



# Deutsche Bank

## Dr. Josef Ackermann

Chairman of the Management Board  
and the Group Executive Committee

*Passion to Perform*

Analyst Meeting, 4 February 2010

# Agenda

**1** 2009: Financial strength

**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

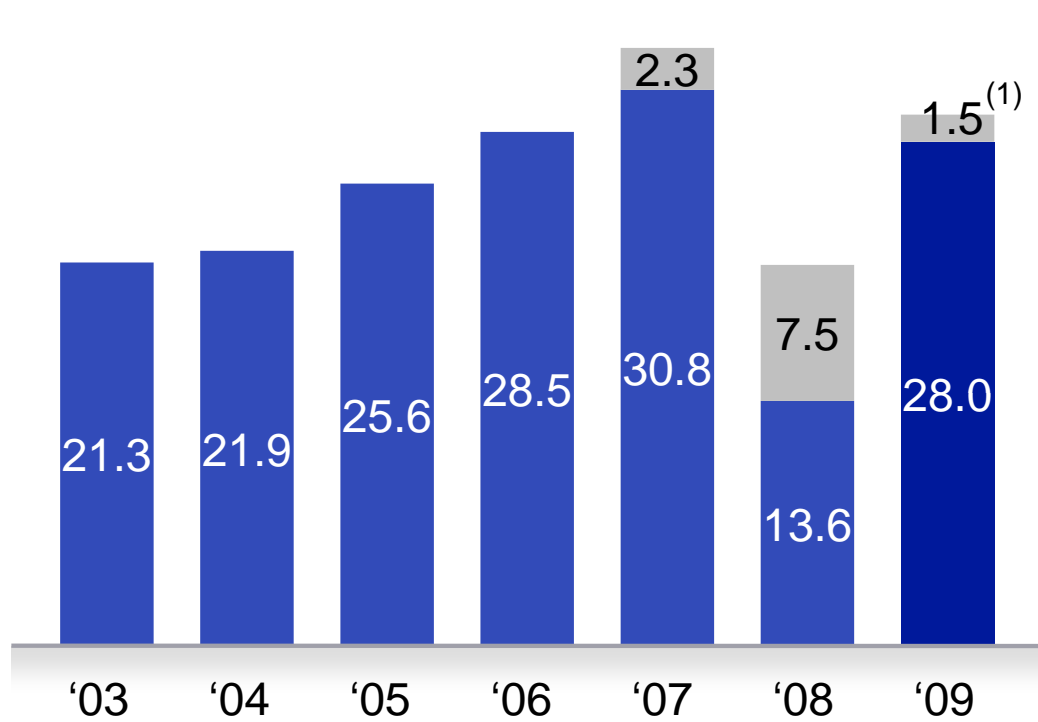


# 2009 in context

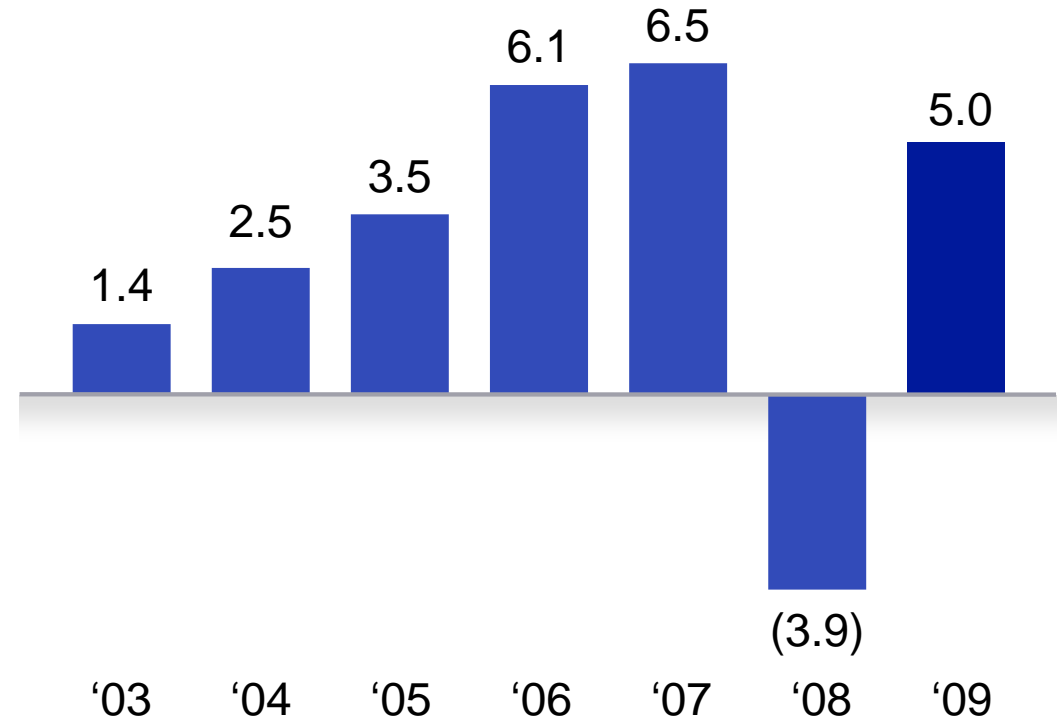
