

Deutsche Bank

Contents

- **Section I: Company Overview**
 - Key Opportunity Areas xx
 - Company Snapshot xx
 - Organization Structure
 - IT Organization Structure
 - Deutsche Bank Group Locations
 - Historical Timeline
 - Financial Snapshot
 - Products & Services Portfolio
 - Strategies Going Forward
 - Recent Developments
 - Key Market Relationships – IT Services
 - Key Vendor Engagements Snapshot
 - Relationship with Google
 - Key Market Relationships – Product Implementations
- Key IT Relationships – IT Partnerships
- Internal Initiatives
- Global Technology Workforce Landscape
- **Section II: Competition**
 - Competitor's Analysis
- **Section III: SWOT Analysis**
 - Strength
 - Weakness
 - Opportunities
 - Threats
- **Section IV: Executive Profiles**
 - Management Board
 - Key Profiles

Key Opportunities

Despite the higher cost, Deutsche Bank is focusing on tightening controls, IT investments, and sustainability initiatives. XXX has the opportunity to pitch its XXX and XXX and can offer a technological roadmap for the bank's efficiency and growth initiatives.

Regulatory Compliance



- In 2021, Deutsche Bank decided to boost its investments in controls after two of its main regulators, the US Federal Reserve and German watchdog BaFin, criticised the bank over its slow progress in filling the gap in its compliance loopholes
- In addition to that, an internal probe into allegations of wrongdoing at the bank's investment arm is adding to the bank's cost
- Deutsche is still struggling to fix its compliance issues and is increasing its spending to fix the same
- There is an opportunity for **XXX to pitch its compliance services to help Deutsche Bank tighten controls**

Efficiency and Growth Initiatives



- Deutsche Bank is seeking to further streamline the front-to-back operation of its Investment and Corporate bank to continue to reduce its infrastructure cost
- It is also planning to continue to upgrade its global payments infrastructure to support revenue growth and efficiencies in the Corporate Bank while delivering an attractive marginal cost/income ratio
- Here, **XXX can leverage its expertise in the financial services sector and offer a technological roadmap aligning to the bank's IT initiatives**

Sustainability



- Deutsche Bank is aiming to lead sustainability initiatives in the financial sector. To further strengthen its sustainability efforts, in July 2022, the bank appointed Jörg Eigendorf as Chief Sustainability Officer to further develop and implement the bank's sustainability strategy
- In addition to that, in May 2022, Deutsche Bank made vendor sustainability ratings mandatory for new contracts worth more than € 500,000 a year
- It is targeting to generate at least € 500 Bn cumulative ESG financing and investment volumes by the end of 2025
- Here, **XXX can offer its XXX to help Deutsche Bank reach its sustainability targets by reducing energy use throughout the value chain**

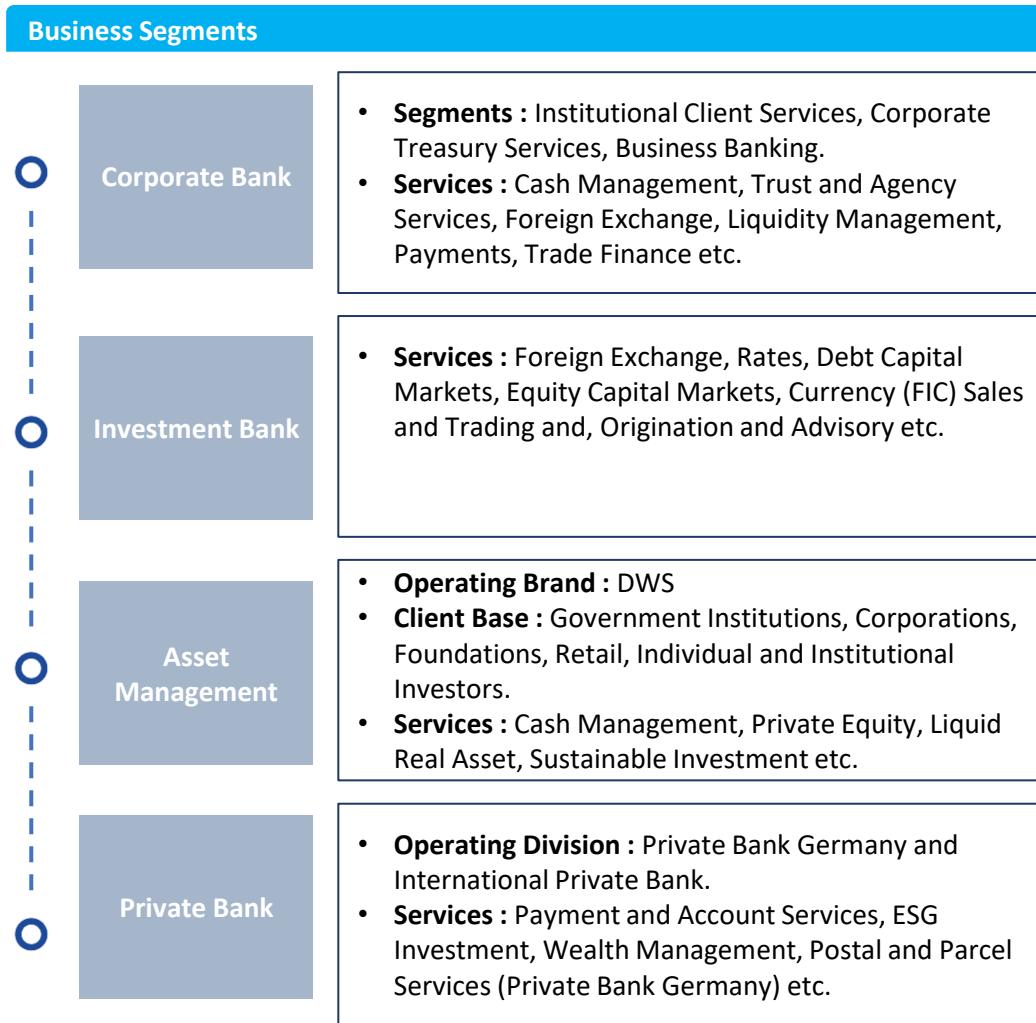
Company Snapshot

Deutsche Bank is a leading bank and financial service provider headquartered in Germany. The bank offers corporate banking, private banking, consumer loans, asset and invoice financing, capital markets, commercial and residential mortgages, financial planning services, and life, personal, and income protection insurance. Deutsche Bank serves customers all over the world.

