



# CIB Investor Workshop

Anshu Jain

Member of the Management Board

Head of the Corporate & Investment Bank

*Passion to Perform*

London, 1 June 2011



# Significant progress since Investor Day 2009 and strong positioning for the future

## Successful recalibration

- Markets: Recalibration of equities and credit, lower resource utilisation and closure of all dedicated proprietary trading business units
- Corporate Finance: Recalibration of leveraged finance and commercial real estate, realignment to opportunities
- GTB: Shift to fee based businesses and completed acquisition of commercial banking activities of ABN Amro

## Integration of CIB

- Enhanced corporate client coverage leading to improved competitive positioning
- More efficient business (lower headcount, costs)
- Better alignment of risk

## Investment in strategic priorities

- Improvement in key corporate finance areas: FIG, NRG
- Successful organically grown commodities platform, strong emerging markets franchise, improvement in DMA / Algo
- GTB focus on Asia, complex corporates and institutional investors

## Unquestionable client market share

- #1 FX for seventh consecutive year
- #1 Global Fixed Income
- #1 Prime Brokerage
- #4 Corporate Finance
- Top-3 or Top-5 across most products / regions

## Well positioned for regulatory change

- On track to mitigate RWA impact of Basel 2.5 / 3
- Client-focused business model with low tail risk
- Projected pre-tax RoE of >20% under Basel 3

Source: Greenwich Associates, Coalition Development, Euromoney, Bloomberg, Autex, Dealogic, CIB Strategy

# Agenda



## 1 CIB today: A powerful proposition

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## 2 Monetising the franchise

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## 3 Well positioned for the future

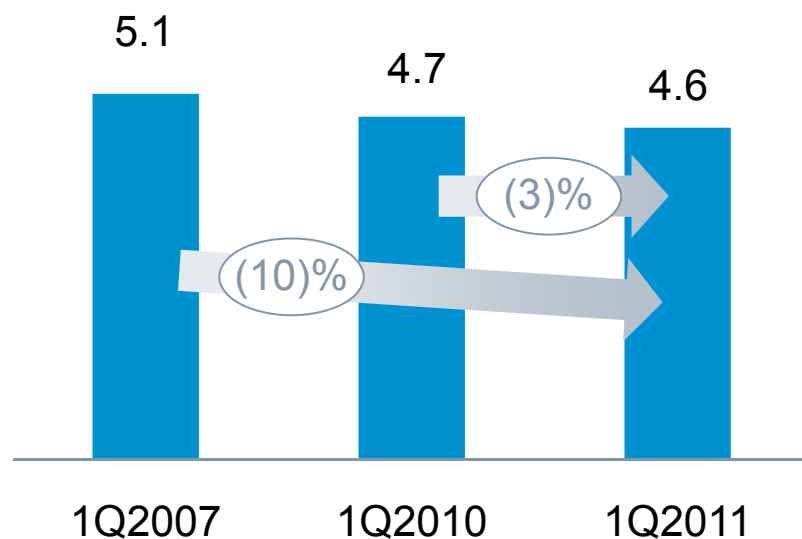
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# Recalibration: In Markets we significantly reduced resource consumption and still delivered strong results

Strong performance ...

S&T revenues<sup>(5)</sup> in EUR bn



Competitive positioning versus major peers<sup>(5)</sup>



... using significantly fewer resources

Markets resources, current vs. peak levels<sup>(1)</sup>



(1) Peak during crisis, mainly 2008

(2) Adjusted assets

(3) Notional capital for dedicated Equity and Credit Proprietary Trading businesses

(4) Estimated maximum traded market risk loss on a return to Q42008 conditions over a quarter, including offsetting revenues across businesses

(5) Externally reported revenues



# Recalibration: In Corporate Finance we invested strategically to align resources with opportunities

		% of fee pool		MD & D hires 2008-10	Rank and market share		
		FY2010			FY2008	1Q2011	
Industries	Financial Institutions	24%		17	#9 3.6%	→	#3 6.7%
	Industrials	15%		10	#5 5.2%	→	#4 6.7%
	Natural Resources	24%		16	#9 3.5%	→	#8 3.9%
Regions <sup>(1)</sup>	Americas	51%		51	#10 3.1%	→	#7 5.4%
	UK	7%		30	#10 4.0%	→	#4 6.6%
	Asia (ex Japan)	17%		36	#7 4.1%	→	#1 5.2%
Global total		100%		141	#8 4.2%	→	#4 5.8%



(1) Includes ECM / LDCM  
Source: Dealogic

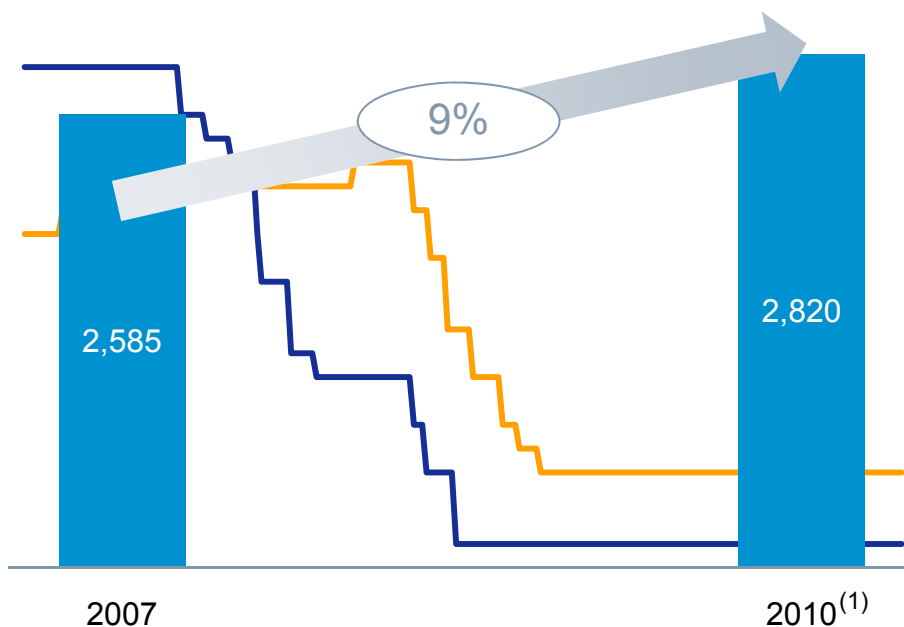


# Recalibration: In Global Transaction Banking we diversified revenues and offset the impact of low interest rates

## GTB revenues 2010 vs. 2007

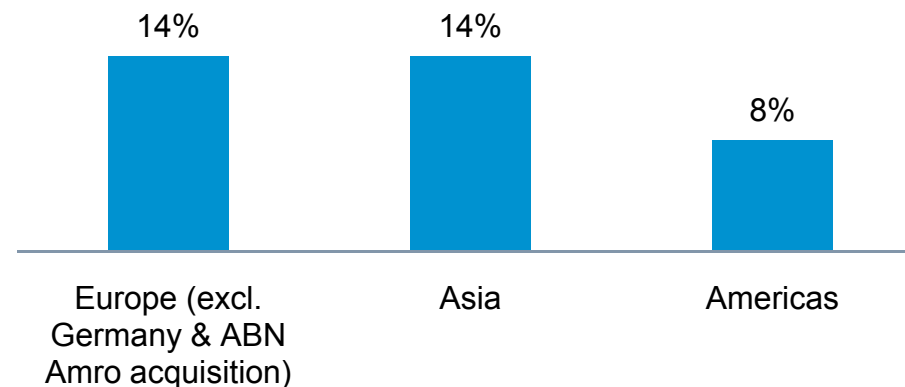
In EUR m

- ECB main refinancing rate
- Fed funds target rate

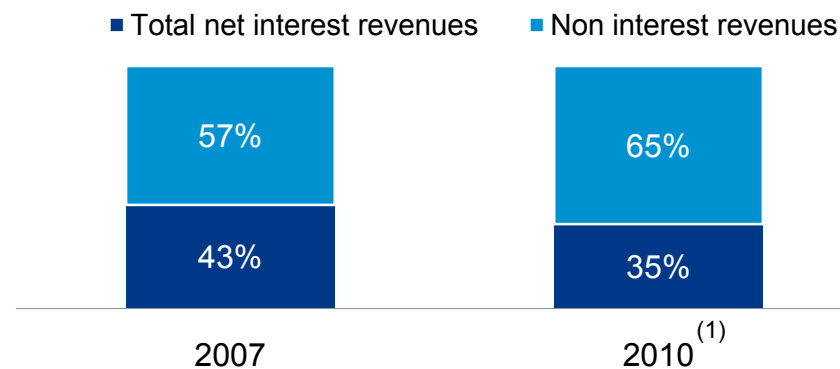


## Increased revenues outside home market

Revenue growth 2010 vs. 2007



## Successful shift to fee and other income

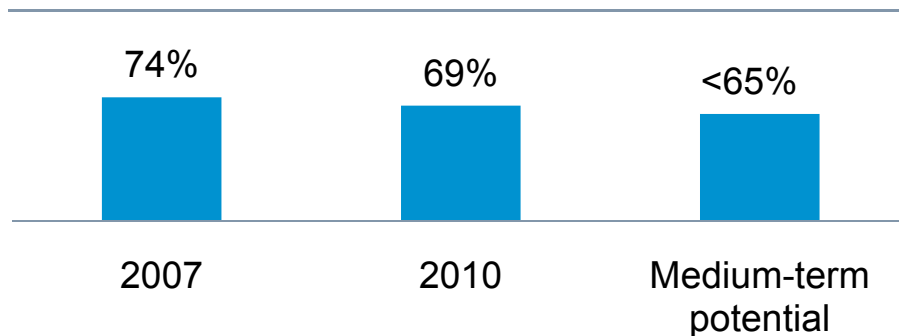


(1) Excludes EUR 403 m revenues and EUR 216 m negative goodwill gain from ABN Amro acquisition  
Source: Bloomberg, CPB Netherlands, DB Research

