offer leasing solutions which have a limited duration.

You’ve been at the helm of BNP Paribas Leasing Solutions for a few months. What are the company’s main strengths?

There are lots of them. Our business is very diverse, incorporating many countries, activities, sectors and partners. This helps us negotiate the world’s complexity, and makes it easier for us to adapt quickly and frequently. Our employees are recognised experts in their fields, and most of them have made their careers in leasing—a business they’ve seen evolving and changing. Their expertise and commitment have helped build a culture of excellence, while maintaining an entrepreneurial spirit and a local approach.

In the next few years, what will your major challenges be?

In making strategic decisions as in day-to-day activities, we must strive to constantly improve the satisfaction of our clients and partners. We also have to continue ensuring the company’s economic performance and profitability within a low-growth context, notably in Europe. We’ll also have to deal with changing regulations which continue to weigh heavily upon all financial activities. This is a new environment, so our company will have to make significant adjustments. We’re also going to have to adapt to constantly developing sectors, with highly significant changes particularly in the IT sector. And finally, we need to meet the digital challenge: providing our customers with more digital solutions and supporting internal digital transformation to achieve greater flexibility, responsiveness and efficiency.

“Supporting the real economy is our ‘raison d’être’.”

Charlotte Dennery
Chief Executive Officer
What about the energy transition?
This is a challenge we’re faced with, just like our partners and their customers. The questions of compatibility between technological acceleration and resource preservation, and of environmental protection, will become increasingly important in the future. These issues are crucial for us and we collaborate closely with our partners to come up with concrete solutions.

“Our diverse expertise is a key strength in dealing with the world’s complexity.”

Your ambition is to be the leading player in the international leasing market. What will your major developments include?

We’re currently preparing our strategic plan for 2017-2020. Our thinking revolves around several axes. First, extending our existing partnerships through enhanced services or within larger geographies. Second, securing new key accounts, either directly or through the BNP Paribas network in France and abroad. Thirdly, creating a greater presence in high-potential markets such as the USA and Canada, where most key players in the new technologies sector are based.

What will make this plan succeed?
It comes down to two words: buy-in and trust, both from our employees and our partners. The buy-in and involvement of all stakeholders will hinge on our collective ability to make the project meaningful. This will be the role of each manager with their teams, but also of the executive management with clients and partners, who will be taking part in this development with us. Trust goes hand-in-hand with this. There can be no buy-in without trust. It is one of the mainstays of our model. It’s crucial that this trust is strong, durable and never betrayed.

Today’s world is dominated by economic and political uncertainty. How will this impact your future?

Ours is a world of constant turbulence and uncertainty. We have to be responsive, flexible and adaptable at all times. We’ve seen this in previous crisis, when we had to make many adjustments. We need to continue transforming, but smoothly and carefully. It’s my responsibility to help employees progress, and to provide them with a work environment in which they can flourish while also optimising the company’s economic performance.

So the road ahead is mapped out. In the shorter term, what are your challenges for 2016?
First of all, bringing to a successful end the 2013-2010 plan. We’re well on the way to meeting our objectives without any difficulty. After that, as I mentioned, we’re currently preparing the next strategic plan. Another of my priorities is of course the transformation projects I’ve already mentioned. And lastly, preparing for the relocation of our head office in early 2017, bringing together management, “corporate” functions and most of the staff in France – that’s 1,200 employees. We’ll be unveiling a new work environment in a HQE building (High Environmental Quality certification) which encourages cross-functionality, collaborative work and mobility. This is a flagship project for the company’s modernisation and rapid transformation, particularly in the digital sphere.
“We’ve developed in-depth knowledge of the specific features of our clients’ markets.”

offering a consistent service that aligns with their overall strategy. Also, and this is our second pillar, we are mobilising our expertise by offering finance solutions to corporate customers of BNP Paribas retail banking network (Bank Leasing Services).

What main trends are you seeing in your markets?
The biggest trend we see in all markets is the switch from financing an asset to financing a use. This is particularly the case in the rapidly evolving sector of new technologies, where the move to the cloud is even doing away with the physical reality of financed assets. It’s a phenomenon that’s creating new economic and legal complexity, so we must put together innovative, usage-based invoicing systems that are in keeping with this new reality.

