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SLIDE 1: 2019 RESULTS ENTIRELY DRIVEN BY TRANSFORMATION PROGRESS

Thank you Christian. Good morning everyone and welcome from me.

In July 2019 we announced our clear objective to finance the costs of transformation from within our own resources. It was important to us to execute quickly and put these costs behind us.

As expected, this impacted our results. As the reason for this may not be immediately apparent, I would like to give you some more details behind the numbers.

- We reported a net loss of 5.3 billion euros for the year, including deferred tax asset valuation adjustments of 2.8 billion euros. This has no significant impact on our regulatory capital.
- We reported a pre-tax loss of 2.6 billion euros. This includes transformation charges, restructuring and severance expenses, and goodwill impairments together totalling 3.0 billion euros.
- The overall transformation impact for 2019 was in line with plan. Adjusted for costs to achieve our transformation and specific revenue items, we would have reported a pre-tax profit of 361 million euros.
- Our operating strength becomes even more visible if we look at our Core Bank, which excludes the Capital Release Unit (CRU).

SLIDE 2: CORE BANK PROFITABLE AND GROWING

Our Group Results reflect a pre-tax loss of 3.2 billion euros for the Capital Release Unit. However, our Core Bank is profitable.

- For the Core Bank we reported a profit before tax of 543 million euros.
- The result was also impacted by specific effects, both on the revenue and cost sides.
- You will find further details in the table in the appendix.

- On an adjusted basis, the Core Bank would have reported a pre-tax profit of 2.8 billion euros, an increase of 7 per cent versus 2018.
- This was achieved against the backdrop of a low interest rate environment, geopolitical and macroeconomic uncertainties and the challenges of a major transformation, the biggest in twenty years.
- I can therefore only reaffirm what Christian has already demonstrated: At the operating level, our Core Bank is on a very positive track.
- Let's look now at the cost to achieve the transformation.

SLIDE 3: 70 PER CENT OF ANTICIPATED CUMULATIVE TRANSFORMATION IMPACTS ALREADY ABSORBED

- As announced last year we foresee cumulative total costs to achieve transformation of 2.4 billion euros between 2020 and 2022.
- Over 5 billion euros, i.e. roughly 70 per cent of the total costs to achieve it, have been already absorbed in 2019.
- This shows that we are fully in line with our target for costs to achieve transformation.
- The same is true for our adjusted costs which you can see on the next slide.

SLIDE 4: 8th CONSECUTIVE QUARTER OF YEAR-ON-YEAR ADJUSTED COST REDUCTIONS

- We delivered our eighth consecutive quarter of year-on-year reductions in adjusted costs excluding transformation-related effects and bank levies.
- In 2019 our cost discipline again led to reductions across nearly all cost categories in the full year and the fourth quarter. The one exception was technology which was broadly flat – reflecting our commitment to invest in technology and controls.
- Compensation and benefits expenses came down, driven by reductions of over 4,100 in our workforce (FTE) during 2019.

- As a result: we met our target for full year 2019 of adjusted costs of 21.5 billion euros.
- This excludes transformation charges and expenses which are recorded as reimbursable after the transfer of our Global Prime Finance business to BNP Paribas.
- Let me elaborate on the progress we have made in deleveraging.

SLIDE 5: CAPITAL RELEASE UNIT: ASSET REDUCTION AHEAD OF SCHEDULE

- The Capital Release Unit is deleveraging ahead of target.
- We reduced leverage exposures in the fourth quarter to 127 billion euros, 13 billion euros ahead of target, primarily driven by reductions in Equities portfolios.
- That's a reduction of 55 per cent over the course of the year.
- We were able to reduce risk weighted assets faster than expected.
- And that means that our capital position is better than expected.

SLIDE 6: ASSET REDUCTION SUPPORTS CAPITAL STRENGTH

- Because we reduced risk weighted assets so quickly, we were able to raise our CET1 ratio from 13.4 per cent to 13.6 per cent in the fourth quarter.
- Our capital ratio is thus comfortably ahead of the 12.5 per cent minimum level which we're committed to throughout the transformation process.
- This performance underlines our confidence that we can fund our transformation with our own resources.
- With that, let me now give you an update on the performance of our core businesses in 2019, starting with the Corporate Bank.

