



**Deutsche Bank**

**Dr. Josef Ackermann**

Chairman of the Management Board  
and the Group Executive Committee

***Roadshow***

**Tokyo, 10 February 2010**

A Passion to Perform.

**Deutsche Bank**



# Agenda

**1** **2009: Strength on every dimension**

**2** **Well-placed to deliver on Phase 4**

**3** **Meeting the demands of a changing environment**



## 2009: Strength in every dimension

		31 Dec 2008	31 Dec 2009
<b>Profitability</b>	Income before income taxes (FY, in EUR bn)	(5.7)	<b>5.2</b>
	Net income (FY, in EUR bn)	(3.9)	<b>5.0</b>
	Pre-tax RoE (FY, target definition) <sup>(1)</sup>	(20)%	<b>15%</b>
<b>Capital strength</b>	Tier 1 capital ratio	10.1%	<b>12.6%</b>
	Core Tier 1 capital ratio	7.0%	<b>8.7%</b>
	Tier 1 capital (in EUR bn)	31.1	<b>34.4</b>
	Dividend per share (annual, in EUR)	0.50	<b>0.75<sup>(2)</sup></b>
<b>Leverage reduction</b>	Total assets (IFRS, in EUR bn)	2,202	<b>1,501</b>
	Total assets (U.S. GAAP pro-forma, in EUR bn)	1,030	<b>891</b>
	Leverage ratio (target definition) <sup>(3)</sup>	28x	<b>23x</b>

(1) Based on average active equity (2) Recommended

(3) Total assets based on U.S. GAAP pro-forma divided by total equity per target definition

