

.RQWR 'HSRWQXPPHU

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% D D G H U % D Q N \$ N W L H Q J H V H O C
: H L K H Q V W H S K D Q H U 6 W U D % H
8 Q W H U V F K O H L % K H L P
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Ä 'L V S R ' H S R W N U H G L W ^

\$ Q J D E H Q] X G H Q 9 H U W U D J V S D U W H L H Q
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% D D G H U % D Q N \$ N W L H Q J H V H O O V F K D I W
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8 Q W H U V F K O H L % K H L P

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Q D F K I R O D H Q B K Ä Q V Q H K Q B Q Q W G H U % Q H J Q H L K I P Ä U D U V O M K K W M W ' O D D O K H \$ Q Q D V Q O H I G P H
V R Z R K O I • U H L Q H Q D O V D X F K I • U P H K U H U H ' D U O H K H Q V Q H K P H U

' L V S R ' H S R W N U H G L W H L Q J H U I X P W H U . N U R H Q W W U E D K W P H Q D X I Q M U B H F K Q X Q J V
/ R P E D U G N U H G L W I • U 3 U L Y D W N X Q G H Q ' L V S R ' H S R W N U H G L W Y R Q

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0HKUHUUH 'DUOHKHQVQH'KPHDUP WDFMKHQ COOKHUI Q VHQHHUP HOUOBIQ Q DOOHLQ •EHUGDV
OHKHQ YHUI•JHQ

:H UWSDSLHUGHSRW

'HSRWQXPPHU

'HU YRUVWHKHQG XQWQHQ QWQH QDQKPHDJWHDIQLWGHU %DQN HLQ \$OOJHPHLQ 9HU
]X GHQ QDFKIROJHQGHQ %HGLQJXQJHQ

'DUOHKHQVYHUPLWWOHU

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9HUUFKQXQJVNRQWR GLH 0|JOLFKNHLW KHW QW GHDQH.JRQHNRQ ODP[LSPDDKOPIEHQWHULDQJHH V Ä.U
•EHU]LHKHQ HLQJHUIXPWH hEHU]LHKXQJHWQ |NODQPKNHLW HQMUG HUH GLQNGUHDQK ZIKUHQG
]HLW RKQH YRUKHULJH 5•FNVSUDFKH PLW GHU %DQN UHYROYLHUhQG LQ XQ

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)•U GLH %H U H F K Q X Q J G H V *H V D P W E H W U D H I K P H U X W G P Q F C I W H & R S P Q J D D E O I Q K X Q G Q J H P I % G H Q J H E H Q D X V 3 U H L V D Q J D E H Q Y H U R U G I N Q Q D K B B Q J 9

/R P E D U G N U H G L W I • U 3 U L Y D W N X Q G H Q 'L V S R 'H S R W N U H G L W

Y R Q

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'LH %DQN ZLUG GHP 'DUOHKHQVQHKPHU KIDQHQ9HQI, BXQJGHEWUS • GNDYKIOXXQW GHU
JHQRPPHQHQ .UHGLWOLQLH RGHU]XU \$QODJH LQ :HuwDSLHUh JHVWDWWHQ

/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW

YRQ

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(UJHQGH %HZHUWXQJVYHULQEDUXQJ

2KQH HLQH (LQLJXQJ •EHU GHQ LQ \$QVDDWJ]]N DEQQL QJDHQ SHHUWUSBIOHOMXQQLFVKW DOV

/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW

YRQ

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+LQZHLWH HUVWPDOLJH , QDQVSUXFKQDKPH \$HEVQFHQD XUVWGG MVO LQDW@ HLVHNQ WYUWUWWQWD
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P|JOLF

'HU 'DUOHKHQVJHEHU LVW EHUFKWLJWG LGL @ L,QQLHQ D S U XHFILQHDPK RIB FHLQQLHFK HIQ * U X
5LVLNR GHU 9HUVFKOHFKWHUXQJ GHU 9HHLOPM QHICP VHV KRQWQ LG/HVH SHHUG DDFUKOH H L
JHQ RGHU PLVVEUIXFKOLFKHQ 9HUZHGXQJ GHV 'DUOHKHQV]X YHUZHJH

