

IN-SIGHT

Connecting and Supporting the Open Account Receivables Finance Industry Worldwide

Contents:

Executive Summary 2

A Word from the SG 3

Connect 5

Navigating Trade Finance and Factoring in Europe and the Middle East
Building a New Trade Finance Ecosystem
Advancing Factoring and Supply Chain Finance in Africa
Wearing New Shoes
Update from CEE & SEE Region
New Members

Educate 18

Edifactoring 2.0 Webinar
A Turning Point for Factoring in Uzbekistan
Invest in Your People

Influence 22

Education and Technology Go Hand in Hand
FCI Spreading its Wings



EXECUTIVE SUMMARY



GWENDOLINE DE VIRON
Head of Events Management

Dear Reader,

Welcome to the latest edition of In-Sight.

The August 2025 edition of In-Sight brings together global perspectives on the receivables finance industry, with contributions from FCI leadership, regional directors, and sector specialists.

The issue opens with Neal Harm, Secretary General, reviewing the success of the Annual Meeting in Rio, underlining the importance of preparation and commitment in driving both strategic and organic growth.

In the Connect section, Betül Kurtulus analyses Europe's slowing factoring growth alongside opportunities in the Middle East and Central Asia, while Lin Hui introduces the LEGO-inspired two-factor cooperation model as a future-proof ecosystem for trade finance. Tinashe Tamba outlines new initiatives in Africa, supported by Afreximbank, to raise awareness and build regulatory frameworks, while Marina Azzara shares her vision as the new Americas Regional Director. Spyros Tsolis provides insights into CEE and SEE markets, highlighting opportunities in Serbia and Hungary ahead of the Sofia conference.

The New Members section welcomes Axis Bank (India), Bank al Etihad (Jordan), and CIB Bank (Hungary) to the FCI network.

Under Educate, Aysen Çetintas introduces training on Edifactoring 2.0 and the new Foundation Course term, while coverage of the Uzbekistan seminar illustrates progress in strengthening regional receivables finance.

Finally, the Influence section, featuring Kevin Day, stresses the interplay of education and technology in industry transformation, with updates on FCI's growing global presence at international events.

Together, these contributions reinforce FCI's mission to connect, educate, and influence the global receivables finance industry.

Enjoy the reading!

Gwendoline



NEAL HARM
Secretary General

A WORD FROM THE SG

As the summer holiday season ends, I am reflecting on the Annual Meeting in Rio and the many positive interactions with members. Many of these conversations have resulted in tasks for me and the team. Over the past two months, the Secretariat team has begun tackling many of these tasks. I want to thank the FCI Members and the Secretariat for creating such a great event this year. The feedback from everyone has been very positive and constructive. The Rio Annual Meeting had one of the highest survey response rates, along with some of the highest scores we have seen at FCI. These outstanding results stem from two key principles I foster in an organisation: **preparation** and **commitment**. It is the **preparation** by the Secretariat, along with the working group of João Costa Pereira, Julio Nielsen, and Alberto Wyderka, that set the event up for success. This group, in coordination with the various FCI committees, built a strong agenda and effectively prepared speakers and attendees for the sessions. The **preparation** also included a comprehensive Council Agenda, which included fiscal budget updates, Executive Committee elections, and Constitutional changes, all with positive results. The members demonstrated their **commitment** through their attendance and the time spent in networking events, roundtables, and daily sessions. We started each day on time and with a full house, which led to a successful week in Rio for everyone.

Focusing on the **preparation** and then the **commitment** is critical for success. The team at FCI is following this philosophy and starting to see those results. The focus and time spent by the team on the FCI Network, along with the importance of engaging our members about transactions on the Network, are paying off. Transactional volume growth on the Network has reached a level not seen since well before the pandemic. More importantly, credit requests and responses have collectively increased in recent quarters, laying the groundwork for future growth. Members and strategic partners are engaging with us, presenting business opportunities and asking the FCI team to introduce them across the membership. All of this is leading to organic growth for our members, which will continue.

I was fortunate to have the prior Executive Committee, which shared this same philosophy, focus on the structure of FCI during my transition, thereby ensuring sustainability in the Secretariat. As you are aware, several very positive changes were made during that time. As a result, FCI is



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standing on solid ground. The time and effort invested by the Executive Committee provided the support that allowed the team to grow during its reorganisation. With the new Executive Committee and from the feedback during the annual meeting from our members, it is now time for FCI to grow strategically and not just organically. Like the Annual Meeting planning and the Secretariat's yearly process, this is about preparation and commitment. I am confident in this new Executive Committee and their focus on strategic growth. We will meet at the end of October on the eve of Felaban in the Americas to continue the work and planning for 2026.

I am looking forward to those planning sessions with the Executive Committee. However, between now and then, the 3rd quarter will be busy. I will be out in the market most of September and October, meeting members and promoting the work of FCI. The starting point will be 1st September in Singapore at GTR ASIA, and will include meetings with members, strategic partners, and several prospective financial institutions. Singapore will be followed by Algiers for the Intra-African Trade Fair ("IATF"), where FCI & Afreximbank have organised a workshop on the sidelines of the IATF. The event is a showcase for African trade, focusing on trade finance as a support to trade. Later in September, the International Factoring Congress, organised by the Polish Factors Association (PZF), will be held in Warsaw. I have been invited to speak at the congress on behalf of FCI, where I will provide insight into cross-border trade and the value of open account invoice finance. October will then bring the 16th CEE & SEE Regional Conference on Factoring & SCF in Sofia, Bulgaria. This event is always a highlight that historically draws from areas much larger than the immediate region. It provides the region with insights into trade finance to support growth for FCI members.

With our strong financial position and our focus on strategic growth, the Executive Committee has prioritised reuniting the technical committees in person. It has been many years since this has been done. It speaks to the importance of preparation and commitment for FCI to grow strategically.

