

IN BELGIUM AND ABROAD
**THE PREFERRED BANK
OF COMPANIES AND
THE PUBLIC SECTOR**

CORPORATE BANKING



BNP PARIBAS

FORTIS

The bank
for a changing
world

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summary

LISTENING TO YOU ANTICIPATING YOUR CHALLENGES OFFERING ADVICE

To form close ties
Think long-term with you
Question ourselves

THAT'S HOW WE SEE OUR ROLE

To be an entrepreneur, today more than ever, you need trust, a sounding board for your thoughts, support for your decision-making, information sharing, an exchange of perspectives... And financing.

There is no doubt that we are going through a complex period. Increasingly, our companies are facing change and the need to adapt to it.

We do not want to remain powerless spectators. Quite the opposite, in fact.

Our first priority is to support you in your projects and your ambitions, to advise you and accompany you in your growth. To do so, we review our models, our processes, our ways of doing things and our meetings with you. Striving for continuous improvement, we regularly question our methods and continuously seek, in consultation with you, better ways to deploy our teams, share our expertise and help you to access our experts, our tools and our networks.

reinventing ourselves



OPTIMISING YOUR BANKING EXPERIENCE

To put our commitment to you
into practice



A bank that combines personal contact with
digital platforms, offering effective and
innovative products and services.

Corporate Banking is BNP Paribas Fortis's bank for companies and the public sector.

Serving the country's economic players, Corporate Banking brings together all of the skills needed to offer its clients a high-quality experience. What is our commitment? To accompany you as you carry out your projects, both domestically and abroad, offering you easy, digital and innovative access to all of the banking products and services which suit your organisation's needs.

With Corporate Banking, you benefit from the attention of a trusted strategic partner who works with you on a long-term basis.

Above all, our role is about getting to know you so that we can understand and better anticipate your needs.

About providing appropriate advice and implementing the solutions which best meet your expectations.

And about putting our bank's experts at your service, whether they are within Corporate Banking or anywhere else in Belgium or abroad.

BNP Paribas Fortis is resolutely Belgian at heart, underpinned by an international group. Thanks to its mobile staff whose operations are both centralised and local, it retains its proximity to its clients and can offer access, on a local, European and global level, to all of the financial platforms and specialist expertise which are shared within the Group.



CORPORATE BANKING

- mobile central teams combined with a strong local presence
- dedicated corporate bankers for major accounts
- global bankers and relationship managers for medium-sized companies and the public sector
- a central team in Brussels which brings together the different areas of banking expertise and puts this expertise at the service of all clients
- specialist expertise, notably in Global Markets, Fixed Income, Corporate Finance, Mergers & Acquisitions, Structured Finance, Investment Solutions, Securities Services...

KONINGS. THE IMPORTANCE OF MUTUAL UNDERSTANDING

Konings beverage group, specialising in small and medium volumes, packages products including fruit juice, cider, distillates and special beers on behalf of large multinationals.

When the Limburg-based SME wanted to fund the repurchase of PepsiCo's Boxford (United Kingdom) production site, it came to BNP Paribas Fortis which quickly opened a line of long-term credit for it, being confident that its ambitious growth strategy was sound.

"When it comes to transactions which are important for the company's future, the bank's knowledge of our business has proven crucial."

Dirk Maris, CEO of Konings

WE CHERISH A 'HEALTHY OBSESSION' FOR OUR CLIENTS

Our priorities?
A constant quest for excellence,
persistence in pursuing
the low-carbon economy and
a decisive role in shortening
companies' paths towards it.



"In order to keep up with a world that is constantly changing, Corporate Banking is fundamentally reinventing itself. I am convinced that we can always do more and better for our clients, first of all by investing in their preferred channels, by further simplifying our processes and by contributing to lasting results for their business on a daily basis. Our obsession illustrates our deep determination to keep pushing our limits. This can lead us to acquire new skills and diversify our activities in order to become involved in our clients' business further upstream and expand our role alongside them based on the needs that they express, especially on the route towards sustainability."