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'LH 5HIHUhQ]]LQVVIW]H VLQG DXI GHU : DQWHG W HG K WWW\$W L VZWZ NEHKQ Q H 0 IS X Q G N D
VDHW]H XQGUHQGLWHQ JHOGPDUNWV DHHLW]M HRUGSHUX @IHU YQX RICP@ W R R R E G U H Q VRD
4XHOOHQ] % LQWHUQDWLRQDOH 3UHVVH HLQVHKE DU

À6DQNDUEHILWWWDHJGHU 7DJ DQ GHP LP (XURSILV F \$H*Q 7= D7KUDQQJ V X H R S H B Q V\$VWV
WHG 5HDO 7LPH *URY\$U6HVVWV@BQHWHU (E)825 27\$BK(OXQJHQ DEJHZLFNHOW ZHUGH
%DQNHQ LQ)UDQNIUXW DP ODLQ I•U GHQ JDQDQJHPW LVQIQC *HVFKIIWVYHUNHK

6ROO]LQVHQ IDOOHQ QXU DXI GLH W DHW. WIIIF C DWIKL QIHQ\$DQ SKLQXF KZ H JI Q R Q PDHQ
EHLWVWDJ H4LQDHUWWDQGQHQ

(UIROJW GLH , QDQVSUXFKQDKPH GHV . UNHGLEWHLWKPVWHDQJW D PUGRG DHH W JMW MCH % B Q O]
OHW]WHQ %DQNDU B10L W WMR DJHLQ 4(XD R B K Q/DCKIPHI , QHDVQ VLSH G L W U D K P H Q V DP O H W]W
GHV 4XDUWDOV HUIROJW GLH HUVW MV B Q O QDQVDDUWHLWVQ/KDQJ GHUW VG DDUPD Q H W Q J H

'LH 6ROO]LQVHQ ZHUGHQ DXI %DVLV G HÄD E Q W B D Q D W ISRUQ D-OHKQ EILQVHFHKQ K RVG HG
WDWVIFKOLFKHQ 7DJH GHU , QDQVSUXFKQ B K P\$Q EDHK Q JG Q UD X D JGL B HW D Q D X F K Q G H Q
EHUFKQHW

%DVLHUhQG DXI GHQ \$Q QDHK/PDHQW HG DLMHG GW U L Q K P R Q OHRU R+UKH LQ \$QVSUXFK J H Q R
GHU 6ROO]LQVVDW H U HPUHWS/UH+Q DQOL FGK H Q H+UKHEIM VWE D HGLEWQDFKIROJH Q G H ZLHGH
OXQJVYHUSIOLFKWXQJ GHV 'DUOHKHQVQHKPHUV

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:HLKHQVWHSKDQHU 6WUD‰H

/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW YRQ

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WHQ DXI ,KUHQ DXVGU•FNOLFKHQ :XQVEH YYRRUO GLHW|& GLJ GHUW•LOXO WUHNAW W DXVJH•

/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW

YRQ

E %HLGH 3DUWHLHQ N|QHQ GHQ 'DUOHKBWY YHJWUDZHNQ QGELHJH QHJHD OQS EGHU
JUXQGODJH QDFK † V\$E%*%XIQLQQ \$IE\$QSDDUVOKJHQN YHUVWDJHV QLFKW P|JOLF
EDU LVW

)RUP GHU .•QGLJXQJ

D 'LH .•QGLJXQJ GXUFK GHQ 'DUOHKHQVQHKZPLWUG EPHLGWD UJX JGQHQJ EHILWGRHWP %XQQGN
.•QGLJXQJ XQWHU (LQKDOWXQJ HLQHUG •\$EGQDXQGHIW LAVQNG LPJLXQJ WJXJJDQJV XHQZLUNV

E 'LH .•QGLJXQJ GXUFK GLH %DQN KDW D X H U LQHHPUGRDQJHJLQK DXIQNH QL'UDGV RQWWU
OHKHQVQHKPHU ± E]Z EHL .•QGLJXQJ XXQQWVWUWUWVQK DPLWVQ XJHDLQHQJXQ.GQ\$ELQDXI G H
± ZLUNVDP

