

SCALING REMAINS A KEY ISSUE

We believe that even leading global organizations could improve their reporting quality if they would apply the visualization concept HICHERT®SUCCESS – see www.success.hichert.com and www.hi-notation.hichert.com.

Here I apply the concept to a slide taken from a presentation which I downloaded from the Commerzbank Website.

This *before-and-after* example illustrates part of the concept HICHERT®SUCCESS in more than 100 small steps.

Comments and critics are always welcome!

Regards,
Rolf Hichert

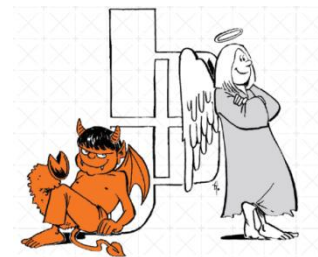
2012-01-31



rolf.hichert@hichert.com

www.hichert.com

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Wichtig

Wenn Ihr Browser diese pdf-Datei nicht im Vollbild-Modus anzeigen kann, so müssen Sie sie zunächst auf Ihrem Computer **speichern**.

Nach dem Öffnen der Datei können Sie den **Vollbild-Modus** mit **Ctrl+L** (Windows) oder **Ctrl+Cmd+F** (Mac) starten.

Der Vollbild-Modus ist wichtig, um die vielen kleinen Schritte in dieser Präsentation zu erkennen.



Important

If your browser does not allow to view this pdf file in full screen mode you must **save** the file on your computer first.

After opening the file you turn on **full screen mode** by clicking **Ctrl+L** (Windows) or **Ctrl+Cmd+F** (Mac).

Full screen mode is important to see and understand the many small steps in this presentation.

For participants of
Rolf Hichert's seminar
'SUCCESS Rules' only



Commerzbank – Sound performance of Core Bank weighed down by sovereign debt crisis

Analyst conference – Q3 2011 results



Commerzbank – Sound performance of Core Bank weighed down by sovereign crisis

Analyst conference – Q3 2011 results

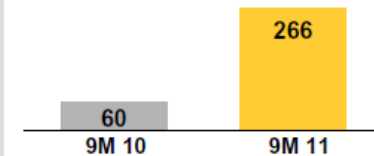
Here we want to analyze slide No. 10 of this presentation with the help of the visualization concept HICHERT®SUCCESS

Core Bank with significantly improved result

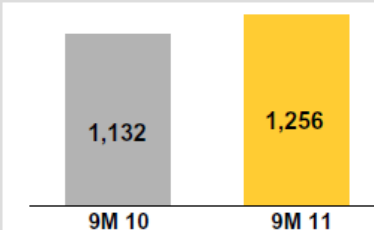


Private Customers benefits from lower costs

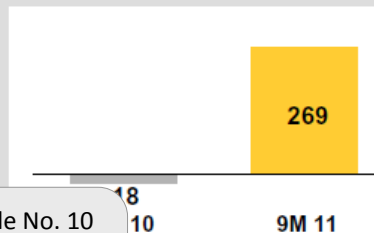
Operating profit
in € m



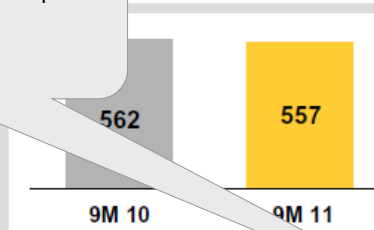
Mittelstandsbank continues to generate strong results



Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model



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of this presentation with the help of
the visualization concept
HICHERT®SUCCESS

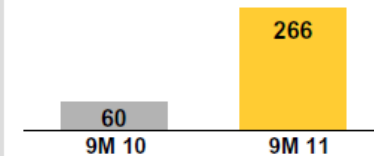
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Here the BEFORE slide...