Key Facts	
Year of establishment	1870
Headquarters	Frankfurt, Germany
Number of Employees (Q2 2022)	82,915
Subsidiaries* (Total - 338) (2021)	<ul style="list-style-type: none"> Deutsche Bank Aktiengesellschaft Deutsche Capital Finance (2000) Limited Deutsche Alternative Asset Management (UK) Limited Deutsche Asia Pacific Holdings Pte Ltd World Trading (Delaware) Inc.
Total Risk-Weighted Assets (Q2 2022)	€370.0 Bn
Key Executives	<ul style="list-style-type: none"> Christian Sewing (Group Chief Executive Officer) James von Moltke (President and Group Chief Financial Officer) Olivier Vigneron (Group Chief Risk Officer) Bernd Leukert (Group Chief Technology, Data and Innovation Officer)
Awards	<ul style="list-style-type: none"> Euromoney Awards 2022 Collaborative Market Data Portal (CMDportal) Awards FinanceAsia's ANZ Awards 2021 IFR Awards 2021 Global Capital European Securitisation Awards 2021

Source: Company Website, Annual Report

*Note- Deutsche Bank has 338 subsidiaries, and a few are listed for reference.



Organization Structure



IT Organization Structure (1/4)



Bernd Leukert

Chief Technology, Data and Innovation Officer
(January 2020 – Present)

[Company Website](#)



Ramji Halai

Managing Director
- Global Head of
Compliance
Technology,
Deutsche Bank
(2018 – Present)

[LinkedIn](#)



Louise Goddard

Managing
Director, Chief
Technology
Manager,
Corporate Bank,
Deutsche Bank
(2021 – Present)

[LinkedIn](#)



Shaun Collier

Managing Director
Investment
Banking
Technology,
Deutsche Bank
(2012 – Present)

[LinkedIn](#)



Darren McHattie

Managing
Director, CTO RCA
Tech.,
Deutsche Bank
(2017 – Present)

[LinkedIn](#)



Juliet Parab

Chief Information
Officer – Treasury,
Deutsche Bank
(2020 – Present)

[LinkedIn](#)



Jamie Paterson

COO - CIB
Technology,
Deutsche Bank
(2017 – Present)

[LinkedIn](#)

IT Organization Structure (2/4)



Andy Donnelly
Global Head -
Securities Services
Technology, CIO,
London,
Deutsche Bank
(2021 – Present)
[LinkedIn](#)



Richard Tupper
Head of
Engineering CTO
(VP),
Deutsche Bank
(2020 – Present)
[LinkedIn](#)



**Gordon
Mackenzie**
Chief Technology
Officer,
Deutsche Bank
(2021 – Present)
[LinkedIn](#)



**Michael (Mike)
Bush**
CIO for Anti
Financial Crime
Transaction
Monitoring,
Deutsche Bank
(2020 – Present)
[LinkedIn](#)



Alistair Jex
Head of UK CIO
and Investment
Solutions,
Deutsche Bank
(2020 – Present)
[LinkedIn](#)



**David Rosa
Casado**
Global Head of
Networks
Lifecycle
Management,
Deutsche Bank
(2020 – Present)
[LinkedIn](#)



Shailesh Karia
Group CIO,
Continental
Europe, Director -
Operations and IT,
Deutsche Bank
(2001 – Present)
[LinkedIn](#)



Denis Roux
CIO - Investment
Bank, Capital
Release Unit, Anti
Financial Crime
and Compliance,
Deutsche Bank
(2016 – Present)
[LinkedIn](#)



**Srikanth
Gopalakrishnan**
Managing
Director, Head -
India Technology
Centre, CIO - HR,
Deutsche Bank
(2020 – Present)
[LinkedIn](#)



Ajith Manohar
CIO - Finance
Technology -
APAC Region,
Deutsche Bank
(2008 – Present)
[LinkedIn](#)



Puneet Narang
CIO - Banking as a
Service and Head -
Corporate Bank
Technology India,
Deutsche Bank
(2021 – Present)
[LinkedIn](#)



Clyde Joseph
Director, CIO -
International
Private Bank -
India,
Deutsche Bank
(2007 – Present)
[LinkedIn](#)

Deutsche Bank Locations

Deutsche Bank is in a solid position comprising tremendous regional diversity and large income streams with 1,598 branches across the world. It has strong European roots, which benefited from the stable circumstances in its home market and the ongoing high levels of business activity in the eurozone.

Headquarters and Branch Locations



Active Global Network (Leading Countries)

Region	Top 5 Leading Country	Total Countries
Americas	USA, Canada, Brazil, Mexico	4
Africa and Middle East	South Africa, Saudi Arabia, Israel, Qatar, UAE	10
Asia-Pacific	China, India, Japan, Australia, South Korea	17
Europe	Germany (HQ), Russia, UK, France, Spain	24

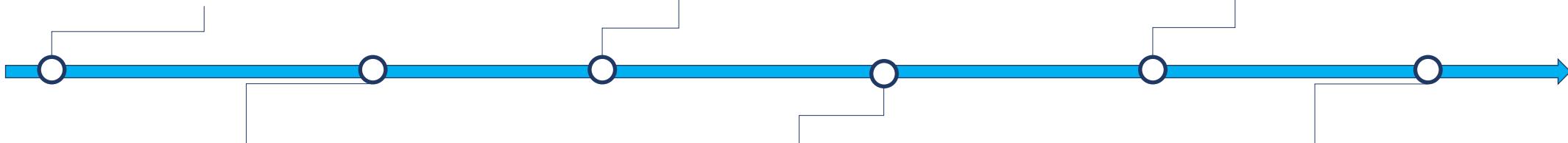
Key Brands



Historical Timeline

1870-1918

- Deutsche Bank was founded in Berlin in 1870 with the approval of the Prussian government. It opened its first foreign branches in Shanghai and Yokohama in 1872.
- In 1876, it acquired Berliner Bank-Verein. In 1886, it opened Deutsche Ueberseeische Bank.
- In 1914, it acquired Bergisch Märkische Bank in Elberfeld and its branches in the Rhineland-Westphalia industrial region.
- In 1917, the bank merged with Schlesischer Bankverein and Norddeutsche Creditanstalt.