\$EZLFNOXQJ LP .•QGLJXQJVDOO

5•FN]DKOXQJVYHUSIOLFKWXQJ

OLW :LUNVDPZHUGHQ GHU .•QGLJXQJ LVW HQHGHID UODHQNH QX/QW BQIQPYHHW JFHIOH QKEHQ W
YROOVWIQGLJHQ 5•FN]DKOXQJ GHU LQ \$Q YJSOXEGH UH-QDRKPOPKHQHQJ QH.W HDQQLWMDQOQH QH
=HLWSXQNW GHU WHLOZHLVHQ %HHQGYLHJXQJOGEKWHHW 'DUOHKHQVYHUVWDJHV

6RZHLW GLH 5HVVVFKXOG HLQHV 'DUOHWHHQQVYHILW GDXJHFVY RQUG GJHUX YHLOHQLQE DL
GLH *HVDPWNRVWHQ BHLQWVQGXBLQHJIRWVQKJQHQJ. RVWHQ GLH EHL JHV
QXQJ DXI GLH =HLW QDFK GHU)IOOLJNHLW HQWIDOOHQ

\$EZLFNOXQJ YRQ 7UDQVDNWLRQHQ

7UDQVDNWLRQVNRVWHQ XQG DQGHUZHLWVWQHQH QRNWQHQDXFQJ HLQNGIDHPZMULQHQH PGH
JOHLFKHQ VLQG N|QHQH BQQGHIQW. UPHICLW UZDKUPCHHQJXQFVKLNQG YRP 'DUOHKHQVQHQH
OLWWHQJX EHJOHLFKHQ 1DFK (UKDQMDQHUNRQPGWJXHQJWVHHWVONBHQJLJGH,LQDQVS
(UKJXQJ HLQHV EHUhJLHWRPQHQHQSUXIFKWKWUDQPHHQWUQLEFKW

5•FNVLFKWQDKPH DXI %HODQJH GHV 'DUOHKHQVQHKPHUV

'LH %DQN ZLUG EHL GHU \$XV•EXQJ LKUHIVH.FQWILJXQHQJWQHFWQDWQJHD XGIGLHD EOHKHQ
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)ULVW JXU \$EZLFNOXQJ

,P)DOOH HLQHU .•QGLJXQJ GHV JHVDPWQHQJLUDQHQJW KUHQWVYHQWUHQJLIRKQDQH
OHKHQVQHKPHU I•U GLH \$EZLFNOXQJ HLQH DQJHPHVWHQ)ULVW HLQUIXPH

'HQ +LQZHLV GDVV GHU 'DUOHKHQVQHKPHWLFKWDQJFJKXQH LQHMF DZK%WJGUJ X
EHKHOIVYHUIDKUHQ KDW XQG GLH 9RUDXVWHQ XQJHQ I•U GLHVHQ =XJDQJ

2PEXGVPDQQ GHU SULYDWHQ %DQNHQ

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GHU %DQN •EHU VIPWOLFKH YRQ GHU %DQHNQWQJHELRWVHQHQJQ QLGRHQX QMEHX QBD'Q
NHQ DQJXUXIHQ 'DV 9HUIDKUHQ LVW I•ORGVHQ\$XDVQPHKBRQYQKBRUVWFRVRVHQ 7HOH
QLFKW HUVWDWWHW

'HU \$QWUDJ DXI 'XUFKI•KUXQJ HLQHV 67HKQWURKWRXQJWY%U LDHKU HDQVRIGHWU LQDLO
PDQQ GHU SULYDWHQWQHQD QINHHQRJQWUDLFWG VDPMQHQWQ HGHW PSEUXLG DWHQ %DQNHQ ODXW

2PEXGVPDQQ GHU SULYDWHQ %DQNHQ
%XQGHVYHUEDQG GHXWVFKHU %DQNHQ

*HVFKIIWVWVWHOH

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/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW

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'DQHEHQ NDQQ GLH %HVFKZHUGH DXFK • EHDUHQW VEQOQ KQHW) SRUP XØD LE DYHQ IE X HU
PXODU %DQNHQ DQ GLH %D)LQ • EHULWWHOZ ZHUGHQ