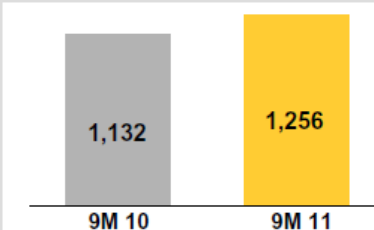


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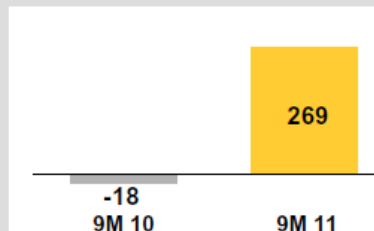
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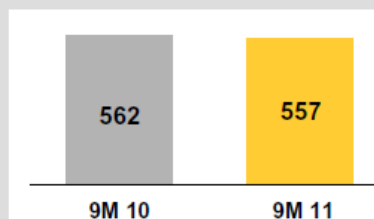
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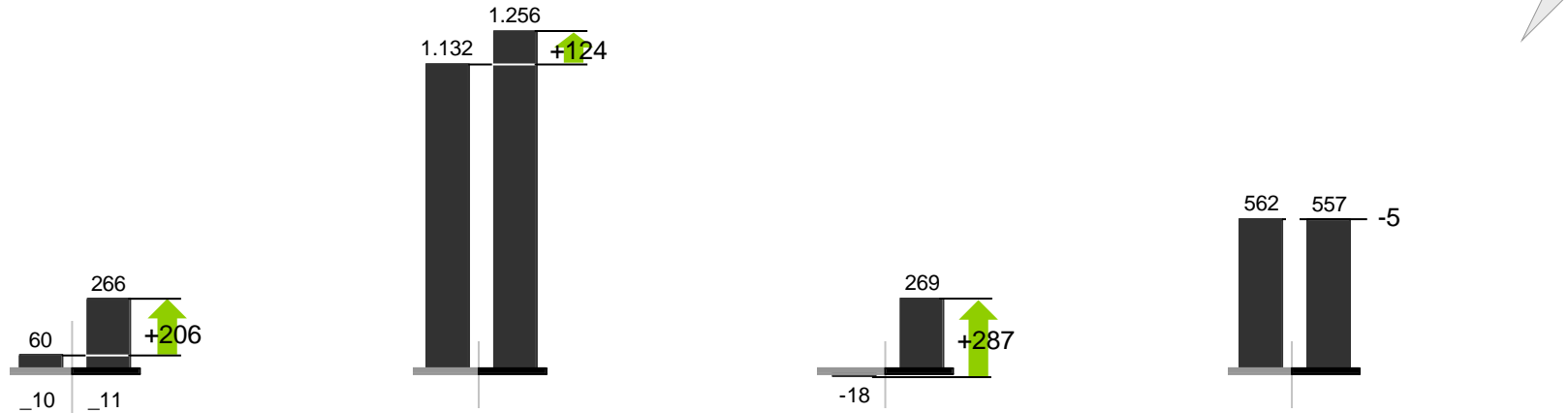
Corporates & Markets with comparably resilient business model



In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011

...and here the
AFTER slide...



Private Customers

Reduced indirect costs of €m 17 and... led to a growth of...

Mittelstands-bank

The major reasons for the profit growth of €m... were...

Central & Eastern Europe

There were two influences for the turnaround: First of all...

Corporates & Markets

Compared to 9M 2010 we do have a plus of €m 5, but we...

2010: Ipsum dolor sit a met, consetetur sad ips cing elitr, sed

2011: Nonumy eirmod te mpor invidunt ut lab ore et dolore magna a liq uyam erat, sed

Voluptua: At vero eos et ac cusam et justo duo d olore s et ea re bum. Stet

2010: dolore magna aliquyam erat, sed

2011: Eos et accusam et justo duo dolores et ea rebum. Stet

Clita: kasd gubergren, no sea takimata sanctus est Lorem ipsum dolor sit amet. asdfasdf asdas asdfa sdfasdf asdf

2010: Et justo duo dol ores et ea rebum. Stet clita kasd gub erg ren, no sea takimata sanctu s est Lorem

2011: Dolor sit amet. Lorem ip sum dolor sit amet

Consetetur: Aadip asdf asdfasda sasd Dolor sit amet. Lorem ip sum dolor sit amet, consetetur