1919-1932

- In 1920, it acquired Hannoversche Bank, Braunschweiger Privatbank and Privatbank zu Gotha.
- In 1927-28 it acquired Lübecker Private Bank and Hildesheimer Bank.
- In 1929 the bank merged with Disconto-Gesellschaft and changed its name to 'Deutsche Bank und DiscontoGesellschaft'.
- In 1931-32 following the banking crisis, it deposited one-third of its share capital with the state-owned Golddiskont Bank.

1933-1988

- In 1941, it participated with Bankverein, Belgrade, and Bankverein für Kroatien, Zagreb.
- In 1963, it started "club banking" through the foundation of the European Advisory Committee.
- In 1970, it established Compagnie Financière de la Deutsche Bank in Luxembourg. In 1974 Deutsche Bank launched its current logo.
- From 1986-88 it acquired Banca d'America e d'Italia and expanded into 12 countries in the Asia Pacific and the Americas.

2005-2015

- In 2006, Deutsche Bank acquired Berliner Bank and Norisbank and opened branch offices in Riyadh and Dubai.
- In 2010, it acquired Postbank and Sal. Oppenheim in Germany, as well as parts of ABN AMRO in the Netherlands.
- In 2011, IndusInd Bank acquired Deutsche Bank's credit card business in India. In 2012, Deutsche Bank completed the sale of Actavis Group to Watson Pharmaceuticals from its Corporate Investments division.
- In 2015, Raymond James Financial, Inc. acquired the US private client services unit of Deutsche Asset & Wealth Management.

1989-2004

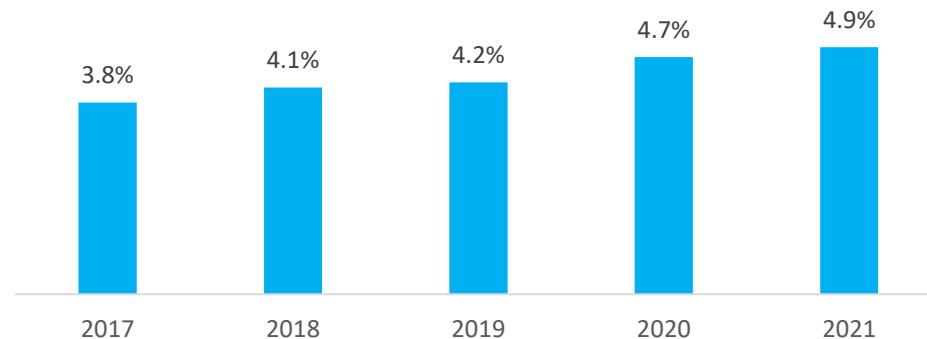
- In 1989 it acquired UK's Morgan Grenfell Group. In 1993 it acquired Banco de Madrid and Banca Popolare di Lecco.
- In 1998 it acquired Crédit Lyonnais Belgium.
- In 2001 the bank's share was listed on NYSE. In 2002, it acquired Scudder Investments.
- In 2003, it acquired Swiss Private Bank Rued, Blass & Cie.

2016-2021

- In 2016, PGIM acquired Deutsche Bank's Asset Management Business in India.
- In 2018, The Bank of N.T. Butterfield & Son Limited acquired Deutsche Bank's Global Trust Solutions, excluding the U.S. region. Deutsche Bank started the IPO of DWS, its asset management arm, in the same year.
- In 2020, TCS acquired the Postbank division from Deutsche Bank.
- In 2021, Deutsche Bank was named the best private bank in Germany. Further, it acquired Berlin-based payment service provider Better Payment in the same year.

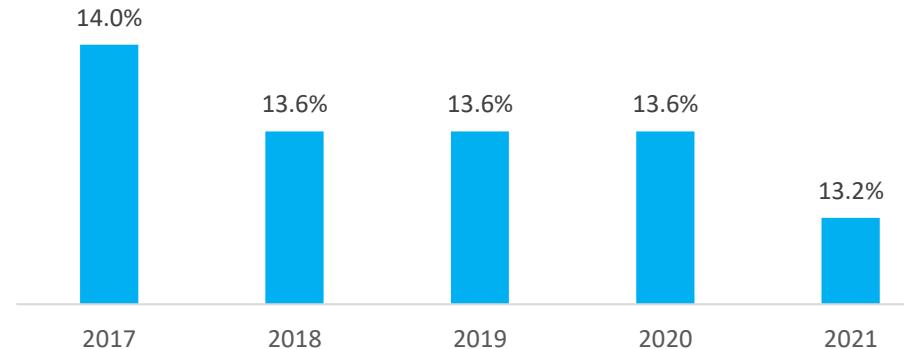
Financial Snapshot

Leverage Ratio (2017-2021)



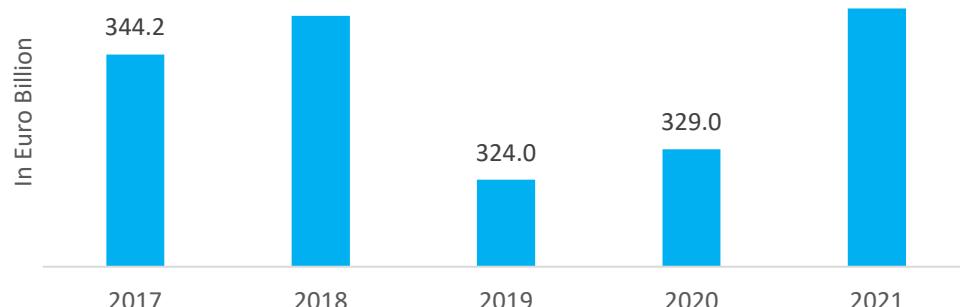
The leverage ratio was positively impacted by the CRR amendments, which took effect on June 28, 2021, and the ECB's decision 2021/1074.* These effects allow banks to exclude specific eligible central bank exposures until March 2022.

