



# Private Wealth Management

**Dr. Carsten Schildknecht**

Global COO of Private Wealth Management

Investor Day  
Frankfurt, 15 December 2009

A Passion to Perform.

Deutsche Bank



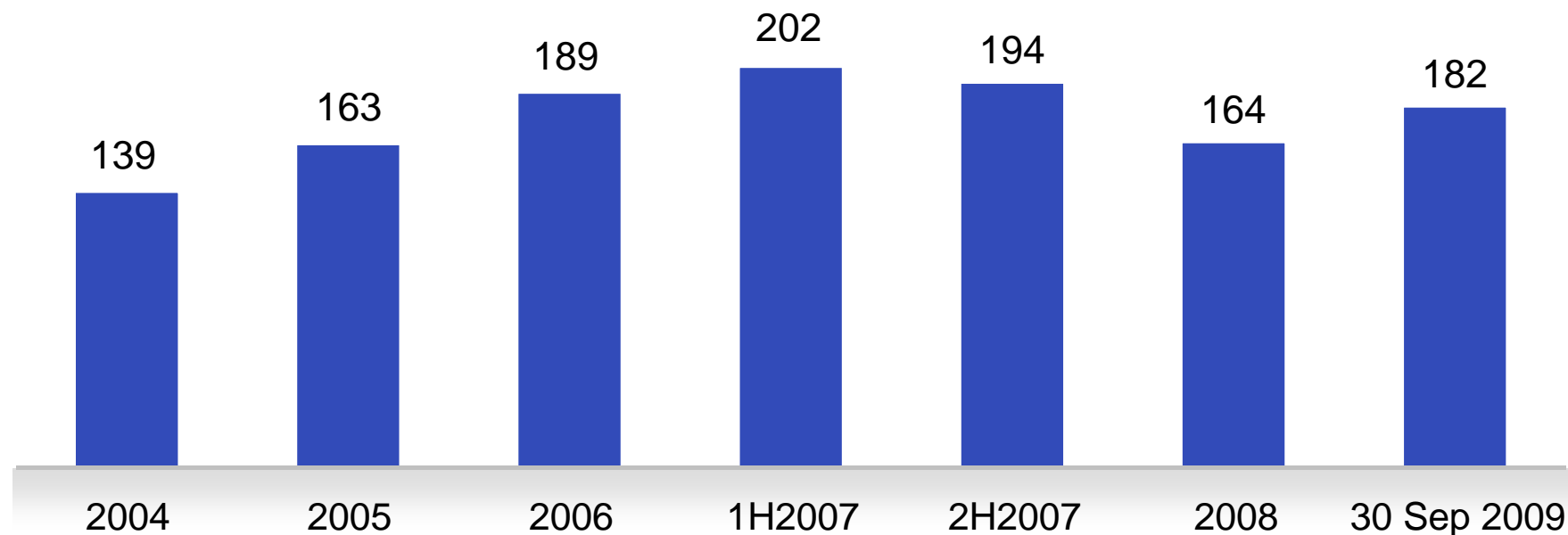


## Agenda

- |          |   |
|----------|---|
| <b>1</b> | <b>Resilience throughout the crisis</b>         |
| 2        | Well-positioned to capture future opportunities |
| 3        | A clear strategic agenda                        |