"Going forward, we want to drive the 100% green economy: BNP plans to be the bank of sustainable prosperity," confides Didier Beauvois in an interview with l'Echo: "Companies are well aware that they need to change their business model to incorporate this idea of sustainability and we want to help them do so. To this end, this year the bank will set up an in-house Competence Centre covering the topics of decarbonisation, circular economy, smart cities and human capital. Our green products encourage companies to accelerate their path towards the low-carbon economy. Among other things, this includes 'sustainable' loans with interest rates that depend on the sustainability performance of the client."

Didier Beauvois
Head of Corporate Banking
Member of the Executive Board

SUPPORTING YOUR ORGANISATION

Prioritising opportunities
Using change as a springboard
Innovating and working together
to master uncertainty

"BNP Paribas Fortis suggested the idea of a green bond and we were keen from the start."

Toby Woolrych, Renewi plc



What is a green bond?
A green bond finances environmental projects aimed at developing renewable energy or improving energy efficiency. It is issued by a company or public body and an expert is sometimes appointed to check that the fund's use is compliant.

WE THINK THIS IS WHAT YOU EXPECT FROM YOUR BANK WHEN FACED WITH CHANGE

Since today's world can no longer stand delays and pointless complexity, we are breaking down our barriers and designing a structure which is resolutely collaborative.

This global approach allows us to acquire an increasingly in-depth knowledge of our clients' needs.

The effects produced within are visible from outside: employees who are more invested in your success and who are true ambassadors for your projects within the bank.

testimony

RENEWI, THE COMPANY WHICH GIVES WASTE A NEW LIFE

Toby Woolrych is the financial director for Renewi plc.

Its core purpose: to transform waste into construction materials, fertiliser or green energy. "In Belgium alone, we collect one million tons of rubbish each year and can give 84% of it a new life."

BNP Paribas Fortis has collaborated with Renewi for many years and is very well acquainted with its activities. Therefore, in 2015 it proposed replacing a bond loan which was approaching maturity with a green bond, a solution which perfectly fitted the company's activities. Putting a bond like this on the market demonstrates fantastic knowledge of this market and a good handle on this type of issue, says Toby Woolrych. "We didn't know about this option.

BNP Paribas Fortis provided excellent support in the preparations for this trade. We had to draft a prospectus and get in touch with regulators, lawyers, accountancy experts and other banks. The bank's expertise is also essential for fixing the price of such a bond. It must satisfy both the investor and the issuer." Very quickly, Renewi raised the target amount of EUR 100 million. Private investors were immediately attracted to this investment product. "For a company which focuses on sustainability, a green bond offers real added value," concludes Toby Woolrych.

OVER TO THE EXPERT DEBT CAPITAL MARKETS

BNP Paribas Fortis's mission involved structuring and selling this green bond to individuals, a first on the Belgian market. Neither the bank nor the issuer had any idea how it would be received by the wider public. Corresponding to market demand and aligned with Renewi's activities, the green bond provoked lively interest.

Katherine Dior, Head Primary Markets: "We are seeing sustainability among investors' priorities more and more often. They like the idea that, by buying this type of bond, they are also helping to protect the environment and the planet. And for a company whose business focuses on sustainability, bringing this aspect to the forefront through its financing offers a great opportunity."

INVESTING IN COMPANIES' GROWTH CONTRIBUTING TO THEIR DURABILITY

Extended to include SME, private equity is a brilliant financing tool. Either the company welcomes a minority shareholder who doesn't just bring capital, but also expertise to help the director with his or her growth strategy; or the investment may be done through funds, whether university funds, venture capital, sector funds or funds dedicated to young start-ups...

In practice, the average beneficiary company proves more R&D-oriented, more productive and more open to international expansion.

The bank, which has been involved with private equity since 1982, has a presence in both areas, investing in mature, profitable companies through its BNP Paribas Fortis Private Equity subsidiary (minority equity participation) and in some funds. Examples include the university funds Gemma Frisius (KU Leuven), Qbic (UGent, UA and VUB), Vives (UCL) and Theodorus (ULB).

This approach provides us with a way to help start-ups while also promoting the latest technology in Belgium.

"Private Equity helps us to further professionalise our company. I feel reassured knowing that there will be someone by my side going forward."

