



Investor Deep Dive Investment Bank

Mark Fedorcik
Ram Nayak

10 December 2019

Deutsche Bank

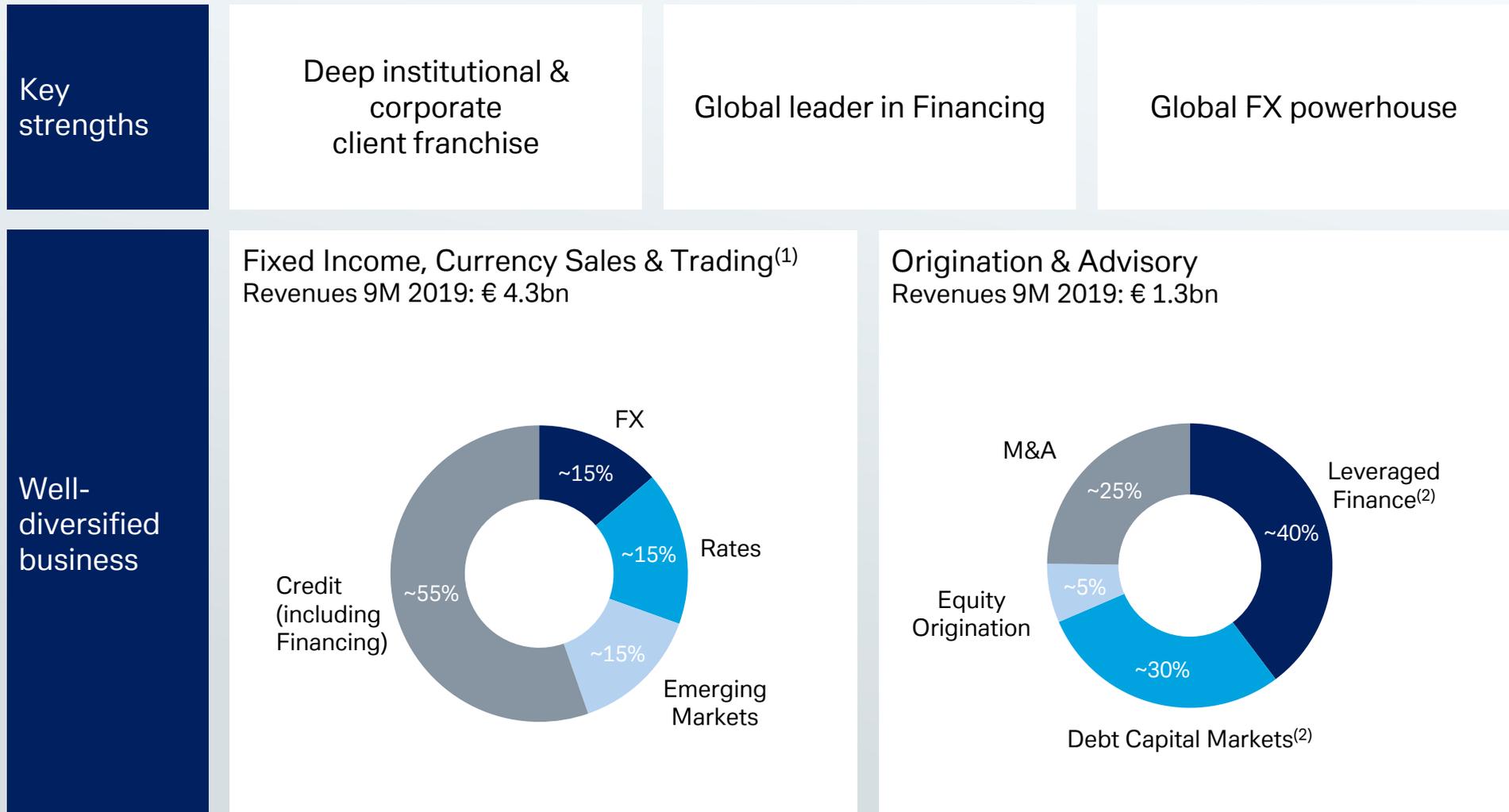
Summary



		FY 2018	9M 2019
 Reduce costs to materially improve return on tangible equity to 7-8%	Revenues (% of group)	€ 7.5bn (30%)	€ 5.4bn (31%)
 Stabilize and grow revenues	Adjusted costs ⁽¹⁾ (% of group)	€ 6.2bn (27%)	€ 4.5bn (27%)
 We offer competitive products and have strong relationships with our corporate and institutional clients	Risk weighted assets (% of group)	€ 124bn (35%)	€ 125bn (36%)

