



# Investor Deep Dive Asia Pacific

Alexander von zur Mühlen  
CEO Asia Pacific

9 December 2020

Deutsche Bank

# Summary



➤ Asia Pacific is the world's engine of global growth, presenting unique and exciting opportunities for Deutsche Bank

➤ Deutsche Bank has been deeply rooted in Asia Pacific for 148 years, with presence in 14 markets

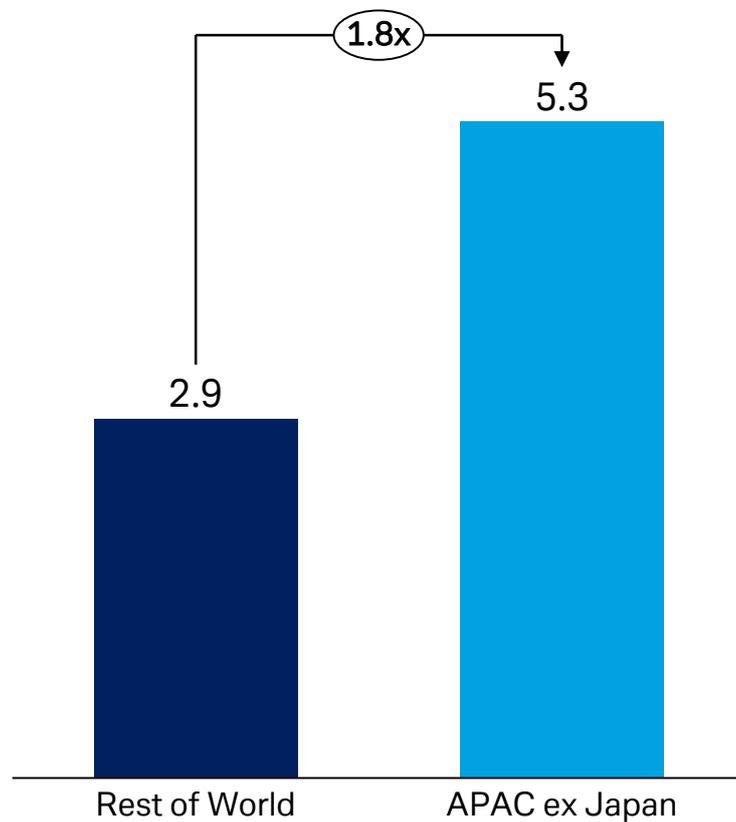
➤ We have the ambition to deliver ~15% return on tangible equity by 2022

# Asia Pacific at the center of global growth

Estimated 2022 – 2025<sup>(1)</sup> GDP growth, in %



## Fastest growing region globally



## Financial services to grow faster than broader economy Key drivers

- 1 Trade growth and shifting supply chains
- 2 Rising scale and globalization of corporate Asia
- 3 Capital market liberalization
- 4 Accelerated wealth accumulation

(1) Source: DB Research

# Deutsche Bank Asia Pacific at a glance



## Broad local presence in Asia Pacific



## Key strengths of our Asia Pacific franchise

➤ Leading global bank in the region with presence in 14 markets and strong linkages to global network