Charles Leclef, CEO of Het Anker

HET ANKER GROWING, WHILE RETAINING ITS IDENTITY

Having given new life to the brasserie and having made a long-term investment in a global concept - both beer and the public space for tasting it, a 3 star hotel; boutique and bar-restaurant - Het Anker felt it had outgrown its current premises and needed to finance a second building and larger vats. **Charles Leclef**, its CEO, was looking for a creative formula. A loan for the entire project would have been too heavy a burden. The best option seemed to be to combine funding from the bank with a capital increase. Our in-depth, long-standing knowledge of this Belgian SME and our shared vision led us to step the collaboration up a little. This is how BNP Paribas Fortis Private Equity became an equity partner to the Mechelen-based family-run brasserie. "We are delighted that the bank wants such a close collaboration with us and that it shares our vision for the future," says Charles Leclef. "It has been our

financial partner for the past 30 years and, once again, we sat down together and had a constructive, creative think about the different options for Het Anker's expansion."

OVER TO THE EXPERT PRIVATE EQUITY

Since 1982, BNP Paribas Fortis Private Equity has obtained capital for unlisted companies and ensured their growth while maintaining their directors' freedom to act. As well as providing finance, it accompanies them as they carry out their strategy and their business plan. "Becoming Het Anker's equity partner was an opportunity for us to support a healthy, growing company which needed fresh capital. Our open and flexible approach distinguishes us from the other private equity players and won over its director. We know the date that we will become an equity partner, but we never fix an end date." **Raf Moons**, Head of BNP Paribas Fortis Private Equity

from investi

THE CLOSER WE ARE TO COMPANIES, THE MORE VALUE WE CREATE IN WHAT WE OFFER

Developing and diversifying only makes sense if it helps us to fulfil your expectations

Since we were founded, we have cultivated a strong relationship with the country's companies. It is an advantage that we are continuously trying to enrich, challenge and improve.

This in-depth knowledge enables us to anticipate the changes to which you are exposed. We are still refining this knowledge, through research and the surveys we conduct, and thanks to daily interaction with our clients.

All of this is to help us understand you better and identify the moment at which a new service will add maximum value.

Our size allows us to bring together the requisite technical excellence, technological knowledge and capacity for innovation under one roof.

In this regard, co-development is a path that we prioritise.



For example, the development of the transactional platform Easy Banking Business, a true banking self-service aimed at companies, which multiple clients were involved in designing.

We should also mention the major upgrade of the services relating to managing working capital need, an exercise carried out in close consultation with a client panel that we listen to very closely.

Furthermore, BNP Paribas Fortis intends to promote innovation through its Innovation hub, an 'umbrella' site and approach, bringing together the various players of the entrepreneurial ecosystem. Building bridges between start-ups and corporates is another of the bank's commitments, illustrated by our support to Co.Station, an accelerator and co-working space.

STRUCTURED FINANCE

BNP Paribas Fortis is contributing to one of Europe's largest social infrastructure projects: 182 'Scholen van Morgen' schools built or rehoused in Flanders and Brussels thanks to a public/private sector collaboration between the Flemish authorities and AG Real Estate on the one hand, and BNP Paribas Fortis on the other.

The bank was responsible for structuring the transaction, providing venture capital and financing.

FACTORING

A multi-site approach with a portfolio of domestic and international solutions to help monitor your debtors and provide payment risk coverage.



Data-based strategy
Better exploit data to better anticipate your needs and provide the most appropriate response at the right moment.

INSPIRING YOU... SUSTAINABLY

Through our achievements, we want to prove that we are both a financial services provider AND a socially responsible company.

A MAJOR BANK ALSO JUSTIFIES ITS EXISTENCE BY SETTING AN EXAMPLE

BNP Paribas Fortis's activities have a significant impact on the country's economy. Thanks to the large volume of deposits it receives, the bank plays a transformative role by putting these back into the economy in the form of credit facilities, provided in particular to companies, institutions, start-ups and entrepreneurs.

Where CSR is concerned, BNP Paribas Fortis has long adhered to strict codes of conduct, as its investments reflect on its clients, its employees, its reputation and the sector as a whole.



The bank plans to enter wholeheartedly into the debate in order to steer others involved in the sector in the right direction. Its presence in investment funds alone allows it to influence others in relation to the values that it promotes and to influence conditions, for example where respect for human rights or the environment are concerned.