In EUR bn

## Net revenues

■ Mark-downs  
■ Net revenues



## Net income

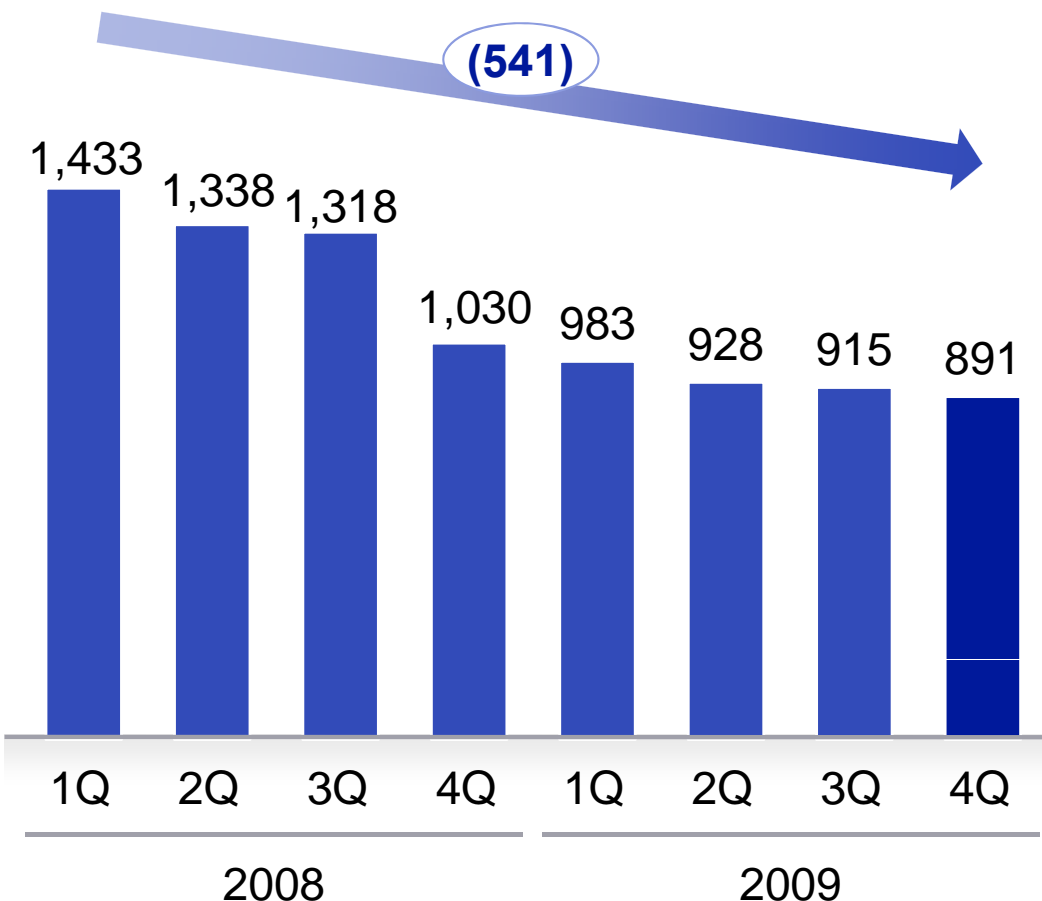


(1) Includes significant property impairment of EUR 0.5 bn for 1Q2009 and of EUR 0.1 bn for 4Q2009; 2003-2005 based on U.S. GAAP, 2006 onwards based on IFRS  