➤ Strong brand recognition locally and globally

➤ Extensive banking product suite onshore and offshore

➤ Strong, experienced leadership across the region

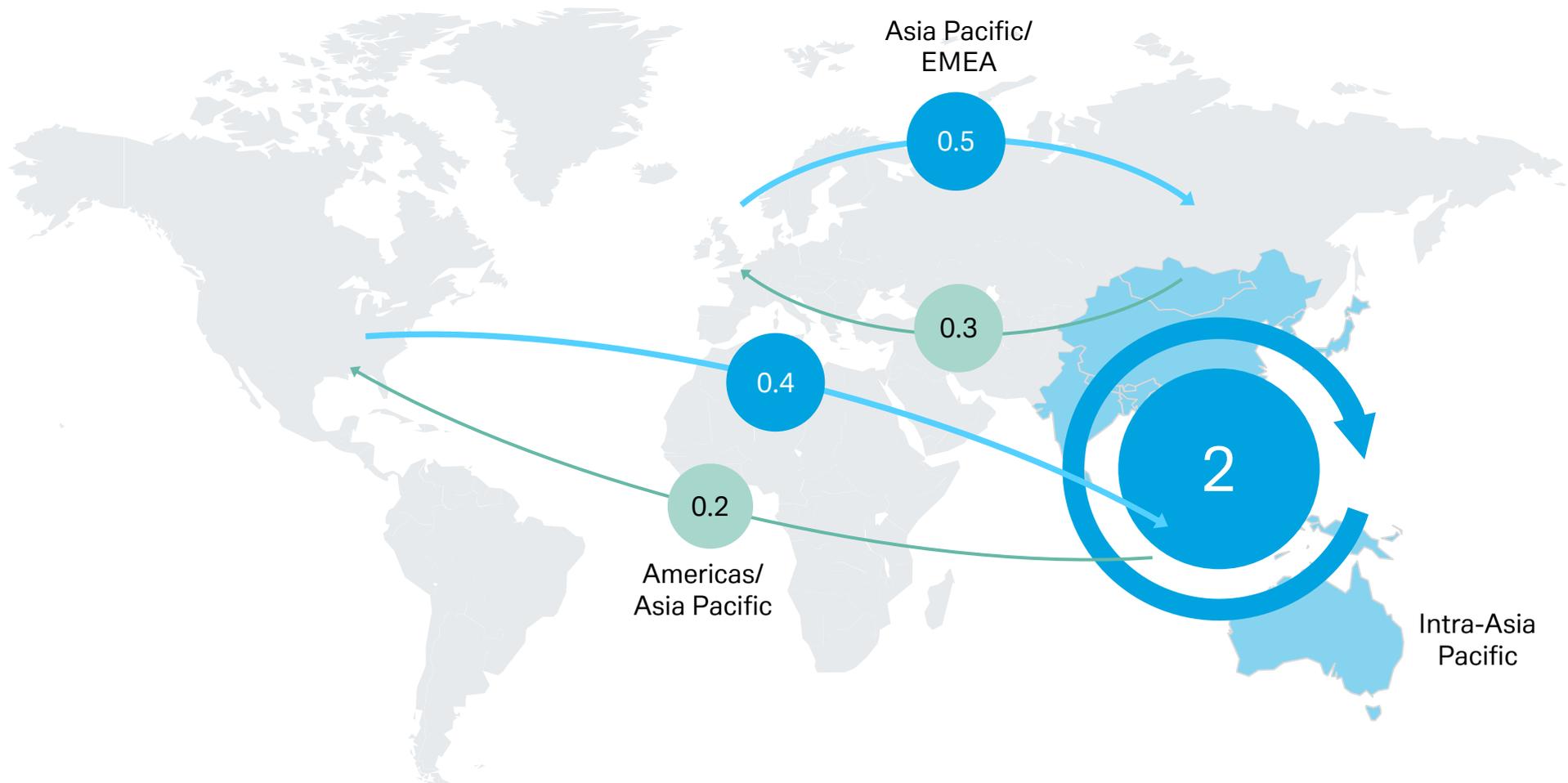
➤ Leadership in Sustainability (ESG)

# A network with strong global client connectivity

2019 sales view, in € bn



- 2.9 Local revenues with Asia Pacific clients and inbound revenues with EMEA / Americas headquartered clients booked in Asia Pacific
- 0.5 Outbound revenues with Asia Pacific clients booked in EMEA / Americas