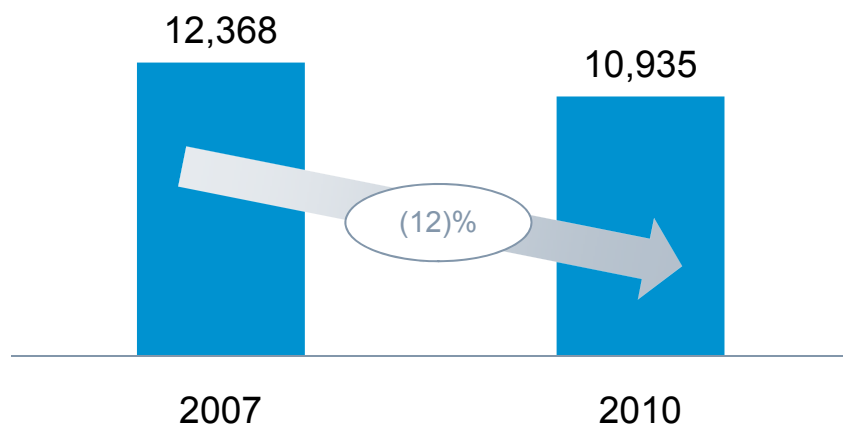


# A focus on costs remains a key priority

## CB&S cost / income ratio



## CB&S front-office headcount



## Drivers of cost / headcount evolution

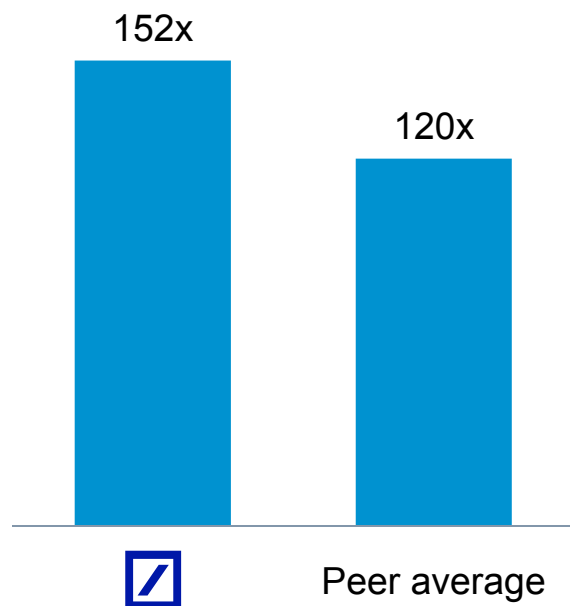
- Strategic investments across corporate finance, commodities and equities and related infrastructure spend
- Integration: Rationalisation of corporate coverage, risk management and support activities
- Ongoing investment in offshore model
- Complexity reduction across DB's infrastructure groups will achieve further cost savings



# We are generating substantially higher returns on our resources

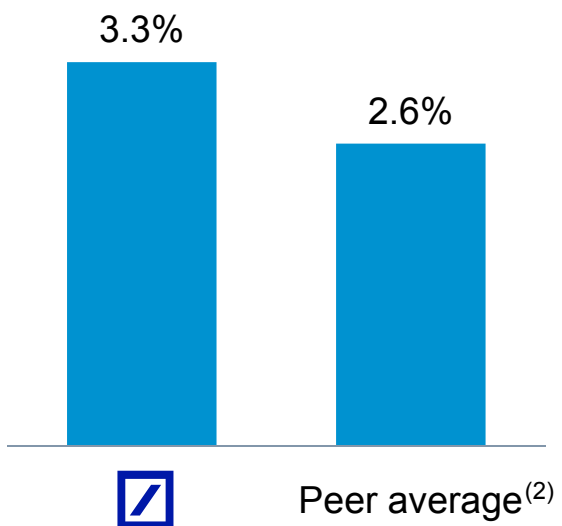
## Return on VaR

1Q10-1Q11 average S&T revenues / VaR annualised



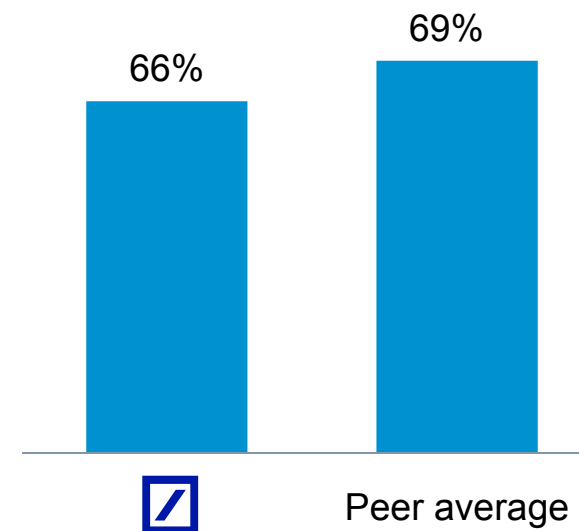
## Return on RWA

1Q10-1Q11 average CB&S IBIT / RWA annualised



## Cost / income ratio

1Q10-1Q11 average CB&S costs<sup>(1)</sup> / revenues



Note: Reported Revenues and IBIT (excl. fair value gains / losses); peers include BarCap, BoA, Citi, CS, GS, JPM, MS and UBS

(1) Costs are operating costs excluding policyholder benefits and claims

(2) Where not available, peer CB&S RWA estimated as a proportion of group RWA based on CB&S assets / group assets

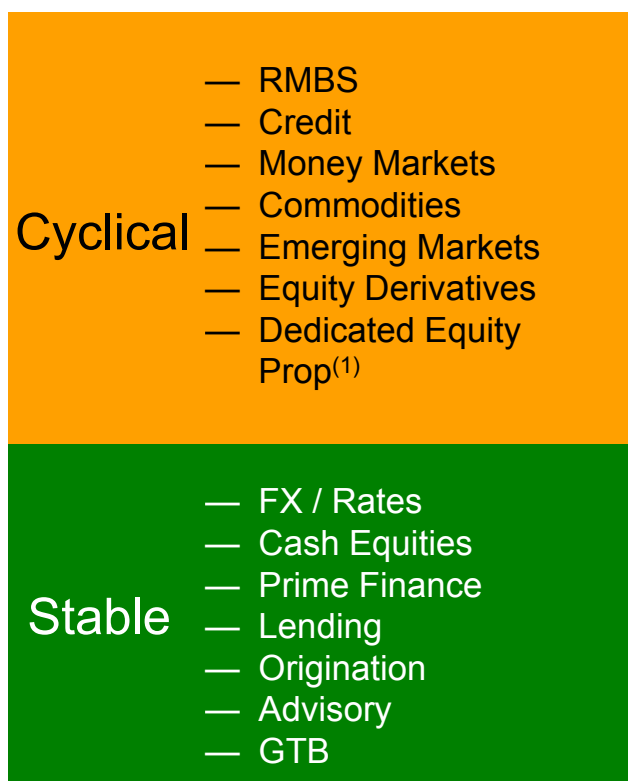
Source: Company reports, CIB Strategy





# Our mix of stable and cyclical businesses makes for a diversified and powerful proposition

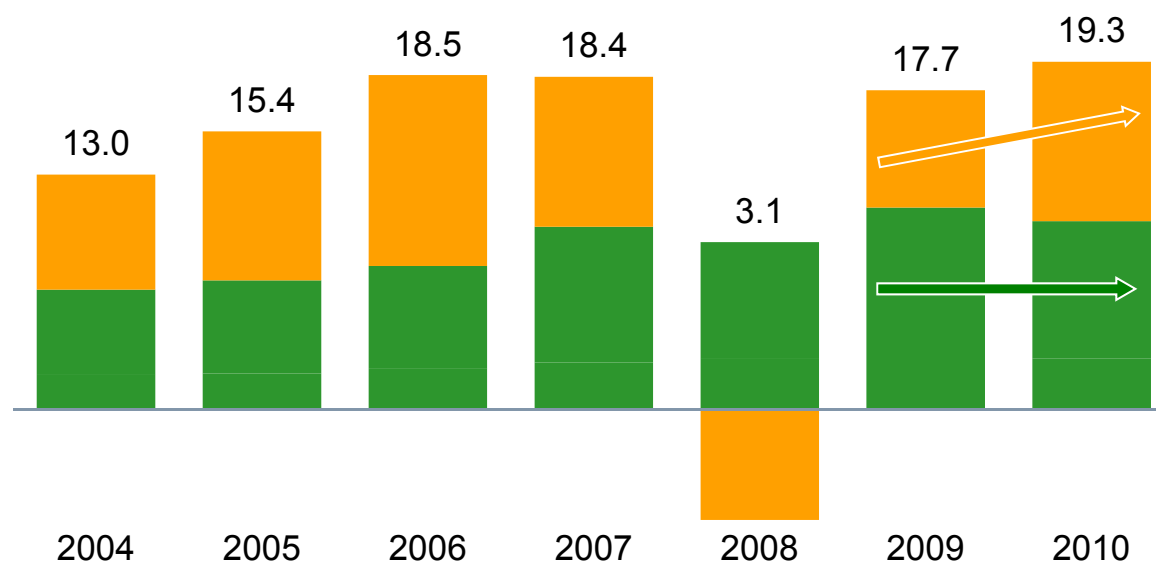
## Products



## Pre-crisis (2004 – 2007)

## Crisis and aftermath (2008 – 2010)

CIB revenues, in EUR bn



Note: Based on standard deviation (STDEV) over mean of yearly revenues. CIB revenues STDEV of ~40% is taken as a benchmark for divisional revenues. Therefore, revenues with less than 40% STDEV classified as “stable” and revenues with more than 40% STDEV classified as “cyclical”. Numbers exclude: LEMG, ABN Amro acquisition and negative goodwill in 2010 (for historical comparability purposes) and centrally allocated items

