



Factors Chain International

Annual Review 2011

Factoring – Exploring new horizons



The factoring industry is exploring new horizons, both in geographical terms and in functionality.

Factors Chain International plays a very important role in that process, introducing the factoring concept in more and more markets and by extending the range of services typically offered by its members.

The global financial crisis is well behind us and the factoring industry has shown to be an excellent service provider, even in difficult times, supporting and facilitating domestic and international trade.

International trade in particular is heavily relying on ocean transportation, and lighthouses have played for many centuries an essential role in providing ships with safe passage. Lighthouses symbolise, both at night and during day time, the guiding hand in this process. Found all around the world, lighthouses and horizons are inseparable, like factoring and trade.





Factors Chain International

Annual Review 2011



Factoring – Exploring new horizons



Contents

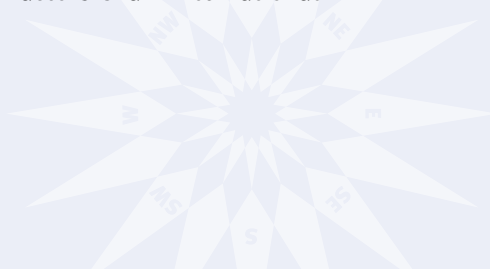
Introduction	5
The Latest Developments in FCI	6
Our Mission	9
A Growing Industry	11
A Global Network	13
The Role of Factoring in International Trade	14
How Export Factoring Works with FCI	15
MAC Carpet – FCI on <i>flying carpets</i> around the world	16
Selling More Competitively Overseas	17
Transmitting Information by EDI	19
FCI Expressed in Figures	21
Domestic and International Factoring by Country in 2010	22
Total Factoring Volume by Country in the Last 7 Years	23





Introduction

by **Jeroen Kohnstamm**
Secretary General
Factors Chain International



For Factors Chain International (FCI) the year 2011 will be another year with major conferences and events in Malaysia, Germany, Indonesia, United Arab Emirates, Turkey, Brazil, Bolivia, Panama, Netherlands, Hungary, USA, Thailand and Hong Kong. Numerous new members will join the network, partly from countries where FCI is already represented, partly from countries where the market for factoring is still entirely new. New forms of cooperation will be examined and new educational courses will be offered to employees of member companies. For all these activities, the staff of the permanent Secretariat in Amsterdam has been extended in order to serve the members even better than in the past. Since 1968, FCI has been at the forefront of efforts to promote factoring business in new markets and to introduce solutions in facilitating international trade through international factoring and related financial services. Today, the FCI network handles nearly 80% of the world's international factoring volume and links 252 local market leaders in 67 countries.

FCI started as a small network of five young and unrelated factoring companies in different western European countries. Acting as 'correspondent' for each other, the early players were able to offer cross-border factoring facilities for exports and imports between a handful of neighbouring European countries. The concept of correspondent factoring, nowadays commonly known as the two-factor system, proved to be so successful that at a conference in Stockholm in 1968 the early players were asked to seek an official incorporation of their network initiative, and to build over time an organisation with multiple representation in as many countries as possible. The 'founding fathers' may not have known in 1968 how crucial this strategic decision of multiple representation was, but no doubt it has helped to turn FCI into the world's foremost organisation for international factoring.



The opportunity of choice in selecting correspondents in a particular country, in combination with strict membership admission criteria and (even more important!) very strictly adhered rules for continued membership, has been the basis for FCI's leading position today. The open-ended structure of FCI turned out to be the most effective tool for building international factoring volumes. The perceived exclusivity of competing closed groups, with one member per country, had the great disadvantage that individual member companies felt no competitive pressure to focus on service quality in order to receive the business in 'two-factor' situations. In the FCI network, however, the selection of a correspondent was not based on the fact that the correspondent had the same common shareholder, but was based instead on service quality considerations.

Membership in FCI gives rights, but only after a new member has accepted a series of commitments. Members which violate those commitments, either by failing to generate a minimum yearly volume of business, or by not attending on a regular basis the FCI conferences and seminars which are generally seen as 'the market place', or by not enrolling staff members in the various educational programmes, they all face the risk of membership termination. FCI is adamant in remaining a network of active and well organised 'factors', for dormant members or members which turn out to have very different interests than offering professional factoring services, continued membership is out of the question. It is this strict focus and the unwillingness to compromise on membership criteria and membership rules which have helped the organisation to become the undisputed leader in network factoring, respected, professional and very well-positioned to take full advantage of more than 40 years of international factoring excellence.

The Latest Developments in FCI

While 2009 was for most FCI members a difficult year in terms of risk management and maintaining pre-crises factoring volumes, 2010 offered an entirely different picture. A 20% growth in domestic factoring and a 34% growth in international factoring made 2010 a record year, with matching profitability and risk control. While factoring is still most suited for clients from the SME sector, the trend continues that large corporations seek factoring services as well, often unbundled, allowing the client to make a choice from the three basic elements of factoring: working capital finance, customer credit risk protection and professional collection services.

Much of the growth must be attributed to banks and bank-owned factors, as the result of greater awareness that for superior risk management traditional overdraft facilities should be replaced by factor financing, with or without the additional service of credit risk protection.

