



# Deutsche Bank Annual Press Conference

Frankfurt am Main, 28 January 2016

John Cryan – Co-Chief Executive Officer

Jürgen Fitschen – Co-Chief Executive Officer

Marcus Schenck – Chief Financial Officer

Kim Hammonds – COO and CIO

# Full year net income development, 2015 vs. 2014



## 2015 vs. 2014, FX-adjusted deltas

## Full year 2015 results

in EUR bn

### Net income 2014

Net revenue development

LLP development

Adj. cost base<sup>(1)</sup>

Policyholder benefits & claims

Restructuring & severance

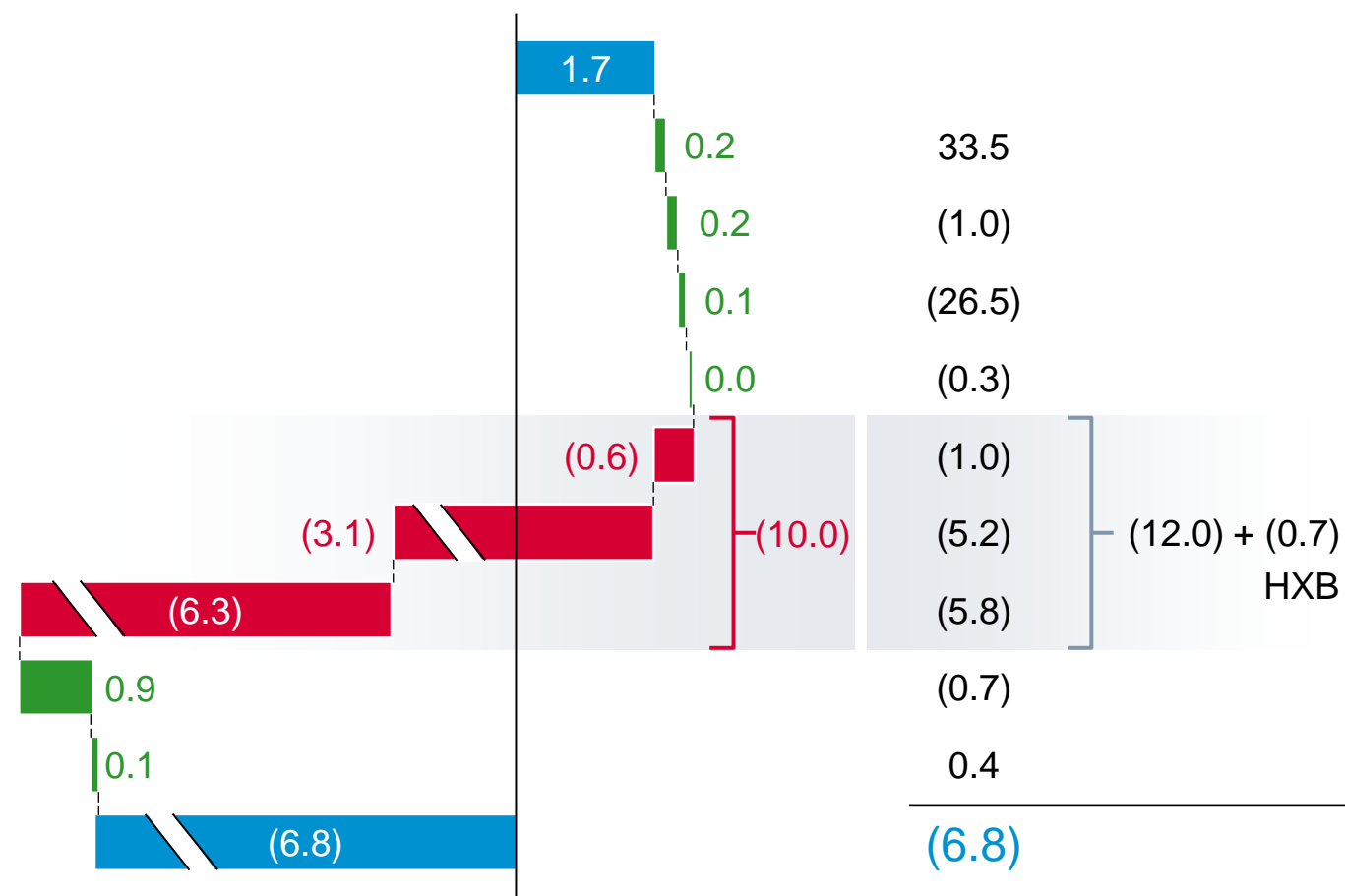
Litigation

Write downs / Impairments<sup>(2)</sup>

Tax

Net FX-effect

### Net income 2015



Note: Figures may not add up due to rounding differences

(1) Excludes litigation, severance & restructuring and policyholder benefits & claims

