



Group Services

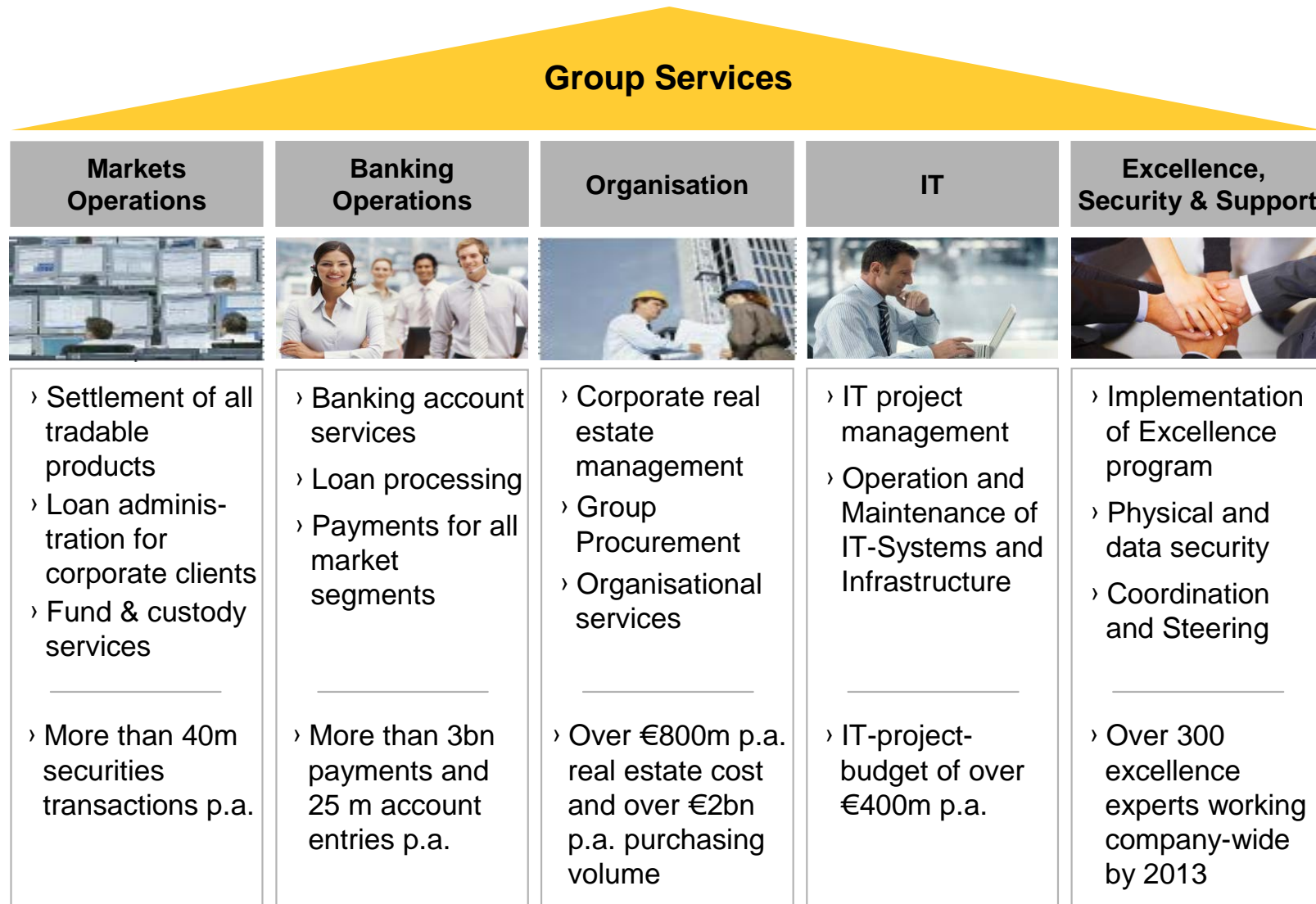
From integration to operational excellence