## Strong growth and resilience throughout the crisis

Invested assets, in EUR bn



NNM, in EUR bn



**EUR 58 bn Net New Money (NNM) over 6 years**

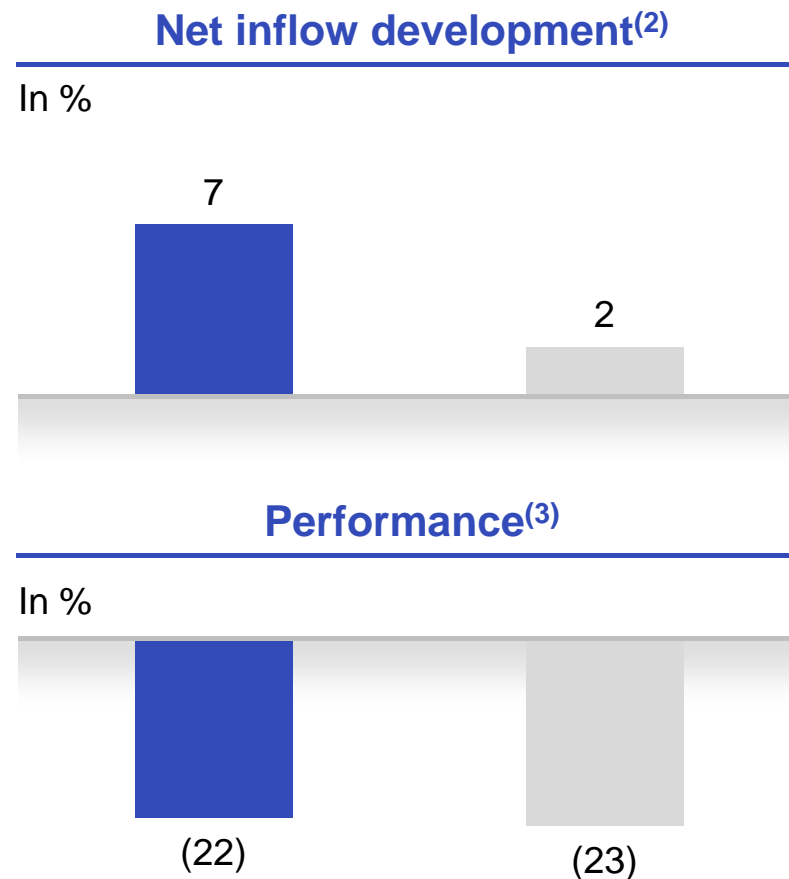
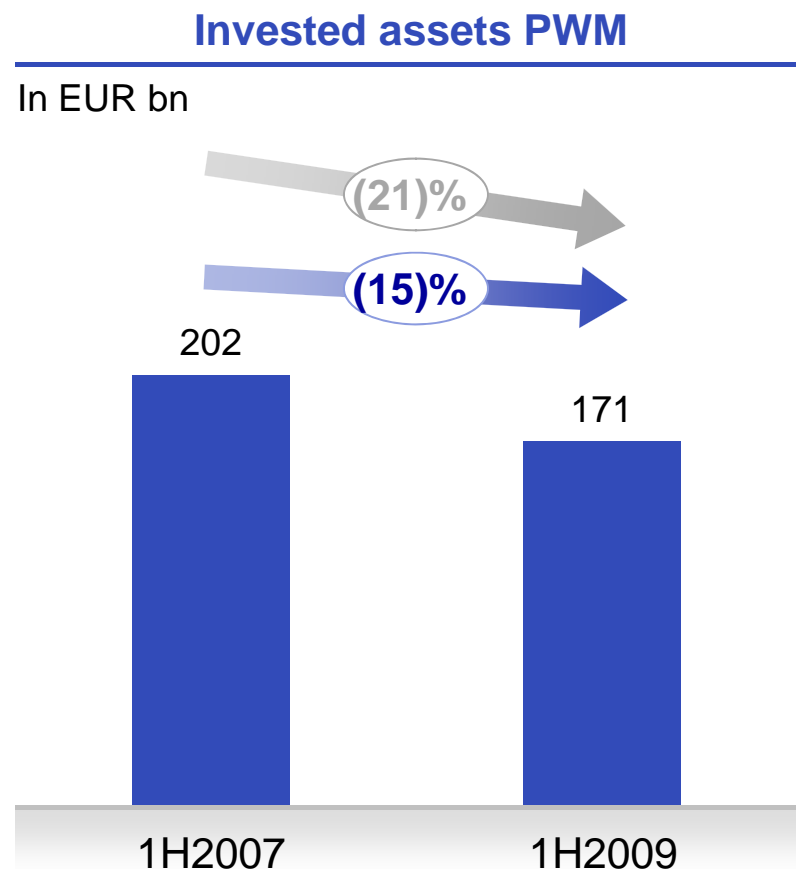
Note: At period end; numbers for 2004 - 2005 based on U.S. GAAP and on structure as of 2006, from 2006 onwards based on IFRS and on latest structure

Source: Deutsche Bank PWM

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# In a difficult environment, relative outperformance driven by strong net new money inflows

■ PWM ■ Peers<sup>(1)</sup>



(1) Based on weighted average from UBS, Credit Suisse, Societe Generale, BNP Paribas, HSBC, Credit Agricole

(2) 3Q2007-2Q2009 net new money divided by 2Q2007 invested assets

(3) 3Q2007-2Q2009 performance of invested asset base after accounting for net inflows divided by 2Q2007 invested assets

Note: At period end

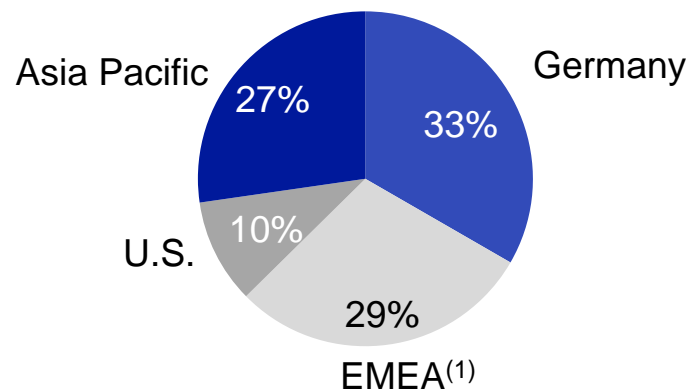
Source: McKinsey analysis and McKinsey Private Banking Survey 2009, Deutsche Bank PWM

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## Consistent asset inflows across all markets

**NNM by region as  
% of total cumulative NNM**

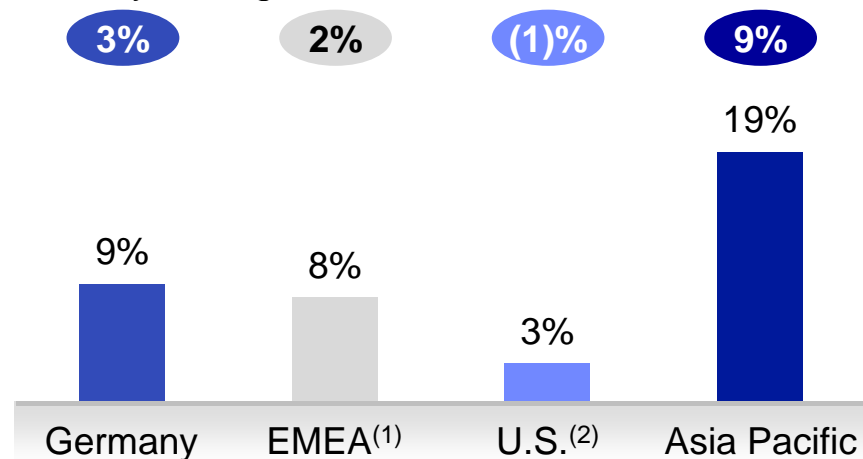
1 Jan 2005 – 30 Sep 2009  
100% = EUR 51 bn