I look forward to sharing with you the outcomes from these various meetings and the growth opportunities that we will see in the coming quarters for FCI. I also look forward to seeing as many of you in person as possible in the coming months.

**THE
GROWTH
OPPORTUNITIES
THAT WE WILL SEE
IN THE COMING
QUARTERS FOR
FCI**



BETÜL KURTULUS
Director of Strategic Marketing
& Business Development

CONNECT

NAVIGATING TRADE FINANCE AND FACTORING IN EUROPE AND THE MIDDLE EAST: SMES AT THE CORE

Europe: A Mature Market Navigating Growth Challenges

In 2024, the European factoring sector experienced a notable slowdown, mirroring broader economic conditions across the continent. Total factoring turnover reached approximately €2.048 trillion, reflecting a modest year-on-year increase of just 1.0%, the slowest growth rate recorded by the EU Federation for Factoring and Commercial Finance (EUF) since its data collection began. Over the past six years, the compound annual growth rate (CAGR) has moderated to 5.4%. While this expansion has tempered, the market retains strong foundations and is well-positioned to rebound as economic growth strengthens and uncertainty subsides, likely to drive renewed demand for short-term financing instruments.

The slowdown in European factoring growth in 2024 can be attributed to multiple factors. Economic expansion in major EU countries remained modest, while higher interest rates in certain markets encouraged companies to explore cheaper financing alternatives to factoring. Some sectors experienced excess liquidity following prior years of strong profits. Other challenges included reduced consumer spending amid inflation and geopolitical uncertainties, the discontinuation of business with financially vulnerable clients, and tighter regulatory and compliance requirements, particularly around AML and KYC, which slowed the onboarding of new customers. Additionally, the emergence of fintech and alternative financing solutions, especially those aimed at SMEs, created further competition for traditional factoring providers.

Yet, factoring continues to play a critical role in Europe's trade finance ecosystem. The European market accounts for 66% of global factoring turnover, with a penetration rate of 11% relative to GDP. Globally, international factoring, which represented 23% of total turnover, shows strong double-digit growth of approximately 12% in 2024, driven both by trade growth in key markets and the expansion of factoring into new geographies.

Looking forward, the relationship between GDP growth and factoring demand remains clear. As European economies expand, business activity and short-term credit needs are likely to increase, which historically correlates with factoring growth. This makes factoring a strategic lever for financial institutions seeking to support SMEs and optimise liquidity management.

**YET,
FACTORING
CONTINUES TO PLAY
A CRITICAL ROLE IN
EUROPE'S TRADE FINANCE
ECOSYSTEM... THE
RELATIONSHIP BETWEEN
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FACTORING DEMAND
REMAINS CLEAR**

5

CONNECT

Central Asia and the Middle East: Unlocking SME Potential through Trade Finance

While Europe represents a mature market, Central Asia and the Middle East offer untapped potential for trade finance and factoring, particularly in the SME segment. SME access to financing in these regions remains low compared with countries at similar levels of economic development. Observed deviations from expected financial inclusion indices indicate that even within prevailing macroeconomic conditions, these regions could significantly expand access to finance. The concentration of credit remains high, and the SME share of total lending continues to decline, highlighting a structural gap in financial inclusion.

FCI's initiatives in the Middle East have been pivotal in addressing these challenges. Over the past year, the establishment of the regional committee has facilitated discussions on best practices, industry standards, and capacity building. In Jordan, FCI collaborated with JoPACC to advance SCF and factoring.

At the same time, joint initiatives with EBRD, including conferences and training for the Central Bank of Jordan, strengthened local financial infrastructure. Educational programmes focusing on Islamic international factoring and SCF increased understanding and adoption among financial institutions.

Participation in high-profile industry events, such as GTR MENA and KSA conferences, has enabled FCI to connect banks, fintechs, and corporates, promoting SME-focused trade finance solutions. In Central Asia, partnerships with the Uzbekistan Central Bank and IFC supported seminars reaching nearly all Uzbek banks, fostering knowledge sharing on SME financing, factoring, and SCF practices.

**THE
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FINANCIAL
INCLUSION**

SMEs at the Core: The Strategic Importance of Factoring

SMEs are the backbone of economic activity, yet they remain disproportionately under-served in both Europe and the Middle East. Factoring and supply chain finance offer SMEs immediate liquidity, which mitigates cash flow risks and supports trade expansion. In Europe, non-recourse factoring allows SMEs to safeguard against debtor default, while reverse factoring helps streamline supply chains and secure working capital. In emerging markets, such solutions are even more critical, as access to traditional bank credit is often limited.

Policy frameworks across both regions increasingly emphasise SME financial inclusion. In Europe, state-backed credit guarantee schemes and targeted interest rate policies complement private sector initiatives to expand SME lending. In the Middle East, reforms aim to enhance SME access to credit through dedicated SME banks and targeted interventions. Yet, significant gaps remain, underscoring the need for innovative trade finance solutions that combine risk mitigation, efficiency, and accessibility.

SME Segment: Driving Profitable Growth

Banks are increasingly prioritising the SME segment as a key growth area, recognising it as a more profitable part of their portfolio. Both domestic and international markets are seeing renewed focus on SMEs, supported by policies and reforms aimed at enhancing financial inclusion.

Innovative platforms, including fully digital end-to-end lending solutions, are reducing approval times and improving customer experience, making SMEs an attractive and strategic segment for banks seeking sustainable growth.

Digitalisation and the Future of SME Financing

The rise of digital platforms is transforming how SMEs access finance. New fully digital end-to-end lending journeys reduce time-to-decision, improve client experience, and enable banks to focus on profitable segments, including SMEs, private, and affluent clients. In the Middle East, where financial inclusion is low, digital platforms can help bridge the gap, providing SMEs with faster access to factoring and SCF solutions while enhancing transparency and risk management.