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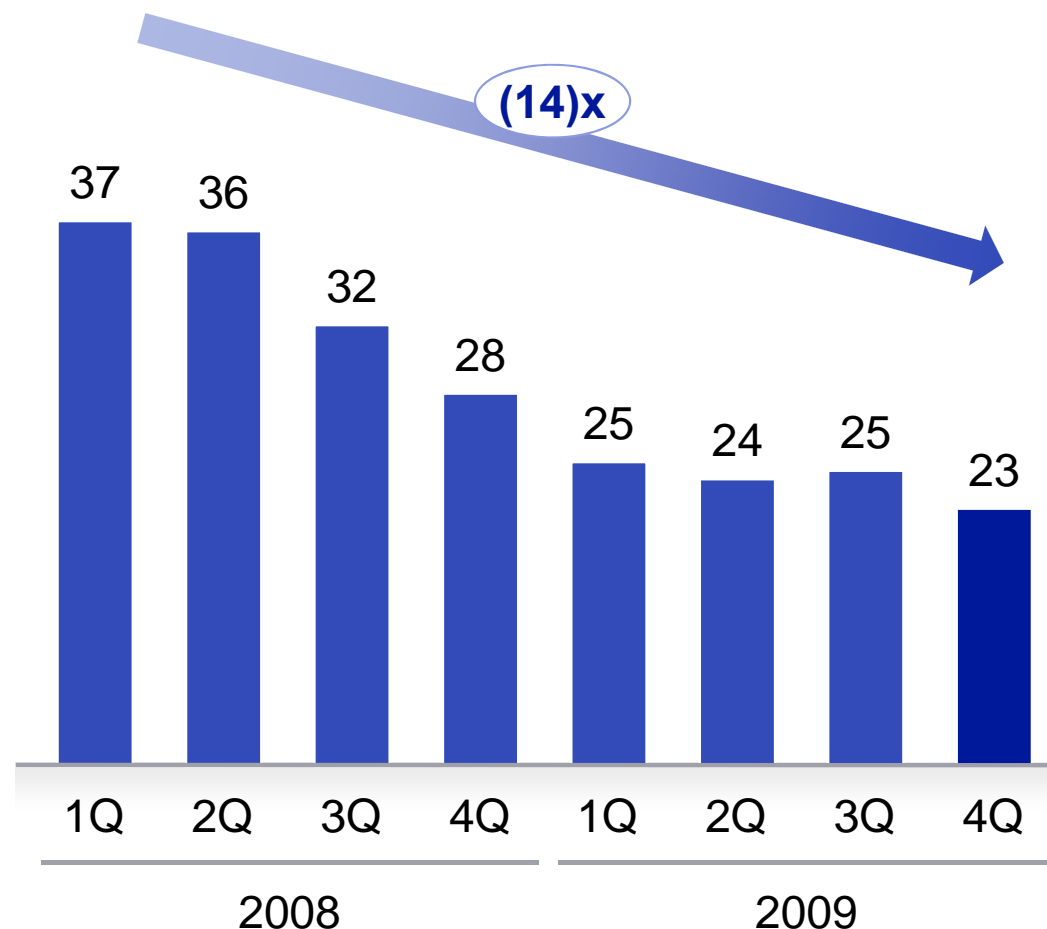
# Significant leverage reduction

## Assets

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



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



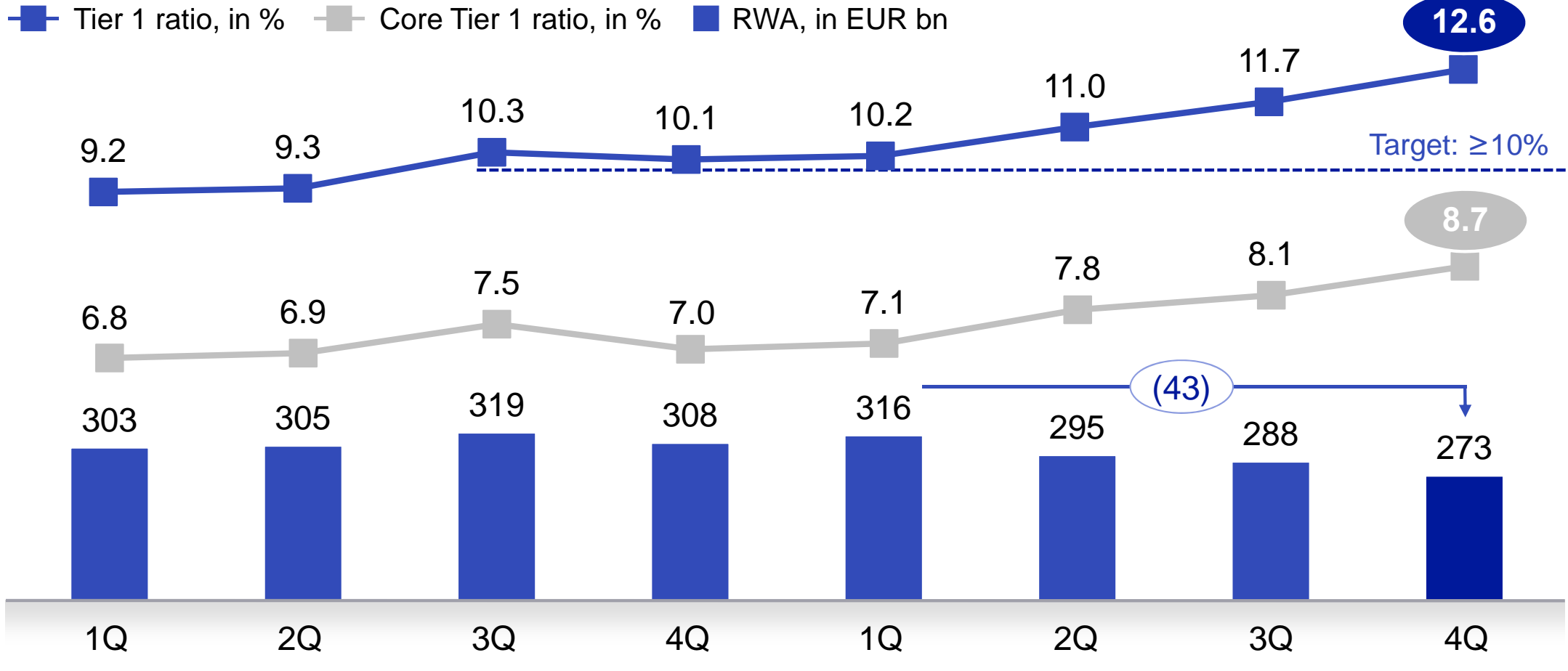
(1) Total assets based on U.S. GAAP pro-forma divided by total equity per target definition

