

# #ichoose leasing

SEASON 2

Laetitia Quet  
Finance Director  
SFR Media - SFR Presse  
NextRadioTV



**BNP PARIBAS**  
**LEASING SOLUTIONS**

Business is ON

**Vision** P.04  
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**How to develop a circular economy and a sustainable growth** P.40

**Every single day, SMEs choose leasing.  
So do entrepreneurs. So do sole traders.  
And each time they do, they're investing,  
innovating and creating jobs.**

**They choose leasing because it helps  
them stay competitive in an ever-more  
demanding environment; because  
it guarantees the flexibility to cope  
with fast-changing markets and rising  
customer expectations; and because  
it puts them on the path to more  
sustainable growth.**

**Discover how and why leasing  
helps businesses grow.**

**“An entrepreneurial approach, at the service of entrepreneurs”**



**CHARLOTTE DENNERLY**

CEO  
BNP Paribas Leasing Solutions

**Every day, we work alongside entrepreneurs, farmers and craftsmen,** accompanying their long-term growth while providing solutions that generate flexibility, strengthen their innovative capacities and stimulate competitiveness. Right now, lasting transformations are shaping the economy and creating the conditions companies need to be agile and create value. With usage rather than ownership at the heart of its business model, leasing directly reflects these transformations. Along with the digital revolution, we're seeing in-depth changes in customer experience and new demands placed on us by a necessary energy transition. This new state of affairs is creating a more competitive and quickly-shifting landscape for companies, but one that also presents opportunities. They must be in a state of constant anticipation, and able to evolve at speed. This is a key strength of the finance solutions we offer: they provide the prized ability to adapt quickly. By doing so, they also allow young companies to get off the ground while protecting their investment capacities, and others to access expensive but essential technology, or to safeguard capital when business is slow.

**Our vocation is to be a 'business accelerator' for entrepreneurs** and, more broadly, for anyone who is creating growth. In the 15 countries where we're active, our support for participants in the real economy can be measured in two key ways. Firstly, by the significant increase in business volume: it was 11.7 billion euros in 2016, compared to 10.6 billion euros in 2015. Secondly, by the way we constantly strengthen our collaboration with partners, with contributions from all of the BNP Paribas Leasing Solutions countries.

**In an effort to be the preferred partner for entrepreneurs** who need to finance equipment and investments, we're developing at pace and accelerating our transformation so that we can provide the solutions they need. We're entrepreneurs ourselves, and we concretise our ambitions by investing in new markets, such as medical

equipment and food processing, but also in new geographical areas, such as North America, working with our partners wherever they're developing their activities. Finally, we're working to extend what we offer, and include new services that go beyond pure finance. We also plan to ramp up our operational efficiency, using digital solutions developed to help our partners in their needs for more responsiveness and meet our customers' expectations for simplicity. 2017 will be the year we intensify this transformation. We'll continue investing to make our tools digital, and develop collaborative work methods that stimulate our collective intelligence.

**Lastly, we want to promote an ethical and responsible approach to business,** to meet rising expectations from customers, end-users and, more broadly, society. It's a goal we share with our partners, the manufacturers and distributors of professional

equipment. We recognise our responsibility to all stakeholders and to our environment. This is the driving force behind our 'positive leasing' initiative, which focuses on using resources carefully and in an optimised way, creating the conditions for a more circular economy. It's this same approach that nurtures talent, and makes BNP Paribas Leasing Solutions an attractive company that encourages equality and diversity.

**Our ambition is to be the European leader in equipment finance,** by cultivating our entrepreneurial DNA to show our true colours as a disrupter and challenger. Though we're responsible, we're still daring! In fact, by combining these two qualities we create the right conditions for innovation, which produces value over the long term.

**Rooted in the usage economy, leasing is a business that truly looks to the future,** and our momentum for change was recently recognised by our '2016 European Lessor of the Year' award from *Leasing Life* magazine. We plan to keep going the same way... and accelerate!

**“By placing our CSR commitments at the very heart of our business, fully aligned with our partners, we’re contributing to more sustainable growth.”**

# A tight-knit General Management Committee

— **Charlotte Dennery's** General Management Committee comprises a Deputy CEO and two Chief Operating Officers. Together, they ensure the company is run efficiently, keeping abreast of customer needs and in close contact with all countries where we operate.

LEFT TO RIGHT

## **WOLFGANG PINNER**

Chief Operating Officer  
Country Supervision

## **PASCAL LAYAN**

Chief Operating Officer  
International Sales

## **CHARLOTTE DENNERY**

CEO

## **XAVIER VIOLETT**

Deputy CEO

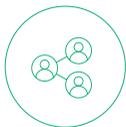




# How we support businesses

— **Within the BNP Paribas group**, BNP Paribas Leasing Solutions specialises in leasing professional equipment. Our purpose is to help our partners develop their sales and our customers grow, by providing tailored rental and finance solutions.

**Our promise: the very best service,  
for the long term**



## **Expertise in assets and markets**

Our teams are experts in the business sectors where we offer finance solutions. They know the assets, understand the sector's challenges, and can anticipate market trends.



## **Support that lasts**

We add value by supporting and accelerating sales for our partners and customers. Because we listen to our customers, they trust us to finance their projects and support their growth over the long term.



## **Stability of the BNP Paribas group**

We're part of the BNP Paribas group, a leading euro-zone bank and first-rate player in international banking. This gives us true financial strength, and allows our customers to access a far-reaching network.

## Supporting growth...



### ... for BNP Paribas banking customers

Companies, entrepreneurs and self-employed professionals.

As part of our universal banking model, we support equipment and real estate investments by these customers.

We provide rental and finance solutions that are integrated into the overall BNP Paribas group offering.

## Accelerating business...



### ... for our 'vendor' partners

Manufacturers, dealers and resellers of professional equipment, and software publishers.

We support partner sales with leasing and finance solutions, as well as bolt-on services for their customers.

Our unique 'Vendor Programme' is based on long-term partnerships and market specialisation.

## Managing fleets...



### ... of companies through rental solutions

SMEs, mid-market companies and international groups.

Through the BNP Paribas Rental Solutions brand, we offer direct rental and outsourced management solutions for IT hardware and industrial or commercial vehicle fleets. We provide flexible support throughout the asset's lifecycle.

We focus on two main types of assets:



### Logistics equipment

for agriculture, construction and public works, as well as transportation and materials handling.



### Technology assets

for IT and office equipment, telecoms and specialist technologies (e.g. medical, security and audio-visual).

# Customer satisfaction: it's what motivates us...

— We all share the same dedication to excellent service

for our customers and partners, which is played out in our everyday actions with five concrete commitments.

**EXPERTISE**

*simplicity*

OFF  ON

**RESPONSIVENESS**

**INNOVATION**

**RESPONSIBILITY**

Our approach to customer service rests on five commitments, which together guarantee the very best for our customers and partners. Putting these commitments into action is much more than just a declaration of our good intentions; they are the guiding principles of individual action and collective responsibility within the company. Our corporate ambition to be a reference company in our sector means satisfying our customers and partners, and building long-term relationships based on mutual trust. That's why everyone at BNP Paribas Leasing Solutions is an ambassador of these five commitments.

# ... and guides the way we develop skills

— Just as customer satisfaction guides the design of our products and services, our approach to career development is centred around helping our employees flourish.

The potential of our teams sits at the very heart of our business strategy. In order to meet future challenges – including developing new markets, and responding to the digital revolution with new ways of working – we strive to create a workplace that combines people of many origins and skill levels. We give them the means to make the most of their skills and contribute to our collective success. Diversity is not just a responsibility to us, it's a real route to better performance.



To foster professional and committed teams, who are able to support the economic development of small and large companies, we support our employees throughout their careers in three key areas: integration, training and development. Our learning ethos is company-wide, meaning we help employees strengthen and complement their skills, but we also encourage autonomy and agility so that all talents have room to flourish.

The objective for BNP Paribas Leasing Solutions is simple: to make our employees the first ambassadors of the value promise we make to our customers.

