



# This is Commerzbank

An Overview

# Agenda



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# Facts and Figures



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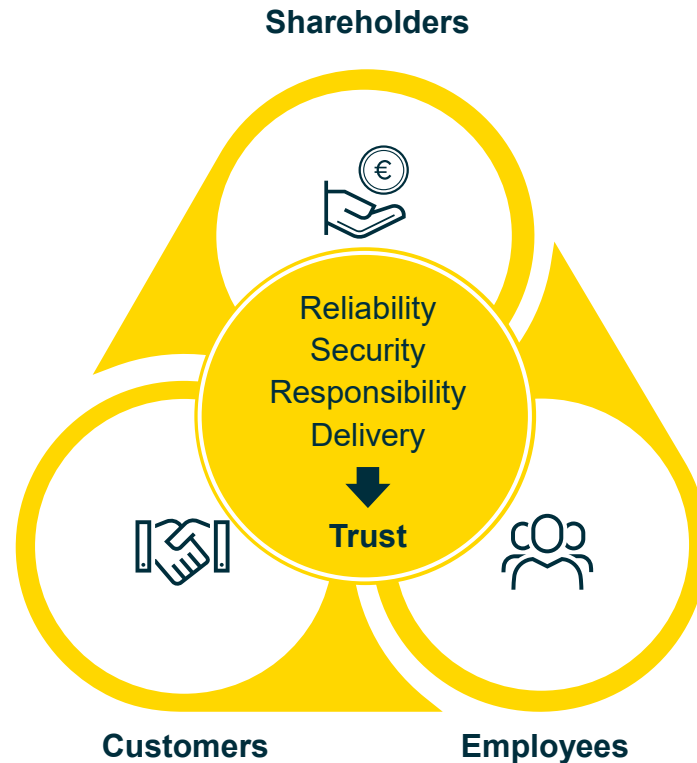
# Facts and Figures: an Overview



With a client-centric portfolio of financial services, **Commerzbank** in Germany is the **leading bank** in the **Corporate Clients Business** and for the **Mittelstand** and a **strong partner** for **private and small-business customers** with **more than €400bn assets under management**.



**Private and Small-Business Customers**



**Corporate Clients**

- **Customer focus with profitable revenue growth**
- **Shaping the digital and sustainable transformation**
- **Continuously improving capital efficiency**

# Facts and Figures: Commerzbank's Global Presence



## Significant Group companies

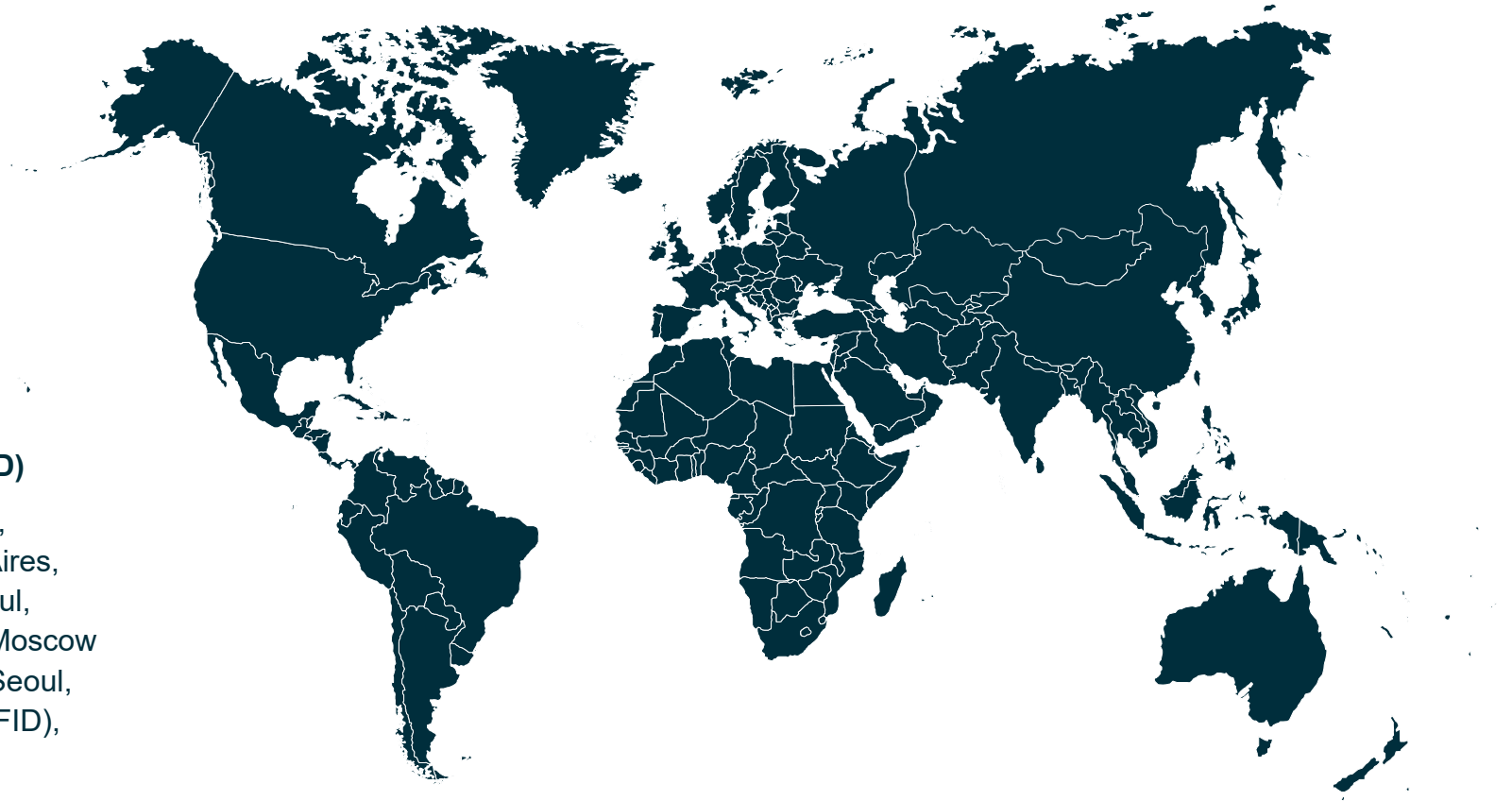
- Commerz Markets LLC, New York
- Commerz Real AG, Wiesbaden
- mBank S. A., Warsaw

