



Diversity and Inclusion

#PositiveImpact

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CEO Americas

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A stronger bank through Diversity and Inclusion



Global Hausbank



151
Nationalities



59
Countries

We still need to make progress to be truly inclusive and increase diversity at all levels in our bank

Challenges along our journey



Competition for talent



Re-examining our culture



Reviewing internal processes

Opportunities



Diversity and inclusion is a success factor – for our bank, our clients and society

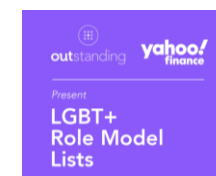
We are proud of our progress, but want to do more



Our track record

LGBTQI+	<ul style="list-style-type: none">✓ Recognised as an industry leader for taking a strong stance on worldwide LGBTQI+ rights✓ One of 15 founding members of the “Accelerating LGBTQI+ Inclusion Globally” initiative✓ Awarded the maximum score of 100 in the Human Rights Campaign’s annual Corporate Equality Index for eighteen consecutive years✓ Paused hiring and removed suppliers where discrimination has occurred¹⁾
Diverse representation and inclusion	<ul style="list-style-type: none">✓ Introduced aspirational goals for Black representation and inclusion in the US✓ Published our first Ethnicity Pay Gap report in the UK✓ Our APAC region has the highest proportion of female managing directors and directors at the bank
Gender diversity	<ul style="list-style-type: none">✓ Strengthened the proportion of women at entry levels and made progress at senior levels✓ Named employer of choice in Banking in Germany for female Business students and female IT students in the Universum rankings in 2021✓ Top 50 employer for women in the UK according to the Times

Awards



However, Deutsche Bank needs to press ahead more quickly on its Diversity & Inclusion journey

1) Deutsche Bank aims to uphold its values set out in its Group Code of Conduct also in supplier relations; where Deutsche Bank becomes aware of misconduct or discrimination, it reserves the right to take appropriate actions

Roadmap to a more gender diverse bank by 2025



We will **strengthen our efforts** to drive gender diversity in our bank and work towards **refreshed gender diversity goals**



We have established a range of initiatives that will target each stage of the employee lifecycle

- Manage what we measure** Move to **real-time monitoring of progress** and establishing monthly reviews to course correct
- Set divisional-specific paths** Increase employee education to drive **diverse and inclusive people decisions**
- Commitment by senior management** Established a **select group of senior women** to act as role models, drive cultural change, and help develop diverse talent

Americas as case in point



Each region and business has its own diversity and inclusion needs and focal points

➤ Reinforcing the foundation,
building the future

Own operations

- 7 actions to progress racial and ethnic diversity in 7 months
- Implemented changes to hiring practices
- Established goals in regional performance scorecards
- Made rapid progress towards building a diverse future talent pipeline:
 - 2020 graduate intake – 41% women and 10% Black, a 13ppt and 6ppt YoY increase
 - 2020 intern class – 45% women and 15% Black, a 7ppt and 8ppt YoY increase
 - Annual Equal Employment Opportunities reporting starting in 2021

➤ Partnering to bring
values to life

Client engagement

- Seeking to support client D&I objectives through sustainable bond issuance, as we recently did for MasterCard's \$600mn issuance
- Partnered with 11 minority, woman and service-disabled veteran owned underwriters to help finance our US business
- Providing clients with a diverse syndicate of broker-dealers for their debt-raising needs

We are committed to progressing on this journey



- We recognize our progress but acknowledge we need to strengthen our efforts
- We want to make further progress on integrating diversity & inclusion criteria into our business agenda
- Today, we have set out refreshed goals for gender diversity at Deutsche Bank and we want to create impact with further ambitions

Speaker biography – Christiana Riley



Christiana is responsible for the bank's businesses in the Americas. She has been a member of the Management Board since Jan 1, 2020.

Christiana joined Deutsche Bank in 2006 where she was most recently Chief Financial Officer of the Corporate & Investment Bank. She previously spent nine years in Group Strategy & Planning, which she ran from 2011 to 2015. Prior to this Christiana worked at the management consultancy McKinsey & Company and at the investment bank Greenhill & Co.

Christiana graduated in 2000 from Princeton University in America where she studied Romance Languages, Literature and Linguistics. She also studied at London Business School in the UK, where she gained a Master of Business Administration in 2005.

Speaker biography – Michael Ilgner



Michael is responsible for the bank's worldwide Human Resources and Real Estate organization. Before joining Deutsche Bank on March 1, 2020, he held the role of chairman of the board (CEO) of Deutsche Sporthilfe, based in Frankfurt. Prior to this, he was a member of the Executive Board of the international operating strategy and technology consultancy Booz Allen Hamilton.

Michael holds a doctorate in Microeconomic Theory from the University of Karlsruhe, where he also studied Industrial Engineering.

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.

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