

The image shows the exterior of a Deutsche Bank building. The facade is made of grey stone blocks. A large glass entrance is framed by two white columns. The words "Deutsche Bank" are displayed in large, illuminated, blue-outlined letters across the glass. Below the glass is a modern canopy with a grid of black frames and a warm, yellowish glow from internal lighting. The sky is visible through the glass, showing green trees and a clear blue sky.

Deutsche Bank

Deutsche Bank

Sep. 2022

Contents

• Section I: Company Overview			
○ Key Opportunity Areas	03	○ Key IT Relationships – IT Partnerships	25
○ Company Snapshot	04	○ Internal Initiatives	26
○ Organization Structure	05	○ Global Technology Workforce Landscape	29
○ IT Organization Structure	06	• Section II: Competition	
○ Deutsche Bank Group Locations	10	○ Competitor’s Analysis	30
○ Historical Timeline	11	• Section III: SWOT Analysis	
○ Financial Snapshot	12	○ Strength	33
○ Products & Services Portfolio	13	○ Weakness	34
○ Strategies Going Forward	15	○ Opportunities	35
○ Recent Developments	17	○ Threats	36
○ Key Market Relationships – IT Services	18	• Section IV: Executive Profiles	
○ Key Vendor Engagements Snapshot	19	○ Management Board	37
○ Relationship with Google	21	○ Key Profiles	47
○ Key Market Relationships – Product Implementations	22		

Key Opportunities

Despite the higher cost, Deutsche Bank is focusing on tightening controls, IT investments, and sustainability initiatives. GFT has the opportunity to pitch its Compliance and GreenCoding services 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 GreenCoding services** to help Deutsche Bank reach its sustainability targets by reducing energy use throughout the value chain

Company Snapshot

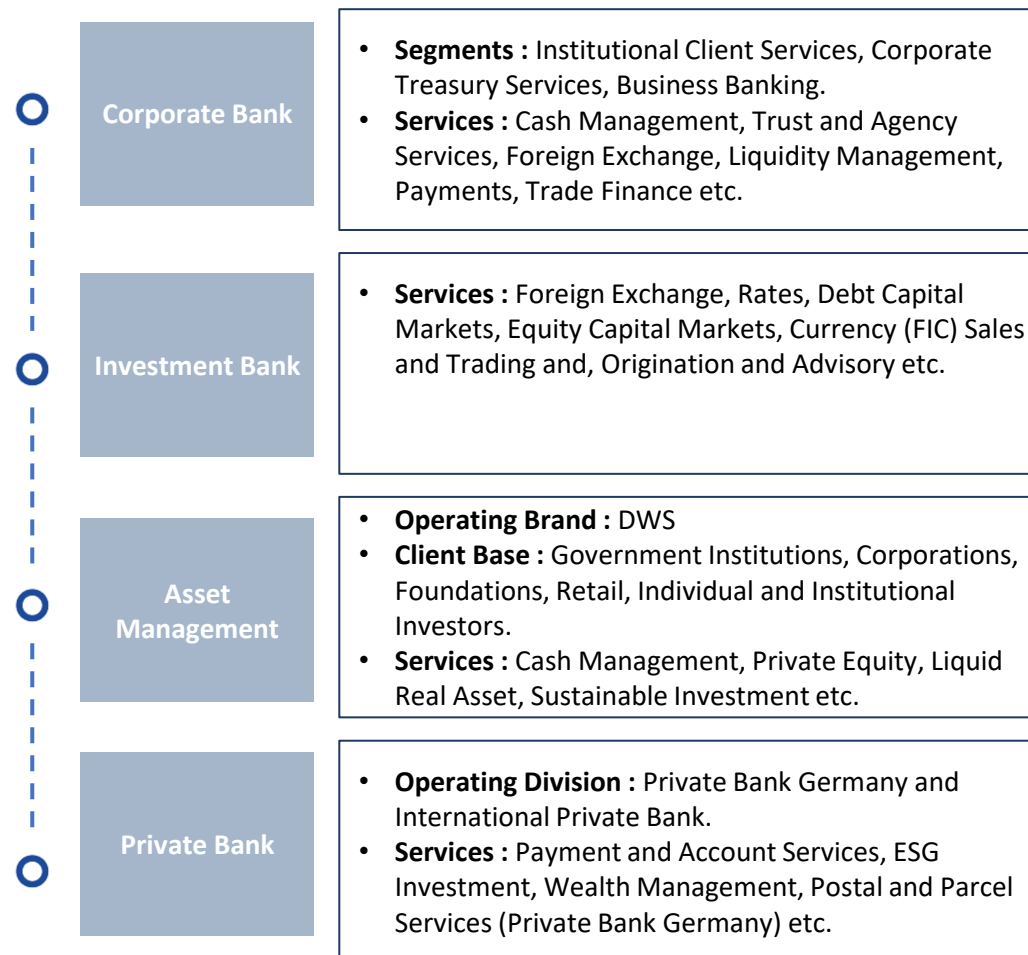
Deutsche Bank is a leading bank and financial service provider headquartered in Germany. The bank offers corporate banking, private banking, consumer loans, asset and invoice financing, capital markets, commercial and residential mortgages, financial planning services, and life, personal, and income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