Why is the satisfaction of your partners a key priority?
In an increasingly complex economic environment, it’s essential that we discuss and interact very frequently with our clients and partners. Across Europe, in fact, we carry out annual satisfaction surveys with all of our partners, dealers, customers and BNP Paribas account managers, to find out what they think of our service quality. For instance, in the 2015 ELS satisfaction survey, there is a clear improvement, 85% of our partners’ distribution network feel it is “rather easy” or “very easy” to work with BNP Paribas Leasing Solutions. This initiative helps inform our development plans and innovations like the Vendor Academy, a specific training programme dedicated to dealers. Constantly listening and paying attention to the voice of customers is the best way to create solutions that meet their expectations.

Christian de Nonville
Deputy CEO. Supervision of Risks, Compliance, Tax & Legal functions

In what way are risk management and internal control considered to be strategic?
Risk is intrinsic to our business. In addition to the usual risks faced by every company, there are risks specific to the world of credit (default, errors, fraud) and others that are specific to our business. For example, reputational risk and its possible financial consequences, linked to the negative environmental impact that an asset under our management can have. Poor risk assessment can therefore be harmful to our business.

In your business, what does the concept of compliance include?
Broadly speaking, it includes compliance with laws and regulations in our general conduct, and respect towards others. More specifically, it refers to financial security (client and partner integrity), ethical behaviour and professional ethics (conflicts of interest, gifts, etc.) and the protection of customer interests (for example, avoiding “toxic” assets). In our business, it is therefore crucial to ensure that our processes – and those of our partners – are reliable. We must adequately train and inform our partners, and make sure end customers are able to use financed assets correctly. These regulations are specific to finance so they apply to our business, whereas quick decision-making is essential to support our partners’ sales. We need to reconcile this need for responsiveness with in-depth knowledge of the end customer.

How do you adapt to growing pressure from regulators?
We have to adapt all our operational processes efficiently and systematically to any regulatory change. At all times, we must be able to justify and document our risk management and compliance. For example, data reliability has to be guaranteed throughout the production and marketing process. This is a real challenge for our business, since we handle more than 2,000 finance requests a day! We therefore have
“Strengthening project coordination and facilitating cooperation between countries: these things are key to efficiency.”

Wolfgang Pinner
Head of Country Coverage

Why was the Country Coverage Division recently created?
Country supervisor has always existed. However, the financial sector is increasingly complex and our activities are more tightly regulated all the time – so we need strong management and optimal coordination. This coverage applies to all country entities, as well as the various relationships we hold with the Group’s subsidiaries (in the United States or in Africa) and with local actors (such as in China) via partnership agreements. Apart from giving us greater oversight, it helps encourage countries to exchange experiences between countries, harmonise approaches and coordinate communities of business experts. It’s also a powerful lever when we roll out flagship projects and tools at local level, by making sure they’re implemented efficiently.

How does the Coverage Division collaborate with the international business lines?
We encourage the sharing of know-how and best practices. We also provide knowledge about each country’s legal, economic, financial and cultural environment. In this way, business teams can concentrate on prospecting, managing relationships with partners, looking for solutions and preparing new offers. In the back office, there’s an entire service production chain, with a commercial component at each step of the process. We’re there to facilitate project implementation and strengthen cooperation between countries and teams, both locally and supra-nationally.

What are your main medium-term challenges?
The constraint of growing capitalisation, together with the ECB’s low rate policy, is forcing all banking institutions to strengthen and even rethink their business model. The BNP Paribas integrated model is strong because it encourages cross-selling at all levels of the company. It’s a universal bank that can meet all its customers’ needs, in an international and increasingly digital context. As such, we’re going to continue strengthening cooperation with other BNP Paribas entities so that we can roll out an integrated service for businesses in Europe and beyond. Also, we must strengthen our international presence in new areas to accompany the growth of our partners and develop our activities as a financial partner in new markets.

“Our transformation is progressing... and accelerating!”

Xavier Viollet
Chief Operating Officer*

The company really seems to be moving...*
It’s clear that something important is happening! There’s a desire to advance, to develop, to push the boundaries and allow a new company to emerge. This momentum began a few years ago, and its effects have been increasingly visible in recent months. The company is growing, securing new markets and attracting new customers. 2015 was a particularly satisfying year, in a commercial and financial sense, and we’re being given the green light all around. Several major transformation projects have been launched; they’re all meaningful, and proof of our modernity and commitment to all of our teams.