Investors' Day 2012

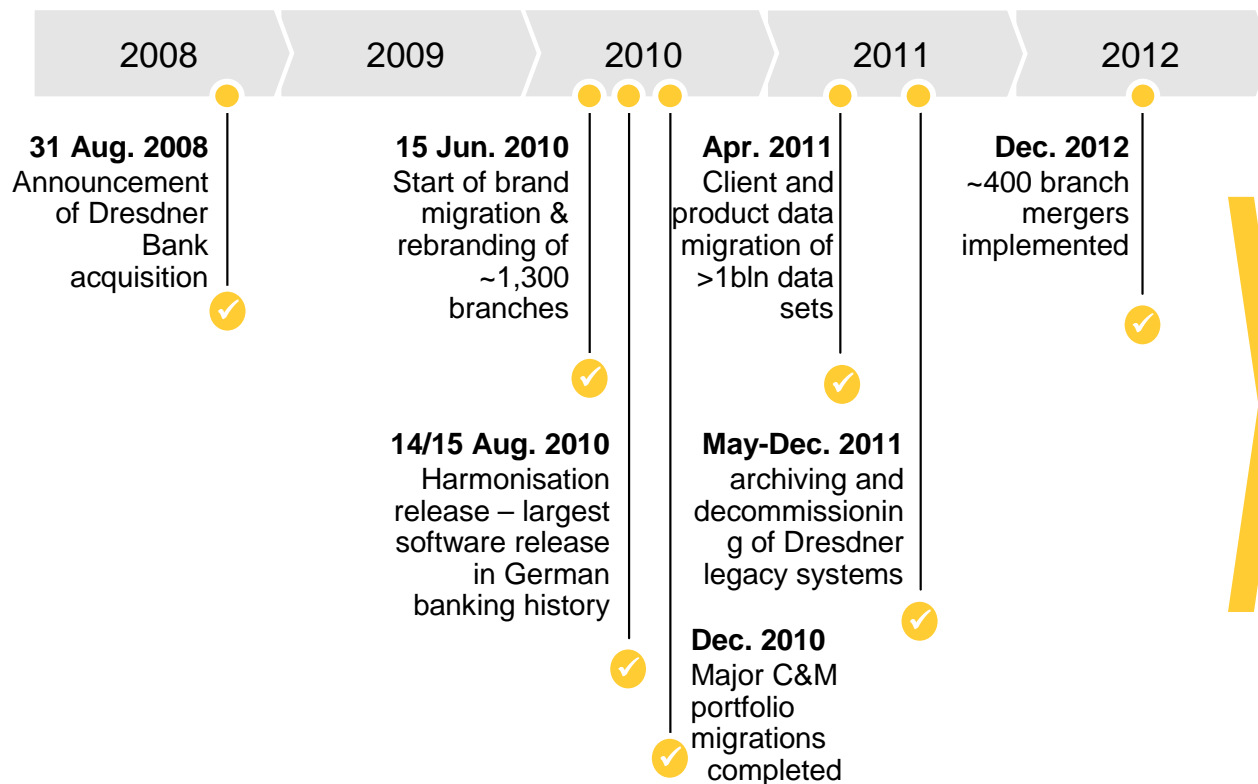
Summary

- › Achieved full integration of Dresdner Bank on time and within budget
 - › Established comprehensive shared services strategy combined with flexible sourcing capabilities
 - › Committed to key priorities 2013-2016 – significant contribution to further strengthening Commerzbank's competitive position:
 - Strong investment commitment in core infrastructure to enable growth, efficiency as well as to meet increasingly complex regulatory demands
 - Continuous cost management to ensure full compensation of additional investments and future factor price increases
 - Build on customer focus and operational excellence
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Group Services – Commerzbank’s integrated shared services provider