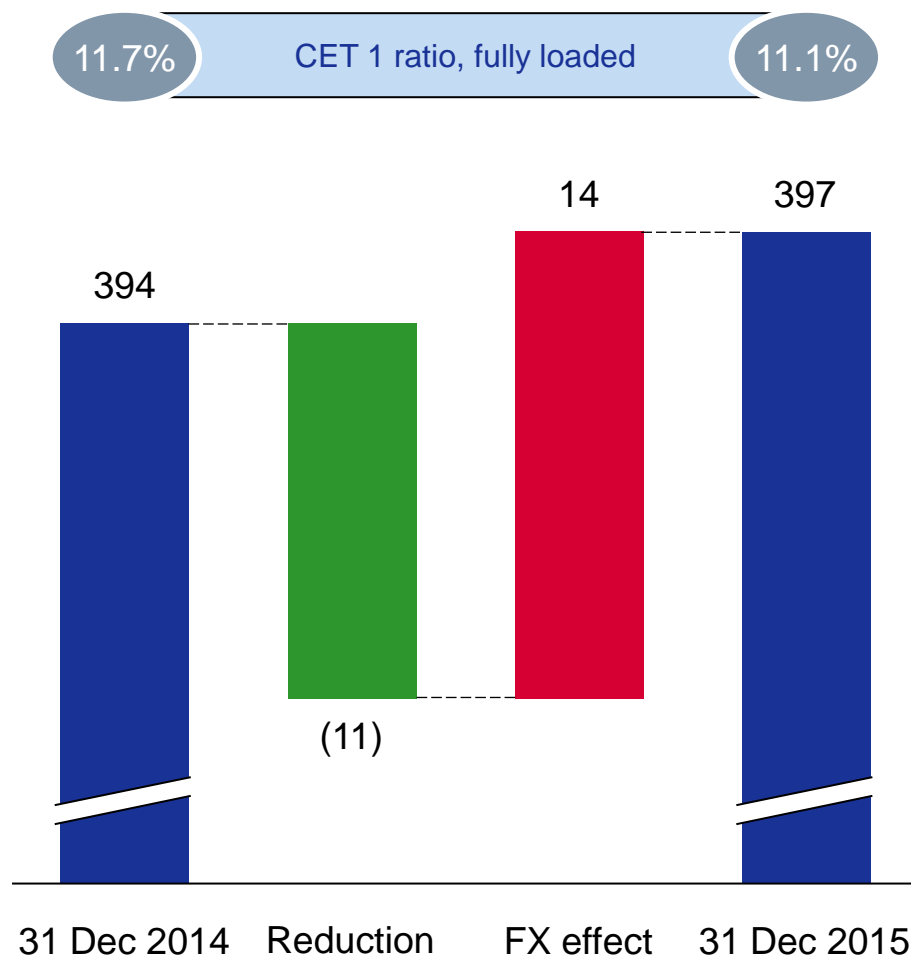
(2) Goodwill, other intangible and HXB

# Capital and balance sheet



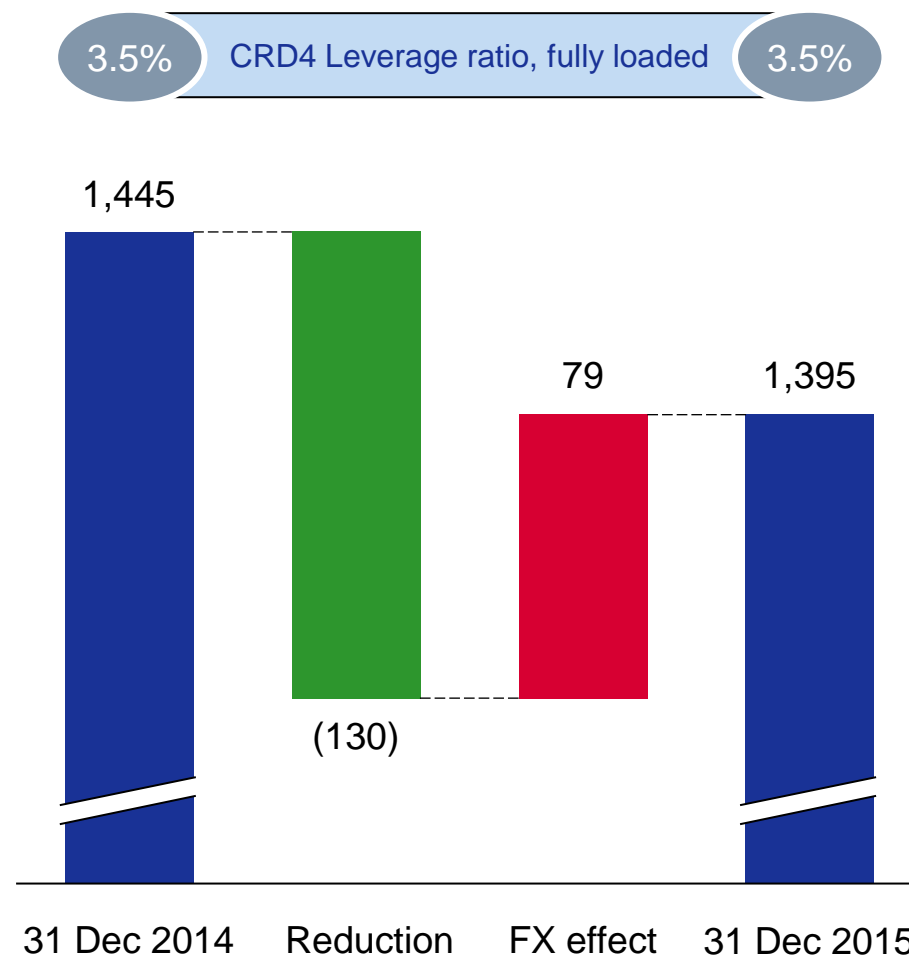
## RWA development

in EUR bn



## Leverage exposure

in EUR bn



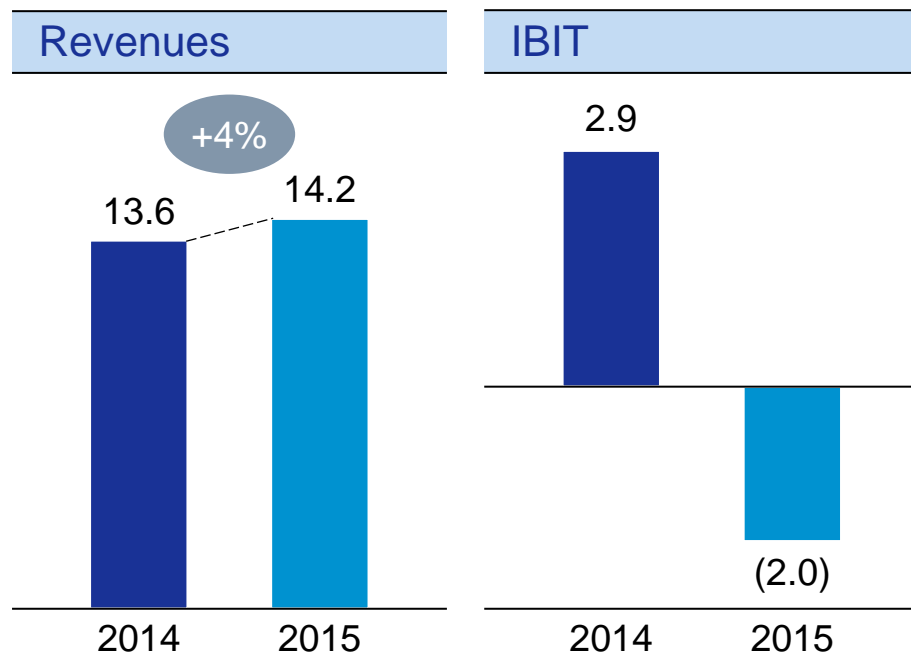
Note: Figures may not add up due to rounding differences

# Core Business Performance, 2015 vs. 2014 (1/2)



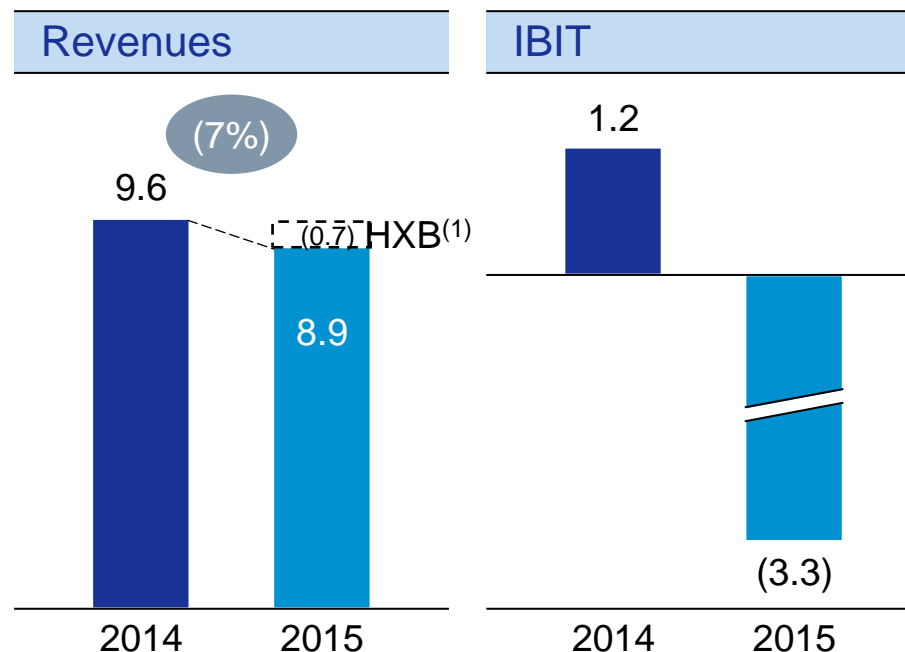
## CB&S

in EUR bn



## PBC

in EUR bn



### Revenues

- Debt S&T up 10%
- Equities S&T up 6%
- Corporate Finance down 6%

### IBIT

- Impact of specific items – EUR (5.3 bn)
- Litigation EUR (2.8 bn), Impairments EUR (2.2 bn), Restructuring & severance EUR (0.2 bn)

### Revenues

- Broadly flat excluding impairment on Hua Xia Bank stake
- Pressure on Deposit products, partly offset by Credit/Insurance & Investment products

### IBIT

- Loss reflects impact of specific items – EUR (5.0 bn)
- Goodwill/intangible impairments EUR (3.6 bn), HXB impairments/valuations EUR (0.7 bn), restructuring & severance EUR (0.7 bn)