# In today's world, being responsible means creating value for everyone



## OUR ENVIRONMENTAL RESPONSIBILITY

Combating climate change

### OUR COMMITMENT

- Working to reduce our environmental footprint
- Making employees aware of environmental issues

### OUR PRIORITIES

- Reducing our paper consumption
- Reducing our greenhouse gas emissions

### OUR OBJECTIVES FOR 2020: TAKE PART TO THE BNP PARIBAS GROUP'S OBJECTIVES

- Use 30% less paper per employee (compared to 2012)
- Recycle up to 55% of paper waste
- Reduce greenhouse gas emissions by 25% (compared to 2012)
- Ensure that 80% of paper used internally and sent to customers is recycled or from sustainable sources
- Increase the proportion of waste recycled per employee

**-5%**

paper consumption/  
employee  
(2014 vs 2016)

**-8%**

CO<sub>2</sub> emissions/km  
from our car fleet  
(2014 vs 2016)



## OUR ECONOMIC RESPONSIBILITY

Financing the economy in an ethical manner

### OUR COMMITMENTS

- Finance with a positive impact
- The highest ethical standards

### OUR PRIORITY

- Incorporating the notion of responsibility into our business offer

### OUR OBJECTIVES FOR 2020

- Create responsible offerings
- Establish stakeholder partnerships to increase the positive impact of our financing operations

**37**

stakeholders interviewed to help shape our economic responsibility strategy, including Group representatives, partner manufacturers and managers from our business lines

**LED**

New assets available for rental in 2016, supporting the shift to energy efficiency

## — We want to do more than support growth for companies.

We want to create value for the economy, society, the environment and, of course, our employees. It's a global commitment that has led to our 'Positive Leasing' initiative.



### OUR CIVIC RESPONSIBILITY

Being a positive agent for change

#### OUR COMMITMENTS

- Developing corporate philanthropy
- Increasing employee awareness of volunteering

#### OUR PRIORITIES

- Strengthening our corporate philanthropy policy, with a focus on children's causes
- Proactively raising awareness in all countries where we operate

#### OUR OBJECTIVES FOR 2020

- Carry out one large-scale annual philanthropy initiative per country, focusing on children's causes
- Increase the number of employees involved in volunteering

**€194,516**

Corporate philanthropy funds donated by BNP Paribas Leasing Solutions in 2016 (17.5% more than in 2015)



### OUR SOCIAL RESPONSIBILITY

Developing and engaging our people responsibly

#### OUR COMMITMENTS

- Training and career development
- Diversity and inclusion strategy
- Being 'a good place to work'

#### OUR PRIORITY

- Promoting diversity of all types

#### OUR OBJECTIVES FOR 2020

- Support professional mobility by identifying bridges and pathways throughout the business
- Continue to roll out remote working in France and Italy
- Pursue initiatives that promote diversity

**40%**

In 6 months, more than 40% of French and Italian employees asked to work remotely

#### Contributing to UN Sustainable Development Objectives

In September 2015, UN Member States prepared a development programme looking ahead to 2030, that revolves around 17 Sustainable Development Objectives (SDO). BNP Paribas Leasing Solutions has included these objectives in its CSR strategy, and considers them when developing new products and innovative services.

# We operate as close as possible to the needs of our customers

— **With international coverage and local expertise,** we drive growth for our customers and partners worldwide.



**22**  
countries



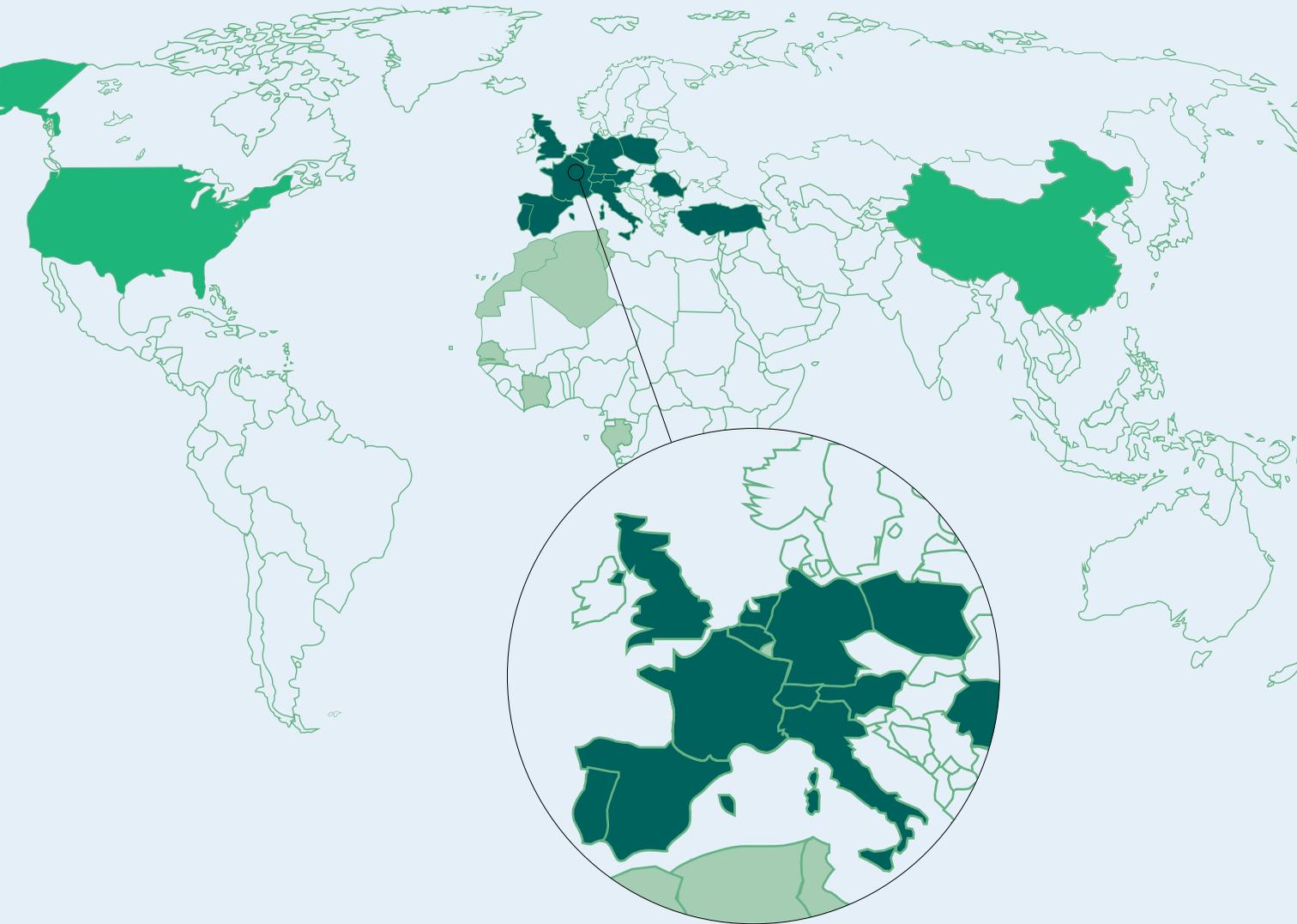
**3,000**  
employees  
worldwide



**37**  
offices

With global reach and local offices, BNP Paribas Leasing Solutions is able to support partners and customers in 22 countries on four continents. We are directly present in 15 countries. In seven other countries, we also provide expertise to the Leasing Departments of BNP Paribas Group retail banks.

We're an organisation shaped by the needs of our customers. Each business line is international and available in most of the countries where we are established. Supervising teams in each country ensure that we're closely coordinated, and facilitate international cooperation and process harmonisation. This guarantees responsiveness and provides an effective system for rolling out flagship projects at a local level.



**Direct presence/  
our own sites**

Austria • Belgium • France •  
Germany • Italy • Netherlands •  
Poland • Portugal • Romania • Spain •  
Switzerland • Turkey • United Kingdom



**Direct presence / international  
equity interests**

China (equity interest in Jiangsu  
Financial Leasing) • United States  
(partnership with Bank of the West)



**Indirect presence / BNP Paribas  
Group Network**

Algeria (El Djazair) • Gabon (BICIG) •  
Ivory Coast (BICICI) • Luxembourg  
(BGL Paribas) • Morocco  
(BMCI Leasing) • Senegal (BICIS) •  
Tunisia (UBCI Leasing)

# A solid commercial and financial performance

— This year, our results once again confirmed **our rapid growth**, and underscored our progress in terms of operational performance.



**70**  
years

since our company began



**500,000**

finance requests  
processed annually,  
or **2,200** per day



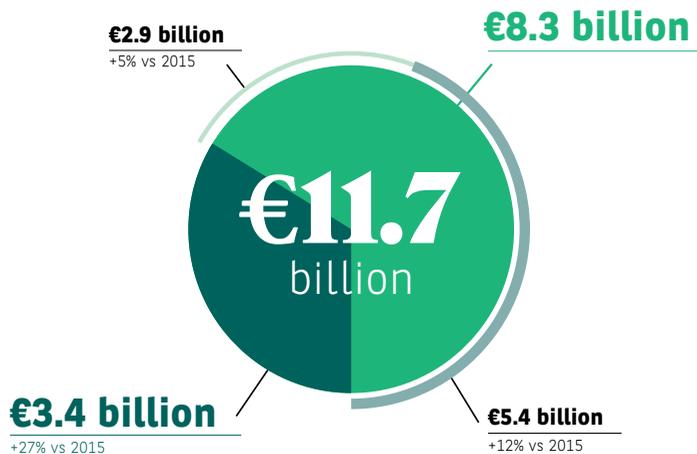
**28.8**

billion euros  
total assets under management  
(including services provided through  
BNP Paribas banking units)



**309,000**  
contracts

signed in 2016, or **3 contracts every minute**, financing the real economy



The total value of finance contracts agreed by BNP Paribas Leasing Solutions in 2016 is **€11.7 billion**, representing a growth of **12%**.