Business Segments



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 Mackechnie
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

Source: Company Website

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.

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.

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.

1989-2004

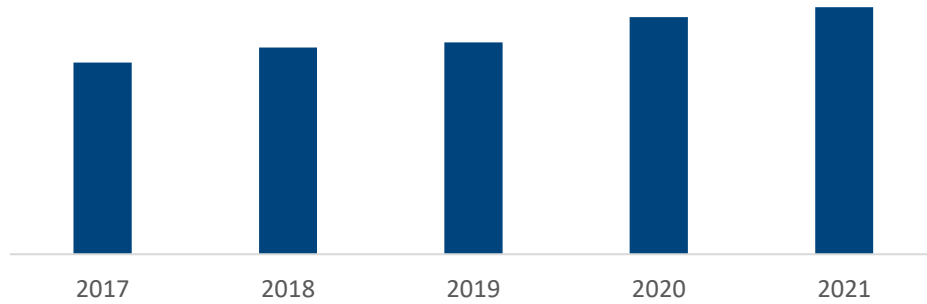
- In 1989 it acquired UK's Morgan Grenfell Group. In 1993 it acquired Banco de Madrid and Banca Popolare di Lecco.
- In 1998 it acquired Crédit Lyonnais Belgium.
- In 2001 the bank's share was listed on NYSE. In 2002, it acquired Scudder Investments.
- In 2003, it acquired Swiss Private Bank Rued, Blass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

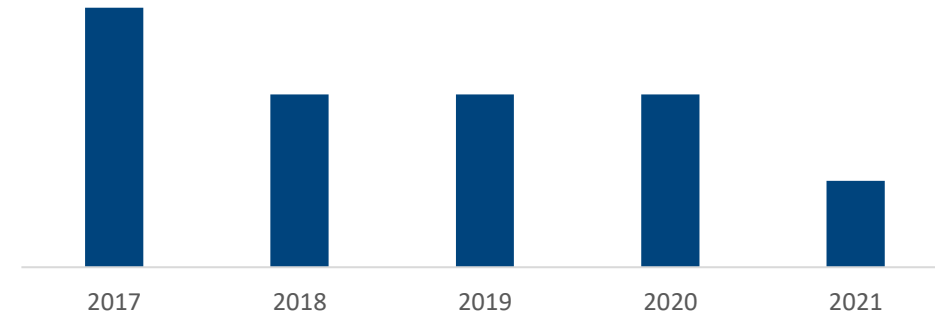
Financial Snapshot

Leverage Ratio (2017-2021)