Geographical Coverage

FCI has steadily extended its physical presence to all the major trading countries of the world, including the four BRIC countries. Not surprisingly, China is ahead of all the others, both in domestic and international factoring, but new members in Brazil, Russia and India will bring a welcome development in international capability. New members in various South East Asian countries, including Indonesia, have entered FCI with special interest to be active in cross-border factoring, while promising contacts will bring further growth in Africa. A further influx of new members has kept “Greater China” in the top position for FCI export factoring, followed by Spain, Turkey, France, the UK and Greece as the most enthusiastic users of export factoring services.

Not surprisingly, the largest markets for import factoring are still the U.S.A. and a series of European Union countries where FCI is represented by all the local market leaders. Newer important markets for FCI import

factoring are China, Taiwan, Japan, Canada and Egypt, illustrating that the international factoring concept has global application, covering more and more transactions in today's trading environment where the letter of credit is being replaced by open account trading terms. For the calendar year 2010, FCI's volume of 'international factoring' grew with 34% to EUR 180 billion or 238 billion when expressed in US dollars. In this volume, the two-factor solution grew with an astonishing 46%.

Business Promotion

The FCI Marketing Committee develops on a continuous basis 'tools' for members in order to assist them in generating larger volumes of business. The Committee also arranges for bench marking exercises, in an effort to stimulate the members to improve their service level and marketing effectiveness.

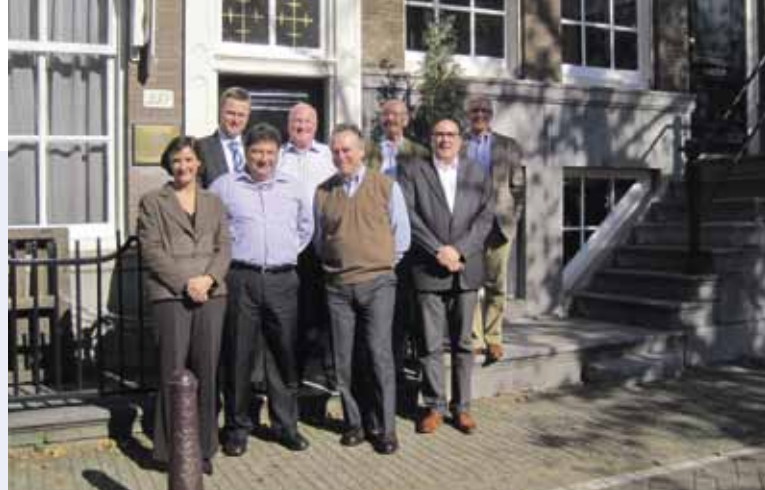
Educating FCI members is not enough. The market also needs to be informed about the true nature of factoring, its procedures and the commercial application in both domestic and international trade. Conferences to promote factoring are often sponsored jointly by FCI and local members and usually attract considerable interest from the business community and the media. Highly successful 'Export Factoring Promotion Conferences' were organised in Indonesia, Bolivia and Panama, attended by more than 400 delegates with an interest to learn more about factoring as a solution for their trade finance requirements. In addition, FCI sponsored the publication of the fourteenth edition of the authoritative World Factoring Yearbook, containing in-depth articles from more than forty different countries.

Opening ceremony "India Factoring" Ltd.





FCI Seminar in Hanoi, Vietnam



FCI Legal Committee in front of FCI Secretariat



FCI Annual Meeting 2010, Vienna, Austria

FCI officials accepted many speaking engagements, all in an effort to promote the concept of international factoring.

Last, but not least, with a very attractive and informative website, FCI will continue to disseminate information through the world-wide web. Target audiences are potential members, exporters, business advisors, journalists and an ever growing number of students from all around the world. The new video presentations, accessible from the home page, are unique in the factoring industry. Five versions are available: English, Spanish, Chinese and Turkish aimed at exporters, plus a new English video aimed at importers.

Education

FCI has developed a series of educational programmes which provide for a transfer of know-how from seasoned factoring professionals to less experienced staff members. Regular seminars, covering all aspects of factoring, are organised throughout the world. Just in

2010 and 2011, such seminars took place in Egypt, Germany, China, Hong Kong, Taiwan, Dubai, Vietnam, USA and Singapore.

In addition to its seminar programmes, FCI and its Education Committee continued to offer the member companies the possibility to enrol staff members in a series of different Courses, logically following a career path approach. Now in its twenty-fifth year and currently based on an interactive programme accessible via the internet, the Courses have been followed by nearly 5000 staff members from 62 countries. For new member companies, FCI endeavours to arrange various forms of on-the-job training, either by a comprehensive visit by the FCI Education Director or by internships with foreign FCI correspondents.

Legal Framework

The FCI General Rules for International Factoring (GRIF), developed and monitored by the FCI Legal Committee, have become the world's most widely recognised legal framework for international factoring.



FCI Seminar in Spitzingsee, Germany



Marketing Brainstorming Session in Miami, USA



FCI Seminar in Budapest, Hungary

The GRIF is the standard for correspondent factoring relationships and probably more than 90% of the world's cross border factoring volume has been governed by those rules, since the GRIF's introduction in July 2002.

The FCI Legal Committee offers on a continuous basis assistance to the FCI members in answering questions of a legal nature, or relating in particular to the FCI GRIF. For problem resolution between export factors and import factors, a more formal FCI Arbitration process is available, even though most conflicts are settled in an amicable manner, based on the strong ties which exist between most of the FCI members.

