



# Investor Deep Dive How we compete to win

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Deutsche Bank



Recap of our strategy

# We are off to a good start



Reduced  
adjusted cost

€ 21.5bn<sup>(1,2)</sup>



Maintained  
strong capital

CET1 ratio >13%<sup>(1)</sup>



De-risking of Capital  
Release Unit

RWA <€ 52bn<sup>(1)</sup>



Exiting Equities  
trading with less  
knock-on impact



Turned around  
Investment Bank



Created Corporate  
Bank



Core Bank revenues  
and profitability  
stable



Clients & employee  
buy-in



Regulators  
recognize progress



IT strategy in  
implementation



(1) 2019 targets

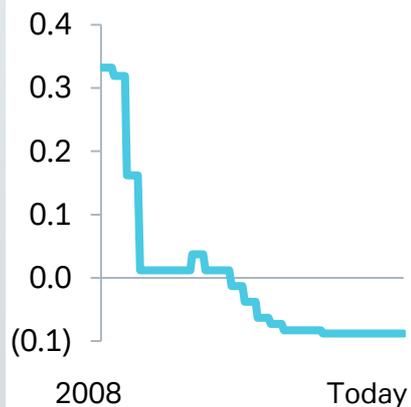
(2) Excluding transformation charges and impact from Prime Finance platform to be transferred to BNP Paribas

# Working to offset headwinds



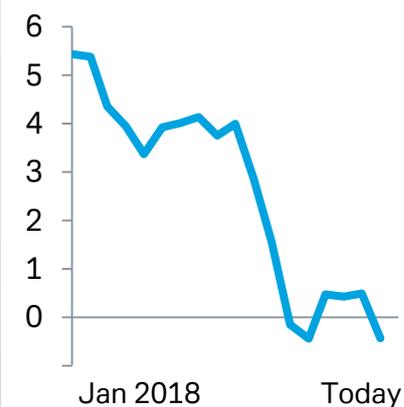
Lower for longer rates

ECB deposit rate<sup>(1)</sup>, in %

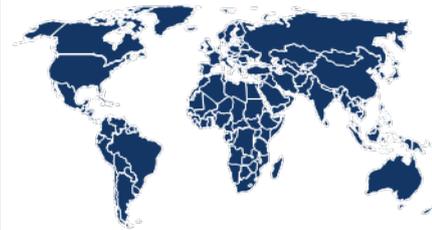


Slowing economic growth

World trade, last 3 months<sup>(2)</sup>, in % yoy



Geopolitical risks



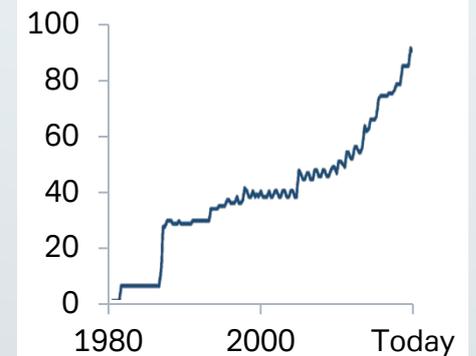
Trade war

Political uncertainty

Brexit

Increasing regulatory requirements

Number of pages per regulatory filing<sup>(3)</sup>



(1) Source: ECB  
(2) Source: CPB World Trade Monitor  
(3) Source: FDIC and Koch, Ash and Siems, DB Global Markets Research, US Global Investors

# Our way to fundamentally transform the bank



Refocus	FOUR BUSINESSES COMPETING TO WIN
Restructure	IMPROVE EFFICIENCY AND INFRASTRUCTURE
Reinvigorate	LEADERSHIP AND SPIRIT
Return	FREE UP CAPITAL