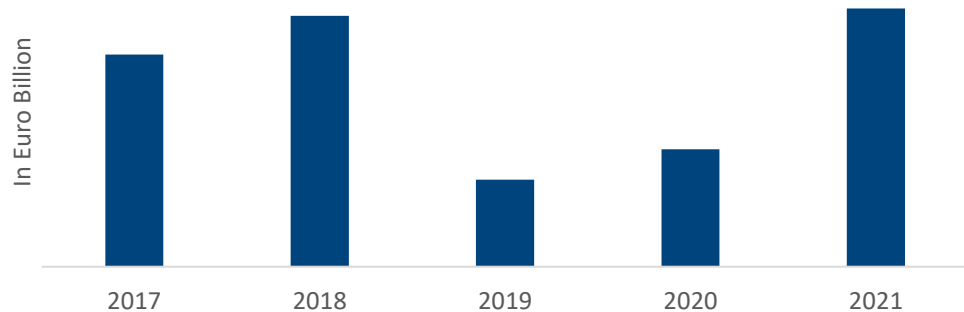
The leverage ratio was positively impacted by the CRR amendments, which took effect on June 28, 2021, and the ECB's decision 2021/1074.* These effects allow banks to exclude specific eligible central bank exposures until March 2022.

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



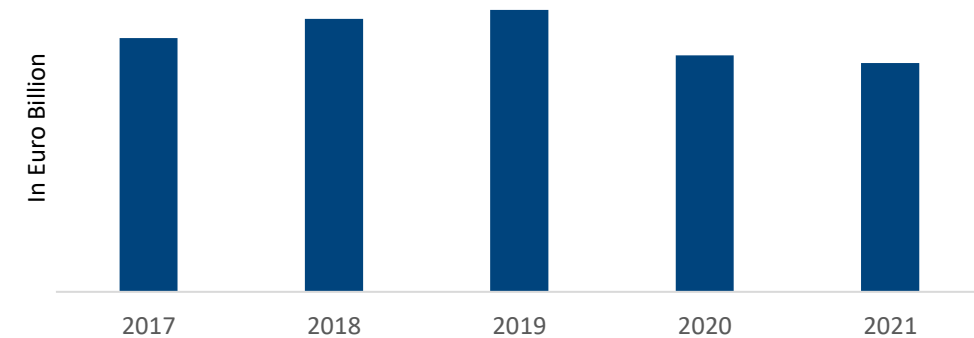
In 2021, the common equity ratio (CET 1) reduced compared to the last 3 years, reflecting an increment of €22.6 billion in risk weighted assets.

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)



