

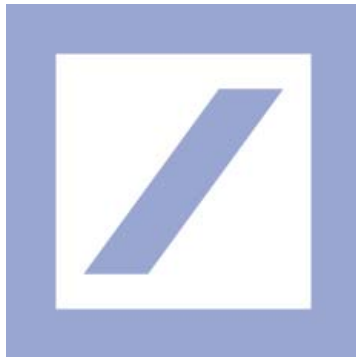
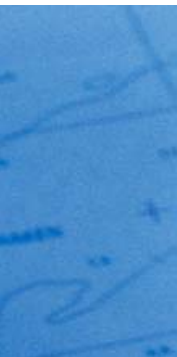
financial  
transparency.

# Deutsche Bank

## Private & Business Clients

Dr. Christian Ricken

CFO Private & Business Clients



**4<sup>th</sup> Sal. Oppenheim European Financials Conference  
Zurich, 20 November 2007**

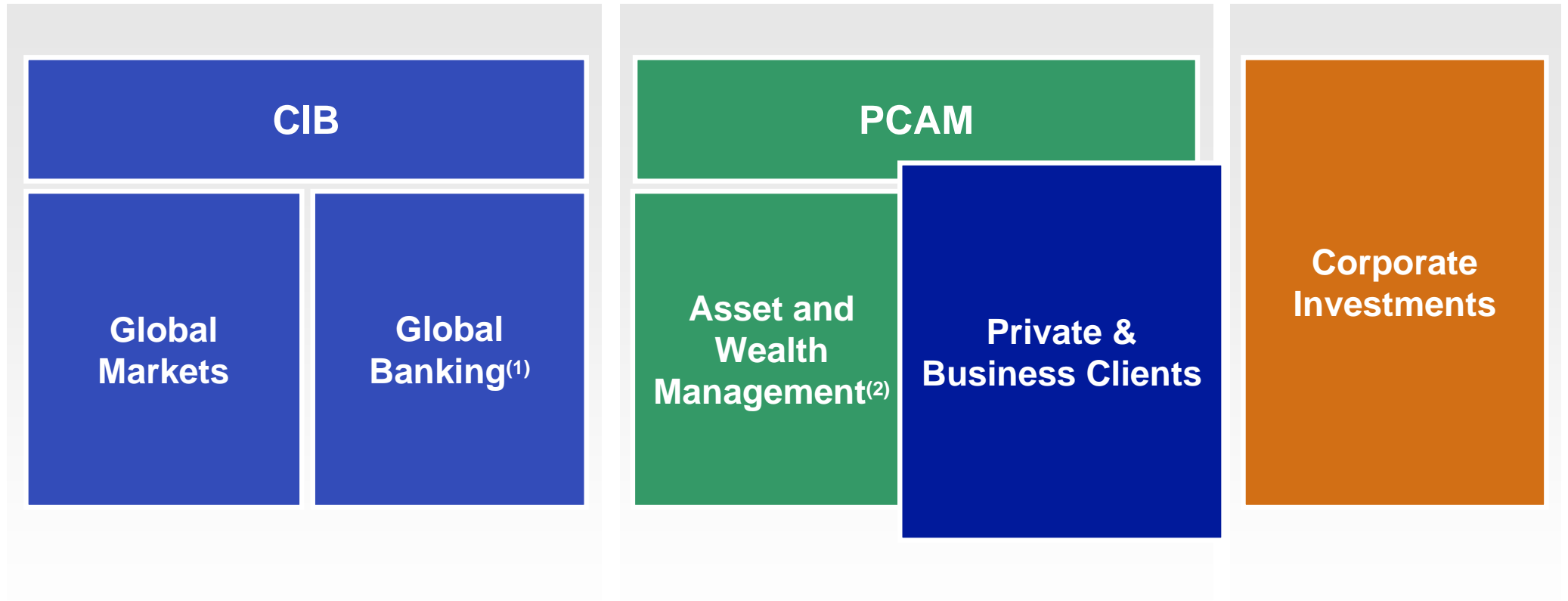
A Passion to Perform.

Deutsche Bank





# Deutsche Bank business structure



(1) Includes GTB

(2) Includes Asset Management and Private Wealth Management

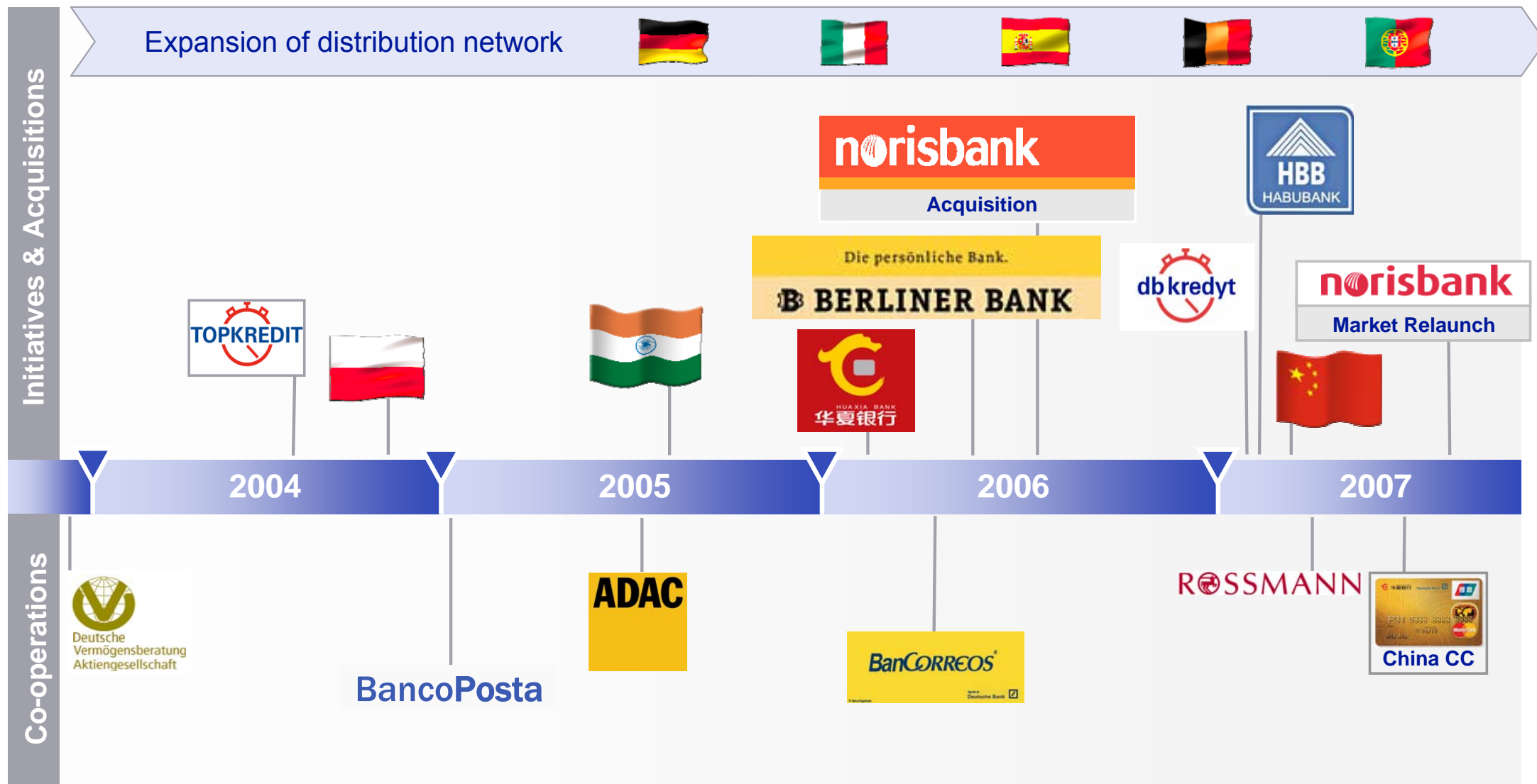




# Agenda

- 1 PBC: A dynamic business**
- 2 Update on growth initiatives
- 3 Managing the cost base
- 4 Growth and value creation