How is your digital transformation strategy shaping up?
First of all, we want to modernise the customer experience. Our partners (manufacturers and resellers) need a fluid and flexible relationship with us, as well as solutions that are simple, mobile and responsive. They can use our smartphone app, launched in 2015, to manage everything – and receive a virtually immediate answer. In 2010, we’re launching a new tablet application that can be used for any type of financial simulation – and it will be available whether you’re online or somewhere without a connection. We’re also gradually rolling out electronic signatures, in France and then Europe. Secondly, we’re looking at our internal processes around dematerialisation and workflow. And finally, our working methods; smartphones and latest generation hardware for our employees, collaborative platforms and new working methods, and a digital education programme.

What are your priorities for 2016?
Successfully completing our head office relocation in early 2017, which involves our executive management, “Corporate” teams and French teams.

This project is emblematic of our move toward modernisation and is closely linked to several other transformational projects. We’ll also continue implementing our digital transformation plan, push ahead with our efforts to improve operational efficiency, and prepare our 2020 strategic plan, which typically includes a development in new markets and new geographies.

A rather optimistic vision and good prospects for the future...
Yes, but nevertheless we have to remain vigilant. Tomorrow will bring changes to our business as the world becomes all-digital, and we must continue anticipating these. We must protect ourselves against a possible “ubersisation” of the business; we have to keep searching for whatever might bring an improvement, understand our customers/partners digital experience, and thereby prevent newcomers from stealing away part of our value chain. With confidence and pragmatism!

* In charge of Finance, IT, Strategy and Development, Procurement, Digital Transformation and Structuring
2015, a year of company-wide acceleration

Boosting performance to better serve our clients

A new leadership team, significant growth in liabilities, signing large-scale European partnerships, innovative products and services, professional awards...2015 brought many highlights for BNP Paribas Leasing Solutions. Let’s take a quick look at some of them.

Lease Offers Mobile
An app to simplify and improve the customer experience

In June 2015, BNP Paribas Leasing Solutions launched the Lease Offers Mobile application. With this app, partner sales teams can process finance applications while on the road and in real time. Using their smartphone, they can simulate a commercial offer, submit a finance application or access their portfolio, whenever and wherever they like.

Kubota Partnership
“Kubota Finance” created in Europe

In July 2015, BNP Paribas Leasing Solutions signed a European framework agreement with the Japanese manufacturer Kubota, an international leader in agricultural and construction machines. Its objective was to drive sales and increase Kubota’s market shares, particularly in the tractor market. The partnership agreement gives BNP Paribas Leasing Solutions exclusivity for “Kubota Finance”, and covers five European countries: France, Germany, Italy, Spain and the United Kingdom. It will be extended to other European countries in 2016.

Agritechnica Trade Fair
High visibility to celebrate 30 years of BNP Paribas Leasing Solutions Germany

In November 2015, Agritechnica attracted more than 450,000 visitors to Hanover from 115 countries, including 2,900 exhibitors, which makes it the largest trade fair for professional equipment and agricultural machinery in Europe. High visibility for BNP Paribas Leasing Solutions Germany that welcomed more than 300 international guests to its stand, including many decision-makers, manufacturers and customers, that jointly celebrated the 30th anniversary of our German subsidiary.

BNP Paribas Leasing Solutions was recognised as “Financial Solutions Provider of the Year” at the European IT & Software Excellence Awards 2015. This event, organised in London, was held in March by IT Europa magazine. The prize recognises the expertise and service quality that BNP Paribas Leasing Solutions provides to major players in the IT sector.

Awards
3rd consecutive year of being awarded “financial solutions provider of the year”
BUSINESS GROWTH CONTINUES RAPIDLY IN CHINA

Since January 2014, BNP Paribas Leasing Solutions has held equity investment in Jiangsu Financial Leasing, a company aiming to become one of the key players in the Chinese leasing market. It’s a powerful platform for developing a “Vendor Finance” programme within Chinese territory, along with associated leasing products and services.

INTERNATIONAL DIVERSITY LABEL RECEIVED IN FRANCE

The Diversity Label acknowledges the commitment of companies, organisations and institutions to preventing discrimination, supporting equal opportunities and promoting diversity. In 2015, it recognised the initiatives that BNP Paribas Leasing Solutions has implemented to encourage diversity, and which contribute to our performance, appeal and creativity.