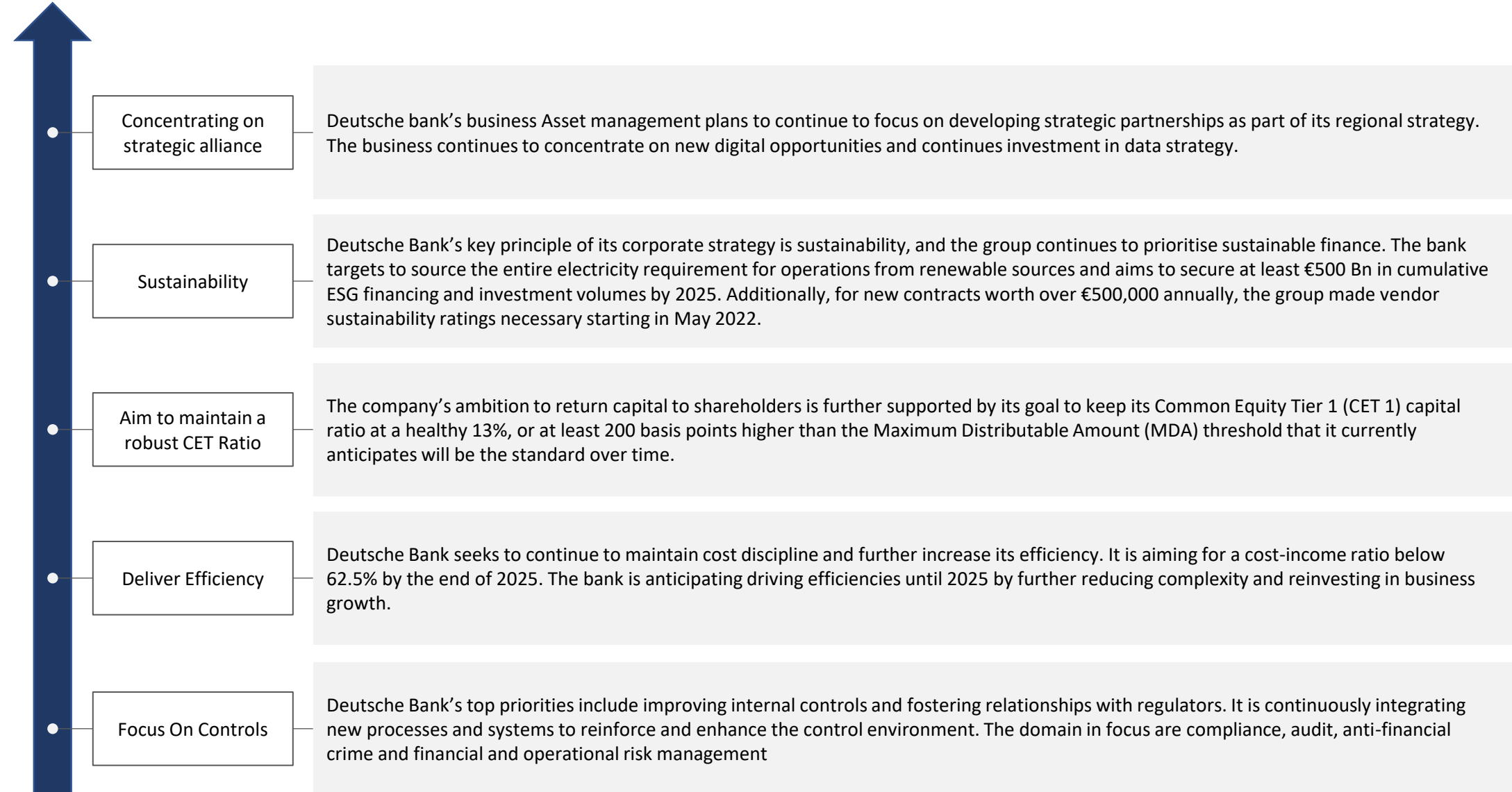
Net interest income decreased €371 million, or 3 % in 2021. The lower interest rate primarily drove the decline. The significant decrease in 2020 was attributable to the reduced incomes from the retail and commercial businesses

Products & Services Portfolio:

1 Corporate Bank	<ul style="list-style-type: none">• Deutsche Bank's Corporate bank business division serves Corporate and Commercial clients• The segment provides financial institutions with specialist services including Correspondent Banking, Trust, Agency, and Securities• The division's capabilities include Cash Management, Trade Finance, and Lending, and Foreign Exchange in close cooperation with the Investment Bank• It offers business banking services and a standardized product range to nearly 80,000 clients in Germany• The segment posted revenue of €5.2 Bn in 2021 compared to €5.1 Bn in 2020• The 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 currencies• The segment combines Deutsche Bank's Fixed Income, Currency (FIC) Sales & Trading and, Origination & Advisory, and Deutsche Bank Research• Origination and Advisory handles debt origination business, mergers, and acquisitions (M&A), with a focused equity advisory and origination platform• The segment posted revenue growth of 4% amounting to €9.6 Bn in 2021 versus 2020• Three 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 market• DWS'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 investments• The segment posted net revenue of €2.7 Bn in 2021, a 21% growth compared to 2020• DWS 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 clients• The segment functions through two business units Private bank Germany (PB GY) and International Private Bank (IPB) and serves over 60 countries• PB GY is a major retail bank in Germany that also owns the complementing brands Deutsche Bank and Postbank• IPB 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 East• The segment revenue grew by €109 Mn and amounted to €8.2 Bn in 2021 compared to 2020• Private Bank segments' product line includes payment and account services, credit and deposit products, and investment advice