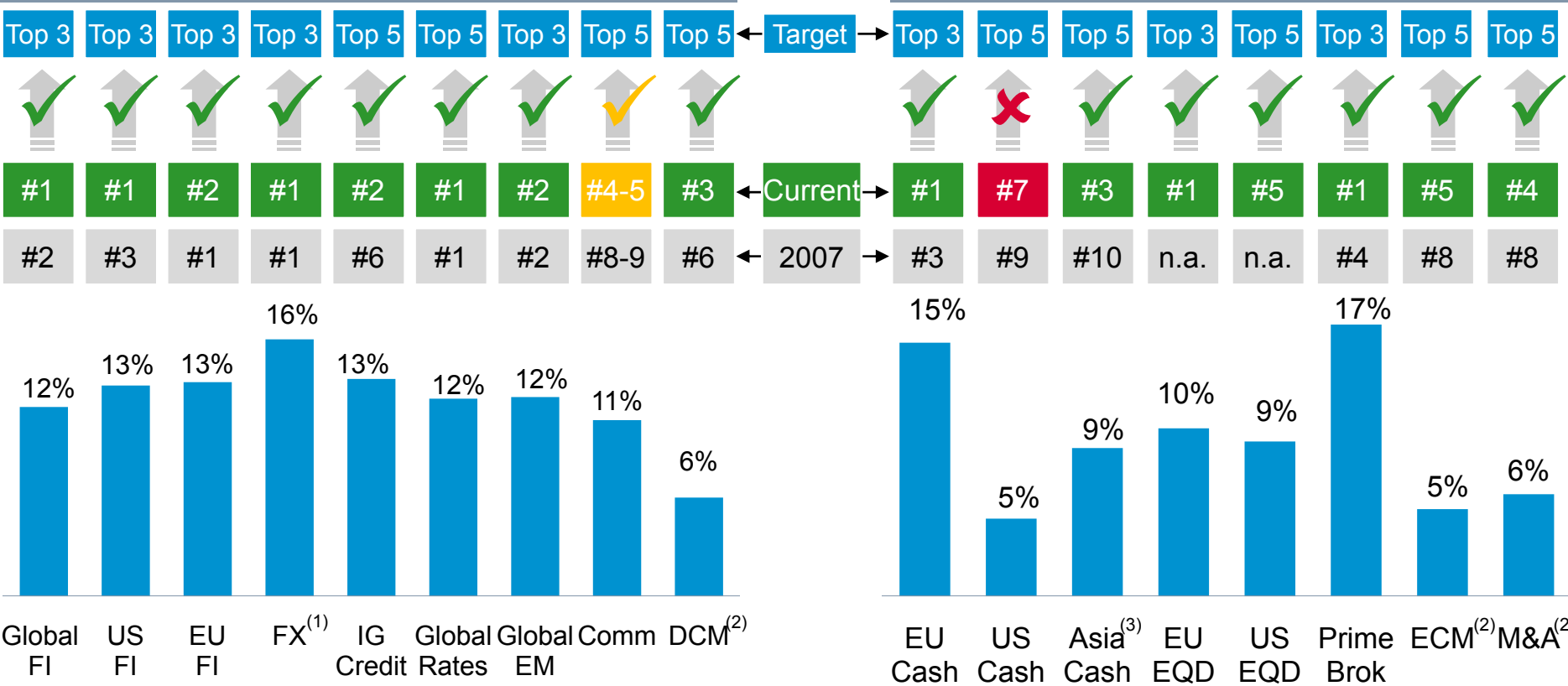
(1) Exited during 2010



# Strong market positioning across all products ...

## Fixed Income

## Equities / Advisory



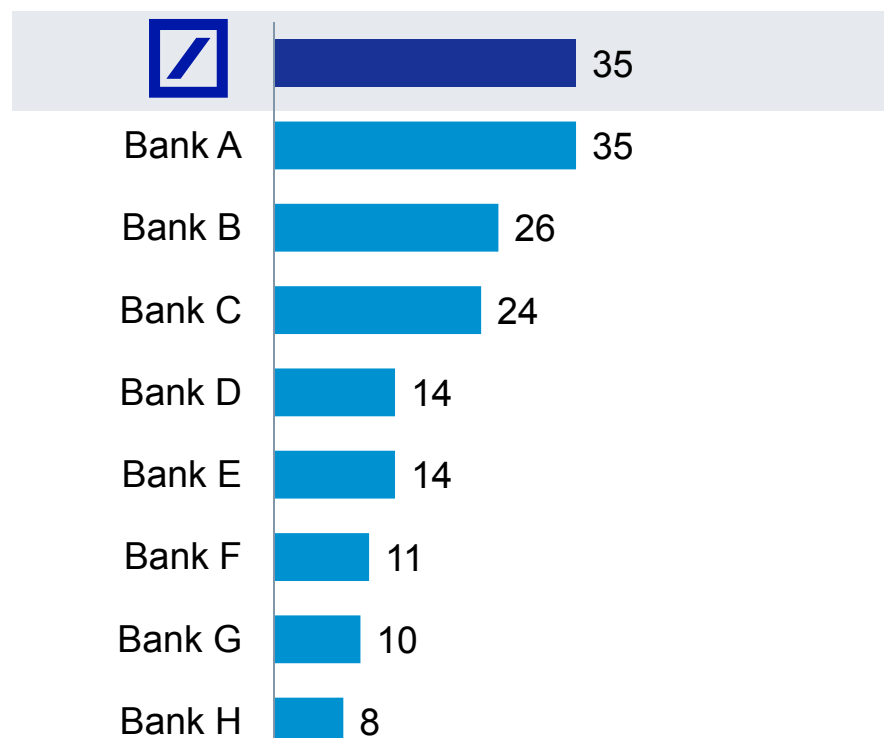
Note: 2010 data; FI = Fixed Income, Rates = Govt Bonds, Interest Rate Derivatives, Agency Securities & MBS Pass-throughs, EM = Emerging Markets, Comm = Commodities, EQD = Equity Derivatives, Prime Brok = Prime Brokerage; % figures represent client market shares unless stated below; commodities and prime brokerage show revenue market share of top 9 players only; equity derivatives numbers represent equity swaps for US and flow options for EU  
 (1) 2011 poll (2) High Grade / High Yield origination for DCM; DCM / ECM / M&A based on 1Q2011 Dealogic data (3) vote share  
 Source: Greenwich Associates, Coalition Development, Euromoney, Bloomberg, Autex, Dealogic, CIB Strategy



# ... with better momentum than peers

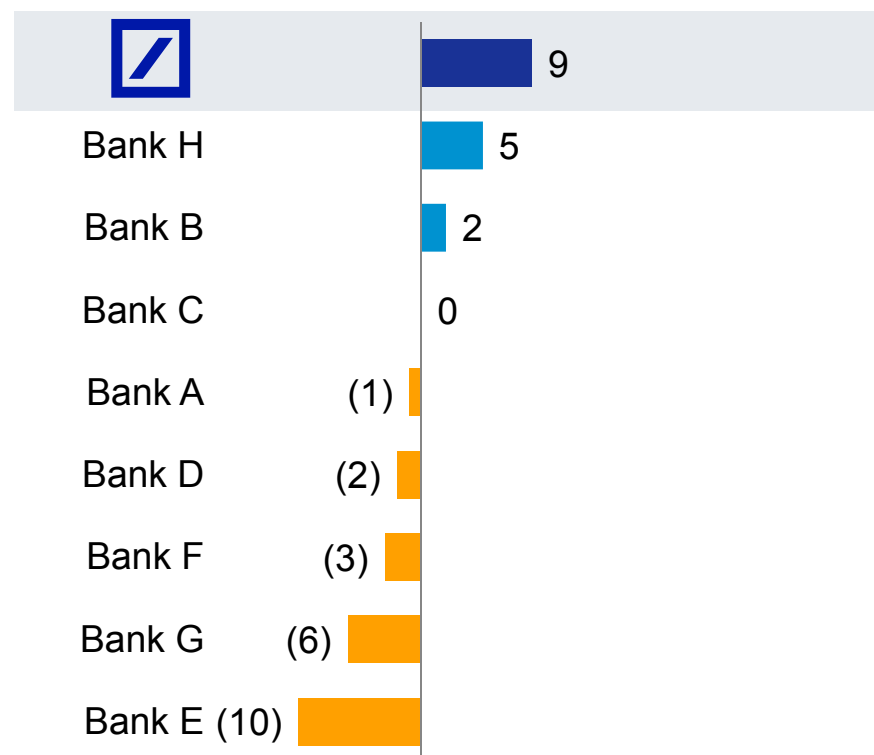
DB's CIB franchise broader than virtually all of our key competitors ...

Number of markets where DB ranks top 3,<sup>(1)</sup> 2010



# ... with strong momentum

Change in number of top 3 positions, 2008 – 2010



Note: Peers include: Barclays, BoA, Citi, CS, GS, JPM, MS and UBS

(1) Top 3 rankings counted for each product and major region (Americas, Europe, Asia ex Japan, Japan). Products include a wide range of fixed income, equities and corporate finance products. Rankings generally on the basis of client market share, penetration or fees. Total of 64 markets analysed (see list in appendix, p. 32).

Source: Greenwich Associates, Euromoney, Coalition Development

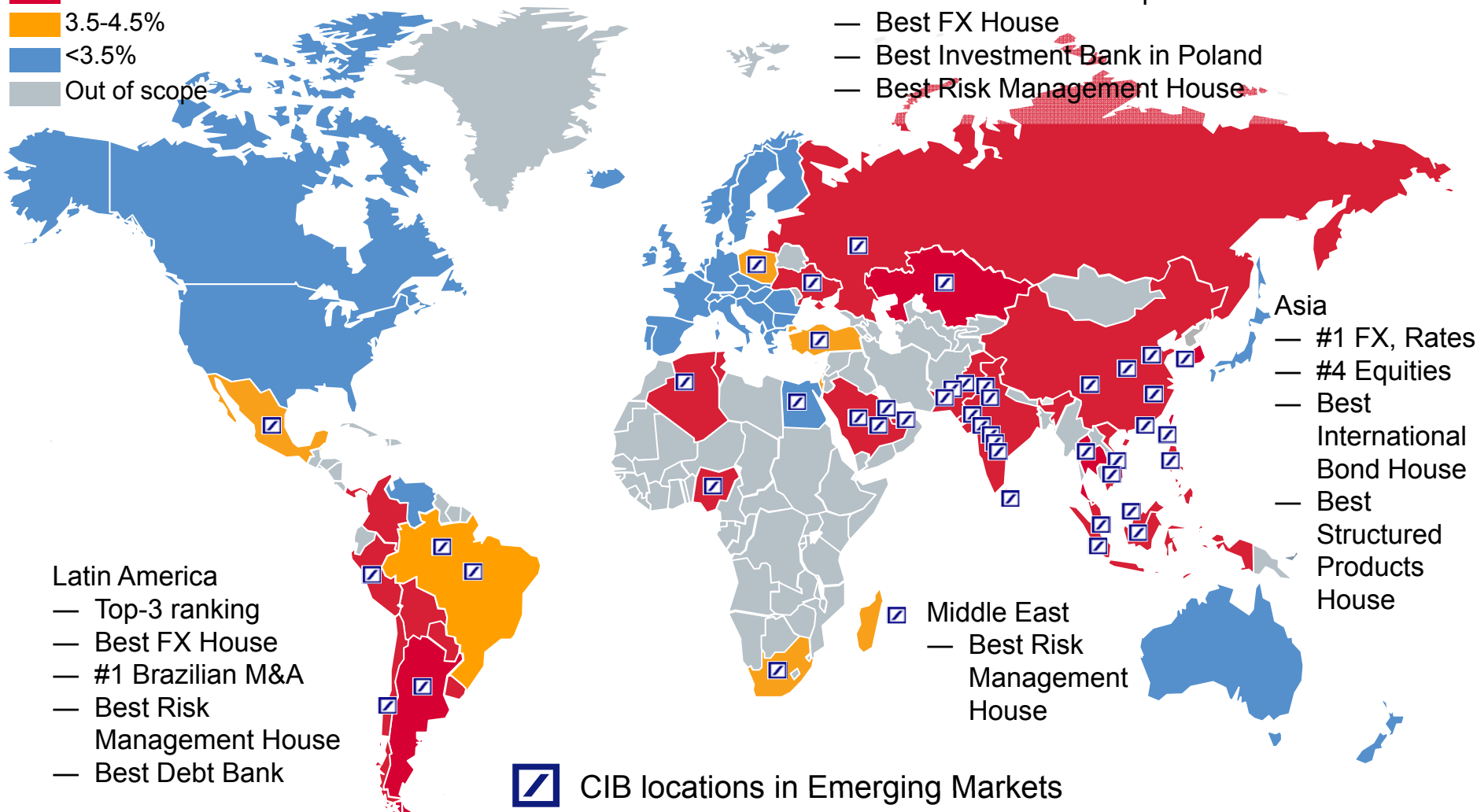


# CIB is superbly placed to exploit EM growth opportunities

2011 GDP growth:

- 4.5%+
- 3.5-4.5%
- <3.5%
- Out of scope

- Central and Eastern Europe
- Best FX House
- Best Investment Bank in Poland
- Best Risk Management House