Communications

The strength of the FCI network is determined not only by geographical presence, but also by efficient communications between the individual correspondent factors. Today, 'communication' in FCI stands for a state-of-the-art application of EDI technology. The investments in the EDI infrastructure have been substantial over the previous years and the

FCI Communication Committee has recently launched the latest edition of an upgraded Internet-based communication system, capable of meeting the requirements of an e-commerce environment. The system was originally introduced in 2002, but with regular upgrades, the system enjoys excellent user-friendliness and superior cost-efficiency (see also page 19).

Much attention was given by the Communication Committee to the development of a new service in FCI: Purchase Order Management (POM). Under the POM structure exporters can already obtain credit risk protection on foreign customers, from the moment the purchase order is confirmed. Import factors will accept this pre-shipment risk, while export factors can enhance the service by adding pre-shipment finance. POM is expected to go "live" in June 2011 and illustrates how factoring is indeed exploring new 'horizons'.

FCI Secretariat

The permanent Secretariat in Amsterdam continues to play a crucial role in initiating and coordinating the activities which directly or indirectly affect the scope and strength of the FCI network. Numerous projects are acted upon in close cooperation with the FCI Executive Committee and with the technical committees. The POM project is a perfect example, originally spearheaded by an ad-hoc committee for POM development, then subsequently adopted by other committees.

FCI members also frequently seek advice from the Secretariat in a wide variety of situations. The full-time FCI staff has been responding to these needs for four decades. As an experienced professional team they enjoy supporting FCI members and look forward to meeting the challenges of the fast-growing factoring industry in the years ahead.



*FCI Secretariat,
Amsterdam*

The Mission of Factors Chain International

FCI is a global network of leading companies, whose common aim is to facilitate international trade through factoring and related financial services.

FCI's mission is to become the worldwide standard for international factoring.

FCI helps its members achieve competitive advantage in international trade finance services through:

- ▣ A global network of first-class factoring companies
- ▣ Modern and effective communication systems, to enable them to conduct their businesses in a cost-efficient way
- ▣ A reliable legal framework to protect exporters and importers
- ▣ Standard procedures, aimed at maintaining a universal quality
- ▣ A package of training programs
- ▣ Worldwide promotion aimed at positioning international factoring as the preferred method of trade finance

FCI will always have a flexible and market oriented attitude. It will remain an open chain, encouraging quality factoring companies to join its ranks. As an open chain, FCI will view competition as a stimulus for superior service to exporters.

FCI: The *standard* in international factoring





A Growing Industry

A growing number of companies offer factoring services and many of these work internationally. Most factors are either owned by, or associated with, well-known international banking or other financial institutions as well as insurance companies or industrial organisations.

Factoring is now universally accepted as vital to the financial needs of small and medium-sized businesses. It has the support of government offices and central banks throughout the world.

As international trade continues to increase, so too do the opportunities for the factoring industry. Because international factoring works in a similar way to domestic factoring, exporters have realised that it can help them to become more competitive in complex world markets.

Many businesses that turn to factoring companies are reassured that the industry is closely related to banking. Although factoring companies remain highly specialised institutions, nearly all major banks now have factoring subsidiaries. This has enabled the industry to promote its services with great success and to work for businesses of every size.

Factoring has become well established in developing countries as well as those that are highly industrialised. In various Asian countries, the growth of factoring has been dramatic while in Latin America, financial institutions continue to join the industry. Similar growth has occurred in Central Europe, the Baltics and the Middle East.

Today, almost every industry can profit from factoring. Textiles, clothing and (consumer) electronics are the most popular but manufacturers of industrial and farm equipment, office equipment and processed food are increasingly turning to factoring.

FCI members report that more service industries have become clients. There is also plenty of evidence to suggest that fast-growing, sales-driven organisations appreciate the improved cash flow, efficiency and profitability that factoring can offer.





A Global Network

Factors Chain International was established in 1968 to represent the interests of independent factoring companies around the world. With member companies offering domestic and international factoring services in countries across all five continents, FCI is by far the world's largest factoring network. Member transactions represent nearly 80% of the world's international factoring volume.

When FCI was founded, domestic factoring services were only available in North America and a few European countries. At the time the idea of international factoring was new, yet FCI members could see its potential.

They realised that they needed to do two things:

- Introduce the concept of factoring into countries where the service was not available.
- Develop a framework for international factoring that would allow factors in the country of both the exporter and importer to work closely together.

This framework has been built around the availability of local expertise and sensitivity to national cultures together with an understanding of the economic and commercial influences affecting each country.

FCI also believes that global alliances require flexibility. Members can maintain their preferred methods of operation as long as they are compatible with FCI's standard methods of communication.

Membership in FCI is popular but an application to join does not automatically mean acceptance. Members must meet strict admission standards which apply to financial strength and an established reputation for quality and service.



The Role of Factoring in International Trade

For many companies, selling in an international market place is the ultimate challenge. While the rewards can be substantial, success can also bring its share of problems. Different customs, currency systems, laws and languages still create barriers to trade in a world where sophisticated computer technology allows orders abroad to be placed within seconds.