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Conclusion

Europe's factoring market remains the global benchmark, combining scale, sophistication, and resilience. Even with slowed growth in 2024, the link between economic recovery and factoring demand suggests that short-term financing solutions will continue to be a critical enabler for SMEs. In contrast, the Middle East and Central Asia represent growth frontiers, where trade finance and factoring can unlock SME potential, foster economic development, and strengthen financial inclusion. Initiatives by FCI and its partners highlight the transformative role of targeted educational programmes, capacity building, and digital solutions in connecting SMEs to the financial ecosystem.

Ultimately, whether in mature European markets or emerging Middle Eastern economies, factoring and supply chain finance are indispensable tools for supporting SMEs, the engines of economic growth, and navigating the complexities of geopolitical, regulatory, and market risks.



CONNECT

BUILDING A NEW TRADE FINANCE ECOSYSTEM: FROM SWISS ARMY KNIFE TO LEGO BRICKS



LIN HUI
Regional Director North East Asia

With the surge in global trade shifting from L/C to open account (OA), the trade finance environment has undergone tremendous changes. The century-old global trade finance mechanism based on L/C has declined. However, a new trade finance ecosystem has not yet been fully established, causing the global market to enter a transitional and unstable state. An estimated \$2.5 trillion trade finance gap continues to stifle growth, disproportionately impacting emerging markets and SMEs.

Many banks have already begun offering OA solutions, including receivable financing and supply chain financing. Yet despite its importance, banks often approach it as if they were wielding a Swiss Army knife: a compact, self-contained tool that is highly capable and attempts to perform all tasks on its own. While versatile, its limitations are obvious. It may include multiple tools; a blade, scissors, or a screwdriver; but none of these can match the performance of their specialised counterparts. Similarly, banks attempting to manage the entire A/R financing process for international trade by itself, from credit risk analysis to collections in foreign jurisdictions, inevitably exceed their core capabilities. The result is inefficiency, duplicated effort, and heightened risk.

The Swiss Army Knife Problem: Going It Alone

Imagine a European bank providing financing to exporters shipping goods to buyers in Asia, Africa, and Latin America. The bank must:

- Assess the creditworthiness of unfamiliar foreign buyers.
- Manage collections in regions with complex legal environments.
- Monitor fraud and disputes across borders.
- Conduct compliance checks across multiple jurisdictions.

This model may work on a small scale. However, it cannot support a global ecosystem of receivable financing or Supply Chain Financing.

LEGO Bricks: Building Together

LEGO bricks provide an excellent prototype. Each brick is simple and has limited functionality on its own, but they are designed with a universal interlocking system. Whether the bricks come from Europe, Asia, or the Americas, they can be seamlessly assembled to create structures far more powerful and complex than any single brick.



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This is the core principle of the FCI two-factor model. Banks no longer operate as standalone entities like Swiss Army knives but as LEGO bricks integrated into a standardised cooperation framework:

- Export Factor (the bank in the seller's country) manages client relationships, provides immediate liquidity, and ensures compliance with local regulations.
- Import Factor (the bank in the buyer's country) assumes credit assessment, collection, and risk management responsibilities in its domestic market and provides support through local expertise.

Both parties share information, risks, and benefits under common rules. Exporters obtain financing and risk protection domestically, while importers are managed by local institutions familiar with their environment.

Why standardisation is important

Without standardisation, LEGO bricks cannot be connected and are just colourful blocks. The success of the FCI two-factor model stems from its global standards: a common legal framework, uniform contracts, shared information, and a trusted dispute resolution process.

These standards ensure that two banks from different continents can work together seamlessly, like LEGO bricks fitting perfectly together.

The benefits are far-reaching:

- Scalability: Banks can easily add new partners without having to redesign their processes.
- Reduced risk: Each bank focuses on its local strengths rather than spreading its resources globally.
- Efficiency: Costs are shared, and duplicate work is eliminated.
- Trust: Standardised processes reduce uncertainty and increase confidence among participants.

From tools to ecosystems

The Swiss Army knife symbolises independence but inefficiency, while LEGO bricks symbolise interdependence and scalability. For global receivable financing and supply chain financing, the future lies not in banks fighting alone, but in interconnected financial institutions connected through the FCI two-factor model.

Just as LEGO bricks allow builders to construct castles, cities, or spaceships far beyond the capabilities of individual bricks, banks connected through FCI can build a resilient global ecosystem that supports exporters, importers, and sustains global supply chains.

Trade finance is one of the oldest forms of banking activity and has been dominated by banks and other commercial financial institutions for centuries. However, over the past period, it has gradually been marginalised within banks and even regarded as the rust belt of banking operations. Leading trade banks and visionaries in the trade finance sector should take on the responsibility of advocating the FCI model to build a LEGO-bricks-style ecosystem jointly. This will not only restore the glory of trade finance but also shape a new business model for corporate banking in the digital age.



**BOTH
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CONNECT

ADVANCING FACTORING AND SUPPLY CHAIN FINANCE IN AFRICA: A NEW CHAPTER



TINASHE TAMBA
Regional Manager Africa

Having recently joined FCI on 1st July, I am privileged to be seconded to the African Export-Import Bank ("Afreximbank"). I will be working out of Afreximbank headquarters in Cairo. This opportunity grants me access to a wealth of resources and a vibrant network of passionate professionals committed to developing trade and investment across the continent. It's a unique platform to influence and promote an industry that has been close to my heart for over 13 years, building on the remarkable work of my predecessor and continuing the vital mission of advancing Factoring and Supply Chain Finance (SCF) in the region.

As a co-founder of a supply chain finance business that offers a platform for key receivables players to engage and provide crucial financing to SMEs, I am excited to join FCI. Together with the support of Afreximbank, I will dedicate my efforts to developing the necessary financing infrastructure for Africa's growth in Factoring and SCF. While the scale of this mission is far greater than in my previous role, the core objectives remain aligned: to connect with FCI members, promote supply chain finance (improving access to working capital for suppliers), and grow SCF volumes (to foster growth). This can be achieved through education and influence to build a robust and progressive Receivables Finance Industry.

