



Investor Deep Dive Technology, Data and Innovation (TDI)

Bernd Leukert

9 December 2020

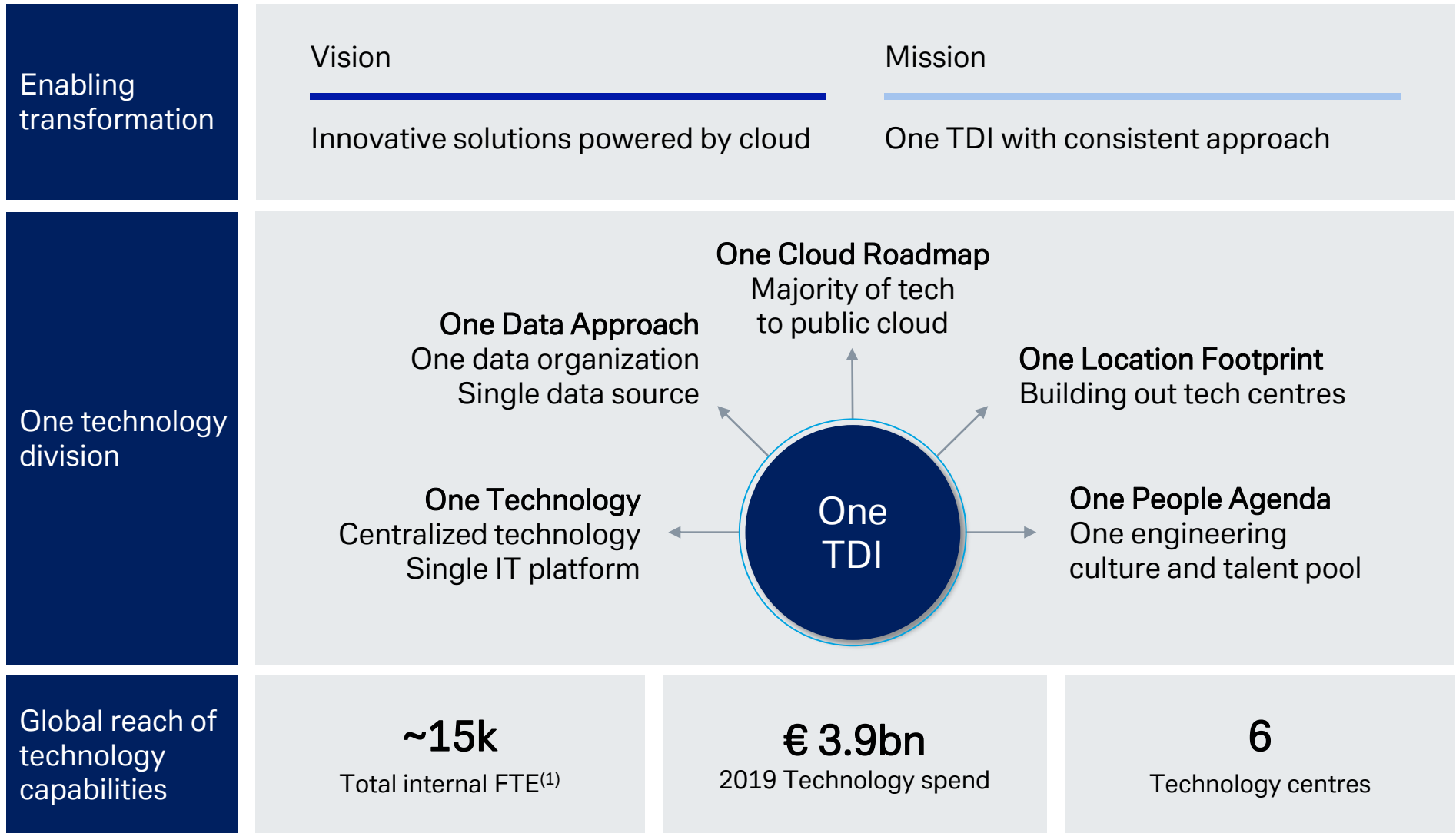
Deutsche Bank

Summary



- Focused on stability, efficiency and business growth
- Continued and focused investments in technology
- Google Cloud partnership provides competitive edge