One of the greatest problems facing exporters is the increasing insistence by importers that trade be conducted on open account terms. This often means that payment is received many weeks or even months after delivery. Unsurprisingly, many organisations find that giving buyers credit in this way can cause severe cash flow problems. Further problems can arise if the importer delays payment beyond originally agreed terms or makes no payment at all because of financial failure.

International factoring provides a simple solution regardless of whether the exporter is a small organisation or a major corporation.

The role of the factor is to collect money owed from abroad by approaching importers in their own country, in their own language and in the locally accepted manner. As a result, distances and cultural differences cease to be a problem. A factor can also provide exporters with 100% protection against the importer's inability to pay.

The advantages of export factoring have proved to be very attractive to international traders. It is now seen as an excellent alternative to other forms of trade finance and the role of the letter of credit is gradually diminishing as a consequence.

This means that the prospects for international factoring can be seen as favourable in all countries. Not only those that are highly industrialised, but also those that are still developing. In the future though, the real challenge for factoring companies will be to maintain their flexibility so that they can react quickly to changing market circumstances.



How Export Factoring Works with FCI

There is nothing complex about factoring. It is simply a unique package of services designed to ease the traditional problems of selling on open account. Typical services include investigating the creditworthiness of buyers, assuming credit risk and giving 100% protection against write-offs, collection and management of receivables and provision of finance through immediate cash advances against outstanding receivables.

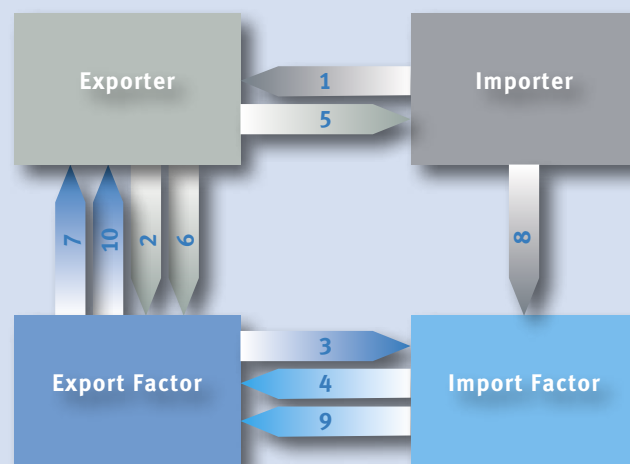
When export factoring is carried out by members of FCI, the service normally involves a six-stage operation.

- ▣ The exporter signs a factoring contract assigning all agreed receivables to an export factor. The factor then becomes responsible for all aspects of the factoring operation.
- ▣ The export factor chooses an FCI correspondent to serve as an import factor in the country where goods are to be shipped. The receivables are then reassigned to the import factor.
- ▣ At the same time, the import factor investigates the credit standing of the buyer of the exporter's goods and establishes lines of credit. This allows the buyer to place an order on open account terms without opening letters of credit.
- ▣ Once the goods have been shipped, the export factor may advance up to 80% of the invoice value to the exporter.
- ▣ Once the sale has taken place, the import factor collects the full invoice value at maturity and is responsible for the swift transmission of funds to the export factor who then pays the exporter the outstanding balance.
- ▣ If after 90 days past due date an approved invoice remains unpaid, the import factor will pay 100% of the invoice value under guarantee.

Not only is each stage designed to ensure risk-free export sales, it lets the exporter offer more attractive terms to overseas customers. Both the exporter and the customer also benefit by spending less time and money on administration and documentation.

In all cases, exporters are assured of the best deal in each country. This is because export factors never

How does Export Factoring Work?



- 1 Exporter receives purchase order
- 2 Exporter sends Importer's information for credit approval
- 3 Export Factor checks the Importer's credit worthiness through FCI partner
- 4 Import Factor evaluates the Importer and approves a credit limit
- 5 Exporter makes shipment to Importer
- 6 Exporter submits invoice details and supporting documents
- 7 Export Factor makes cash advance up to 80% of factored invoices
- 8 Collections are carried out by the Import Factor
- 9 Import Factor remits funds to Export Factor
- 10 Export Factor remits 20% remaining Balance to Exporter's account less any charges

appoint an import factor solely because the company is a fellow member of FCI. Import factors are invited to compete for business and those with superior services are selected.

In some situations, FCI members handle their client's business without involving another factor. This is becoming more common in the European Community where national boundaries are disappearing. However FCI members conduct their business, one thing remains certain. Their aim is to make selling in the complex world of international trade as easy for clients as dealing with local customers.

MAC Carpet – FCI on *flying carpets* around the world

MAC Carpet is one of Egypt's top exporting firms, with more than 90% of its total production going to 107 countries worldwide. MAC Carpet is a sister company of the Oriental Weavers Group, one of the largest private industrial conglomerates in Egypt with diversified activities in numerous fields.

1980: MAC Carpet was established with a capital of US\$1million and a total annual production of 1 million square meters of carpets and rugs.

2010: MAC Carpet is now considered a world leader in the carpet industry for custom tufted and digital printed carpets and rugs specifically produced to meet each and every client's demands. With 30+ years' experience, the firm now boasts an outstanding annual production of 58 Million square meters, operating around the clock and employing over 6,000 people.