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INDUSTRY

Africa's diversity, spanning the North, West, Central, East, and Southern regions, presents a complex landscape of challenges. However, our unified goal remains consistent: to improve the availability of supplier finance and stimulate intra- and international trade. At this early stage of factoring's development across much of the continent, it is crucial to analyse both common challenges and opportunities, learning from more developed markets and regions that have successfully grown their supply chain finance ecosystems.

Below are some of the key areas that require our focus, which I intend to champion over the next 12 months, to foster the growth of the Factoring and Supply Chain Finance industry across Africa:

1. Raising Awareness of Factoring and Supply Chain Finance

Awareness remains a fundamental challenge. Despite the ongoing efforts by FCI, Afreximbank, and other development finance institutions, much work remains to elevate understanding among key stakeholders, businesses, policymakers, financial advisors, and professional bodies. Often, what is needed is that "Eureka!" moment by stakeholders, where the industry's potential is fully realised, unlocking vast opportunities. Coordinated campaigns aimed at educating and engaging suppliers, buyers, and policymakers are essential to demonstrate the benefits of supply chain solutions, especially for SMEs, who are the backbone of most African economies and struggle to access financing. Strengthening awareness about the value chain and its impact on economic growth is critical.

2. Adoption of Model Laws with Stronger Controls and Regulations

Advocacy around the Model Law for Factoring continues to be a priority, with Afreximbank and other institutions leading the charge. This will accelerate the industry's development. Progress in risk mitigation, such as the adoption of registries for movable property and payment repositories is vital. These mechanisms lay the foundation for industry best practices, reducing risks and smoothing the path for successful implementation across the continent.

3. Learning from Global Experience

Africa need not reinvent the wheel. There is much to be learned from peers in other regions that have successfully developed their factoring and SCF markets. Sharing global case studies, research, and success stories can serve as inspiration and provide valuable insights for local innovations. This sharing of knowledge can spark creativity, improve industry practices, and help establish African markets as key players and contributors in SCF.

I look forward to growing in this new role and contributing to Africa's broader economic development by promoting receivables and open account trading as catalysts for growth. As I travel across the continent, I am eager to meet passionate professionals and exchange ideas on advancing factoring and supply chain finance. These are some exciting events happening on the continent. If you'll be at any of these events, it will be great to connect:

- **Intra Africa Trade Fair**, Algiers, Algeria | 4-10 September, 2025
Including a factoring workshop hosted by Afreximbank and FCI on 8th September
- **SME Finance Forum**, Johannesburg, South Africa | 15-17 September, 2025
- **EBRD TFP Trade Finance Forum**, Cairo, Egypt | 29-30 October, 2025
- **Afreximbank Structured Trade Finance Week**, Ivory Coast | 4-7 November, 2025

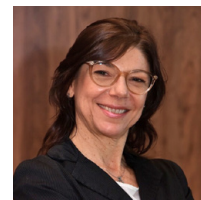
I welcome your feedback and look forward to collaborating with all stakeholders committed to unlocking Africa's SCF potential.

THERE
IS MUCH TO BE
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FACTORING AND
SCF MARKETS



CONNECT

WEARING NEW SHOES: FROM MEMBER TO AMERICAS REGIONAL DIRECTOR



MARINA AZZARA
Regional Director Americas

I cannot begin without expressing my gratitude to Mr Alberto Wyderka, our former Regional Director, who has dedicated 28 years to FCI, serving as a Member of the Executive Committee, Vice Chairman, and Chairman. Over the last 13 years, he has held the role of Director of the Americas, becoming the first Regional Director in our network.

A huge footprint over so many years, and now, I am wearing those shoes. It is quite a wonderful challenge to take on his legacy...

Young at heart, but with 32 years of experience in the Argentine banking sector, first at Société Générale Argentina and then at Banco Supervielle, I have a strong background in trade finance, particularly with FCI's Two-Factor System (2FS), supply chain finance, and the digitalisation of trade.

In 2007, I implemented our FCI model in the bank and, despite the challenging regulatory environment in Argentina, I ensured the continuity and vitality of the 2FS model. Today, it is still alive and kicking. To add more, I have just left my position to take on this new role, and I am extremely happy, savouring the joy of having brought the bank to full membership despite navigating challenging contexts. It is my wish that such challenging experiences will help me advise and support other members and prospects in difficult markets, demonstrating how to recover from adverse situations and ensure our business continuity.

During my final years at the bank, I also stepped into the digital trade world. I took on the additional task of fostering a digital product mindset within our team, promoting innovation, collaboration, and continuous improvement in developing new products. One thing led to another: I was appointed by ICC Argentina as Chairman of our Banking Commission and as Co-Leader of the Trade Digitalisation Project of ICC in Argentina.

A newcomer, but not entirely. Many of our members already know me, whether through the Education Committee (which I joined during the pandemic), by mentoring newcomers in our region, or at our Annual Meetings, engaging in round tables, networking discussions, and squeezing in bilateral meetings during breakfasts, coffee breaks, working luncheons, or EdCom workshops (wonderful but hectic times!).



Today, it is an honour to inherit a beautiful and fascinating Region, with great potential for growth, facing opportunities and challenges, and continuing the incredible journey left by the previous Director. I am willing to contribute to FCI's strategic objectives and goals by supporting member operations, championing educational initiatives, enlarging our scope of membership and advocating for the continuous advancement of our industry. This is me in my new shoes.

12



SPYROS TSOLIS
Regional Director CEE & SEE

CONNECT

CEE & SEE UPDATE

The region continues to grow amidst geopolitical uncertainty and ongoing banking sector developments. For financial institutions, the opportunities to create sustainable income sources, while simultaneously securing financing exposures, are increasingly derived from Supply Chain Finance products. Domestic and International Factoring remain the flagship offerings, complemented by the rising demand for Reverse Factoring structures.