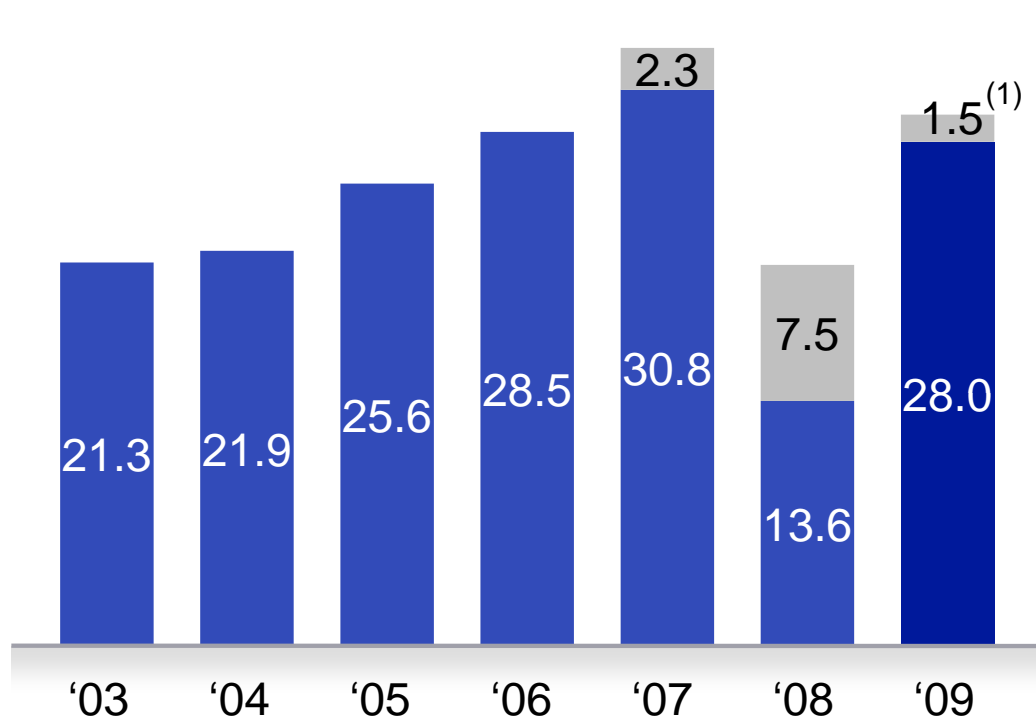


# 2009 in context

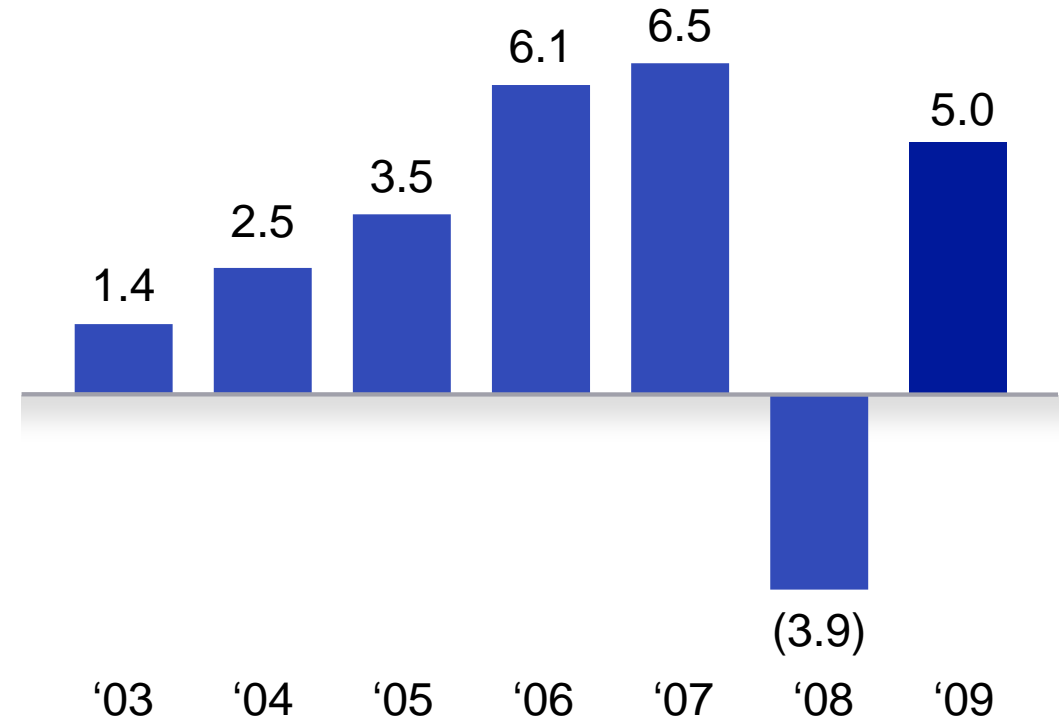
In EUR bn

## Net revenues

- Mark-downs
- Net revenues



## Net income

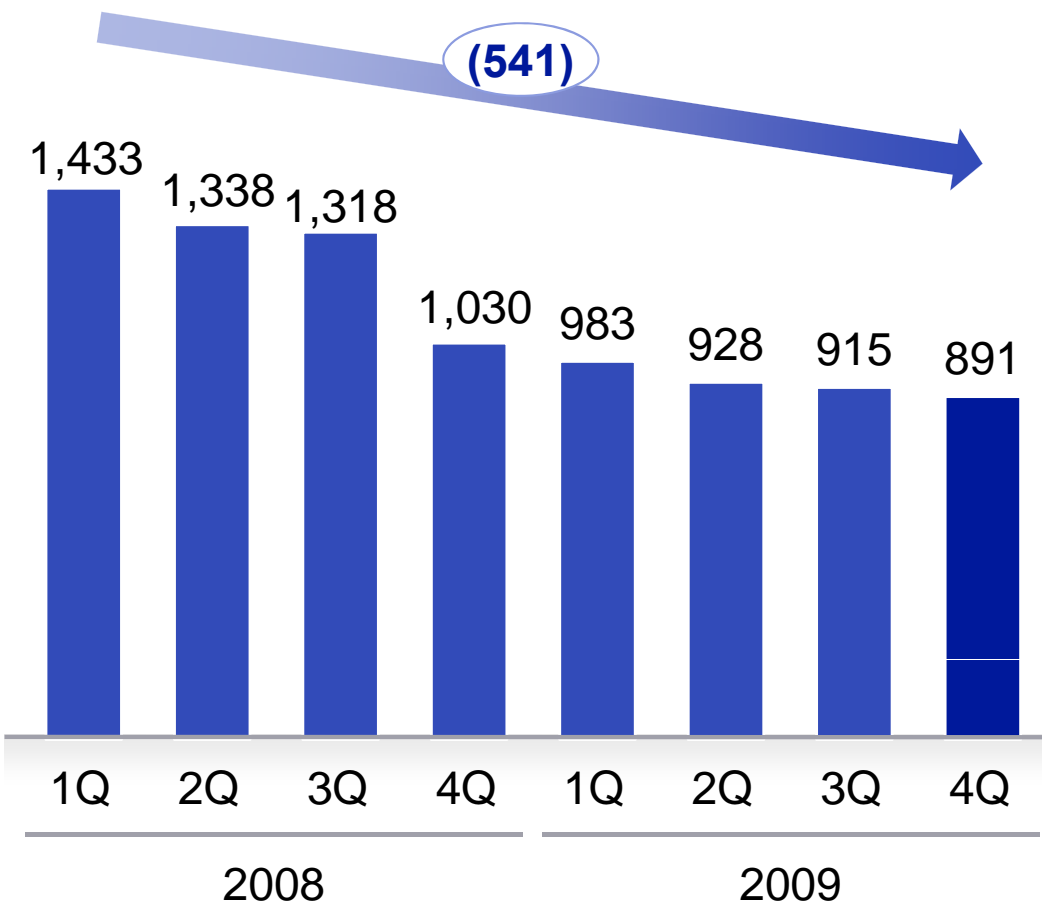


(1) Includes significant property impairment of EUR 0.5 bn for 1Q2009 and of EUR 0.1 bn for 4Q2009; 2003-2005 based on U.S. GAAP, 2006 onwards based on IFRS  
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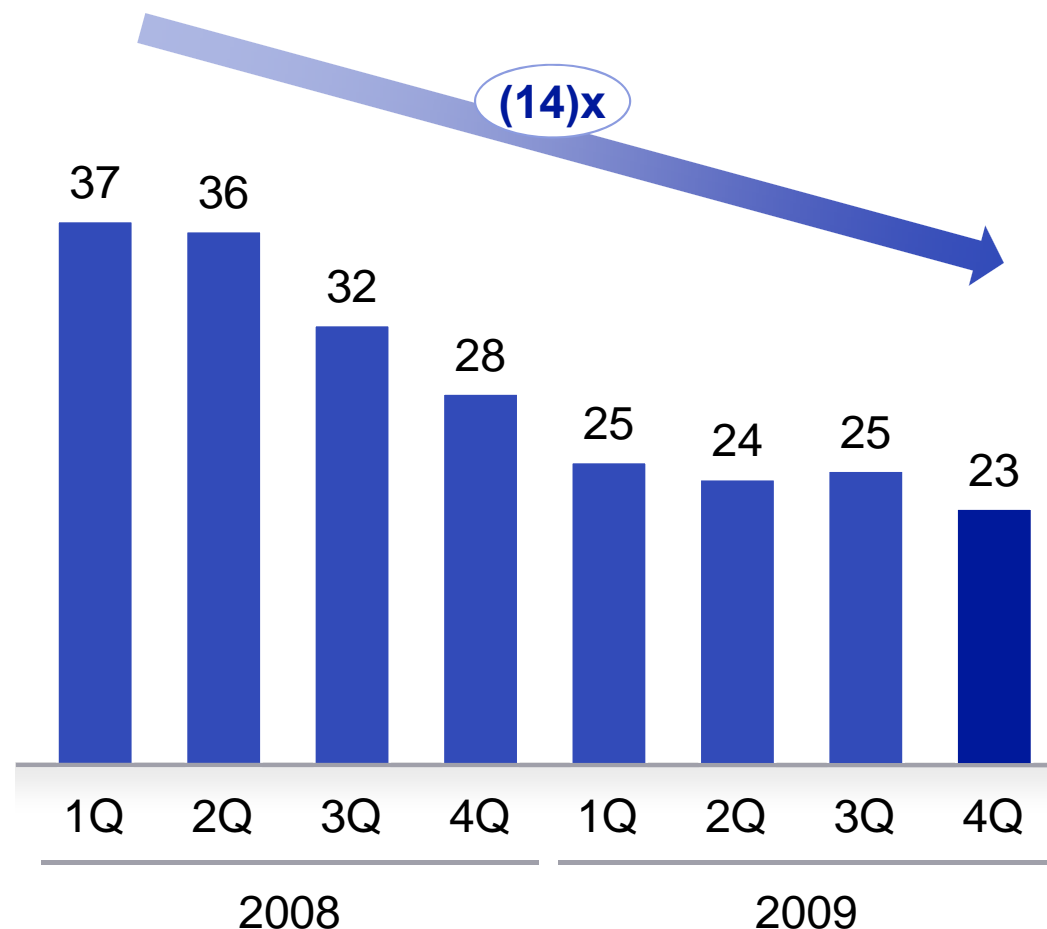
# Significant leverage reduction