- Finance provided to banking customers of the BNP Paribas group
- Finance provided for:
- vehicles and logistics equipment (in agriculture, construction, materials handling and transportation)
- technology assets (IT and office equipment, telecoms, medical equipment, specialised technologies)

— **The economic and technological environment is increasingly fast and open** – but also more complex. Within it, companies are striving to become more competitive and more agile, and committing to grow responsibly.

Meeting  
businesses' new  
expectations.

**How to offer  
greater  
flexibility in  
an increasingly  
complex and  
fast changing  
environment**

SOLUTION #1

**Leasing helps businesses adapt  
to seasonal trends and the unknown**

-  
p. 22-23

SOLUTION #2

**Leasing provides ways to meet  
compliance regulations**

-  
p. 24-25

SOLUTION #3

**Leasing encourages new, more agile  
working methods**

-  
p. 26-27

**Leasing helps Alaattin  
to get involved in major national  
infrastructure projects.**



**ALAATTIN CENGİZ**  
**OWNER, CETA - CONSTRUCTION - ISTANBUL (TURKEY)**

“

In 24 years, I've seen a fair few projects happen. First at home in Turkey, then abroad over the last dozen years. They say there's a story behind every project, and that's true. But if there's one I'll be proud to tell my great grandchildren about, it's the Yaviz Sultan Selim bridge.

I'd never worked on a project that had such impact on my country's future. Today, I can't help but smile as I watch cars drive from one shore of the Bosphorus to the other, between those two big pylons.

Taking part in this gigantic project was a real challenge for Ceta, and BNP Paribas Leasing Solutions made sure we could adapt to anything, even when we had to find two extra excavators just a few months from finishing up.

Projects like this have lots of potential complications, and the financial stakes are high. That means you need partners who understand what you're up against, and who can provide solutions that help you work efficiently. Because we control the length and terms of our leasing contracts, we can act fast when we need new equipment, without making a dent in our budget. We'll often need a highly specialist machine for very short period of time, and even if you budget carefully, your cash flow might not be as responsive as your people!

Leasing has been part of our business model for a few years now, and we've been working with BNP Paribas Leasing Solutions for six years on several projects. If we've been able to undertake large-scale projects, it is also because we have a partner that knows us and can provide finance solutions that are well-suited to our activities. When Istanbul's third airport opens, it will be the biggest in the world, and guess who will have built its electric power plant!”



For over 20 years my career has been in document technology and managed services. I've watched the market evolve as companies adapted to new trends. Competition is stiff and, like everywhere, this can often descend into a price war. But Apogee is able to deliver real value-added services for its customers, not simply equipment. We put together tailor-made solutions for them, carry out detailed process audits, and adapt our portfolio of hardware and software technology, providing managed services and outsourcing services to their specific needs. We want to be a partner rather than just a supplier, helping them to shape and optimise their business processes. This is where working with BNP Paribas Leasing Solutions comes into play.

Today, more than 80% of the solutions we provide involve finance solutions such as leasing. The flexibility that leasing allows is ideal for a business in our sector; our customers constantly need to upgrade their infrastructure, and they need an affordable way to manage these transitions. They want an office or production environment that can grow with them, keeping up with their needs and adapting to changes within the company.

The teams at BNP Paribas Leasing Solutions know us very well and have in-depth expertise in our sector. They work with us at all levels, closely supporting our sales force and our back-office and developing new offerings with the Apogee Board. We've designed and brought to market new financial products that give our customers a choice and flexibility that is unrivalled, and brought us closer to new business prospects. Working with BNP Paribas Leasing Solutions, these Apogee-exclusive products are added to our range and differentiate us further from our competitors. By integrating leasing solutions, we're more competitive and can offer end-to-end support across the lifecycle of any solution.”

**Innovative leasing  
makes Gary's company more  
unique and competitive.**



**GARY DOWNEY**

**GROUP MARKETING DIRECTOR, APOGEE - MANAGED PRINT SERVICES  
AND OUTSOURCING SERVICES, UK AND EUROPE - MAIDSTONE (UK)**

## SOLUTION #1

# Leasing helps businesses adapt to seasonal trends and the unknown

— For some businesses, trade is seasonal or subject to considerable uncertainty. In these cases, we help balance the budget sheet. We make it possible for these businesses to have the equipment they need, only when they need it.

**Agriculture, goods distribution and even tourism have business cycles that depend on the season.** How can distributors cope with sudden rush of 'Black Friday'? What's the best way to deal with the cost of a combine harvester worth several thousand euros, used during the harvest period but inactive for the rest of the year? Not to mention budgetary and even geopolitical disturbances that can put an entire year's budget at risk.

All companies go through it – peaks followed by troughs, a pattern that has a significant impact on equipment needs and budgets. By offering flexible contract lengths and payment options, adapted to fluctuating earnings, leasing provides access to financed equipment and spreads the cost over the year. Equipment and personal insurance also help these customers face other types of professional uncertainty.





# 100%

**of our Italian  
farmer customers**

affected by the 2016  
earthquakes were offered  
6-month payment suspensions

### Sponsors of the Ceres Award

The Ceres Award, one of the most important in the agricultural sector, recognises outstanding people and projects in German agriculture. In 2016, BNP Paribas Leasing Solutions Germany sponsored the 'female entrepreneur' category, awarded to Katherina Mayer for her success and entrepreneurship.

### Support for small dairy farmers

BNP Paribas Leasing Solutions Germany started an assistance programme for breeders and producers affected by the removal of dairy quotas in Europe. The initiative included suspending payments, extending contract lengths and reducing or cancelling fees. This has made it possible for customers to deal with the crisis and improve their capital positions.

### Rental payments tailored to fit

Groomers – machines that smooth skiing surfaces to make them safe – are only used during the winter season when ski resorts do most business. With this in mind, BNP Paribas Leasing Solutions can change rental payments depending on cash flow: higher payments during high season, and reduced or paused payments during the off season.

**“By choosing to sponsor the ‘female entrepreneur’ category, we wanted to highlight the important role of women in the agricultural industry. They excel thanks to their commitment and expertise.”**

**Bertrand Négrier**, Country Manager, BNP Paribas Leasing Solutions  
Germany, Austria and Switzerland

## SOLUTION #2

# Leasing provides ways to meet compliance regulations

— We allow access to professional equipment that complies with the latest regulations.

**Fighting climate change, reducing energy usage, strengthening health and safety rules...** regulations are constantly changing. For agricultural and industrial businesses, transporters and healthcare establishments, equipment compliance can be a real headache and an increasing cost. Leasing agreements are ideally suited to assets with a long useful life (10 years) such as medical equipment. Assets are regularly checked and updated to ensure they meet the latest standards, with the cost of this service spread over time. And for equipment with a shorter useful life (every two to five years), leasing makes it possible to regularly renew items in a managed way, without affecting the company's capital.





### **The best security guarantees**

Security is a significant issue for some companies. For example, healthcare establishments that receive the public and whose information systems and medical equipment are increasingly computer-controlled. They are faced with cyber-security challenges that could have serious consequences including data leaks, irreversible damage to equipment or danger to users. Our leasing solutions make it easy to renew equipment and benefit from the best security performance.

### **Complying with 'restricted traffic zones'**

Many European cities are intensifying action to improve air quality. One new system for regulating city traffic categorises vehicles by their level of emissions. Older vehicles are no longer allowed in city centres. The only solution is to buy a new vehicle that uses a less polluting fuel. With BNP Paribas Rental Solutions, vehicles used for business and transport are replaced with more recent ones that comply with new standards.

## SOLUTION #3

# Leasing encourages new and more agile working methods

— We work with companies who want to implement new working methods, with solutions adapted to the challenges of remote working and collaborative working.

## Collaboration in the cloud, hot-desking, mobile working... there are always new ways of working.

With the digital revolution encouraging us to work remotely or in shared spaces, reducing the importance of a traditional office, how can we think differently about equipping employees? By providing rentals, and offering finance solutions that are transparent, adjustable, manageable and flexible in length, leasing can help all businesses respond to these new requirements with mobile, customised hardware.

Access to innovative technology, ability to renew hardware on an individual basis, controlling the costs of employee mobility, guaranteed hardware availability, monitoring hardware and software online... All these abilities are key for tomorrow's business.