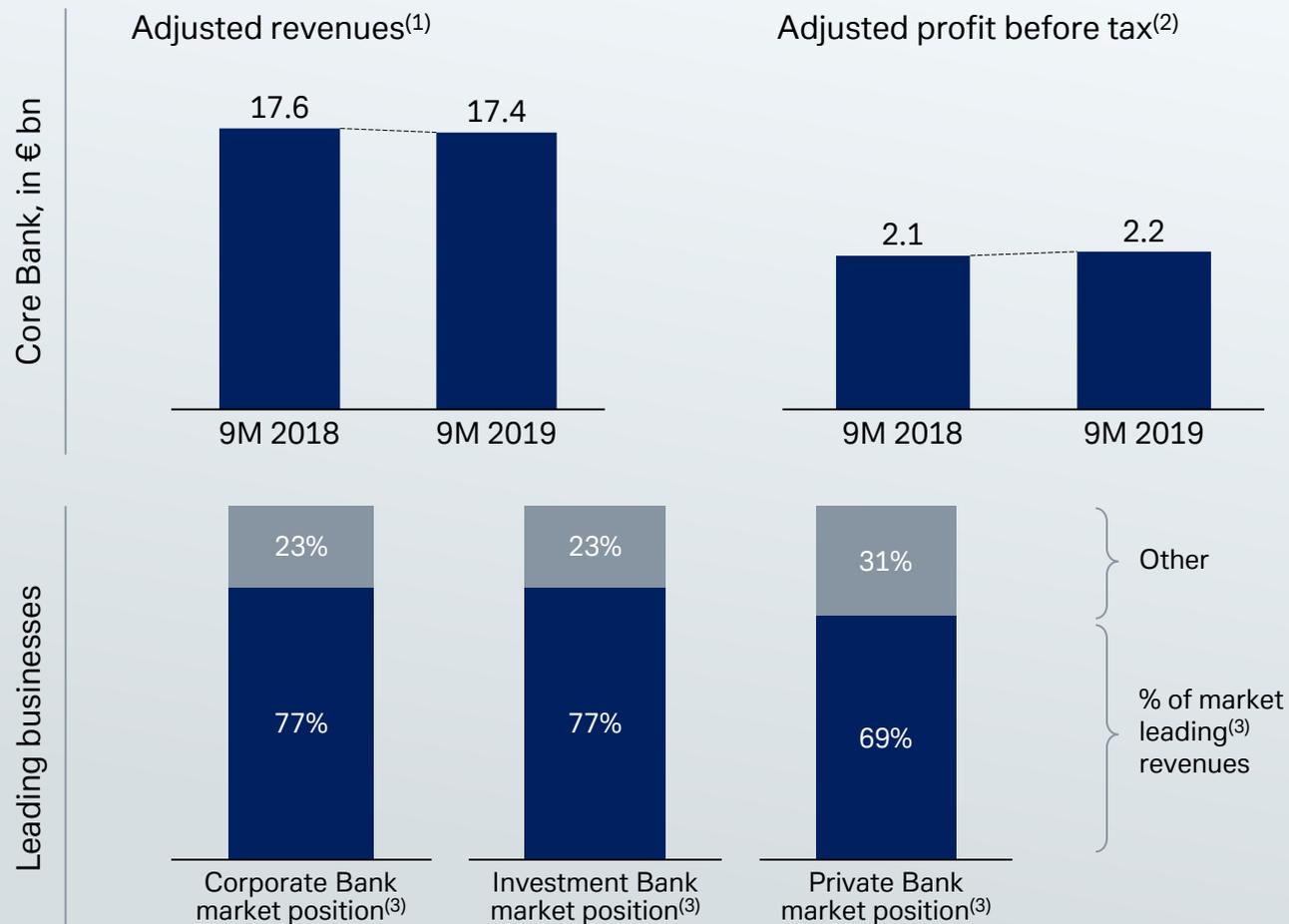
# Refocus: Four businesses competing to win



## What we promised in July



## Where we stand today



(1) Excluding specific revenue items

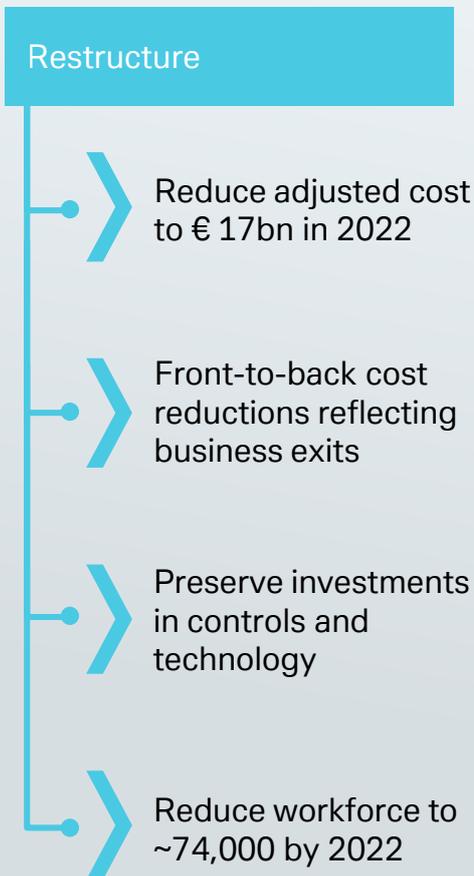
(2) Based on revenues ex specific items, noninterest expenses ex transformation related effects (i.e., transformation charges, transformation related restructuring & severance and impairment of goodwill)