According to FCI's latest July year-to-date data, Two-Factor International Factoring volumes registered a healthy 4.6% increase, driven primarily by export factoring. While import factoring showed a marginal decline, it continues to demonstrate resilience and stability as an essential part of international trade finance.

Over the past three months, and in line with my role, not only to expand FCI's membership but also to engage closely with members, listen to their challenges, and support their development, I conducted visits to Serbia and Hungary. Below, I am pleased to share the key highlights from these visits.

Serbia

The Serbian factoring market reported a turnover of €2.3 billion in 2024, representing a GDP penetration rate of 2.6%, well below the EU average of 11%, which signals substantial room for growth. Banks dominate the industry with a market share of more than 90%, while smaller independent players are primarily focused on SMEs through invoice discounting. Approximately half of the total volume is estimated to come from reverse factoring schemes, which are concentrated around a few large international buyers in the retail sector.

While the majority of cross-border business is managed directly by international banks through their own networks, FCI volumes are also growing on a year-on-year (YoY) basis. Several member institutions demonstrated a readiness to expand their international factoring activity, with some preparing to launch or scale their two-factor business. While several players remain primarily domestic-focused, there is a growing appetite to strengthen cross-border capabilities and benefit from FCI membership. Some leading banks already offer direct export factoring but recognise the advantages of joining the FCI network, especially in terms of credit risk coverage and capital allocation benefits. Others are in the process of setting up more structured factoring operations, with plans to launch export factoring once regulatory approvals are obtained.

Regulatory oversight is split: the Central Bank supervises banks, while private factors fall under the Ministry of Economy.

Overall, Serbia represents one of the most advanced factoring markets in the Western Balkans, with strong engagement from existing members and clear potential for further growth and network expansion.

Hungary

The Hungarian factoring market has demonstrated remarkable growth, with turnover in 2024 reaching €16.3 billion, a 23% increase year-on-year and nearly double compared to five years ago. The market is highly competitive, with significant pricing pressure, largely driven by leading banks. The top five players account for over 90% of the total market share, with wholesale trade and manufacturing, particularly the automotive sector, serving as the dominant industries.

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International factoring activity remains relatively modest, at around €1.55 billion. Most local institutions participate primarily as import factors, while export factoring is mainly conducted on a direct basis.

During the visit, several banks demonstrated growing interest in expanding their international factoring portfolios, particularly through FCI's two-factor system. While some institutions are already established leaders in the market, others are only beginning to introduce or scale up their cross-border factoring products.

Beyond member institutions, engagement also took place with the Hungarian Factoring Association, the regional banking community, and the National Export-Import Bank. These meetings highlighted opportunities for collaboration in training, knowledge-sharing, and potential membership expansion. The Hungarian Association expressed strong interest in promoting FCI's activities domestically, while the export-import bank showed openness to exploring factoring-related education programmes.

Overall, Hungary stands out as a mature, competitive market with significant growth momentum, yet it possesses untapped potential for cross-border cooperation within the FCI framework.

Looking Ahead - 16th CEE & SEE Regional Conference in Sofia.

The insights gathered during recent visits to Hungary and Serbia underline both the maturity and the untapped potential of factoring and supply chain finance across the region. With strong growth in Hungary, steady structural development in Serbia, and increasing interest in cross-border cooperation, the CEE & SEE markets are at a pivotal moment.

These dynamics will be addressed in depth at the 16th CEE & SEE Regional Conference on Factoring & Supply Chain Finance, to be held on 7-8 October 2025 in Sofia, Bulgaria. The conference is widely recognised as the leading forum for industry professionals in the region, offering a platform to exchange views, explore emerging trends, and build new business connections.

Allow me to provide some programme highlights:

- ✓ A Global Trade Outlook presented by the World Trade Organisation.
- ✓ A regional macroeconomic overview, setting the context for growth.
- ✓ Sessions on the evolution of factoring worldwide and the power of FCI's edifactoring platform.

Panels on:

- Bridging the SME Finance Gap through supply chain finance programmes.
- Factoring & SCF 2030, exploring how digitalisation will reshape the industry.
- Credit Insurance & Factoring, analysing synergies in a complex environment.
- Cross-Border Factoring, unlocking trade corridors within CEE and SEE.

Showcases of innovative factoring deals within the FCI framework.

In addition, a pre-conference training session will be held on the morning of 7 October, where the FCI Academy and Lenvi will host a Masterclass on Fraud Management, offering strategic insights, case studies, and practical tools to strengthen defences against fraud, one of the most pressing challenges in today's digitalised financial environment.

With more than 140 attendees, including over 100 decision-makers and senior representatives from banks, independent factors, industry associations, insurers, and technology providers, the Sofia event promises to be both insightful and impactful.



Facilitating Open Account – Receivables Finance

16th CEE & SEE Regional Conference on Factoring



7-8 October 2025



Sofia, Bulgaria

The 16th CEE & SEE Regional Conference on Factoring & SCF, hosted by FCI, will take place on 7-8 October 2025 in Sofia, Bulgaria. The conference will allow participants to network in person and discuss the region's latest developments in factoring and supply chain finance.

This conference is not just another event on the calendar; it is the premier gathering for anyone involved in the factoring industry across the CEE and SEE regions. Whether you are a seasoned professional or new to the field, this event offers valuable learning and networking opportunities that are simply unmissable.

FCI Academy Masterclass

On the morning of the 7th, FCI Academy will host a Masterclass for all attendees of this conference. More details on this will be provided soon.

To find out more,
simply scan the QR
code or visit fci.nl



CONNECT

NEW MEMBERS

One of the key reasons we exist is to connect people in the industry – creating business opportunities, networking, and relationships that last.