#ichooseleasing

BUSINESS IS ON AROUND THE WORLD

What has leasing changed for you? From businesses of all sizes and sectors, around the world, managers and entrepreneurs tell us why leasing has proved to be a real “business accelerator”.

Find out all the testimonials on #ichooseleasing
DIETMAR RITTER,
CEO, KUNZE & RITTER GMBH,
GERMANY
—
Office equipment distributor

“I've worked with BNP Paribas Leasing Solutions since I first started out in business, even though back then, in the 1990s, leasing was still rather frowned upon. Many of our clients assured us they had no need for leasing since they could afford to buy equipment! The development of a wide range of solutions, such as rental and finance lease, helped make leasing a success. Pay-per-use agreements are an especially powerful tool in commercial negotiations. Today, leasing represents over 90% of all finance agreements. For us, it does away with any risk concerning client liquidity and gives us immediate access to cash. The training courses provided by BNP Paribas Leasing Solutions are very valuable too, especially for our new sales staff, who can quickly master financial concepts and use them in their everyday work.”

IVAN MARCHANDISE,
MANAGING DIRECTOR,
MARCHANDISE S.A., BELGIUM
—
Sale, rental and maintenance of agricultural, construction and materials handling equipment

“Twenty years ago, when I decided to start a business selling, renting, and fixing agricultural and construction machinery, I looked around for the best way to buy my first equipment. My financial partners told me about leasing, and I immediately understood the potential benefits. Not only did leasing enable me to start my business, it also helps me provide finance for my own customers! It’s flexible because it lets you choose the contract length and the residual value at the end of it, depending on your own needs. And above all, it’s a turnkey solution that allows me to concentrate on my business!”

IVAN MARCHANDISE,
MANAGING DIRECTOR,
MARCHANDISE S.A., BELGIUM

“Pay-per-use agreements enable commercial negotiations.”
JEAN-PAUL NOURY,
VICE-PRESIDENT,
COFINANCE GROUP, FRANCE

Real estate investment

“I've been familiar with leasing for a long time, and have often used it to finance equipment. I've also used real estate leasing on three occasions, for financial, legal and fiscal reasons. On large-scale real estate projects, you don't want to tie up too much of your own capital, or choose a finance solution that has a longer repayment period than a conventional loan. So usually, you need to find external financial partners. Leasing is a very effective solution because you can keep your capital reserve intact, but also amortise your real estate investment more quickly. There's also the added benefit of being able to exercise your lease option midway through the contract. The legal conditions governing this type of contract make it easier to sell the asset on to a third party, which offers great flexibility when managing a business.”

MURAT ALICI,
PURCHASING MANAGER, MARTEKS MARAS TEKSTIL SANAYI AS, TURKEY

Textile manufacturing

“In 2000, we were looking to develop internationally. To make this possible, we needed a very large investment of around €12 million. We had planned to finance our growth through an export credit institution, but some of the equipment we needed for our roll-out wasn't eligible for this type of funding. Leasing provided us with a very beneficial solution, in terms of its cost, but also the flexibility of the repayments which would help maintain our cash flow – two winning factors! But that's not all. Because the financed equipment acts as the main guarantee, we were able to avoid any additional costs. Since then, leasing has definitely become our preferred way to invest.”

JEAN-PAUL NOURY,
VICE-PRESIDENT,
COFINANCE GROUP, FRANCE

Real estate investment

“Flexible long-term finance that's within reach.”
Anticipating a changing world

We perfectly understand the markets that all our customers and partners operate in. As a result, we can anticipate their needs and meet the major challenges that tomorrow’s economy will bring: the increasing importance given to usage and customer experience, the profound digital transformation of business models, and the energy transition to better combine competitiveness and sustainable growth.

“The flexibility that a dynamic, international group like ours needs.”

“...When we first chose a rental solution, some 15 years ago, it was primarily to help reduce our corporate tax bill by keeping the value of our assets to a minimum. And of course, to protect our liquidity. It provided the flexibility that a dynamic, international group like ours needs. Things happen quickly in our business, and we need to respond fast with tailored solutions. That’s vital for a service company. And clearly, for technology with a brief lifespan, like smartphones and tablets, it’s important to think in short timeframes! With BNP Paribas Rental Solutions, we’re working to put together a solution adapted to these new products – one which features things like shorter rental contracts and residual value calculations. Over the years, we’ve developed a close relationship and built a partnership that really adds value. Of course, we’re happy with the prices and the level of service, but it also guarantees that we always have tailor-made solutions and a responsive partner. This level of trust gives us true peace of mind.”