"Our success must be contributed to our most talented and dedicated staff and the support of tremendously loyal customers and suppliers" as stated by Mr. Alaa Hashem, Board Member of MAC Carpet during the first meeting with EGYPT FACTORS.

MAC Carpet was dealing directly with foreign factoring companies for many years to sustain their needs in many of their buyers' markets. However with the 2008 financial crisis they were faced with the problem that access to finance was shrinking (particularly in US and Canada – their main export markets) while at the same time, the risk of buyers' default was increasing. This is when the very experienced management decided to explore alternative options to finance and protect their

exports with EGYPT FACTORS – the first Egyptian private factoring company developed by FIMBank (leading bank in trade finance solutions), CIB (largest private bank in Egypt) and IFC (member of World Bank Group).

EGYPT FACTORS introduced MAC Carpet the benefits of dealing with a member of Factors Chain International (the leading worldwide network of factoring companies), which would result in a one-stop-shop solution for exports to more than 60 countries with a full package of services (risk protection, collection and finance). Exporters have the option to pick any combination to match their specific needs.

"Based on credit limits secured by our FCI partners in both Canada (National Bank of Canada) and US (BB&T, UPS and CIT), EGYPT FACTORS was able to offer MAC Carpet a package of full factoring services, of which the most important feature was financing" said Mr. Marius Savin, General Manager of EGYPT FACTORS.

"We were very happy that during these difficult times factoring services were still available in Egypt via EGYPT FACTORS, with the assistance of their partners in the FCI network. We feel that EGYPT FACTORS services are professional and reliable", said Mr. Ayman Refaat, Treasurer of MAC Carpet.



Selling More Competitively Overseas

One of the greatest advantages of international factoring is that it allows both exporters and importers to trade on open account terms without risk.

FCI services to exporters

A member of FCI can offer three types of service to exporters that will give complete security, ensure administration is simpler and make a positive contribution towards cash flow:

- ▶ Export Factoring establishes the credit-worthiness of existing and prospective customers and provides up to 100% credit protection.
- ▶ Sales Ledger Administration reduces non-productive overheads and frees up valuable management time.
- ▶ An agreed level of finance can be advanced once the goods have been shipped. The balance, less the factor's charges, is paid when the invoice is settled in full.

The advantages for exporters are

- ▶ They can expand sales abroad by offering competitive terms and conditions.
- ▶ They can offer open account terms by invoicing the importer and granting deferred payment terms, usually 30-90 days.
- ▶ They are fully covered against credit losses.
- ▶ They avoid the delays often encountered when arranging letters of credit.
- ▶ Speedy collection and remittance improves cash flow.
- ▶ Administration costs are reduced.
- ▶ They have access to a flexible source of working capital to help increase export sales.

FCI services to importers

A Letter of Credit is the most internationally accepted method of guaranteeing payment. Yet, while this method does have some merit, it is outdated and cumbersome plus it places financial burdens on both the exporters and the importers.

The alternative is for FCI members to guarantee payment to the exporter through an arrangement with a local factor. No letter of credit is necessary. All that is required is for a revolving credit limit to be established on the importer's business. When invoices are due for payment, the importer pays the import factor member who sends the funds on to the corresponding export factor.

The advantages for importers are

- ▶ They can buy on open account terms.
- ▶ They do not need to open letters of credit.
- ▶ They can expand their purchasing power without using existing lines of credit.
- ▶ They can purchase goods without incurring delays.
- ▶ They will find it easier to generate new sources of supply.





Transmitting Information by EDI

edifactoring.com is a Web based EDI communication system used by all FCI members. The latest of a generation of EDI systems developed by FCI, **edifactoring.com** uses the universal XML (an acronym for eXtended Markup Language) standard for all business messages and reports.

edifactoring.com is an on-line system that runs on a number of proprietary FCI servers and has central processing and reporting, message validation and immediate message delivery. As a true Internet-based system, it is platform independent (hardware and software) and it supports a virtually unlimited number of simultaneous users.

The use of edifactoring.com is entirely free of charge for the members of FCI who also do not need to install and maintain any local software application. A Web browser is all that is needed to operate **edifactoring.com**.

FCI implemented the first global EDI system in 1994. That has substantially changed the way business is done between FCI members. In the past, information was exchanged by mail or fax. These communications are now exchanged exclusively by EDI messages which dramatically increase quality as well as efficiency: **edifactoring.com** has brought their operating costs down to zero.

edifactoring.com also allows information to be exchanged much more frequently as members are able to contact each other instantly. There is no administrative work involved as incoming information is recorded by computer and the accuracy of information is greatly improved. The members of FCI can therefore maintain and increase their market shares and become more competitive by reducing administration and organisation costs.

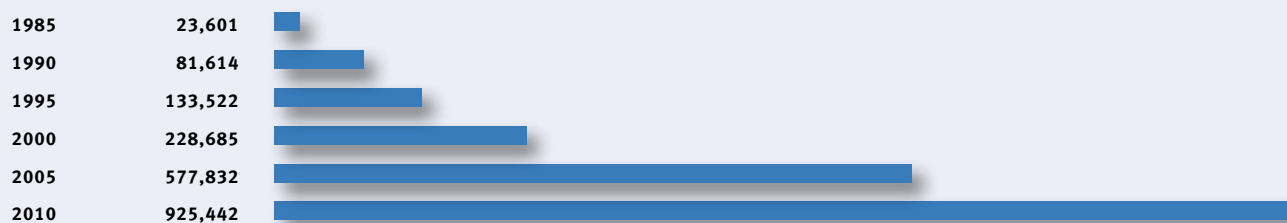
Whilst the use of **edifactoring.com** among FCI members has certainly improved the quality of service to clients, its use is not restricted to international factoring or to the FCI members. It can also be used for other forms of factoring and clients can also have direct system access.