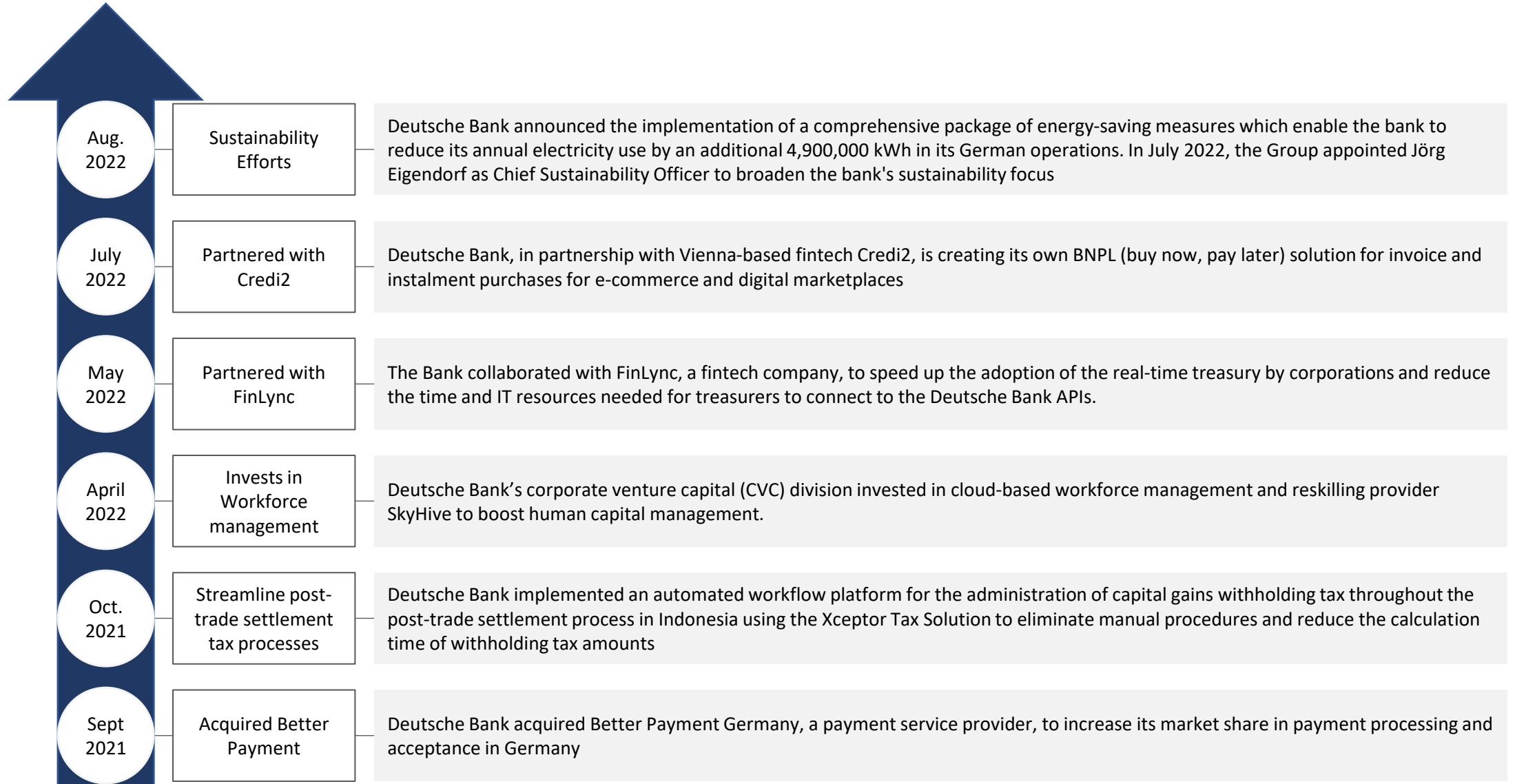
Source: Company Website, Annual Report

Strategies Going Forward – Business Strategy



Source: Annual Report, Company News

Recent Developments



Source: Company Website

Key IT Relationships – IT Services



Digital Check Processing Operations



Nov.
2018

Deutsche Bank and HCL Technologies (HCL) announced a strategic partnership to transform the bank's global cheque processing operations by building a cloud-based digital and fully scalable cheque processing platform for the bank. The new IT-platform went live in 2019.

The new cloud-based IT-platform enabled Deutsche Bank to reduce the complexity of its IT-landscape, decrease cost, increase straight-through processing capabilities and efficiencies in cheques processing. Moreover, through advanced data analytics, the bank enabled its corporate and institutional clients to use data generated out of the platform, to better manage business flows and working capital.