Technology, Data and Innovation (TDI) at a glance



(1) Full-time equivalents

Achievements in 2020



Migration to new Core Bank platform in Italy



Prime Finance applications ready for transfer



Announced the sale of Postbank Systems⁽¹⁾



Multi-year partnership with Google Cloud

(1) Closing subject to finalization of further agreements, asset carve-out and governmental and regulatory approvals

A clear management agenda



Provide stable and secure technology solutions



Simplify landscape and focus investments

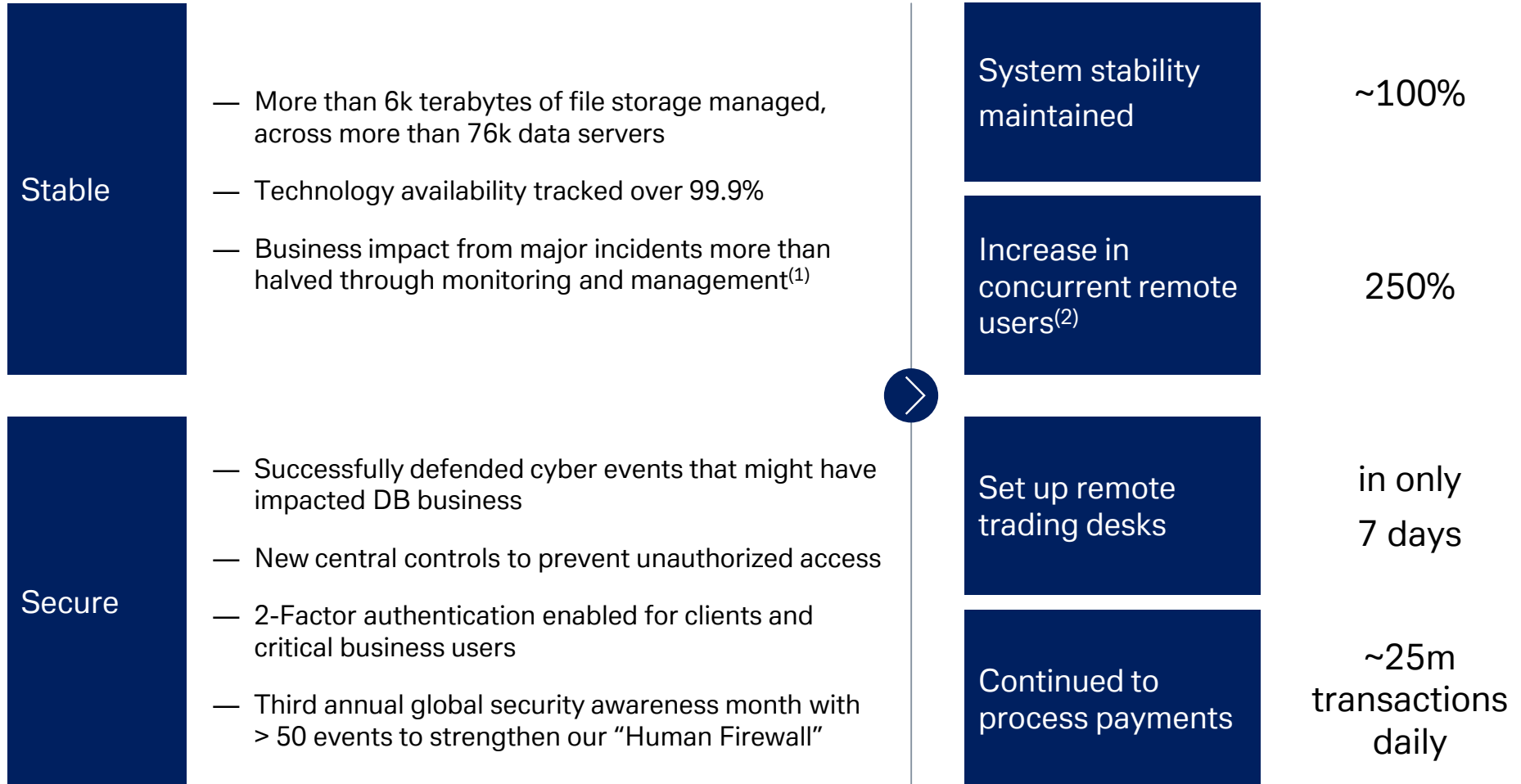


Create client solutions to help businesses grow

Resilient – tested through COVID-19 environment



Developments