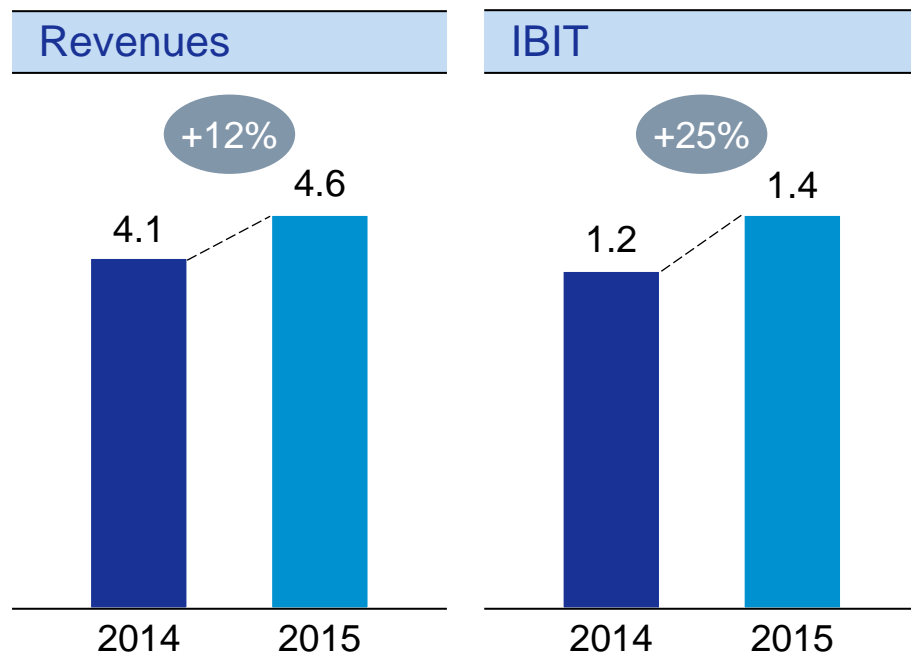
(1) Hua Xia Bank impairments / valuations

# Core Business Performance, 2015 vs. 2014 (2/2)



## GTB

in EUR bn



### Revenues

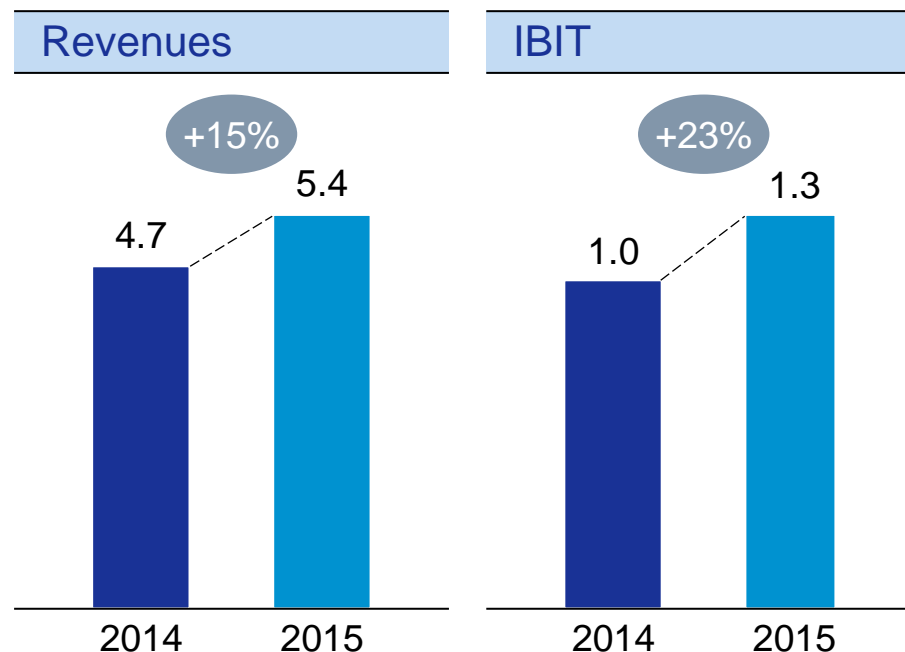
- Trade Finance / Cash Management Corporates up 8%
- Institutional Cash & Securities Services up 18%
- Strength in Americas, EMEA

### IBIT

- Record IBIT reflects good business development in difficult environment
- Post tax RoE of 12%