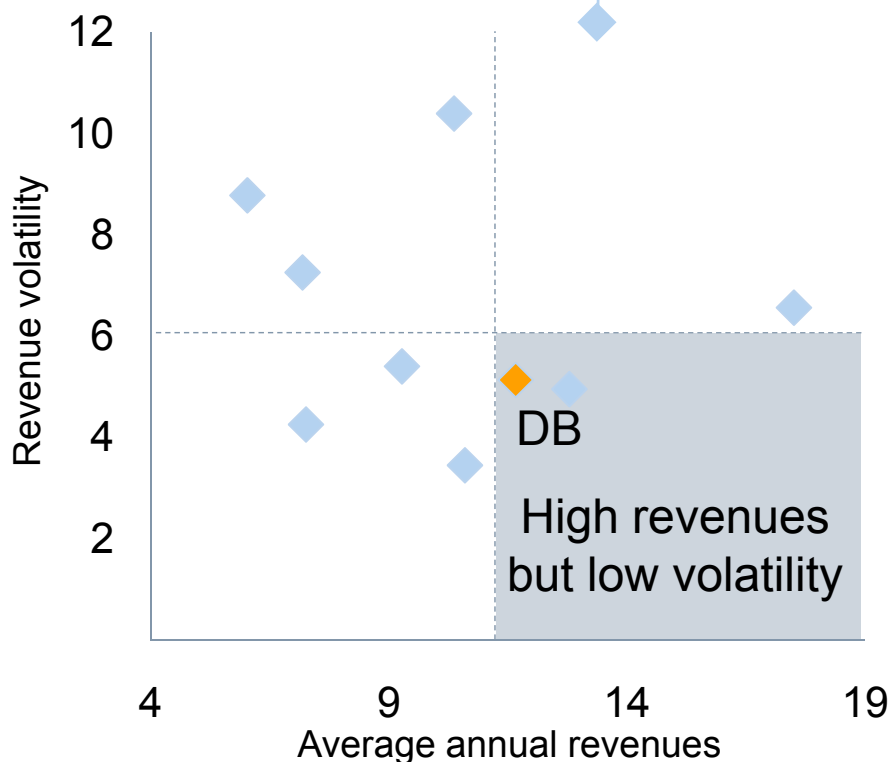
Source: Euromoney, Global Finance, Dealogic, Greenwich Associates



# Consistently delivering more stable revenues

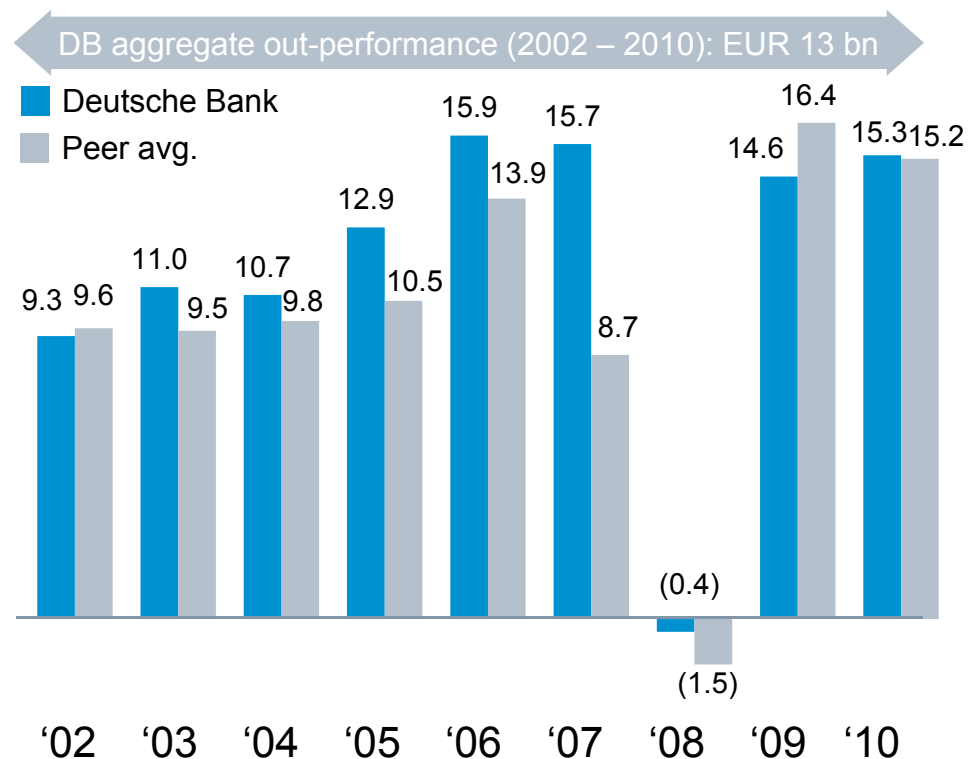
## Lower volatility of results ...

2002-2010: S&T / Orig. & Adv. average annual revenues<sup>(1)</sup> vs. average volatility<sup>(2)</sup>, in EUR bn



## ... but better performance

2002-2010: S&T / Orig. & Adv. total revenues<sup>(1)</sup>, in EUR bn



(1) Reported revenues for period 2002 to 2010 (excl. fair value gains / losses)

(2) Volatility for the period 2002 to 2010 calculated as standard deviation on annual reported revenues (excl. fair value gains / losses)

(3) Peers include Barclays, BoA (2005 onwards), Citi, CS, GS, JPM, MS and UBS

Source: Company reports

# Agenda



1 CIB today: A powerful proposition

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**2 Monetising the franchise**

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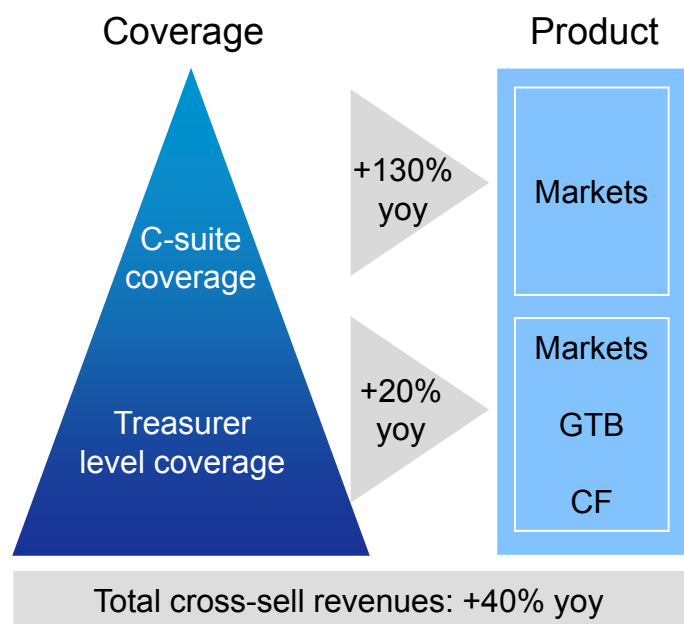
3 Well positioned for the future

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# Further integration is driving increased co-operation across corporate coverage

## Re-aligned corporate coverage

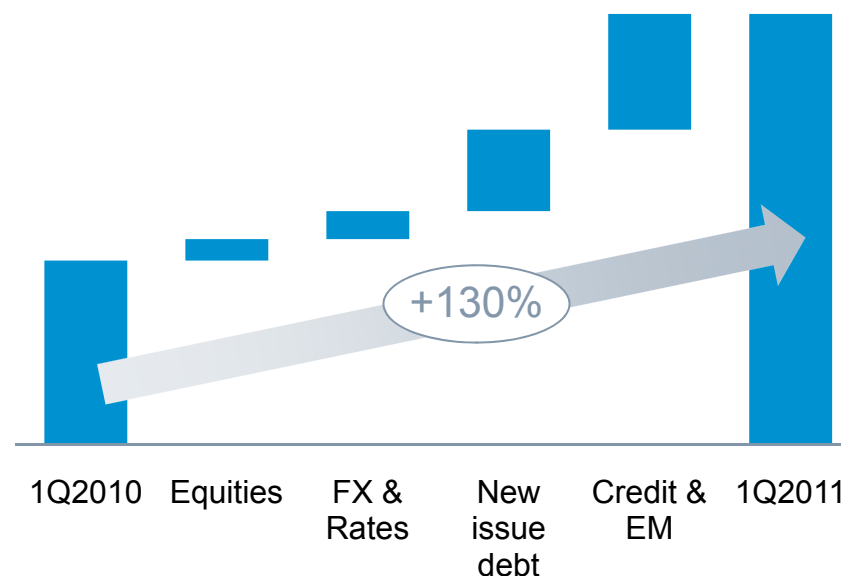


- **Empowerment:** Senior Investment Banker co-ordinates coverage team with full accountability for franchise revenues
- **Measurement:** Shared revenue performance and cross-sell metrics across all coverage groups
- **Discipline:** Capital allocation based on CIB-wide client economic profitability

Note: yoy = 1Q2011 vs. 1Q2010. Cross-sell = revenues from sales across businesses

## Increased cross-sell

Corporate Finance cross-sell revenues from Markets products



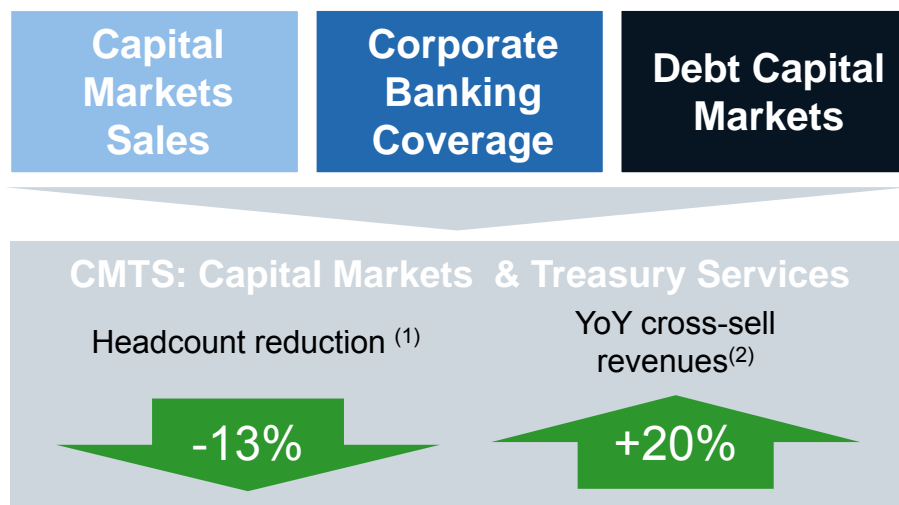
DP WORLD





# CMTS allows us to service clients better across risk management and treasury

## New Treasury service model



- Integrated financing, risk management, treasury products and solutions to clients
- Core focus on Markets and GTB products
- Increased knowledge transfer across CIB
- Lower operating costs