(1) Excluding transformation charges. For further details see slide 18 in the Chief Financial Officer presentation

Investment Bank at a glance



(1) Fixed Income, Currency (FIC) Sales & Trading

(2) Debt Origination as publicly disclosed includes Leveraged Finance and Debt Capital Markets

Serving clients where we have a competitive advantage



We have a strong franchise ...

Global leader in Financing	Global FX powerhouse	Debt Origination expert
# 3 Global Credit # 1 Commercial Real Estate Financing & CMBS Primary ⁽¹⁾ # 2 Distressed Products # 4 Asset Backed Financing	# 2 Global FX # 1 Derivatives # 3 Electronic Trading (Spot/Forward)	# 1 EMEA ⁽²⁾ Leveraged Finance # 5 Global Leveraged Finance # 4 Global / EMEA High-Yield Debt

Go-to FIC bank for global clients in EMEA and Asia

# 3 EMEA FIC # 1 EMEA Credit # 5 EMEA Rates	# 3 APAC FIC # 1 APAC Credit # 2 Emerging Markets Structured
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... but a 2% return on tangible equity is unacceptable⁽³⁾

Source: Euromoney 2019 survey for Foreign Exchange (FX) and Dealogic for Origination & Advisory rankings as of 9M 2019; other Fixed Income, Currency Sales & Trading and Financing: Coalition, 1H 2019 Competitor Analytics

(1) Commercial Mortgage Backed Securities

(2) Europe, Middle East, Africa (EMEA)