Procurement IT



July
2015

Deutsche Bank extended its existing IT outsourcing contract with Accenture to outsource its procurement operations and accounts payable processing, as well as the maintenance of its procurement IT system and the migration of on-premise procurement IT platform to Ariba, an SAP company.






CDS Trade Workflow Integration



N/A

Deutsche Bank collaborated with Digiterre to create a seamless integration between ICE Link (the world's most widely used CDS trade workflow) and in-house Deutsche Bank systems. The engagement scope included specification, prototyping, development, and testing. It allowed Deutsche Bank to reduce the time required to process trades and reduce operational costs.

Key Vendor Engagements Snapshot: HCL

Partner	Sub Vertical	Workflow Description
<p></p> <p>HCL Technologies Ltd is a global IT services company that helps global enterprises re-imagine and transform their businesses through Digital technology transformation. It has a global presence and operates across 52 countries.</p> <p>Top Provider Locations</p> <ul style="list-style-type: none">Hyderabad, India	<p> ADM</p> <p>Application Maintenance</p> <p>Testing Services</p> <hr/> <p> IMS</p> <p>Desktop Management</p> <p>Technical Support</p>	<ul style="list-style-type: none">Involved in the production management of the SDLC governance operation teamFollow Waterfall and Agile model for deploying and delivering projectsTest and monitor the corporate and commercial banking applications using tools like Grafana, Splunk, AppDynamics, and Geneos <ul style="list-style-type: none">Provide technical support to the Internal & External users of Deutsche bankInvolved in Tickets Handling, Incident Handling, and Troubleshooting by using Ticketing Tools like Service NowProvide technical troubleshooting expertise in the issues related to IT Infrastructure

Source: Company Website, Naukri

Relationship with Google

Deutsche Bank entered into a 10 year contract with Google Cloud to accelerate its transition to the cloud and co-develop products and services. The bank expects to make an overall return of investment of around \$ 1 billion through the collaboration.

Next-generation Financial Services



In 2020, Deutsche Bank and Google Cloud signed a multi-year partnership to accelerate its cloud transition and collaborate on new products and services. The agreement is expected to reshape how Deutsche Bank's clients' products and services are designed and delivered. Due to faster application development and the use of advanced artificial intelligence and data analytics tools that can support "pay-per-use" models as an alternative to purchasing assets outright, the bank would be able to respond more flexibly and accurately to the most pressing challenges, trends, and client needs.



Deutsche Bank and Google Cloud would also collaborate on the migration of its operations and systems to the cloud, including its Autobahn institutional electronic trading platform, as well as the development of the next generation of cloud-based financial services. Deutsche Bank can manage its encryption keys thanks to Google Cloud. Deutsche Bank and Google Cloud intend to work with promising start-ups and FinTechs on a case-by-case basis, and to make Deutsche Bank products available for the first time on Google Cloud Marketplace.

"With Google Cloud by our side, we have a strategic partner that will accelerate our technology transformation, enable us to use data more intelligently and provide a flexible and safe environment for us to quickly deliver new products and services. This is the blueprint for bringing together the relative strengths within banking and technology for the benefit of our clients."



Bernd Leukert
Chief Technology, Data and Innovation Officer and Member of the Management Board, Deutsche Bank



Google's data analytics suite enables Deutsche Bank to continue developing innovative solutions powered by the most recent advances in artificial intelligence and big data analysis.



Execution of workflows is of key importance to the bank's various applications across its business segments. Earlier, the bank orchestrated these workflows using both third-party workflow orchestration products and open-source tools. However, using multiple tools added complexity and operational overhead. It implemented Cloud Composer, a fully managed service that enables customers to orchestrate all of these workflows through a single product into its application landscape and is now using it in an increasing number of areas of the business where a large-scale data lake is already in place on-premises. Cloud Composer is also used by the bank for its modern Cloud Data Platform, which serves as an exchange for well-governed data and enables a "data mesh" pattern. Cloud Composer at Deutsche Bank orchestrates data ingestion to the Cloud Data Platform, which is primarily based on BigQuery.

"We have enjoyed a great relationship with the Google team that has resulted in the successful migration of many of our scheduled applications onto Google Cloud using Cloud Composer in production."