## Deutsche AWM

in EUR bn



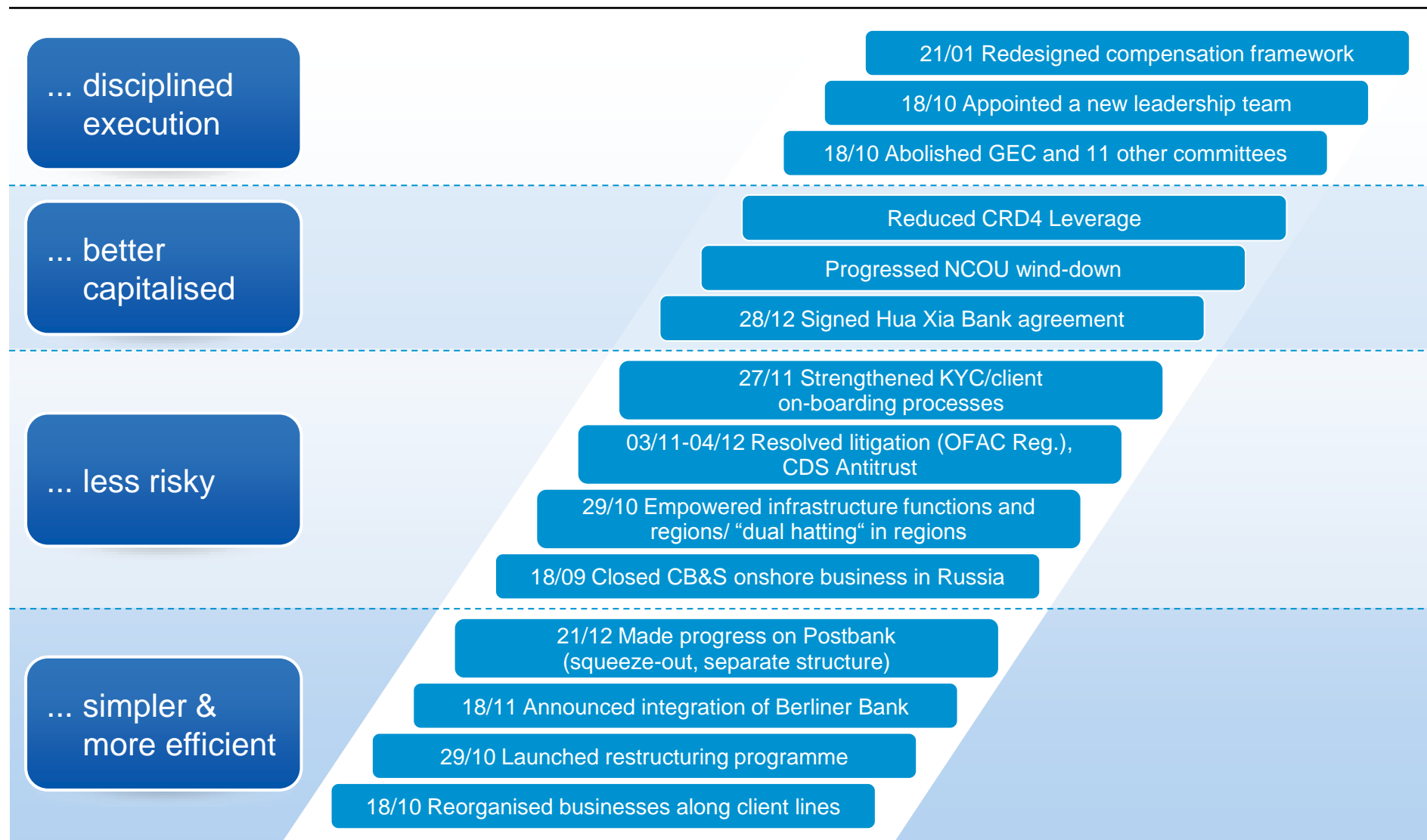
### Revenues

- Cumulative net inflows of EUR 70bn (2014-2015)
- Management fees / Other recurring revenues up 21%

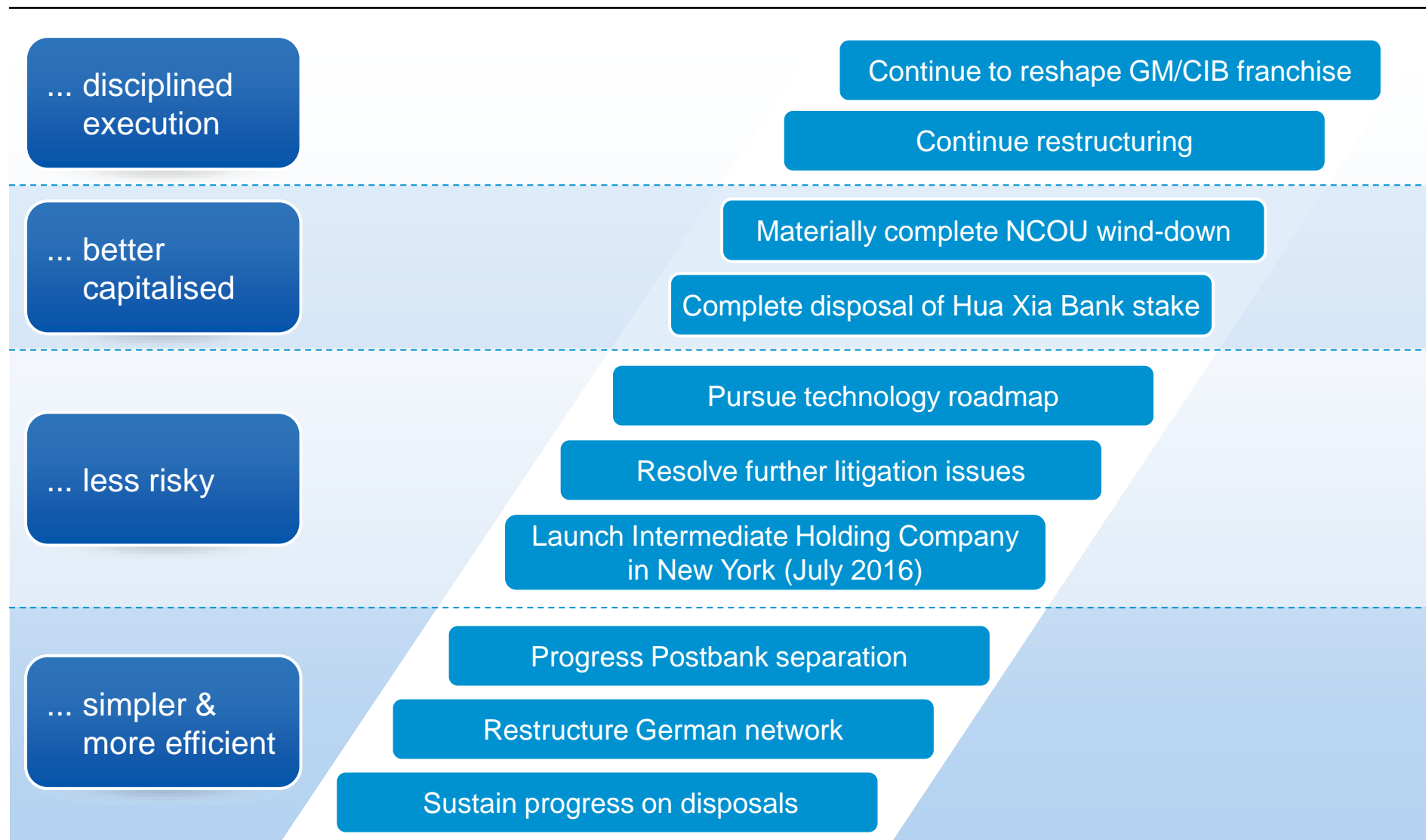
### IBIT

- Net inflows
- Cost pressure related to higher volumes partly offset by cost savings