(1) 1Q2011 vs. 2010 peak

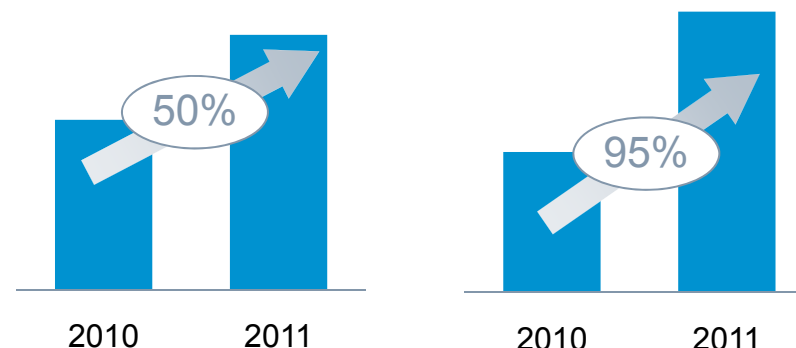
(2) 1Q2011 vs. 1Q2010; cross-sell = revenues from sales across businesses

## Increased salesforce productivity

### CMTS 1Q revenues

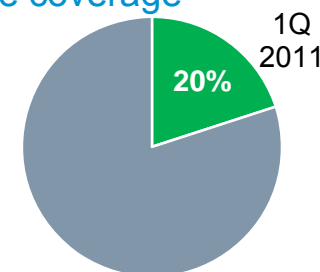
Markets flow sales / head

GTB sales / head



## Example: “100 mandates challenge”

GTB mandates sold by legacy Global Markets corporate coverage







# Good progress being made against integration IBIT target

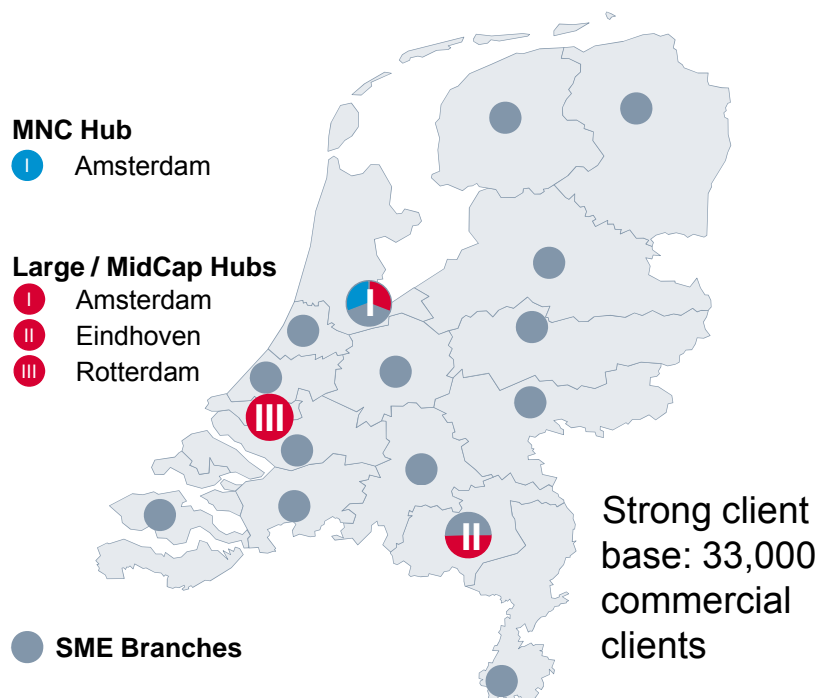
Savings drivers			2011 target	1Q2011	% target	
<b>Streamline</b>	<ul style="list-style-type: none"> <li>— Rationalisation of coverage model, risk taking and support services</li> <li>— Standardised cost policies and procedures across travel, procurement and infrastructure services</li> </ul>	<b>Cost synergies</b>	350 <sup>(1)</sup>	65	20%	
<b>Connect</b>	<ul style="list-style-type: none"> <li>— Corporate Finance selling more Markets and GTB products</li> <li>— Increased Markets &amp; GTB sales through closer coordination across treasury sales force (CMTS)</li> </ul>	<b>Revenue synergies</b>	300	115	40%	
<b>Grow</b>	<ul style="list-style-type: none"> <li>— Increased deal activity from alignment of credit businesses</li> </ul>					
			<b>IBIT</b>	<b>500<sup>(2)</sup></b>	<b>180</b>	<b>35%</b>

(1) Excludes costs to achieve of EUR 150 m  
 (2) Includes costs to achieve of EUR 150 m



# The ABN Amro acquisition will further enhance GTB's position in Europe

4th largest commercial bank in NL



## Achievements

- ▶ Change of control without major disruptions for clients or staff
- ▶ Treasury offering and other products (guarantees, international cash mgmt) moved to DB platform
- ▶ First set of priority clients on-boarded onto DB AG
- ▶ New mid-cap branch in Rotterdam and SME branches in Amsterdam and Eindhoven

## Objectives 2011 and beyond

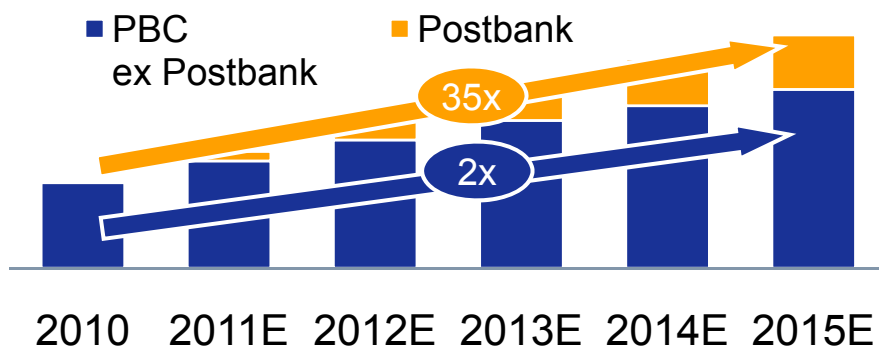
- ▶ Build on existing strong market position (~15% market share)
- ▶ Shift portfolio focus from lending-driven to fee-driven business
- ▶ Derive more value from balance sheet commitments
- ▶ Breakeven in 2011, positive contribution 2012 onwards



# Our partnership with PCAM creates unique sales channels

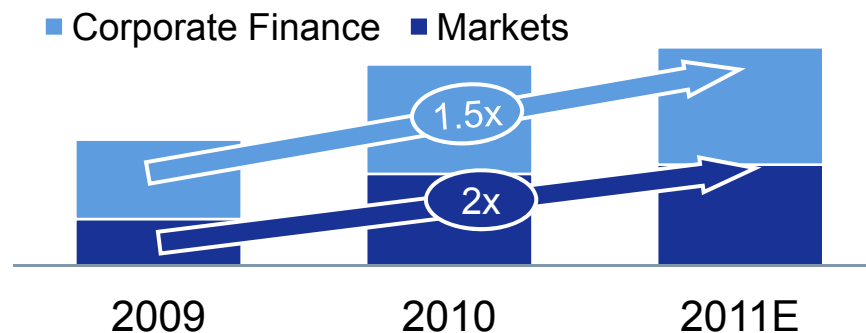
## PBC business potential

CIB indicative revenues



## PWM business potential

CIB pre-revenue share indicative revenues



- Capital guaranteed products
- Insurance products
- Pension products
- Structured deposits



Deutsche Bank  
Private & Business  
Clients

- Growth in equity and commodity products
- Demand for capital guaranteed products
- Introduction of credit linked notes
- Insurance and pension products



Deutsche Bank  
Private Wealth Management

- Corporate Finance and PWM JV**
- IPOs, private placements, advisory mandates from PWM clients
  - Asset gathering leads

- Markets and PWM JV**
- Markets provides investment products and market access
  - Credit linked notes
  - Capital guaranteed funds

Note: Numbers and growth trends are indicative

# Agenda



1 CIB today: A powerful proposition

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2 Monetising the franchise

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**3 Well positioned for the future**

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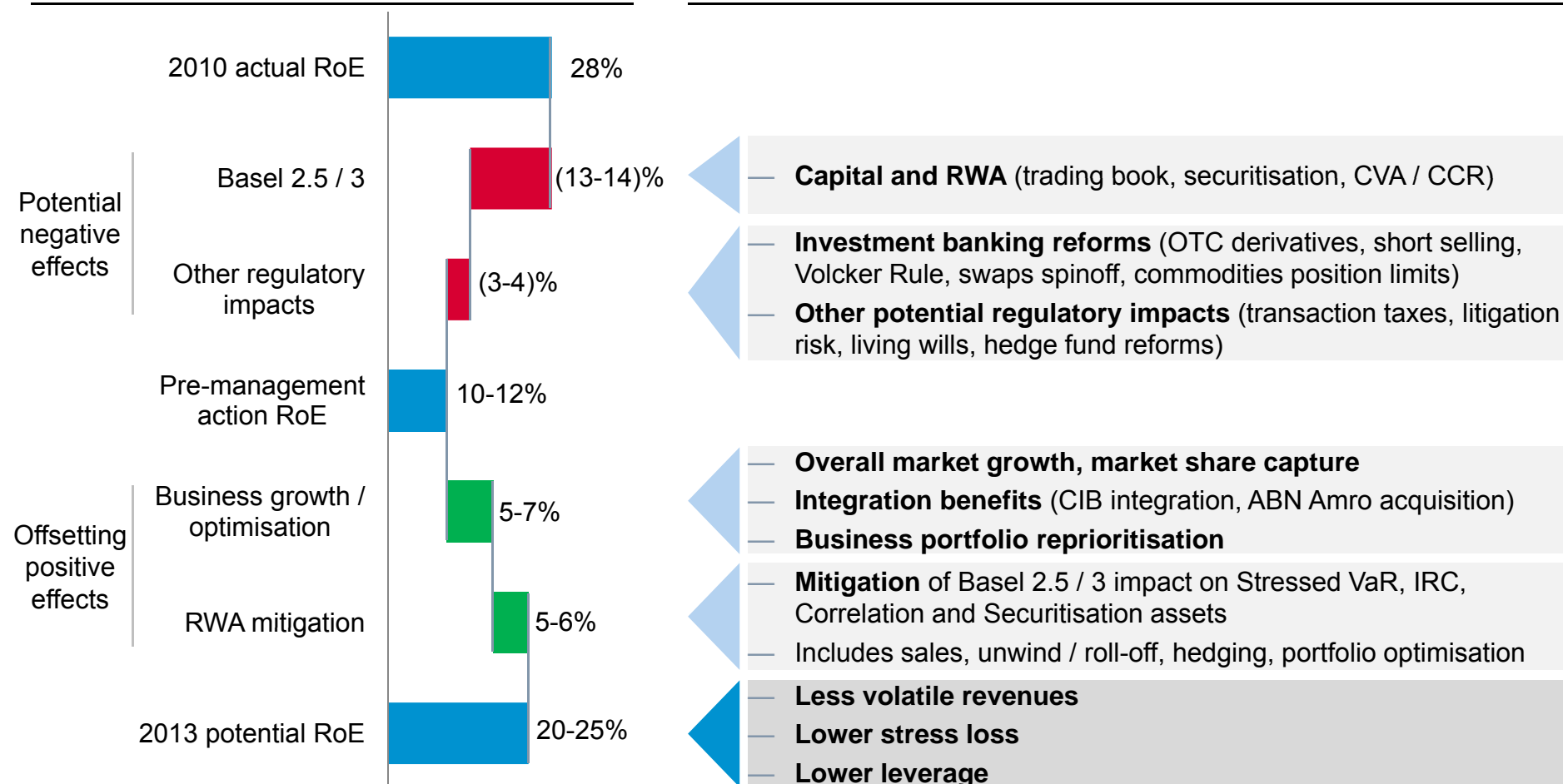


