



COMMERZBANK

# This is Commerzbank



An Overview

# Agenda



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# Facts and Figures: an Overview

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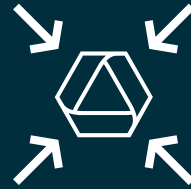
# Facts and Figures: an Overview



## Private and Small-Business Customers



## Focussed Business Model



### Growth – Excellence – Responsibility

Customer focus with steady revenue growth

Shaping the digital and sustainable transformation

Earning cost of capital and increase capital return

## Corporate Clients



**Commerzbank is the leading bank for the German Mittelstand and a strong partner for almost 11 million private and small-business customers in Germany with a client-centric portfolio of financial services in two segments**

# Facts and Figures: Commerzbank's Global Presence



## Operative foreign branches

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

## Significant Group companies

- Commerzbank (Eurasija) AO, Moscow
- Commerzbank Finance & Covered Bond S. A., Luxembourg
- Commerz Markets LLC, New York
- Commerz Real AG, Wiesbaden
- mBank S. A., Warsaw

## Representative Offices and Financial Institutions Desks (FID)

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

# Facts and Figures: Highlights



## Germany



Almost 11 million private and small-business customers

In the Private and Small-Business Customers segment, the Bank is at the side of its customers with its brands Commerzbank and comdirect: online and mobile, in the advisory centre, and personally in its branches.

Important contact for wealth management, private banking, and small-business customers

Market leader for the Mittelstand in Germany

With approximately 30% market share the leading bank in processing German foreign trade

Sector know-how due to penetration of German key 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 5.7 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 giro pay, Apple Pay, and Google Pay as well as Garmin Pay, SwatchPAY!, and Fitbit Pay

Banking App with photo transfer, brokerage, financial analysis, and financial compass

Safety guarantee for online and mobile banking services

“Focus Money” award for safest online bank in Germany

# Facts and Figures: Selected Group Financial Figures



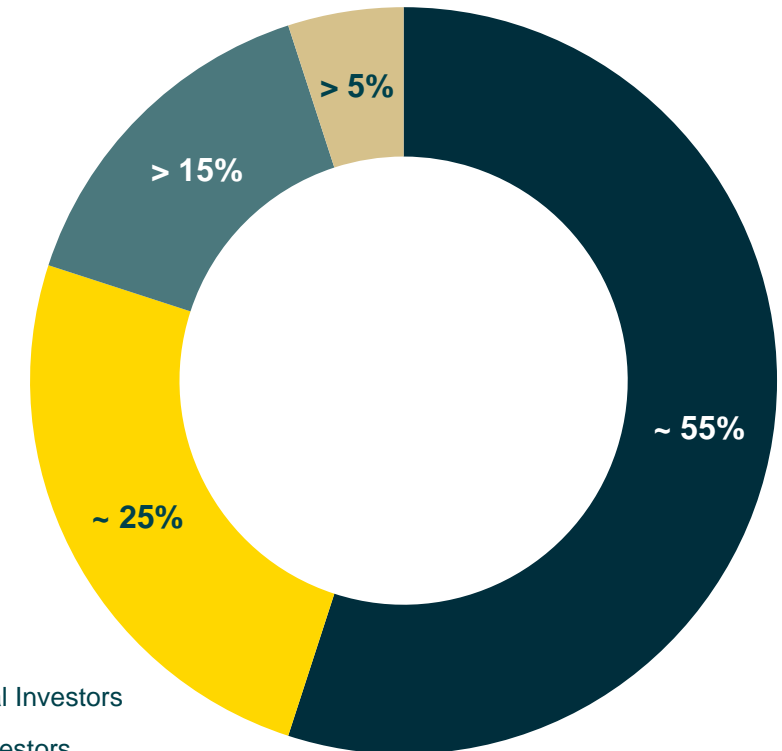
Figures	Q3 2022	FY 2022	Q3 2023
Total revenues (in €m)	1,886	9,461	2,755
Operating result (in €m)	282	2,099	1,116
Consolidated profit/loss (in €m) <sup>1</sup>	195	1,435	684
Cost-income ratio op. business (in %) <sup>2</sup>	80.6	68.6	56.2
CET 1 ratio (in %) <sup>3</sup>	13.8	14.1	14.6
Op. RoTE (in %)	3.8	7.2	14.6
	30 Sep 2022	31 Dec 2022	30 Sep 2023
Employees	43,400	41,909	41,842

<sup>1</sup> Attributable to Commerzbank shareholders and investors in additional equity components.

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

<sup>3</sup> Includes net result reduced by pay-out accrual and potential (fully discretionary) AT 1 coupons.

Shareholder structure as of October 2023



■ Institutional Investors

■ Private Investors

■ Federal Republic of Germany

■ BlackRock



# Board of Managing Directors










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# Board of Managing Directors



Group Management				Private and Small-Business Customers Segment	Corporate Clients Segment	Group Services
<b>Manfred Knof</b>  Chairman  	<b>Bettina Orlopp</b>  Deputy Chairwoman Chief Financial Officer  	<b>Marcus Chromik</b>  Chief Risk Officer  	<b>Sabine Mlnarsky</b>  Chief Human Resources Officer  	<b>Thomas Schaufler</b>    	<b>Michael Kotzbauer</b>    	<b>Jörg Oliveri del Castillo-Schulz</b>  Chief Operating Officer  



# Strategic Positioning

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# Strategy programme until 2027: “Moving Forward.”



## GROWTH



## EXCELLENCE



## RESPONSIBILITY

Under the motto “Moving Forward.”, which builds on our recent marketing campaign, we position ourselves as **the bank for Germany** – with a tradition of more than 150 years. **We are partners at the side of our customers in the sustainable and digital transformation.**

As part of the strategy up to 2027, we plan with annual investments of around €530 million of which more than half will be invested in customer business.