# Strategy 2020: what have we done so far?



# Strategy 2020: priorities in 2016



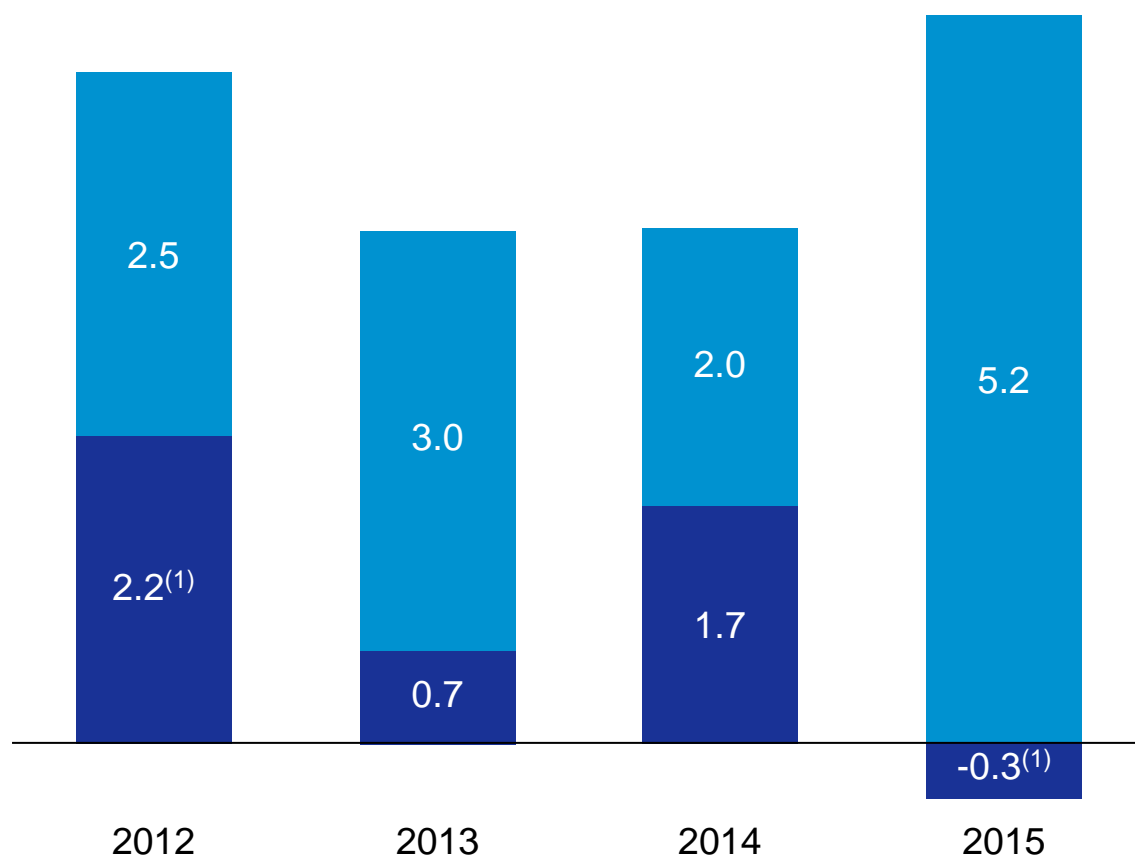
# Litigation: current status



## Litigation costs of EUR 12.7 billion since 2012

in EUR bn

■ Litigation ■ Reported net income



### Updates / settlements

- EC CDS Antitrust
- OFAC (Reg.)
- Others

### Addressing future litigation risk

- Reducing exposure to countries and clients with a higher risk profile
- Strengthening client onboarding/KYC procedures

(1) Excluding impairment of goodwill and other intangibles of EUR 1.9 bn in 2012 and EUR 6.5 bn in FY2015. The latter also includes the Hua Xia Bank impairment.