# Regulatory change will be partially offset by management action; earnings quality will be higher

Illustrative

## CIB pre-tax RoE

## Proposed regulations, response and impact



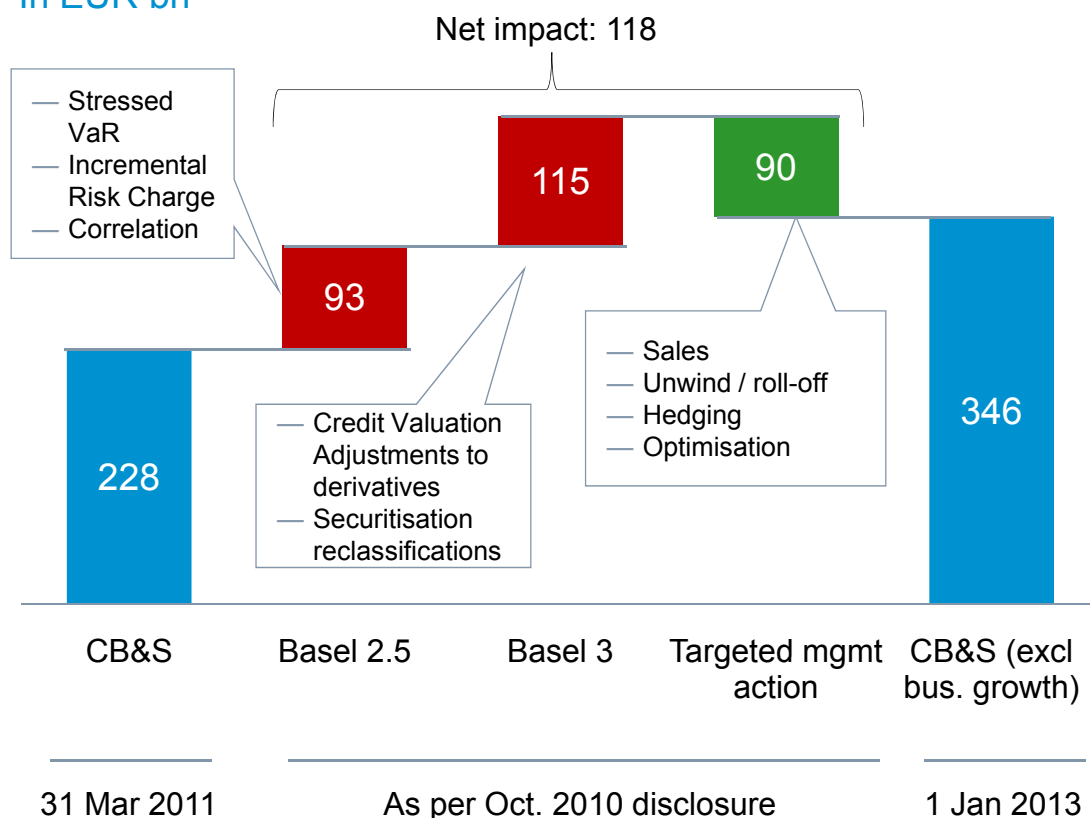
(1) Potential negative effects, offsetting positive effects and 2013 potential RoE based on a 10% Core Tier 1 assumption, in line with existing equity allocation methodology.



# We remain focused on mitigating the impact of upcoming regulation

## CB&S Total Capital Demand development<sup>(1)</sup>

In EUR bn



## Outlook

- Solid governance in place for risk and capital optimisation
- Confident of achieving EUR 90 bn mitigation target by 1 Jan 2013
  - Limited dependency on asset sales
  - Limited P&L impact
- Further TCD relief expected post 2013 from ~EUR 70 bn of capital intensive assets
  - Exit of liquid trading book exposures as client demand disappears
  - 80% of remaining credit correlation notional to roll off by 2015
  - ~30% of banking book securitisation to amortise / roll-off by 2016

Group Core Tier 1 ratio on 1 Jan 2013: >8%

(1) Total Capital Demand (TCD) = disclosed RWA + RWA equivalent capital deduction items. TCD will be equivalent to RWA upon the implementation of Basel 3



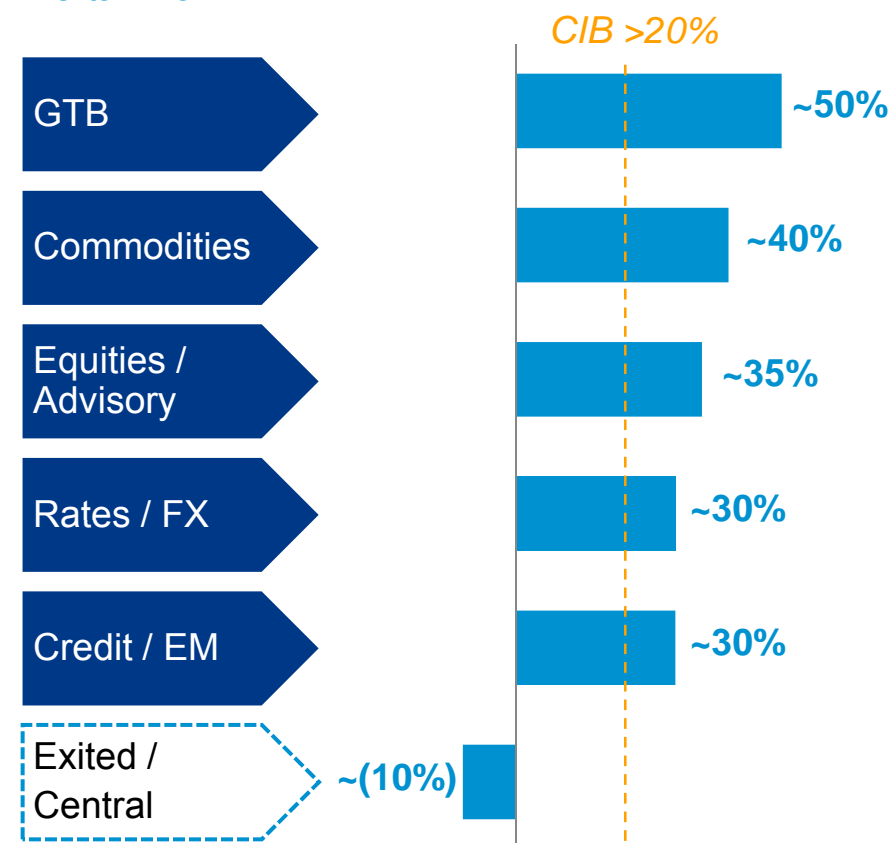
# Ongoing portfolio optimisation uses RoE as well as other key metrics

## Portfolio optimisation criteria

Return on equity
Return on assets
Revenue contribution / growth
Earnings quality / consistency
Franchise value / client demand
Leverage / liquidity
Revenue margin