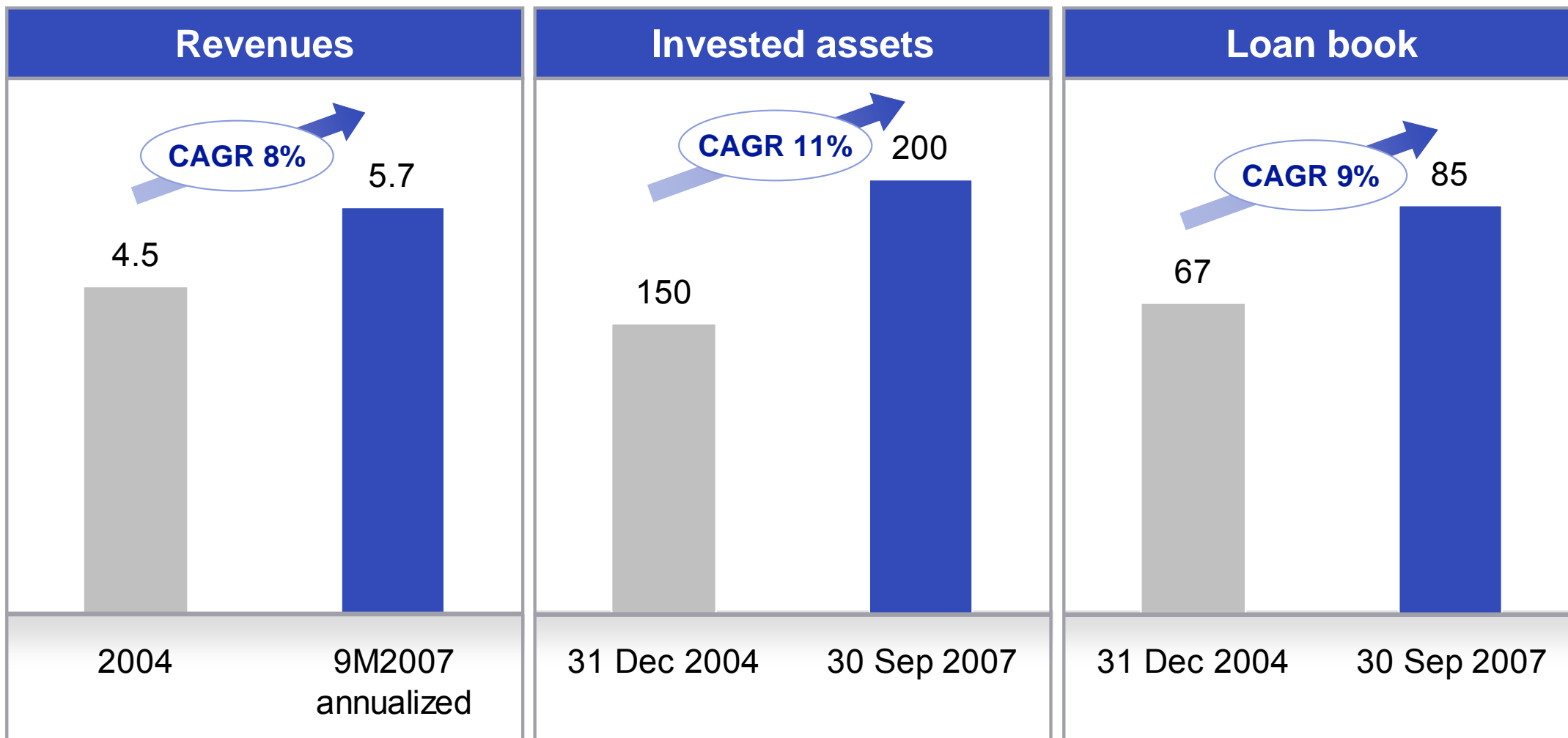
# PBC: A dynamic business ...





## ... with growth across the board ...

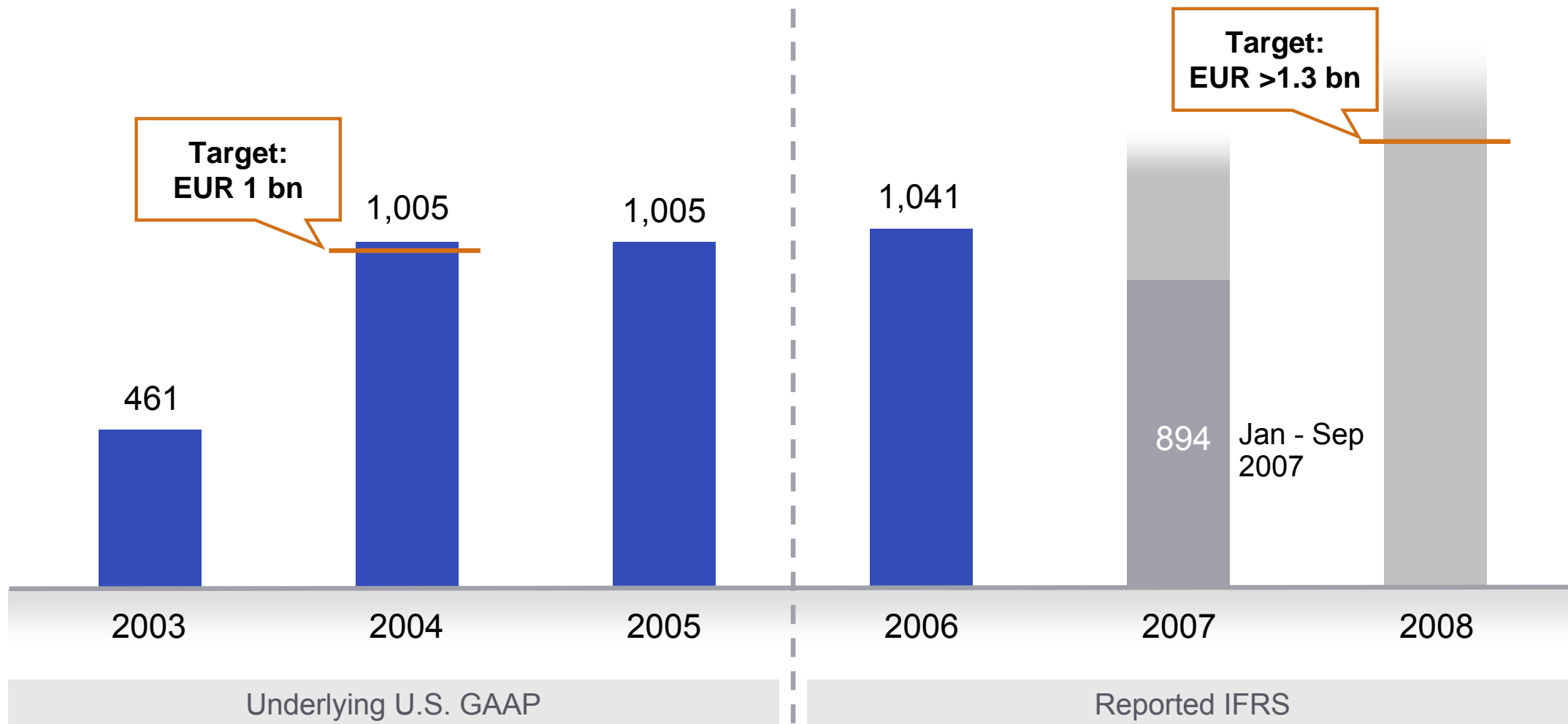
In EUR bn





## ... and a track-record of delivery

Income before income taxes, in EUR m



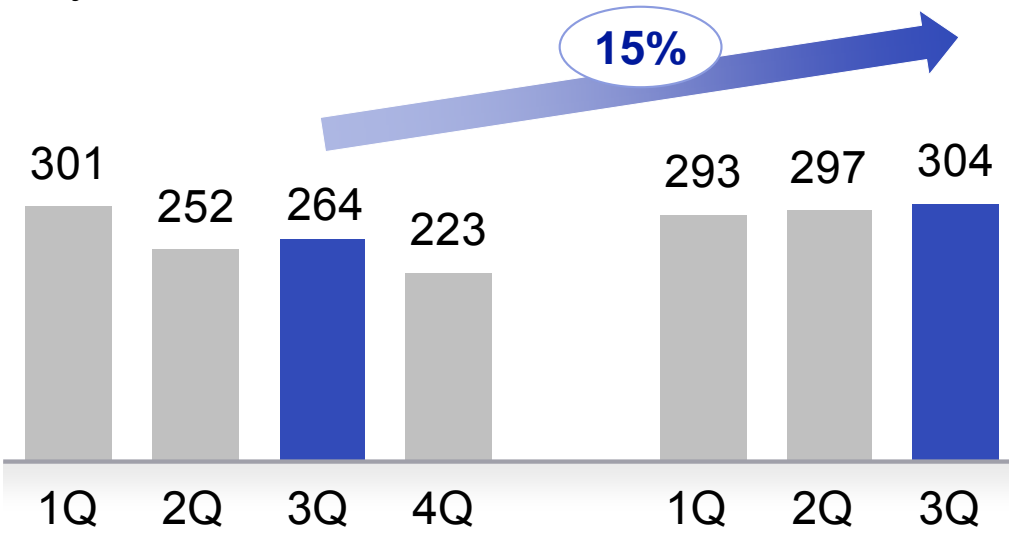


## Best-ever quarterly pre-tax profits ...

### Results at a glance

Income before income taxes, in EUR m

Key ratios, in %



C/I ratio	2006				FY	2007		
	1Q	2Q	3Q	4Q		1Q	2Q	3Q
	70	72	71	75	72	71	71	70
Pre-tax RoE	62	48	46	35	45	35	34	36