**Invested assets CAGR**

31 Dec 2004 – 30 Sep 2009

Industry average



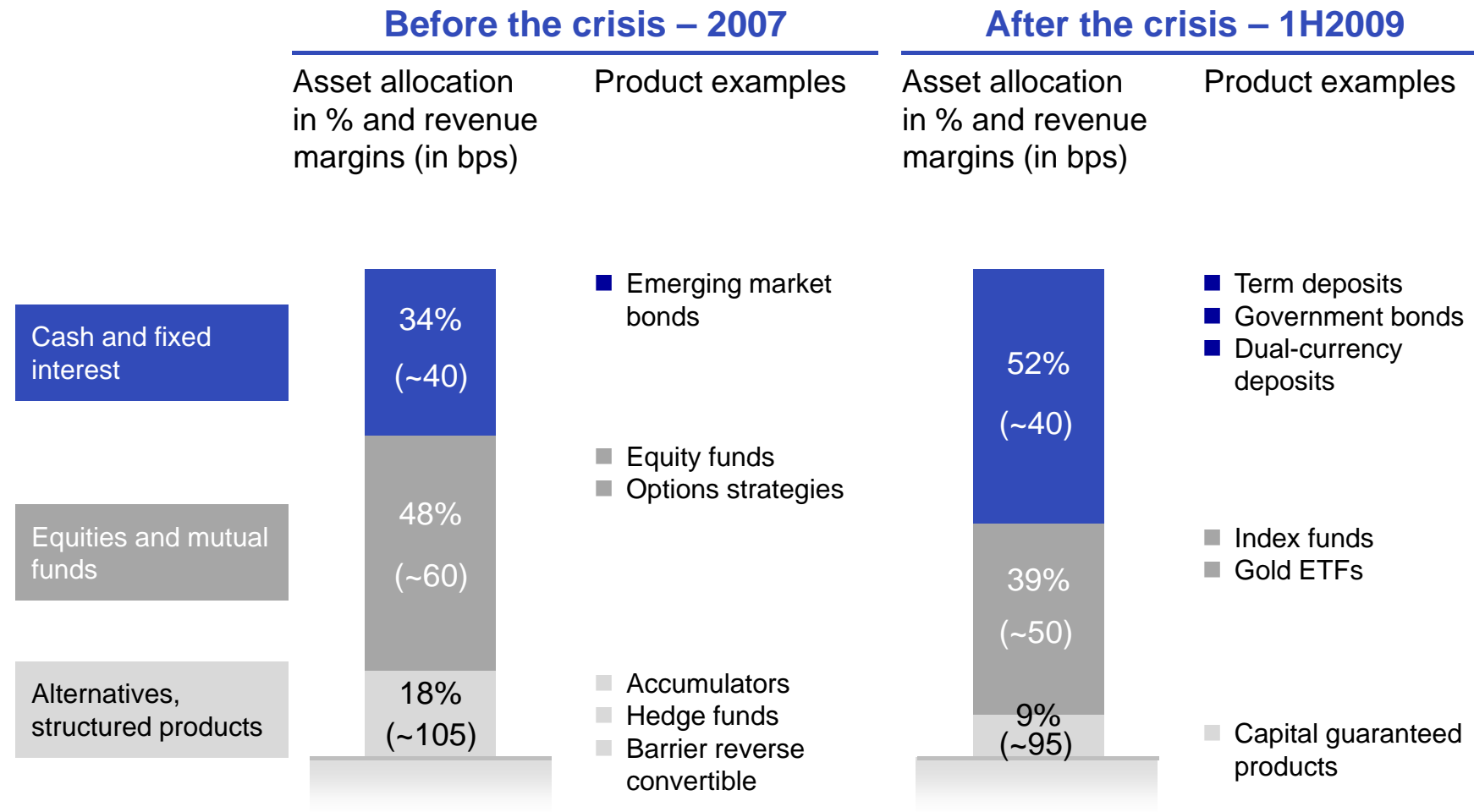
- Balanced asset inflows across all major markets
- Good track record in onshore and home markets
- Strong inflows in emerging markets

(1) Europe, Middle East and Africa, excluding Germany and including UK (2) FX adjusted

Note: Total NNM figures may not add up due to rounding errors Source: Deutsche Bank PWM, McKinsey analysis

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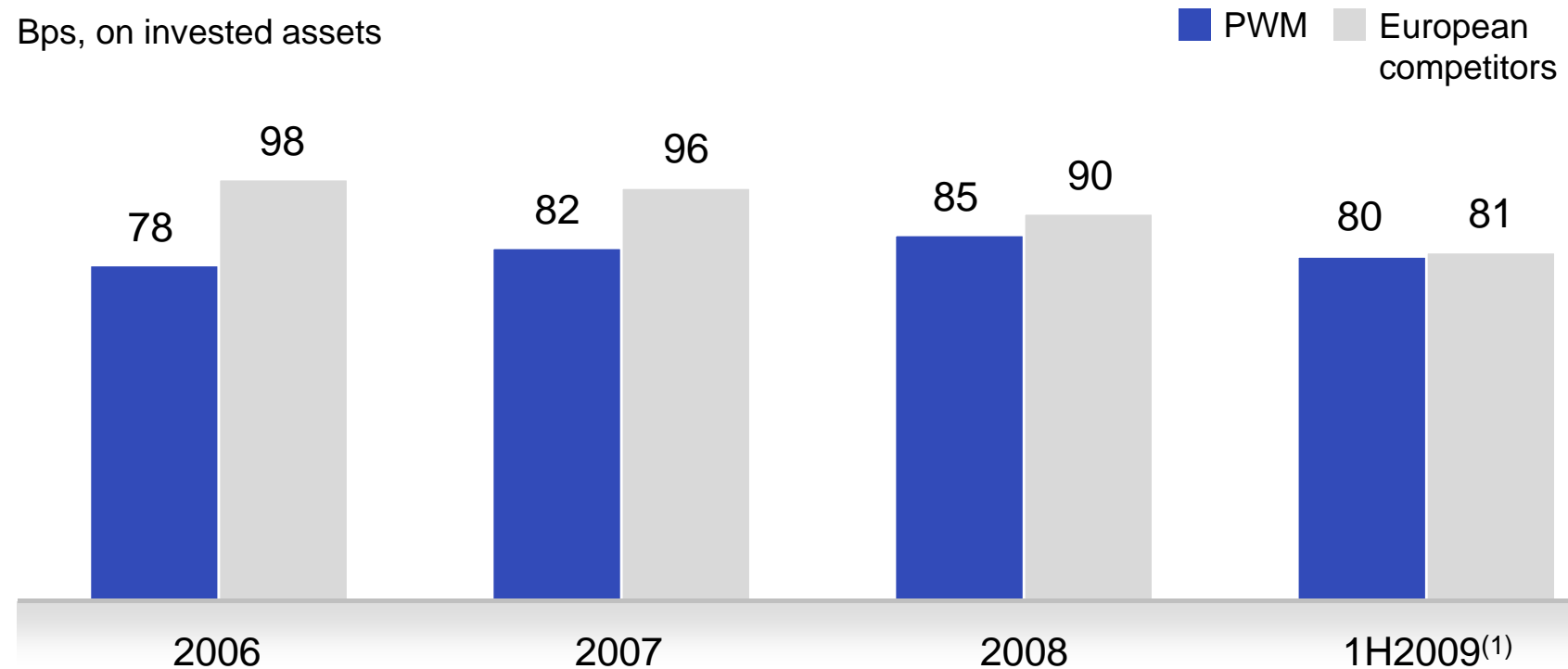
## Shifts in client behaviour during the financial crisis create low-margin environment