(1) Technology incidents that have the potential to impact or impact the Bank’s ability to provide a service; year-on-year comparison to 2019

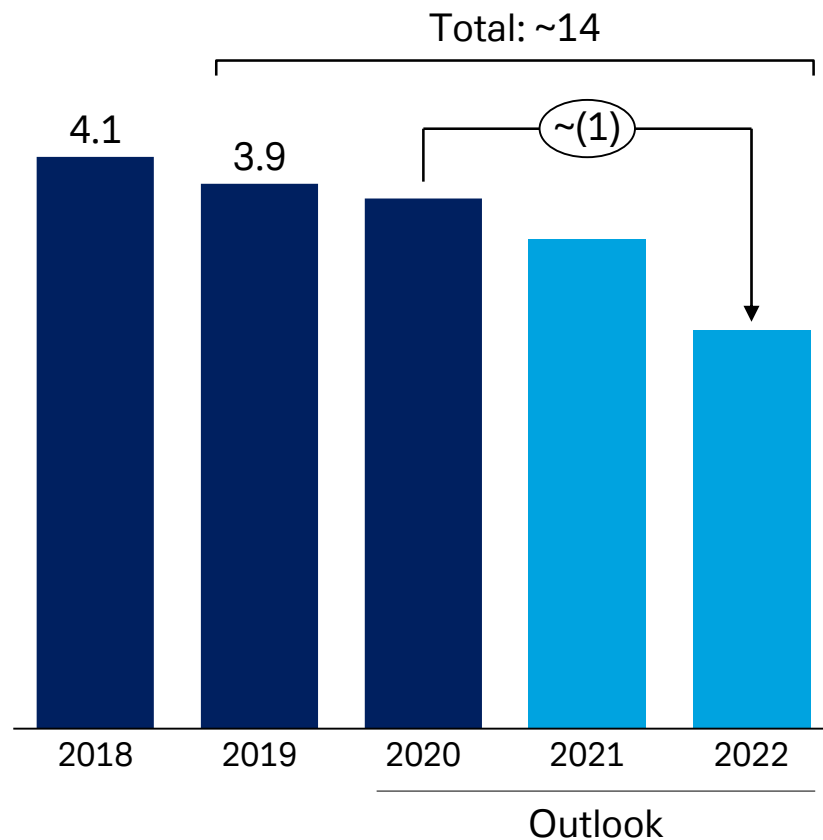
(2) Average peak number of remote access concurrent users increased from ~20,000 per day in February to over ~70,000 users per day from April

Greater efficiency through simplification and focus

In € bn



TDI adjusted costs ex transformation⁽¹⁾



Increase efficiency and focus investments

- Modernize and simplify infrastructure and applications
- Rationalize footprint, vendor and software licenses
- Consolidated retail IT platform
- Cloud transformation

(1) Adjusted costs within TDI for run the bank and change the bank excluding amortization and variable compensation