## Assets

U.S. GAAP pro-forma, in EUR bn



## Leverage ratio<sup>(1)</sup>

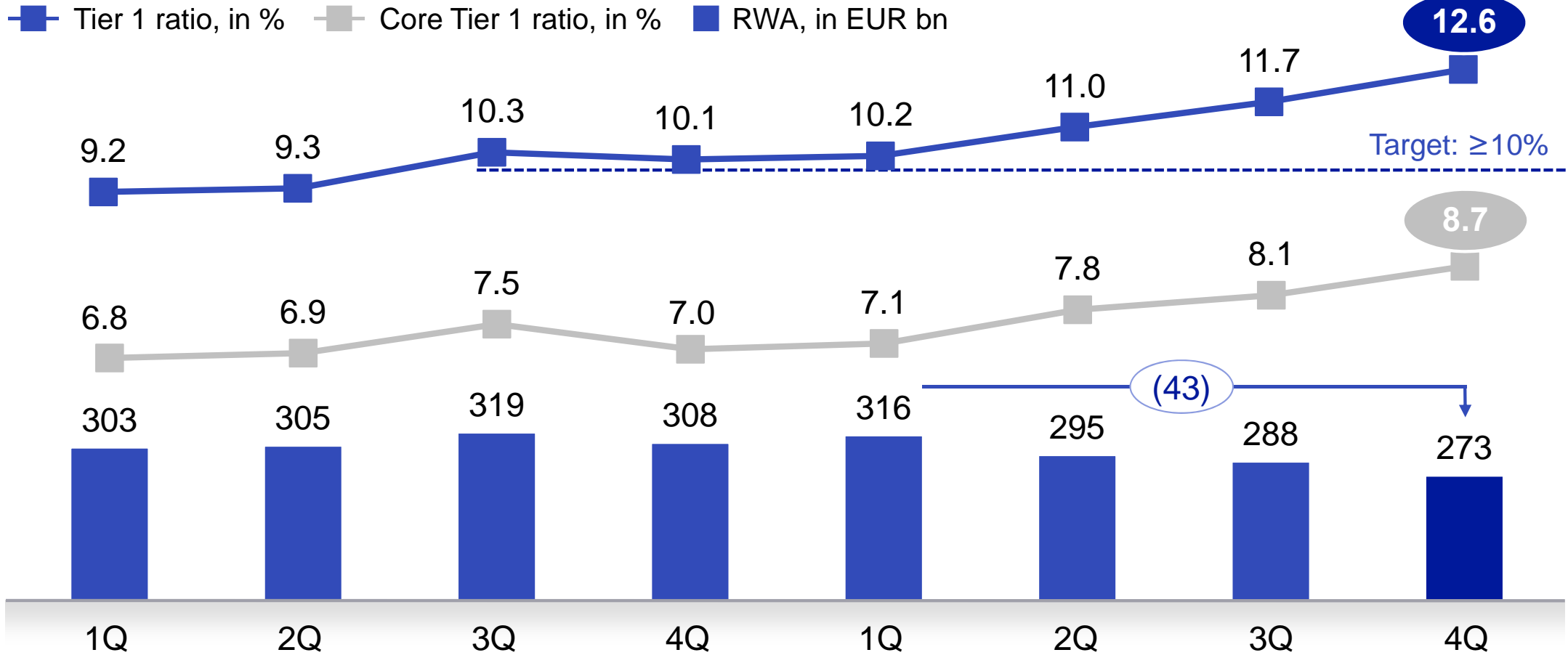


(1) Total assets based on U.S. GAAP pro-forma divided by total equity per target definition