### Condensed P&L

In EUR m

	3Q 2007	Δ vs. 3Q2006	Jan-Sep 2007	Δ vs. Jan-Sep 2006
Revenues	1,441	15%	4,309	13%
Provisions*	(124)	18%	(364)	28%
Noninterest exp.	(1,013)	15%	(3,050)	12%
IBIT	304	15%	894	9%

- Strong revenue increase mainly in brokerage and loans / deposits
- Net new money of EUR 4 bn and net new clients of ~250,000
- Costs of norisbank marketing campaign absorbed
- Investments in Poland paying off
- Continued investments in Asia

\* Provision for credit losses

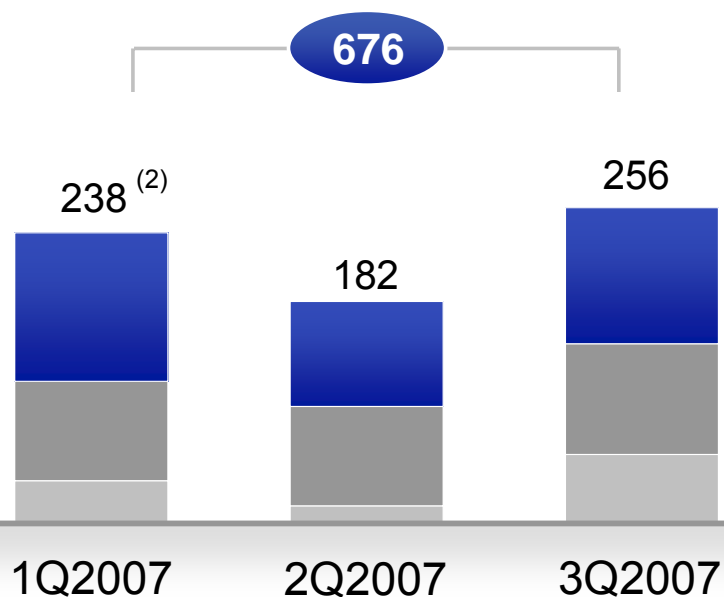
Note: Figures may not add up due to rounding differences



## ... with strong client and volume gains especially in Germany and new markets ...

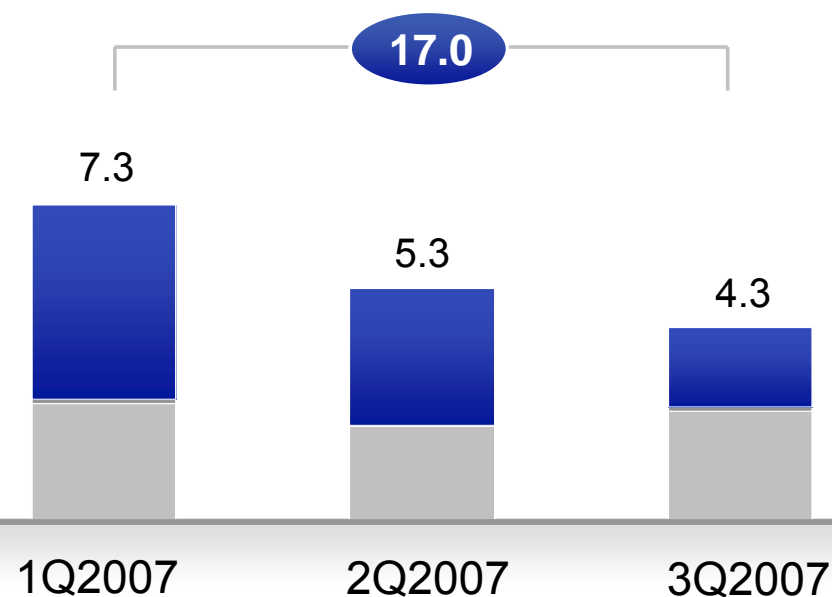
### Net new clients

In thousand



### Net new client business volume <sup>(1)</sup>

In EUR bn



■ Germany ■ Asia ■ Other

(1) Client Business Volume = Invested assets, sight deposits, loans and guarantees. Note: Figures may not add up due to rounding differences

(2) Excluding clients related to Berliner Bank acquisition and sale of Bankamericard processing unit





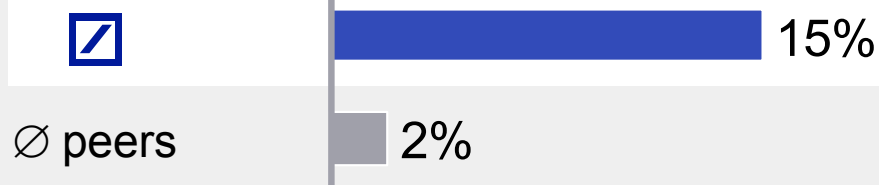


## ... and highly competitive in our home market

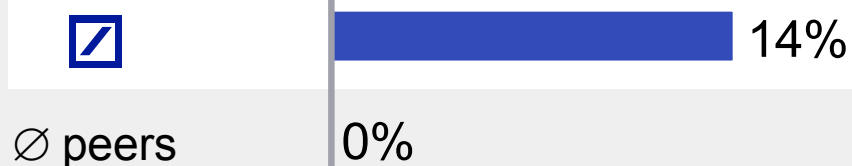
PBC Germany and equivalents, Jan-Sep 2007 vs. Jan-Sep 2006, in %

### Revenues

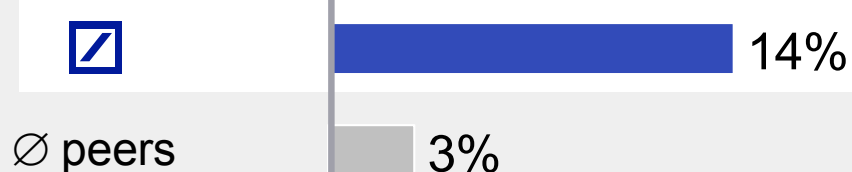
#### Revenues<sup>(1)</sup>



#### Net interest revenues<sup>(2)</sup>

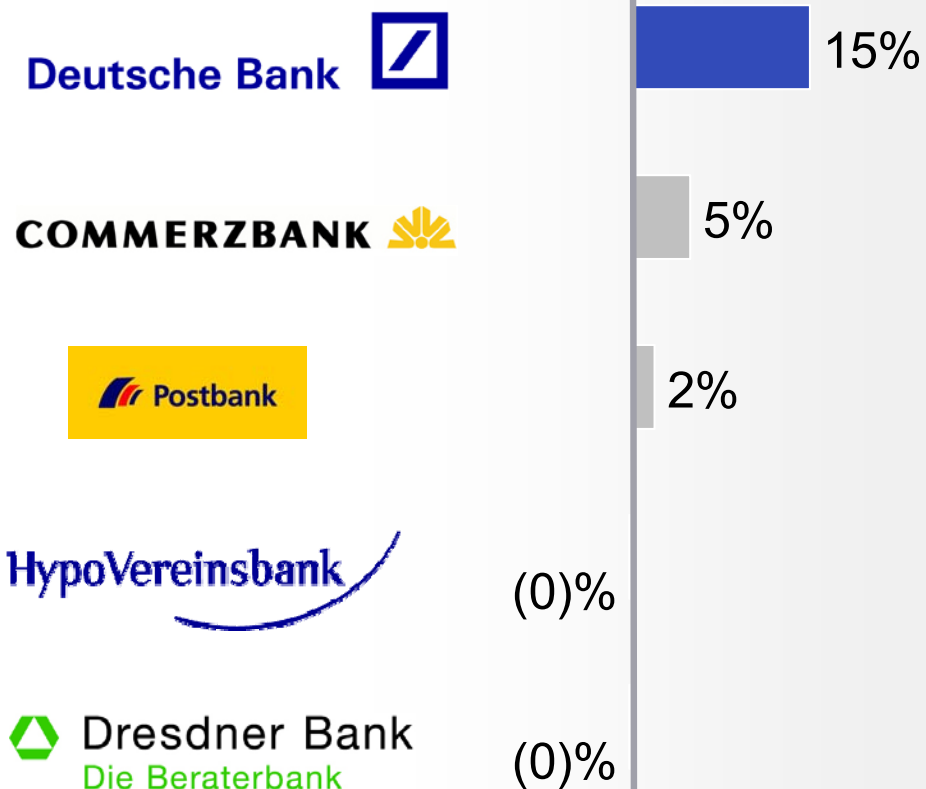


#### Non-interest revenues<sup>(2),(3)</sup>



■ PBC Germany

### Total Revenues<sup>(1)</sup>



(1) Includes other revenues, for Dresdner Bank incl. 'Ergebnis aus Finanzanlagen', for HVB incl. 'Finanzanlagen und andere Posten', for Postbank incl. 'Other income/expenses'

