

**financial**  
transparency.

# **Deutsche Bank**

## **Dr. Josef Ackermann**

**Chief Executive Officer**



**Morgan Stanley European Banks & Financials Conference**  
**London, 28 March 2007**

A Passion to Perform.

**Deutsche Bank**

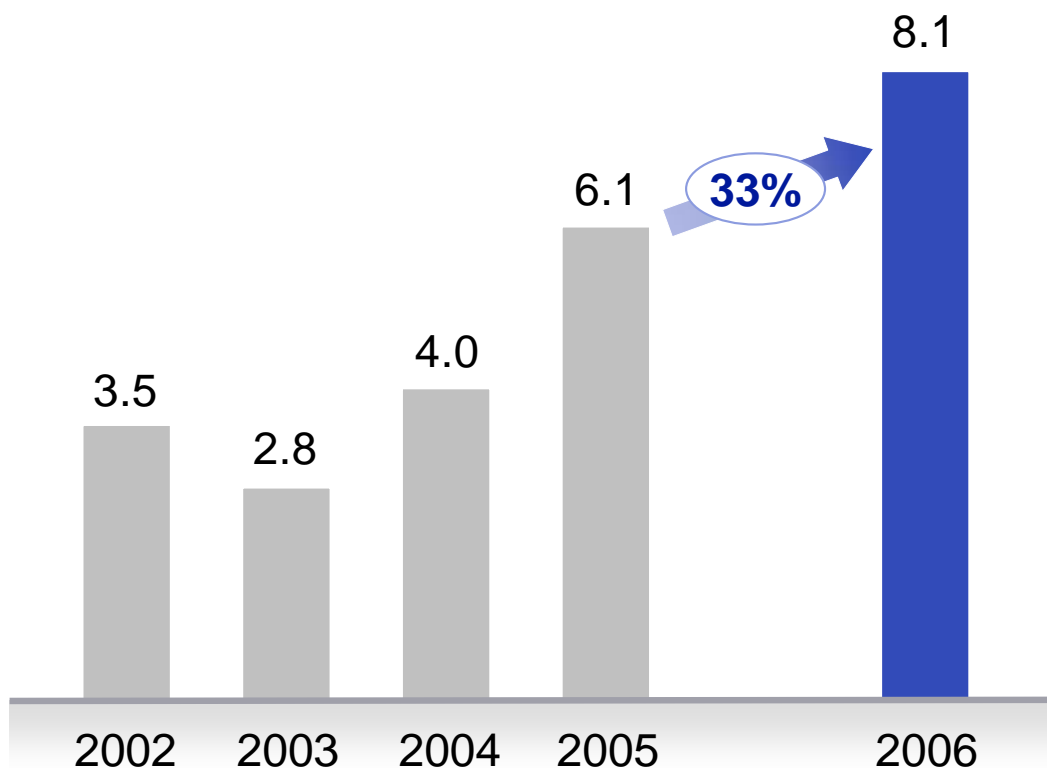




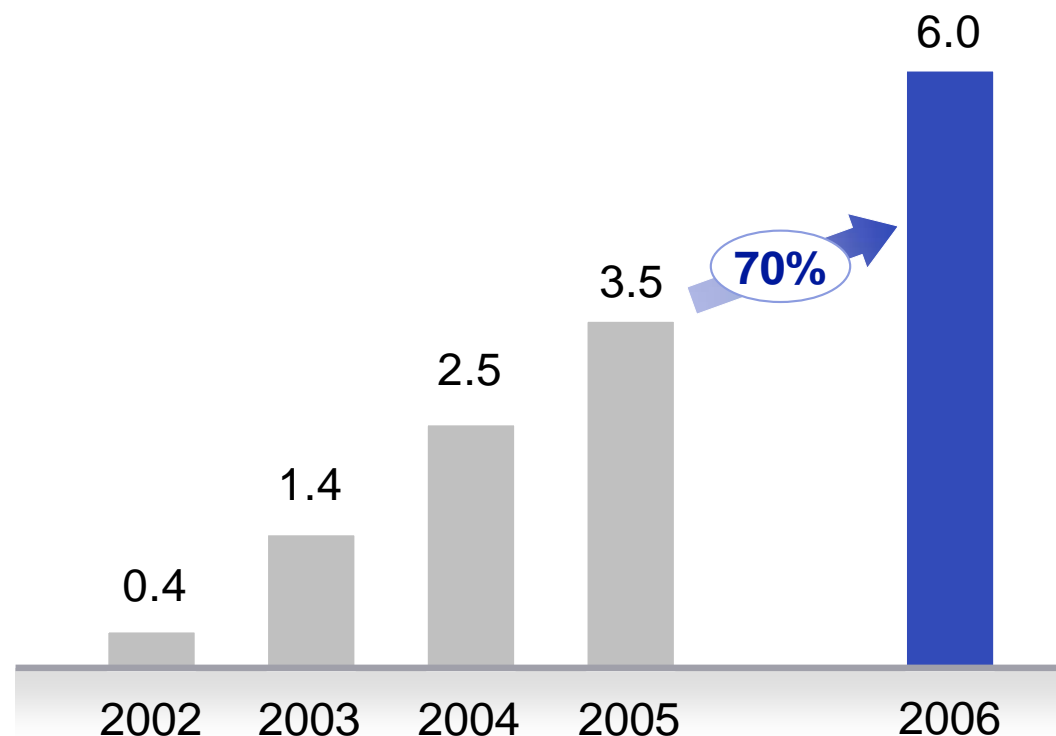