Since the last newsletter, the FCI family has grown with the following Members. Today FCI counts 360 members! We still have a lot of prospects that will soon join FCI.



INDIA

Axis Bank is the third-largest private sector bank in India, providing a comprehensive range of financial services to various customer segments, including Large and Mid-Corporates, MSME, Agriculture, and Retail Businesses. Founded in 1994 as UTI Bank, it was one of the first private banks set up under the RBI's 1993 guidelines, which aimed to reform India's financial sector. Headquartered in Mumbai, Axis Bank has evolved into a trusted financial institution with a workforce of over 104,400 employees and a customer base of approximately 59 million. The 'One Axis' Ecosystem unifies the full spectrum of Axis Bank's financial services, spanning asset management, retail brokerage, insurance, consumer lending, fintech, investment banking, and more through a seamless, integrated platform. By uniting the strengths of its subsidiaries and business verticals, the Bank offers comprehensive, end-to-end solutions to meet the evolving needs of individuals, businesses, and institutions.

Our Offering - Axis Bank offers a wide range of working capital and trade finance solutions, including factoring, reverse factoring, receivables discounting and supply chain financing. These offerings are designed to support businesses of all sizes in managing liquidity, optimising cash flows, and fostering growth. As a member of the FCI network, Axis Bank will strategically leverage its strong domestic presence and expanding international footprint to collaborate with global partners and support cross-border trade finance initiatives.

Axis Bank's Commitment to Progress - Axis Bank's mission is to empower individuals, businesses, and communities by delivering innovative financial solutions and fostering sustainable development. Guided by values of transparency, responsibility, and excellence, the bank will continue to invest in digital transformation, ESG initiatives, and inclusive banking practices to shape a resilient and equitable financial future.

Find out more about AXIS Bank by visiting their website [here](#).

CONNECT



ASSOCIATE

JORDAN

Bank al Etihad is a Jordanian banking and financial institution that has been serving individuals, entrepreneurs, and businesses since 1987. Following our merger with Investbank in 2025, we became one of the largest banks in the Kingdom by assets and capital. With a strong global correspondent network and experienced trade finance and treasury teams, we offer a range of services that support businesses at every stage. Our digital platforms are built to serve clients engaged in both local and international trade. By becoming a member of the FCI network, we aim to strengthen our trade finance capabilities and help companies carry out cross-border transactions more easily and efficiently.

Find out more about Bank al Etihad by visiting their website [here](#).



ASSOCIATE

HUNGARY

CIB Bank is a subsidiary of the Intesa Sanpaolo Group. With a strong parent bank background and 45 years of experience as a universal credit institution, it provides a full range of commercial and investment banking services. The bank offers these services to nearly 455,000 clients through a nationwide network of branches, while constantly seeking innovative solutions tailored to its clients' needs. CIB Bank's services are available to corporate, institutional, municipal and individual clients, as well as to retail customers. Traditionally strong in the corporate banking field, CIB Bank has forged long-term relationships with many of Hungary's most prominent corporations. The core of its corporate banking strategy is financing the real economy, improving the products and services it offers to this segment. Factoring has been playing a key role in the Intesa Sanpaolo Group. Alongside its cross-border supply chain finance products and a broad variety of factoring products, CIB Bank's Factoring is now extended with FCI services. We are confident that it will contribute to boosting the customer experience of our current and future corporate partners.

Find out more about CIB Bank by visiting their website [here](#).

We wish all our new members lots of success!

EDUCATE

EDIFACTORING 2.0 WEBINAR

Strengthening the Future of Factoring & SCF - Legal and Operational Frameworks



AYSEN ÇETINTAS
Education Director

The FCI Academy will host a specialised training webinar, “Edifactoring 2.0: Enhancing & Safeguarding Your Factoring & Supply Chain Finance Business”, on 23–24 September 2025, from 09:30–12:30 CET.

This session will explore the critical role of digitalisation in modern factoring, highlighting how Edifactoring 2.0 improves operational efficiency, ensures legal compliance, and strengthens risk management frameworks.

Key topics will include the importance of selecting reliable import factors, managing the complete lifecycle of factoring transactions, handling disputes, and utilising EDIreverse for reverse factoring. Participants will also gain insights into the platform’s reporting capabilities and the new functionalities that support operational integrity and growth.

Why You Should Attend:

- Gain expert insights into the enhanced features of Edifactoring 2.0.
- Learn how to manage disputes and understand legal implications (GRIF).
- Explore advanced tools such as EDIreverse and real-time risk reports.
- Improve operational performance with new system functionalities.

The webinar will be led by renowned industry professionals Sevil Dincer, Aysen Çetintas, Ciprian Radu, and Spyros Tsolis, who bring decades of expertise in receivables finance and digital transformation.

The training is open to both FCI members and non-members, with registration closing on 19 September 2025.

- Fees: €200 (FCI Members) | €300 (Non-Members)
- Group Offer: Four registrations secure a fifth seat free.

For more details and to register, visit [our website](#) or contact fci@fci.nl.



18

FOUNDATION COURSE ON FACTORING

FCI MEMBER EXCLUSIVE



COURSE OVERVIEW

The “FCI Foundation Course on Factoring” is the most popular, globally recognised e-learning course in Factoring. It is the first step in FCI’s “Career Path” route. In this course, students will gain an in-depth understanding of the key elements in factoring and receivables finance.

- Overview of factoring and history of the industry & FCI
- Major variations of factoring
- Benefits, methods and mechanism
- Seller selection & management
- Risk elements of factoring



WHO SHOULD ENROL

New and recent entrants to the industry and practitioners employed by FCI Members in all departments with less than 12 months factoring experience.