Successful delivery of largest integration in German banking history



Key facts

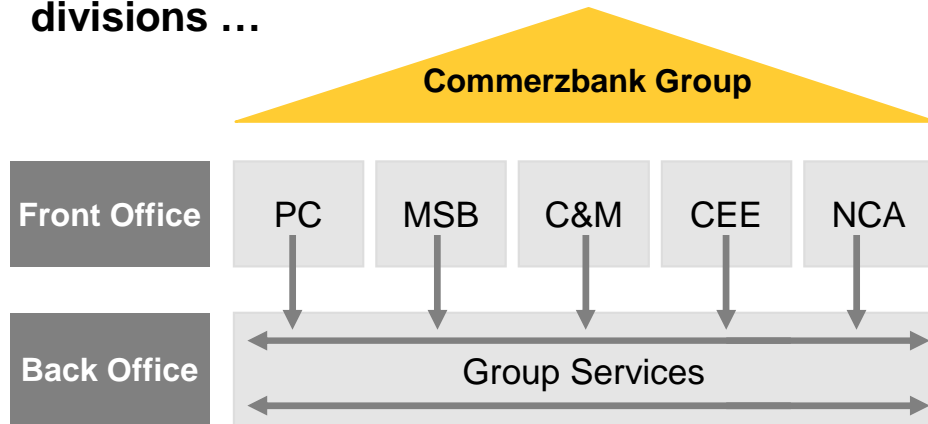
- › Full integration of all front- and back office functions in a benchmark 1,000 days
- › Strategic decision to adopt Commerzbank's business model as blue print for target IT and operations landscape
- › Re-insourcing of Dresdner's outsourced operations to achieve maximum economies of scale
- › Stringent decommissioning of >1,000 legacy IT-applications



- › As per Nov. 2012, €200m synergies delivered above plan
- › Full synergy achievement of €2.4bn p.a. by 2015

Comprehensive shared services strategy and flexible sourcing approach

Integrated platform provider across all divisions ...



- › **Centralized governance and lean management structure**
- › **Standardisation of cross functional processes**
- › **Capacity management across units**
- › **Cost effectiveness through large transaction volumes**
- › **High degree of cost transparency**

 › **Maximise efficiencies of scale and scope**

... benefitting from a flexible sourcing mix



High degree of process centralisation for complex or customer-critical tasks

Usage of regional advantages to reduce factor costs for customer-relevant transactions or services

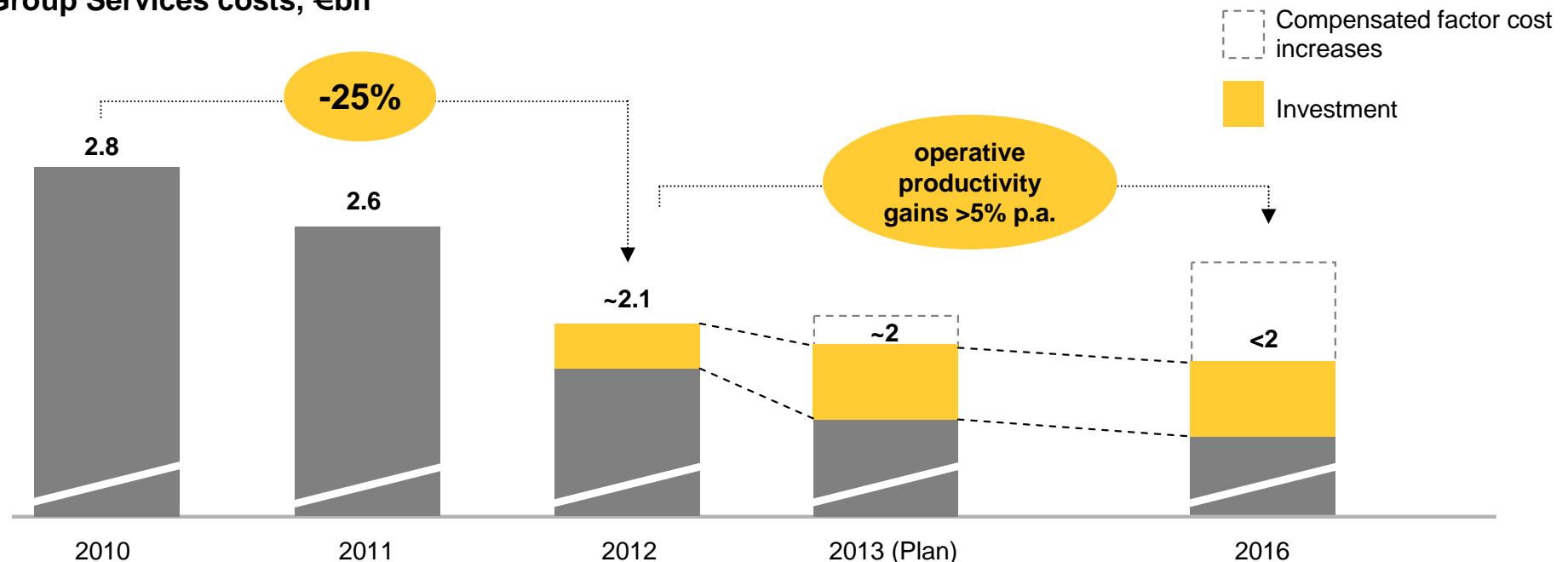
Additional local competitive factor cost advantages for highly standardised processes