# Transformation of the bottom line

In EUR bn

## Income before income taxes



## Net income



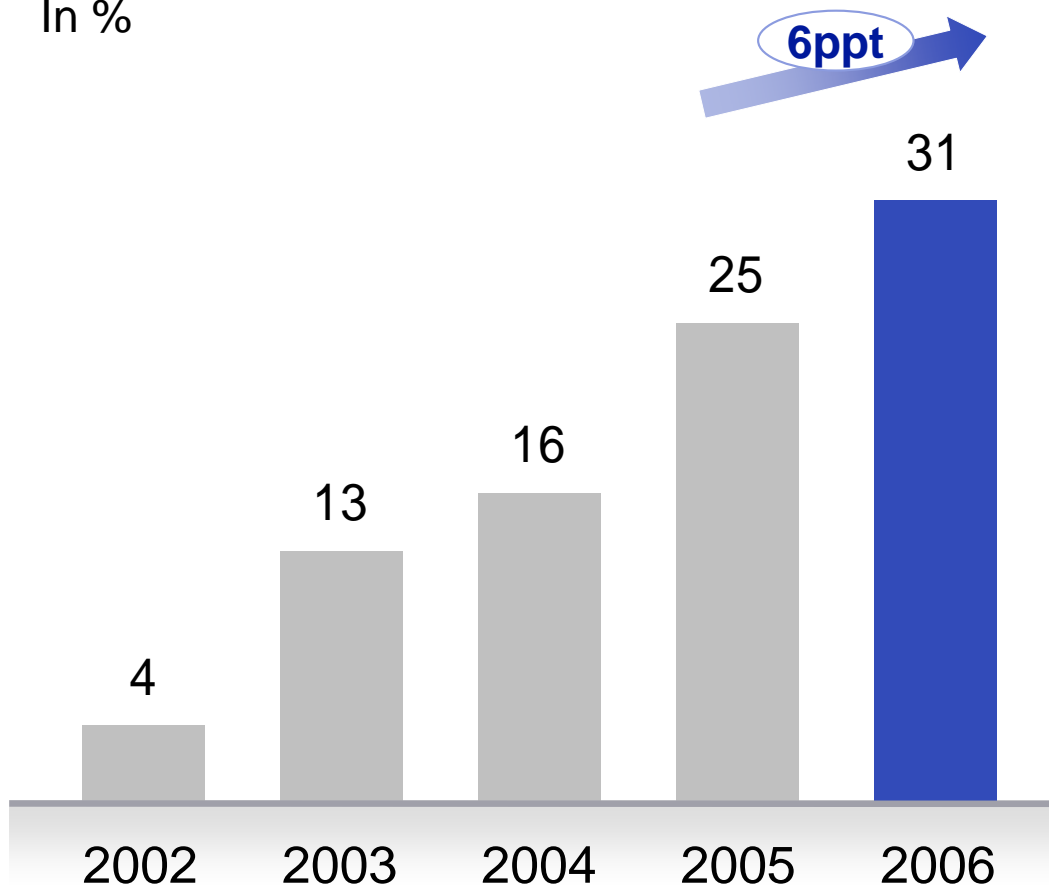


# Strong performance against target ratios

○ Dividend per share

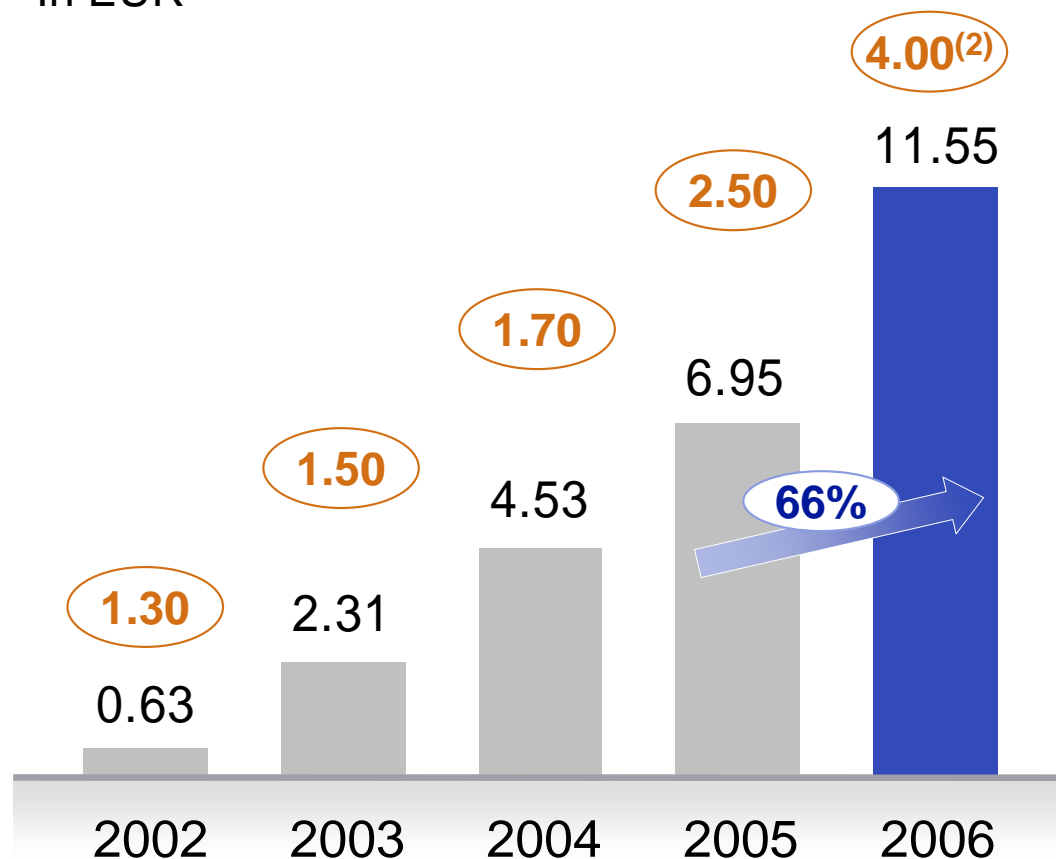
## Pre-tax RoE (target definition)<sup>(1)</sup>