Note: Figures may not add up due to rounding differences

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# Strongest capital ratios ever



Tier 1 capital, in EUR bn



Note: Core Tier 1 ratio = Tier 1 capital less hybrid Tier 1 capital divided by RWAs  
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# Agenda

1 2009: Financial strength

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

3 Meeting the demands of a changing environment



## 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**

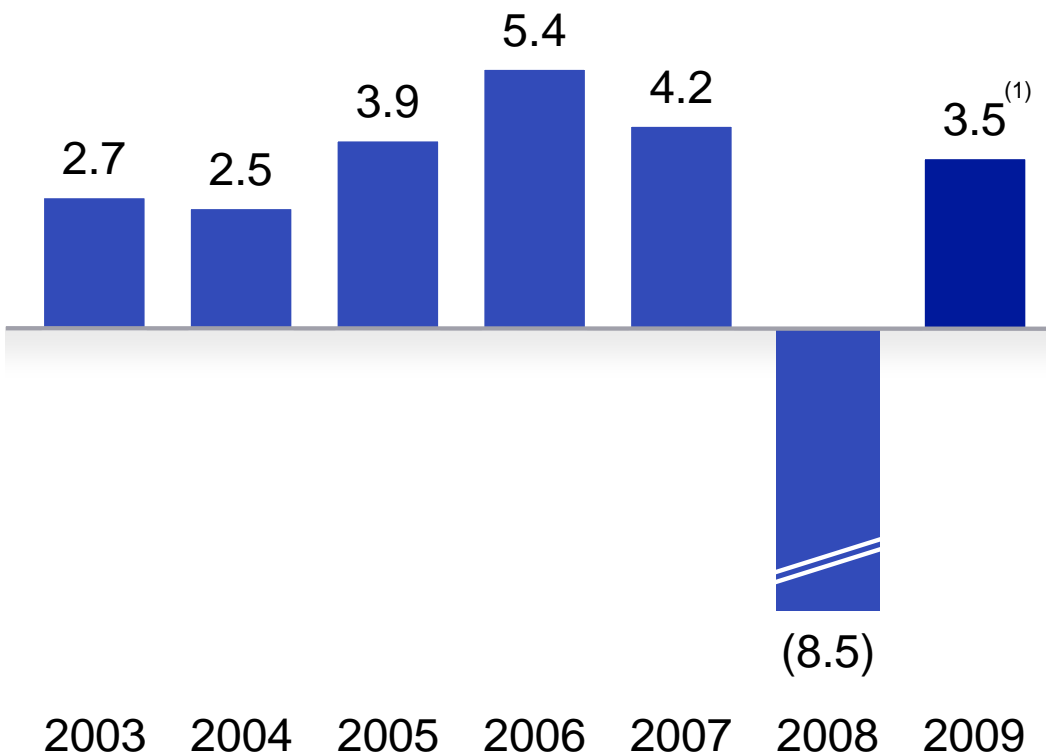




# CB&S: Success of a recalibrated platform

## 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

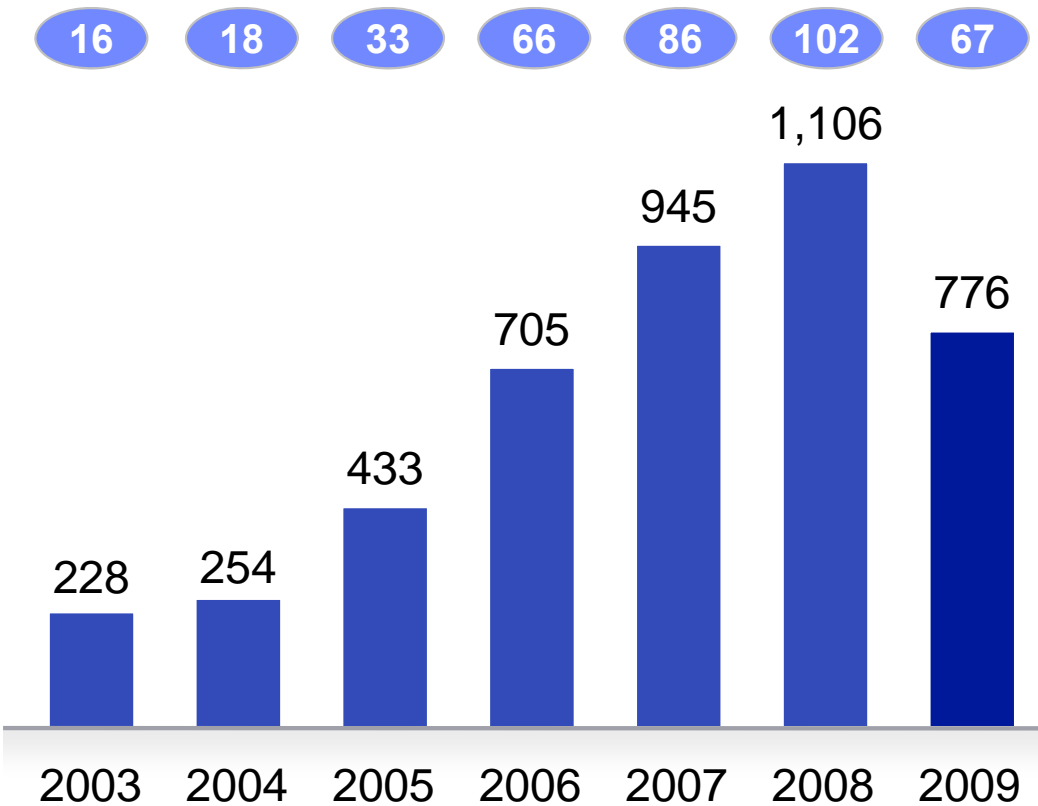


# GTB: Gaining share in a high-quality business

## 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

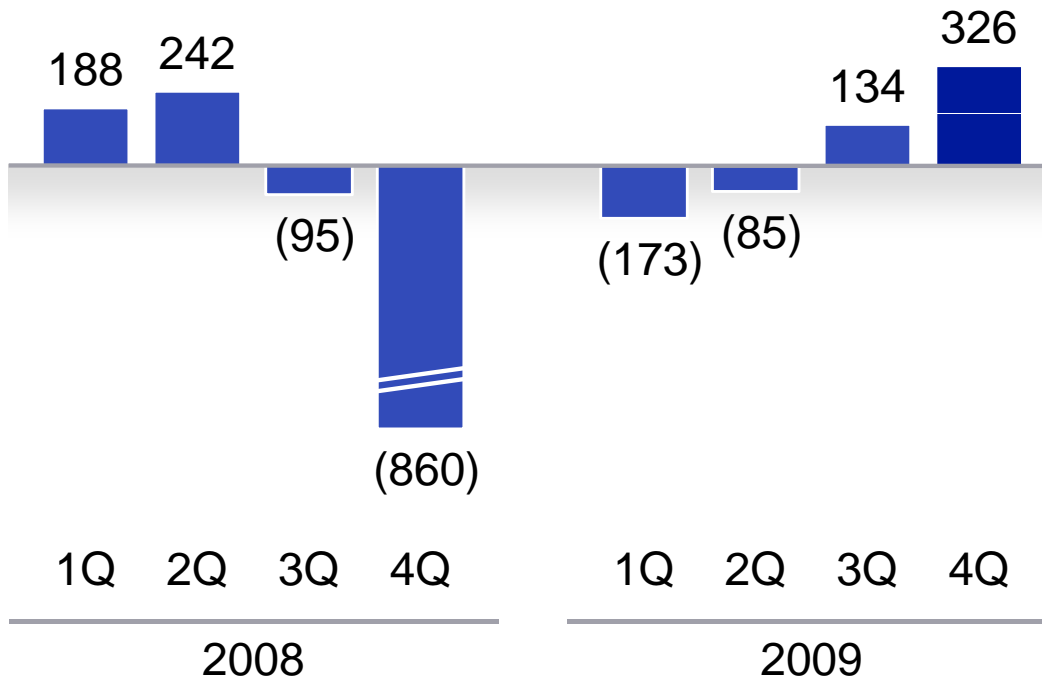
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# AWM: Return to profitability and net new money growth