SLIDE 7: CORPORATE BANK: 2019 PERFORMANCE IN SUMMARY

- On a reported basis as well as adjusted for specific items, revenues were essentially flat year-on-year at 5.3 billion euros.
- Revenues in Cash Management, Trade Finance and Trust & Agency Services grew. However, this was offset by lower revenues in Securities Services, partly driven by our decision to exit Equities trading activities.
- Commercial Banking revenues in Germany grew by 4 per cent year-on-year.
- The Corporate Bank generated a pre-tax profit of 137 million euros in 2019.
- Adjusting for transformation-related effects and specific revenue items, the business delivered a pre-tax profit of 939 million euros.
- This was lower than in 2018, partly due to higher spending on technology and internal controls and partly due to higher internal service cost allocations.
- We are confident the Corporate Bank can grow revenues over the next three years at an average of 4 per cent per annum, although we expect growth in 2020 to be roughly in line with last year.

SLIDE 8: INVESTMENT BANK: 2019 PERFORMANCE IN SUMMARY

Looking at our Investment Bank:

- Year-on-year, adjusted revenues decreased slightly to 7 billion euros, reflecting lower revenues in Advisory and Equity Origination, although our Fixed Income and Debt Origination franchises were solid.
- The Investment Bank had a successful fourth quarter. Revenues were up 13 per cent, or 22 per cent excluding specific items, and up 31 per cent in Fixed Income & Currencies, driven by strong results in Credit and a near-doubling of revenues in Rates, both quarter-on-quarter and year-on-year.
- The Investment Bank reported a pre-tax profit of 433 million euros – but adjusted for transformation-related effects and specific revenue items, profit before tax was 863 million euros, up 5 per cent versus 2018.

- Let me now turn to our Private Bank.

SLIDE 9: PRIVATE BANK: 2019 PERFORMANCE IN SUMMARY

The Private Bank stabilized revenues and further reduced costs.

- Revenues in the full year declined by 5 per cent, although adjusted for specific items the decline was 2 per cent. Loan growth and an increase in fee income, together with repricing measures, largely offset interest rate headwinds.
- Adjusted costs ex-transformation charges were down 4 per cent, primarily reflecting some 200 million euros of cost synergies related to the integration of Postbank in Germany.
- The Private Bank reported a loss before tax of 265 million euros for 2019.
- Adjusted for transformation-related effects and specific revenue items, pre-tax profit would have been 524 million euros, up by 18 per cent over 2018.

SLIDE 10: ASSET MANAGEMENT: 2019 PERFORMANCE IN SUMMARY

- Our asset management business DWS continued to deliver strong performance.
- In the full year Asset Management revenues grew by 7 per cent. That was boosted by growth in revenues of 31 per cent in the fourth quarter.
- Growth was primarily driven by a significant rise in performance fees.
- Four consecutive quarters of net asset inflows helped offset the impact of margin compression. In the full year net asset inflows were 25 billion euros.
- Full year costs were essentially flat.
- Profit before tax was 468 million euros, or 539 million euros adjusted for transformation charges and specific revenue items. That’s up more than 30 per cent on 2018.

SLIDE 11: OUR OBJECTIVES AND FINANCIAL TARGETS

- Looking at our progress in executing on our transformation strategy and the solid financial results of our Core Bank, we confirmed our financial targets today.
- In 2020 we aim to reduce adjusted costs to 19.5 billion euros, excluding transformation charges and expenses recorded as reimbursable relating to the transfer of our Global Prime Finance business.
- We are confident we can deliver our target of adjusted costs of 17 billion euros in 2022.
- Our leverage ratio, on a fully loaded basis, is now 4.2 per cent, and we are targeting a fully loaded leverage ratio of 4.5 per cent by 2020.
- We are confident of meeting that goal, and of making further progress toward approximately 5 per cent in 2022.
- Progress towards our short-term financial objectives gives us confidence in our ability to deliver on our targets for return on equity in 2022, including a post-tax return on tangible equity of 8 per cent, and above 9 per cent in the Core Bank.
- My colleague Fabrizio Campelli will now explain to you in detail how our transformation will take shape.