## Operative foreign branches

Amsterdam, Beijing, Brno (office), London, Madrid, Milan, New York, Paris, Prague, Shanghai, Singapore, Tokyo, Vienna, Zurich

## Representative Offices/Financial Institutions Desks (FID)

Abidjan, Addis Abeba, Almaty, Amman, Ashgabat, Bangkok, Beijing (FID), Brussels (Liaison Office to the EU), Buenos Aires, Cairo, Casablanca, Dhaka, Dubai, Ho Chi Minh City, Istanbul, Johannesburg, Karachi, Kiev, Lagos, Luanda, Melbourne, Moscow (FID), Mumbai, New York (FID), Panama City, São Paulo, Seoul, Shanghai (FID), Singapore (FID), Taipei, Tashkent, Tokyo (FID), Vilnius, Zagreb



# Facts and Figures: Highlights



## Germany

- Private and small-business customers with more than €400bn assets under management
- The Bank is at the side of its customers with its brands Commerzbank and comdirect: online and mobile, via phone or video in the remote advisory centre, and in person at its around 400 locations across Germany
- Important partner for wealth management, private banking, and small-business customers
- Best bank in the Corporate Clients Business in Germany and for the German Mittelstand
- With a share of around 30% in German foreign trade, Commerzbank is one of the leading banks in German foreign trade finance.<sup>1</sup>
- Sector competence through in-depth expert knowledge in the key German industrial sectors



## Europe

- One of the leading providers of trade services within the eurozone
- Top rankings in the bond market
- mBank: innovative digital bank serving around 6 million private and corporate customers, predominantly in Poland, but also in the Czech Republic and Slovakia; preferred business partner for German corporates in Poland



## Digital

- Mobile payment with Apple Pay and Google Pay as well as Garmin Pay, and SwatchPAY!
- Multi-award-winning banking app with photo transfer, brokerage, virtual assistant “Ava”, and Financial Assistant
- Safety guarantee for online and mobile banking services
- In the Corporate Clients business we are permanently investing in digital solutions so as to expand products and processes for our clients and to create a combination of personal advisory and digital banking services. In September 2024, Commerzbank was awarded „Best Foreign Exchange Bank“ in Germany and fast-growing emerging markets by „Euromoney“ magazine.

<sup>1</sup> Source: SWIFT Watch, as at end of March 2026.

