Private Customers
New retail banking strategy

Investors’ Day 2012
Income fell more heavily than costs in recent years – due to market effects ...

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**Cost development, PC segment**

<table>
<thead>
<tr>
<th>Year</th>
<th>Costs (€bn)</th>
<th>2008</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-3%</td>
<td>3.5</td>
<td>3.4</td>
<td>2.6</td>
</tr>
</tbody>
</table>

**Income development, PC segment**

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (€bn)</th>
<th>2008</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-12%</td>
<td>4.3</td>
<td>3.8</td>
<td>3.0</td>
</tr>
</tbody>
</table>

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**Av. three-month Euribor rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate (%)</th>
<th>2008</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>4.63</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>1.39</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YTD 9M 2012</td>
<td>0.70</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Av. security order, branch network**

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders (millions)</th>
<th>2008</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>9.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>12.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YTD 9M 2012</td>
<td>4.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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1) 2008-2010 pro forma (excl. exit units); 2008-2012 excl. Hypothekenbank Frankfurt (HF) and Commerz Real
2) Effect on deposit revenues in the PC segment
3) Number of private security owners in Germany acc. to Deutsches Aktieninstitut (DAI)

NB: Rounding differences
Source: GM-F, PC-PK

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**Notes:**

- Low interest rate environment affects income (Income effect in 2012: €-200m)
- Deep crisis of confidence among customers results in less activity

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Martin Zielke | Member of the Board of Managing Directors | Frankfurt/Main | 8 November 2012
... but also structural, bank-internal issues

Branch network income split compared to competition in 2011

<table>
<thead>
<tr>
<th>Competition</th>
<th>2008</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net interest income</td>
<td>80</td>
<td>62</td>
</tr>
<tr>
<td>Net commission income / other</td>
<td>20</td>
<td>38</td>
</tr>
</tbody>
</table>

Av. deposit volume, branch network

2008: 66
2011: 60
Change: 9%

Av. credit volume, branch network

2008: 62
2011: 53
Change: -15%

Comparatively high dependence on securities business

Deposit and lending business previously not the focus

1) PC segment excl. comdirect, 2008-2010 pro forma (excl. exit units), 2008-2012 excl. Hypothekenbank Frankfurt and Commerz Real
Source: GM-F, competitors’ annual reports (in some cases with preliminary 2011 figures)
Strategic focus of retail banking – challenges in the PC segment

Direct bank .comdirect

› Tapping the growth opportunities in the direct bank market

› Further scaling the growth programme

Branch network COMMERZBANK

› Repositioning retail banking activities within the market
  - Focus on traditional values to win back trust
  - Systematic modernisation in response to megatrends and changing customer requirements
Loss of trust and changes in customer behaviour require new branch banking – focus on traditional values and innovative technology

Established facts

› Approx. 9,000 interviews conducted with customers to determine customer needs¹)
› Complemented by external market/customer studies and trend research
› Relevant customer needs derived (customer insights)
› Testing of positioning approaches and concrete measures with customers

Key findings

1. A return to traditional values …
   › Trust is the linchpin of the customer/bank relationship
   › Traditional values such as reliability, transparency, fairness and competence are highly relevant for more than 75% of customers

2. … and a desire for modernity
   › 52% of customers in the German banking market are multichannel customers – and the number is rising
   › Internet AND a branch are equally important
   › Customers want more straightforward banking without restrictions (time-based, geographical)

¹) Conducted by TNS Infratest between May and August 2012
We are therefore investing in the restructuring of our business model: traditional values and a modern multichannel bank

- Lasting restructuring of our current business model
- Traditional values: winning back trust
- Modern multichannel bank: modernising online/mobile technology and the branch network
- Investment of €1 billion in the four years up to 2016
- Sustainability takes time – income effects as of 2014
We want to win back trust by delivering fairness and competence, rather than just talking about them.

<table>
<thead>
<tr>
<th>Advisory services</th>
<th>Tailored and competent, in line with the customer’s needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products</td>
<td>Fair products that are transparent, simple and easy to understand</td>
</tr>
<tr>
<td>Prices</td>
<td>Transparent and fair prices</td>
</tr>
<tr>
<td>Channels</td>
<td>Improved reachability in all channels</td>
</tr>
<tr>
<td>Services</td>
<td>Uniform standards and reliable services</td>
</tr>
<tr>
<td>Communication</td>
<td>Transparent and understandable communication</td>
</tr>
<tr>
<td>Corporate policy</td>
<td>Firmly establishing values in the corporate policy</td>
</tr>
<tr>
<td>Management</td>
<td>Focus on long-term customer retention</td>
</tr>
</tbody>
</table>

- Comprehensive financial analysis using the Customer Compass
- Provider-independent advisory services (CobaHyp/fund selection)
- Improving employee skills by means of a qualifications drive
- Products that guarantee customer satisfaction
- New deposit models
- No processing fee on consumer loans
- Equal treatment for new and existing customers
- Available on the phone 24/7 (starting in Q1 2013)
- Mobile banking/mobile app added to the access channels
- Introduction of a system to track sales orders
- Binding service levels
- No jargon in the customers’ letters
- Straightforward and clear communication with no “small print”
- No shareholding investments with customer portfolios <€250,000
- No speculation on foodstuffs
- Customer satisfaction as a parameter
- A fair balance between bank and customer benefits
We want to win back trust by delivering fairness and competence, rather than just talking about them.