## PWM retains margins as industry margins fall

Revenue margin PWM vs. competitors

Bps, on invested assets



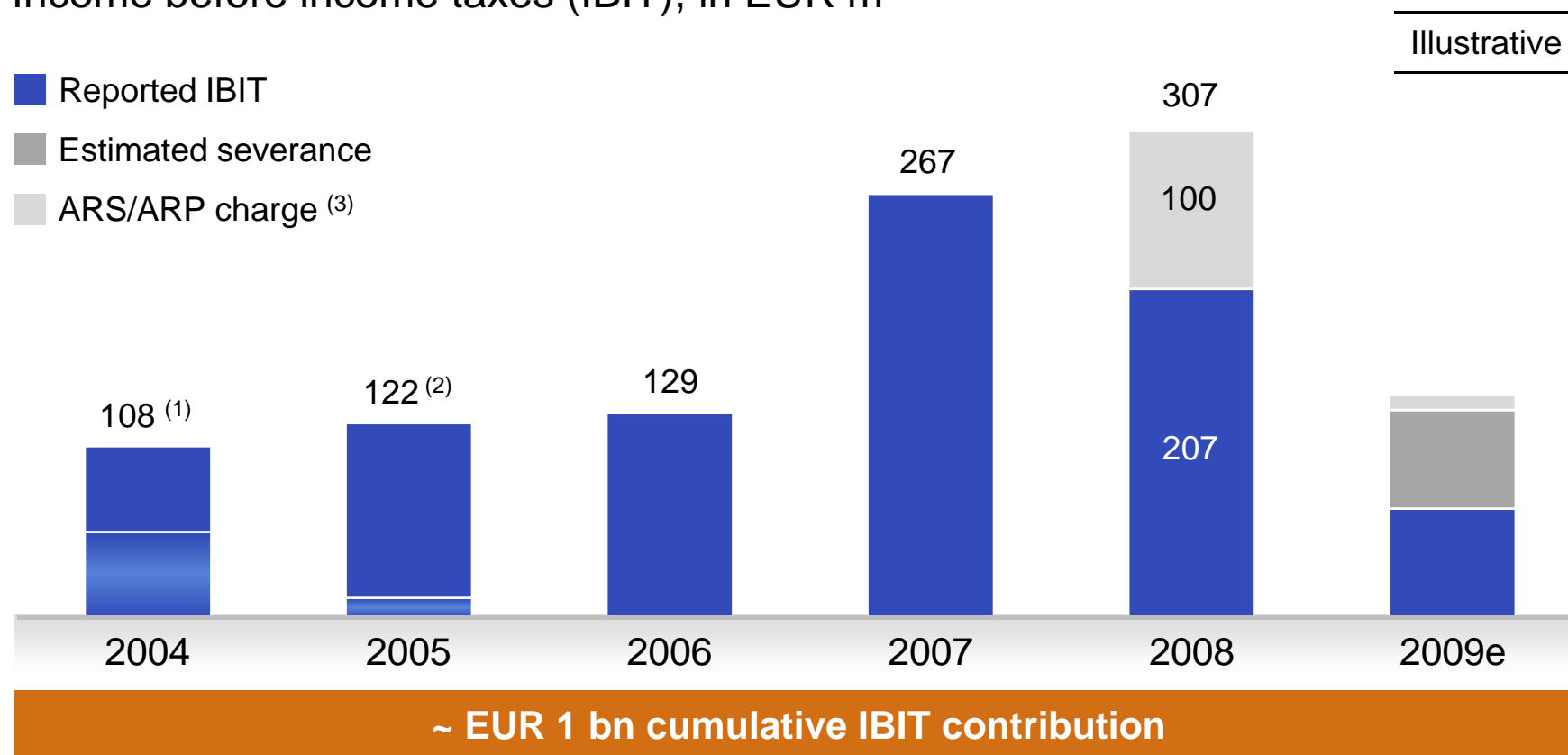
**Narrows the gap with competitors**

(1) Based on annualized 1H2009 margin evolution of 14 European private banking players  
Source: McKinsey Private Banking Surveys 2007-2009, annual reports, Deutsche Bank PWM  
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## Maintaining profitability throughout the cycle and the crisis