# Facts and Figures: Selected Group Financial Figures



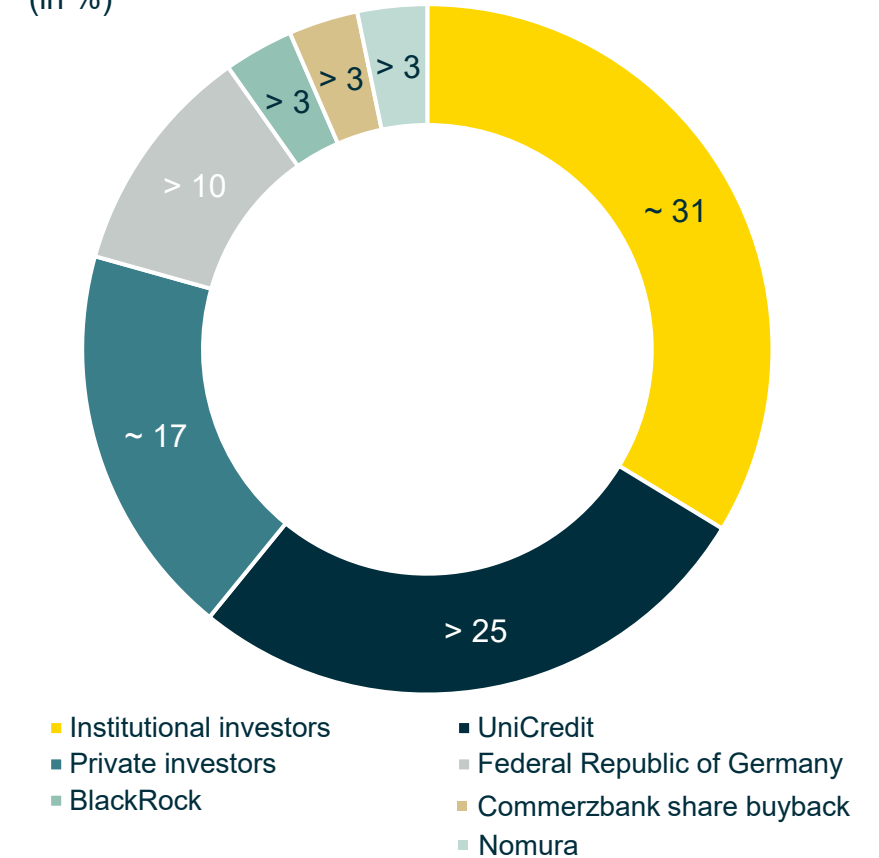
Figures	Q1 2026	FY 2025	Q1 2025
Total revenues (in €m)	3,219	12,171	3,072
Operating result (in €m)	1,358	4,509	1,227
Consolidated result <sup>1</sup> (in €m)	913	2,625	834
Cost-income ratio operating business <sup>2</sup> (in %)	53.4	57.0	56.1
CET 1 <sup>3</sup> ratio (in %)	14.5	14.7	15.1
Operating RoTE (in %)	17.0	13.9	14.9
	<b>31 Mar 2026</b>	<b>31 Dec 2025</b>	<b>31 Mar 2025</b>
Employees (full-time equivalents incl. junior staff)	40,144	39,867	39,069

<sup>1</sup> Attributable to Commerzbank shareholders.

<sup>2</sup> Includes compulsory contributions.

<sup>3</sup> Recognition of interim profits in CET 1 is in line with 100% pay-out target and subject to approval by European Central Bank (ECB).

Shareholder structure as at 7 May 2026 (in %)





# Board of Managing Directors



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# Board of Managing Directors



**Bettina Orlopp**  
Chief Executive Officer



**Michael Kotzbauer**  
Deputy Chairman  
Corporate Clients Segment



**Carsten Schmitt**  
Chief Financial Officer



**Sabine Mlnarsky**  
Chief Human Resources Officer



**Bernhard Spalt**  
Chief Risk Officer



**Thomas Schaufler**  
Private and Small-Business Customers Segment



**Christiane Vorspel-Rüter**  
Chief Operating Officer



# Strategic Positioning



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# Our Strategy “Momentum 2030”



Commerzbank. **Momentum 2030.**  
**Growth and Transformation**



Shareholders



Customers



Employees

With our **strategy “Momentum 2030”**, we will accompany the transformation in the economy and society in the coming years and **create even more value for all our stake-holders** – employees, customers, and shareholders – as a defining force in the German and European banking market.

As **the bank for Germany** – with more than 155 years of tradition – we are **focussing even more on profitable growth and accelerating the transformation of our business model**.

Enhancing profitability gives us **even more scope for investing** in the Bank’s service offerings and drives market capitalisation in the interest of investors.