(3) Leading defined as top 5 except for Corporate Bank defined as top 6 market position based on 1H 2019 revenues; IB source: 1H 2019 Coalition data

# Restructure: Improve efficiency and infrastructure



## What we promised in July



## Where we stand today



(1) Excluding bank levies and transformation charges. For further details see slide 18 in the Chief Financial Officer presentation  
 (2) Full-time equivalent as of quarter-end  
 (3) Including Non-financial Risk Management, Group Audit, Compliance, Client lifecycle Management and Anti Financial Crime

# Reinvigorate: Leadership and spirit



## What we promised in July

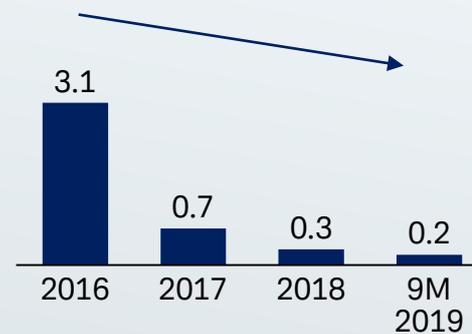
## Where we stand today

### Reinvigorate

- New management team and structure with incremental skill-set and improved business focus
- Faster decision making and disciplined implementation
- Embracing broader cultural change

Change in conduct

Operational losses, in € bn

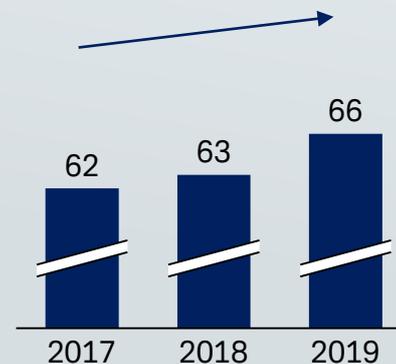


Red flags<sup>(1)</sup>, in #

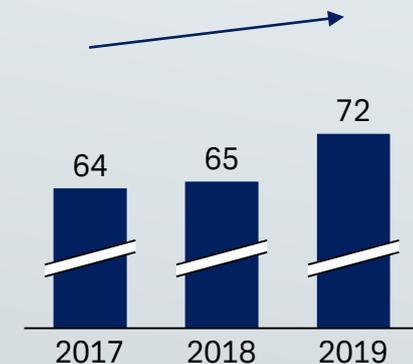


% of employees favorable<sup>(2)</sup>

Enablement



Inspired & productive people<sup>(3)</sup>



(1) KPI to monitor employees' adherence to certain risk-related policies and control processes

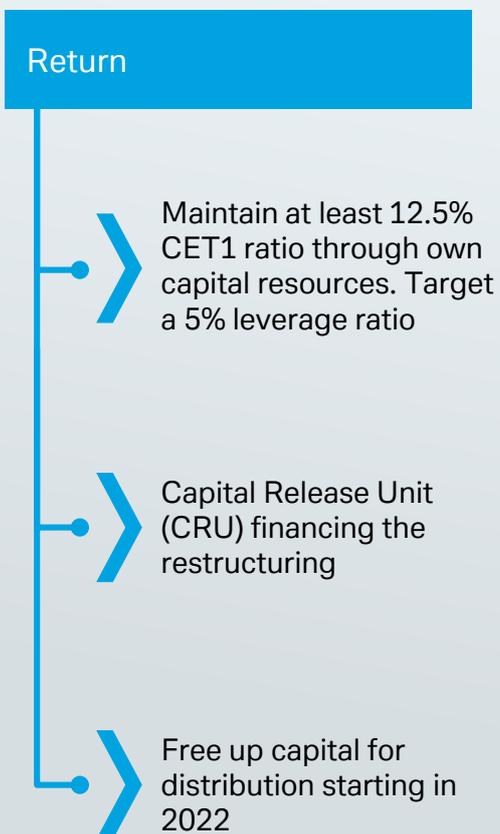
(2) Deutsche Bank People survey results

(3) Due to questionnaire changes between 2017 and 2019, the trend for inspired & productive people is indicative only. 2019 score includes Postbank results