Note: Figures may not add up due to rounding differences



# Strongest capital ratios ever



2008

2009

Tier 1 capital, in EUR bn



# Agenda

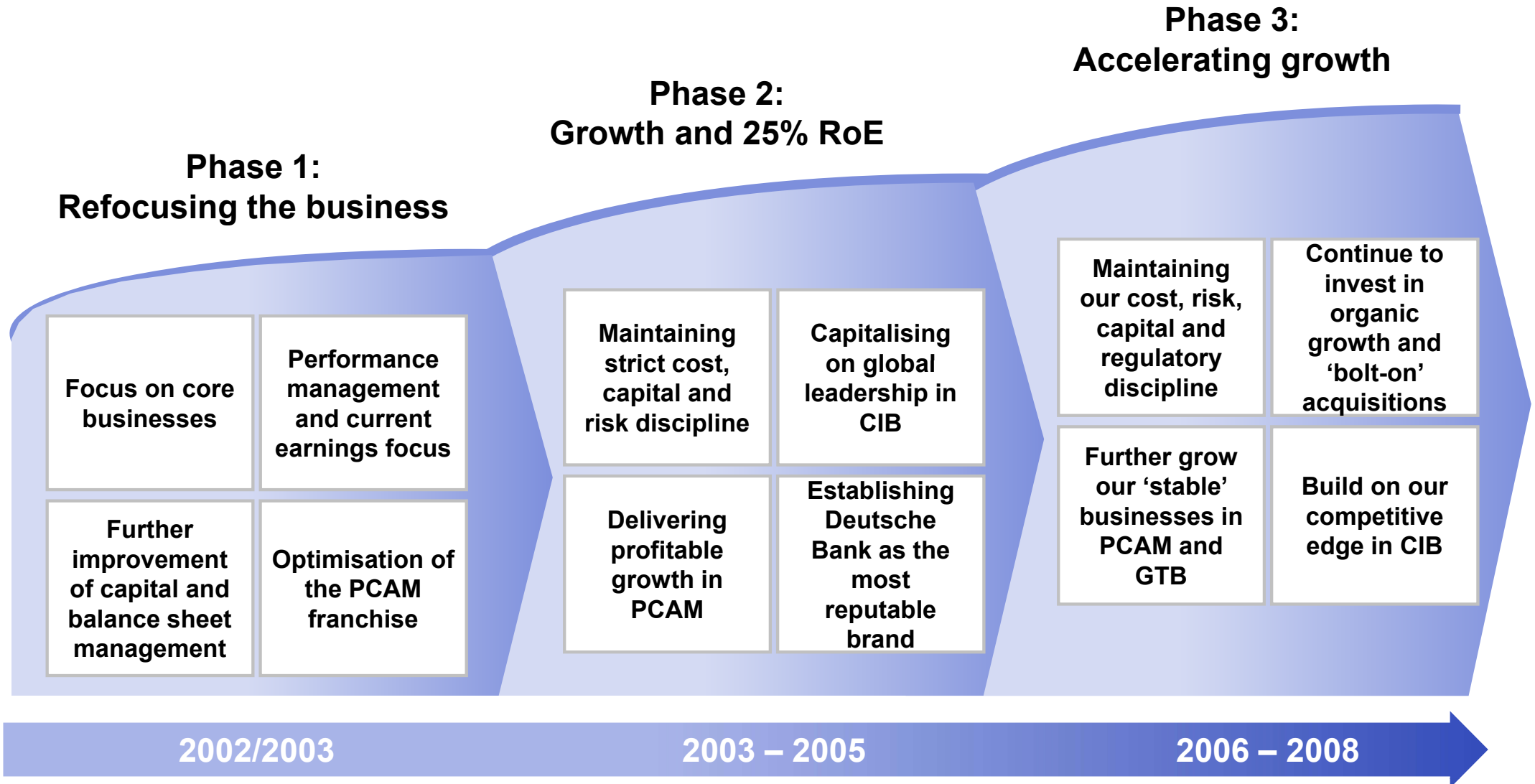
1 2009: Strength on every dimension

2 **Well-placed to deliver on Phase 4**

3 Meeting the demands of a changing environment



# In 2002 we launched an ambitious transformation agenda





# Well placed to deliver on Phase 4

## Management Agenda Phase 4

2009 – 2011

**Increase CIB profitability with renewed risk and balance sheet discipline**

**Focus on core PCAM businesses and home market leadership**

**Focus on Asia as a key driver of revenue growth**

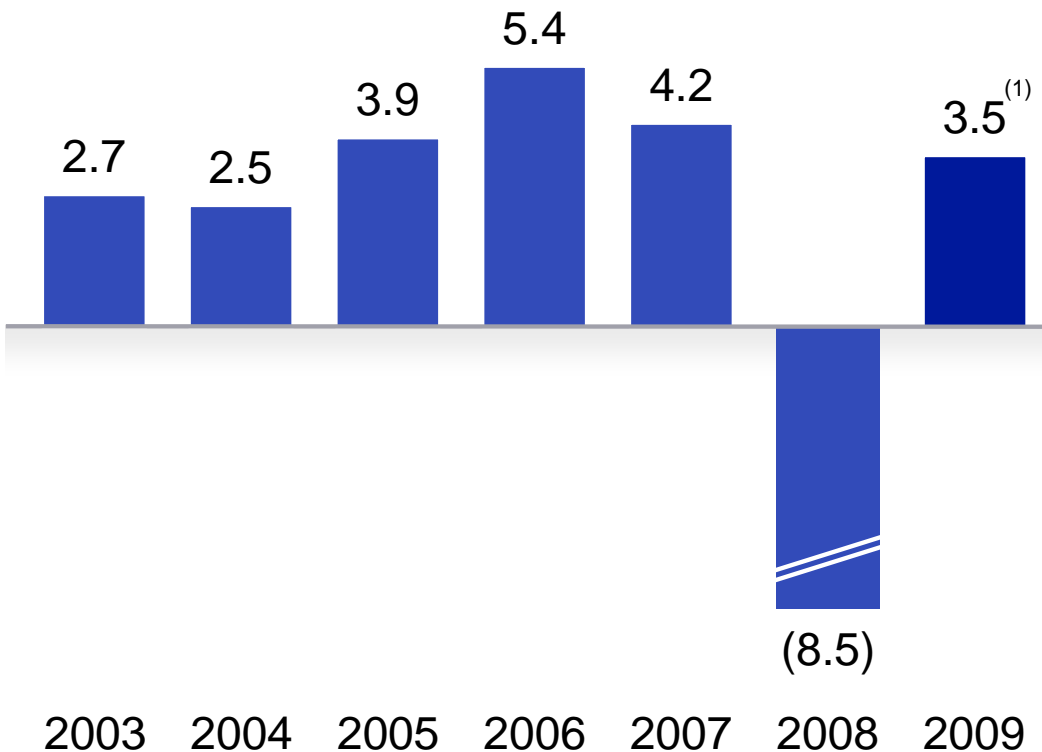
**Reinvigorate our performance culture**



# CB&S: Success of a recalibrated platform

## Income before income taxes

In EUR bn



## Key metrics

	2007	2009	Δ
<b>Leverage and risk reduction:</b>			
■ Assets <sup>(2)</sup> (U.S. GAAP pro-forma, in EUR bn)	1,239	674	(46)%
■ RWA (in EUR bn)	231 <sup>(3)</sup>	188	(19)%
■ Value-at-Risk <sup>(4)</sup>			
– CIB VaR	118	108	(9)%
– CIB constant input VaR	84	36	(57)%
■ S&T revenues to assets ratio <sup>(5)</sup> (in bps)	117	227	94%
■ Dedicated Prop Trading <sup>(6)</sup>	-	-	(90)%

### Δ vs. 2007

<b>Revenue growth in key businesses:</b>	
■ Global Finance & Foreign Exchange	~ 45%
■ Core Rates	~ 70%
■ Emerging Markets Debt	~ 110%
■ Commodities	~ 140%

(1) Includes UK payroll tax of EUR 0.2 bn and 2009 is (27)%

(2) Comparable IFRS CB&S assets are EUR 1,762 bn for 2007 and EUR 1,283 bn for 2009; variance between 2007 and 2009 is (27)%

(3) Per 31 March 2008 due to Basel II introduction

(4) Average 1Q2008 and average 4Q2009

(5) Calculated as reported Sales & Trading revenues divided by total Global Markets U.S. GAAP pro-forma assets, including mark-downs and other losses

(6) Based on notional capital which is defined as the amount of investible capital available to the prop trading desk; variance vs. peak in Aug 2007

Note: 2003-2005 based on U.S. GAAP, 2006 onwards based on IFRS

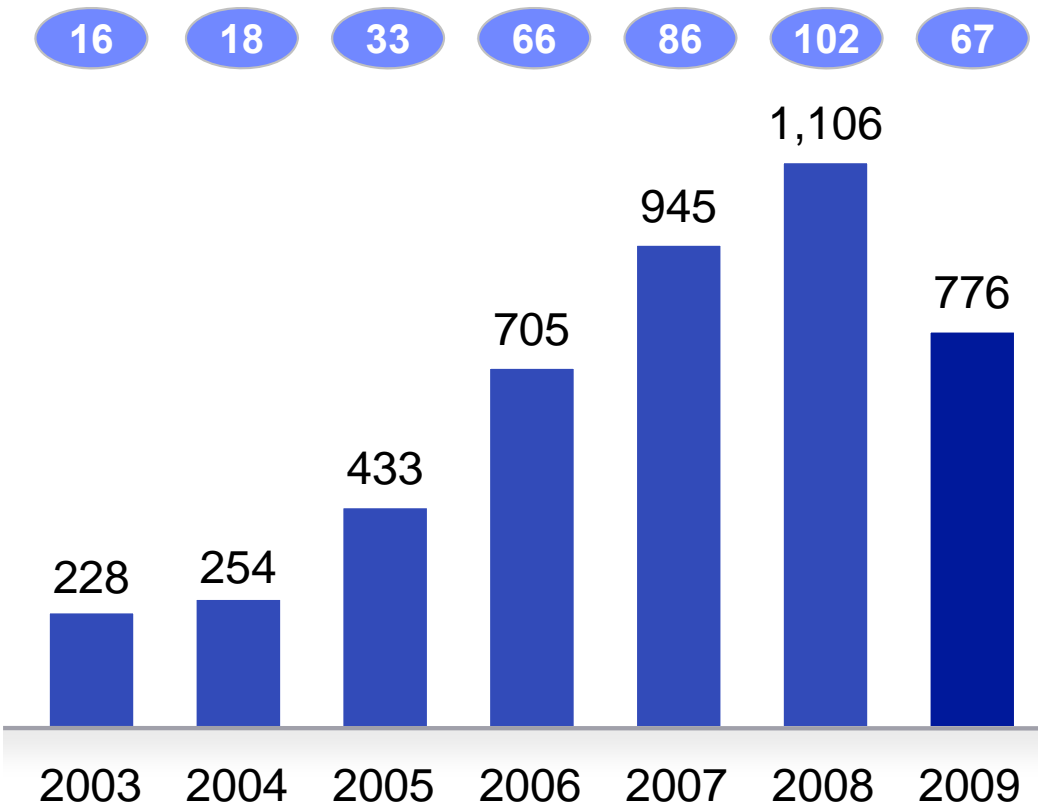


# GTB: Gaining share in a high-quality business

## Income before income taxes

In EUR m

xx Pre-tax Return on Equity, in %



## Key metrics

	2008	2009	Δ
<b>Market share gains:</b>			
■ Trade Finance <sup>(1)</sup> (in %)	23.9	<b>26.1</b>	2.3ppt
■ EUR Clearing <sup>(2)</sup> (in %)	19.2	<b>21.2</b>	2.0ppt
<b>Assets under custody<sup>(3)</sup> (in EUR bn)</b>	907	<b>1,298</b>	43%

### Upside potential (market environment):

- Normalisation of interest rates
- Recovery of export / trade volumes

(1) Market share for German L/Cs received; 2008 and 2009 based on 4Q2008 and 4Q2009, respectively

(2) 2008 and 2009 based on average of 4Q2008 and 4Q2009, respectively

(3) At period end, 2008 based on 1Q2009 data

Note: 2003 – 2005 based on U.S. GAAP; 2006 onwards based on IFRS; 2003 IBIT and RoE adjusted for gain on sale of Global Securities Services