(2) Dresdner Bank is not included in peer average as revenue split is not reported; (3) Fee & commission income

Note: ∅ peers: Commerzbank: Privat- und Geschäftskunden, Dresdner Bank: Private and Corporate Clients, HVB: Privat- und Geschäftskunden, Postbank: Retail Banking





# Agenda

1 PBC: A dynamic business

2 Update on growth initiatives

3 Managing the cost base

4 Growth and value creation



# A stable business model based on two core competencies

## Private & Business Clients

### Advisory Banking

- 1 Berliner Bank
- 3 Poland: Branch network
- 5 India: Branch business
- 6 China: Cooperation  
HuaXia/branches

**Distinctive advisory banking solutions  
for personal, private and business  
banking customers**

### Consumer Banking

- 2 Norisbank
- 4 Poland: db kredyt
- 5 India: Credit card business
- 6 China: Launch credit card  
business

**Consumer finance products  
complemented by basic banking products  
with attractive pricing**





# 1 Berliner Bank: Smooth integration resulting in strong business results

	Closing	Today	Post-Integration
Portfolio	<ul style="list-style-type: none"> <li>■ Ca. 320,000 clients</li> <li>■ EUR 2.4 bn loan portfolio and EUR 4.8 bn deposits</li> </ul>	<ul style="list-style-type: none"> <li>■ Growing client base</li> <li>■ Stable loan portfolio and deposits</li> </ul>	<ul style="list-style-type: none"> <li>■ Growing client base</li> <li>■ Growing client business volume</li> </ul>
Staff	<ul style="list-style-type: none"> <li>■ 1,140 highly skilled and trained staff</li> </ul>	<ul style="list-style-type: none"> <li>■ Positive momentum supported by training and change management programmes</li> </ul>	<ul style="list-style-type: none"> <li>■ Foster sales culture</li> </ul>
Products	<ul style="list-style-type: none"> <li>■ Emphasis on private and business clients and personally-tailored financial advice</li> </ul>	<ul style="list-style-type: none"> <li>■ Group revenues synergies realized</li> </ul>	<ul style="list-style-type: none"> <li>■ Strengthen PBC in our core market proposition (German affluents)</li> </ul>
Platform	<ul style="list-style-type: none"> <li>■ 60 high quality, well located branches</li> <li>■ No captive IT platform</li> </ul>	<ul style="list-style-type: none"> <li>■ Operating on existing IT platform</li> </ul>	<ul style="list-style-type: none"> <li>■ IT migrated to DB platform</li> </ul>



## 2 norisbank: Successful integration shows first business results

	Closing	Today	Post-Integration
Portfolio	<ul style="list-style-type: none"> <li>■ Ca. 330,000 clients</li> <li>■ EUR 1.4 bn loan portfolio and EUR 1.4 bn deposits</li> </ul>	<ul style="list-style-type: none"> <li>■ Increasing client base</li> <li>■ Increasing client business volume</li> </ul>	<ul style="list-style-type: none"> <li>■ Growing client base to 1 million in 2010</li> <li>■ Increasing client business volume</li> </ul>
Staff	<ul style="list-style-type: none"> <li>■ No captive staff</li> </ul>	<ul style="list-style-type: none"> <li>■ Sales force in place</li> <li>■ New “salary model” and own hires</li> </ul>	<ul style="list-style-type: none"> <li>■ Foster norisbank sales culture &amp; low-cost identity</li> </ul>
Products	<ul style="list-style-type: none"> <li>■ Pure consumer finance products</li> </ul>	<ul style="list-style-type: none"> <li>■ Successful products launched (e.g. noris Förder-Rente, Top3-Zinskonto)</li> </ul>	<ul style="list-style-type: none"> <li>■ Focused product assortment</li> </ul>
Platform	<ul style="list-style-type: none"> <li>■ Nationwide branch network with 98 branches</li> <li>■ No captive IT platform</li> </ul>	<ul style="list-style-type: none"> <li>■ Operating on existing IT platform, migration of the infrastructure to DB systems</li> <li>■ Deutsche Bank Credit Scoring tool implemented</li> </ul>	<ul style="list-style-type: none"> <li>■ Entire branch network processes with innovative IT-Tools for sales support on DB platform</li> </ul>

## norisbank: Market Relaunch in September 2007

### Market Relaunch

- Brand Relaunch and new value proposition introduced by marketing campaign
- Focused portfolio of attractive basic banking products. Launch of new products (e.g. Top-Girokonto, Top3-Zinskonto)
- Focus on consumer growth and direct sales channels
- Best-in-class low cost processing
- New branch layout and design

### Goals

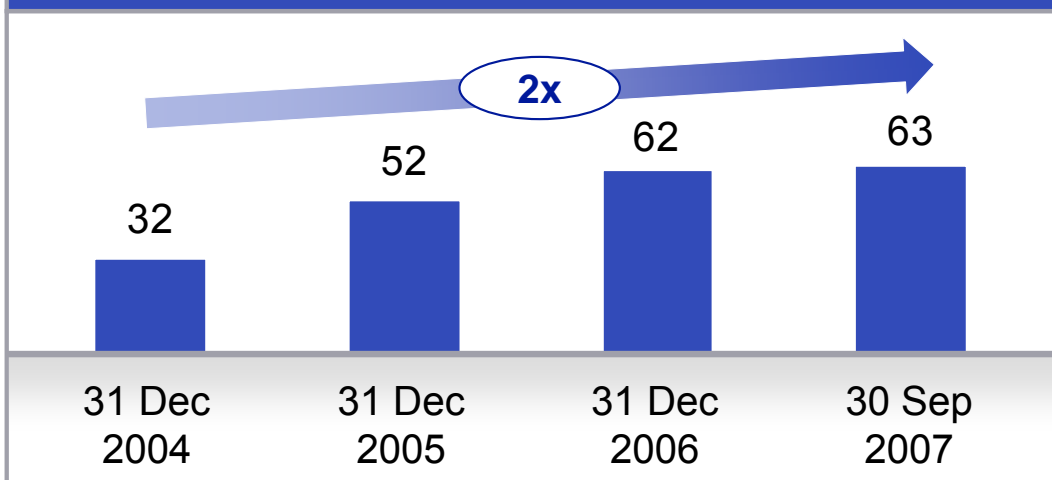


- More than 50,000 new clients acquired in the first two months
- More than EUR 700 m new deposit volume acquired
- Increase of business volume\* of 25 % since Market Relaunch