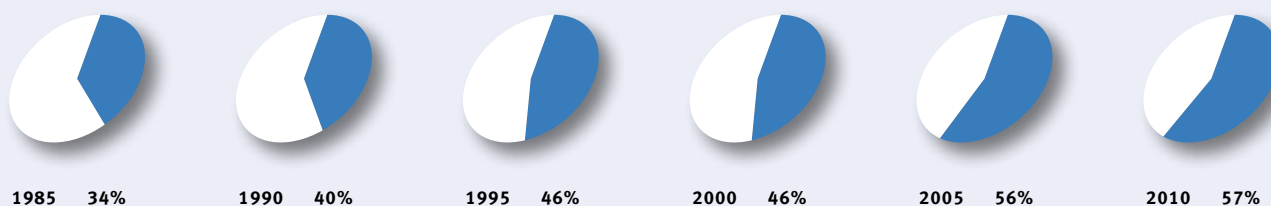


FCI Expressed in Figures

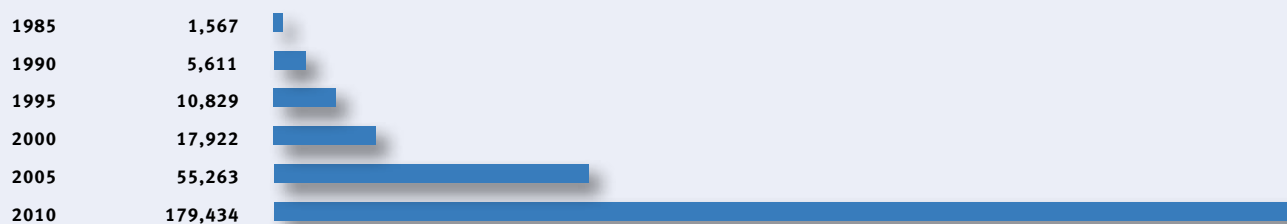
Twenty-five years of total factored volume for all FCI members (in millions of euros)



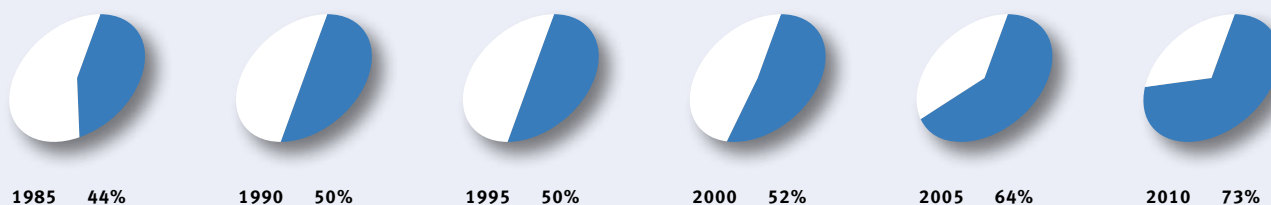
... and the FCI market share (in comparison to worldwide factored volume)



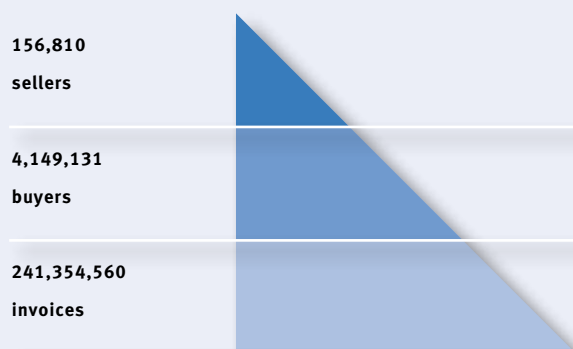
Twenty-five years of cumulative export and import factored volume for all FCI members (in millions of euros)



... and the FCI market share of international factoring (in comparison to worldwide figures)