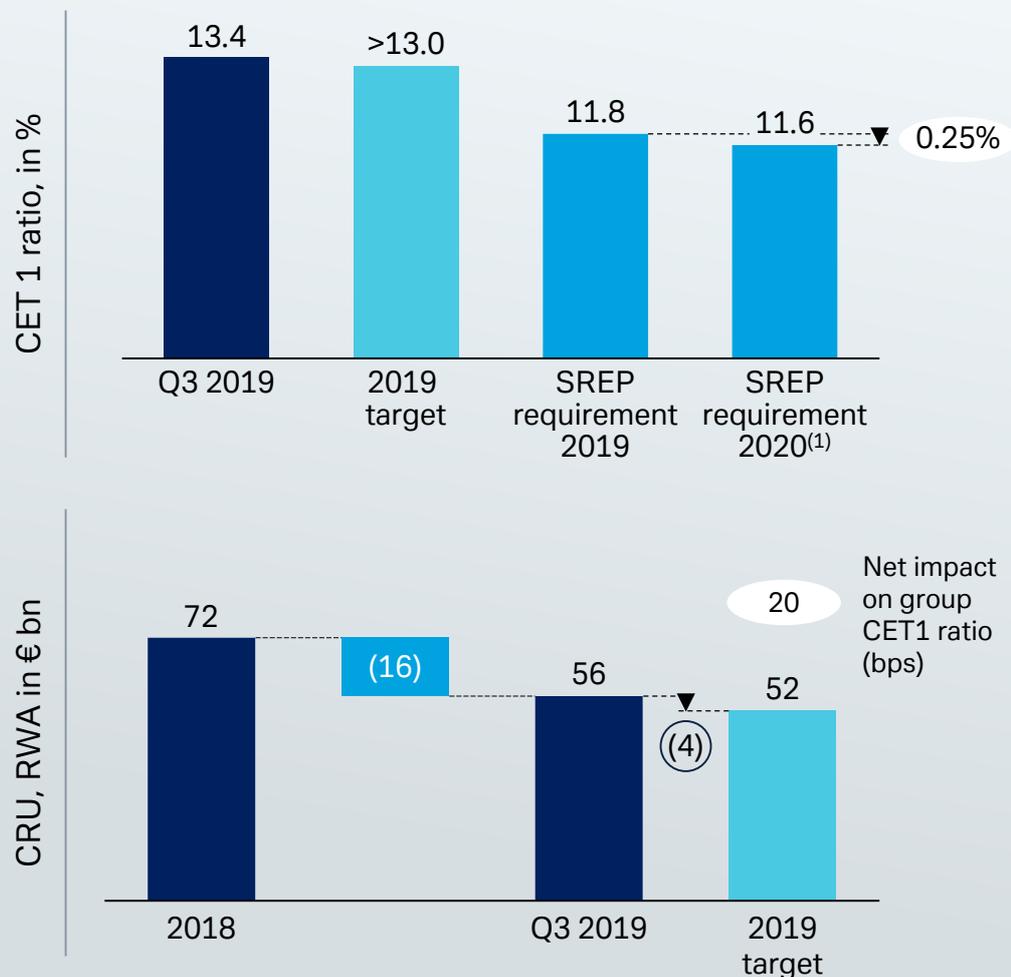
# Return: Free up capital



## What we promised in July



## Where we stand today



Maintained robust balance sheet including strong CET 1 ratio

Strong start to deleveraging the Capital Release Unit

(1) Reduced Pillar 2 requirement of 2.5% following 2019 Supervisory Review and Evaluation Process (SREP), applicable from 1 January 2020

# Dedicated transformation role to deliver on strategy



Refocus		Restructure	Reinvigorate	Return
<b>Business model transformation</b>	<b>Clients, growth and innovation</b>	<b>Costs, tech and infrastructure efficiency</b>	<b>Leadership and integrity culture</b>	<b>Capital and balance sheet efficiency</b>
Corporate banking growth	One Bank client focus	IT and data efficiency	Leadership culture	Capital Release Unit
Investment banking refocus	Product & service innovation	Infrastructure target operating model	Client-lifecycle re-engineering	Capital accretion and optimization
Private Bank efficiency	Sustainable banking (ESG)	Workforce and compensation cost	Regulatory compliance	Balance sheet exposure management
DWS growth		Expense and process optimization	Front-to-back control enhancement	Liquidity and funding optimization
		Financial & analytics enhancement		