<table>
<thead>
<tr>
<th>Comprehensive financial analysis</th>
<th>Provider-independent advisory services</th>
<th>Products with customer satisfaction guarantee</th>
<th>Improving employee skills</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Ausgezeichnete Finanzanalyse" /></td>
<td><img src="image" alt="CobaHyp" /> The open provider platform</td>
<td><img src="image" alt="Certified advisory process" /> Needs-based, standardised advisory services confirmed by the “Institut für Vermögensaufbau” – an independent company with advisory services quality tests</td>
<td><img src="image" alt="Independent, objective advisory services" /> An open mortgage platform for comprehensive market transparency and objective advisory services</td>
</tr>
<tr>
<td><img src="image" alt="Independent, objective advisory services" /></td>
<td><img src="image" alt="Fair products and services" /> Free current account with satisfaction guarantee from 09.11.2012 online and in all Commerzbank branches</td>
<td><img src="image" alt="Qualifications drive" /> Further improvement in the quality of the expertise and advisory services by doubling investments in employee qualifications</td>
<td></td>
</tr>
</tbody>
</table>

1) The Focus Money distinction is based on certification of the Commerzbank Customer Compass by Institut für Vermögensaufbau (IVA) AG. The products of other providers were not tested. Institut für Vermögensaufbau (IVA) AG is an independent company whose activities include nationwide tests to assess the quality of advisory services in the retail banking sector.
Greater customer satisfaction will boost our income per customer …

Income effect from customer satisfaction:
goal: increase of 10% in the average income per customer (cross-selling)

1) Based on the readiness of branch network customers to recommend the bank to others
2) Bain & Company 2012
... and a reorganisation along the lines of fairness and competence will also enable us to reach more customers

<p>| Stagnating income in the retail banking market³ | New customer potential |</p>
<table>
<thead>
<tr>
<th>€bn</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>69</td>
<td>61</td>
</tr>
<tr>
<td>2008</td>
<td>2012e</td>
</tr>
</tbody>
</table>

- Growth only by crowding out competitors
- No more potential in the current Commerzbank positioning

The new positioning makes Commerzbank attractive to 26% of Germans (≈ 16 m customers²)

- Expanding new customer potential with a positioning of fairness and competence

- Commerzbank comes into question for one in four Germans
- Our goal: one million net new customers in the segment by 2016 with more than €300m in additional income

1 Number of competitors in the banking market who shortlist Commerzbank when making purchasing decisions ² Based on the German population aged 14 and over (≈ 64 million)
3 Source: BCG, Retail Banking Revenue Pools
The restructuring of private banking has already begun

Customer satisfaction
Development in net promoter score

Av. deposit volume, branch network
€bn

New business volume, mortgages, branch network
€bn

1 Readiness of branch network customers to recommend the bank to others
2 Domestic branch network excl. HF, comdirect, Commerz Real and CommerzFinanz
NB: Rounding differences Source: GM-F, PC-PK

Martin Zielke | Member of the Board of Managing Directors | Frankfurt/Main | 8 November 2012
We are modernising our platform and using our competence in direct banking activities

Group competence thanks to being …
› one of Germany’s leading direct banks
› one of the top ten online banks in Europe

Goal: close interlinking of all the channels to make banking activities available at all times and anywhere

› Increasing significance of online and mobile banking
› But branches will still have the biggest share of the market in the future
We are also investing in a modern branch network

Branch-based business: close interlinking with digital channels

- **Online/mobile banking**
- **Branch-based business**

Investment in a modern branch network

- **Flagship branch**: Flexible opening hours
- **Standard branch**: Innovative technology, Broad local presence
- **Service branch**: Improved reachability
- **Specialist branch**

- Number of branches to initially remain stable: no withdrawal from broad presence
- Also, stable costs thanks to the new structure with four branch models
We will invest €1 billion by 2016

€1bn invested in …

- ... products and services (positioning)
- ... employees (e.g. qualification)
- ... online and mobile banking
- ... the branch network

… with costs remaining stable in the medium term up to 2016

- Capacities inflated due to the market developments of recent years
- Capacities therefore to be brought into line with the forecast demand
- Effect: cost stability possible in spite of extensive investments
- No positive result expected for 2013
Our service pledge: combining traditional values with modern technology results in a unique portfolio of services

Traditional values:
Trust by focusing our services on being fair and competent

- Needs-based, standardised advisory services
  - Certified advisory services process based on the Customer Compass
- Products that guarantee customer satisfaction
  - Free current account with satisfaction guarantee from November 2012
- Objective recommendations
  - CobaHyp with more than 250 providers of mortgage business activities
- Sustainable management
  - Customer satisfaction as a sales parameter

Modern technology:
Close interlinking of online/mobile banking with the branch network (personal advisory services)

- Flexible access channels
  - Banking how and where the customer wants it
- Secure banking
  - For example, photoTAN as a new and innovative security process
- Flexible, round-the-clock reachability
  - For example, 24/7 and attractive branch opening hours
- Online/mobile banking
  - For example, further developments in online banking functionality
  - For example, an app for quick and easy transaction processing
Our aspirations for 2016

- Additional customer income of around €600m
- Operating profit of more than €500m
- Return on equity (ROE) greater than 12%
- Stable costs
- Around a million new customers
- More than €300bn in assets under control
- Income per customer of around €320

Germany needs a bank like Commerzbank

The flexible multichannel bank that combines modern technologies with traditional values such as fairness, trust and competence
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