FCI's impact on trade finance worldwide



Domestic and International Factoring by Country in 2010

in millions of Euros

Nr. of Companies		Domestic	International	Total
Europe				
5	Austria	6,646	1,661	8,307
6	Belgium	24,203	8,000	32,203
1	Bosnia & Herzegovina	30	15	45
7	Bulgaria	400	150	550
19	Croatia	2,736	57	2,793
3	Cyprus	3,400	50	3,450
8	Czech Republic	3,425	985	4,410
6	Denmark	5,000	3,000	8,000
4	Estonia	992	235	1,227
5	Finland	10,800	1,600	12,400
11	France	127,193	26,059	153,252
100	Germany	99,411	30,125	129,536
12	Greece	13,465	1,250	14,715
22	Hungary	3,024	315	3,339
8	Ireland	18,947	1,250	20,197
45	Italy	125,777	17,968	143,745
8	Latvia	235	93	328
8	Lithuania	590	950	1,540
1	Luxembourg	177	144	321
2	Malta	105	31	136
5	Netherlands	25,000	10,000	35,000
7	Norway	13,150	1,925	15,075
14	Poland	12,823	3,387	16,210
14	Portugal	18,800	1,956	20,756
13	Romania	1,300	500	1,800
28	Russia	12,083	80	12,163
12	Serbia	430	70	500
6	Slovakia	701	280	981
5	Slovenia	550	100	650
23	Spain	101,796	11,113	112,909
40	Sweden	17,760	1,000	18,760
5	Switzerland	3,500	500	4,000
70	Turkey	34,931	4,057	38,988
25	Ukraine	530	10	540
44	United Kingdom	210,745	15,498	226,243
592	Total Europe	900,655	144,415	1,045,069
Americas				
5	Argentina	330	20	350
1	Bolivia	18	0	18
1,120	Brazil	49,000	50	49,050
53	Canada	3,158	565	3,723
130	Chile	15,108	1,314	16,422
30	Colombia	2,726	58	2,784
3	Honduras	5	155	160
11	Mexico	14,507	31	14,538
12	Panama	600	0	600
9	Peru	2,613	99	2,712
300	United States	85,000	10,000	95,000
1,674	Total Americas	173,065	12,292	185,357
Africa				
5	Egypt	50	150	200
4	Morocco	905	166	1,071
5	South Africa	14,895	225	15,120
4	Tunisia	260	35	295
18	Total Africa	16,110	576	16,686
Asia				
4	Armenia	10	4	14
23	China	119,960	34,590	154,550
15	Hong Kong	6,000	8,400	14,400
11	India	2,600	150	2,750
6	Israel	1,300	350	1,650
7	Japan	97,700	800	98,500
1	Jordan	35	8	43
2	Korea	0	5,079	5,079
1	Lebanon	354	96	450
6	Malaysia	1,030	28	1,058
2	Mauritius	122	3	125
1	Qatar	20	3	23
9	Singapore	3,800	2,000	5,800
18	Taiwan	30,300	36,700	67,000
10	Thailand	2,000	95	2,095
4	United Arab Emirates	1,800	200	2,000
7	Vietnam	40	25	65
127	Total Asia	267,071	88,531	355,602
Australasia				
19	Australia	44,830	85	44,915
7	New Zealand	600	0	600
26	Total Australasia	45,430	85	45,515
2,437	Total world	1,402,331	245,898	1,648,229