(3) 9M 2019

Strategic priorities to improve return on tangible equity



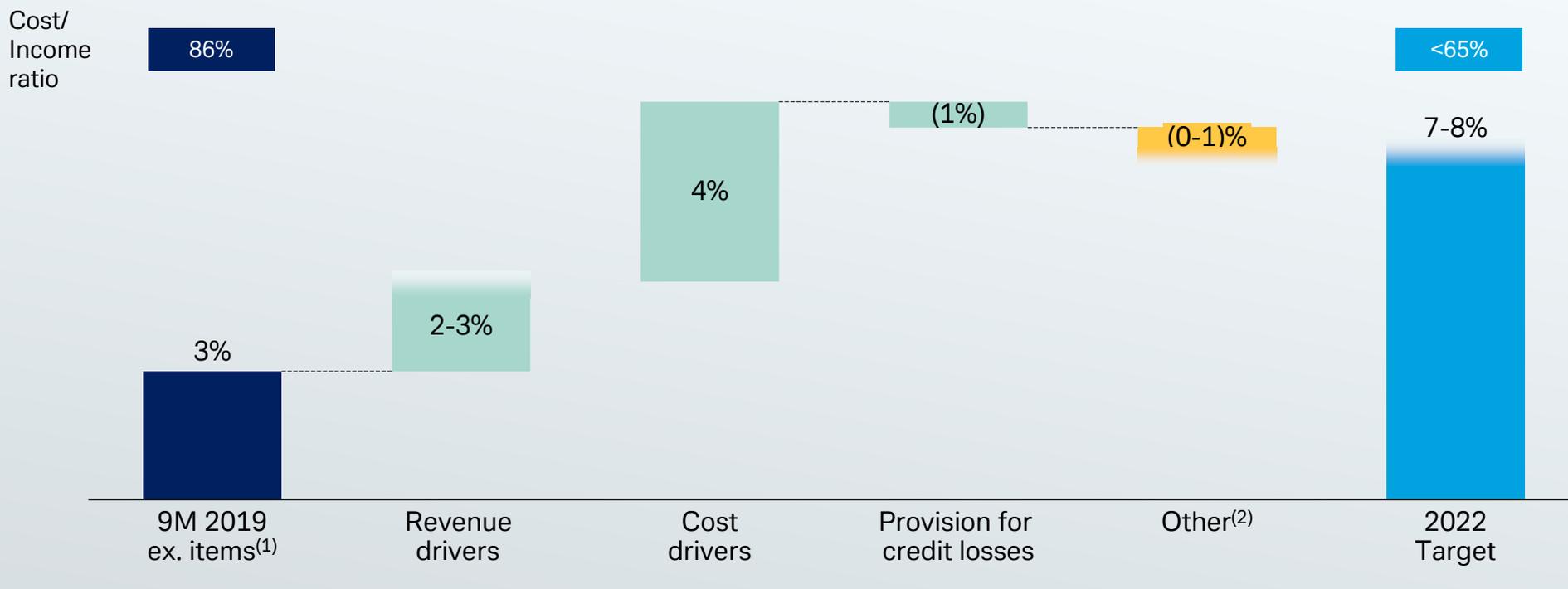
 Reduce costs

 Reduce funding costs

 Stabilize our franchise and grow revenues

Our path to improved profitability

Post-tax return on tangible equity, in %



Outlook

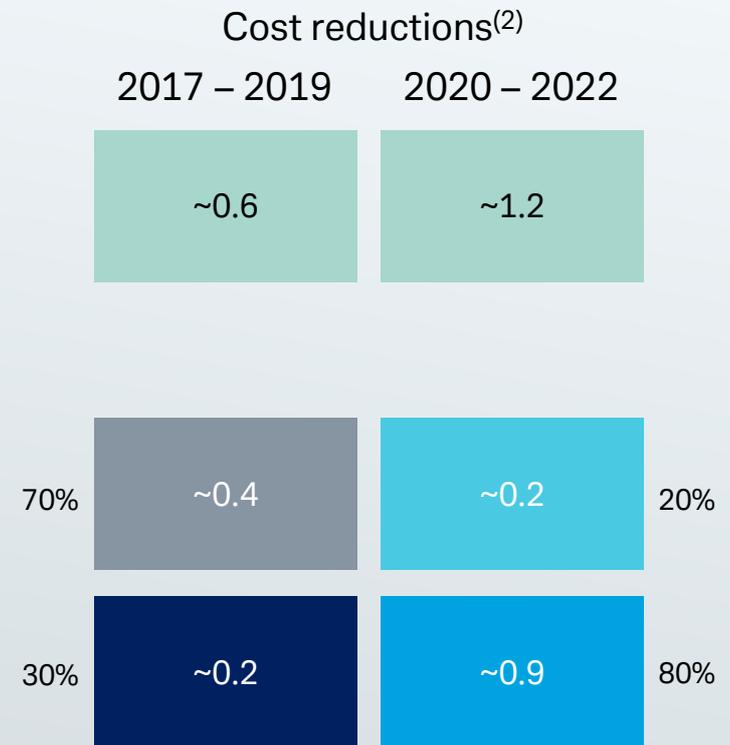
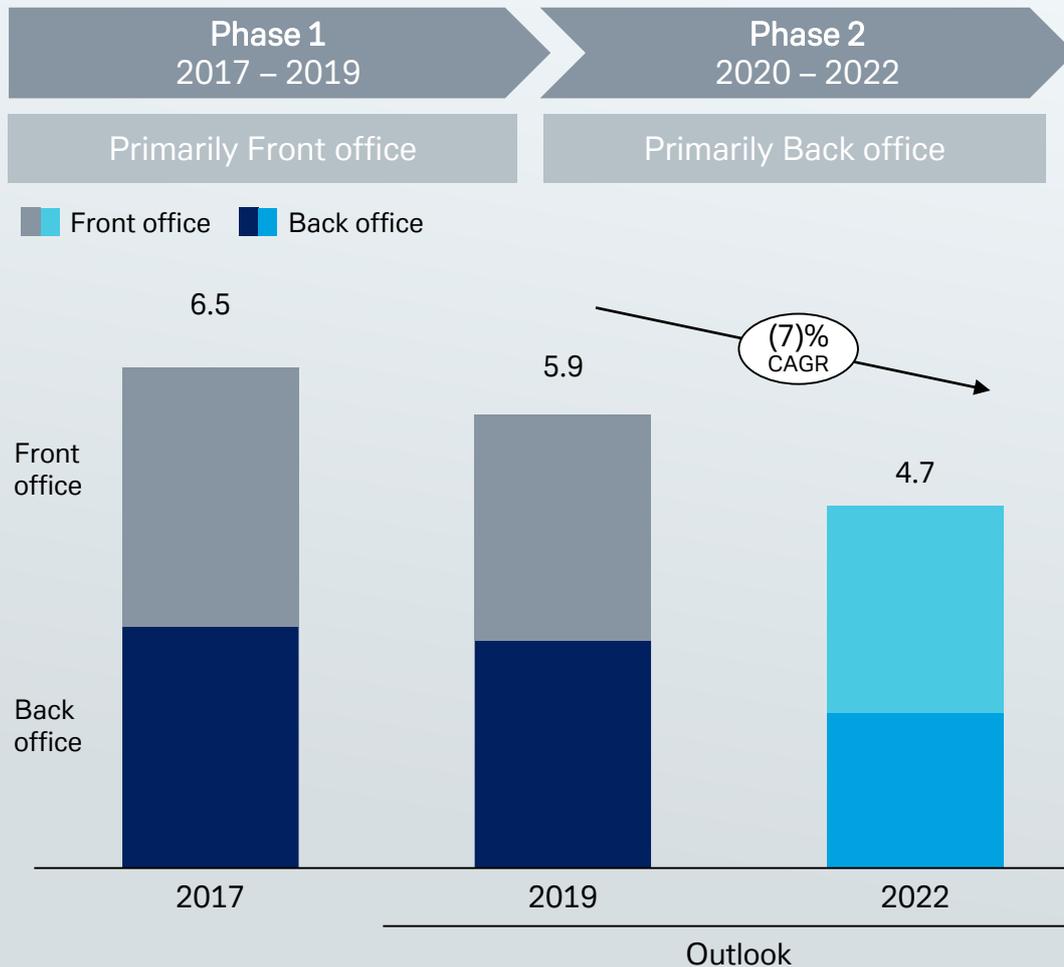
	9M 2019	2022
RWA	€ 125bn	~€ 133bn
Leverage	€ 494bn	~€ 450bn