# 3.5

million  
technological  
hardware  
components

managed by  
BNP Paribas  
Rental Solutions  
in 2016



**“The transformation of our processes and working methods, which rely on new digital and collaborative solutions, are enabling us to streamline customer and partner relationships, while also improving our agility.”**

**Xavier Viollet**, Chief Operating Officer



#### **LeasePark Mobile: accelerating mobility**

LeasePark Mobile is a rental and management solution for your employees' mobile hardware including smartphones, tablets and even connected objects. It administers and manages your hardware and reduces the cost of mobility. Additional services are available throughout the lifetime of your equipment, from selection to end of contract, to help you manage your hardware suite and ensure optimal availability.

#### **Mouv'ON and Liber@zione: accelerating transformation**

By moving our Head office and the majority of our French team to Nanterre, as well as moving our Italian team to the highest tower in Milan, BNP Paribas Leasing Solutions is accelerating its transformation and adopting new working methods in open and dynamic spaces.

The 'flex office' setup lets employees choose the workstation that best suits their current work. There are quiet stations for better concentration, zones that encourage teamwork, and informal 'bubble' areas for quick chats with colleagues. Employees can also use brainstorming and co-working spaces, which are suitable for innovation and collaborative projects. In addition, they have access to digital hardware for working at home one to two days a week, encouraging better work-life balance.

**How to  
support  
competitiveness  
in an  
increasingly  
tough  
environment**

SOLUTION #4

Leasing provides access to innovative  
equipment, adapted to each need

-  
p.32-33

SOLUTION #5

Leasing gives entrepreneurs  
the capacity to invest

-  
p.34-35

SOLUTION #6

Leasing frees up time to focus  
on core activities

-  
p.36-37

SOLUTION #7

Leasing sets up a better  
customer experience

-  
p.38-39

**Leasing keeps Laetitia  
at the cutting edge of equipment,  
for top-quality programmes.**



**LAETITIA QUET**  
FINANCE DIRECTOR, SFR MEDIA-SFR PRESSE/NEXTRADIOTV -  
MEDIA AND AUDIO-VISUAL - PARIS (FRANCE)

“

Things move fast in the media world. You've got to be everywhere at once, operating a coherent and flexible organisation that can manage multiple channels and be in a position to innovate. To get ahead, having an 'exclusive' or being live isn't enough; you have to produce quality content on a daily basis to make sure viewers and listeners prefer you to your competitors and will return to your channels.

Since its creation in 2000, NextRadioTV has become a leading player in the French media sector, both in information and entertainment. Today we have a TV division with three channels broadcast on TNT, three channels broadcast via Internet service providers, two national radio stations and a suite of specialised news websites.

I joined the NextRadioTV group in 2009 and am now the Finance Director for the media entities within the SFR group, so I'm in charge of our investment and cost management strategies.

Leasing is an essential part of our day-to-day and medium-term financial management, because it gives our teams access to the best equipment in order to produce the best programmes. We've entrusted BNP Paribas Rental Solutions with the administrative and financial management of our equipment for the last five years. As well as the usual IT that every company needs, our audio-visual business is very demanding in terms of technical equipment, and we partner with BNP Paribas Rental Solutions because they accommodate that. Mobile control stations, editing and mixing consoles, studio equipment... they know how to meet our changing, and often urgent, needs! Buying hardware in the usual way would be unimaginable, because of the administrative burden it would create when our needs change so frequently. With leasing, we have all the necessary equipment to produce quality programmes while optimising the overall structure of our costs.



This year, we're celebrating the 20th anniversary of Beta Transformer, our official brand. Twenty years! I feel proud

when I think back to how we started and compare that to today's setup, which covers over 65,000m<sup>2</sup> in the suburbs of Adana.

We export to more than 30 countries and employ over 200 people, but competition is fierce in the energy sector. Our electrical transformers are known for their quality and sturdiness, but to keep up with high expectations we have to continually update our production line. It's no longer just a question of optimising costs. Before, we'd replace an old machine with a newer model and see the result straight away. Today, our production methods need to be innovative and we have to consider new things like environmental excellence, which is important to customers.

Back in 2010, our financial advisers pointed us in the direction of leasing. For us, a company that constantly needs to improve our production machinery, it's a solution that suits perfectly. Thanks to our collaboration with BNP Paribas Leasing Solutions, we were able to finance our investments very early on without impacting our balance sheet or compromising our short-term borrowing ability. They provided us with tailor-made contracts, took care of machinery imports, and anticipated our need for payment flexibility over the long term.

Working with the leasing model, we've been able to update our production chain and work towards more accreditations. Those help provide quality assurance to our international customers. In fact, we're the first Turkish company in our sector to hold eco-design certification for our products.”

## Leasing makes Yusuf Cenk an eco-design pioneer in its industry.



**YUSUF CENK DAĞSUYU**  
PARTNER, BETA TRANSFORMER - ENERGY AND ELECTRICITY -  
ADANA (TURKEY)

## SOLUTION #4

# Leasing provides access to innovative equipment, adapted to each need

— Markets are evolving rapidly, disrupted by technological breakthroughs and new business lines. In this context, we help companies stay at the forefront with necessary equipment and services, so that they can maintain their pace of development.



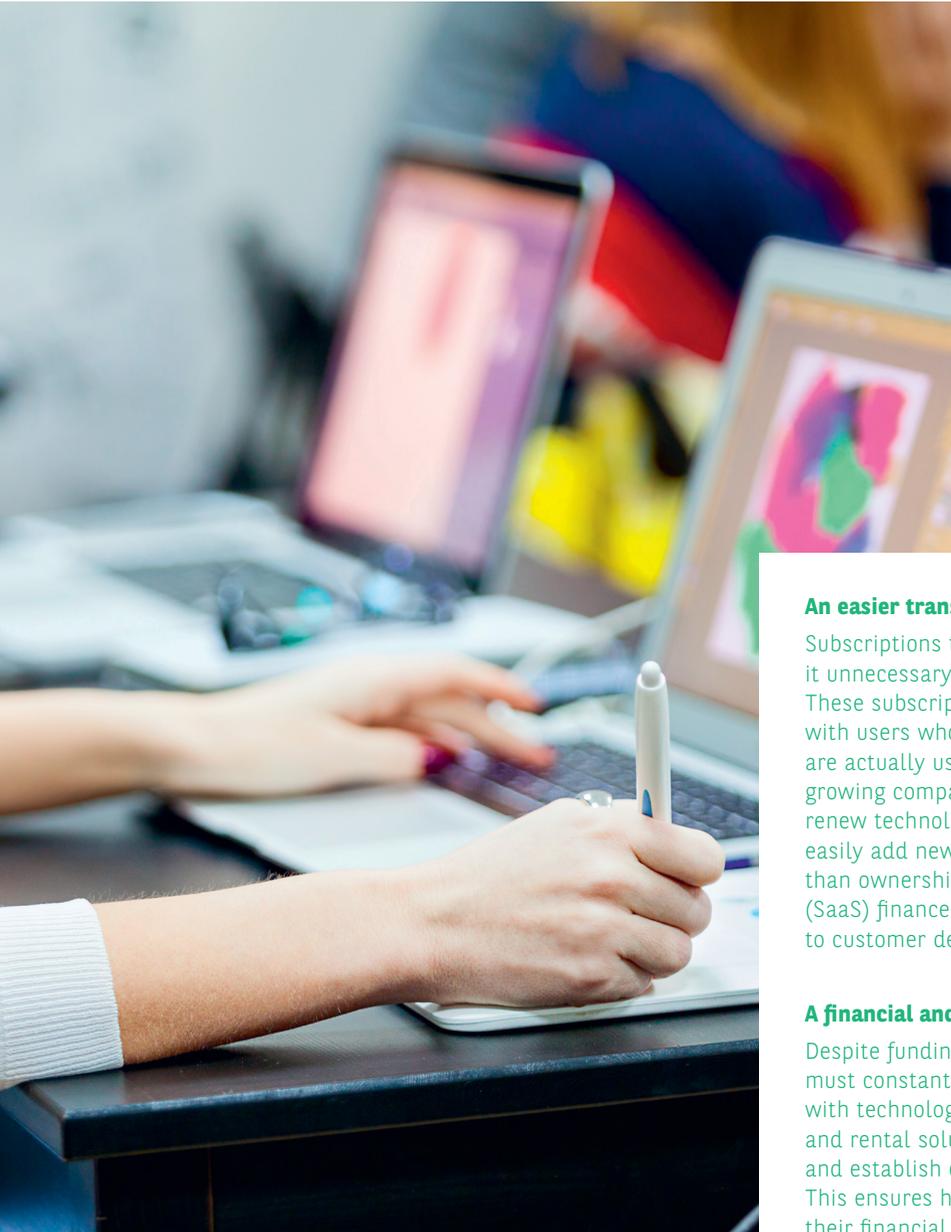
**+17.6%**

**growth\* in SaaS\*\*  
turnover by the end  
of 2018**

compared to 3% for on-site  
software sales

\* Composed annual growth rate  
\*\*Software as a Service

**Leasing offers tailor-made solutions that allow companies to benefit from useful technologies, while preserving their capital.** It provides access to cutting-edge, innovative, high-performance and greener equipment, which is ever more expensive to buy. By enabling regular renewal, leasing makes technological obsolescence less daunting, and removes the costs of purchasing and reselling outdated equipment. It ensures that equipment is maintained, and replaced early if subject to heavy usage or new environmental compliance requirements.