Common Equity Ratio (CET Tier 1) (2017-2021)



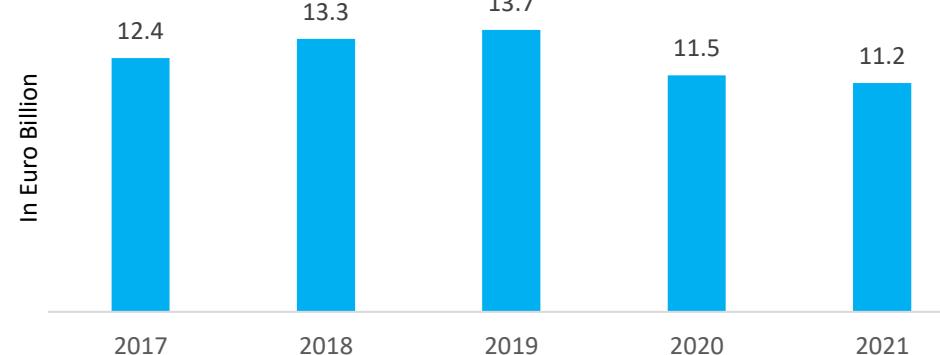
In 2021, the common equity ratio (CET 1) reduced compared to the last 3 years, reflecting an increment of €22.6 billion in risk weighted assets.

Risk Weighted Assets (2017-2021)



Risk-weighted assets were up to €351.6 billion in 2021, owing to the business movements such as improvement in risk parameters, regulatory decisions, active capital management, etc.

Net Interest Income (2017-2021)



Net interest income decreased €371 million, or 3 % in 2021. The lower interest rate primarily drove the decline. The significant decrease in 2020 was attributable to the reduced incomes from the retail and commercial businesses.

Products & Services Portfolio:

1	Corporate Bank	<ul style="list-style-type: none">Deutsche Bank's Corporate bank business division serves Corporate and Commercial clientsThe segment provides financial institutions with specialist services including Correspondent Banking, Trust, Agency, and SecuritiesThe division's capabilities include Cash Management, Trade Finance, and Lending, and Foreign Exchange in close cooperation with the Investment BankIt offers business banking services and a standardized product range to nearly 80,000 clients in GermanyThe segment posted revenue of €5.2 Bn in 2021 compared to €5.1 Bn in 2020The sub-division of the business area are: Corporate Treasury Services, Institutional Client Services, and Business Banking
2	Investment Bank	<ul style="list-style-type: none">Deutsche Bank's Investment bank business division focuses on its traditional strengths in the financing, advisory, fixed income, and currenciesThe segment combines Deutsche Bank's Fixed Income, Currency (FIC) Sales & Trading and, Origination & Advisory, and Deutsche Bank ResearchOrigination and Advisory handles debt origination business, mergers, and acquisitions (M&A), with a focused equity advisory and origination platformThe segment posted revenue growth of 4% amounting to €9.6 Bn in 2021 versus 2020Three groups primarily collaborate to offer coverage for the IB's clients namely The Institutional Client Group- the debt sales team, Risk Management Solutions in the Corporate bank- which addresses the Capital market, and Treasury solutions and Investment Banking Coverage within Origination & Advisory
3	Asset Management	<ul style="list-style-type: none">Deutsche Bank's Asset Management division operates under the brand DWS, a global asset management company that serves retail and institutional investors worldwide with a significant presence in the German marketDWS's investment solutions include equity, fixed income, cash and multi-asset and alternative investments. The alternative investments cover real estate, infrastructure, private equity, liquid real assets and sustainable investmentsThe segment posted net revenue of €2.7 Bn in 2021, a 21% growth compared to 2020DWS products and services lines are spread across EMEA (Europe, Middle East, and Africa), the Americas, and Asia Pacific through a single worldwide distribution system
4	Private Bank	<ul style="list-style-type: none">Deutsche Bank's Private bank business division focuses on private customers across all segments and business clientsThe segment functions through two business units Private bank Germany (PB GY) and International Private Bank (IPB) and serves over 60 countriesPB GY is a major retail bank in Germany that also owns the complementing brands Deutsche Bank and PostbankIPB has a varied portfolio of businesses, with a primary, scalable market in continental Europe, also operates a specialized ultra-high-net-worth (U/HNW) franchise in the US with an expanding presence in Asia and the Middle EastThe segment revenue grew by €109 Mn and amounted to €8.2 Bn in 2021 compared to 2020Private Bank segments' product line includes payment and account services, credit and deposit products, and investment advice

Source: Company Website, Annual Report

Private Bank



Overview

- Private Bank (PB) operates via Private Bank Germany and International Private Bank business segments
- PB GY's Deutsche Bank brand offers sophisticated and personalized advice solutions, and the Postbank brand continues to provide retail clients with basic products and regular retail banking services
- IPB's Personal Banking client segment covers retail and wealthy customers and small businesses in Italy, Spain, Belgium, and India
- IPB's Private Banking and Wealth Management client segment covers global high net worth and ultra-high net worth clients, small and medium-sized business clients, and private banking clients in Italy, Spain, Belgium, and India



Key People



Kai-David Ortmann
Private Bank Germany & Private Bank Operations CFO



Claudio de Sanctis
Head of International Private Bank, CEO DB EMEA, Group Management Committee



Salman Mahdi
Global Vice Chairman at DB International Private Bank



James Burbidge
Managing Director - Head of Operations International Private Bank



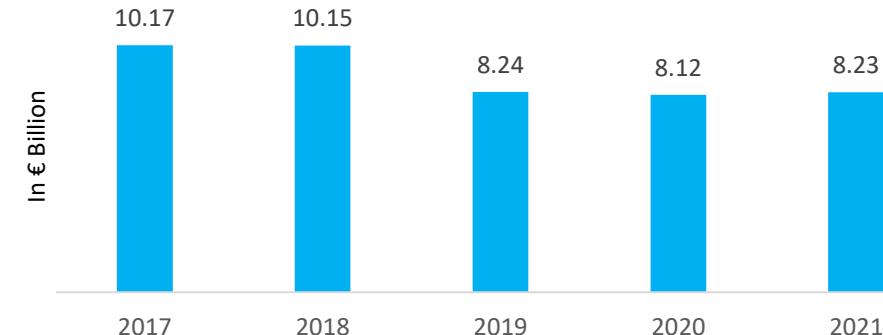
Isabel Castillo
Transformation Director - International Private Bank



Julian Thurston
Head of Strategy & Marketing, Deutsche International Private Bank



Net Revenue



Key Strategies

- PB sees a considerable increase in digital capabilities across all businesses, owing to a change in client behavior towards digital channels, and continues to optimize the omnichannel mix going forward to provide customers the ease of access to products and services
- Some strategic initiatives include
 - **Restructuring:** PB GY eliminated 39 additional branch locations in Q2 2022 and implemented a new branch model by opening four private banking centers solely focused on advisory without self-service machines
 - **Investment Areas:** The segment plans to concentrate investments on operations, network, and channel capability optimization. The division plans to continue prioritizing German retail, global retail, and business clients and concentrate on advisory fields for growth
 - **Divesture:** Inked a contract to sell Deutsche Bank Financial Advisors network and continued to improve branch network in 2021

Strategies Going Forward – Business Strategy

Concentrating on strategic alliance

Deutsche bank's business Asset management plans to continue to focus on developing strategic partnerships as part of its regional strategy. The business continues to concentrate on new digital opportunities and continues investment in data strategy.