# Reduce complexity of our IT Infrastructure (recap)



Key performance indicators	2015		2020 Plan	Change
Operating systems	45	➡	4	~90% ↓
End-of-life hardware / software	166	➡	0	100% ↓
% virtualisation	46%	➡	95%	49pts ↑
Private cloud adoption	20%	➡	80%	60pts ↑
Intersystem reconciliations	~1,000	➡	~300	70% ↓

“Run the bank” costs targeted to decline by EUR ~800 m



## Moving from a focus on cost and efficiency to business value

### Technology Model

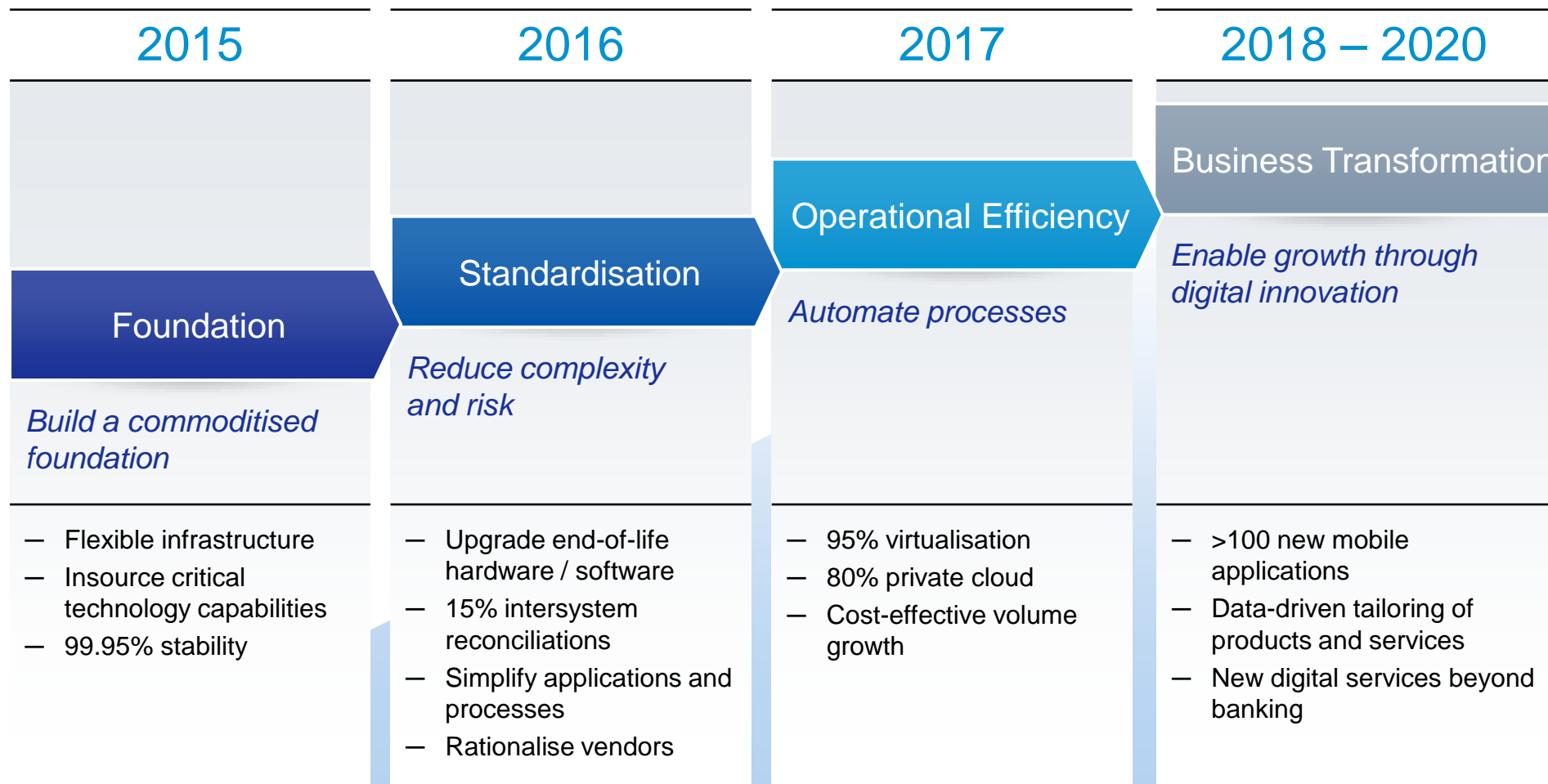
**Business Transformation**  
Enable growth through digital innovation

**Operational Efficiency**  
Automate processes

**Standardisation**  
Reduce complexity and risk

**Foundation**  
Build a commoditised foundation

# IT roadmap



Core transformation underpinned by investments as part of Strategy 2020

# Successful business footprint across Asia Pacific



## Deep regional network

● Offices / branches ● Hubs



## Financial performance

- 2015 revenues of over EUR 4bn (+14%)
- All businesses up by double digit percentages
- Profitability also benefited from cost reduction and operational efficiencies