#### **An easier transition to the 'subscription economy'**

Subscriptions to cloud-based software make it unnecessary to keep buying licences. These subscriptions are increasingly popular with users who only want to pay for what they are actually using. For example, SMEs and rapidly growing companies can avoid the need to constantly renew technology as innovations appear, but can still easily add new capabilities. By financing usage rather than ownership, our leading Software as a Service (SaaS) finance solutions help our partners adapt to customer demands and enjoy more stable revenue.

#### **A financial and fiscal advantage in healthcare**

Despite funding cuts, healthcare establishments must constantly update their equipment in line with technological developments. Our finance lease and rental solutions give a clear oversight of assets, and establish cycles of continuous improvement. This ensures hospitals can run smoothly and preserves their financial resources.

## SOLUTION #5

# Leasing gives entrepreneurs the capacity to invest

— Our leasing offers stimulate entrepreneurship and support the ambitions of the upcoming generation.



## 45%

of European SMEs consider leasing an important method of finance for their business



## 25%

of finance for SMEs in Europe

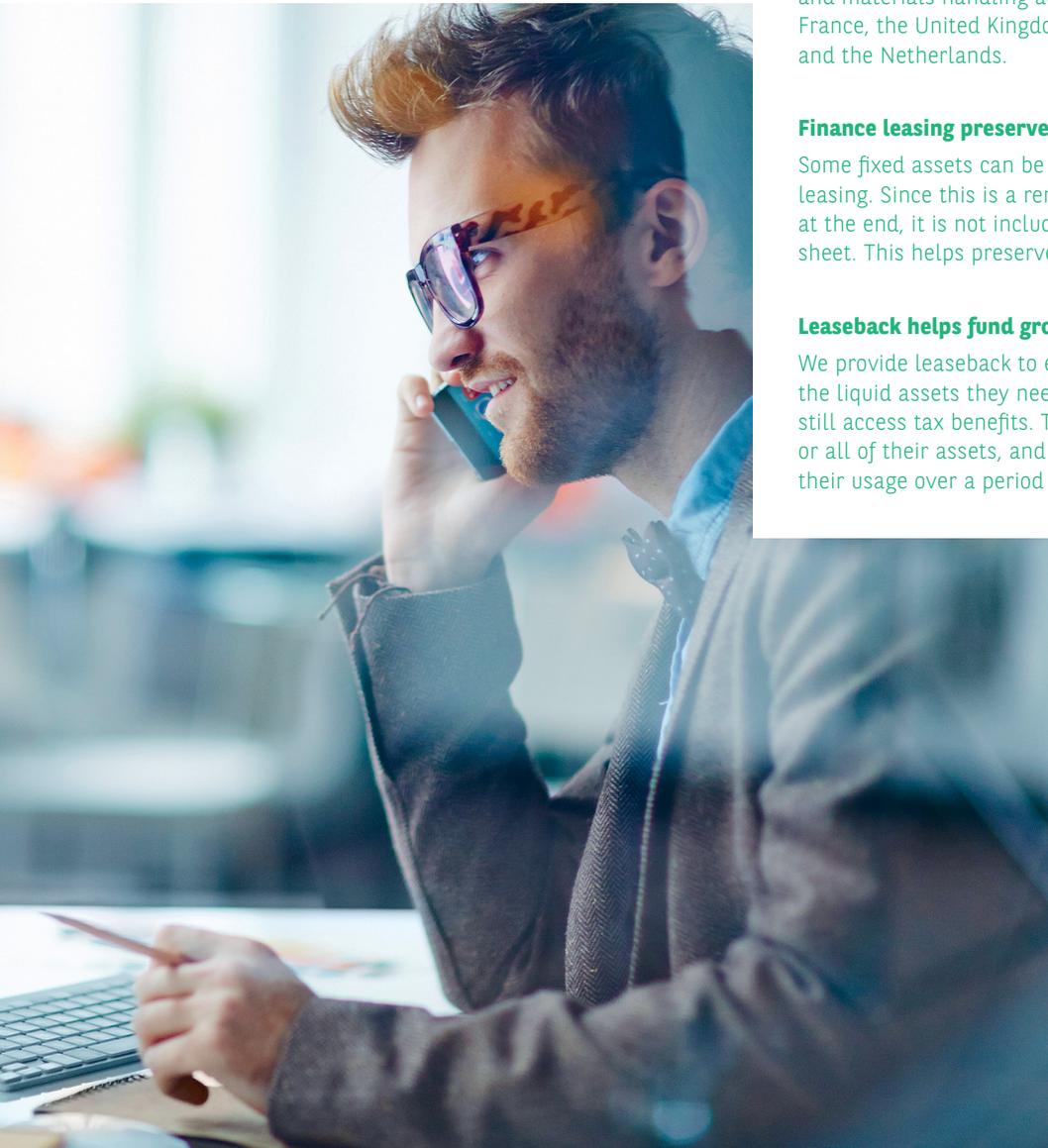
Nearly 25% of finance provided to European SMEs was through leasing between April and September 2016

**The number of young entrepreneurs is increasing, with an entire generation of young people seeking professional independence and an opportunity to assert themselves.**

However, launching a venture can be extremely difficult, especially in sectors that require a significant upfront investment. For example, where technical assets like robotics or automation are needed, or where significant sums must be invested in R&D to deliver prototypes. Or in the agriculture sector, where start-up costs may outweigh return on investment. Leasing lifts this barrier to encourage a new generation of entrepreneurs.

More broadly, whether new or well established, today's companies find it increasingly difficult to plan for their future. By providing a flexible way to manage equipment needs, such as IT hardware and software, leasing accompanies each company's growth in a tailored way.





#### **400 million euros for SMEs**

The pan-European finance agreement signed between BNP Paribas Leasing Solutions and the European Investment Bank (EIB) has secured support for many projects in agriculture, construction, transport and materials handling across five countries: France, the United Kingdom, Belgium, Spain and the Netherlands.

#### **Finance leasing preserves entrepreneur capital**

Some fixed assets can be fully financed through finance leasing. Since this is a rental contract with a purchase at the end, it is not included in the company's balance sheet. This helps preserve their debt-to-capital ratio.

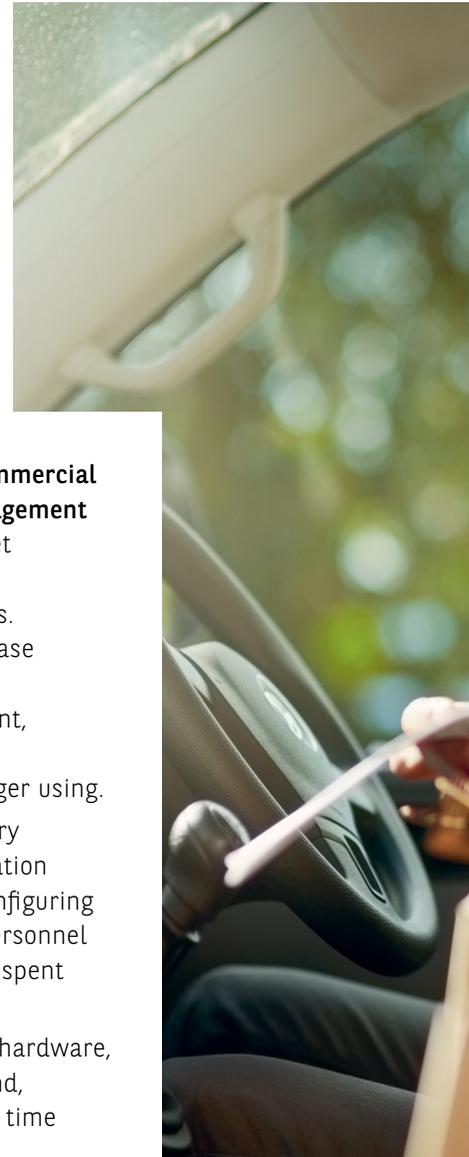
#### **Leaseback helps fund growth**

We provide leaseback to ensure that companies have the liquid assets they need to fund growth, but can still access tax benefits. This involves selling some or all of their assets, and leasing them back to secure their usage over a period of several years.