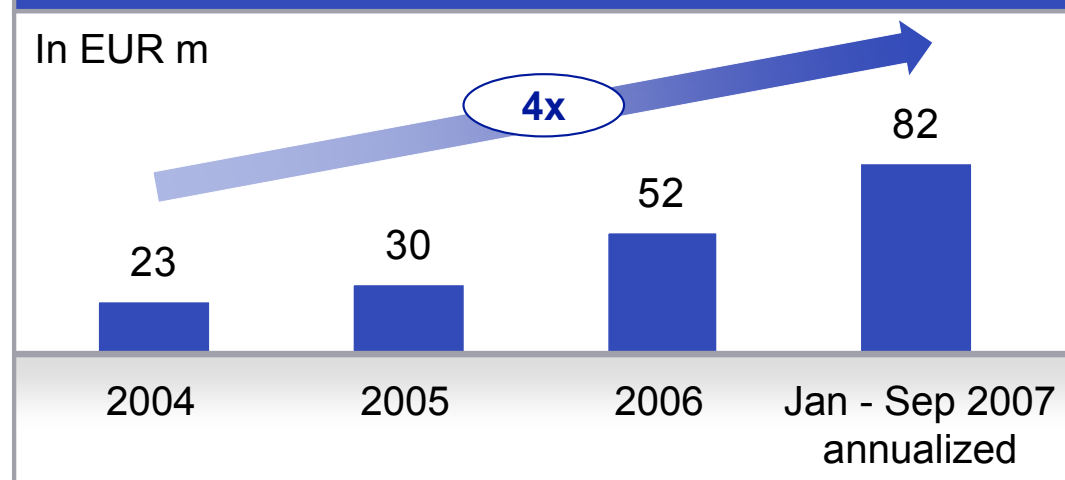


### 3 Poland: Investments in advisory banking pay off

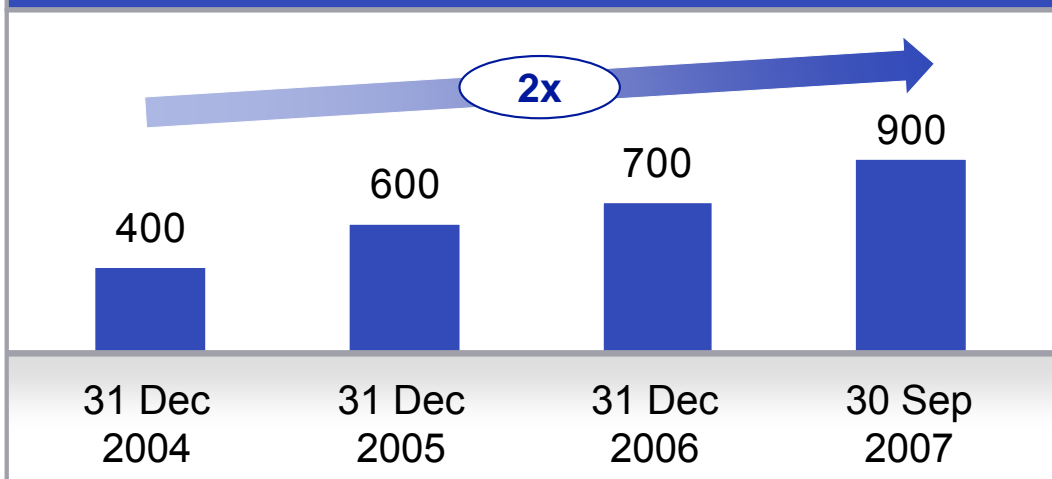
Number of branches



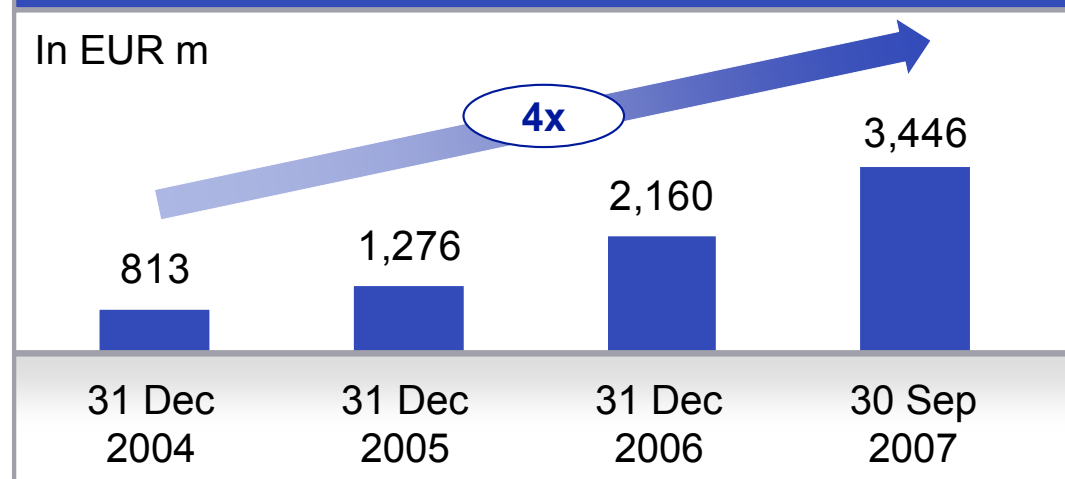
Revenues



Number of employees



Client Business Volume\*



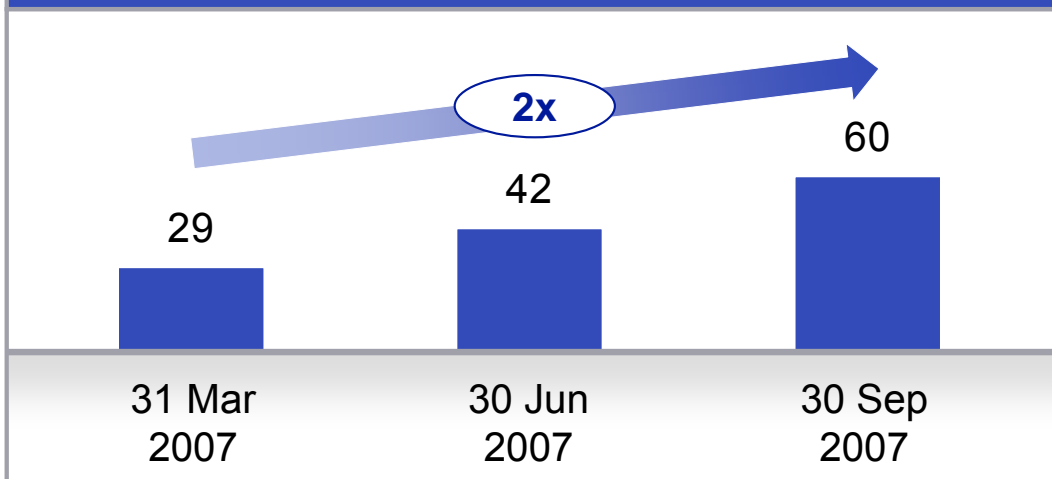
\* Client Business Volume = Invested assets, sight deposits, loans and guarantees  
 Note: 2004 and 2005 based on U.S. GAAP; from 2006 onwards based on IFRS  
 Investor Relations 11/07 · 15