## Awards

### Euromoney, Trade Finance Survey 2016:

- Best Trade Finance Provider for Asia Pacific



### Asiamoney Cash Management Poll, July 2015:

- Best Global Cash Management Bank in Asia



### The Asian Banker Transaction Banking APAC Awards, April 2015:

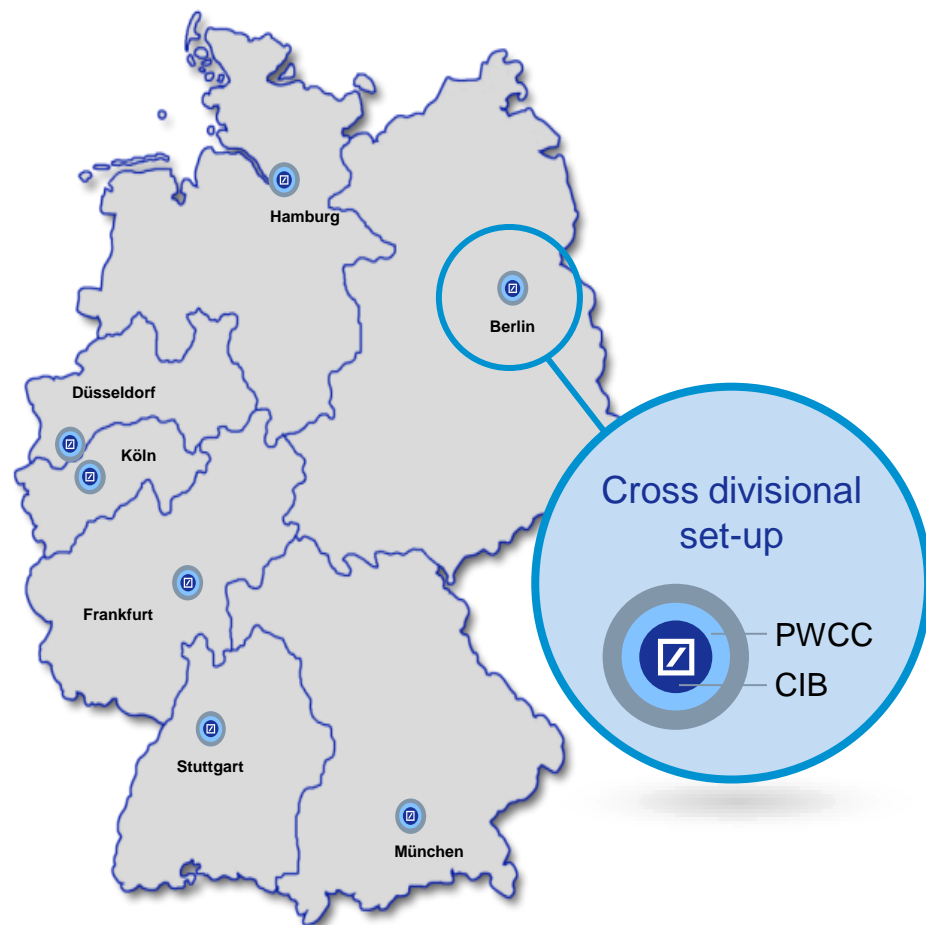
- Best International Transaction Bank
- Best International Cash Management Bank in Asia Pacific
- Best Global Clearing Bank for EUR and USD in Asia Pacific



# Regional structure for Germany: substantial progress



## Client-centric approach



## Progress so far

### Governance in place

- Appointed regional heads
- Appointed regional management teams

### “One bank for Germany”

- Single team per region
- Deutsche Bank delivered seamlessly through one point

### Clear positioning for commercial clients

- “Die Bank für Unternehmer”

### Focus

- Banking for the Mittelstand
- Private banking

### Clear growth strategy for WM

- Better market penetration of private clients
- Stronger potential with Commercial Clients

# PWCC: restructuring increases connectivity with customers



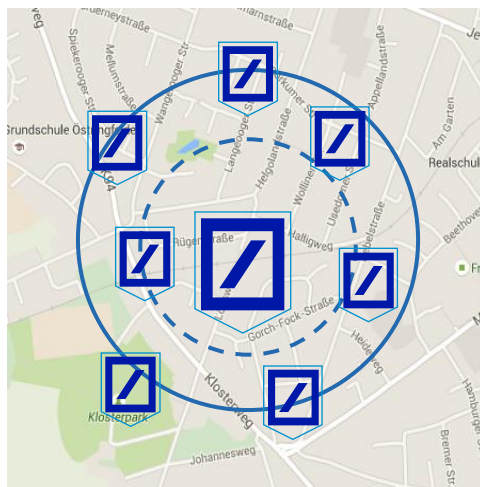
## Network optimisation

### Today



Broad but dispersed branch presence

### Future



Optimised presence but remaining close to the clients

Branch network remains important ...

## Digitally enabled advisory bank



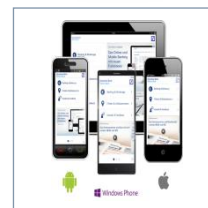
Branch network:  $\geq 500$

Flagship branches  
Advisory centers



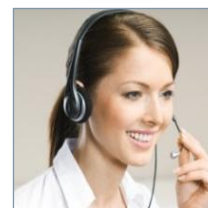
Mobile and third party distribution

Additional advisors and agencies



Digital

Superior digital offering with digital end-to-end processes



Sales & Service Centres

Premium advice by telephone and chat (24/7)

... as part of omni-channel delivery to customers

# Outlook 2016



2016 peak restructuring year

Cost pressure to be offset by savings, Adjusted Cost Base expected to be flat in 2016

Restructuring and Severance charges of EUR ~1.0 billion in 2016

Litigation will remain a burden, but expected to be below 2015 levels

LLPs to increase in 2016 from historic low levels, Deutsche Bank exposure to energy sector “underweight” versus industry and biased towards investment grade or well secured exposures

RWA reduction from NCOU likely offset by operational risk; RWA expected to be flat in 2016

CET 1 ratio expected to decline slightly in 1Q2016, but increase steadily from there

Expect sufficient ADI capacity to service AT1 coupons

# Cautionary statements



These figures are preliminary and unaudited. The Annual Report 2015 and Form 20-F are scheduled to be published on March 11, 2016.

This presentation 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 2015 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).

This presentation may contain non-IFRS financial measures. For a reconciliation to directly comparable figures reported under IFRS, to the extent such reconciliation is not provided in this presentation, refer to the 4Q2015 Financial Data Supplement, which is accompanying this presentation and available at [www.db.com/ir](http://www.db.com/ir).