(1) Items include specific revenue items, impairments of goodwill and other intangible assets, software and real estate impairments, transformation related restructuring and severance, deferred tax asset valuation adjustments. 9M 2019 reported post-tax return on tangible equity: 1.8%. For further details see slide 18 in the Chief Financial Officer presentation

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

Reduce costs: progress and outlook

Adjusted costs ex transformation charges⁽¹⁾, in € bn



Note: Totals may not sum due to rounding differences

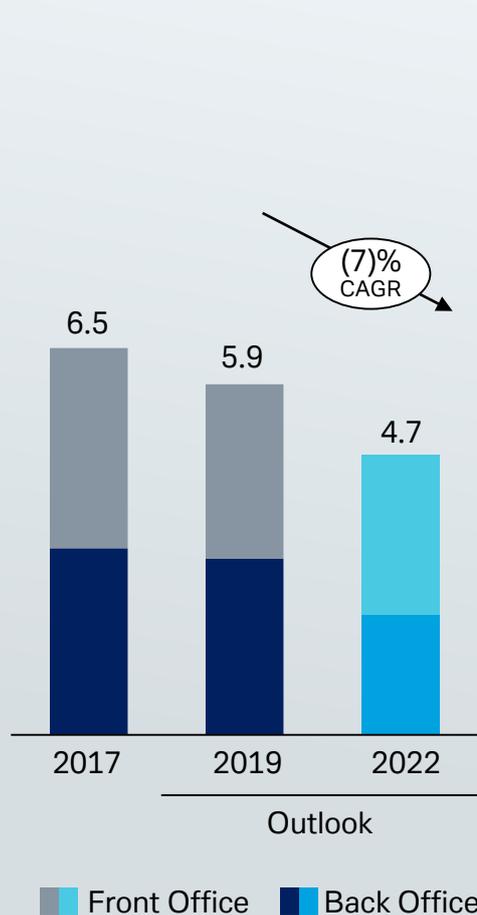
(1) The split of Front Office and Back office costs here reflects the realignment of technology and infrastructure functions from Front Office to Back office to be implemented in Q1 2020