CERTIFICATION

FCI Bronze Certificate on Factoring

Next step: Intermediate Course on Factoring

Available in English, Chinese & Spanish
Registration Deadline: 26 September 2025 | Course Start Date: 2 October 2025

LIBF — Accredited Learning Programme

ENROL FOR TERM 4

EDUCATE

A TURNING POINT FOR FACTORING IN UZBEKISTAN



AYSEN ÇETINTAS
Education Director

FCI joins IFC and the Central Bank of Uzbekistan to advance receivables finance

On 10–11 June, the International Factoring and Reverse Factoring Seminar was held at the Central Bank of Uzbekistan, co-organised by the IFC and FCI. The event brought together regulators, banks, fintechs, corporates, and international experts for two days of dialogue, knowledge-sharing, and practical training.

The opening sessions featured remarks from the Central Bank of Uzbekistan and the IFC's Regional Manager, Mr Youssef Habesch, who underlined the role of receivables finance in supporting SMEs. FCI's leadership framed the global context, before participants explored core factoring models, including domestic versus international and the Two-Factor system. The IFC's Mr Murat Sultanov presented a roadmap for regulatory reform, while Uzbek fintech FINQ provided an insightful local perspective on receivables trading.

Day two turned to international experience and applied solutions. Ms Betül Kurtulus (FCI) shared the latest global statistics and introduced Islamic international factoring models. Mr Yüce Uyanik (FCI) led sessions on marketing strategies and the GRIF legal framework. Mr Federico Avellan Borgmeyer (efcom) demonstrated the efficiency of technology-driven SCF platforms, while I presented risk mitigation techniques, including seller- and buyer-risk controls and dispute management.

The seminar concluded with an open discussion platform, where participants exchanged views on Uzbekistan's current challenges and considered global best practices as potential solutions.

The event highlighted both the strong demand for receivables finance and Uzbekistan's potential to become a factoring hub in Central Asia. With legal reforms underway, fintech innovation emerging, and international cooperation growing, the foundations are being laid for a vibrant factoring and supply chain finance market. FCI remains committed to supporting this journey and to strengthening SME financing in the region.



INVEST IN YOUR PEOPLE – TERM 4 OF THE FCI FOUNDATION COURSE IS OPEN

As the global factoring and receivables finance industry continues to evolve, one thing remains constant: the need for well-informed, capable professionals who can deliver quality service across every function, from onboarding and operations to legal, commercial, and risk. To support this, the FCI Academy is proud to open enrolment for Term 4 of the Foundation Course on Factoring, with the course starting on 2 October 2025.

Available in English, Chinese, and Spanish, the Foundation Course is the ideal starting point for any employee working in, or entering, the factoring industry. It offers a clear and practical introduction to domestic and international factoring, with a special focus on FCI's two-factor model, seller and buyer management, legal frameworks, dispute resolution, and the operational foundations of a successful factoring business.

Delivered entirely online through FCI's intuitive Moodle platform, students benefit from:

- Flexible, self-paced learning over three months
- Downloadable study material and guided modules
- Peer discussion forums to promote global collaboration
- A recognised certificate upon successful completion

With over 7,500 professionals trained, the Foundation Course is now considered the industry benchmark for entry-level education in receivables finance. For institutions looking to upskill their teams, standardise internal knowledge, or onboard new staff efficiently, this course provides a proven, low-barrier path to competency and performance.

A Valuable Opportunity for New Members

All FCI members who have joined within the past 24 months are eligible for two free Foundation Course registrations, a valuable resource to begin embedding factoring knowledge across your teams. If you have not used this benefit yet, now is the time to do so.

Key Dates

- Registration deadline: Friday, 26 September 2025
- Course start date: Thursday, 2 October 2025

In an increasingly competitive landscape, investing in your people is not optional, it is essential.

INFLUENCE

EDUCATION AND TECHNOLOGY GO HAND IN HAND



KEVIN DAY
Non-Executive Director,
Lendscape

How global factoring can thrive through shared knowledge and smarter systems

As technology advances at pace, reshaping how we work and what customers expect, it is easy to believe that innovation alone will lead to transformation. In 2023, global factoring and receivables finance volume totalled approximately €3.8 billion, a scale achieved as much through skilled operatives as through systems or algorithms.

Innovation is critical, but its impact is greatest when it builds on the value of accumulated experience and insight, qualities that have long defined the industry's strength. Progress, after all, doesn't come from technology alone, but from people who understand the business and know how to use technology to deliver excellent service and, importantly, to improve it.

Following the FCI Annual Meeting in Rio, where conversations touched on everything from AI and automation to regulation and cross-border expansion, it's worth reflecting that underneath those themes lies a simple truth: technology alone doesn't drive transformation. It's the combination of skilled people and innovation that unlocks real progress.

A fast-moving market with growing complexity



Whether it's domestic factoring, international, or cross-border factoring, invoice discounting, asset-based lending, syndicated deal structures, or supply chain finance, today's receivables operations are more sophisticated than ever.

To grow portfolios, meet evolving customer expectations, or keep pace with competitors, finance providers are leaning on platforms that are more automated, integrated, and intelligent. Systems now support a wide range of service offerings to exploit market opportunities, open data models

to enhance risk analytics, and AI is now beginning to play a role in areas like credit analysis and operational efficiency.

However, sophisticated technology is only part of the picture. If the people using it don't have the right know-how or capability, progress stalls. In many cases, the barrier to change isn't technical; it's educational.

Capability builds confidence

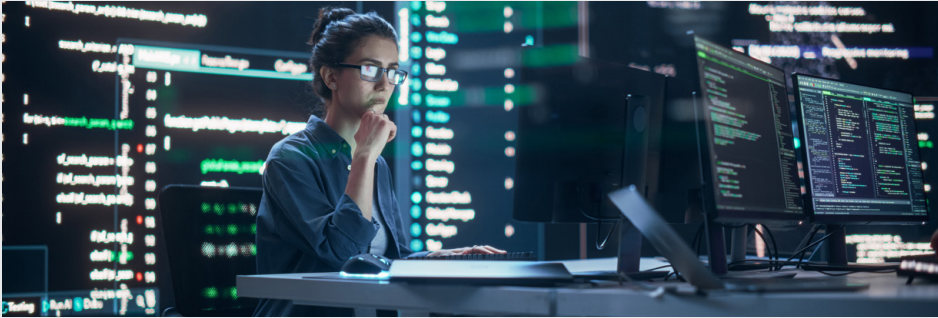
To realise the full value of digitalisation, institutions need more than just software or systems. They need people who understand how to use it and use it well. Moreover, they need people who see how evolving technology can support, rather than replace, professional judgement.