Income before income taxes (IBIT), in EUR m



(1) Reported IBIT in 2004 includes EUR 54 m from the sale of Scudder Private Investment Council and the sale of, at appreciated valuations, securities that had been assumed as collateral for a defaulted loan

(2) Reported IBIT in 2005 includes EUR 13 m from the sale of Scudder Private Investment Council

(3) ARS = Auction Rate Securities; ARP = Auction Rate Preferreds

Note: Severance was EUR 19 m in 2004, EUR 3 m in 2006, EUR 9 m in 2007 and EUR 7 m in 2008; numbers for 2004 - 2005 based on U.S. GAAP and on structure as of 2006, from 2006 onwards based on IFRS and on latest structure

Source: Deutsche Bank PWM

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## Overview

- 1 Resilience throughout the crisis
- 2 Well-positioned to capture future opportunities**
- 3 A clear strategic agenda



## Well positioned in the industry

Global private banking ranking 1H2009

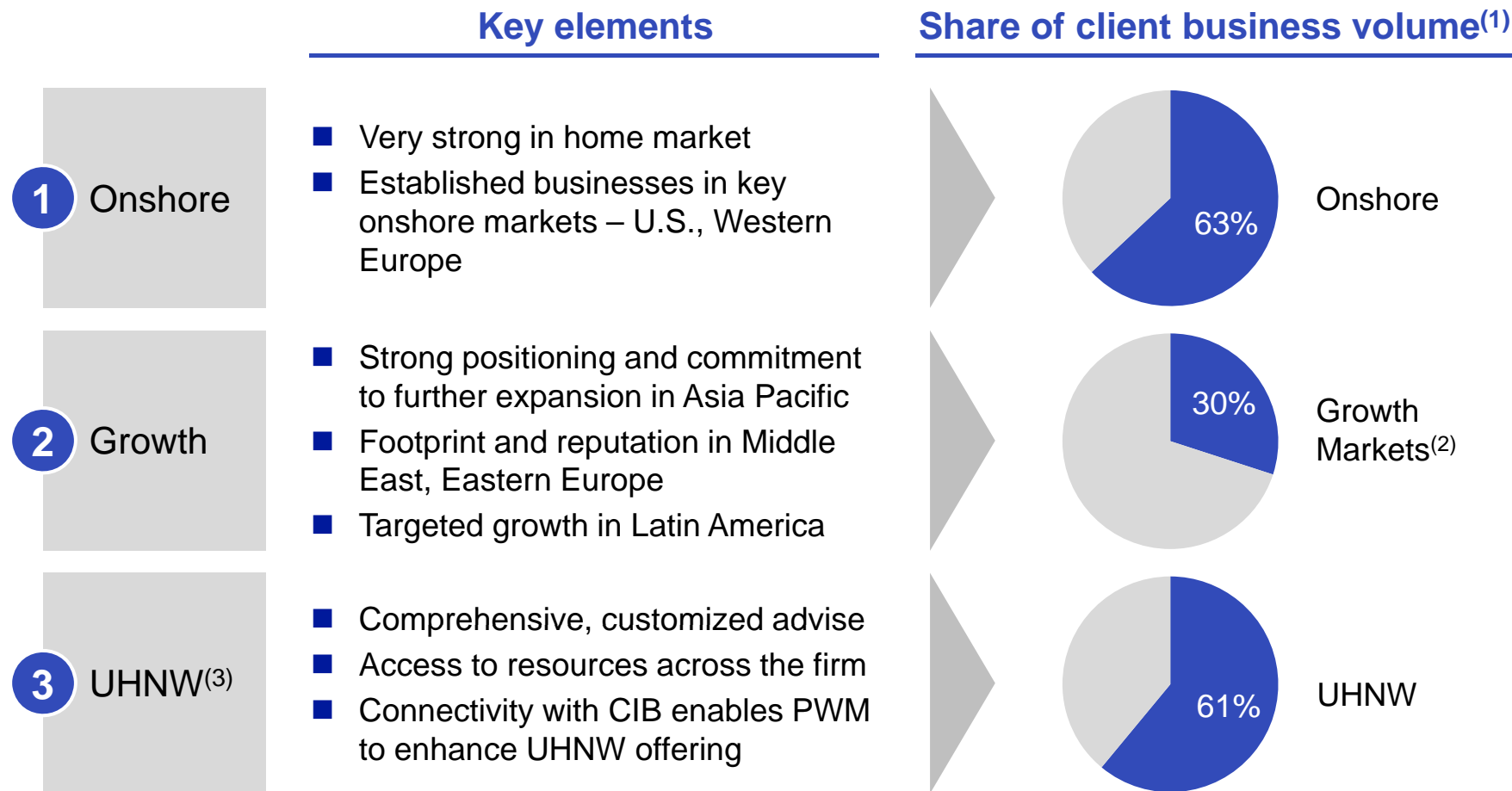
Rank	Players	PB AuM (rounded) In EUR bn
1	UBS	1,010
2	Merrill Lynch + Bank of America	850
3	Morgan Stanley + Smith Barney	680
4	Credit Suisse	470
5	JP Morgan	340
6	Wells Fargo + Wachovia	270
7	HSBC	250
8	<b>Proforma - Deutsche Bank PWM Sal. Oppenheim Group</b>	<b>171 58 } 229</b>
9	BNP Paribas + Fortis	220
10	Citi	210

- 1 Well-positioned in onshore markets
- 2 Well positioned in growth regions
- 3 Well positioned in UHNW segment

Note: At period end; Sal. Oppenheim AuM is as of 31 Dec 2008  
Source: Annual reports, McKinsey  
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## Strong presence in key markets and UHNW segments



(1) As of 30 Sep 2009, client business volume reflects the combination of invested assets and lending