(2) Planned cost reductions for 2019 as well as for 2020 – 2022

Reduce costs: specific initiatives



Adjusted costs⁽¹⁾, in € bn



Driver

Measures

Impact⁽²⁾

Front Office	<ul style="list-style-type: none"> — Front office restructuring largely completed — Increase expense management discipline 	€ 0.2bn
Back office	<ul style="list-style-type: none"> — Investment Bank technology — Migrate to single platforms — Decommission applications (down 30% 2019-22) — Reduce external contractors — Increase capacity in offshore center of excellence 	€ 0.3bn
	<ul style="list-style-type: none"> — Infrastructure⁽³⁾ — Automate data and processes (Straight Through Processing) — Reduce headcount / optimize location — Optimize client perimeter 	€ 0.6bn

(1) Excluding transformation charges

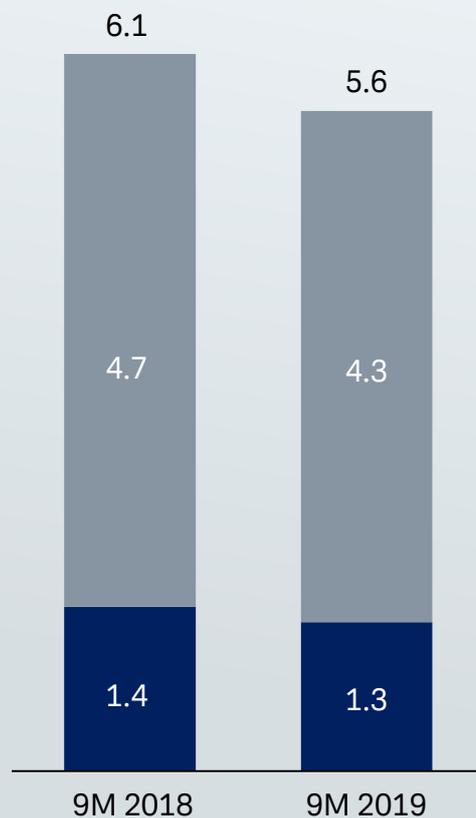
(2) Planned total financial impact by 2022

(3) Infrastructure includes COO, CFO, CRO, CAO, CEO and Regulatory Office

Stabilize revenues: transform EMEA flow and refocus Emerging Markets



Investment Bank revenue composition⁽¹⁾, in € bn



■ FIC
■ O&A

Driver

Grow revenue in EMEA FIC

Refocus Emerging Markets

Measures

- Turn around specific flow businesses
- New leadership
- Disciplined risk management
- Automate and standardize flow businesses
- Leverage leading institutional franchise

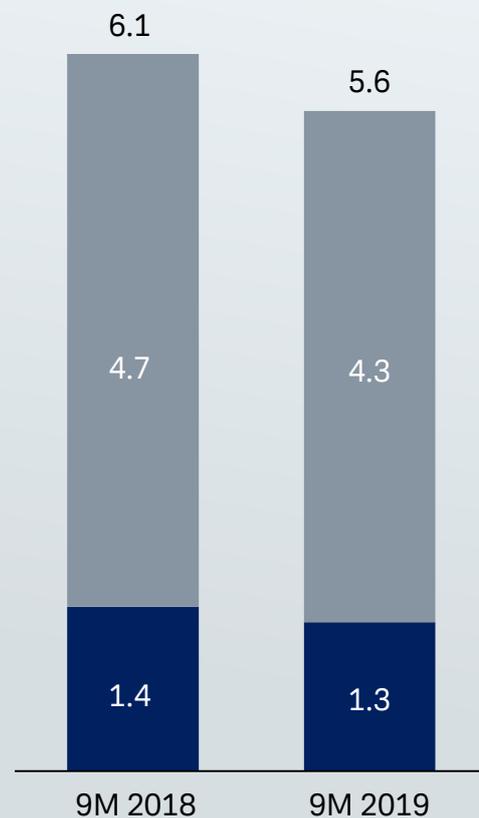
- Replicate successful Asian strategy in other regions
- Align country footprint with Corporate Bank
- Focus on
 - Multinational corporates
 - Risk / Treasury solutions