Our path to sustainable profitability

# What has changed since July



## 2022 10Y interest rate

	Strategy announcement (July)	Updated plan (December)
EUR	1.1%	0.5%
USD	2.7%	2.0%

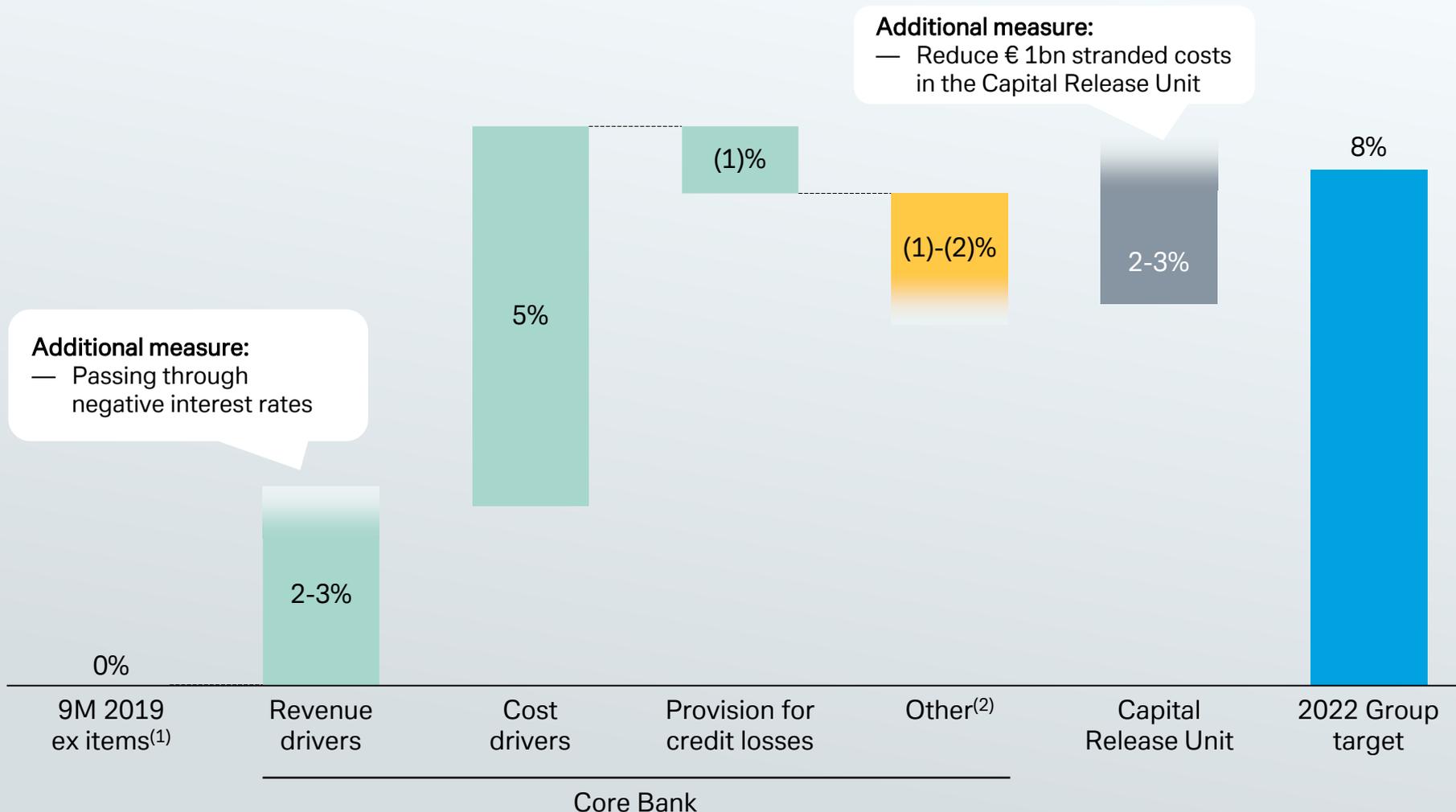
## Mitigating measures

- > Pricing and charging for negative interest rates
- > ECB tiering
- > Advise clients in migrating from deposits to higher yielding investment assets
- > Improvement of liquidity reserve management

Note: All figures end of period; market implied rates as of May 2019 for strategy announcement on 8 July plan and Nov 2019 for updated planning process; 10Y = Swap rates vs. 3M Euribor/ Libor