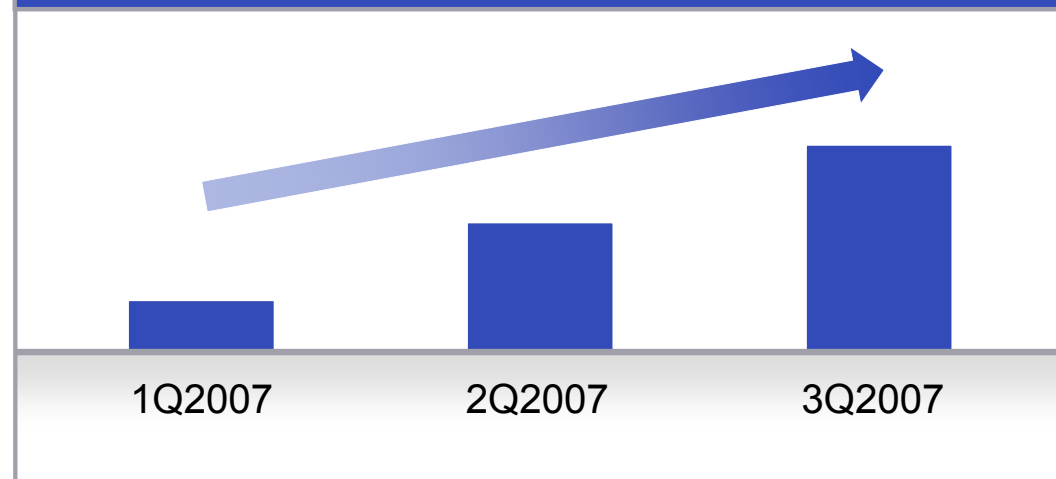


## 4 Poland: Successful entry in consumer finance market

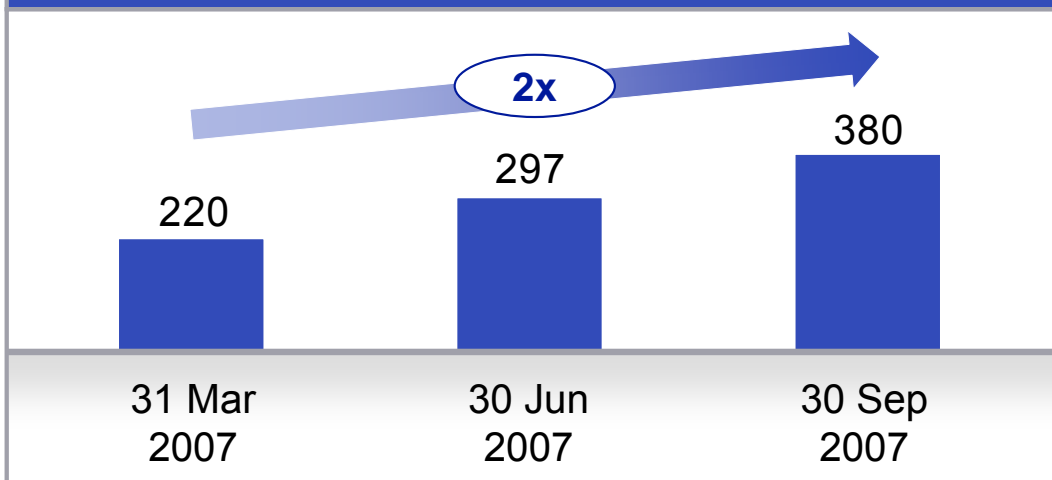
### Number of db kredyt-shops



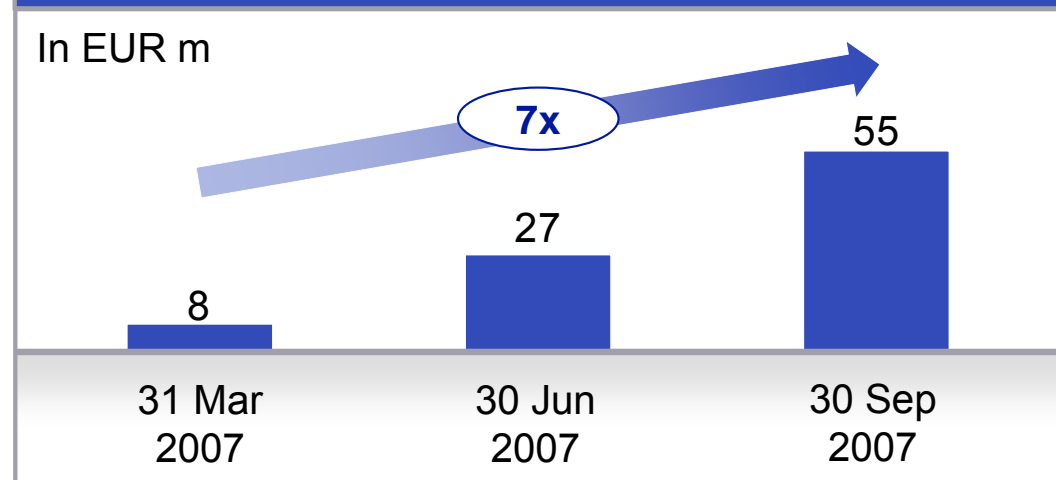
### Revenues



### Number of employees



### Client Business Volume\*



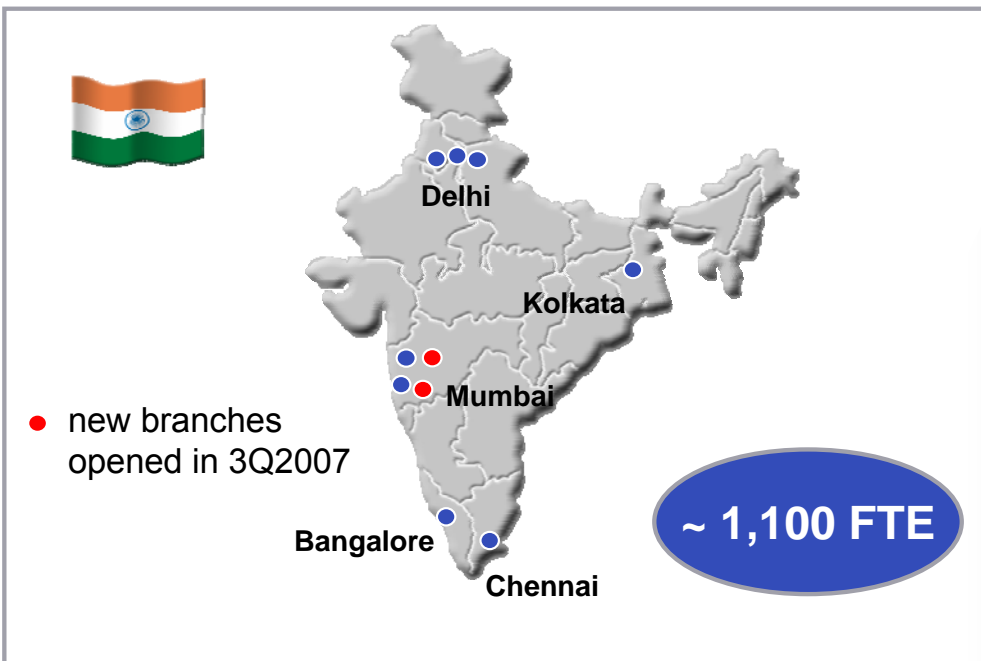
\* Client Business Volume = Invested assets, sight deposits, loans and guarantees  
Investor Relations 11/07 · 16



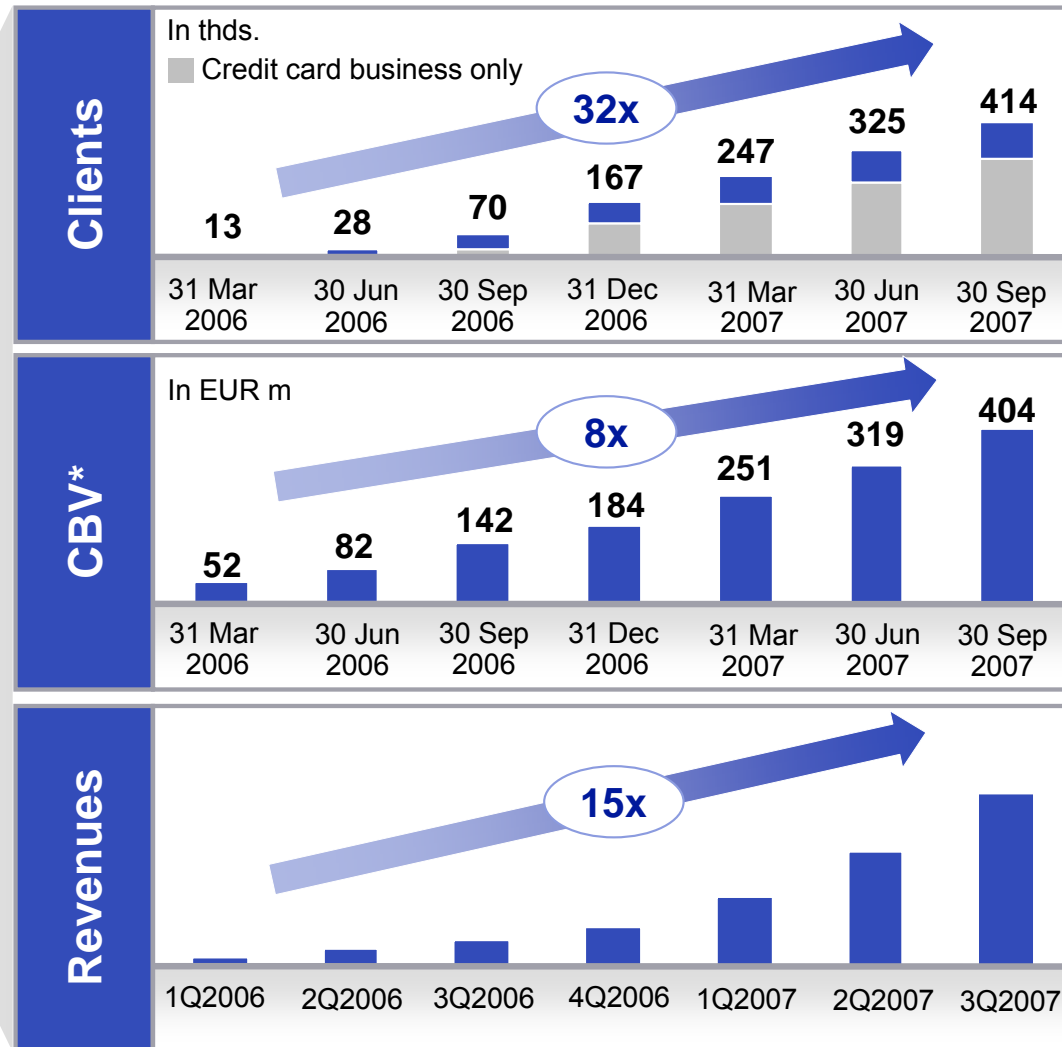




# 5 India: Successful start for branch business and credit card activities



- Branch business
  - 10 branches
  - Thereof 2 new branches opened in 3Q2007
  - 3 new licenses obtained
- Credit card business



\* Client Business Volume = Invested assets, sight deposits, loans and guarantees  
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## China: Market entry via own branches and cooperation

### HuaXia investment



- 10% stake in HuaXia Bank:
  - 281 outlets in Tier 1 and 2 cities
  - 10 million retail accounts
  - 13th largest bank in China by assets
  - ~8,600 employees
- ~ 350% upward move of HXB share price vs. purchase price (20.00 RMB vs. 4.50 RMB paid in May 2006)

### HuaXia cooperation & PBC business

- Cooperation with HuaXia Bank includes:
  - Exclusive credit card cooperation launched in 2Q2007
  - Development of additional business cooperation (e.g. joint affluent proposition)
  - Comprehensive knowledge transfer, inter alia, in the areas of Risk and Asset Liability Management area started with focus on:
    - Credit Risk Management
    - Operational Risk Management
    - Capital Management
  - DB nominates two board members (non-executive directors) in HuaXia Bank's board of directors
- PBC business: Branch openings in Beijing and Shanghai in March 2007

## 6 China: Credit card joint venture

### A significant milestone in China

Two Phase Entry Strategy for China:

Phase 1

- Standalone Business Unit (BU) within HuaXia Bank, set up to launch Co-branded DB-HXB cards
- DB to provide technical and product know-how, HXB to provide manpower and infrastructure to run the business
- Effective way to bring the Deutsche Bank brand to the market
- Effectively increase presence in a fast growing market through leveraging the HXB Branch network and customer base
- Distribution further augmented through external sales agencies

Phase 2

- When China laws permit set up a 50:50 joint venture and move the BU there

### Successful start

- Launched in 2Q2007
- Ca. 80,000 credit cards sold in the first few months
- Commenced operations in 22 cities already





# Investment in Emerging Markets will continue

## Poland



- Continue with branch network expansion
- Extend Consumer Finance activities

## India



- Continue with branch network expansion
- Further develop credit card business

## China



- Extend business cooperation with HuaXia Bank (mainly credit card business)

## Vietnam



- Develop cooperation with Habubank



# Agenda

1 PBC: A dynamic business

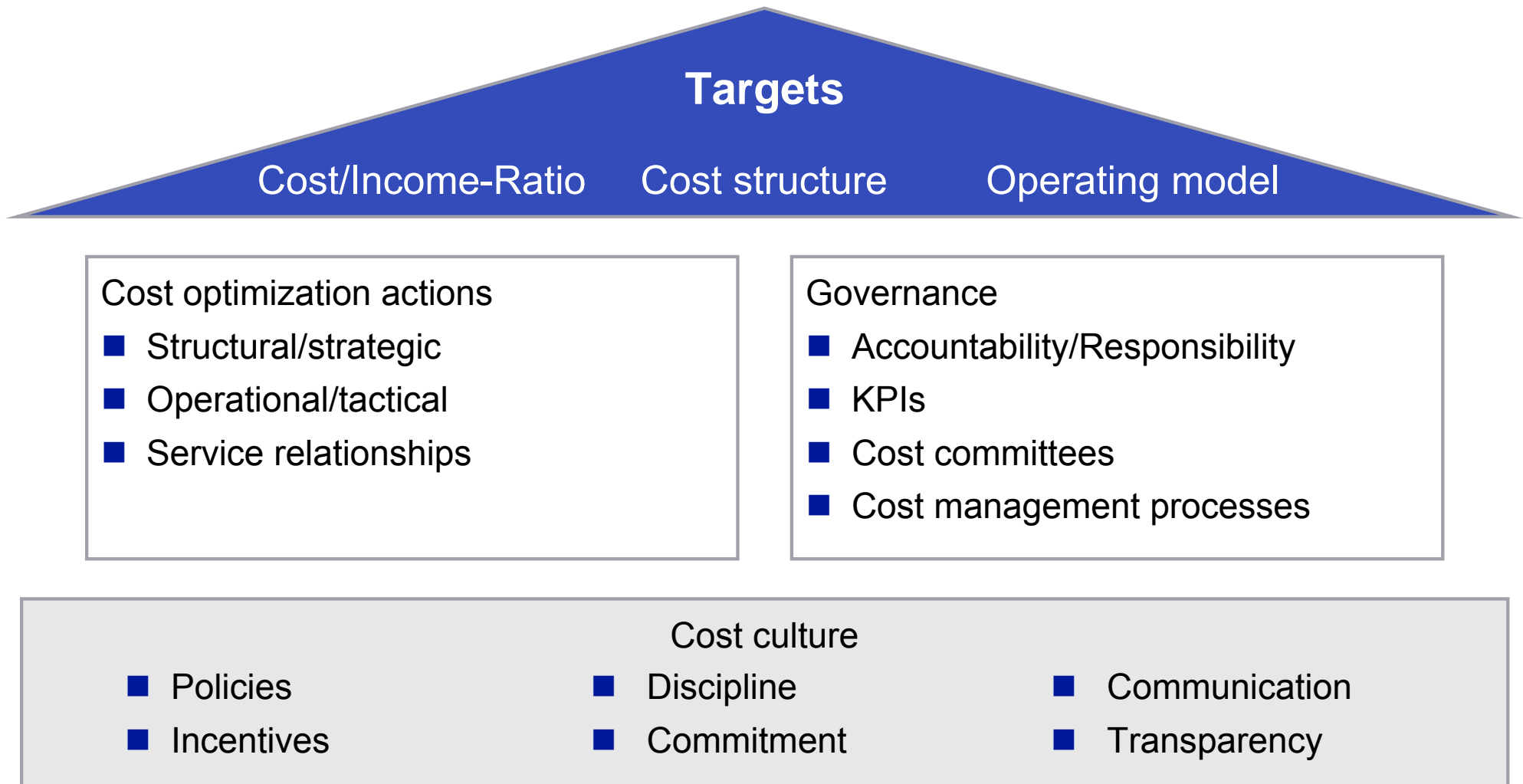
2 Update on growth initiatives

**3 Managing the cost base**

4 Growth and value creation



# Costs are managed in a systematic way





## After bold restructuring – rigid cost management and step by step optimization of cost base

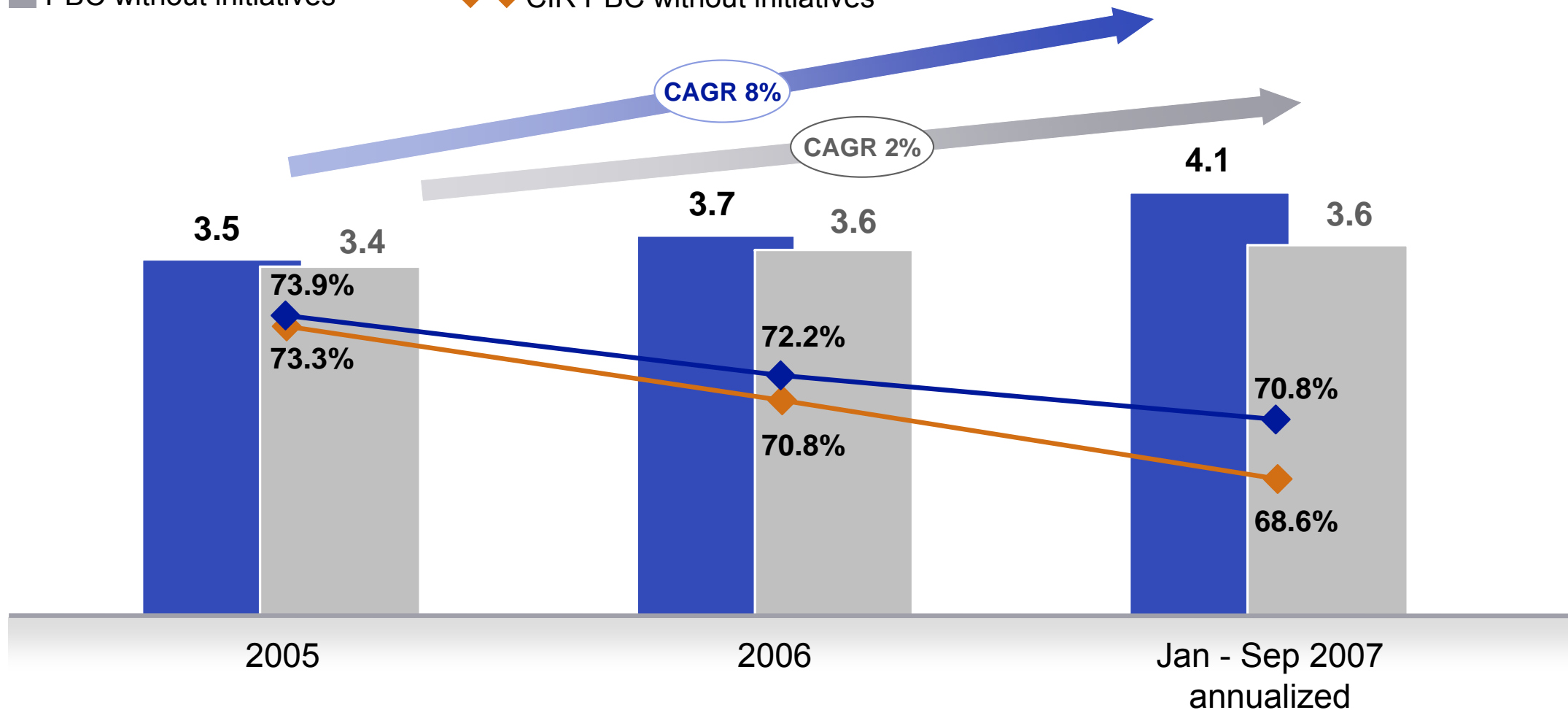
Some cost optimization projects since 2004		Timing	Results
<b>Germany: Infrastructure</b>	Move on new branch IT infrastructure	2004 – 2006	30% reduction of branch IT infrastructure costs
<b>Germany: Credit “factory”</b>	Bundling of credit processing in two centers	2005 – 2006	25% reduction of direct operating costs for credit servicing
<b>Italy: Captive Service Provider</b>	Transfer of selected support functions in a separate entity	2005 – 2006	7% cost reduction of bundled support functions
<b>Globally: Cost management</b>	Rigid control of discretionary spending to enforce IBIT	Ongoing	Managing towards PBC’s global CIR target of 68%