## Potential 2013 return on equity

Pre-tax RoE<sup>(1)</sup>

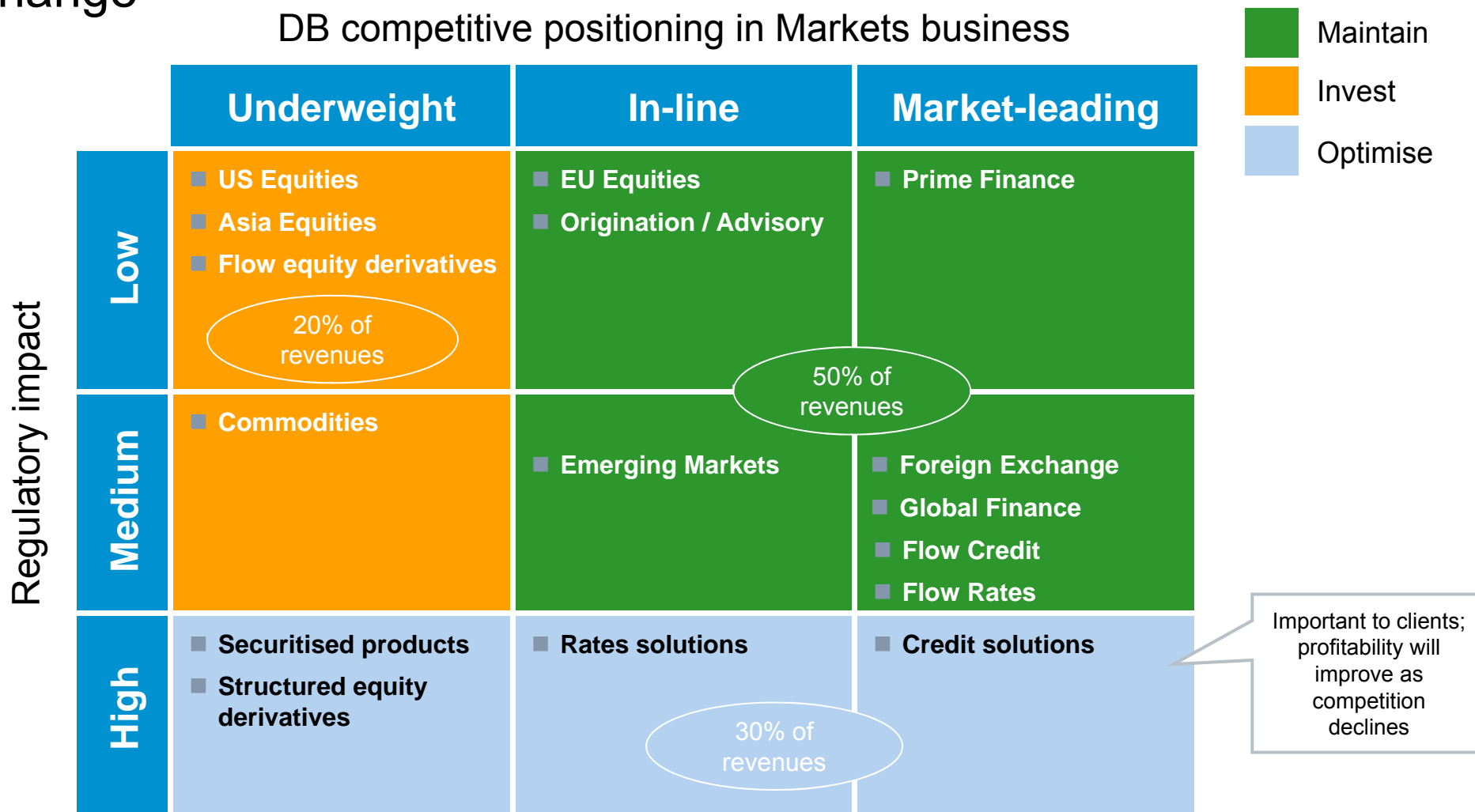


(1) 2013 potential RoE based on a 10% Core Tier 1 assumption, in line with existing equity allocation methodology. Central includes certain cost centres and the Loan Exposure Management Group.



# Our portfolio of businesses is well positioned for regulatory change

## DB competitive positioning in Markets business



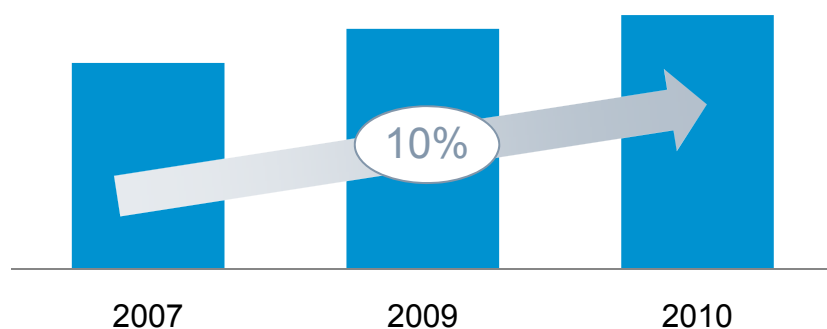




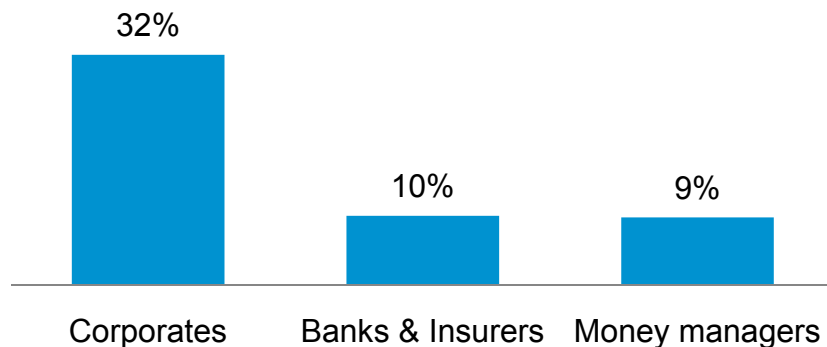
# Our decade-long investment in our client franchise leaves us in a strong position with investors and corporates

## Higher client revenues

Client revenues



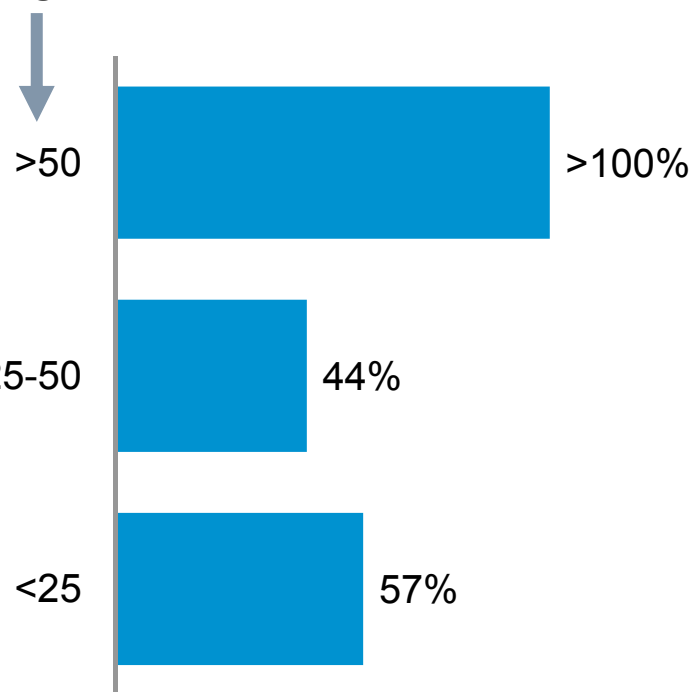
Growth in revenues 2007-2010 by client type



## Deeper client relationships

Growth in # of clients 2007-2010

Size of relationship in EUR m





# CIB: An attractive value proposition

Illustrative

CIB	Pre-crisis	Post-crisis	Change
Revenues <sup>(1)</sup> (in EUR bn)	18-19	>21	+15%
IBIT <sup>(2)</sup> (in EUR bn)	5-6	7.4	+35%
Balance sheet <sup>(3)</sup> (in EUR bn)	>1,200	~800-900	-30%
Value at Risk (in EUR mn)	>140	~80	-40%
Stress loss <sup>(4)</sup> (in EUR bn)	>3	<1.5	-50%
Dedicated Prop Trading <sup>(5)</sup> (% S&T revs)	10-15	0	-100%
Leveraged Finance pipeline (in EUR bn)	>40	<8	-80%
CRE pipeline (in EUR bn)	>15	<4	-75%
Correlation book VaR (index = 100) <sup>(6)</sup>	>100	<20	-80%
Total Capital Demand <sup>(7)</sup> (in EUR bn)	~250	~370	+50%
Allocated Equity <sup>(7)</sup> (in EUR bn)	<20	~35	+75%
Pre-tax RoE (in %)	~25-30	>20	-25%

Post 2013:  
Sustainable  
pre-tax  
RoE of >20%

(1) Post-crisis revenues based on analysts estimates for 2011-2012

(2) Post-crisis IBIT based on 2011 target

(3) Adjusted assets

(4) Estimated maximum traded market risk loss on a return to 4Q2008 conditions over a quarter, including offsetting revenues across businesses

(5) Revenues from dedicated Equity and Credit Proprietary Trading business units

(6) Index level of 100 at 31 Dec 2010

(7) Approximate indicative levels only; TCD post crisis reflects net impact of Basel 2.5 / 3 on current TCD levels and excludes business growth



# Additional information





# Market share positioning across regions and products

## Markets

	US		Eur		Asia		Global	
	2009	2010	2009	2010	2009	2010	2009	2010
Fixed Income								
FI	#4 → #1		#2 → #2		#2 → #1		#3 → #1	
Rates	#3 → #1		#3 → #2		#1 <sup>(2)</sup> → #1 <sup>(2)</sup>		#3 → #1	
Credit	#5 → #5		#1 → #2		#3 <sup>(3)</sup> → #1 <sup>(3)</sup>		#2 → #3	
EM Bonds	#4 → #4		#2 → #1		#4 <sup>(1)</sup> → #4		#4 → #2	
Commodities	n/a	n/a	n/a	n/a	n/a	n/a	#6 → #4	
FX	#1 → #1		#1 → #1		#1 → #1		#1 → #1	

	Americas		Eur		Asia		Global	
	2009	2010	2009	2010	2009	2010	2009	2010
Equities								
Cash	#6 → #7		#1 → #1		#4 <sup>(4)</sup> → #3 <sup>(4)</sup>		n/a	n/a
EQD	#5 → #5		#1 → #1		#1 → #1		n/a	n/a
Prime Brok	n/a	n/a	n/a	n/a	n/a	n/a	#1-2 → #1	

(1) Rank for Domestic Currency Credit (2) Interest Rate Derivatives (3) G3 Credit  
 (4) Vote Share – weighted by commission spend of accounts within the Greenwich Associates universe  
 Note that some of the 2009 ranks have been restated in the 2010 Greenwich report  
 Source: Greenwich Associates, Coalition Development, Euromoney, Bloomberg, Autex

## Corporate Finance

	Americas		EMEA		APACxJ		Global	
	2009	1Q11	2009	1Q11	2009	1Q11	2009	1Q11
M&A	#10 → #8		#6 → #1		#7 → #3		#9 → #4	
ECM	#7 → #8		#8 → #3		#4 → #3		#8 → #5	
HY / Loans	#5 → #6		#2 → #1		#20 → #3		#4 → #4	
IG / DCM	#7 → #7		#6 → #1		#4 → #25		#6 → #3	
Total	#8 → #7		#3 → #1		#3 → #1		#7 → #4	



### Euromoney FX Poll, 2011

- #1 Overall Market Share (7th year running)