(1) Revenues as per 9M 2019 Financial Data Supplement excluding 'Other'

Stabilize revenues: partner with the Corporate Bank and reduce funding costs



Investment Bank revenue composition⁽¹⁾, in € bn



■ FIC
■ O&A

Driver

Partnership with Corporate Bank

Reduce funding costs

Measures

- Build on existing areas of partnership
- Payment-linked Foreign Exchange
- Risk / Treasury solutions
- Autobahn
- Leverage opportunities for increased cooperation

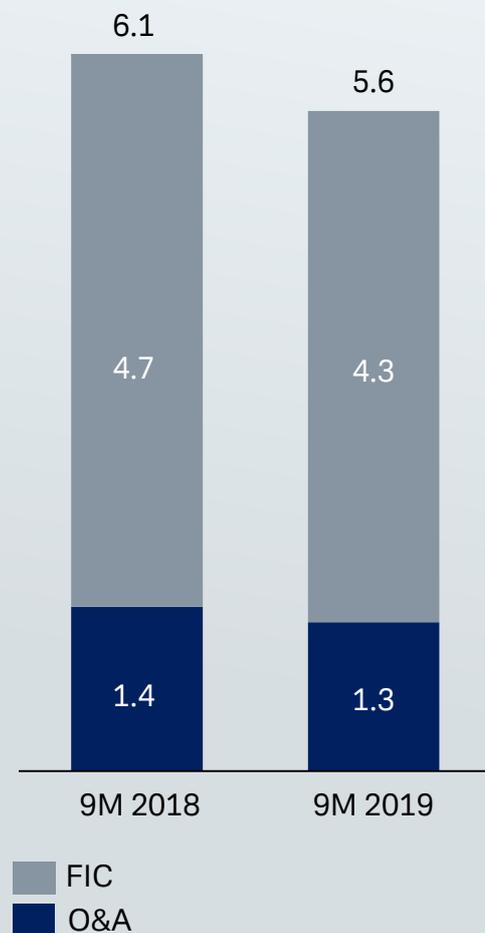
- Implement dynamic data feeds from front office trading systems
- Improve liquidity modelling and forecasting
- Right-size liquidity buffers

(1) Revenues as per 9M 2019 Financial Data Supplement excluding 'Other'

Stabilize revenues: play to our strengths



Investment Bank revenue composition⁽¹⁾, in € bn



Driver

Prioritize Financing businesses

Grow Origination & Advisory

Measures

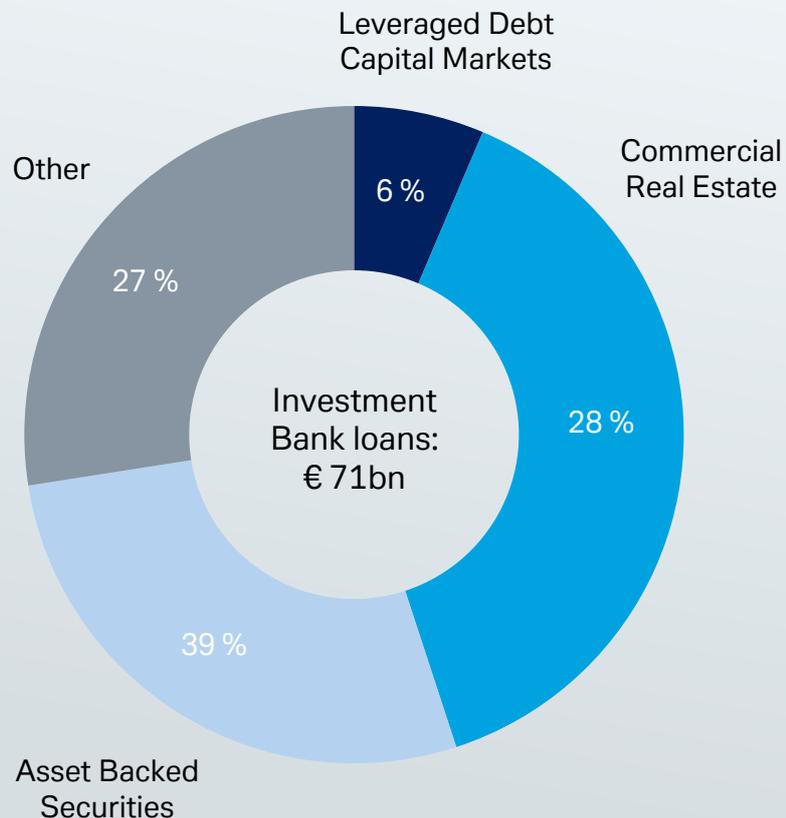
- Maintain underwriting standards and portfolio quality
- Deepen financing activities in asset backed markets
- Continue targeted investment in secured Commercial Real Estate