'LH %HVFKZHUGH KDW]X HQWKDOWHQ

'HU 1DPH XQG GLH \$QVFKULIW GHV %HVFKZHUGH DXFK • EHDUHQW VEQOQ KQHW) SRUP XØD LE DYHQ IE X HU
VWHKW GHU 1DPH XQBUG%ID QVSKUL\$WWYGHUE L*QIGRQ U VRZLH GLH .RQWR E]Z .
=XGHP LVW GLH %HVFKZHUGH DQJHOHJH QIOHHJW Q'R HJH QDHW EK B HPJ GGLVFKQGDJH JHE
WHUH]XP 9HUVWIQGQLV GHV)DOOV HHU IR YG HUHOLWIKH H QDEHUGHSUBVQHOK H Q X Q S V F K I

26 3ODWWIRUP

%HL 6WUHLWLJNHLWGLQH D E M U H H W Q H I J H K Q V D H Q Q H U R I Q H U O B N W U R Q L V F K H Q : H J D E J H V
VLQG 2QOLQH 9HUVUIJH KDW GHU 'DHULOLFKHQQQ/LQH KIP GHW U H W W H E Q L H O B I X %QHJU P L W G
0|JOLFKNHLW GLH YRQ GHU (XURSILVFLKQQQ 6.W B P I L W E L R E D H Z L Q Q Q F V S N O D W A H W P R Q Q Q W H U
KWWS HF HXURSD HX FRQVXPHUV R Q I R V J X H Q X W H Q Q L Q D Q R E K B Q Q D J Q D Q Q C L V F K X
1RUZHJLVFK P|JOLF

(LQH • EHU GLH 26 3ODWWIRUP HLQJHU HLFWW B H Q I Q V G B Z H P G H H R Z U H R Q E H E R K U P H K L O D U
GHU : HEVLWH HQWVSUHFKHQG GHQ LP %B R B K D B H Q H M R O E X O D Q G I R J U B X O L H H U Q Q Q Q Q
PXODU VLQG LQVEHVRQGHUH GLH \$QJDEHQ V W D Q Q D Q M H U V F H K V F H L Q Q V Q B K P I H S U Q J D Q H J X Q J X E U H Q D Q L H M H
GHUXQJ XQG GLH .R Q W D N W G D W H Q GHV 'D U E Q H L K V H L Q Q V Q B K P I H S U Q J D Q H J X Q J X E U H Q D Q L H M H
LP %HVFKZHUGHIRUPXODU YRUJHVHKHQH QE \$QJ D E H I Q R J Q P D Ä N W Q G D O W H W Q D Q I J U X J H D Q N

%DDGHU %DQN \$NWLHQJHVHOOVFKDIW
:HLKHQVWHSKDQHU 6WUD%H
8QWHUVFKOHL%KHL
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(ODLO VHUYLFH#EDDGHUEDQN GH

'HU 'DUOKHQVQHKPHU NDQQ GLJLWD O %RNVXPKZQ W G H E X Q M J H U Q W G W H H Q H L Q H
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(ODLO VHEH,,H UW H\$Ø HPW Å €g G \$Ø H

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,P hEULJHQ LVW GLH %DQN]XU 7HLOQ BKZ H UDGQH D X @&I U5JHFUKLWFK @WOKLFOKHQ HUH
YHUSIOLFKWHW QRFK EHUHLW

AH[8QW HUJU F K W X Q J G H M I D V Q P R K A V Q H E V 6 % * %

'LH %DQN LVW YHUSIOLFKWHW GHQ 'DUWQHDKKPHQHQQ H@ PSHQV SWRKE BQGH CRRUP HQH G X U G
ZHLOV]XP OHW]WHQ BODHQN DRQ B IWWVQMLDHXQDF KIB OGHHQ QIRQ O L H J H Q G H Q 9 H U W U D J
PDWLRQHQ]XU 9HUI•JXQJ]X VWHOHQ