### Euromoney Awards for Excellence, 2010

- Best Global Investment Bank



### Dealogic rank by fee share

- #5 Globally in FY 2010, #4 Globally in 1Q 2011

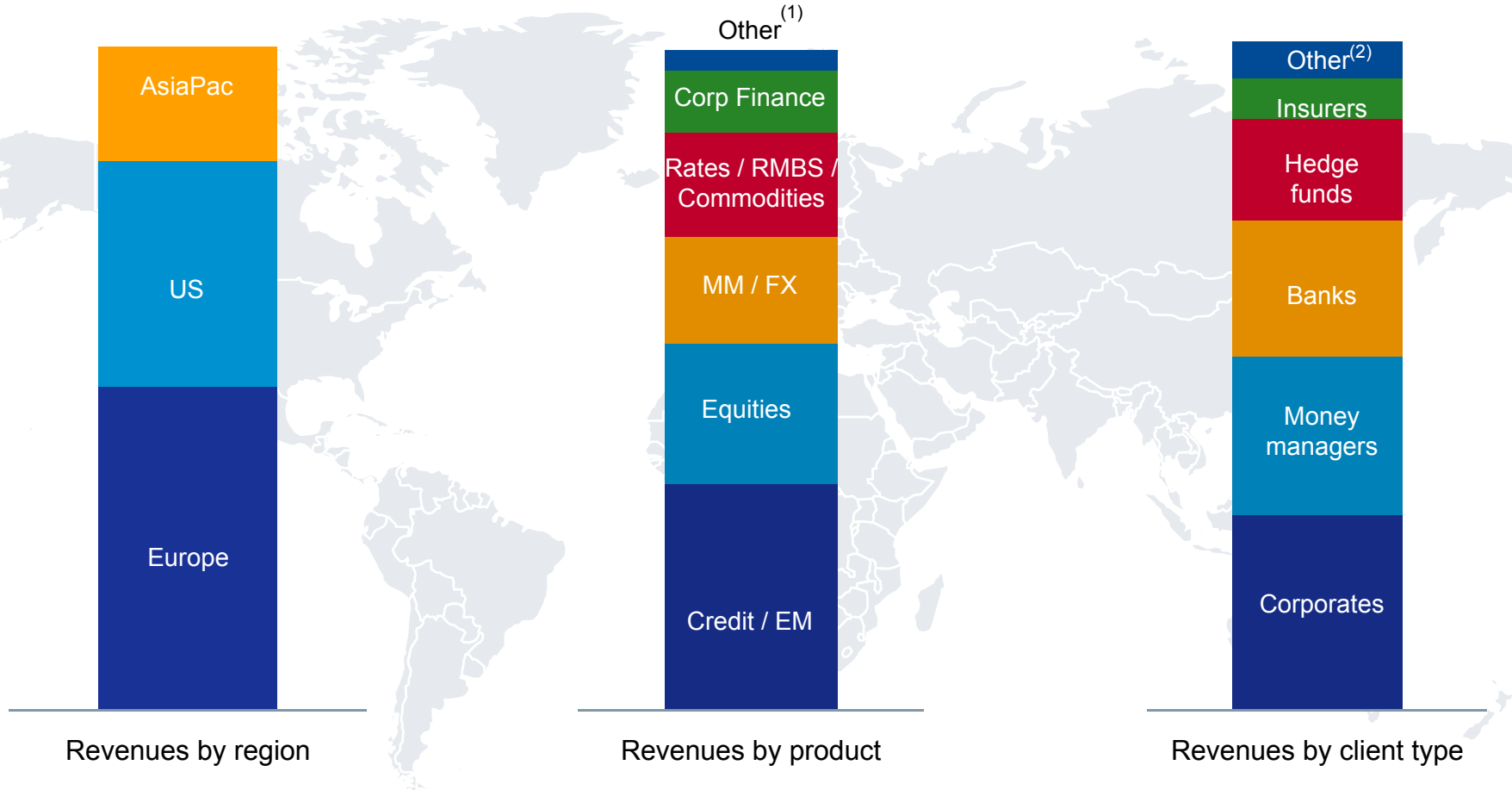


### Greenwich Associates Fixed-Income Investors Study, 2010

- Overall Market Shares: #1 in US, #2 in Europe, #1 in Asia ex Japan



# CB&S revenue breakdown FY2010



(1) Other includes Loan Exposure Management Group (LEMG) and centrally allocated items  
(2) Other includes Public Sector Entities



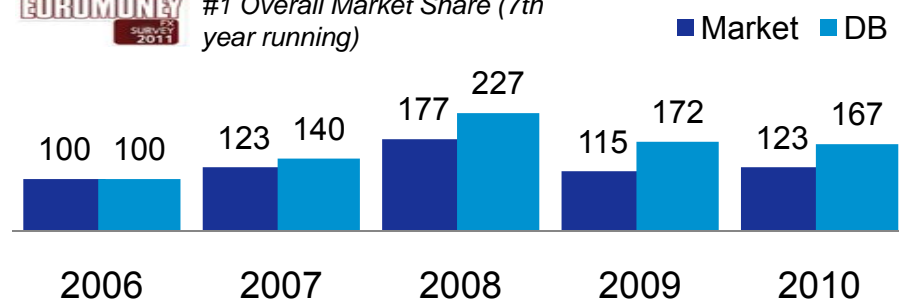
# Technology leadership in flow products and further opportunities for streamlining

## Best in class FX platform

Revenues, index 2006 = 100



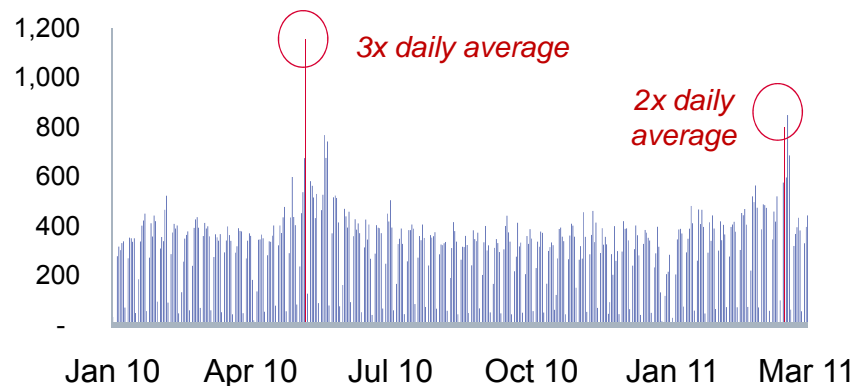
#1 Overall Market Share (7th year running)



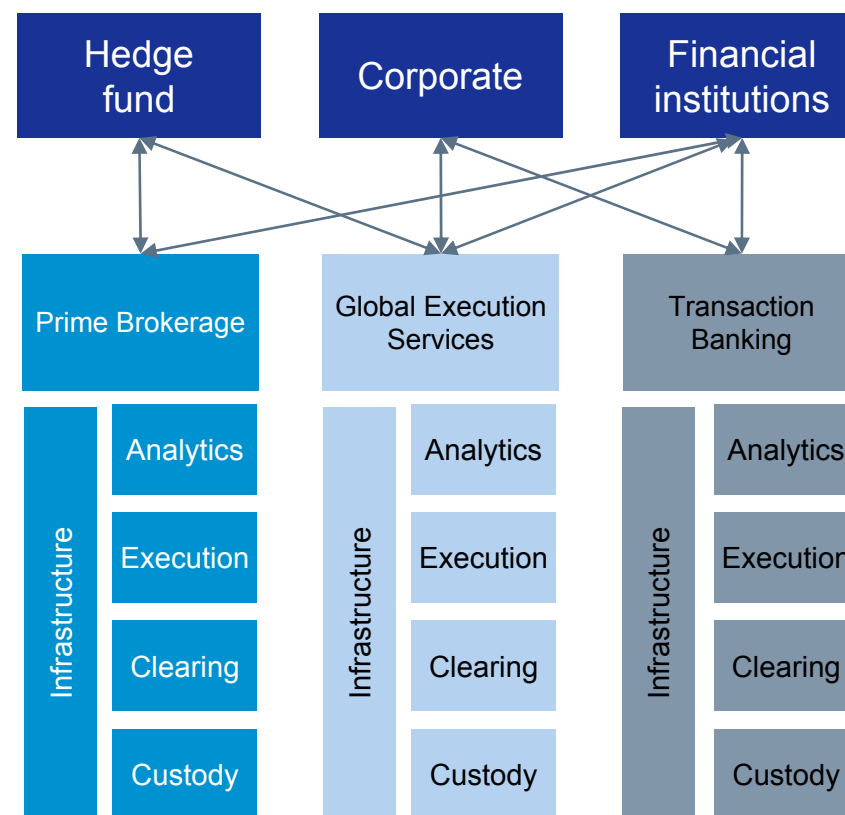
## FX: High capacity system

Average daily ticket volumes

Jan 2010 – Mar 2011, thousands



## Significant streamlining potential





# Infrastructure projects supporting growth initiatives are progressing well

Initiative	Description	Targets
Risk architecture	<ul style="list-style-type: none"><li>— Integrated, standardised, official view of risk at the desk and group level across all products with an enhanced ability to respond to market dislocations and increased regulatory / capital pressure</li></ul>	<ul style="list-style-type: none"><li>— Front Office risk engines reduced from 55 in 2008 to 4 by the end of 2013</li></ul>
eCommerce	<ul style="list-style-type: none"><li>— Transform eCommerce platforms from product-specific execution offerings to a standardised execution platform supported by common foundation services</li></ul>	<ul style="list-style-type: none"><li>— 40 end user systems now accessible via Autobahn (40% of target), reduces complexity and duplication</li></ul>
Reference data	<ul style="list-style-type: none"><li>— Build out strategic centralised data management service and delivery</li></ul>	<ul style="list-style-type: none"><li>— 70% of critical applications sourcing data from controlled sources by end of 2012</li></ul>
Commodities	<ul style="list-style-type: none"><li>— Deliver front-to-back platform</li></ul>	<ul style="list-style-type: none"><li>— Streamlined commodities trade processing platforms which will eliminate 80% of end user manual processes</li></ul>
Equities	<ul style="list-style-type: none"><li>— Transform platform including investment in next generation order management system, securities lending and synthetic equities</li></ul>	<ul style="list-style-type: none"><li>— New order management system in place by year end, global order routing system in place by 2012, significantly de-risking highly manual workflows</li></ul>



# Products considered for Top 3 analysis on slide 11

Europe	US	Asia (ex. Japan)	Japan
1. Government Bonds	18. US Treasury Securities	37. Government Bonds	53. Government Bonds
2. Agency Securities	19. Interest Rate Derivatives	38. Agency Securities	54. IG Credit
3. Interest Rate Derivatives	20. IG Credit	39. Interest Rate Derivatives	55. Agency Securities
4. Covered Bonds	21. HY Credit	40. IG Credit	56. Interest Rate Derivatives
5. IG Credit	22. Emerging Markets FI	41. ABS	57. Structured Credit
6. HY Credit	23. Structured Credit	42. G3 Denominated Asian Bonds	58. Cash Equity Research
7. Emerging Markets FI	24. ABS	43. Domestic Currency Asian Bonds	59. Equity Derivatives
8. Structured Credit	25. MBS (Passthroughs)	44. Structured Credit	60. Prime Brokerage
9. ABS	26. CMBS	45. Cash Equity Research	61. ECM
10. Cash Equity Research	27. Distressed Debt	46. Equity Derivatives	62. Convertibles
11. Equity Derivatives	28. Short-Term Fixed Income	47. Prime Brokerage	63. DCM
12. Prime Brokerage	29. Cash Equity Research	48. ECM	64. Commodities
13. ECM	30. Equity Derivatives	49. Convertibles	
14. Convertibles	31. Prime Brokerage	50. DCM	
15. DCM	32. ECM	51. Commodities	
16. Commodities	33. Convertibles	52. Asian FX	
17. European FX	34. DCM		
	35. Commodities		
	36. US FX		





# 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 15 March 2011 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 1Q2011 Financial Data Supplement, which is accompanying this presentation and available at [www.deutsche-bank.com/ir](http://www.deutsche-bank.com/ir).