Note: Total revenue for Asia Pacific based on client franchise data

# Broad and profitable footprint geared towards growth



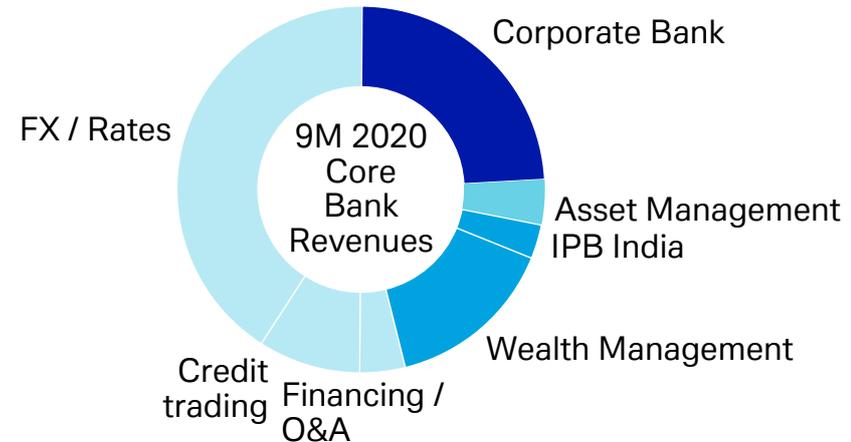
Key Financials	9M 2020
Revenues (% of Group)	€ 2.6bn (14%)
Adjusted costs (% of Group)	€ 1.7bn (11%)
FTE <sup>(1)</sup> (% of Group)	~6.7k (8%)
RWA (% of Group)	€ 35bn (11%)
Leverage exposure (% of Group)	€ 129bn (11%)

## Investment Bank

- Full product suite with market leading positions in Financing and FIC
- FIC: #3 overall and #1 Credit in 2019 ranking<sup>(2)</sup>

## Corporate Bank

- Full product suite across trade finance, cash management and securities services in select markets
- #5 in 2019 ranking<sup>(2)</sup>



## International Private Bank

- Focused on capturing (U)HNW wealth for offshore China, South East Asia and non-resident Indians globally as well as Business / Personal banking in India

## Asset Management / DWS

- Focused primarily on institutional clients, leveraging the International Private Bank channels and strategic partnerships
- Top 3 foreign JV in China<sup>(3)</sup>

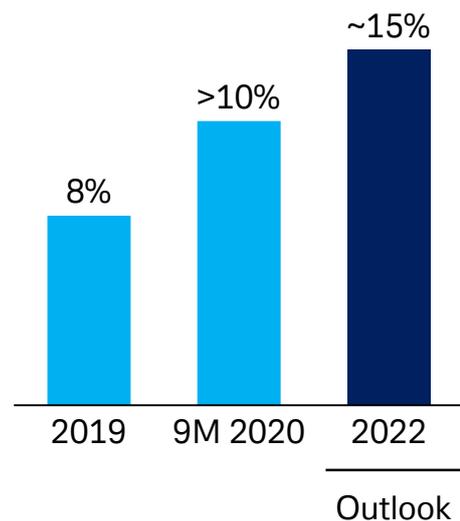
(1) Excl. delivery hubs performing largely infrastructure functions for the Group  
 (2) Based on revenues, source: FY19 Competitor Benchmarking analysis, as per DB taxonomy  
 (3) Based on Assets under Management

# Our path to growing profitability

RoTE<sup>(1)</sup>, in %



## Core Bank



## Driver

## Measures

Leveraging our strengths	<ul style="list-style-type: none"> <li>— Comprehensive product and service capabilities</li> <li>— Deep knowledge, industry-leading solutions, advisory capabilities</li> <li>— Cross-border focus, with differentiated intra-Asia expertise</li> <li>— Go-to bank for FIC and Financing in Asia</li> <li>— Award-winning RMB house</li> </ul>
Client centricity	<ul style="list-style-type: none"> <li>— Improved cooperation model between Investment Bank and Wealth Management</li> <li>— Aligned FIC and Corporate Bank coverage</li> </ul>
Benefit from structural trends	<ul style="list-style-type: none"> <li>— Leveraging local market expertise to support clients' shifting supply chains</li> <li>— Use global network to support international expansion of Asia</li> <li>— Gain market share through leadership in ESG solutions</li> </ul>
Investments in our platform	<ul style="list-style-type: none"> <li>— Strengthening client coverage</li> <li>— Increased capital allocation to growth engines (e.g. India)</li> <li>— Deepening local market capabilities (e.g. Australia cash branch)</li> <li>— Technology (e.g. GEM Connect)</li> </ul>

(1) Calculated on managed view - includes resources used by the region but booked centrally

# Conclusion



- Transformation broadly complete
- Focused on profitable, well-controlled growth
- Well positioned to capitalize on the growth opportunities in this exciting region



# Appendix



# Speaker biography



Alexander von zur Mühlen became a Member of the Management Board on August 1, 2020. He is the Regional CEO for Asia Pacific.