# Our path to improved Group profitability

Post-tax return on tangible equity, in %



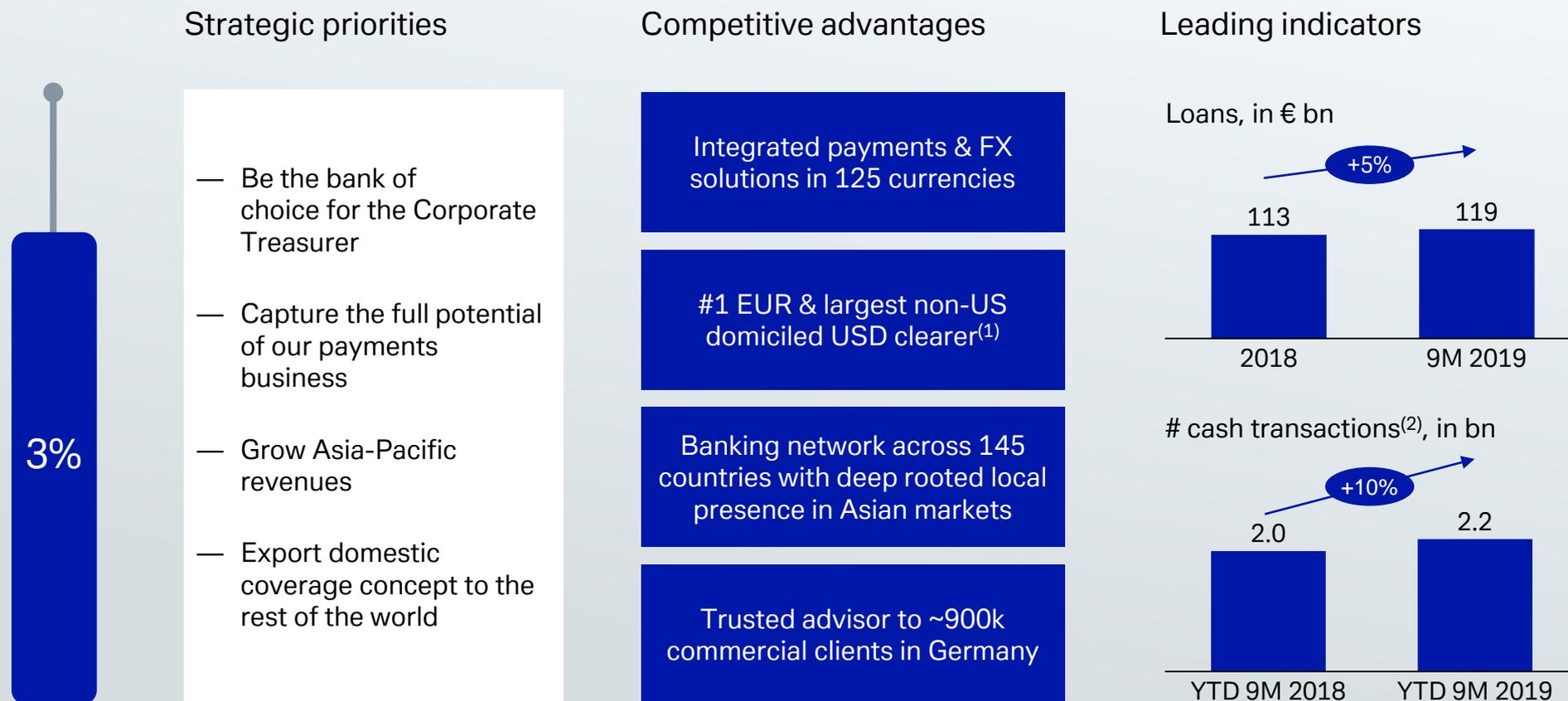
(1) Items include specific revenue items, impairments of goodwill and other intangible assets, software and real estate impairments, transformation related restructuring and severance and deferred tax asset valuation adjustments. 9M 2019 reported post-tax return on tangible equity: (10.3)%. For further details see slides 18 and 19 of the CFO presentation

(2) Includes impacts from nonoperating costs, tax, additional equity components and tangible equity

# Grow the core: our Corporate Bank



2018 – 2022 targeted revenue compound annual growth rate



(1) Source: SWIFT  
 (2) Corporate clients only

# Demonstrate resilience in our Investment Bank



2018 – 2022 targeted revenue compound annual growth rate



(1) Data as of Nov 2019  
 (2) Excluding transformation charges  
 (3) Source: Dealogic, 1H 2019 Competitor Analytics  
 (4) Source: Euromoney 2019 survey for FX