FRÉDÉRIC LALEVÉÉ,
HEAD OF FINANCE AND IT,
CARGLASS, FRANCE

Repair and replacement of automotive windshields
This economy is reinventing the value chain, and in many ways, leasing is at its forefront. The product is no longer an end unto itself, but becomes the basis of a service. By making an asset available to use but retaining its ownership, and therefore also its maintenance and environmental impact, leasing offers much more than the value of the financed asset. There are many benefits for the user. They can adapt better to their real business needs thanks to a customised response, up-to-date, reliable and high quality equipment, better control over the asset’s lifecycle, outsourced risks and an optimised customer relationship, based on mutual commitment. In addition, these benefits can be harnessed to encourage growth, while leaving capital reserves untouched and maintaining investment capacity.

In a usage economy, producers are value suppliers and customers are value users. It is increasingly in the interests of both parties to ensure that the function is constantly carried out and that value is continually provided.

"This economy is reinventing the value chain, and in many ways, leasing is at its forefront. The product is no longer an end unto itself, but becomes the basis of a service."

Professor and Deputy Director, International Institute for Industrial Environmental Economics, University of Lund, Sweden

"In a usage economy, producers are value suppliers and customers are value users."


The move to a usage economy is modifying relations between the individuals involved in an exchange. As such, they are no longer antagonists; on the contrary, their interests are tending to converge.

"In the traditional economic way of thinking, producers are considered to be value creators, and customers to be value destroyers. In a usage economy, producers are value suppliers and customers are value users. It is increasingly in the interests of both parties to ensure that the function is constantly carried out and that value is continually provided."


Usage economy: a new source of value creation?

The usage economy, also known as the functionality economy, is an innovative economic model. It’s based on selling a product’s usage (i.e. making it available for a given time) and associated services, rather than selling the product itself. This new model is overturning the traditional value chain; one person’s property becomes another’s wealth, and it is access that creates value. We’re no longer buying the asset, but rather time to use it.

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Maintaining their capacity for investment to develop their business is a major concern for SMEs. This is one of the main reasons they choose leasing.

**Did You Know?**

"The biggest trend we're seeing in all markets is the switch from financing an asset to financing a use. This is particularly the case in the rapidly evolving sector of new technologies, where the move to the cloud is even doing away with the physical reality of financed assets. Because of this, we're designing new 'Software as a Service' solutions."

Pascal Lagen
Global Head of Business Lines

With digital technology, there are no more boundaries. It’s changing everything, and the revolution has only just begun. Its impact is already clear in many service industries. The business model of the “digital company” is becoming widespread, built first and foremost on the basis of user expectations: they want more for lower prices, with constant novelty, personalisation and greater simplicity.
Agility is at the heart of the digital model. If an organisation can be agile, it has a distinct competitive advantage. Digital is transforming the behaviours and expectations of our clients and partners, so it’s pushing us to keep adapting our products, services and ways of working. It opens both a wide field of business opportunities but also allows new players to emerge, challenging traditional models. With digital, we need to be even more flexible and collaborative to encourage creation and innovation in our teams. The digital transformation is also a cultural transformation, which requires a change of management style. At the same time, we must be responsive to our clients and partners at all times, wherever they are. Our objective? To simplify the customer journey by focusing on their needs, making it easy to use our services and accelerate their business. In a word, to transform the leasing experience. This is the goal we are pursuing, notably with our “Partner Experience” program.

“With digital, we need to be even more flexible and collaborative to encourage creation and innovation in our teams.”

“The major difference between a traditional company and a digital company is this: the latter systematically strives to provide its customer with a customised service, embracing and even anticipating their needs. Meanwhile, the former can only provide services using standardised methods that align with the paradigm of the mass economy.”

La Tribune, April 13, 2015

“Digital transition: the five steps of denial.”

“数字转型：五个步骤的否认。”

Our Analysis

“Partner Experience” incubator

“This programme is structured around nine major projects. It builds directly on our partners’ experiences to help us develop digital solutions that modernise our activity and the way we offer leasing and finance solutions.”