In %



## EPS (diluted)

In EUR



(1) RoE based on average active equity; 2002-2004 underlying; 2005/2006 as per target definition (excludes restructuring activities and substantial gains from industrial holdings)

(2) Recommended

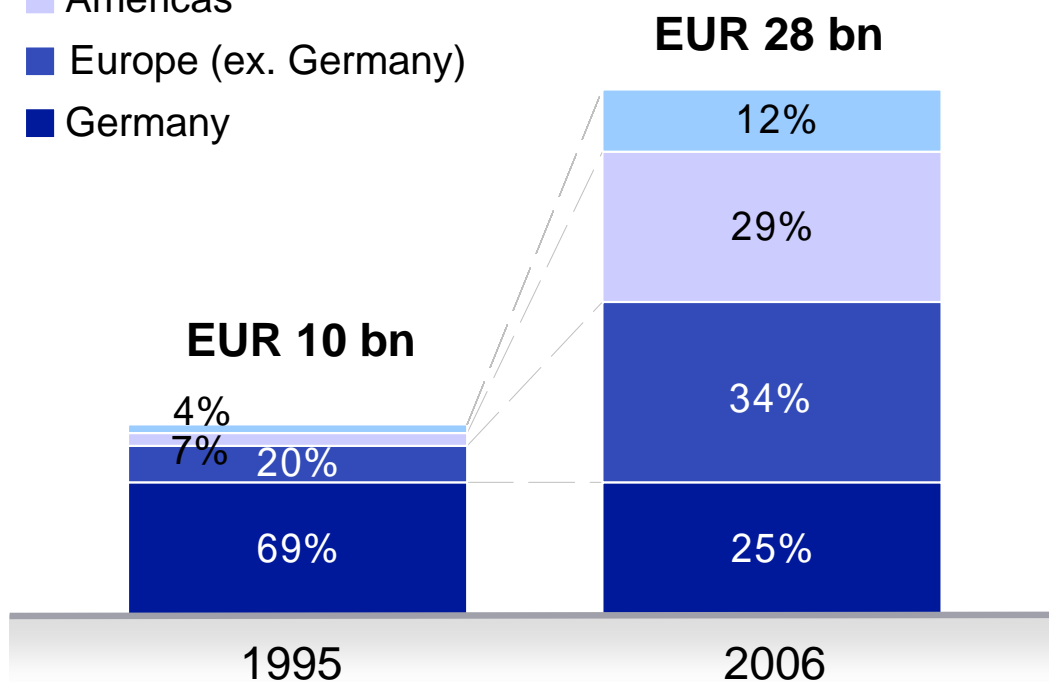
Note: Figures may not add up due to rounding differences



# Outstanding global diversification

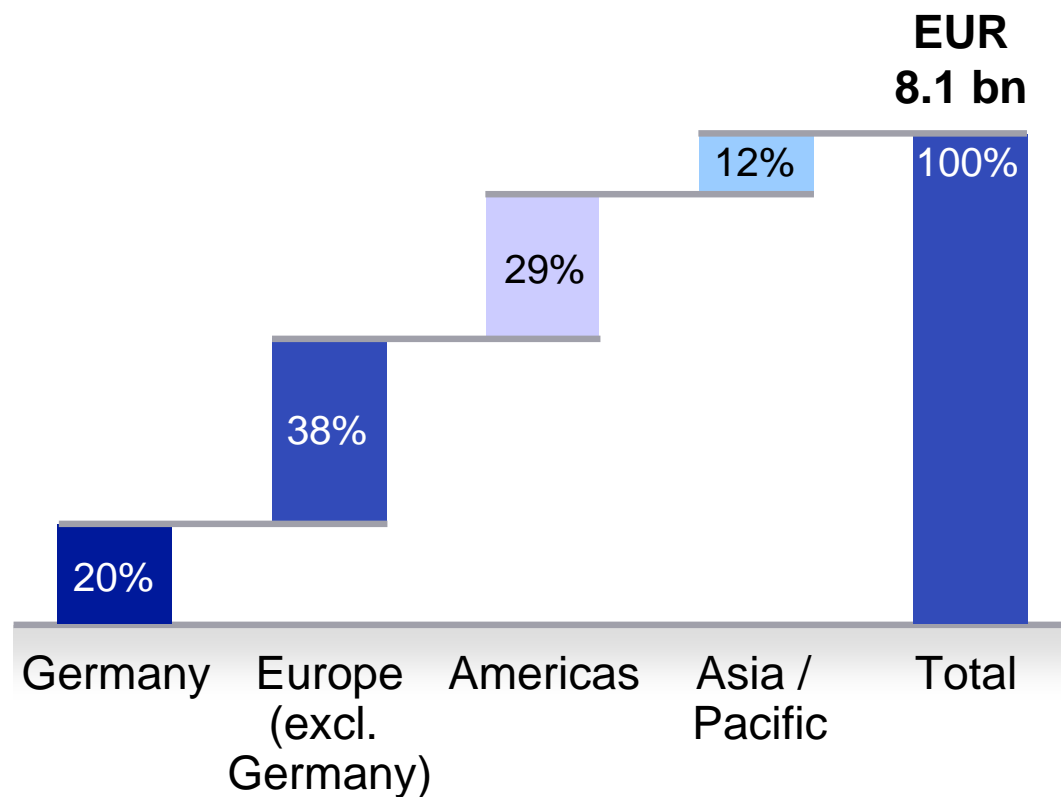
## Net revenues<sup>(1)</sup>

- Asia / Pacific
- Americas
- Europe (ex. Germany)
- Germany



## Income before income taxes<sup>(2)</sup>

FY 2006



(1) 1995 based on IAS, 2006 based on U.S. GAAP (figures are therefore not fully comparable); distribution for 1995 based on total net revenues before consolidation, distribution for 2006 based on net revenues of CIB and PCAM; total net revenues also incl. Corporate Investments and Consolidation & Adjustments