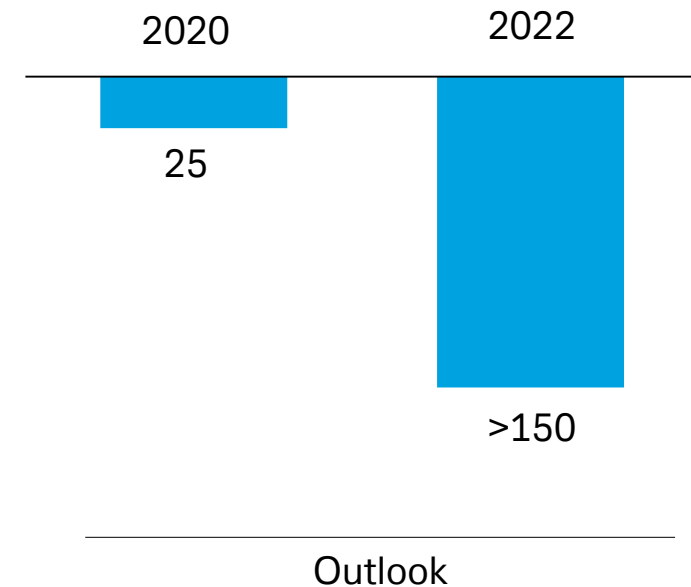
Simplification of data and application landscape



Measures

- Retiring duplicated and outdated applications
- Rolling out a single source for reference data
- Improving productivity through robotic process automation