Richard Manthorpe
Director Workload Automation, Deutsche Bank

Key IT Relationships – Product Implementations (1/3)

	Automation	
Aug. 2022	<p>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.</p>	
	AI-powered Communication	
Aug. 2022	<p>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.</p>	
	Digital Wealth Planning	
July 2022	<p>Deutsche Bank has partnered with wealthtech Abbove 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.</p>	
	API integration	
May 2022	<p>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.</p>	

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

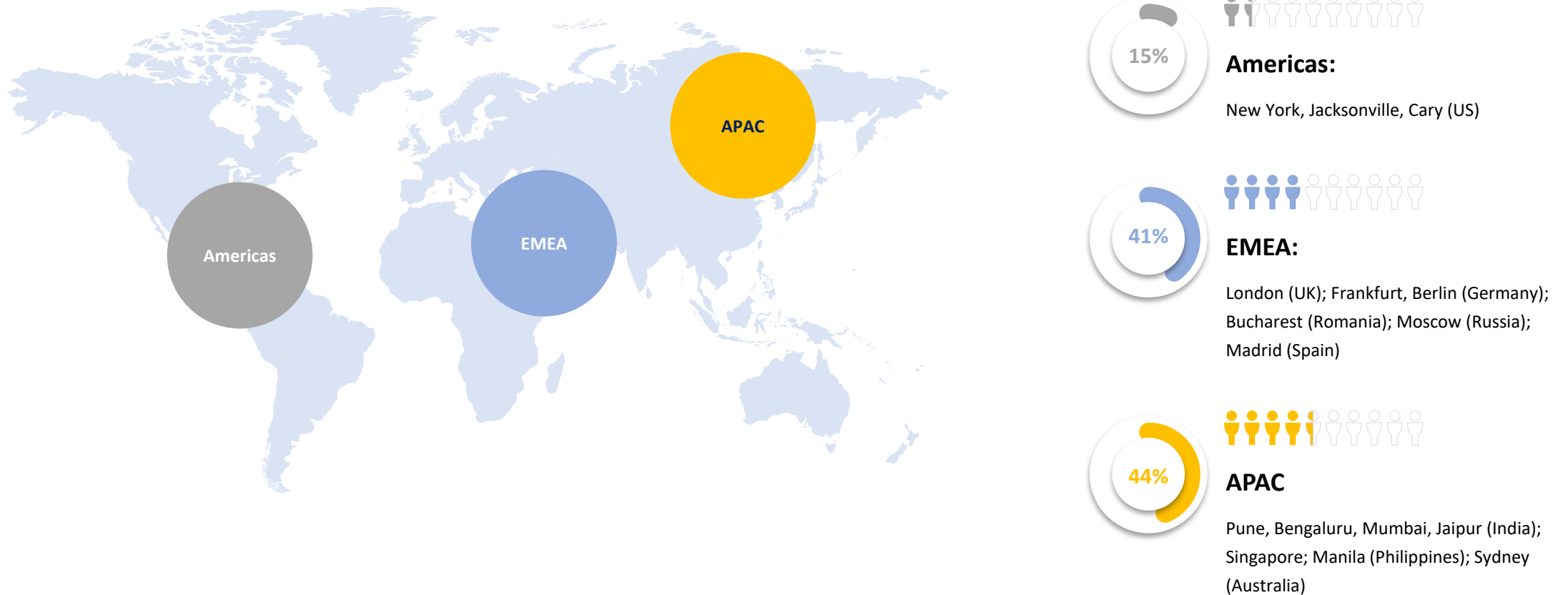
- Deutsche Bank began investigating cryptocurrency custody in February 2021 under the name "Deutsche Bank Digital Asset Custody." The prototype aimed to create a fully integrated custody platform for institutional clients and their digital assets, allowing for seamless connectivity to the larger cryptocurrency 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*




Source: Company Website, LinkedIn *Note: The employee data are taken from LinkedIn and are indicative. We found the total number of tech people available on LinkedIn for Deutsche Bank and the number of people in a particular region. % figures were calculated basis on that


Key Location Deep-dive

In Germany and India, the major hub for Deutsche Bank's technology workforce is Frankfurt and Pune, respectively. Business Functional Analysis, Engineering, and Service Operations professions are in demand in Technology.