Economies of scale from partnering with third parties / outsourcing for purely commoditised services

 › **Internal optimisation first!**

Cost management remains a high priority

Total Group Services costs, €bn



Achievements:

- › Real estate synergies: €200m p.a. locked-in
- › Sold major premises e.g. Silver Tower
- › Procurement synergies of ~€100m
- › Virtualisation of Infrastructure
- › Network, storage and desktop optimization

Commitments:

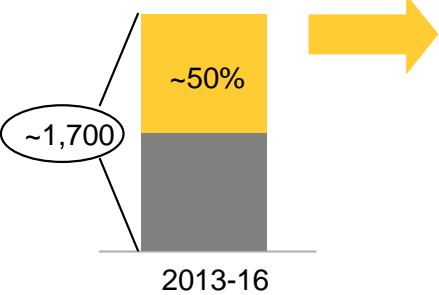
- › Full compensation of additional investments and factor price increases
- › Ensure IT-operation effectiveness +10% p.a.
- › Focused investment strategy
- › Increased cost flexibility
- › Cross functional reduction of admin. costs



Clear commitment to investments for growth and efficiency

Supporting market segment growth initiatives

IT project budget, €m



~1,700

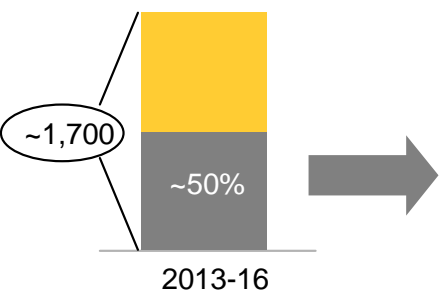
~50%

2013-16

- › Cross channel platform for retail and business clients
- › „Customer Focus“ retail project
- › Cash management/trade finance platform
- › Corporates & Markets growth initiatives
- › Technological innovation / connectivity

Back-Office efficiency and regulatory compliance

IT project budget, €m



~1,700

~50%

2013-16

- › Optimization of credit processes
- › Group finance architecture
- › Infrastructure cost optimisation
- › Regulation, compliance, controls and taxation
- › Enhanced workplace concepts

Building on proven IT-strategy

- › IT target architecture providing flexibility for changing market environment
- › Platform complexity reduction
- › Common data warehousing, core and settlement systems