Sustainability

Deutsche Bank's key principle of its corporate strategy is sustainability, and the group continues to prioritise sustainable finance. The bank targets to source the entire electricity requirement for operations from renewable sources and aims to secure at least €500 Bn in cumulative ESG financing and investment volumes by 2025. Additionally, for new contracts worth over €500,000 annually, the group made vendor sustainability ratings necessary starting in May 2022.

Aim to maintain a robust CET Ratio

The company's ambition to return capital to shareholders is further supported by its goal to keep its Common Equity Tier 1 (CET 1) capital ratio at a healthy 13%, or at least 200 basis points higher than the Maximum Distributable Amount (MDA) threshold that it currently anticipates will be the standard over time.

Deliver Efficiency

Deutsche Bank seeks to continue to maintain cost discipline and further increase its efficiency. It is aiming for a cost-income ratio below 62.5% by the end of 2025. The bank is anticipating driving efficiencies until 2025 by further reducing complexity and reinvesting in business growth.

Focus On Controls

Deutsche Bank's top priorities include improving internal controls and fostering relationships with regulators. It is continuously integrating new processes and systems to reinforce and enhance the control environment. The domain in focus are compliance, audit, anti-financial crime and financial and operational risk management

Strategies Going Forward - Technology

Boost productivity through tech investments

Deutsche Bank began to drastically shift things in 2019 as the CEO implemented a new strategy that included a €13 Bn investment in technology by 2022 to increase productivity and further enhance products and services. It also included lowering the amount of capital utilised by the Fixed-Income Sales & Trading sector, particularly Rates, and exiting the Equities Sales & Trading.

Focus on AI and machine learning

Deutsche bank announced plans in 2022 to build its next Technology Centre in Berlin, the centre for AI and machine learning expertise. Through application development and the incorporation of new technology, the centre will largely assist the bank's corporate banking and investment divisions in achieving their goals

Improve global payment infrastructure

The Group plans to concentrate IT investments on improving global payments infrastructure and optimise front-to-back processes in the Investment Bank and Corporate Bank business areas to drive revenue growth and minimise infrastructure costs.

Modify business segment platform

The Group targets to recalibrate its core platform, through investment in new technology and policy framework, as part of its Asset Management's transformation goal to meet industry challenges customised for the segment's fiduciary business and its clients.

Exploring Next-Gen Technologies

Deutsche Bank is exploring opportunities in next-generation technologies in all of its businesses that can help develop better products and business models for its clients. For example, it is analysing the potential of the Asset-as-a-Service model to develop usage-based financing concepts for its clients.

Recent Developments

Aug. 2022	Sustainability Efforts	Deutsche Bank announced the implementation of a comprehensive package of energy-saving measures which enable the bank to reduce its annual electricity use by an additional 4,900,000 kWh in its German operations. In July 2022, the Group appointed Jörg Eigendorf as Chief Sustainability Officer to broaden the bank's sustainability focus
July 2022	Partnered with Credi2	Deutsche Bank, in partnership with Vienna-based fintech Credi2, is creating its own BNPL (buy now, pay later) solution for invoice and instalment purchases for e-commerce and digital marketplaces
May 2022	Partnered with FinLync	The Bank collaborated with FinLync, a fintech company, to speed up the adoption of the real-time treasury by corporations and reduce the time and IT resources needed for treasurers to connect to the Deutsche Bank APIs.
April 2022	Invests in Workforce management	Deutsche Bank's corporate venture capital (CVC) division invested in cloud-based workforce management and reskilling provider SkyHive to boost human capital management.
Oct. 2021	Streamline post- trade settlement tax processes	Deutsche Bank implemented an automated workflow platform for the administration of capital gains withholding tax throughout the post-trade settlement process in Indonesia using the Xceptor Tax Solution to eliminate manual procedures and reduce the calculation time of withholding tax amounts
Sept 2021	Acquired Better Payment	Deutsche Bank acquired Better Payment Germany, a payment service provider, to increase its market share in payment processing and acceptance in Germany

Source: Company Website

Key IT Relationships – Product Implementations (1/3)

	Automation	
Aug. 2022	Traydstream and Deutsche Bank collaborated to automate document checking for their Trade Finance products. The collaboration aims to improve the bank's ongoing efforts to digitize and automate its documentary trade business while also increasing controls, ensuring scalability for future growth, and ultimately improving corporate clients' experience in the letters of credit business. As part of the agreement, the parties agreed to integrate the Traydstream platform into the Deutsche Bank environment and roll out the platform globally in the future.	
	AI-powered Communication	
Aug. 2022	Relativity, a global legal and compliance technology company, announced that Breaking Wave, a Deutsche Bank company building a digital future for the bank and its customers, has implemented Relativity's AI-powered communication surveillance product Relativity Trace to advance its compliance and regulatory efforts. With the implementation of Relativity Trace, Breaking Wave is expected to leverage AI capabilities to improve its automated risk detection with a focus on risks.	
	Digital Wealth Planning	
July 2022	Deutsche Bank has partnered with wealthtech Above to use its wealth planning platform for Belgian clients. As a result, private bankers can gather important and relevant documents into a digital safe, create a structured inventory of their assets and gifts, access a chart of their family's wealth, simulate the growth of their wealth over time, and estimate their inheritance tax.	
	API integration	
May 2022	Deutsche Bank announced a collaboration with Finlync to accelerate corporate adoption of the real-time treasury, reducing IT efforts and time spent by treasurers connecting to Deutsche Bank APIs. Finlync's pre-built API integrations and SAP-embedded treasury applications are expected to allow corporate treasury and finance teams to quickly and easily connect to Deutsche Bank's API offerings.	