Source: SWIFT Market Watch, Target 2 Germany

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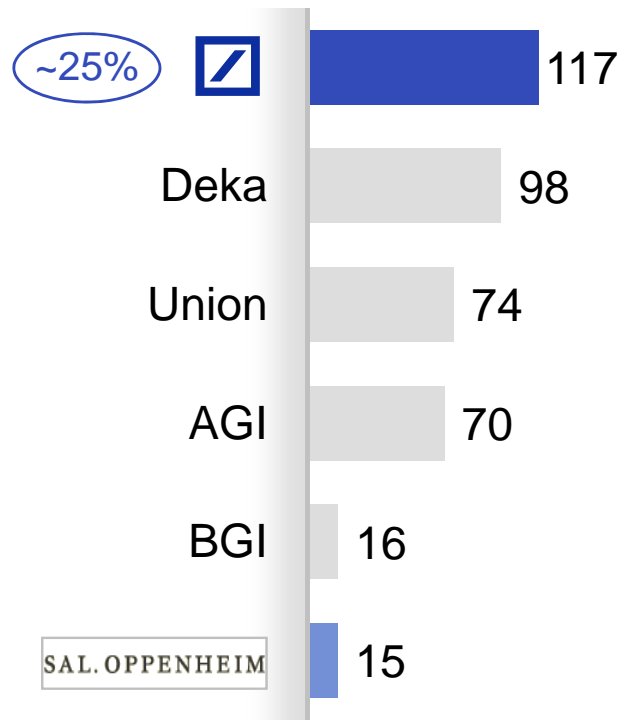


# PCAM: Opportunity to achieve undisputed home market leadership ...

## Positioning in German market

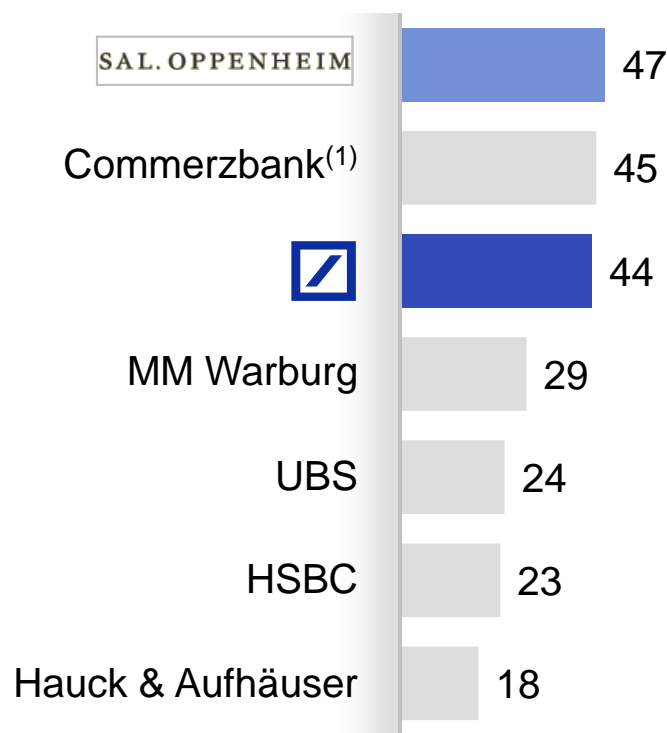
### Retail Asset Management

AuM in EUR bn, 31 Mar 2009



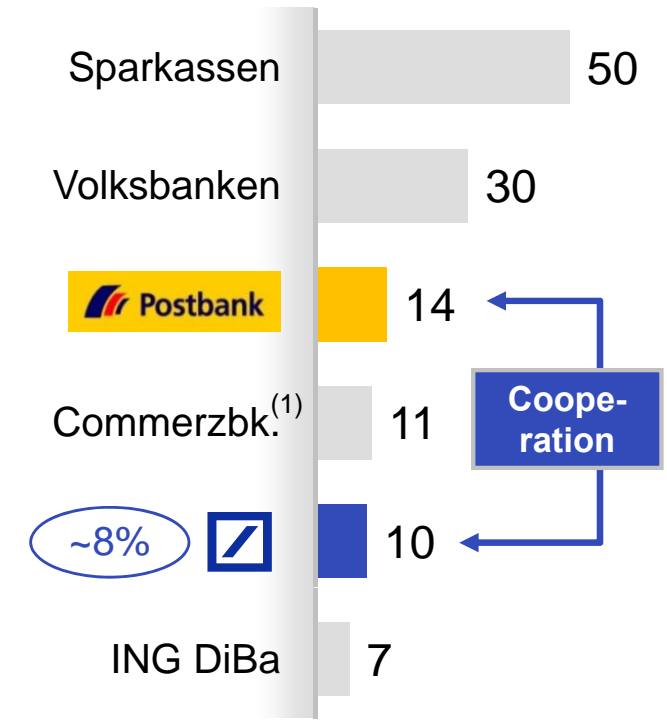
### Private Banking

AuM in EUR bn, 31 Dec 2008



### Retail Banking

# of clients in million, 31 Dec 2008



xx% = Market share

(1) Incl. Dresdner Bank

Note: Sal. Oppenheim includes BHF and Frankfurt Trust; Source: Asset Management – BVI; PWM – McKinsey; PBC – PBC Finance

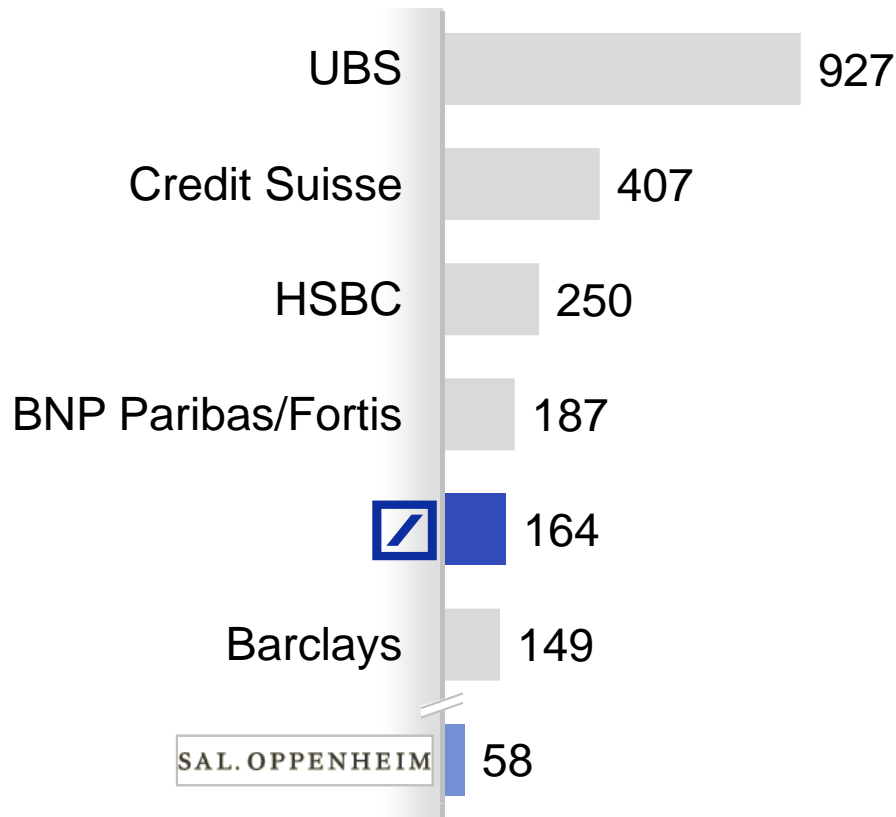
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# ... and to close the gap vs. large European players