- Make targeted hires in coverage
- Sustain profitable Leveraged Debt Capital Markets franchise
- Continue to focus on Investment Grade issuance

(1) Revenues as per 9M 2019 Financial Data Supplement excluding 'Other'

Disciplined approach to lending

Q3 2019 loans at amortized cost⁽¹⁾, in € bn



Measures

Risk management

- Well diversified across geographies and industries
- Concentration risk managed within granular limit frameworks (with constraint on higher-risk segments)
- Conservative origination and underwriting standards supported by disciplined monitoring
- Continued disciplined risk management

Asset quality

- Over 90% of the financing portfolio is secured
- Structured to absorb stress in collateral value

Duration

- Average loan portfolio duration 2 to 3 years

Distribution

- Syndicated 99% of originated Leveraged Finance bridges in 2019

(1) Excludes off balance sheet commitments

Key take-aways



➤ Committed to reducing costs and to improving return on tangible equity to 7 – 8% in 2022

➤ Stabilizing the franchise and setting solid foundations for growth

➤ Serving our clients and partnering with the Corporate Bank



Appendix



Financial overview

In € bn



	2017	2018	9M 2018	9M 2019
Revenues	8.3	7.5	6.1	5.4
Revenues ex specific items ⁽¹⁾	8.7	7.2	5.9	5.5
Noninterest expenses	(6.7)	(6.5)	(5.0)	(4.8)
Adjusted costs	(6.5)	(6.2)	(4.7)	(4.6)
Adj. costs ex transformation charges	(6.5)	(6.2)	(4.7)	(4.5)
Profit before tax	1.5	0.9	1.0	0.5
Assets	472	457	463	585
Loans	51	61	58	71
Avg. allocated tangible equity	24	21	21	21
Risk weighted assets	120	124	116	125
Leverage exposure	426	419	414	494

(1) Revenue specific items: 2017: € 0.4bn, 2018: € 0.3bn, 9M 2018: € 59m from DVA – IB Other / CRU and € 84m from change in valuation of an investment in FIC S&T, 9M 2019: € (126)m from DVA – IB Other / CRU and € 101m from change in valuation of an investment in FIC S&T

Speaker biography



Mark Fedorcik joined Bankers Trust in 1995 before it was acquired by Deutsche Bank.

Since then he has taken on various leadership roles within the Investment Bank, including Co-President of the Corporate & Investment Bank (CIB) in the Americas and Co-Head of Corporate Finance. Mark was also Head of Debt Capital Markets and Global Head of Leveraged Debt Capital Markets.

In July 2019 he was appointed Head of the Investment Bank and member of the Group Management Committee .

Mark is a graduate of Hamilton College.



Ram Nayak leads Fixed Income, Currency Sales and Trading in the Investment Bank. He has over 25 years' experience in the financial services industry, joining Deutsche Bank in 2009 as Head of Global Markets Structuring. Prior to that he worked at Credit Suisse as Global Head of Emerging Markets and has held various positions at Merrill Lynch and Citigroup.

During his time at Deutsche Bank he has held various leadership roles, including Global Head of Fixed Income Trading (2015-18) and Co-President of the Corporate & Investment Bank (2018-19). Ram is a member of the Group Management Committee. Ram holds a Bachelor's degree from the Indian Institute of Technology, an MBA from the Indian Institute of Management and an MBA from the University of Chicago.

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.

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.