Cost savings from application decommissioning⁽¹⁾, in € m

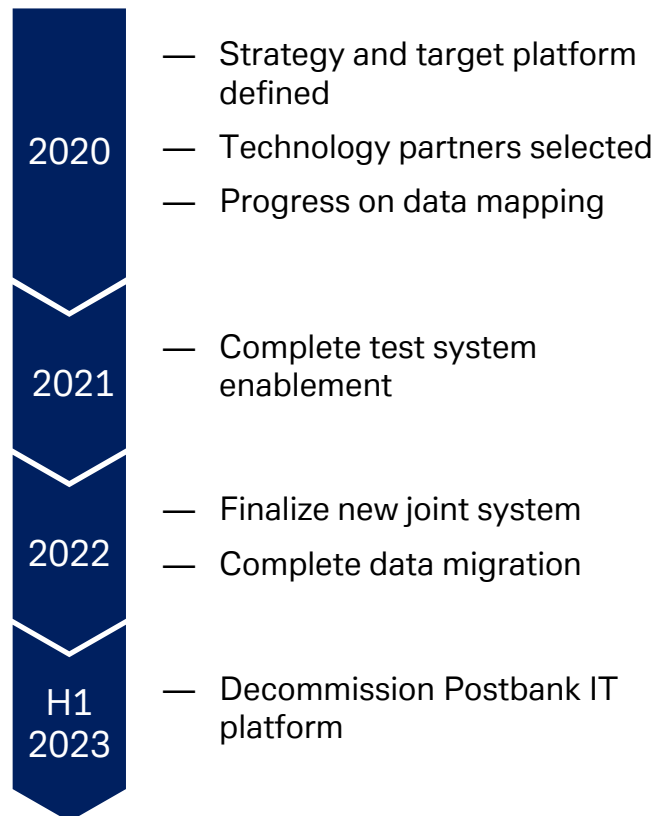


(1) Annualized cost save compared to December 2019

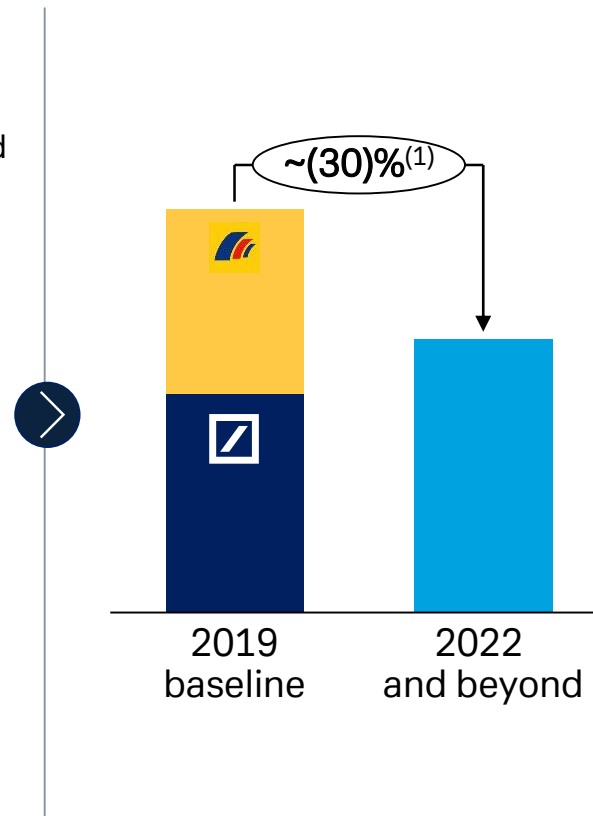
Consolidation of German Retail Banking IT platform



Timeline



IT platform cost reduction



Benefits

- Reduce number of applications by $> 50\%$ ⁽²⁾
- Improve digital capabilities
- Leverage digital product innovations across brands
- Accelerate movement to cloud
- Optimize distribution network

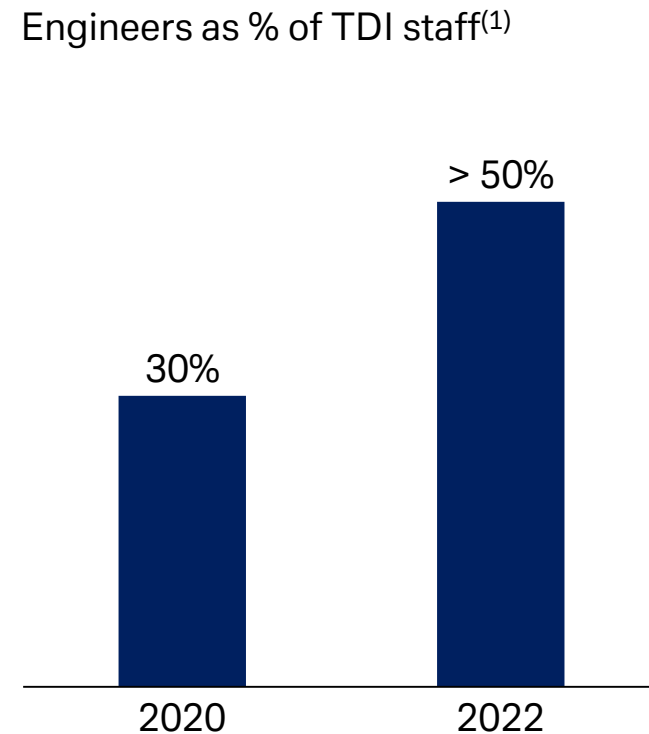
(1) Reduction of platform costs in IT & Operations, reduction of exit rate against baseline

(2) By 2022 and beyond

Creating an engineering-led organization



- Focus on reintegration of engineering capability
- Reduce cost through insourcing
- Ensure technical subject matter expertise is in-house
- Prepare for the move to the cloud