Building on our capabilities – the Commerzbank Excellence program

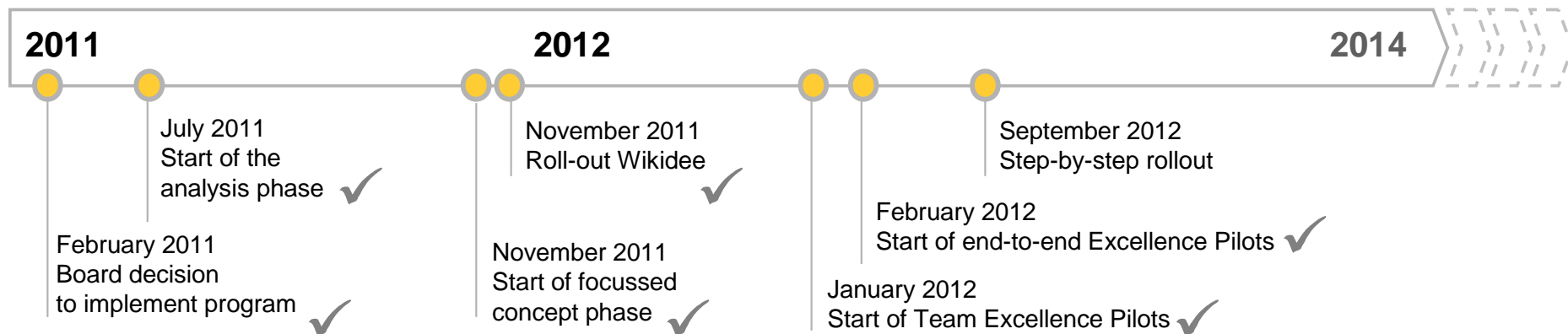
Commerzbank Excellence – our customized Lean program focusing on our commitment to quality and customer experience

- › Bank wide program
- › Focus on processes and service delivery quality
- › Commerzbank-specific Lean program
- › Lean tools and methods adapted to Commerzbank needs



Commerzbank Excellence - our goals:

- › become **more customer-oriented**
- › **simpler** and
- › **continuously better.**



On track for operational excellence

Team-Excellence: optimisation within teams



- Team Excellence (TE) concept successfully piloted
- 1. wave TE back-office in 8 Divisions (~1,000 empl.)
- 2013 - 2015: Team Excellence methodology roll-out throughout the bank

Wikldee: social media platform for idea management



- Over 3,000 ideas submitted by employees
- Over 10,000 comments/idea improvements via collaboration functionality

End-to-End Excellence: optimisation of one key process along the value chain



- Top 5 customer processes analysed and optimised
- Significant quality and efficiency gains realised
- „End-to-End“ Teams, for successive optimisation of all key processes

Simply Better: pragmatic „everywhere, everyday“ tool



- Bank-wide roll-out successful, wide-scale employee participation
- Established as part of management processes on all levels

Group Services – from integration to operational excellence

2008 - 2012

▶ **Successful delivery of integration – on time, within budget**



▶ **Continuous and effective cost management – on top of synergy realisation**



▶ **Proven shared services strategy combined with intelligent and flexible sourcing mix**



2013 - 2016

▶ **Commitment to focussed investments for growth, efficiency and regulatory compliance**

▶ **Full compensation of additional investments and future factor price increases**

▶ **Build on our customer focus and operational excellence**

For more information, please contact Commerzbank's IR team:

Tanja Birkholz (Head of Investor Relations / Executive Management Board Member)

P: +49 69 136 23854
M: tanja.birkholz@commerzbank.com

Jürgen Ackermann (Europe / US)

P: +49 69 136 22338
M: juergen.ackermann@commerzbank.com

Ute Heiserer-Jäckel (Retail Investors)

P: +49 69 136 41874
M: ute.heiserer-jaeckel@commerzbank.com

Dirk Bartsch (Strategic IR)

P: +49 69 136 22799
M: dirk.bartsch@commerzbank.com

Simone Nuxoll (Retail Investors)

P: +49 69 136 45660
M: simone.nuxoll@commerzbank.com

Michael H. Klein (UK / Non-Euro Europe / Asia / Fixed Income)

P: +49 69 136 24522
M: michael.klein@commerzbank.com

ir@commerzbank.com
www.ir.commerzbank.com

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