## SOLUTION #6

# Leasing frees up time to focus on core activities

— We work with companies throughout the useful life of their equipment, taking care of every stage including outsourcing. This frees them from all the constraints of managing their equipment.



**For businesses that use industrial vehicles, commercial vehicles or public works machinery, fleet management can quickly become complex.** They have to meet constantly-changing needs with developments in technology, and keep up with new regulations. They must predict usage costs, which can increase considerably if an accident happens. They must also ensure optimal availability for all equipment, as well as keep it compliant. Finally, they have to manage the resale of vehicles they're no longer using. Managing technological and IT hardware is every bit as complex. Between monitoring the installation of IT infrastructure, installing programs and configuring hardware, as well as financial, technical and personnel management, a considerable amount of time is spent on administration, budgeting and planning. By choosing rental or outsourcing solutions for hardware, companies improve simplicity, peace of mind and, as a result, performance. Crucially, they free up time to focus on core business activities.



## 10%-25%

savings with  
**LeasePark Printing**

Our experts can help you optimise the operational and financial performance of your printing systems including copiers, multi-function devices and printers



### **By your side throughout the lifecycle**

As market specialists, our teams are recognised as experts in specific types of assets. This means they can accompany you throughout the lifecycle of your equipment: from selection and configuration, right through to the end of its useful life.

### **Fleet management for greater peace of mind**

With our long-term rental contracts, businesses can also choose to outsource fleet management. This includes administration, regulatory compliance, and operational tasks such as maintenance, repairs, inspections and breakdown assistance.

### **Optimised cash flow and guaranteed payments**

BNP Paribas Leasing Solutions offers a financial management service for equipment manufacturers and importers who use independent distributors. We finance reseller stock and manage the financial flow between companies and their distribution networks. By doing this, we take care of not only financing, but invoice management, payment collection and the risk of non-payment.

### **LeaseParkPortal: online management**

LeaseParkPortal is a real-time management database that provides BNP Paribas Rental Solutions' customers with a detailed overview of their equipment – including hardware and software, tech spec and financial data. With all data in one place, it's an efficient way to monitor your hardware and contracts.

## SOLUTION #7

# Leasing sets up a better customer experience

— There's a revolution in user expectations, and we're taking part by helping companies with their digital transformation.



## 7.8/10

partner satisfaction score

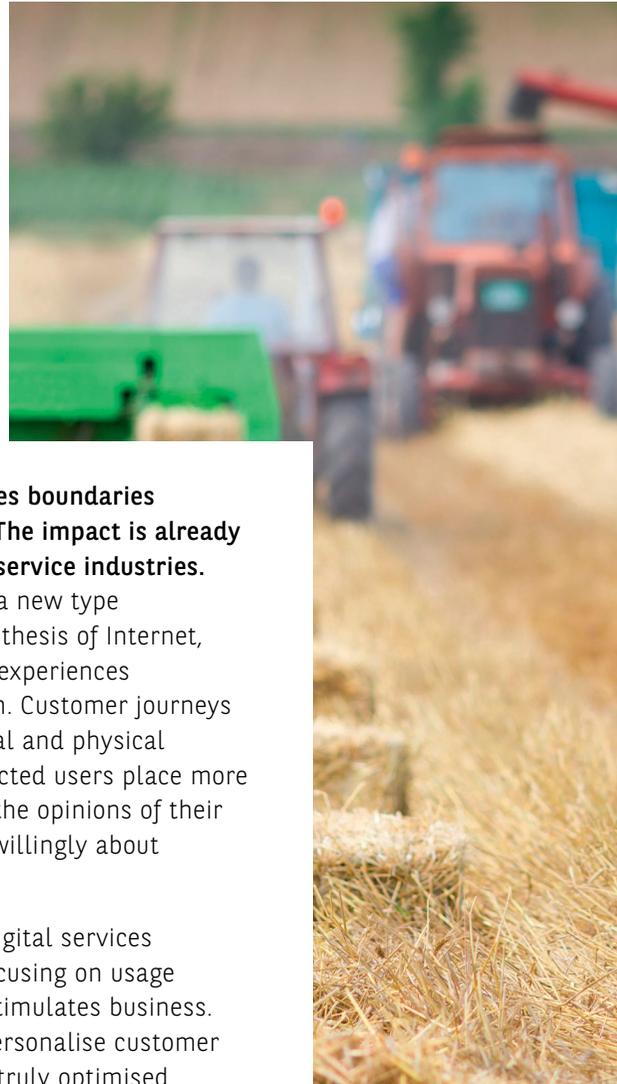
In 2016, BNP Paribas Leasing Solutions carried out a European satisfaction survey with its main partners in office equipment, telecoms and IT. It revealed an increase of 13 points in our recommendation rate (Net Promoter Score), compared to the previous survey in 2014.

*Overall partner satisfaction also increased, with a score of 7.8 out of 10, compared with 7.4 in 2014. This improvement was confirmed in all participating countries.*

**Digital technology smashes boundaries and changes everything. The impact is already plain to see within some service industries.**

Digital touch points offer a new type of immediacy, and the synthesis of Internet, smartphone and in-store experiences is becoming the new norm. Customer journeys are made up of both digital and physical experiences. Hyper-connected users place more and more importance on the opinions of their peers, and communicate willingly about their own experiences.

By facilitating access to digital services and equipment, and by focusing on usage over ownership, leasing stimulates business. It helps to simplify and personalise customer experience, ensuring it is truly optimised.



**“Regular interaction with our partners and customers is essential to better understand their needs, and respond with optimised customer journeys.”**

**Pascal Layan**, Chief Operating Officer  
Head of International Sales



#### **Quote'ON application for sales teams**

Immediacy, ease of use and mobility: guaranteed Quote'ON application allows your partner sales teams to manage customer finance requests on the road and in real-time, with or without an Internet connection.

#### **Chatbot experiment for Turkish customers**

In Turkey, BNP Paribas Leasing Solutions has set up an online chat system to respond to customers and partners in real time. The results have been very positive, with an average 4.5/5 customer satisfaction score.

#### **Reinventing the customer experience with collaborative sprints**

We organise regular collaborative sprints with multidisciplinary teams and experts from within and outside BNP Paribas Leasing Solutions. The objective is to understand new needs and expectations, simplify the customer experience for increased satisfaction, and put forward prototypes for tools and solutions to develop and market.

#### **Online ordering: simplicity and responsiveness**

As our online professional customer, you can choose equipment and brands directly. It's no longer necessary to visit the supplier's site; BNP Paribas Rental Solutions Technology takes care of your order.

**How to  
develop  
a circular  
economy and  
a sustainable  
growth**

SOLUTION #8

Leasing facilitates access to green technologies and cleaner equipment

-  
p.44-45

SOLUTION #9

Leasing maximises the lifetime use of assets

-  
p.46-47

SOLUTION #10

Leasing helps develop responsible products and services

-  
p.48-49

**Leasing enables Bart's sustainable  
agriculture business to grow...  
without financial risk.**



**BART NEMEGHEER**  
**MANAGER, DE AARDAPPELHOEVE - AGRICULTURE - TIELT (BELGIUM)**

“

When I started growing potatoes with my spouse in 1992, it was the project of a lifetime. We wanted to farm in our own way, true to our values: good products, sustainable agriculture, a passion for what we do, generosity... and for all that to come through in our work. In short, we wanted a bit of our family on Belgian tables.

We grew gradually, starting to include cleaning and packaging for supermarkets in 2000. Organic farming demands attention to detail at every step, so new investment is often needed. In 2015, we approached BNP Paribas Leasing Solutions, through our Relationship Manager at BNP Paribas Fortis, to help us take our family business to the next level. With their support, we've been able to set up new premises with a laboratory, the very latest machines, packing and storage facilities, and our own distribution centre. This big step has allowed us to increase production and make a sustainable investment in our farm's future, without financial risk.

Making a living from a family organic farm was a real challenge. But from now on, we can control the entire chain and the quality of our products, from planting to distribution. Our son Ruben joined us in 2013, and we're continuing to improve our production system together, ensuring that our know-how is passed on. Small producers from around the world have taken an interest in our model, and we're happy that our modest family venture is influencing sustainable agriculture elsewhere.”



To be competitive in goods transportation, there's no real secret. You have to provide a high quality, responsive service to all your customers, at all times. Most carriers will talk about their quality and speed. But at ULS, we quickly realised that our customers were facing new challenges, and that we could help.

There's a very simple idea at the heart of our environmental commitment. By reducing the carbon footprint of our journeys, we help our customers reduce theirs as well, because we're the final link in their production chain. To meet this responsibility, we need a fleet at the cutting edge of environmental performance, and that requires significant regular investments. This is where contract hire, offered by BNP Paribas Rental Solutions Trucks, comes into play.