## 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>

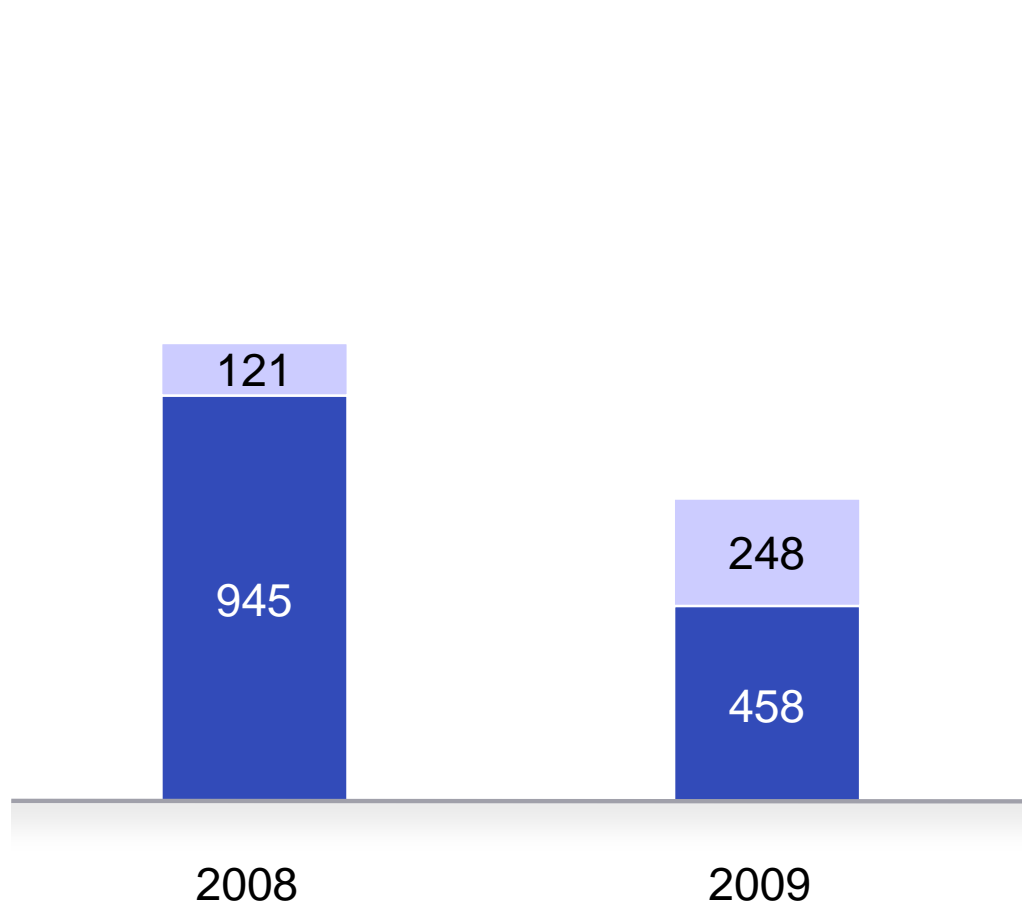
	Δ vs. 2007	Δ
<b>Cost and headcount reduction (AM):</b>		
■ Comp and benefits <sup>(2)</sup> (in EUR m)	~(250)	(30)%
■ Non-Comp direct costs <sup>(3)</sup> (in EUR m)	~(125)	(30)%
■ FTE	~(800)	(24)%

# 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
<b>Revenue mix:</b>			
■ Investment products	1.4	1.1	(23)%
■ Deposits / payments	1.7	1.6	(4)%
■ Credit products	2.1	2.4	13%
■ Other	0.6	0.5	(14)%
<b>Total</b>	<b>5.8</b>	<b>5.6</b>	<b>(3)%</b>
<b>Significant items:</b>			
■ Provision for credit losses	0.7	0.8 <sup>(2)</sup>	21%
■ Severance	0.1	0.2	106%

### Upside potential:

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

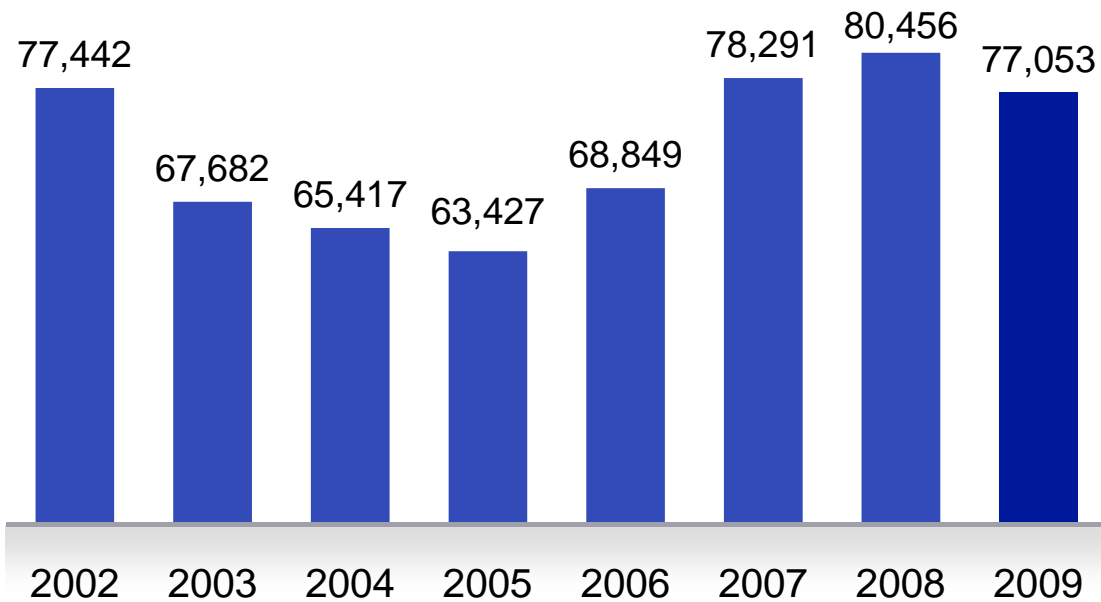
(1) Includes direct severance booked in business and allocations of severance booked in infrastructure

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

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# 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