(2) Growth markets have expected growth rates of >10%

(3) UHNW > EUR 10 m



## Overview

- |   |   |
|---|---|
| 1 | Resilience throughout the crisis                |
| 2 | Well-positioned to capture future opportunities |
| 3 | <b>A clear strategic agenda</b>                 |



## Core components of our strategic agenda

**1** Strengthen position in home market Germany

**2** Increase onshore business

**3** Expand in growth markets

**4** Enhance UHNW proposition

**5** Drive profitability with key cost initiatives

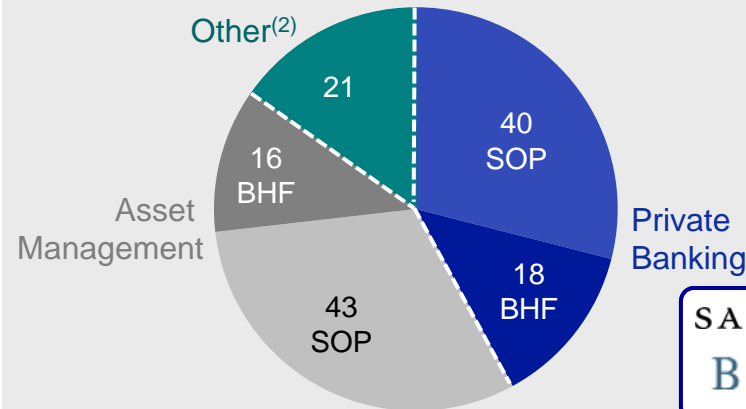


# 1 Sal. Oppenheim as an attractive opportunity

## Attractive opportunity ...

- Sizeable player, EUR 137 bn AuM<sup>(1)</sup>

In EUR bn



SAL. OPPENHEIM  
BHF  BANK

- Sal. Oppenheim (SOP) is a market-leading private bank in Germany and Europe
  - Family owned since 1789
  - Two bank units: SOP and BHF
- BHF Bank includes a comprehensive service offering including Private Banking and Asset Management, Financial Markets and Corporates
- Strong brand recognition and client relationships

## ... compelling strategic rationale

- ⊕ Distinct and separate wealth management proposition making DB's family of brands more attractive
- ⊕ Adds scale to Asset and Wealth Management in Europe and particularly Germany
- ⊕ Improves access to attractive client segments based on complementary client profile, particularly in the UHNW segment
- ⊕ Expands Deutsche Bank's non-investment banking activities; diversifies earnings mix

(1) As of 31 Dec 2008 (2) Other includes Corporate Finance and Financial Markets, relating e.g. to the custodian business of Sal. Oppenheim KGaA and corporate deposits

Note: Figures may not add up due to rounding differences



# 1 Sal. Oppenheim integration

## Key elements of alignment strategy

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- Coverage of German wealth management market with two distinct value propositions: DB and Sal. Oppenheim
- Sal. Oppenheim will continue to ...
  - be a Private Bank with a unique value proposition
  - utilize a differentiated advisory approach
  - run an independent investment process
- ... and leverage DB's infrastructure, risk and control framework

## Achievements to date

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- First stages of realigning management for the future
- Townhall and bilateral meetings with key people
- Alignment discussions underway
- Client retention initiatives

## Upcoming milestones

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- Closing expected end of 1Q2010
- Further development of value proposition and business model
- Refinement of synergies planning and subsequent implementation





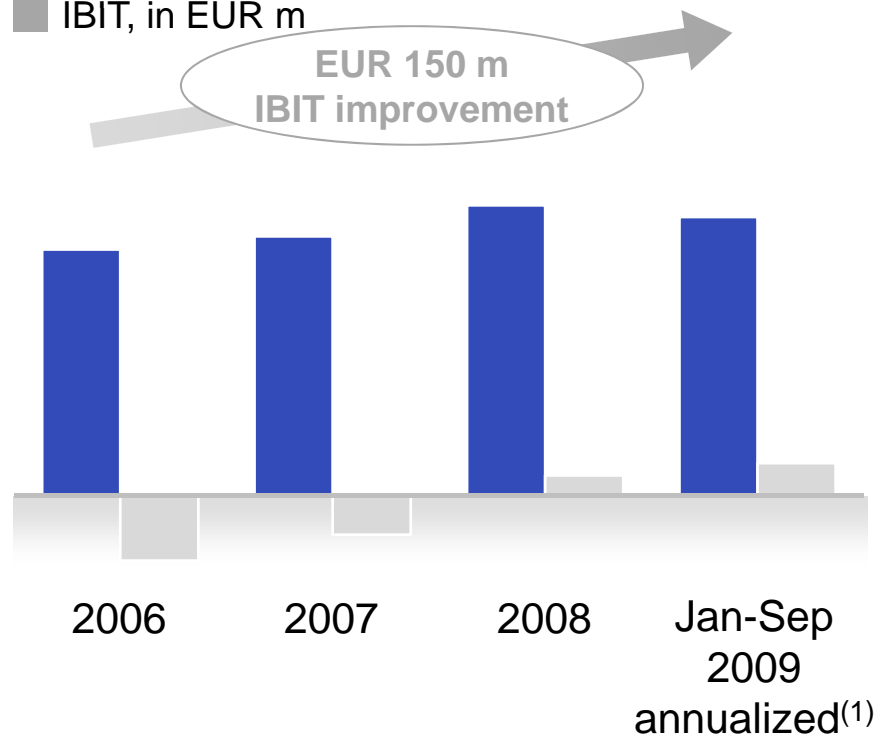
## 2 Strengthened onshore position in the U.S.