(2) Based on 20-F (according to booking locations and based on internal assumptions regarding specific consolidation items)

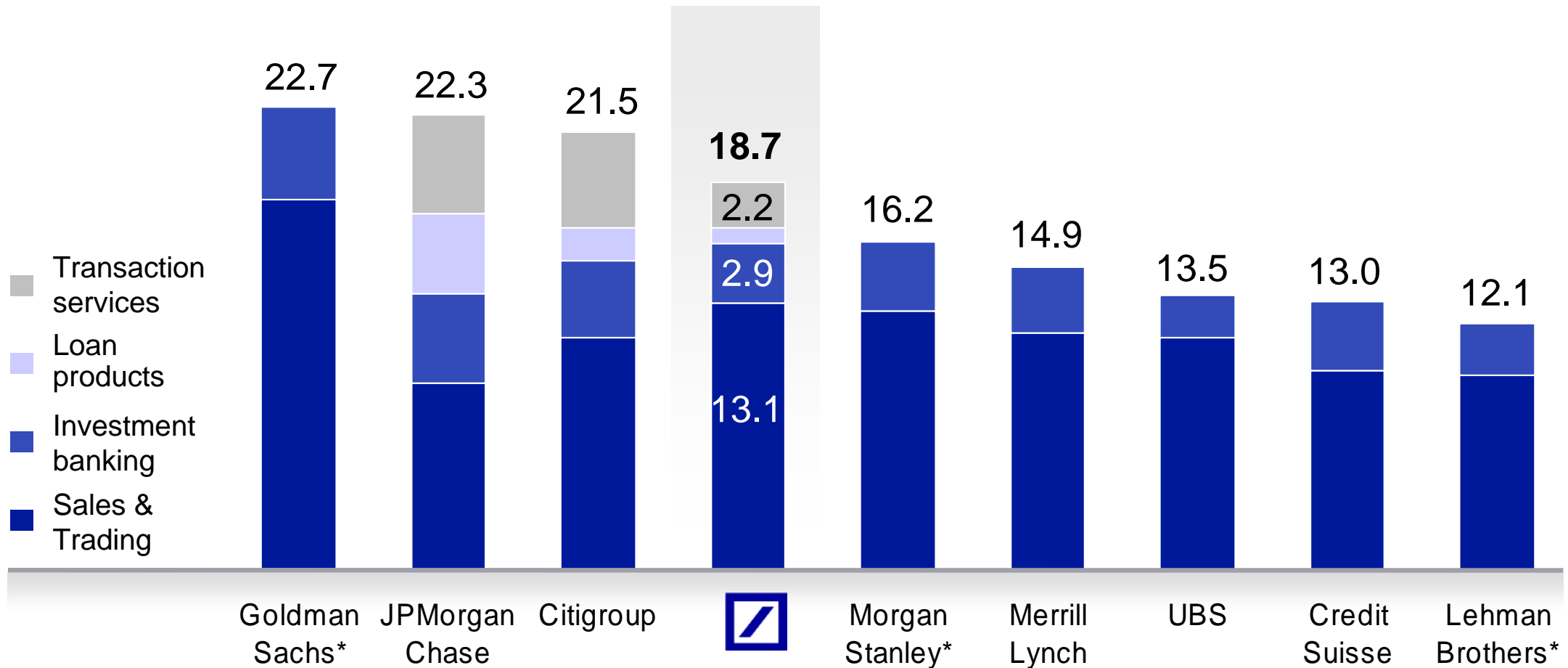
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# CIB: A world-leading investment bank ...

Revenues FY2006, in EUR bn



\* Diverging fiscal year

Note: Goldman Sachs excl. revenues from Principal Investments; Morgan Stanley excl. Investment revenues; translation into EUR based on average FX rate of respective reporting period