With this finance solution, we can upgrade our fleet in line with the highest environmental standards, outperforming our competitors. 80% of our vehicles already meet the EURO 6 standard (January 2014) and we've halved the service life of vehicles before they're replaced. We get new light vehicles every 24 months (compared to 36 to 48 months for our competitors), and new heavy vehicles every 48 months (compared to 60 to 80 months).

Thanks to contract hire, we also have access to technology that we'd never be able to consider using a traditional finance model. For example, there's no French market for used NGVs (Natural Gas Vehicles), so it would be impossible to sell our vehicles on. But with contract hire, we can manage our NGV fleet so that it's always up to date and gives optimal environmental performance. That means we can keep our promise to our customers.

**Contract hire helps  
Jacques-Ghislain support  
his customers' green ambitions.**



**JACQUES-GHISLAIN BUREL**  
**SALES MANAGER, ULS/PART OF GSET GROUP -**  
**GOODS TRANSPORTATION - ROUEN (FRANCE)**

## SOLUTION #8

# Leasing facilitates access to green technologies and cleaner equipment

— We help companies meet the challenges of an energy transition by providing easy access to equipment that consumes less energy, or uses cleaner energy.



## LED

**25% energy saved**

by switching to LED lighting in offices

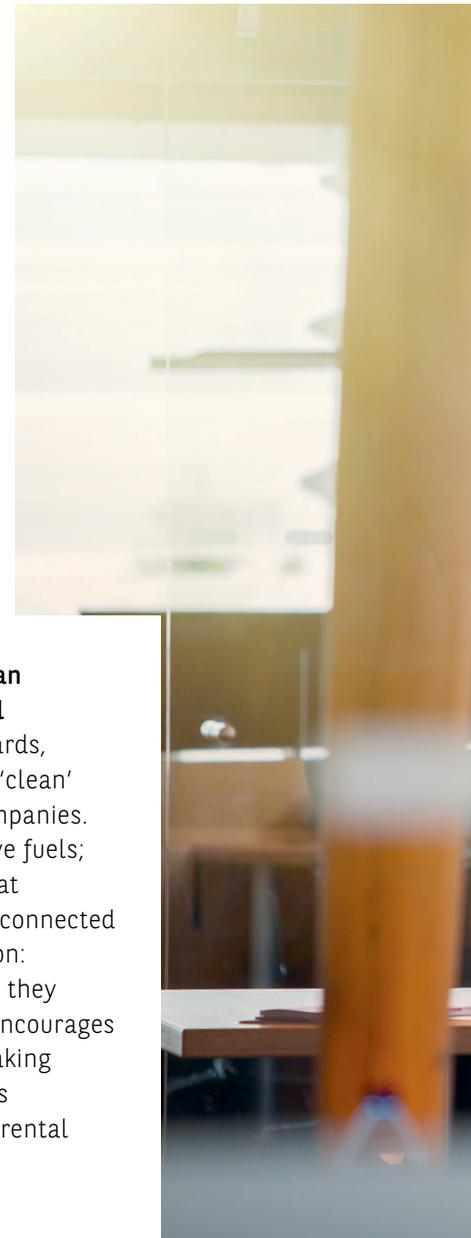


**For 45%**  
**of company directors**

price is the main barrier to buying 'clean' vehicles

Source: OVI survey March 2015

**Reducing energy consumption is now an essential economic and environmental requirement.** Supported by new standards, the energy transition and the move to 'clean' technologies are being imposed on companies. Low-power vehicles that use alternative fuels; energy-saving lighting for buildings that is longer-lasting and more intelligent; connected objects that control energy consumption: the solutions are many and varied, but they are still relatively expensive. Leasing encourages access to these green technologies, making it simpler and more democratic. It does this by providing finance or long-term rental solutions that preserve cash flows, and by covering the cost of managing new-generation hardware.



### Finance for the lighting industry

BNP Paribas Leasing Solutions offers finance and rental solutions for private indoor and outdoor LED lighting equipment. This accelerates sales for manufacturers, and makes it easier for buyers to invest.

### Active support for natural gas

BNP Paribas Rental Solutions Trucks has been a member of the French Natural Gas Vehicle Association (AFGNV) since 2015. It is one of the first rental companies in France to offer vehicles fuelled by natural gas.



# 40

**new NGVs  
(Natural Gas  
Vehicles) contracts**

financed in 2016 by BNP Paribas  
Rental Solutions Trucks

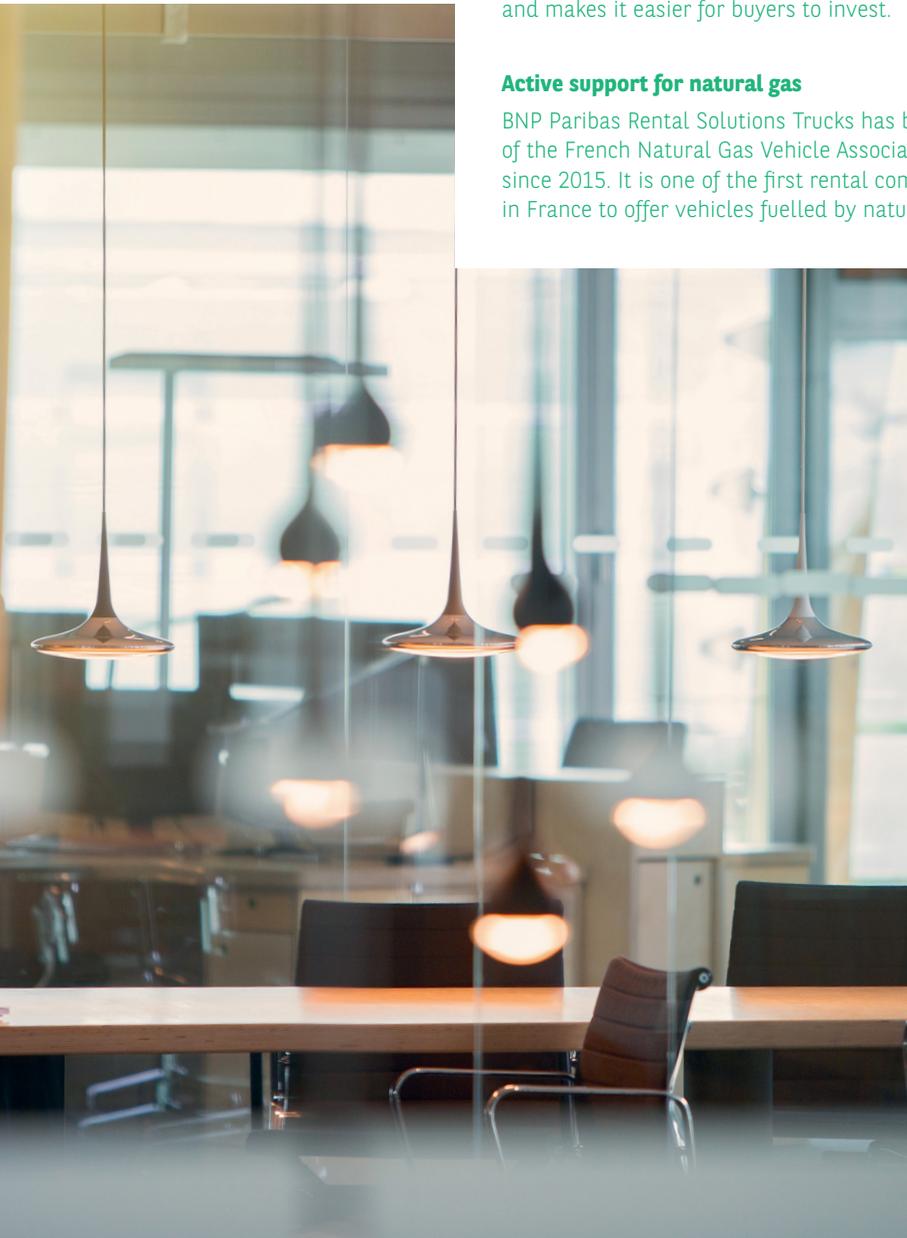


# 80%

**of lighting installations  
in tertiary buildings**

waste energy and are obsolete.  
Renovating these lighting systems  
could provide annual savings  
of about €12/m<sup>2</sup>.

Source: Le Syndicat de l'éclairage  
(French Lighting Union)



## SOLUTION #9

# Leasing maximises the lifetime use of assets

— Our finance solutions use trusted partner manufacturers, who are known for building robust, safe and high-performing equipment. Our services are designed to optimise their use throughout the equipment's lifecycle.