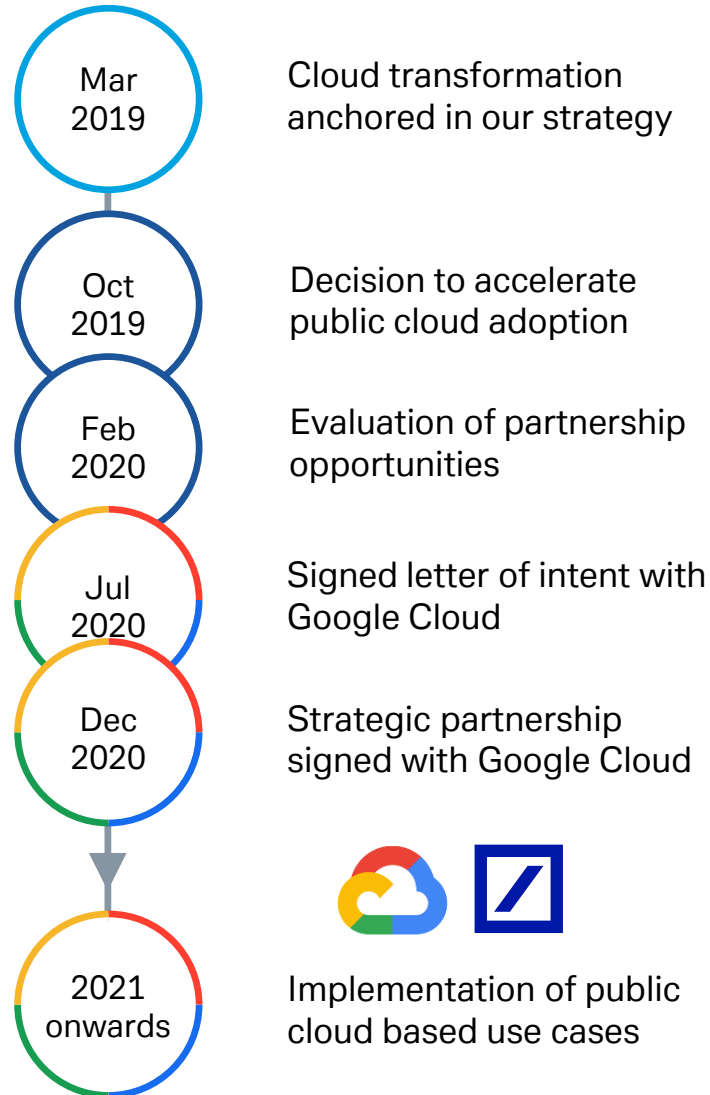


(1) Based on internal FTE

Google Cloud partnership as a transformation enabler



Our journey



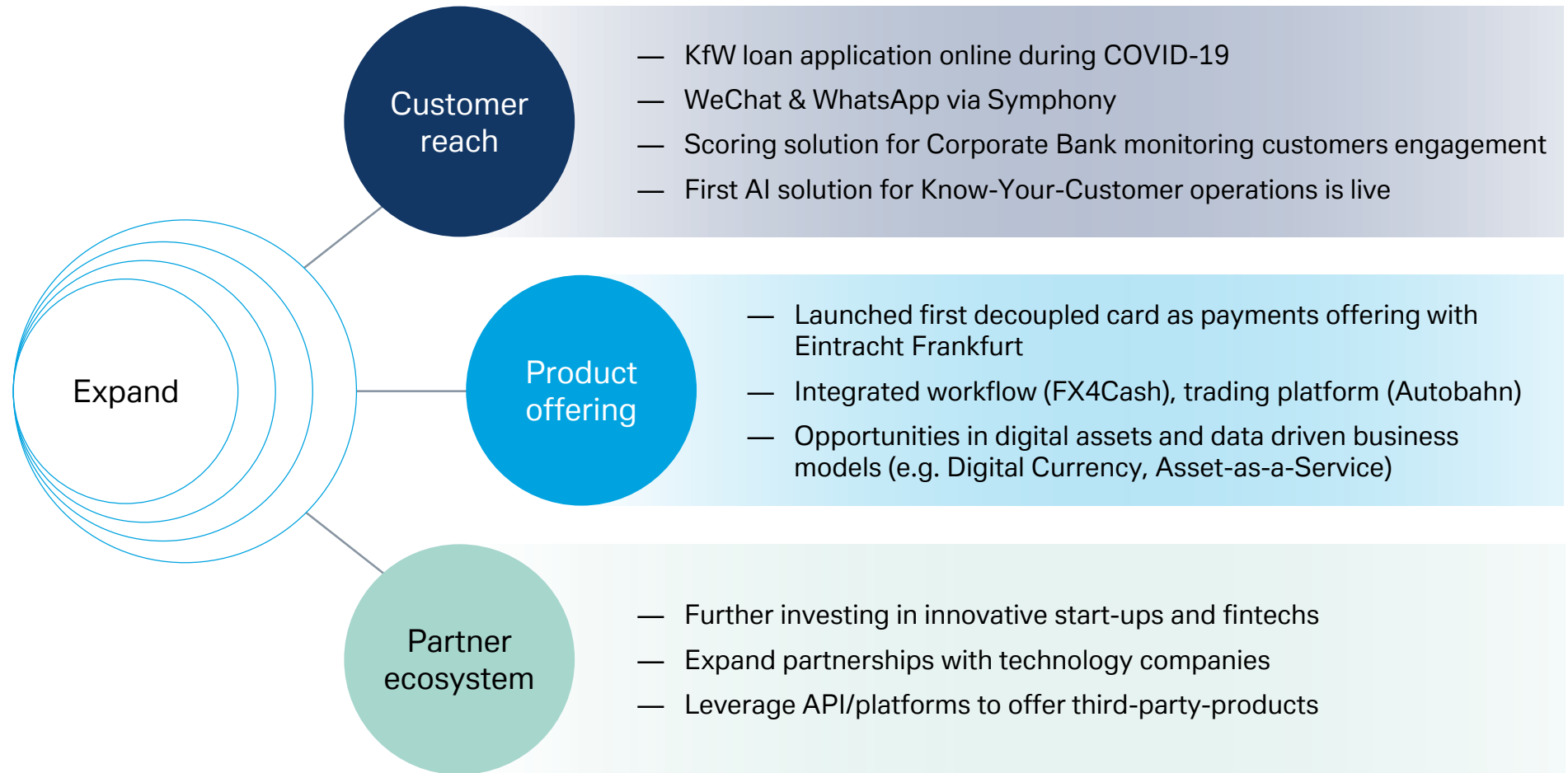
Partnership benefits

- Enhanced efficiency, elasticity and resilience
 - Faster time to market
 - Access to best in class technology
- Unique approach
- First-of-its-kind strategic partnership in the industry
 - Co-innovate best-in-class cloud-based services
 - Co-innovate with start-ups and fintechs

Technology is unlocking business growth



Examples



Conclusion



- One TDI driving simplified, integrated and modern tech infrastructure
- Strategic priorities clearly defined and delivery on track
- Significant opportunities from the Google Cloud partnership
- We will invest further in efficiency and growth



Appendix



Speaker biography



Bernd Leukert joined Deutsche Bank in September 2019 with responsibility for Technology, Data and Innovation, and became a member of the Deutsche Bank Management Board on January 1, 2020. Prior to joining the bank, Bernd worked at SAP, where he started in 1994 as a software developer. During his career, Bernd has held various management positions in application development and technology development. In 2014, he was named to SAP's Executive Board, with development, delivery and business responsibility for the entire product portfolio.

Bernd holds a Master's Degree in Business Administration with a Technical Background from the University of Karlsruhe. Outside of his role at Deutsche Bank, he is also a member of the Supervisory Board of DWS Group GmbH & Co. KGaA and Bertelsmann SE & Co. KGaA.

Cautionary statements



Non-IFRS Financial Measures

This document contains non-IFRS financial measures. For a reconciliation to directly comparable figures reported under IFRS, to the extent such reconciliation not provided herein, please refer to the Financial Data Supplement which can be downloaded from www.db.com/ir.

Forward-Looking Statements

This document 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 20 March 2020 under the heading "Risk Factors." Copies of this document are readily available upon request or can be downloaded from www.db.com/ir.