Source: Press Release, Case Study

Key IT Relationships – IT Partnerships

	White-label BNPL	
July 2022	Deutsche Bank collaborated with Credi2, an Austrian fintech firm, to develop its own white-label BNPL (Buy Now, Pay Later) solution for invoice and instalment purchases. The new BNPL offering from Deutsche Bank, which can be integrated into the payment process, is aimed at German online merchants and e-commerce marketplaces.	
	Payment Services	Silverflow
May 2021	Deutsche Bank and Silverflow have collaborated to launch two new payment services to support the bank's payments strategy. The bank wants to assist Payment service providers in Europe and the US in accepting debit and credit card payments via Silverflow's cloud-based card acquiring service. Silverflow will also provide new solutions for Deutsche Bank corporate banking customers.	
	API Interface	
April 2019	Deutsche Bank has joined forces with software firm Serrala to launch its first API interface for single euro payments area (Sepa) instant payments for corporates using SAP enterprise resource planning software. It was the bank's initial step toward facilitating real-time treasury and allowing payments to be processed 24/7 within less than 10 seconds.	
	Big Data	
Oct. 2018	Deutsche Bank, in collaboration with Data Labs, increased its big data efforts by launching a new analytics capability for its securities services business. The enterprise analytics capability collates and daily analyses a vast amount of data to identify opportunities for efficiencies in the banks' and their clients' securities settlements.	

Source: Press Release, Case Study

Internal IT Initiatives (1/3)

Technology Centre

- In June 2022, Deutsche Bank announced plans to build a new Technology Centre in Berlin, Germany, that will serve as a hub for AI and machine learning expertise. The center's primary goal is to assist Deutsche Bank's investment and corporate banking divisions through application development and the integration of new technologies.
 - The bank currently operates technology centers in the US, Europe, and Asia that provide application development as well as support for its business and infrastructure functions.



Workflow Automation

- In March 2021, Deutsche Bank announced the launch of GEM Connect, a component-based solution designed to address workflow challenges in APAC markets with capital constraints across collections, payments, funding, and FX.
 - GEM Connect, developed by the bank's Corporate Bank and Fixed Income & Currencies business units in APAC, connects treasury processes into automated workflows, simplifying complex processes for clients moving money to, from, and across capital-restricted markets.
 - Deutsche Bank can provide a one-stop liquidity and FX management solution for its clients in emerging markets such as India, Indonesia, Korea, Mainland China, Malaysia, the Philippines, Taiwan, and Thailand by utilising any combination of GEM Connect's components, such as its rules-based FX execution tool and payment and hedge matching solution.



Cryptocurrency Custody

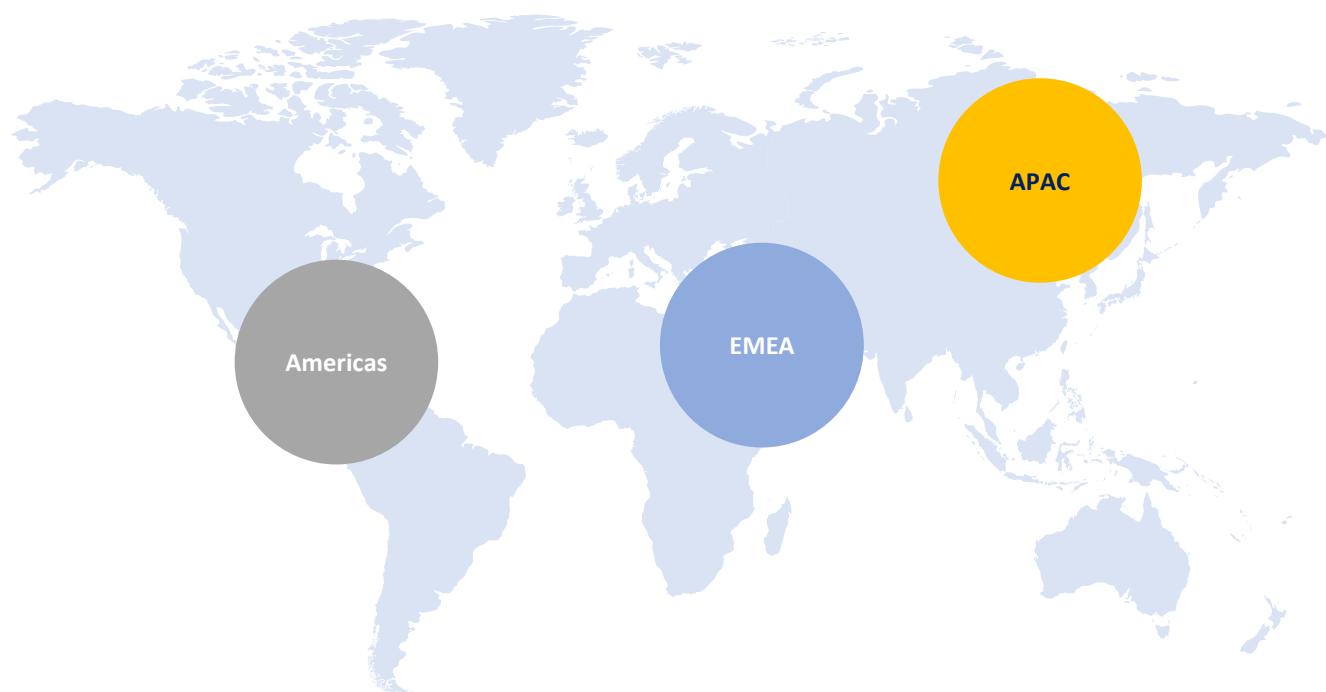
- Deutsche Bank began investigating cryptocurrency custody in February 2021 under the name "Deutsche Bank Digital Asset Custody." The prototype aimed to create a fully integrated custody platform for institutional clients and their digital assets, allowing for seamless connectivity to the larger cryptocurrency ecosystem. The bank also intended to ensure client asset safety and accessibility by providing an institutional-grade hot/cold storage solution with insurance-grade protection.
- The digital asset custody platform will be released in stages. It should eventually allow clients to buy and sell digital assets through a partnership with prime brokers (who would act as concierges for hedge funds), issuers, and vetted exchanges. The service was intended for asset managers, wealth managers, and other financial professionals.