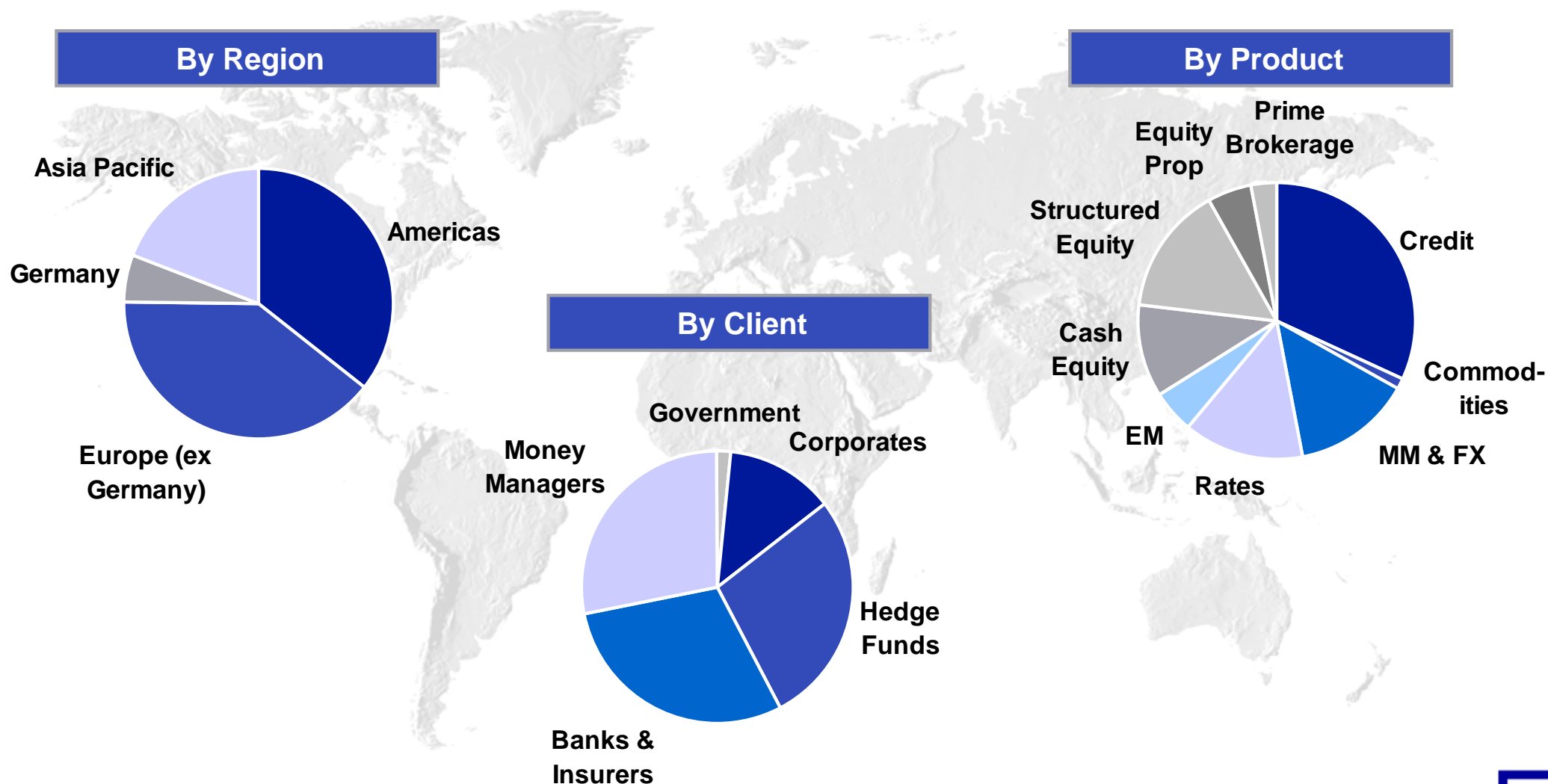
Source: Company data

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## ... with a well diversified Sales & Trading platform