# Results include massive investments in future growth

Noninterest expenses, in EUR m

- PBC total
- PBC without initiatives\*
- ◆ CIR PBC total
- ◆ CIR PBC without initiatives\*



\* Norisbank, Berliner Bank, Poland, Asia  
 Note: 2005 figures based on U.S. GAAP, from 2006 onwards based on IFRS  
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# Agenda

1 PBC: A dynamic business

2 Update on growth initiatives

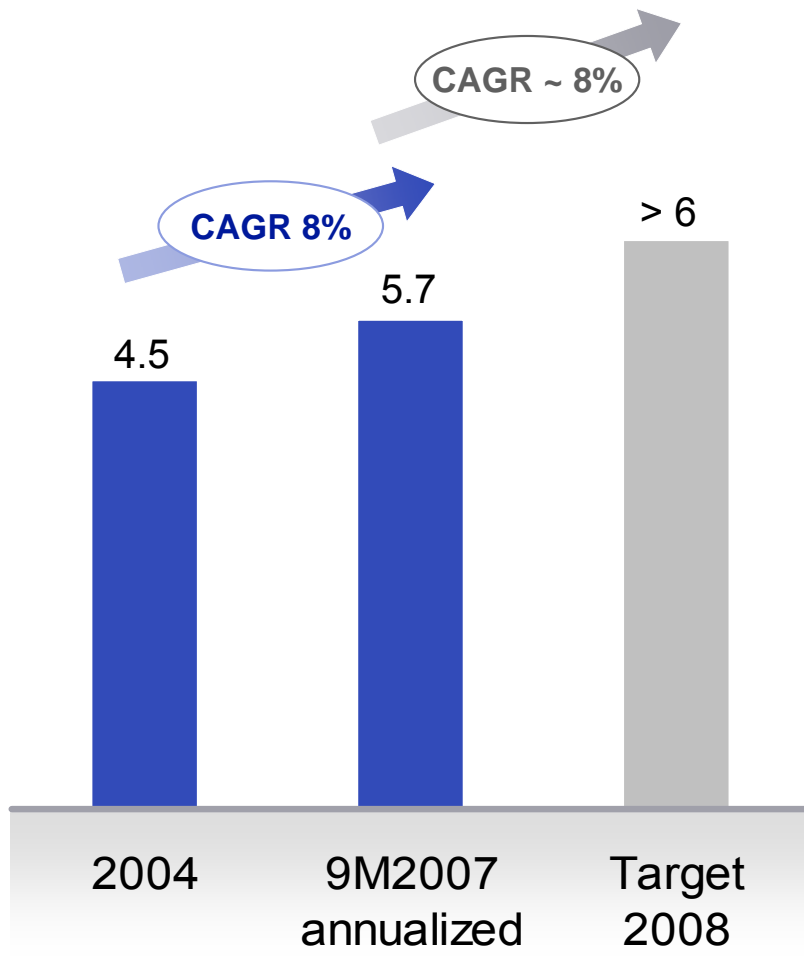
3 Managing the cost base

4 **Growth and value creation**



# Revenue growth outperforming GDP growth in all markets

PBC revenues, in EUR bn



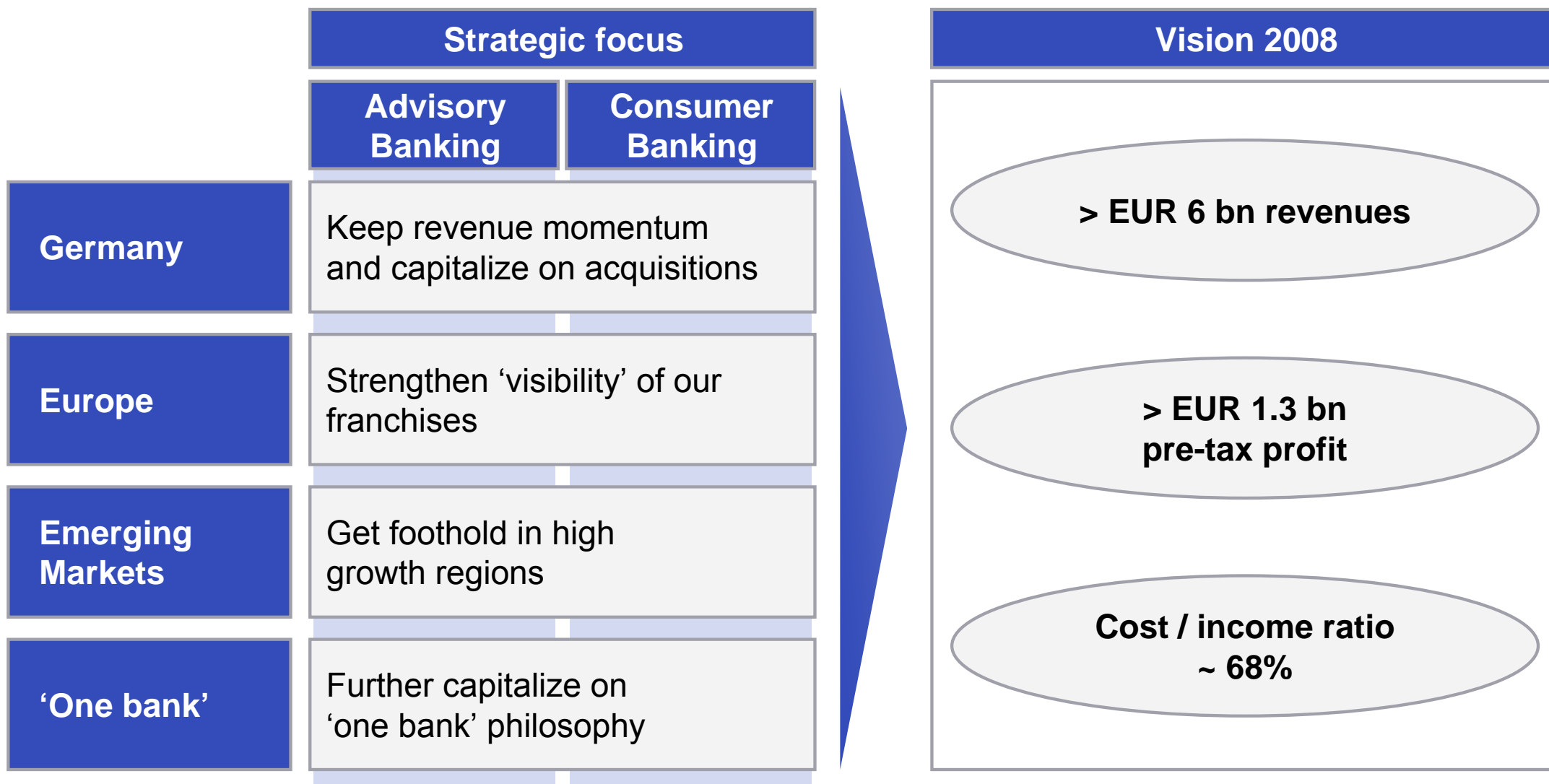
	Regional split	GDP growth <sup>(3)</sup>
Germany		1.4%
Europe <sup>(1)</sup>		1.5%
Emerging Markets <sup>(2)</sup>		8.0%

(1) Italy, Spain, Belgium, Portugal (2) Poland, India, China (3) CAGR 2004-2006, weighted average, source: Global Insight WWM

Note: 2004 based on U.S. GAAP, from 2006 onwards based on IFRS



# PBC will deliver on clear targets





## Cautionary statements

Unless otherwise indicated, the financial information provided herein has been prepared under the International Financial Reporting Standards (IFRS). It may be subject to adjustments based on the preparation of the full set of financial statements for 2007. The segment information is based on IFRS 8: 'Operating Segments'. IFRS 8, whilst approved by the International Accounting Standards Board (IASB), has yet to be endorsed by the European Union. The segment information in our Interim Report provides a reconciliation to IAS 14, which is the EU-endorsed standard covering this topic.

This presentation also 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 27 March 2007 on pages 9 through 15 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).

This presentation contains non-IFRS financial measures. For a reconciliation to directly comparable figures reported under IFRS refer to the 3Q2007 Financial Data Supplement, which is accompanying this presentation and available on our Investor Relations website at [www.deutsche-bank.com/ir](http://www.deutsche-bank.com/ir).