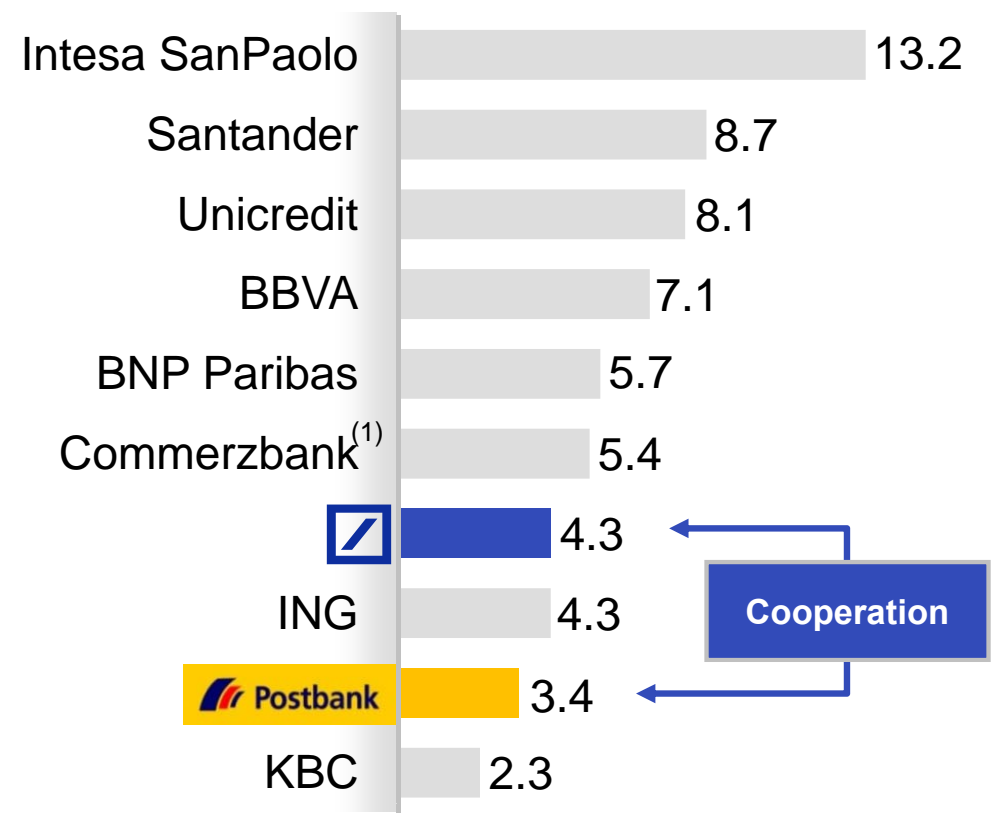
## Leaders in European Private Banking ...

AuM in EUR bn, 31 Dec 2008



## ... as well as Retail Banking

Domestic revenues in EUR bn, 2008



(1) Incl. Dresdner Bank

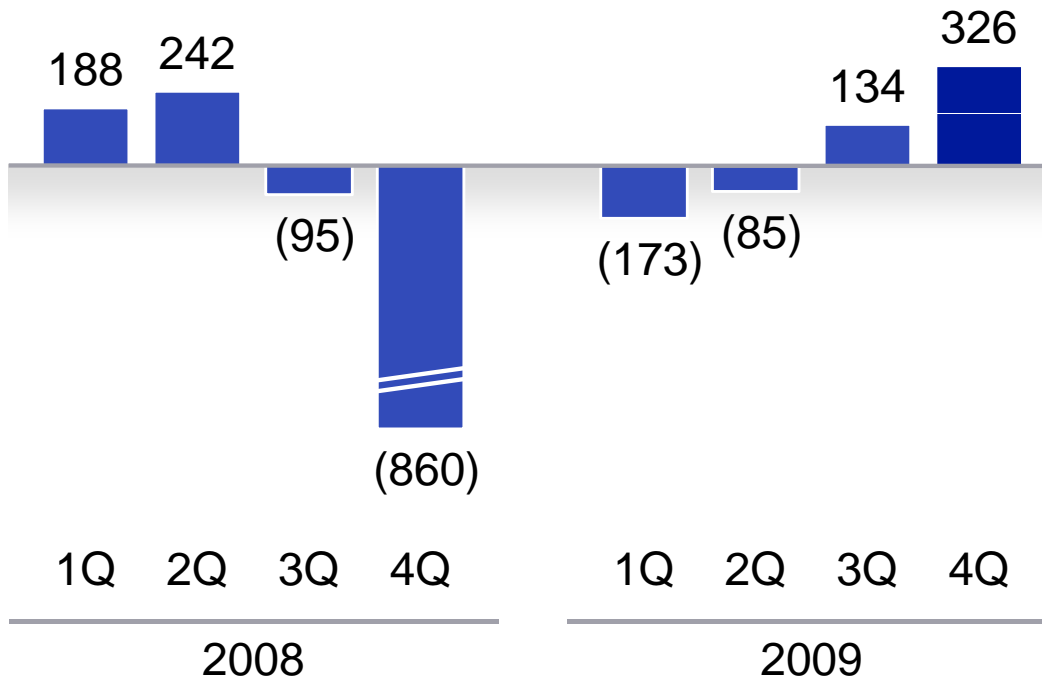
Source: Annual reports, McKinsey



# AWM: Return to profitability and net new money growth

## Income before income taxes

In EUR m



### Specific items<sup>(1)</sup>

(62)	(11)	(294)	(917)	(183)	(160)	(25)	232
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(1) Reflects RREEF impairments, seed coinvest impairments, money market fund injections, impairments / write-backs on intangible assets, severance, ARP/S settlement and acquisition related costs

(2) Excluding Severance

(3) Exclude money market fund injections, Maher/ other RREEF consolidations and Sal. Opp. acquisition related costs

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## Key metrics

	2008	2009	Δ
<b>Net new money growth (in EUR bn):</b>			
Asset Management	(22)	9	31
Private Wealth Management	10	7	(2)
<b>Total AWM</b>	<b>(13)</b>	<b>16</b>	<b>29</b>