Francois-Régis Martin
Chief Digital Officer
BNP Paribas Leasing Solutions

Our Approach

Digital: simplicity and responsiveness for better performance

Responding to new business needs

We’re developing new applications to meet our clients and partners’ needs for immediacy, ease of use and mobility. Launched in six European countries in June 2015, the Lease Offers Mobile app allows our partner’s sales teams to process finance requests from their smartphones, in real-time. In 2016, BNP Paribas Leasing Solutions will be rolling out a next-generation financial quotation app: Quote’ON by BNP Paribas Leasing Solutions. Sales teams can use it to generate finance quotes in the field, with or without an internet connection.

“Our analysis

“Partner Experience” incubator

“This programme is structured around nine major projects. It builds directly on our partners’ experiences to help us develop digital solutions that modernise our activity and the way we offer leasing and finance solutions.”

Francois-Régis Martin
Chief Digital Officer
BNP Paribas Leasing Solutions

Did You Know?

• Partner Experience
This programme is structured around nine major projects. It builds directly on our partners’ experiences to help us develop digital solutions that modernise our activity and the way we offer leasing and finance solutions.

• Hub’ON
This is our in-house digital acculturation programme. Inspired by the Family incubator founding partner, it’s designed to help our employees learn about the new behaviours and collaborative ways of working that it brings. It will be progressively rolled out to other European countries in 2016, with additional services being added in the very near future.

Downloads of the Lease Offers Mobile app at the beginning of 2016, six months after its launch

3,200

3,200 downloads of the Lease Offers Mobile app at the beginning of 2016, six months after its launch.
Energy transition: an efficient growth driver for tomorrow?

As climate changes and natural resources become ever scarcer, current economic models will only be able to generate sustainable growth if they can question themselves. Energy transition has become a necessity for companies. They will have to choose the suite of innovative solutions that best suits their business. These might include low energy consumption technologies, alternative energies, more efficient energy production units, etc. Although necessary, this can also be a key factor in their future competitiveness.

The “S pluses” of the Quote'ON app

- **SIMPLE AND PRACTICAL**
  Whenever you are, online or offline, this tool gives you an answer in just a few clicks.

- **FAST**
  Real-time simulations of all financial situations - even complex ones.

- **USER-FRIENDLY**
  Easy-to-use application with simple fields and highly intuitive navigation.

- **EFFICIENT**
  No more filling out questionnaires or contacting a call-centre to find out the calculation amount.

- **SMART**
  Save the financial proposal and find it in your list of offers. You can also edit, copy, delete or forward it to BNP Paribas Leasing Solutions to get an opinion or decision.

**MAKE IT HAPPEN**
Leasing on demand.

**Quote'ON**
by BNP Paribas Leasing Solutions

Our new financial simulation app

For a busy sales manager on the road, simplicity and responsiveness are crucial.

Designed for teams selling and distributing the professional equipment we finance, our new Quote'ON application provides any financial simulation on a tablet or smartphone, with or without an Internet connection.

Throughout 2015, we continuously developed and improved this innovative app, which was rolled out in June 2010 to France, Germany, Belgium, Spain and Italy; and for the agriculture and construction sectors mainly.

**ANTICIPATING A CHANGING WORLD**

**BNP PARIBAS LEASING SOLUTIONS**
By its very nature, leasing focuses on an asset’s usage and the possibility to renew it regularly to benefit from the latest advances in terms of energy performance. We are striving to include our corporate social responsibility (CSR) strategy in our business models, so that leasing becomes one of the avenues to responsible growth. In time, we would like to promote financed “green” assets, by creating special offers for products and services that encourage their use. We’ll create these offers in close collaboration with our partners – the manufacturers and distributors of the assets we finance. This will also support the energy transition of these partners themselves. Of course, we’re also implementing our own initiatives to minimise our environmental print, including reducing paper consumption, rolling out a “Green IT” approach, managing documents electronically and using paperless processes.

“Our Analysis

By implementing the principles of the usage economy, we have a rare way of significantly reducing environmental pressures related to satisfying a broad range of human needs. What’s more, we won’t necessarily have to abandon development approach that focuses on economic growth. However, if we want this economy to develop its full potential as a vector for sustainability, we will still need to carry out reforms governing how we conceive our relationship with our environment.”

Source: "Sustainable Development and Territories", Vol. 5, n°1 / February 2014

Our Analysis

“We are striving to include our corporate social responsibility (CSR) strategy in our business models, so that leasing becomes one of the avenues to responsible growth.”

"By implementing the principles of the usage economy, we have a rare way of significantly reducing environmental pressures."