Global Technology Workforce Landscape

Deutsche Bank's global technology workforce is mainly located in India, US, Germany, UK, Romania, and Russia. Most of its IT employees operate from Pune, India; Frankfurt, Germany; and London, United Kingdom.

Technology Workforce Distribution, By Region*



Americas:

New York, Jacksonville, Cary (US)



EMEA:

London (UK); Frankfurt, Berlin (Germany); Bucharest (Romania); Moscow (Russia); Madrid (Spain)



APAC

Pune, Bengaluru, Mumbai, Jaipur (India); Singapore; Manila (Philippines); Sydney (Australia)

Competitor's Analysis (1/2)

Name	Risk Weighted Assets	Business Description	Markets	Competitive Area
 UBS	\$302.2 Bn	UBS Group AG offers financial services to private, corporate, and institutional clients. The company provides services in asset management, retail banking, corporate and institutional banking, investment banking, and comprehensive wealth management planning.	Switzerland, Europe, USA & Canada, APAC, Middle East & Africa, Latin America & the Caribbean	UBS is a prominent investment banking and financial services company and competes with Deutsche Bank in the areas of Global Wealth Management, Corporate Banking, Asset Management, and Investment Banking businesses
 BARCLAYS	£314.1 Bn	London-based Barclays Plc provides investment banking, retail and commercial banking, wealth management, investment management, and other financial solutions.	UK, Europe, Americas, Africa & Middle East, Asia	Barclays competes in the areas of Personal banking, Business banking, Retail banking, and Corporate and Investment Banking businesses
 CREDIT SUISSE	CHF 267.7 Bn	Credit Suisse AG offers financial services. The Bank provides private and investment banking, wealth and asset management, personal and business loans, and advisory services. The group serves corporate, high-net-worth individuals and institutions worldwide.	Americas, Switzerland, EMEA, Asia Pacific	Credit Suisse competes in areas of Private banking, Investment banking, and Asset management businesses.
 NatWest Group	£157.0 Bn	NatWest Group offers personal and business banking, consumer loans, asset and invoice finances, commercial and residential mortgages, credit cards, and financial planning services, and life, personal, and income protection insurance.	UK & Ireland, Europe, Asia Pacific, United States	NatWest competes with Deutsche bank in areas of Commercial & Institutional banking and Private banking solutions.

Source: Company Websites, Annual Reports, Zoominfo, Bloomberg

Strengths

Strong Capital Base

- Deutsche bank has a strong capital position ensuring capital adequacy to support its organic and inorganic growth
- The bank reported a Common Equity Tier 1 (CET1) capital ratio of 13% at the end of Q2 2022, up from 12.8% in Q1 2022, above the bank's minimum target of 12.5%
- Leverage ratio in Q2 2022 declined to 4.3% from 4.6% in the first quarter. Strong earnings and the bank's AT1 issuance in March 2022 which was settled in early April offset the negative impact of higher leverage exposures from business activity and FX movements

Robust Operational Performance

- Deutsche Bank reported robust revenue and profit performance in the first half of 2022. Net revenue climbed 4% to €14 Bn in H1 2022, reflecting average growth of 9% across four core businesses. Its the highest ever half-year revenue since 2016
- Profit before tax for H1 2022 increased 16% to €3.2 Bn, and profit-tax profit climbed 31% YOY to €2.4 Bn
- The bank also reported a higher net interest margin of 1.39% in Q2 2022, primarily led by an increase in USD interest rate rises in H1 2022 as well as lower average cash balances in Q2 2022

Adequate Liquidity

- Deutsche bank continues to report adequate liquidity, which enables it to carry out its day-to-day operations easily
- Its liquidity reserves were at €244 Bn at the end of Q2 2022 was almost similar to the last quarter. The Liquidity Coverage Ratio was 133%, which is above the regulatory requirement of 100% and a surplus of €51 Bn
- The bank reported the Net Stable Funding Ratio of 116% at the end of Q2 2022, within the bank's target range of 115-120%, with a surplus of €83 Bn above required levels

Weakness

- Asset Quality
 - Provisions for credit losses rose to €233 Mn in Q2 2022 from €75 Mn in the prior-year period
 - Stage 1 and 2 provisions were €52 Mn compared to the net releases of €36 Mn in the prior year's quarter, and provision for non-performing (stage 3) loans in Q2 2022 increased to €181 Mn from €111 Mn for the previous year's quarter
 - The increase in provisions is driven by unfavorable impacts of the war in Ukraine and the slowdown of macro-economic growth in 2022
 - The bank is expecting significantly higher credit losses in 2022 compared to previous years
- Decline in AUM
 - Deutsche Bank's Asset Management division reported €833 Bn of assets under management in Q2 2022, a QOQ decline of €69 Bn due to negative impact from market performance and net outflows
 - The net outflow of €25 Bn in the quarter was primarily caused by outflows in low margin cash and passive products
- Litigation Expenses
 - Deutsche bank in Q2 2022 has increased its litigation provisions by €0.1 Bn QOQ to €1.2 Bn
 - The bank's litigation expenses have risen and is expected to be at least €100 Mn higher than initially planned for the year

Opportunities

Banking –as –a - service

- The global banking-as-a-service (BaaS) market was \$2.41 bn in 2020, and is expected to reach \$11.34 Bn by 2030, growing at a CAGR of 17.1%
- Opportunities related to BaaS are multiplying in the banking ecosystem as businesses look for new methods to better client engagement and experiences as well as discover new sources of income both inside and beyond the financial services industry

Growing Payment Channels: Germany

- Germany's growing market for payment channels could provide growth opportunities for the bank
- Although cash remains the preferred payment method accounting for 34.8% of the country's total transaction volume in 2021, the country is increasingly adopting payment cards which registered the strongest growth from 2017 to 2021
- Boost in payment card usage is driven by the convenience of electronic payments, robust payment infrastructure, the increasing preference for contactless payments, and eCommerce growth

Growing Prospects in Private Banking: Germany

- The affluent population is growing in Germany as the country ranked third globally for the number of ultra-rich people in 2020
- Despite pandemic, the number of dollar millionaires in Germany grew by 35,000 to a total of 542,000 in 2020
- This trend creates a decent growth opportunity for Deutsche Bank's private banking arm