### Private and Small-Business Customers

With a holistic approach and our two brands, Commerzbank and comdirect, we will meet all customer needs – be it online or mobile, in the advisory centre, or in existing around 400 branches.

### Corporate Clients

As the leading German Mittelstandsbank, Commerzbank will continue to closely accompany its corporate clients. The Bank will drive forward its previous strategy in corporate banking through targeted investments in products and digital solutions until 2027.

## Targets 2027



>11%

Net RoTE



13.5%

CET 1 Ratio



55%

Cost-Income Ratio



€3.4bn

Net Result



# Segments



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# Segments of Commerzbank: Private and Small-Business Customers



€m	Q3 2022	FY 2022	Q3 2023
Revenues	791	5,267	1,392
Operating result	–208 <sup>1</sup>	1,001	388

- With almost **11 million customers** one of the leading banks for private and small-business customers in Germany
- In the Private and Small-Business Customers segment, the Bank is at the side of its customers with its brands **Commerzbank** and **comdirect**: **online** and **mobile**, in the **advisory centre**, and **personally in its branches**
- 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

<sup>1</sup> Position reflects one-off burdens in Poland; highest quarter provision for Swiss franc loans and burdens for Polish “Credit Holidays” are reason for negative result.



# Segments of Commerzbank: Corporate Clients



€m	Q3 2022	FY 2022	Q3 2023
Revenues	1,021	3,792	1,171
Operating result	535	1,064	645

- **No 1** in financing the **Mittelstand** in Germany
- Strong regional franchise in **Germany**, active internationally in more than 40 countries **worldwide**
- **Strong linkage** of our **expertise** in **corporate banking** and **capital markets**
- **Approximately 30% market share**: Commerzbank is the **leading bank** in processing German foreign trade
- With a **loan volume** of approximately **€70 billion** in **Germany** one of the **largest financiers** of **German corporates**
- **Top rankings** in the European bond market and a **top 5 position** in EMEA<sup>1</sup> for syndicated corporate loans



<sup>1</sup> Europe, Middle East, Africa.



# 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 Character

**Future-oriented, focussed on results and performance, interaction in the spirit of partnership**





# Sustainability



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Make banking sustainable – for our customers, for us, for everybody



Our commitment: To become a net-zero bank



## Customer Transformation

We empower our customers in their sustainable transformation

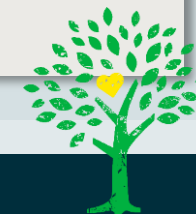
- Accompanying the process of transformation, e.g. by offering innovative, sustainable products like “klimaVest” or through applying our ESG<sup>1</sup> know-how
- Commitment to mobilise **€300bn for a sustainable transformation by 2025**
- Reduce the **CO<sub>2</sub> emissions of the entire lending and investment portfolio to net zero by no later than 2050**



## Bank Transformation

We are leading by example

- Reduce own carbon footprint and use of resources: **Net-zero emissions in bank operations** as well as **climate neutral supplier portfolio by no later than 2040**
- Meet social responsibilities internally as well as externally
- Govern responsibly and act with integrity



Sustainability as an integral part of Commerzbank – we opt for a strategic, holistic, and long-term approach



# Digitalisation



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# Targets of IT Strategy support Strategy until 2027 and focus on IT Performance



IT Strategy

## Cornerstones of Strategy until 2027

## Targets of the IT Strategy



### Growth

We are digital and innovative



### Excellence

We are cost-efficient and capable of delivery



### Responsibility

Our solutions are secure and stable

The strategy until 2027 sets the framework for the targets of the IT Strategy ...



Improving  
**customer and employee focus**

In cooperation with  
the segments  
and functions



Improving  
**delivery capability**



Developing  
**IT stability**



Increasing  
**operational efficiency**



Guaranteeing  
**IT security**

... that focus medium-term on the performance of the IT/DO<sup>1</sup> using central factors (such as capabilities and IT architecture).

<sup>1</sup> Delivery Organisation.



# Diversity and Inclusion

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# Diversity & Inclusion: Living Diversity and Shaping Fair Cooperation



We take on social responsibility – which our employees, clients, and business partners benefit from



## Identifying and fostering potential

35.5% women in management positions

Employees from 120 nations

6.3% employees with disabilities



## Facilitating work-life balance

Keep in Touch/return guarantee

Child care offers/support for employees caring for relatives

Mobile working/flexible working time models/job sharing, Co-Leadership



## Supporting commitment

D&I<sup>1</sup> events and awareness formats

D&I<sup>1</sup> learning formats via learning platform cliX

1,500 employees in 7 networks

<sup>1</sup> Diversity & Inclusion.



Our corporate culture includes everyone – irrespective of age, gender, provenance, disabilities, religion, or sexual orientation

We are committed beyond Commerzbank:

Signee and member of the



Co-founder and council of the foundation



Signee of the United Nations' Women's Empowerment Principles



For the inclusion of individuals with disabilities member of






# History



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# International Bank with more than 150 Years of Tradition

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- **2023** Return to the leading German stock index Dax
  - **2021** Manfred Knof new Chairman of the Board of Managing Directors
  - **2020** Merger of comdirect completed  
150 years of Commerzbank  
50 years of Commerzbank Foundation
  - **2013** Final redemption of the silent participation of the Financial Market Stabilisation Fund (Finanzmarktstabilisierungsfonds, Soffin)
  - **2009** Financial market crisis
  - **2008** Announcement of merger with Dresdner Bank
  - **1995** Foundation of comdirect: launch of Commerzbank's direct banking business
  - **1940** New name: Commerzbank
  - **1870** Foundation of Commerz- und Disconto-Bank in Hamburg, Germany





# 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, among 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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