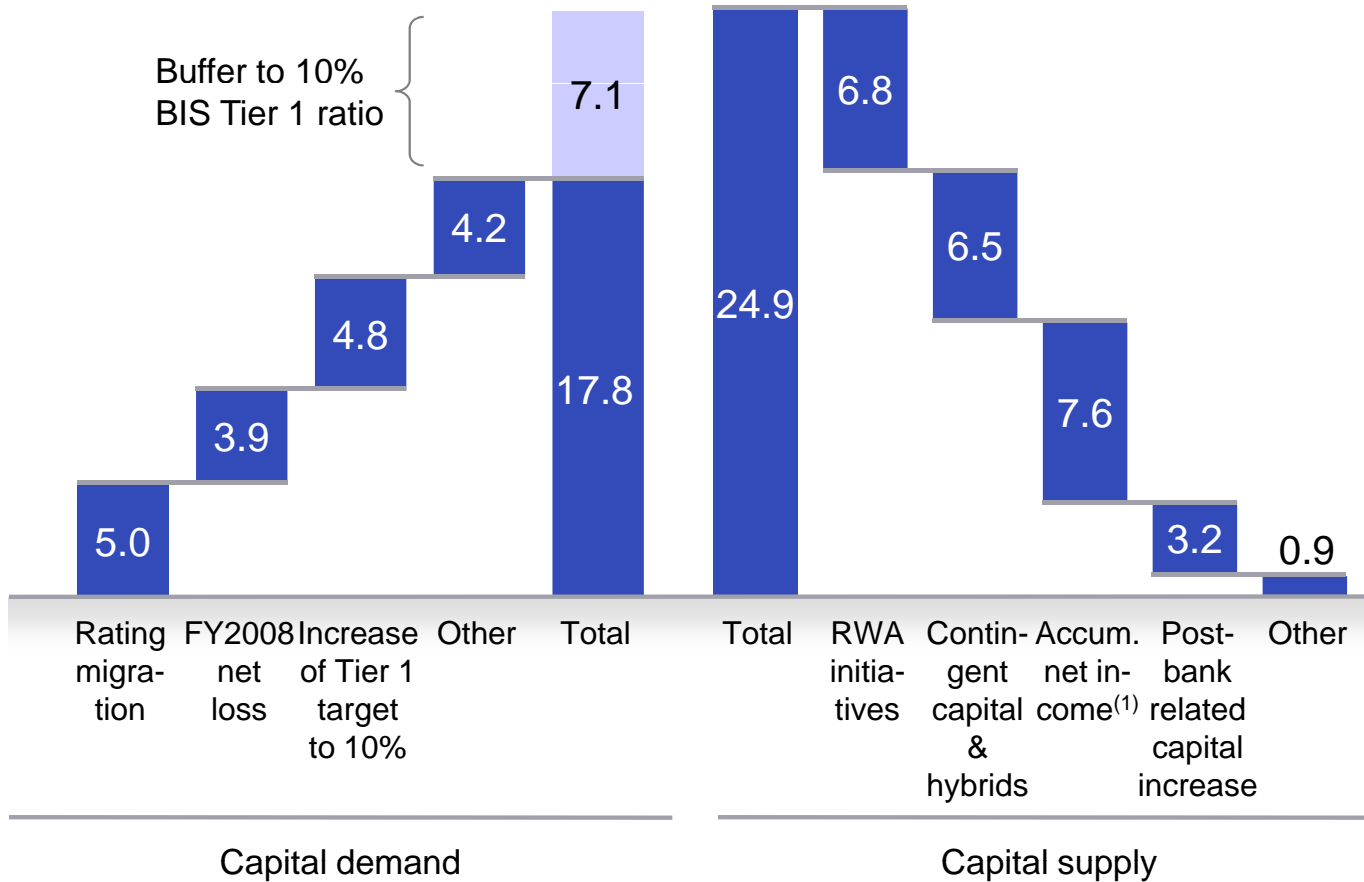
Enhanced independent governance of all comp aspects