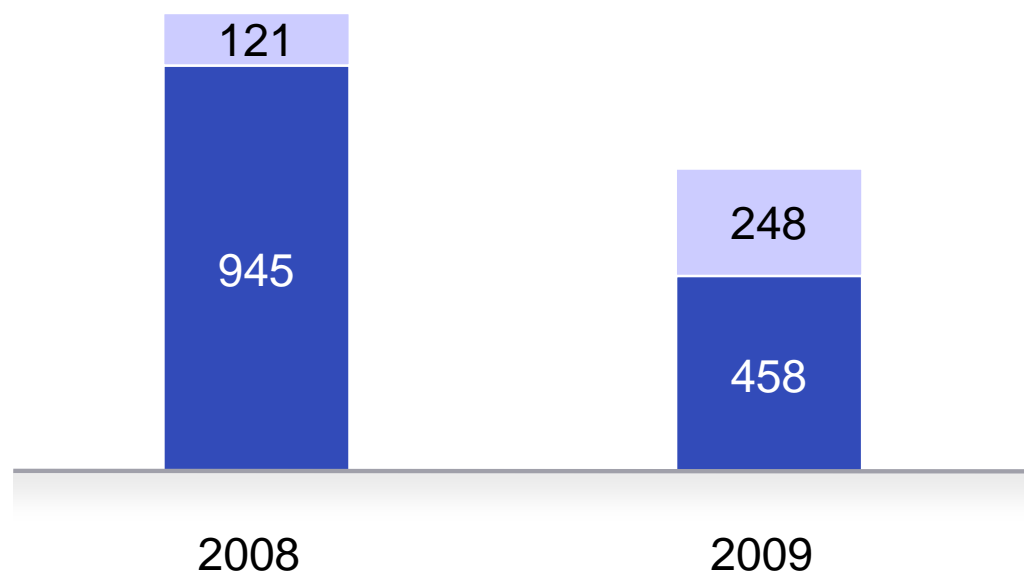
	Δ vs. 2007	Δ
<b>Cost and headcount reduction (AM):</b>		
■ Comp and benefits <sup>(2)</sup> (in EUR m)	~(250)	(30)%
■ Non-Comp direct costs <sup>(3)</sup> (in EUR m)	~(125)	(30)%
■ FTE	~(800)	(24)%

# PBC: Responding to a challenging environment

## Income before income taxes

In EUR m

■ Severance<sup>(1)</sup>



## Key features

At period end, in EUR bn

2008 2009 Δ

### Revenue mix:

■ Investment products	1.4	<b>1.1</b>	(23)%
■ Deposits / payments	1.7	<b>1.6</b>	(4)%
■ Credit products	2.1	<b>2.4</b>	13%
■ Other	0.6	<b>0.5</b>	(14)%
<b>Total</b>	<b>5.8</b>	<b>5.6</b>	<b>(3)%</b>

### Significant items:

■ Provision for credit losses	0.7	<b>0.8<sup>(2)</sup></b>	21%
■ Severance	0.1	<b>0.2</b>	106%

### Upside potential:

- Severance reduction / efficiency gains
- Stabilising provision for credit losses
- Investment product revenues



(1) Includes direct severance booked in business and allocations of severance booked in infrastructure

(2) FY2009 provision for credit losses positively impacted by changes in parameter and model assumptions, contributing EUR 146 m



# Continuing to increase our commitment to Asia

## Well-positioned today

<b>Bank of the Year</b>	 2005, 2007  2008
<b>CB&amp;S<sup>(1)</sup></b>	<ul style="list-style-type: none"> <li>■ FX #1</li> <li>■ Fixed income #1</li> <li>■ ECM #3</li> <li>■ M&amp;A #5</li> </ul>
<b>GTB<sup>(2)</sup></b>	<ul style="list-style-type: none"> <li>■ Overall #4</li> <li>■ Cash mgmt. #2</li> <li>■ "Best Transaction Bank", 2009</li> </ul>
<b>PWM<sup>(3)</sup></b>	<ul style="list-style-type: none"> <li>■ Overall #6</li> <li>■ "Private Bank of the Year", 2009</li> </ul>

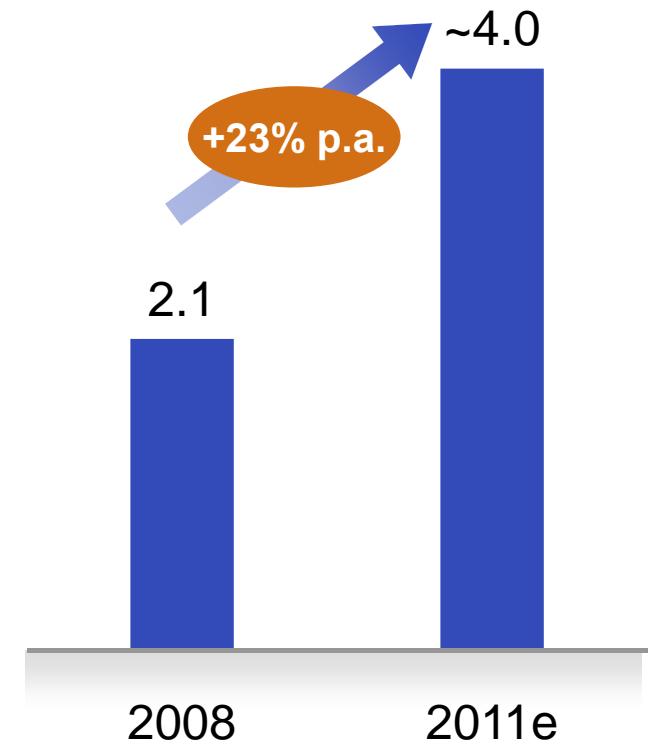
## Our aspirations

Net revenues Asia/Pacific excl. Japan, in EUR bn

**Top 3 investment banking franchise across the board**

**Consolidate top 4 position**

**Double size & break into top 5**



(1) For FX: Euromoney, #1 based on FX poll in Asia (incl. Japan, ex ANZ) from 2005 - 09 and in Australasia from 2006 - 09 / For Fixed Income: Dealogic, based on G3 bonds underwriting volume in Asia (ex Japan, ex ANZ) as of 27 Nov 2009 / For ECM & M&A: Dealogic, based on fees in Asia (ex Japan, incl. ANZ) as of 30 Nov 2009  
 (2) #4 overall per estimated transaction banking revenues in Asia (ex Japan, incl. ANZ) / #2 Best Global Cash Mgmt Bank per AsiaMoney Cash Mgmt Poll 2009 / "Best Transaction Bank" per The Asset 2009 (3) #6 overall per estimated assets in Asia (ex Japan, incl. ANZ) / "Private Bank of the Year" per AsiaRisk 2009

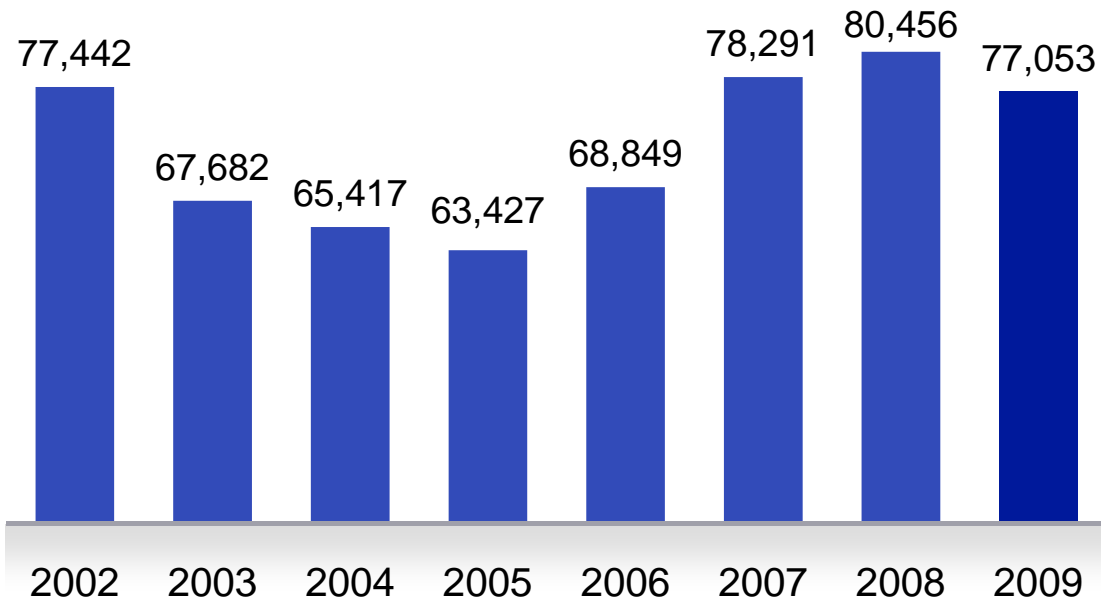




# Performance culture: Cost and infrastructure efficiency

## DB Group headcount

FTE, at period end



Cost/income ratio, in %:



## Efficiency aspiration

- Renewed emphasis on cost discipline and efficiency
- Continued focus on employee productivity in front-office
- Substantial efficiency aspiration in infrastructure – EUR 1 bn efficiency gains by 2011

# Phase 4: Financial potential

		Phase 4 potential 2011
Performance	Revenue growth p.a.	~ 8%
	Income before income taxes, in EUR bn <sup>(1)</sup>	~ 10.0
	Return on Equity <sup>(2)</sup>	25% over the cycle
	Cost / income ratio	~ 65%
Constraints	Tier 1 ratio	≥10%
	Leverage <sup>(3)</sup>	≤25x

(1) Before Corporate Investments and Consolidations & Adjustments

(2) Pre-tax return on Average Active Equity

(3) Per target definition: Assets based on U.S.GAAP 'pro-forma'; total equity adjusted for FV gains / losses on DB issued debt



## Phase 4: IBIT potential of business divisions

In EUR bn

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

Bottom up approach

# Agenda

**1** 2009: Strength on every dimension

**2** Well-placed to deliver on Phase 4

**3** Meeting the demands of a changing environment



# The changing environment: Compensation

▶ Compensation reduced

▶ Variable compensation aligned to longer-term financial performance

▶ Increased equity component: Alignment with shareholder value

▶ 'Claw back' linked to future financial performance for all Managing Directors

▶ Shift in pay-mix fixed vs. variable

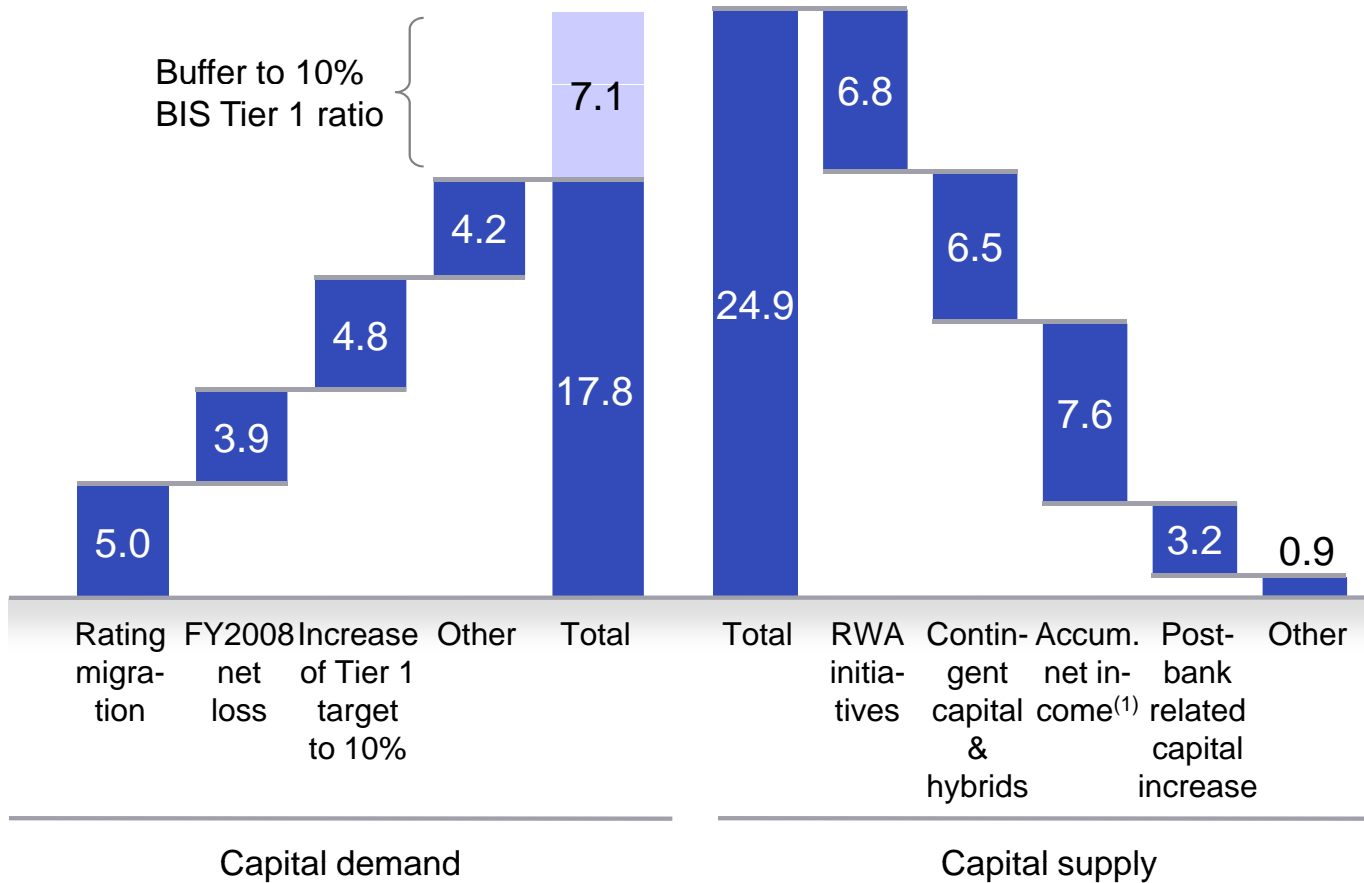
▶ Enhanced independent governance of all comp aspects

Full compliance with  
new G20 guidelines and  
BaFin requirements

# The changing environment: Capital

## Capital demand / supply, 3Q2007 – 4Q2009

In EUR bn



## Key components

- Stressed Value-at-Risk
- Incremental risk charge
- Trading book securitization
- Correlation trading

(1) Excluding FY2008 net loss; figures do not add up due to rounding  
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# The changing environment: Additional issues

## Consultation phase

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- Basel Committee consultative document
  - Capital / capital eligibility
  - Leverage
  - Liquidity
  - Counterparty credit risk
  - Countercyclical capital buffers
  - Timeline for implementation

## Proposal / discussion phase

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- National capital requirements
  - Structure and capitalization of legal entities
  - Asset allocation
  - Allocation of operations
  - Sources and means of funding
- “Living wills”
- U.S. balance sheet levy
- U.S. / EU proposed reforms
  - Proprietary trading
  - Hedge funds
  - Private equity / principal investments



## 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 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 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).

This presentation also contains 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 4Q2009 Financial Data Supplement, which is accompanying this presentation and available at [www.deutsche-bank.com/ir](http://www.deutsche-bank.com/ir).