Alexander von zur Mühlen joined Deutsche Bank in 1998 and over the years has held a range of senior management roles in London and Frankfurt across infrastructure and business divisions. Prior to his current role, he was Head of Group Strategy. Before that, he served as Co-Head of Global Capital Markets, with a regional focus on Asia Pacific and EMEA. From 2009 to 2017, he was Group Treasurer.

Alexander von zur Mühlen holds a Diploma in Business Administration from the Berlin School of Economics and Law.

# Recent accolades for Deutsche Bank Asia Pacific



## Leading global bank in the region

- Asia Market Maker of the Year (Asia Risk, 2020)
- #1 for Asia Trade Finance (Euromoney, 2019)
- 24hr liquidity in RMB via global trading hubs
- Top market maker on China Bond Connect

## Leadership in sustainability

- Only known peer to establish bank-wide APAC ESG team and capability
- ESG Deal of the Year (Asia Risk, 2020)
- Best Renewable Energy Deal of the Year – APAC (The Asset, 2020)

## Further accolades in the region

- Best FX Provider (China FX Trading System, 2020)
- Crisis Response of the Year (Asia Risk, 2020)
- Best Corporate Trust Bank – APAC (The Asset, 2020)

## Strong brand recognition

- RMB House of the Year (Asia Risk, 2019)
- #1 for FX in India and Malaysia (Asiamoney FC Survey, 2020)
- Best Domestic Custodian of the Year in India, Indonesia, Malaysia, Philippines, Vietnam (The Asset, 2019)

## Extensive banking product suite

- Full China Type A bond license (one of only 2 foreign banks)



Market maker  
of the year  
Deutsche Bank



Deal of the year  
Deutsche Bank



Crisis response  
of the year  
Deutsche Bank

- Best M&A House in Malaysia (The Asset, 2019)
- Best Private Bank Influence (Global Wealth Finance, 2020)
- Best Fund Provider – EM Bond (2020 Asian Private Banker)

# Cautionary statements



## Non-IFRS Financial Measures

This document contains non-IFRS financial measures. For a reconciliation to directly comparable figures reported under IFRS, to the extent such reconciliation not provided herein, please refer to the Financial Data Supplement which can be downloaded from [www.db.com/ir](http://www.db.com/ir).

## Forward-Looking Statements

This document contains forward-looking statements. Forward-looking statements are statements that are not historical facts; they include statements about our beliefs and expectations and the assumptions underlying them. These statements are based on plans, estimates and projections as they are currently available to the management of Deutsche Bank. Forward-looking statements therefore speak only as of the date they are made, and we undertake no obligation to update publicly any of them in light of new information or future events.

By their very nature, forward-looking statements involve risks and uncertainties. A number of important factors could therefore cause actual results to differ materially from those contained in any forward-looking statement. Such factors include the conditions in the financial markets in Germany, in Europe, in the United States and elsewhere from which we derive a substantial portion of our revenues and in which we hold a substantial portion of our assets, the development of asset prices and market volatility, potential defaults of borrowers or trading counterparties, the implementation of our strategic initiatives, the reliability of our risk management policies, procedures and methods, and other risks referenced in our filings with the U.S. Securities and Exchange Commission. Such factors are described in detail in our SEC Form 20-F of 20 March 2020 under the heading "Risk Factors." Copies of this document are readily available upon request or can be downloaded from [www.db.com/ir](http://www.db.com/ir).