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

## In summary: A year of strength in every dimension

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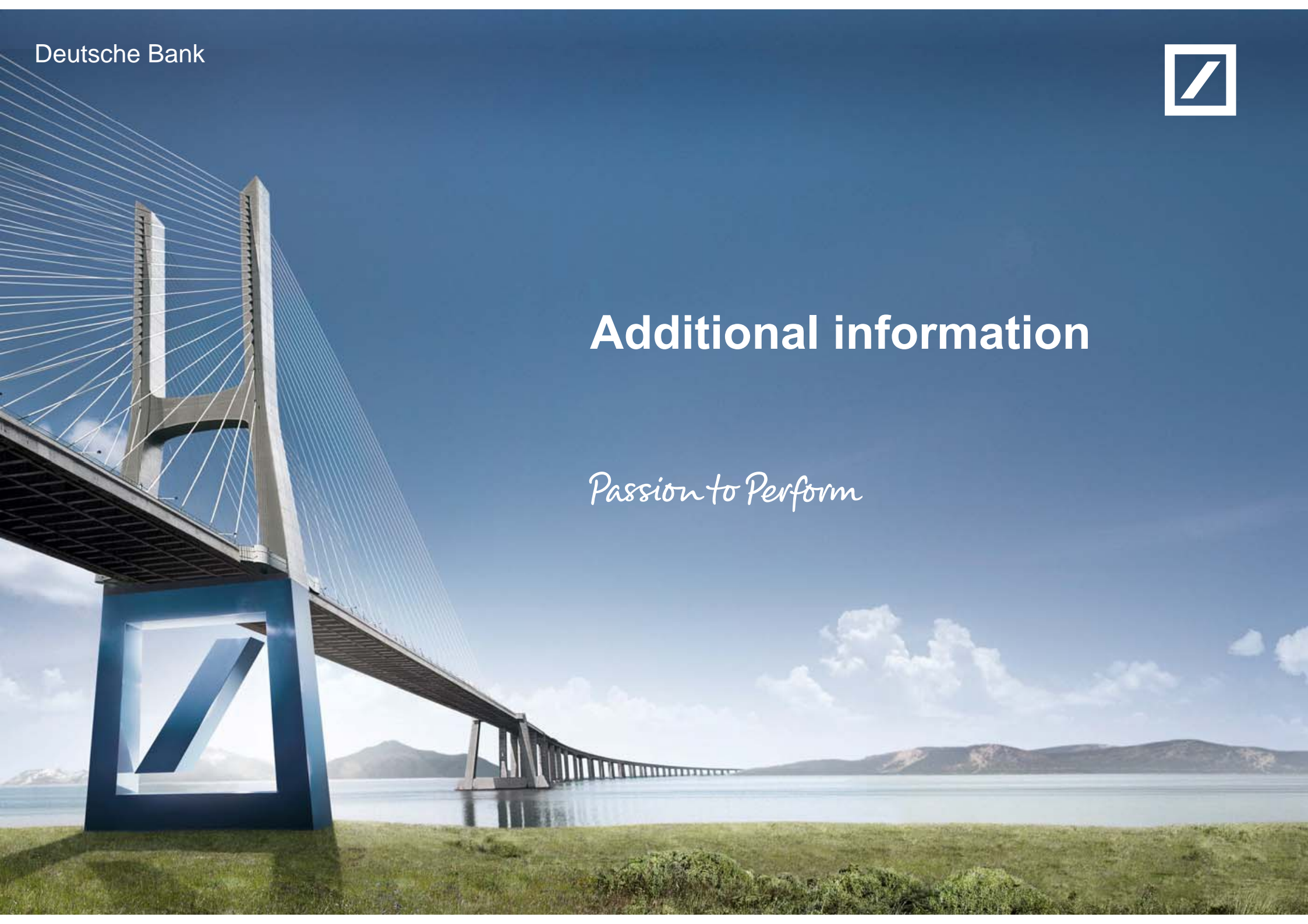
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# Additional information

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# Balance sheet leverage ratio (target definition)

In EUR bn

	2008				2009			
	31 Mar	30 Jun	30 Sep	31 Dec	31 Mar	30 Jun	30 Sep	31 Dec
<b>Total assets (IFRS)</b>	<b>2,151</b>	<b>1,992</b>	<b>2,062</b>	<b>2,202</b>	<b>2,103</b>	<b>1,733</b>	<b>1,660</b>	<b>1,501</b>
Adjust derivatives according to U.S. GAAP netting rules	(603)	(526)	(620)	(1,097)	(1,019)	(681)	(617)	(533)
Adjust pending settlements according to U.S. GAAP netting rules	(116)	(123)	(101)	(69)	(97)	(114)	(122)	(71)
Adjust repos according to U.S. GAAP netting rules	0	(5)	(23)	(7)	(5)	(10)	(5)	(5)
<b>Total assets adjusted (pro-forma U.S. GAAP)</b>	<b>1,433</b>	<b>1,338</b>	<b>1,318</b>	<b>1,030</b>	<b>983</b>	<b>928</b>	<b>915</b>	<b>891</b>
<b>Total equity (IFRS)</b>	<b>36.9</b>	<b>34.8</b>	<b>37.8</b>	<b>31.9</b>	<b>34.9</b>	<b>35.4</b>	<b>35.7</b>	<b>38.0</b>
Adjust pro-forma FV gains (losses) on all own debt (post-tax) <sup>(1)</sup>	1.9	2.0	3.7	4.4	4.4	3.0	1.6	1.3
<b>Total equity adjusted</b>	<b>38.8</b>	<b>36.8</b>	<b>41.5</b>	<b>36.3</b>	<b>39.3</b>	<b>38.4</b>	<b>37.2</b>	<b>39.3</b>
<b>Leverage ratio based on total equity</b>								
According to IFRS	58	57	55	69	60	49	47	40
<b>According to target definition</b>	<b>37</b>	<b>36</b>	<b>32</b>	<b>28</b>	<b>25</b>	<b>24</b>	<b>25</b>	<b>23</b>

(1) Estimate assuming that all own debt was designated at fair value



## 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).