Sales & Trading revenues: EUR 13.1 bn in 2006



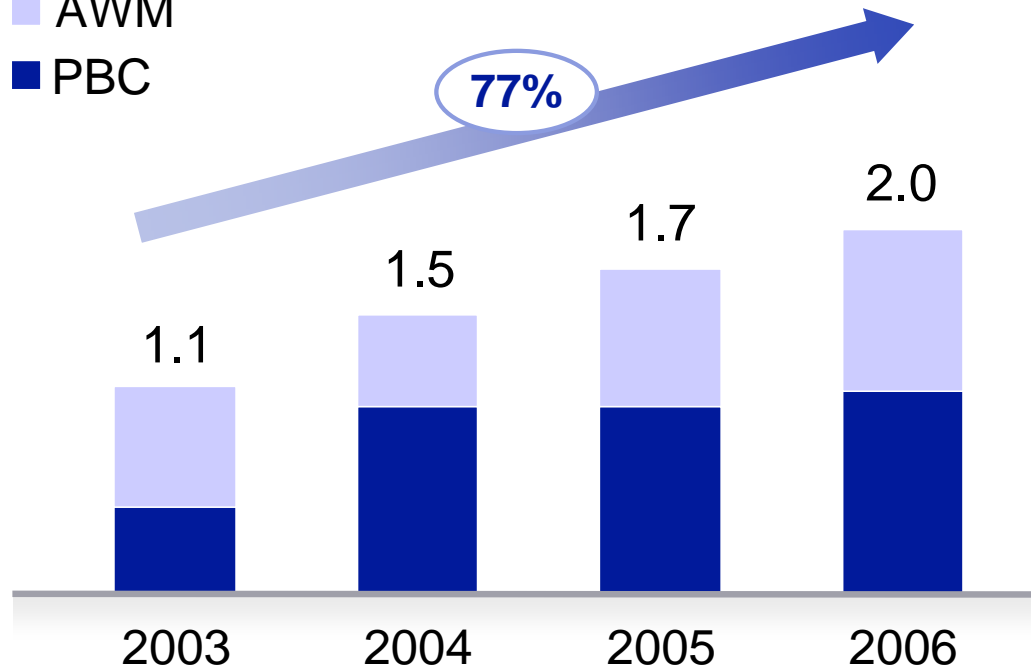


# Strong and profitable PCAM franchise

## Underlying pre-tax profit

In EUR bn

AWM  
PBC



## PCAM invested assets

As of 31 Dec 2006, in EUR bn

UBS

ML<sup>(1)</sup>

CS

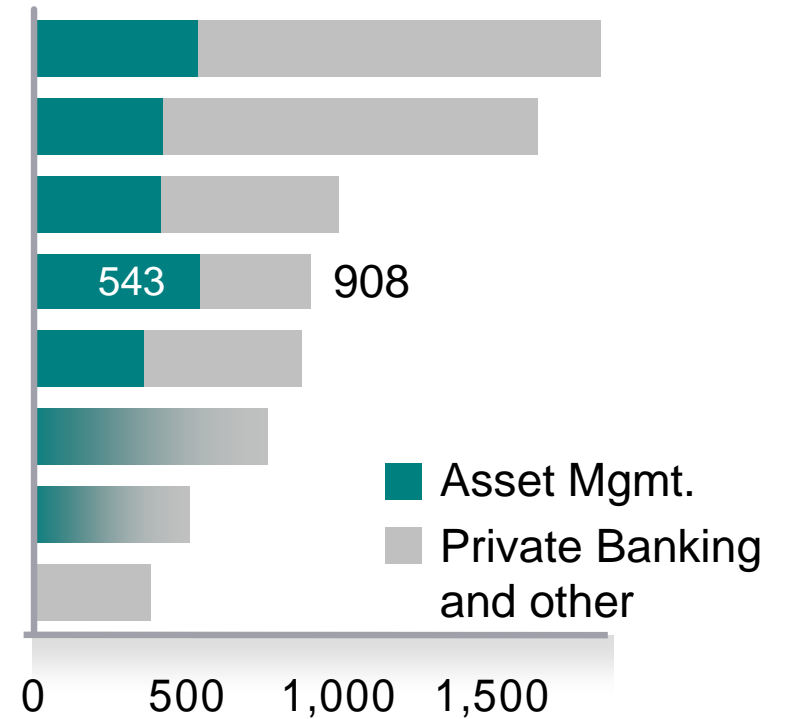


MS

JPM<sup>(2)</sup>

GS<sup>(3)</sup>

C<sup>(2)</sup>



(1) Total Private Client Assets and 50% of BlackRock invested assets

(2) Excluding PBC equivalent (DB invested assets comparable data not available)

(3) Goldman Sachs Asset Management includes assets held for HNWI

Note: 2003 results have not been adjusted to new group structure; conversion into EUR based on spot rates

Source: Company data

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## 2002 - 2005: Successful execution

### Management Agenda Phase 1

2002 – 2003:  
Refocusing the businesses



Performance  
management  
and current  
earnings focus

Focus on  
core businesses

Further improvement  
of capital and  
balance sheet  
management

Optimisation of the  
PCAM franchise

### Management Agenda Phase 2

2004 – 2005:  
Growth and 25% RoE



Maintaining strict cost,  
capital and risk  
discipline

Capitalising on  
global leadership  
in CIB

Delivering  
profitable growth  
in PCAM

Establishing  
Deutsche Bank as the  
most reputable brand





## From 2006: the current phase

### Management Agenda Phase 3

2006 – 2008:  
Leveraging our global platform for accelerated growth

Maintain our cost, risk, capital and regulatory discipline

Continue to invest in organic growth and 'bolt-on' acquisitions

Further grow our 'stable' businesses in PCAM and GTB

Build on our competitive edge in CIB

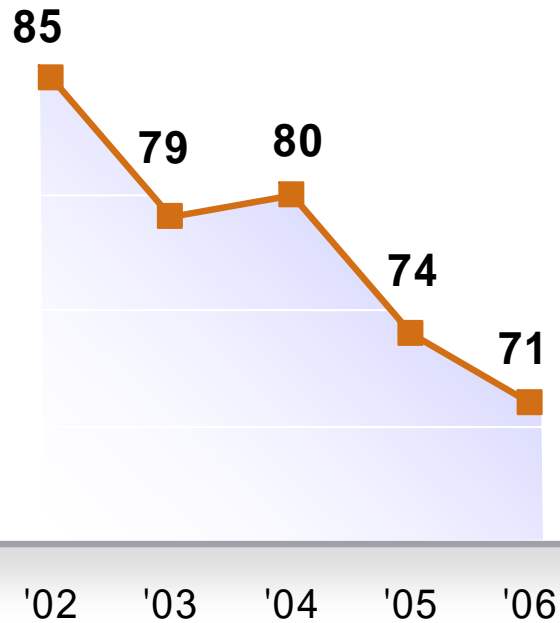


# Maintain our cost, risk, capital and regulatory discipline



## Cost

Underlying CIR, in %



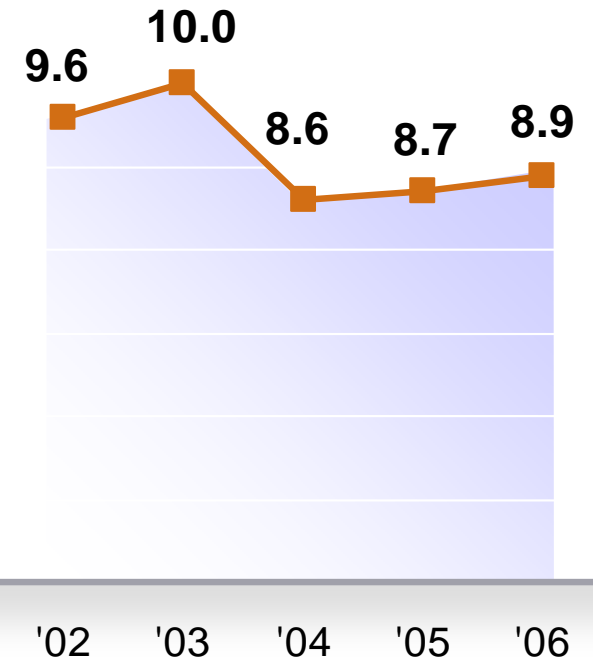
## Risk

Problem loan ratio<sup>(1)</sup>, in %



## Capital

Tier 1 ratio<sup>(2)</sup>, in %



(1) Problem loans divided by total loans, at year end

(2) At year end







# Continue to invest in organic growth and 'bolt-on' acquisitions

Acquisitions, partnerships and organic investments




**USA** 


- MortgageIT / Chapel
- Global Markets / Corporate Finance
- Alternative Asset Management