# Improve efficiency in our Private Bank



2018 – 2022 targeted revenue compound annual growth rate



(1) Data as of Q3 2019

# Delivering sustainable value in Asset Management

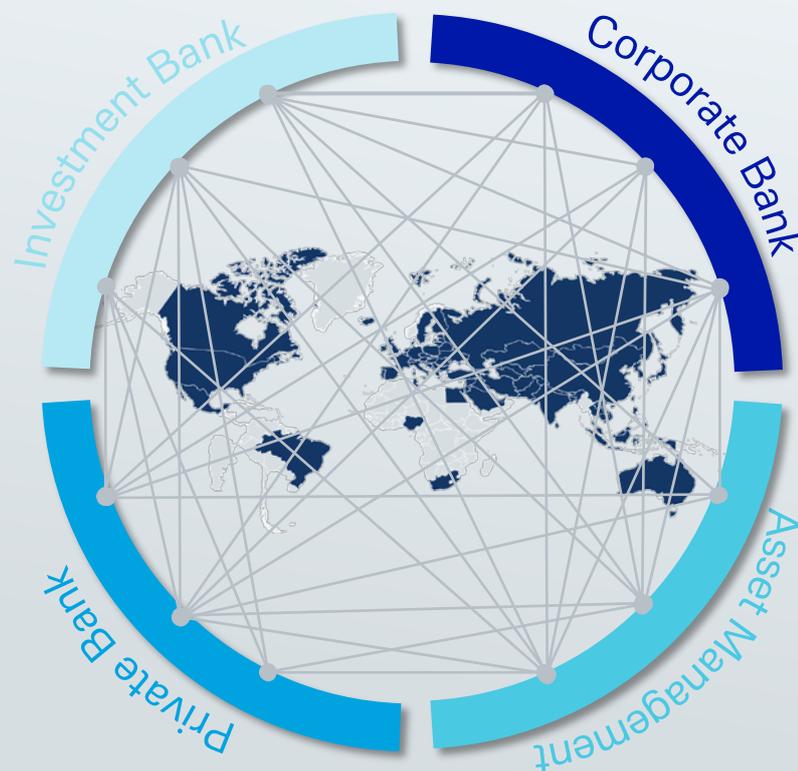


2018 – 2022 targeted revenue compound annual growth rate



(1) Data as of Nov 2019  
 (2) BVI  
 (3) ETFGI  
 (4) Insurance Outsourcing Report  
 (5) DWS adjusted CIR: 9M 2018 = 72.8% and 9M 2019 = 70.1%

# Collaboration opportunities to drive growth



-  — Wealth and Entrepreneur Bank initiative
-  — “Entrepreneur initiative”
-  — Partnership and referral model
-  — Family office initiative
-  — Risk management solutions for corporate clients
-  — Corporate Finance for SME
-  — Distribution of DWS funds through branches
-  — DWS model portfolio services to Wealth Management platform
-  — Partnership in cash/short duration products
-  — Execution of collaboration within trading
-  — Origination of Trade Finance Risk for DWS managed funds
-  — Deposit conversion into DWS managed funds
-  — ESG offering for institutional investors, wealthy individuals and Private Bank clients
-  — ESG products generated in the Investment Bank