D GHQ JHQDXHQ =HLWUDXP DXI GHQ VLFK GLH \$QJD EH EH]LHKW
E GDV 'DWXP XQG GLH +|KH GHU YRP 'DUWQHDKKPHQ V Q H\$QPVHSW X@KQJLHQ/RHPP H@QH Q % H
F 6DOGR XQG 'DWXP GHU YRUDQJHJDQJHQQH 8QWHUULFKWXQJ
G GHQ QHXHQ 6DOGR DP (QGH GHV %HULFKWV]HLWUDXPV
H 'DWXP XQG +|KH GHU JHOHLVWHWHQ 5KPN]DKOXQJHQ GHV 'DUOHKHQVQH
I GHQ DQJHZHQGHWHQ 6ROO]LQVVDW]

'LHVH ,QIRUPDWLRQHQ N|QQHQ GXUFK \$X]XGRWYFHNU@IXQ EGDUQW.HRQQ WRRODXR]•YHQ = LII
WUDJV •EHUPLWWHOW ZHUGHQ

3HUVRQQQUQQQWQ

/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW

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HPI‰ †† %'6 NDQQHQHILQVQHKPHU MHHQHQHULWQJHNHLCK• LJXQJ /|VFKXQJ XQ
6SHUUHQHQ]HOQHU SHUVRQHQEH]RJHQHU 'DWHQ YHUODQJHQ VRIHUQ GLHVH XQ

/RPEDUGNUHGLW I•U 3ULYDWNXQGHQ 'LVSR 'HSRWNUHGLW

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GHU 5LVLNRKLQZHLVH JXP NUHGLWILQDQJHQUXAQHQ Q H Ø H\$OEYRQH:HQHQS DXSQGHIQQLQ
QDFK † \$EV :S+*

(UJIQ]HQG JHOWHQ GLH Ä\$OOJHPHLQHQ *HØFIKU|ØHMEHHQLEQDJUXQQH Ä GHHUS %ØQXHQ J Y
UHQ³ GLH Ä6RQGHUEHGLQJXQJHQ I•U GHUWE\$ØS. LQHJUXQHØFQK I FWHØH LGFLHQ ÄB R BKIIWH³
QHQ .XQGHQLQIRUPDW\$LRVQHQ: SØDFKVZLHRGLØZÄLLVHLNXP NUHGLWILQDQJLHUWHQ
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=XVWDQGHNRPPHQ GHV 9HUWUDJHV

'HU 'DUOHKHQVQHKPHLUWHQRIGWUG%Q QMH XØQWUHUKH DØQHWWUHQ]X GLHVHP 'DUOHKH
HLQHP GDXHUKDIWHQ 'DWHQWUIJHU GHØIGLW VRLQJHQGHQ 'RNXPHQWH EHLJ

§ (LQ DXVJHI•OOHWV ([HPSODU GHU Ä(XIIRRØIØWIEØIØHQ) LEEHLDIXEØIKØJLHØKQ UWNQH G
8PVFKXOGXQJHQ³
§ 9RUYHUWUDJOLFKH ,QIRUPDWLRQHQ QDFK \$UW E (*%*%
§ \$OOJHPHLQHQ *HVFKIIWVEHGLQJXQJHQ GHU %DQN
§ 6RQGHUEHGLQJXQJHQ I•U :HUWSDLHUUJHFVKKIWH
§ 6RQGHUEHGLQJXQJHQ I•U 7HUPLQJHVFVKKIWH
§ +LQZHLVH JXP 8PJDQJ PLW ,QWHUHVHVHQNRQIOLNWHQ EHL GHU %DQN
§ \$OOJHPHLQH .XQGHQLQIRUPDWLRQHQ QDFK † \$EV :S+* VRZLH
§ GLH 5LVLNRKLQZHLVH JXP NUHGLWILQDQQLHUVWHQ (UZHUE YRQ :HUWSDLH

'LH hEHUPLWWOXQJVQDFKULFKW HQWKIOWW HQQ\$ ØZØKØWGLH & QDØIØKØHQ PVLQH ØPIH
GHV 'DUOHKHQVYHUVUDJVIRUPXODUV QHEVQWVØHQHY ØDØVWØHØQØHQH ØQØVØHØØØØJHM
KHQVYHUVUDJV]X GHQ LP 'DUOHKHQVYHUMØDØHEVWMØKUWH EHQHQ %HGLQJXQJ

8QWHUVFKOHL%KHLPGHQ