Total factoring volume



Europe 63%



Americas 11%



Africa 1%



Asia-Pacific 25%

Total Factoring Volume by Country in the Last 7 Years

in millions of Euros

	2004	2005	2006	2007	2008	2009	2010
Europe							
Austria	3,692	4,273	4,733	5,219	6,350	6,630	8,307
Belgium	13,500	14,000	16,700	19,200	22,500	23,921	32,203
Bosnia & Herzegovina	–	–	–	–	–	35	45
Bulgaria	0	0	35	300	450	340	550
Croatia	28	175	340	1,100	2,100	2,450	2,793
Cyprus	2,140	2,425	2,546	2,985	3,255	3,350	3,450
Czech Republic	2,620	2,885	4,025	4,780	5,000	3,760	4,410
Denmark	6,780	7,775	7,685	8,474	5,500	7,100	8,000
Estonia	3,920	2,400	2,900	1,300	1,427	1,000	1,227
Finland	9,167	10,470	11,100	12,650	12,650	10,752	12,400
France	81,600	89,020	100,009	121,660	135,000	128,182	153,252
Germany	45,000	55,110	72,000	89,000	106,000	96,200	129,536
Greece	4,430	4,510	5,230	7,420	10,200	12,300	14,715
Hungary	1,375	1,820	2,880	3,100	3,200	2,520	3,339
Ireland	13,150	23,180	29,693	22,919	24,000	19,364	20,197
Italy	121,000	111,175	120,435	122,800	128,200	124,250	143,745
Latvia	155	20	276	1,160	1,520	900	328
Lithuania	1,040	1,640	1,896	2,690	3,350	1,755	1,540
Luxembourg	285	280	306	490	600	349	321
Malta	0	0	1	25	52	105	136
Netherlands	19,600	23,300	25,500	31,820	30,000	30,000	35,000
Norway	8,620	9,615	11,465	17,000	15,000	15,100	15,075
Poland	3,540	3,700	4,425	7,900	7,800	12,000	16,210
Portugal	14,700	16,965	16,886	16,888	18,000	17,711	20,756
Romania	420	550	750	1,300	1,650	1,400	1,800
Russia	1,130	2,540	8,555	13,100	16,150	8,580	12,163
Serbia	0	0	150	226	370	410	500
Slovakia	665	830	1,311	1,380	1,600	1,130	981
Slovenia	185	230	340	455	650	650	650
Spain	45,376	55,515	66,772	83,699	100,000	104,222	112,909
Sweden	14,500	19,800	21,700	21,700	16,000	18,760	18,760
Switzerland	1,400	1,900	2,000	2,513	2,590	5,000	4,000
Turkey	7,950	11,830	14,925	19,625	18,050	20,280	38,988
Ukraine	0	333	620	890	1,314	530	540
United Kingdom	184,520	237,205	248,769	286,496	188,000	195,613	226,243
Total Europe	612,488	715,471	806,958	932,264	888,528	876,649	1,045,069
Americas							
Argentina	101	275	333	362	355	335	350
Bolivia	–	–	–	–	–	18	18
Brazil	15,500	20,050	20,054	21,060	22,055	29,640	49,050
Canada	3,157	3,820	3,386	4,270	3,000	3,250	3,723
Chile	4,200	9,500	11,300	14,620	15,800	14,500	16,422
Colombia	0	0	100	2,030	2,100	2,392	2,784
Honduras	–	–	–	–	–	–	160
Mexico	4,600	7,100	8,150	9,200	9,550	2,120	14,538
Panama	201	240	607	483	460	500	600
Peru	0	95	563	648	875	758	2,712
United States	81,860	94,160	96,000	97,000	100,000	88,500	95,000
Total Americas	109,619	135,240	140,493	149,673	154,195	142,013	185,357
Africa							
Egypt	1	1	3	20	50	110	200
Morocco	300	430	440	660	850	910	1,071
South Africa	7,100	5,580	7,800	9,780	12,110	13,500	15,120
Tunisia	185	226	270	245	253	276	295
Total Africa	7,586	6,237	8,513	10,705	13,263	14,796	16,686
Asia							
Armenia	0	1	50	50	7	7	14
China	4,315	5,830	14,300	32,976	55,000	67,300	154,550
Hong Kong	4,800	7,700	9,710	7,700	8,500	8,079	14,400
India	1,625	1,990	3,560	5,055	5,200	2,650	2,750
Israel	155	325	375	800	1,400	1,400	1,650
Japan	72,535	77,220	74,530	77,721	106,500	83,700	98,500
Jordan	–	–	–	–	–	43	43
Korea	32	850	850	955	900	2,937	5,079
Lebanon	41	61	95	176	306	420	450
Malaysia	730	532	480	468	550	700	1,058
Mauritius	–	–	–	–	–	121	125
Qatar	–	–	–	–	–	23	23
Singapore	2,600	2,880	2,955	3,270	4,000	4,700	5,800
Taiwan	23,000	36,000	40,000	42,500	48,750	33,800	67,000
Thailand	1,500	1,640	1,925	2,240	2,367	2,107	2,095
United Arab Emirates	145	440	810	340	1,860	1,910	2,000
Vietnam	0	2	16	43	85	95	65
Total Asia	111,478	135,470	149,606	174,244	235,418	209,991	355,602
Australasia							
Australia	18,181	23,130	27,573	33,080	32,546	39,410	44,915
New Zealand	236	250	280	700	700	700	600
Total Australasia	18,417	23,380	27,853	33,780	33,246	40,110	45,515
Total world	859,588	1,015,798	1,133,423	1,300,666	1,324,650	1,283,559	1,648,229

Factors Chain International
Keizersgracht 559
1017 DR Amsterdam
The Netherlands

Telephone +31 20 627 03 06
Fax +31 20 625 76 28

E-mail: fci@fci.nl
www.fci.nl

Published in 2011 by FCI

Articles may be used freely
Please acknowledge source

Photography/Illustrations

Shutterstock

cover:

- USA, Grand Haven Lighthouse, Michigan

page 2: Lighthouses Africa

- South-Africa, Cape Recife Lighthouse, Port Elizabeth
- Egypt, Sharm el-Sheikh
- South-Africa, Cape Agulhas Lighthouse
- South-Africa, Slangkop Point Lighthouse

page 4: Lighthouses Asia

- Vietnam, Mui Kê Gà Lighthouse
- India, Kovalam Lighthouse, Kerala
- Malaysia, Langkawi island
- Russia, Mys Balyuzek Lighthouse

page 10: Lighthouses Australasia

- Australia, Kiama Harbour Lighthouse
- Australia, Tacking Point Lighthouse
- New Zealand, Cape Reinga Lighthouse
- Australia, Griffiths Island Lighthouse, Port Fairy

page 12: Lighthouses Europe

- Ireland, Hook Head Lighthouse, Wexford
- Netherlands, Marken Lighthouse
- Germany, Kap Arkona Lighthouses
- Portugal, Santa Marta Lighthouse, Cascais

page 18: Lighthouses North America

- USA, Fairport Harbor West Breakwater, Ohio
- Canada, Covehead Harbour Light, Prince Edward Island
- USA, Portland Head Lighthouse, Maine
- USA, Grand Haven Lighthouse, Michigan

page 20: Lighthouses South America

- Chile, Isla Magdalena Lighthouse, Patagonia
- Cuba, Castillo del Morro, Havana
- Uruguay, José Ignacio Lighthouse, Maldonado
- Argentina, Les Eclaireurs Lighthouse, Beagle Channel

Global View

page 13:

World maps / © Dirk Fortuin

Design by

Engelse Verdonk Ontwerpers BNO, Almere, NL

Printing by

Drukkerij Mart. Spruijt bv, Amsterdam, NL





Factors Chain International
Keizersgracht 559
1017 DR Amsterdam
The Netherlands
Telephone +31 20 627 03 06
Fax +31 20 625 76 28
E-mail: fci@fci.nl
www.fci.nl

Published in 2011 by FCI

Articles may be used freely
Please acknowledge source