### Capitalize on strong position in U.S. market

Private Client Services and U.S. Onshore

■ Revenues, in EUR m

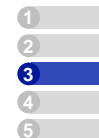
■ IBIT, in EUR m



### Executed a sustainable turnaround

- Sustainable turnaround in the largest wealth management market of the world
- Successful implementation of the convergence strategy of private banking and brokerage business
- Additional organic growth opportunities to strengthen onshore business, taking advantage of competitors' dislocation

(1) Annualized figures do not constitute estimates of the actual full-year results  
Source: Deutsche Bank PWM  
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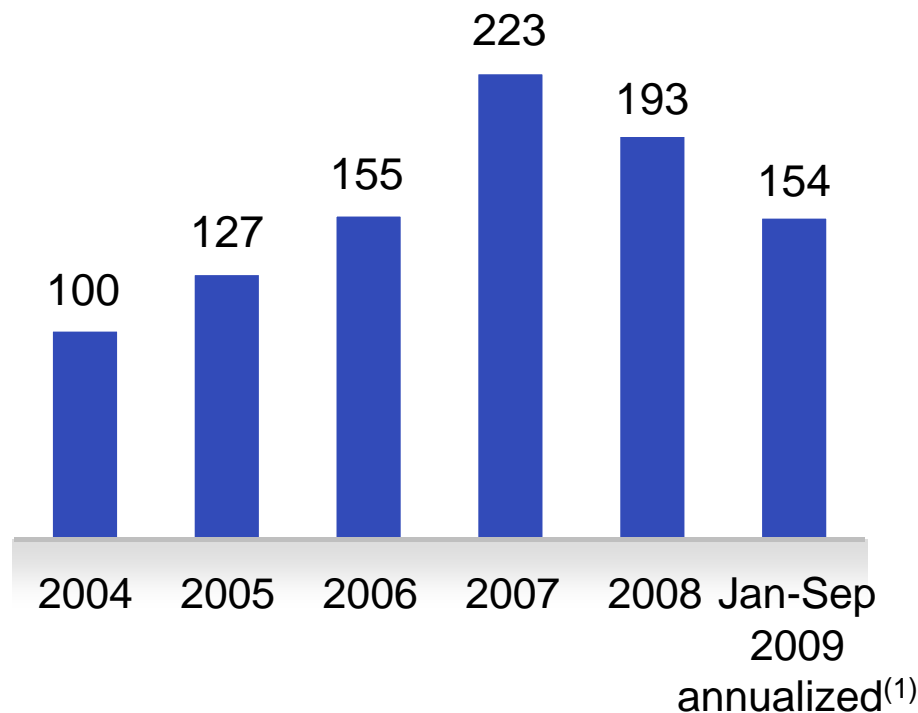


### 3 Further growth in emerging markets

Focus on Asia Pacific to further strengthen position and drive revenue growth

Expand business in other emerging markets

Revenues, indexed, 2004 = 100%



- Capture potential of largest and fastest growing emerging markets
- Further organic growth through strategic relationship manager hiring
- Diversify the earnings base and products/services suite

(1) Annualized figures do not constitute estimates of the actual full-year results

Note: Numbers for 2004 - 2005 based on U.S. GAAP and on structure as of 2006, from 2006 onwards based on IFRS and on latest structure