**Mexico** 

- Deutsche IXE
- Mortgage JV with Fincasa Hipotecaria

**Europe** 


- Retail structured funds
- Domestic Custody
- Consumer Finance

**UK** 


- Tilney
- dbMortgages
- JPM Depository and Clearing Centre

**Russia** 

- UFG

**Germany** 


- Berliner Bank / norisbank
- Mobile sales force
- Structured / retirement products in AM

**Middle East** 


- Investment Banking expansion
- Opening of offices in Dubai, Riyadh, Qatar

**China** 


- Partnership with Hua Xia and Harvest Fund Management
- PWM office in Shanghai

**Vietnam** 

- Partnership with Habubank

**India** 

- Branch network in India
- Asset Management distribution platform

**Poland** 

- Double branch network in Poland
- Consumer finance business

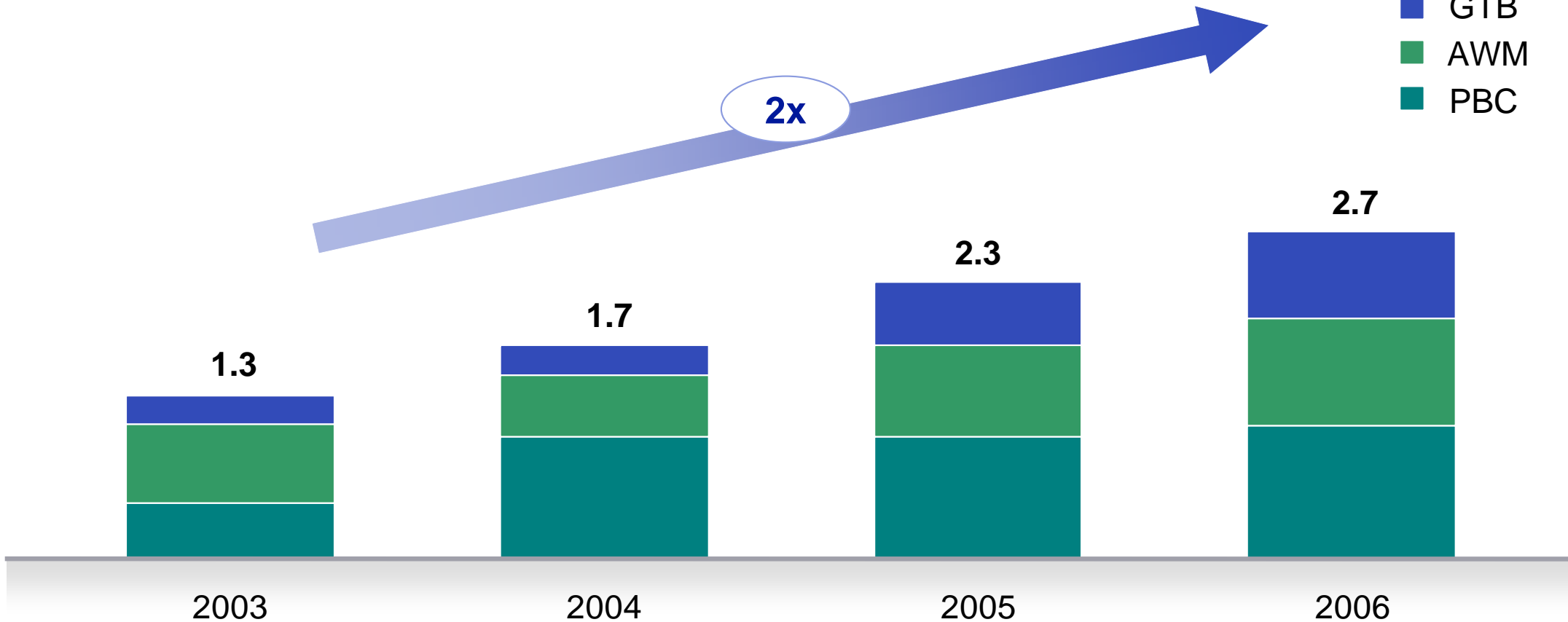


# Further grow our 'stable' businesses

Underlying pre-tax profit GTB, AWM and PBC, in EUR bn



- GTB
- AWM
- PBC



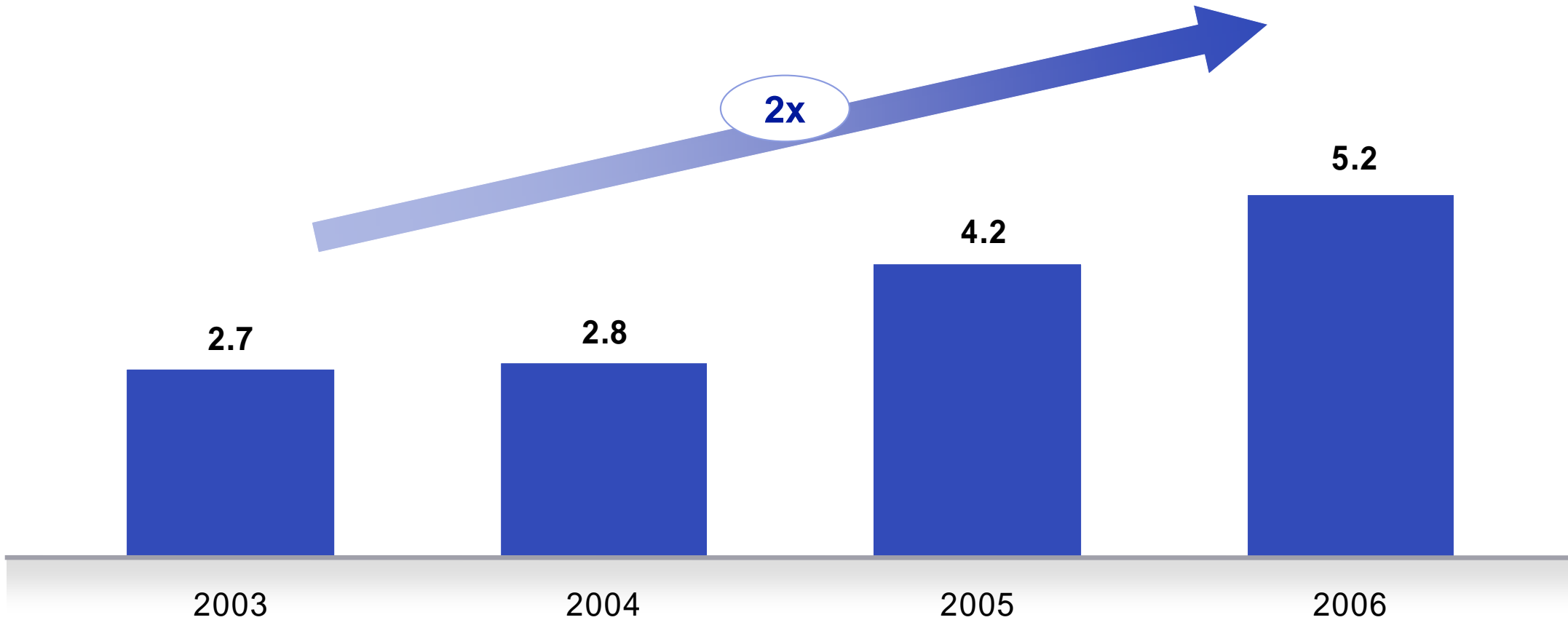
Note: 2003 results have not been adjusted to new group structure  
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# Build on our competitive edge in investment banking



Underlying pre-tax profit CB&S, in EUR bn



Note: 2003 results have not been adjusted to new group structure  
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# We are confident of delivering on our Group targets

## Group targets “over-the-cycle”

**Sustainable profitability  
of 25% pre-tax RoE**

**Double-digit EPS growth in%**

## Capital management

**Organic growth**  
Financing RWA increase

**External growth**  
Covering goodwill  
and intangibles




**Dividends**  
Incrementally increasing  
pay-out ratio to 50%

**Share buybacks**  
Flexible lever to  
optimise capital structure

**Maintaining  
Tier 1 ratio  
of 8 – 9%**



# Trends shaping our environment

Trend	Features	
<b>Globalisation</b>	<ul style="list-style-type: none"><li>■ Growth of emerging markets</li><li>■ Geographical boundaries disappear</li><li>■ Global players act locally</li></ul>	
<b>Growth of capital markets</b>	<ul style="list-style-type: none"><li>■ Growing investor appetite</li><li>■ Innovation / structuring</li><li>■ Corporate activity</li><li>■ Leverage / risk distribution</li></ul>	
<b>Global asset growth</b>	<ul style="list-style-type: none"><li>■ Private retirement funding</li><li>■ Emerging market wealth creation</li><li>■ Shift toward new asset classes</li><li>■ Institutional investment evolves</li></ul>	