Threats

Unfavourable Economic Outlook

- There is a significant downward revision in the global growth forecast in 2022 and 2023 due to the war in Ukraine and the related further increase in global inflationary pressures due to higher energy and commodity prices and ongoing supply chain disruptions
- Major central banks are tightening monetary policy and increasing the market interest rates to respond to the high inflation environment
- This could drive higher losses for the bank, including increased provisions for credit losses and can unfavourably impact Deutsche Bank's planned financial targets and costs

Geo-Political Risks

- Many countries have imposed broad-based sanctions on Russia due to its war against Ukraine. These sanctions are imposed on major Russian Banks, the Russian Central Banks, key corporates, etc.
- These unprecedented scales of sanctions have increased operational complexities for the bank and may create a conflict of law situation with this rapidly evolving sanction environment
- Deutsche Bank is also facing risk in utilising its in-house technology resources in Russia, which contribute to the development of a number of its banking applications

Regulatory Changes

- The proposed or approved regulatory reforms impose extra costs on the group and create uncertainty over the execution of its strategic plans in the medium term. Additionally, the changes proposed by the regulators which require the bank to maintain higher capital may also significantly impact its business
- For instance, the implementation of Final Basel III reforms is expected to increase Deutsche Bank's capital requirement in 2025
- Deutsche Bank's capital requirements changes may also come from the review of the EU macroprudential regime, which the European Commission has announced for the second half of 2023, which could increase the bank's required capital buffers

Management Board – Key Profiles (1/10)



Christian Sewing
Chief Executive Officer



Deutsche Bank

Mr. Christian Sewing serves as the Group CEO of Deutsche Bank since 2018, a member of the Management Board since Jan 2015. He took on additional responsibility for Human Resources in May 2021. Prior to that, he was responsible for Deutsche Bank's Corporate Bank and the Investment Bank.

Key Facts

Location

Frankfurt, Hessen,
Germany

Personal Information

Birth Year: 1970

Nationality: German

Family: Married with four
children

Interests: Tennis, Football
(Bayern Munich Fan)

Education

Christian completed a bank
apprenticeship at Deutsche
Bank in 1989, followed by
graduating with a diploma
from the Bank Akademie
Bielefeld and Hamburg

Social Media Presence

N/A

Interviews

- [CNBC interview about the bank's 2022 targets and the impact of the coronavirus pandemic on the European banking sector at the German lender's Investor Day - Deutsche Bank CEO Christian Sewing \(December 2020\)](#)
- [Bloomberg Markets and Finance – Interview on Strategy - Deutsche Bank AG Chief Executive Officer Christian Sewing \(October 2020\)](#)

Speaker

- [Talks in "After Brexit: Renewing Europe's Growth" at World Economic Forum 2020 \(January 2020\)](#)
- [Talks on his view on the future for the banking industry at Sibos 2019: Views from the Top \(September 2019\)](#)

Career Timeline

1989*	*2005 – 2007	2007 – 2010	2010 – 2012	2012 – 2013	2013 – 2014	2014 – 2015	2015 (Jan.) – 2015 (Jun.)	2015 – 2018	2018 – Present	2021 - Present
Joined as an Apprentice	Worked at Deutsche Bank (position not clear)	Deputy Chief Risk Officer	Worked at Deutsche Bank (position not clear)	Responsible for Private & Commercial Bank (including Postbank) operations	Responsibility for Human Resources					

Member of Deutsche Genossenschafts-Hypothekenbank Management Board

Chief Credit Officer

Head of Group Audit

Management Board for Legal, Incident Management Group and Group Audit

Chief Executive Officer

*Completed studies in between



Source: Company Website, LinkedIn, Articles and Videos

Supervisory Board – Key Profiles (1/20)



Alexander Wynaedts
Board Member –
Chairman
 Deutsche Bank

Mr. Alexander Wynaedts is the chairman of the supervisory board of Deutsche Bank Aktiengesellschaft since 2022, while also serving as a member of the board of directors of Citigroup, Air France-KLM, Uber Technologies, and member of the advisory board for EMEA of Salesforce.

Key Facts

Location

Ommen, Overijssel,
Netherlands

Education

Alexander holds a degree in Electrical Engineering, Ecole Supérieure d'Electricité, and in Economics, University Paris-Sorbonne

Personal Information

Birth Year: 1960
Nationality: Dutch

Social Media Presence

N/A

Interviews

- [Interview by Charles Groenhuijsen about Aegon's Strategy - Aegon CEO Alexander Wynaedts \(February 2016\)](#)
- [CNBC interview about the global economy - Aegon CEO Alexander Wynaedts \(May 2019\)](#)

Events

- [World Economic Forum Annual Meeting 2022 at Switzerland](#)

Career Timeline



Various roles in private banking and investment banking

1984 – 1997



Executive Vice President, Group Business Development)

Senior Vice President,
Group Business Development



Chief Executive Officer

Member of various Supervisory and Advisory boards

2003 – 2007

Member of the Executive Board

2007 – 2008

CEO and Chairman of the Management and Executive Boards

2020 – Present

Chairman of the Supervisory Board



Supervisory Board – Key Profiles (2/20)



Detlef Polaschek

Board Member –
Deputy Chairman



Deutsche Bank

Mr. Detlef Polaschek is an employee elected Deputy Chairman of the Supervisory Board of Deutsche Bank AG and a member of the staff council, effective since 2018 and to last till 2023.

Key Facts

Location

Essen, North Rhine
Westphalia,
Germany

Education

Detlef has completed Bank apprenticeship at Deutsche Bank AG, Essen in 1979

Personal Information

Birth Year: 1960
Nationality: German

Social Media Presence

N/A

Interviews

- N/A

Speaker

- N/A

Career Timeline



Securities advisor,
Investments
Department

1979 – 1980



Back-office support,
Investments
Department

1981

Civil service in lieu of
military service, Workers'
Welfare Association



1981 – 1991

Department Head – Investment
Management for Corporate clients, Bond
Trading



Member of the General Staff Council,
Deutsche Bank AG and DB Privat- und
Firmenkundenbank AG

2006 – Present



*Exempted Staff Council member, DB Privat- und Firmenkundenbank AG, Essen (formerly: Deutsche Bank Privat- und Geschäftskunden AG), (until 2000 in Deutsche Bank AG)