Frankfurt, Germany




IT Workforce*
300 to 600




No. of Offices
1


Key Leaders



Bernd Leukert Head of Technology, Data and Innovation Frankfurt, Germany



Marcus Praetzas Global Head Database Services Frankfurt, Germany



Stefan Sutter CIO for Finance Frankfurt, Germany


Key Workloads

- Develop and implement software and technology solutions to improve the back-end operation
- Provide support for all global IT inquiries and ensure smooth operation of IT infrastructure and end devices
- Ensures operation, maintenance, and optimization of applications as well as provide solutions to address any problem quickly


Key Sub-Verticals in Demand

Quality Analysis & Testing	Service Operations - Technology
Engineering	Information Security
Business Functional Analysis	

Pune, India




IT Workforce*
1000 to 1500




No. of Offices
2


Key Leaders



Amit Deo Director - Global Head Of Engineering Pune, India



Praveen Ojha Director - IT Architecture Pune, India



Rama Aenugu India Head – Infrastructure/ Database Services Pune, India

Key Workloads

- Design and develop applications, implement solutions, and configure them in designated environments
- Test new solutions with an end-to-end business view
- Manage the relational database platform and develop automation to keep the business systems efficiently operational

Key Sub-Verticals in Demand

Engineering	Information Security
QA & Testing	Service Operations - Technology
Business Functional Analysis	

Source: Company Website, LinkedIn *Note: The employee data are taken from LinkedIn and are indicative. Cities were shortlisted based on the highest number of technology resources based in that location/city

Competitor's Analysis (1/2)

Name	Risk Weighted Assets	Business Description	Markets	Competitive Area
	\$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
	£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
	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.
	£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

- XXX

Adequate Liquidity

- XXX

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

- XXX

Litigation Expenses

- XXX

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

- XXX

Growing Prospects in Private Banking: Germany

- XXX

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

- XXX

Regulatory Changes

- XXX

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

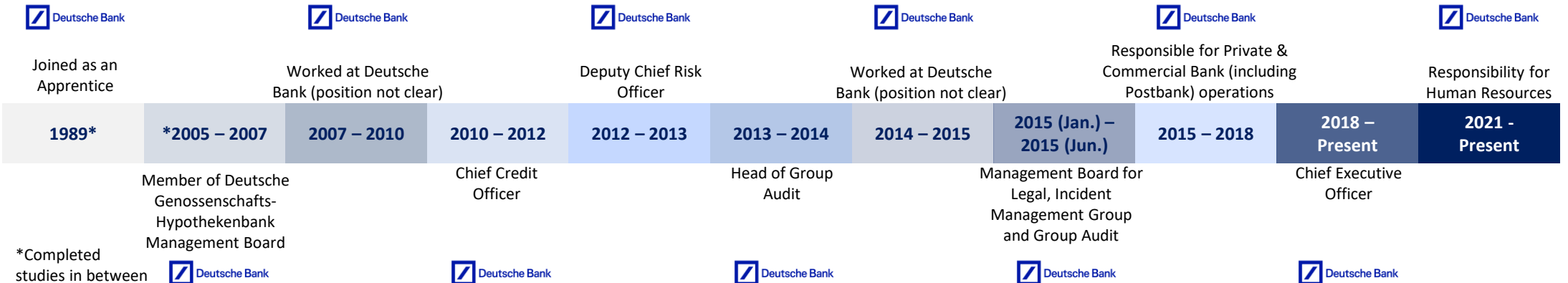
Interviews

- [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



Source: Company Website, LinkedIn, Articles and Videos

Supervisory Board – Key Profiles (1/20)



Alexander Wynaendts

Board Member –
Chairman



Deutsche Bank

Mr. Alexander Wynaendts 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 Wynaendts \(February 2016\)](#)
- [CNBC interview about the global economy - Aegon CEO Alexander Wynaendts \(May 2019\)](#)

Events

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

Career Timeline



Source: Company Website, LinkedIn, Articles and Videos



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