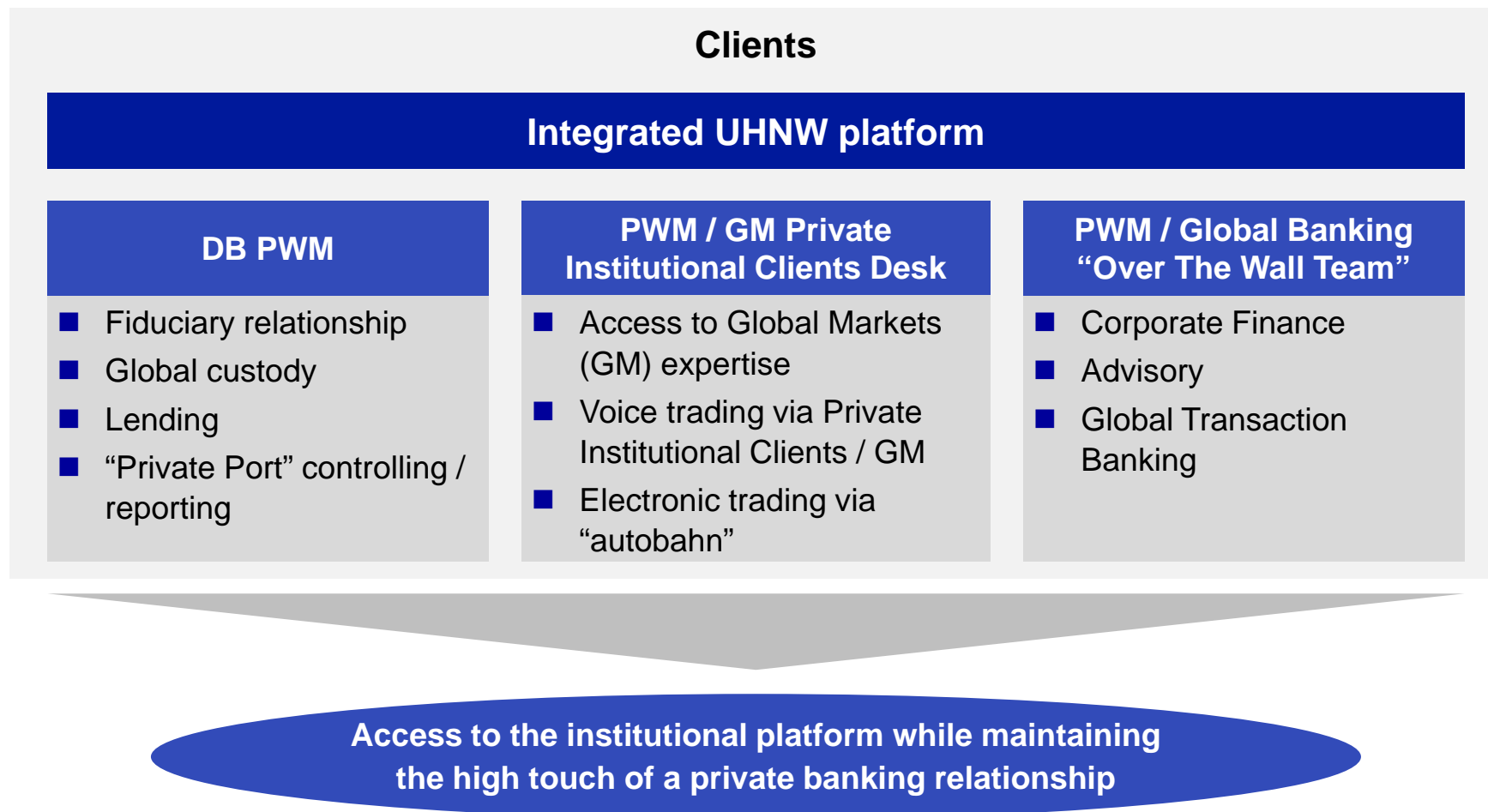
Source: Deutsche Bank PWM

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- 2
- 3
- 4
- 5

## 4 UHNW offering and initiative – DB as a “one-stop-shop” for key clients

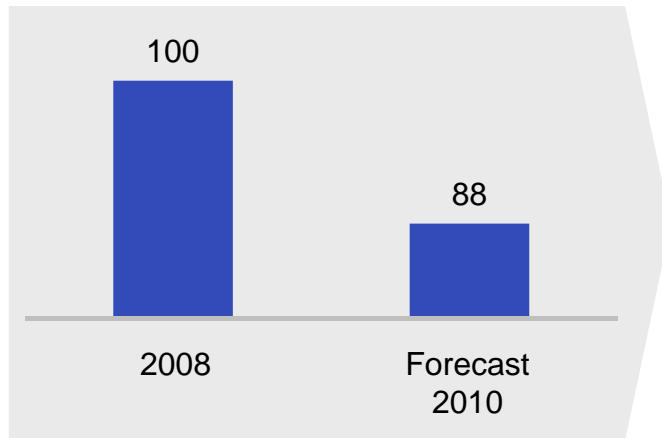




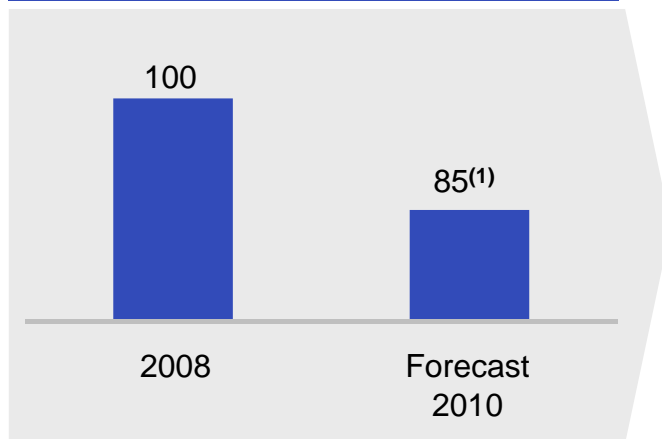
- 1
- 2
- 3
- 4
- 5**

## 5 Drive profitability with key cost initiatives

### FTE development (indexed)



### Direct cost development (indexed)



(1) Excluding hiring investments and IT amortization  
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### Focus on key markets / locations

- Focus on larger developed markets with already sizeable presence
- Focus on strong growth markets
- Simplify booking centre structure

### Client segmentation / coverage

- Enhance frontline productivity
- Streamline product and service offerings
- Adjust value delivery process

### Other initiatives

- General downsizing across the business
- Cost containment measures launched

**15% direct  
cost reduction  
over two  
years<sup>(1)</sup>**



## Strategic agenda enables PWM to achieve financial objectives

### Goal

**Income before  
income tax**

Strive to grow IBIT by >30% YoY

**Net new money**

Consistently achieve >10% NNM growth p.a.

**Gross margin**

Aim to improve gross margin by 10 bps

**Cost-income-ratio**

Seek to improve cost-income ratio to <70%



**Increase in client satisfaction  
Increase in employee satisfaction**

## Phase 4: IBIT potential

in EUR bn

	Phase 4 potential 2011
<b>Corporate Banking &amp; Securities</b>	<b>6.3</b>
<b>Global Transaction Banking</b>	<b>1.3</b>
<b>Asset and Wealth Management</b>	<b>1.0</b>
<b>Private &amp; Business Clients</b>	<b>1.5</b>
<b>Total business divisions</b>	<b>10.0</b>

Note: Figures do not add up due to rounding differences  
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## Key takeaways

**Substantial profit contributions to date**

**Resilient performance throughout the crisis**

**Well-positioned in growth regions**

**Significant further profit potential**





# Appendix

A Passion to Perform.

Deutsche Bank





## Reconciliation of reported AWM IBIT

Income before income tax, in EUR m

	2004	2005	2006	2007	2008	9M2009
AWM	414	597	894	913	(525)	(123)
AM	306	474	765	646	(732)	(189)
PWM	108	122	129	267	207	66

Note: Numbers for 2004 - 2005 based on U.S. GAAP and on structure as of 2006, from 2006 onwards based on IFRS and on latest structure. Figures may not add up due to rounding differences

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## Cautionary statements

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 trading revenues, potential defaults of borrowers or trading counterparties, the implementation of our management agenda, 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 24 March 2009 under the heading “Risk Factors.” Copies of this document are readily available upon request or can be downloaded from [www.deutsche-bank.com/ir](http://www.deutsche-bank.com/ir).

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