## 2,500

end-of-lease vehicles

available for reuse  
in France



## 36-120

months

Length of long-term  
rental contracts

**Focused on usage, leasing offers much more than the value of the financed asset.**

It guarantees access to more reliable and lasting products and services, which are regularly updated and always compliant with the latest standards. Outsourced management also reduces the risk of equipment malfunction, strengthening the relationship between distributors and their customers. This economic model also incorporates end-of-life solutions so that benefits can be derived from hardware even as contracts end, through recycling or resale. A circular value chain is created, leading to more responsible consumption.



ATF Gaia is an SME specialising in hardware recycling, and an adapted company that employs 80% handicapped workers. Since 2012, IT hardware entrusted to them by BNP Paribas Rental Solutions has comprised:

**60%**

**reused IT hardware**



### Optimised service life

In addition to maintenance services, long-term rental contracts from BNP Paribas Rental Solutions Trucks include driving data analysis. This helps our customers improve driving style, so that they can reduce accidents, breakdowns and CO<sub>2</sub> emissions. Monitoring vehicles throughout their service life also helps ensure they are useable for longer.

### A digital platform for used vehicles

Through our interactive digital platform, open seven days a week, approved used vehicle professionals can access our stock of second-hand vehicles.

### Loan vehicles: a second lease of life

If your contract vehicle is put out of action for any reason, such as breakdown, accident or theft, BNP Paribas Rental Solutions Trucks can help. Within 24 hours, we will provide a used loan vehicle with a closely similar technical specification.

### A recognised recycling service

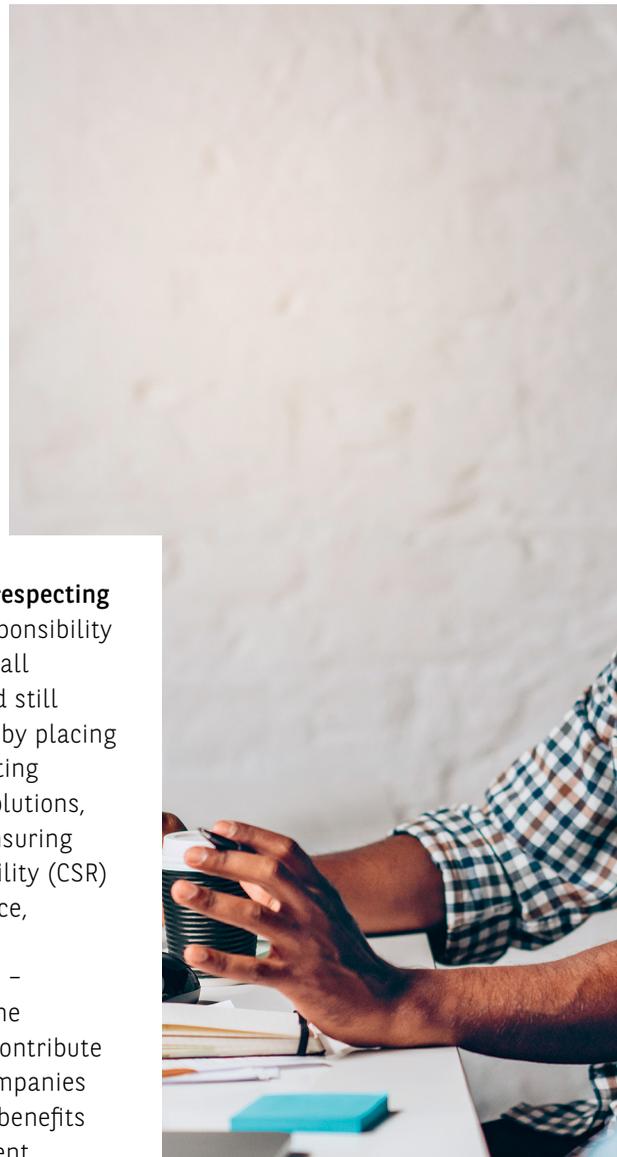
When it comes to the end of your equipment's useful life, our BNP Paribas Rental Solutions Technology experts are completely independent. We're not tied to any manufacturer, distributor, broker or recycler. This means we can provide the right solution to reduce your environmental footprint while complying with the most recent laws (Green IT, ISO 14001).

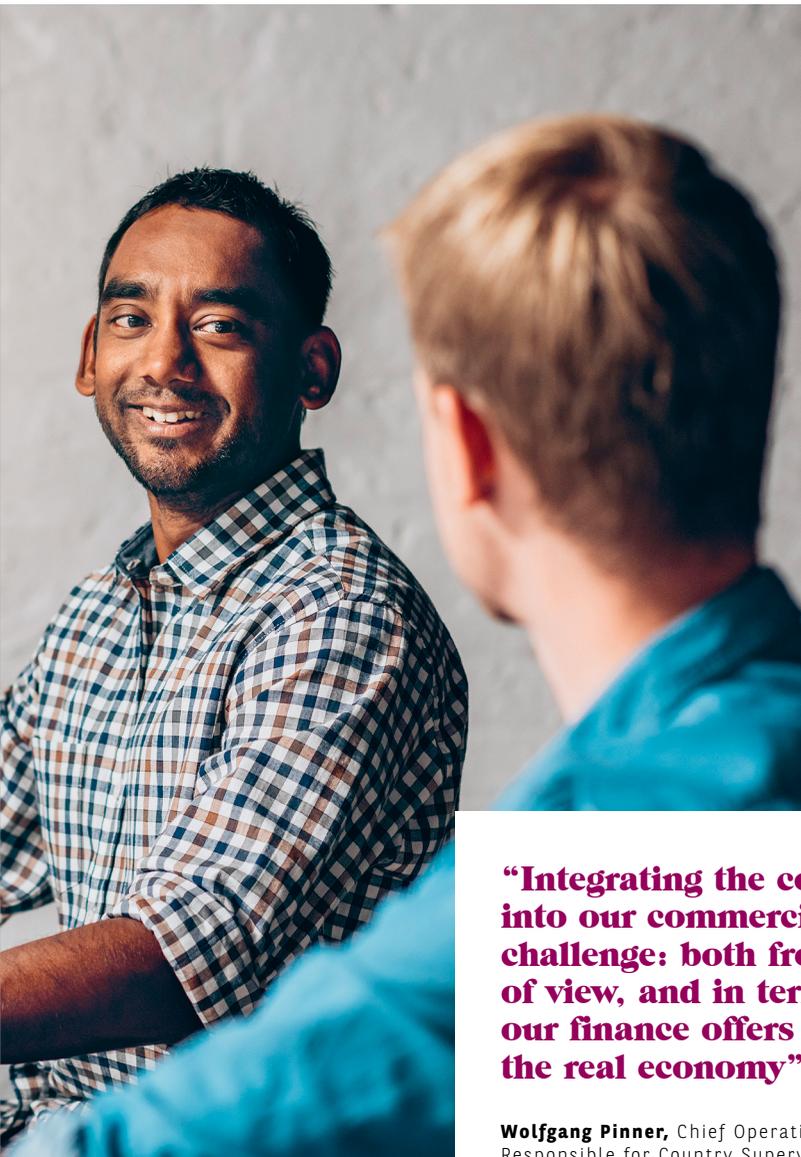
## SOLUTION #10

# Leasing helps develop responsible products and services

— Our wide-ranging commitment and culture of responsibility demand more of us than simply supporting business growth. Our 'positive leasing' approach is designed to encourage growth that is sustainable.

**To finance the real economy ethically, respecting the interests of all,** we have to take responsibility at all times, in all of our actions and in all of our products. How can we do this and still create value for everyone? The answer: by placing our focus on the long term, through lasting partnerships and responsible finance solutions, throughout the lifecycle of assets. By ensuring that our corporate and social responsibility (CSR) is at the heart of our commercial practice, in the products and services we offer, in close collaboration with our partners – the manufacturers and distributors of the equipment we finance. This is how we contribute to accelerating energy transition for companies while creating sustainable growth that benefits the economy, society and the environment.





### Micro-leasing, a first in Western Europe

BNP Paribas Leasing Solutions Belgium has teamed up with microStart, a micro-credit institution, to offer micro-leasing. This allows micro-entrepreneurs without access to bank credit to lease equipment.

### Reflecting on CSR at the heart of our business

In May 2016, we brought together BNP Paribas Leasing Solutions experts and external partners in a seminar focused on CSR challenges related to climate change. It was an opportunity to identify the best ways to include CSR in what we offer, and a first step in putting together more responsible services.

**“Integrating the concept of responsibility into our commercial practice is an essential challenge: both from a strictly ethical point of view, and in terms of the positive impact our finance offers have on society by supporting the real economy”**

**Wolfgang Pinner**, Chief Operating Officer,  
Responsible for Country Supervision

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