# Trends shaping our environment

Trend	Features	Deutsche Bank strengths
<b>Globalisation</b>	<ul style="list-style-type: none"> <li>■ Growth of emerging markets</li> <li>■ Geographical boundaries disappear</li> <li>■ Global players act locally</li> </ul>	<ul style="list-style-type: none"> <li>■ Regional business diversification</li> <li>■ Global network</li> <li>■ Global capital market access</li> <li>■ Local presence and culture</li> </ul>
<b>Growth of capital markets</b>	<ul style="list-style-type: none"> <li>■ Growing investor appetite</li> <li>■ Innovation / structuring</li> <li>■ Corporate activity</li> <li>■ Leverage / risk distribution</li> </ul>	<ul style="list-style-type: none"> <li>■ Leadership in Investment Banking</li> <li>■ World-class Sales &amp; Trading</li> <li>■ Growth in Corporate Finance</li> <li>■ Risk management</li> </ul>
<b>Global asset growth</b>	<ul style="list-style-type: none"> <li>■ Private retirement funding</li> <li>■ Emerging market wealth creation</li> <li>■ Shift toward new asset classes</li> <li>■ Institutional investment evolves</li> </ul>	<ul style="list-style-type: none"> <li>■ EUR 966 bn Invested Assets</li> <li>■ Global mutual funds / PWM</li> <li>■ Alternative investments</li> <li>■ Integrated product development</li> </ul>





# Upcoming communication events

19 April

- Publication of Transition Report to IFRS

8 May

- Release of 1Q2007 results

24 May

- Annual General Meeting / Dividend\* of EUR 4 per share





## Cautionary statement regarding forward-looking statements and non-U.S. GAAP financial measures

This presentation contains forward-looking statements. Forward-looking statements are statements that are not historical facts; they include statements about our beliefs and expectations. Any statement in this presentation that states our intentions, beliefs, expectations or predictions (and the assumptions underlying them) is a forward-looking statement. 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 under the heading "Risk Factors." Copies of this document are available upon request or can be downloaded from [www.deutsche-bank.com/ir](http://www.deutsche-bank.com/ir).

This presentation contains non-U.S. GAAP financial measures. For a reconciliation to directly comparable figures reported under U.S. GAAP refer to the 4Q2006 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).