## Private and Small-Business Customers

Under the brand Commerzbank, we offer a wide range of products and services with an omnichannel approach: online and mobile, via phone or video, and in person at our around 400 locations across Germany. Under the brand comdirect, we offer all core services as a digital primary bank 24/7 and, as a performance broker, solutions for saving, investing, and securities trading.

## Corporate Clients

Client orientation is our strength. As the leading bank in the Corporate Clients Business in Germany and for the German Mittelstand, Commerzbank supports its clients in their growth and transformation journey – regionally present across Germany and globally connected. It stands for many years of industry and market expertise with leading products from a single source and an established digital offering.



~ 21%  
Net RoTE



€16.8bn  
Revenues



43%  
Cost-Income Ratio



€5.9bn  
Net Result



# Segments



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# Private and Small-Business Customers

€m	Q1 2026	FY 2025	Q1 2025
Revenues	1,946	6,934	1,708
Operating result	788	2,324	633

- One of the leading banks for private and small-business customers in Germany with **more than €400bn assets under management**
- The Bank is at the side of its customers with its brands **Commerzbank** und **comdirect**: **online** and **mobile**, via phone or video in the remote **advisory centre**, and **in person** at its **around 400 locations across Germany**
- An attractive combination of a **highly efficient direct bank** and **first-class advisory offering**
- A simple, secure, and convenient way to carry out **everyday banking transactions 24/7**
- Comprehensive personal support and **individual solutions** on all issues related to investing and financing



# Corporate Clients

€m	Q1 2026	FY 2025	Q1 2025
Revenues	1,252	4,866	1,234
Operating result	567	2,153	603

- **Number 1 bank in the Corporate Clients Business** in Germany and for the German **Mittelstand**
- Strong regional presence in **Germany** and an efficient international network in more than 40 countries **worldwide**
- **Strong linkage** of our **expertise** in **corporate banking** and **capital markets**
- With a share of **around 30%** in **German foreign trade**, Commerzbank is one of the **leading banks** in **German foreign trade finance**.<sup>1</sup>
- With a **loan volume** of approximately **€120bn** one of the **largest financiers** of **German and international corporates**

<sup>1</sup> Source: SWIFT Watch, as at end of March 2026.





# Purpose and Brand



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# Purpose and Brand



Purpose

**We create prospects for ambitious people and companies**



Brand Positioning

**Creating prospects, shaping the future together**

We, Commerzbank, take on the responsibility of providing people and companies with security, even in difficult times, and opening up prospects for them. That's why we are: the bank for Germany – at the side of our customers to shape the future together.



Brand Promise

**The bank at your side**



Brand Personality

**Future-oriented, powerful, committed**





# Sustainability



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# Commerzbank's Sustainability Strategy pursues Holistic Approach



Responsibility represents the entire sustainability spectrum of “Environment, Social, and Governance” (ESG)

## **E**nvironment

The protection of the environment and climate as well as the support of our customers in their transformation efforts are firmly anchored in Commerzbank.

- 1 Net-zero loan and investment portfolio by 2050
- 2  $\geq 10\%$  sustainable loans in our new business
- 3 Net-zero banking operations by 2040

## **S**ocial

We value an open corporate culture and actively contribute to society with various engagements.

- 1 40% women in management roles by 2030
- 2 Maintain or improve employee satisfaction

## **G**overnance

Solid values, binding codes of conduct as well as demanding commitments form the framework of our business activities.

- 1 Zero tolerance for corruption
- 2 Excellent culture of integrity



# Digitalisation



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# IT Strategy supports overall Bank Strategy with Five Strategic Pillars based on IT Vision



## IT Vision

**Technology is the engine of Commerzbank**

**High-performing, innovative, and secure – for customers and employees**



## Strategic pillars of IT Strategy 2026–2029

### Customer

**Supporting growth** through stronger and new customer relationships by enabling a **simple and modern customer experience** as well as **data-driven (support of) customer approach**

### Business processing

**Increasing efficiency** and throughput speed of **end-to-end processes** through **full automation of standard processes** and reduction of **manual processing steps** for complex workflows

### Analytics and steering

**Enhancing value creation** through **fully automated report generation**, use of **self-service reportings**, and **leveraging data for forecasting**

**AI**

**Enabling all strategic pillars through bank-wide and comprehensive use of artificial intelligence**



### DO<sup>1</sup> operating model

**Optimising the DO's operating model** and **strengthening resilience**, especially by ensuring **cost-efficient delivery** and **stable, secure operations**

<sup>1</sup> Delivery Organisation.