# Technology drives efficiency and future growth



## Existing platforms

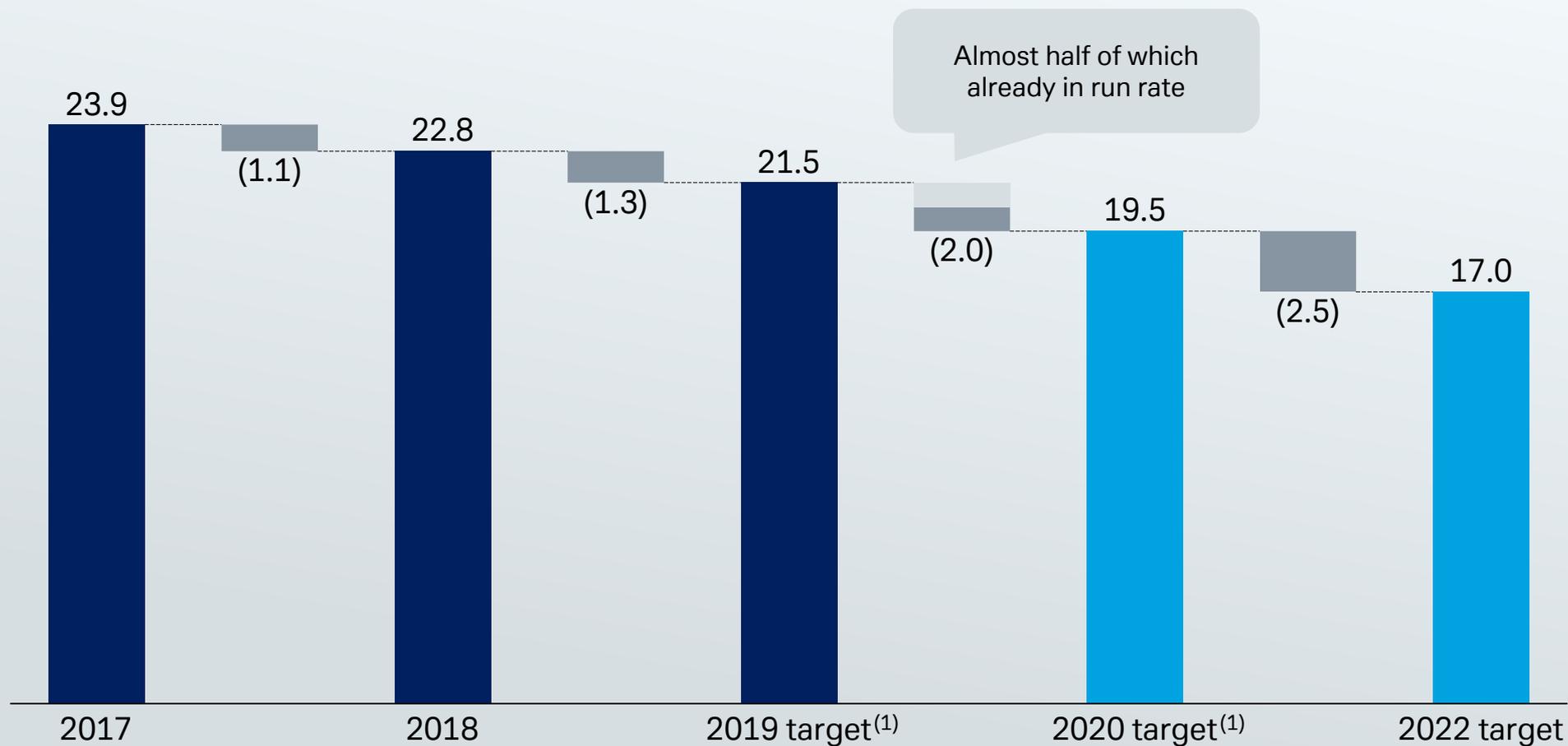
- >85k active Autobahn users
- ~10bn tradable FX spot prices quoted daily
- Integrated payment and FX solutions in 125+ currencies
- +40% year-to-date in monthly active users of our DB Mobile App
- ~250m client logins to our DB Mobile App YTD 2019
- 11m online retail clients



# On track to reach adjusted cost targets



Adjusted costs ex transformation charges, in € bn



(1) Excluding impact from Prime Finance platform to be transferred to BNP Paribas

# We are managing the bank conservatively



	2007		9M 2019
Net balance sheet assets <sup>(1)</sup> , in € bn	1,495	↓	1,019
Common Equity Tier 1 capital ratio <sup>(2)</sup>	8.6% <sup>(3)</sup>	↑	13.4%
Provision for credit losses as a % of loans	31bps	↓	15bps
Loans as a % of deposits <sup>(4)</sup>	44%	↑	74%
Most Stable Funding <sup>(5)</sup>	30%	↑	80%

(1) Net balance sheet of € 1,019bn is defined as IFRS balance sheet (€ 1,501bn) adjusted to reflect the funding required after recognizing (i) legal netting agreements (€ 355bn), cash collateral received (€ 53bn) and paid (€ 41bn) and offsetting pending settlement balances (€ 34bn)

(2) Fully loaded

(3) 2007 ratio includes hybrid instruments as definition of CET1 ratio did not exist under the previous Basel regime

(4) Loan amounts are gross of allowances for loan losses

(5) Most stable funding as a proportion of the total external funding profile. Most stable funding is defined as funds from Capital Markets & Equity, Private Bank and Corporate Bank

# Our targets





A new and better Deutsche Bank

# How we deliver



➤ **Fixing the bank with existing capital resources**  
no capital increase planned

➤ **Realistic financial plans**  
we deliver what we promise

➤ **Addressing key concerns**  
no compromises, no duplications

**Restructuring decisively**  
closing businesses, not trimming

**Accountability in short- and mid-term**  
clear financial targets

**New management team**  
with relentless execution discipline

# Cautionary statements



## Non-IFRS Financial Measures

This document contains non-IFRS financial measures. For a reconciliation to directly comparable figures under IFRS, to the extent 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 22 March 2019 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).