As a significant economic player in Belgium, the bank is no longer content to just limit its footprint; instead, it wants to play a pioneering role in sustainable development.

Therefore, Corporate Banking, has set four priorities for development. These are: decarbonisation; circular

economy; smart cities; and human capital. For each of these priorities, the bank wants to actively accompany its clients as they execute their projects. Naturally, this will involve offering tailored products and services, but above all it is about

helping each company to realise its ambitions by helping to identify solutions and partners.

Here too, the bank wants to play the role of an accelerator by creating connections, defining a sustainable value chain and maintaining an ecosystem with its clients.

"A company can only last if it works sustainably with society and on every level."

Wilfried Remans,
CSR BNP Paribas Fortis

For our most



BEE OR THE REVOLUTION OF THE THIRD PARTY INVESTOR

In spite of many legislative changes, a changing market and the caprices of technology, Belgian Eco Energy (Bee) offers made-to-measure decentralised wind farms. In order to drastically improve the energy rating of the American corporation PolyOne, this young company is investing in the construction of three small wind turbines itself, which it will install at its Assesse site. In return, PolyOne will pay a fixed price for the energy that Bee provides for a certain number of years. The surplus electricity is fed into the distribution network which provides Bee with an additional revenue stream. It is an innovative business model.

Christophe Surleraux, Chief Development Officer at Bee: "We agree 15 or 20 year partnerships with our clients. This is why neither we, nor our clients, can afford to take our activities lightly.

We create made-to-measure projects, taking the client's consumption into account. This flexibility is vital in the industry-focused renewable energy sector!"

"The bank is cautious around this type of investment and I can understand that; it's in our interest too, since we're investing the money that they lend in this particular project."

Christophe Surleraux,
Chief Development Officer at Bee



OVER TO THE EXPERT SUSTAINABLE ENERGY SERVICES

BNP Paribas Fortis has developed a Competence Centre in the field of financing projects related to the production of renewable energies

and energy efficiency: Sustainable Energy Services. Companies benefit from front line advice to help develop their projects and the implementation of solutions which are adapted to suit their needs. **Quentin Nerincx**, advisor at BNP Paribas Fortis Sustainable Energy Services: "With experience, we have built a sound view of the technical and financial risks associated with this type of project, as well as the costs and its future profitability. In Bee's case, the risk can sometimes sit with a specific client and profitability can rest on a single wind turbine. We have known the company for a few years and we rapidly got onto the same wavelength. The project at Assesse is the third on which we have collaborated. We were quickly able to assess the potential and the risks with maximum precision."

SUSTAINABLE EMPLOYER

Behind every innovative, lifelong banker there are always committed, proud and enthusiastic employees

We are right in the middle of the non-physical age. Skill, intellectual property, expertise, competencies and attitudes, focus, commitment... Those are the things that matter today.

BNP Paribas Fortis is writing a new chapter of its story with human capital in the foreground.

Employee satisfaction is essential for a company wishing to arouse its client's enthusiasm. Today, the bank is developing an organisation which sees itself as agile, made strong by the expertise of its employees with whom it shares the values of

engagement, of belonging to a team, ethics and integrity.

In particular, we are focusing on our ability to explain to you our product range, our terms

and conditions and our decisions in a transparent, clear way. This vision is the pinnacle of what we expect from our employees. Together with you, our experts and our dedicated teams conceive and implement forward-looking, progressive solutions.

In order to be an employer of tomorrow, we know that we need to help each of our employees to become more digital and more responsible for their choices, their employability and their career as well.

We also need to lead our teams towards collective intelligence. Ideas and moments of inspiration can flow between those companies who are ahead of their time and can be shared with others. Sometimes this is how beautiful synergies are created, with the potential to liberate our organisations.

"Today, any organisation that wants to change needs to have a strategic vision, put it in practice and allocate resources to it. But the most important thing of all is still its human capital."

Didier Beauvois,
Head of Corporate Banking
Member of the Executive Board

KNOW-HOW,
FOCUS,
COMMITMENT,
RESPECT,
ENTHUSIASM



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CORPORATE BANKING

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