# Employees



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# People Strategy 2026: Focus on four Levers based on Overall Bank Strategy



## Overall Bank Strategy

With our “Momentum 2030” Group strategy, we make Commerzbank even better and more powerful. Our employees are an important stakeholder and driver. That is why employer attractiveness and employee satisfaction are at the heart of human resources work.

## Attraction and Sustainability

We focus on candidates and create an exciting candidate journey to support our business areas worldwide in their recruitment goals. In addition, we implement the regulatory requirements for pay transparency and thus increase transparency for employees and applicants.

## Digital HR

The responsible use of artificial intelligence (AI) is intended to place an even stronger focus on employees, support them, and relieve them. At the same time, with the introduction of a cloud-based IT infrastructure, we focus on future-proof HR products and processes that are based on a stable IT infrastructure.



## Learning and Development

With various offers, we optimally prepare the Bank’s employees for the future and ensure that they can qualify and develop further and expand future-oriented skills. At the same time, we implement a tool-based solution to maintain critical knowledge and ensure knowledge transfer.

## Culture and Leadership

Our performance-oriented leadership culture focusses on performance, personal responsibility, and the further development of our employees, while at the same time strengthening global responsible leadership that enables successful cross-border work.

# “Team Yellow”: around 40,000 Employees Worldwide



**40,144**

Employees (FTE)  
as at 31 Mar 2026



**1,375**

New hires 2025



**48,267**

Applications received  
(2025 AG Germany)



**3.9**

Employer rating  
score 2025  
on [Kununu](#)



**52.3%**

Proportion of  
female staff as at  
year-end 2025



**76**

Employee Engagement  
Index<sup>1</sup>

**Commerzbank is an attractive employer.  
Our employees are happy to engage with the Bank.  
In the job market, we are present with our website [Careers at Commerzbank](#).**

<sup>1</sup> Corresponds to benchmark for large enterprises in Germany, Austria, and Switzerland.



# Diversity & Inclusion: Essential Component of our Sustainability Strategy and Genuinely Practised



We take on social responsibility – this benefits our employees, our clients, and our business partners

## Identifying and fostering potential

37.3% women in management positions<sup>1</sup>

Employees from 123 nations worldwide<sup>1</sup>

6.15% employees with disabilities<sup>1</sup>

<sup>1</sup> As at year-end 2025.

## Facilitating work-life balance

Keep in Touch, return guarantee

Company-sponsored child-care, support for employees caring for relatives

Hybrid working, mobile working from abroad, flexible working time models, job sharing, joint leadership

## Supporting commitment

Events and awareness sessions on all diversity-related issues

Information offers and learning paths on all diversity-related issues via learning platform cliX

1,500 employees in 7 employee resource groups

We are committed beyond Commerzbank:

Signatory to and member of the



Co-founder and council member of the Foundation



Participant in the BC4D Initiative



Signatory to the United Nations' Women's Empowerment Principles



Member of UnternehmensForum e. V. for the inclusion of individuals with disabilities



Our corporate culture includes everyone – regardless of age, gender, provenance, nationality, disability, religion, sexual orientation, or gender identity



# History



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# International Bank with more than 155 Years of Tradition

**1870**

Foundation of Commerz- und Disconto-Bank in Hamburg, Germany

**1995**

Foundation of comdirect: launch of Commerzbank's direct banking business

**2009**

Financial market crisis

**2020**

- Merger of comdirect completed
- 150 years of Commerzbank
- 50 years of Commerzbank Foundation

**2024**

Bettina Orlopp new CEO

**1940**

New name: Commerzbank

**2008**

Announcement of merger with Dresdner Bank

**2013**

Final redemption of the silent participation of the Financial Market Stabilisation Fund (Finanzmarktstabilisierungsfonds, Soffin)

**2023**

Return to the leading German stock index Dax



# Disclaimer



This presentation contains forward-looking statements. Forward-looking statements are statements that are not historical facts; they include, inter alia, statements about Commerzbank's beliefs and expectations and the assumptions underlying them.

These statements are based on plans, estimates, projections and targets as they are currently available to the management of Commerzbank. Forward-looking statements therefore speak only as of the date they are made, and Commerzbank undertakes no obligation to update 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, amongst others, the conditions in the financial markets in Germany, in Europe, in the United States and elsewhere from which Commerzbank derives a substantial portion of its revenues and in which it holds a substantial portion of its assets, the development of asset prices and market volatility, potential defaults of borrowers or trading counterparties, the implementation of its strategic initiatives and the reliability of its risk management policies.

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