Structured learning plays a key role here, and Lendscape is proud to support initiatives like the FCI Academy that are helping raise the bar globally, offering accredited programmes across all levels of experience, from foundational concepts to advanced risk and legal training. With more

INFLUENCE

than 14,500 professionals certified, these programmes help ensure that teams speak a common language, understand industry standards, and apply best practice to every part of the process.

At the same time, we've started to see how technology can actually serve as a learning tool. Leading modern systems or platforms are built around embedded knowledge, pre-configured workflows, guided set-up options, and integrated resources that help users understand not just how a system works, but why it works that way. When systems are designed with best practice in mind, they become more than operational tools; they become enablers of consistency, training, and continuous improvement.



Knowledge that scales

The more widely this embedded know-how is adopted, the more the entire ecosystem benefits. Platforms that incorporate industry-standard logic and patterns make it easier for institutions to scale responsibly, expand into new markets, and onboard new staff or clients with less friction. This is especially important as more organisations engage in cross-border trade or introduce new receivables finance offerings to target market verticals.

Alongside formal education, knowledge hubs and digital support environments are also playing an increasingly important role. These resources, whether client-facing or internal, provide practical, on-demand access to how-to guides, product documentation, and tutorials. They support self-service, reduce reliance on individual expertise, and empower both staff and customers to get more from the tools at their disposal. For institutions operating in fast-moving or multi-market environments, accessibility can make a meaningful difference.

A smarter way forward

The relationship between education and technology is not linear; it's circular. Education helps people adopt and adapt to new tools, and those tools, in turn, reflect and reinforce best practices. The more we invest in both, the more effective and agile our industry becomes. That's why support for initiatives like the FCI Academy matters, not just as a gesture of industry alignment, but as a long-term investment in capability. And it's why embedding knowledge and training into technology platforms isn't just good design; it's a strategic imperative.

As the factoring community looks at transformation, innovation, and what's next, it's worth remembering: progress doesn't start with systems, or even strategy, it begins with people. Equip them well, and the rest follows, because when education and technology go hand in hand, progress isn't just possible; it's inevitable.

INFLUENCE

FCI SPREADING ITS WINGS:

MEETING BOTH ONLINE AND IN-PERSON WITH PARTNERS, PROSPECTS, ORGANISATIONS

More than ever, FCI has been partnering with organisations to promote factoring and boost the industry. FCI Directors were invited to speak at other organisations' events. Below is what has happened over the past three months.

JUNE 2025

5 June | Vietnam | VT Finance Supply Chain Finance Platform Launch

Lin Hui represented FCI at the launch ceremony of the VT Finance Supply Chain Finance platform in Hanoi, Vietnam. A collaborative initiative between the Viettel Group of Vietnam and the Vteam Group of China, the platform aims to enhance digital trade finance solutions across borders. The event received national attention, including a special feature by Vietnam National Television, and marked a significant step forward in fostering regional cooperation and advancing FinTech-driven supply chain finance infrastructure.



17 June | Cambodia | Roundtable on Movable Finance and Supply Chain Finance For CEOs of Business Lending Institutions



Lin Hui attended the Roundtable on Movable Finance and Supply Chain Finance in Phnom Penh, Cambodia, organised by the World Bank's IFC and the National Bank of Cambodia. The event brought together CEOs and senior executives from business lending institutions to raise awareness of the potential of movable asset financing, supply chain finance, and factoring. The discussions aimed to encourage greater engagement from financial institutions in adopting these tools to expand access to finance and support economic growth in the region.

JULY 2025

15 July | United Kingdom | TTP Breakfast Club

On 15 July, Neal Harm attended the TTP Breakfast Club event in London, an exclusive gathering of professionals from the trade, treasury, and payments sectors. The event provided a valuable opportunity to connect with members of the TTP community, engage in high-level discussions, and exchange insights on current developments in trade finance and related areas.



INFLUENCE

29 July | China | Seminar on Digital Empowerment for the Transformation and Development of the Commercial Factoring Industry



Lin Hui participated in the Seminar on Digital Empowerment for the Transformation and Development of the Commercial Factoring Industry, held in Nanjing and organised by the Jiangsu Commercial Factoring Association. The seminar focused on the role of technology in driving the digital transformation of the factoring industry in Jiangsu Province. Key discussions highlighted the importance of regulatory compliance and explored practical applications of digital tools to improve operational efficiency and support industry growth.

AUGUST 2025

7 August | India | 360tf Global Trade Finance Summit 2025

On 7 August, Neal Harm delivered a virtual welcome message at the 360tf Global Trade Finance Summit 2025. The summit brought together global trade finance leaders to explore new trends, innovations, and collaborative strategies shaping the future of the industry. Neal's message highlighted FCI's role in advancing



20 August | Online | TTP Trade Treasury Payments Issue 19



FCI was featured in the August 2025 edition of Trade Treasury Payments (Issue 19), contributing to the publication's theme "Factoring 2030: Threats, Thresholds, and the Next Transition." The article explored the evolving landscape of factoring, highlighting future challenges, digital transformation, and the strategic shifts required to ensure the continued relevance and resilience of the industry. The piece positioned FCI as a key voice in shaping the

future of receivables finance. Read more [here](#).

Stay tuned to know more about all our activities, follow us on [LinkedIn](#) or [Facebook](#).

25



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