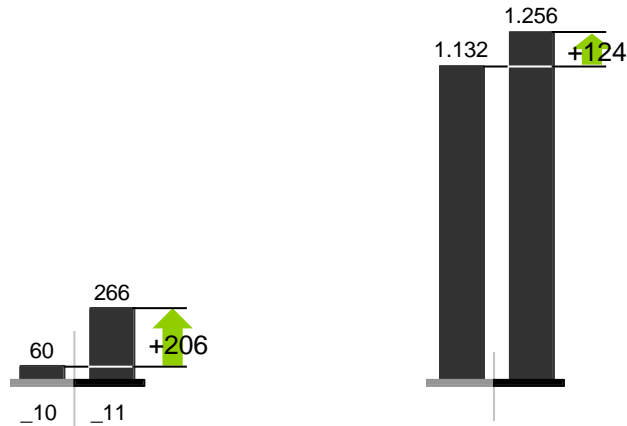
2010: Sanctus est Lorem ipsum dolor sit

2011: Lorem ipsum do lor sit amet, cons et etur sadipscing elitr, sed diam nonumy eir mod

Tempor: invidunt ut ad as d asdfa sdasdaasd, Lorem ipsum do lor sit amet, cons et etur

In three of our four divisions we could achieve...

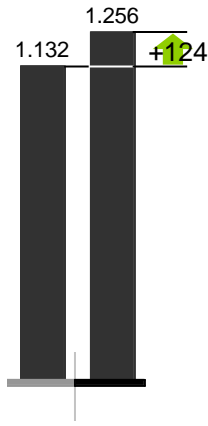
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



Private Customers

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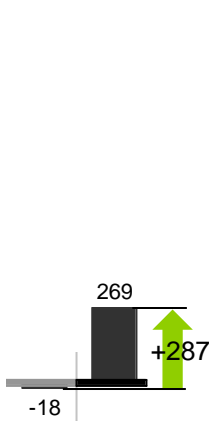
2010: Ipsum dolor sit a met, consetetur sad ips cing elitr, sed
2011: Nonumy eirmod te mpor invidunt ut lab ore et dolore magna a liq uyam erat, sed
Voluptua: At vero eos et ac cusam et justo duo d olore s et ea re bum. Stet



Mittelstands-bank

The major reasons for the profit growth of €m... were...

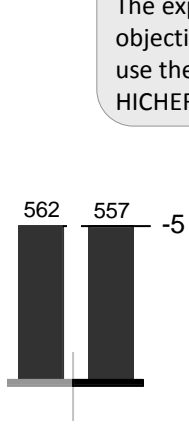
2010: dolore magna aliquyam erat, sed
2011: Eos et accusam et justo duo dolores et ea rebum. Stet
Clita: kasd gubergren, no sea takimata sanctus est Lorem ipsum dolor sit amet. asdfasdf asdas asdfa sdfasdf asdf



Central & Eastern Europe

There were two influences for the turnaround: First of all...

2010: Et justo duo dol ores et ea rebum. Stet clita kasd gub erg ren, no sea takimata sanctu s est Lorem
2011: Dolor sit amet. Lorem ip sum dolor sit amet
Consetetur: Aadip asdf asdfasda sasd Dolor sit amet. Lorem ip sum dolor sit amet, consetetur



Corporates & Markets

Compared to 9M 2010 we do have a plus of €m 5, but we...

2010: Sanctus est Lorem ipsum dolor sit
2011: Lorem ipsum do lor sit amet, cons et etur sadipscing elitr, sed diam nonumy eir mod
Tempor: invidunt ut ad as d asdfa sdsasdaasd, Lorem ipsum do lor sit amet, cons et etur

Why AFTER?

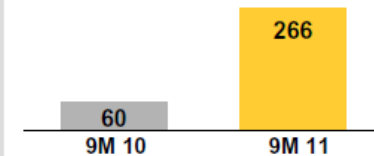
The explanation of this is the objective of this presentation. We use the visualization concept HICHERT®SUCCESS...

Core Bank with significantly improved result

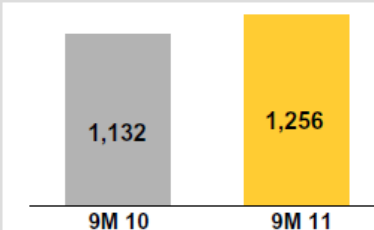


Private Customers benefits from lower costs

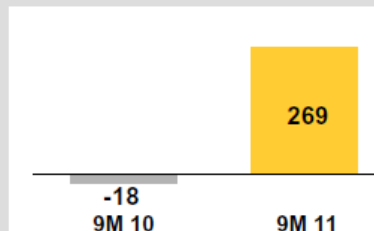
Operating profit
in € m



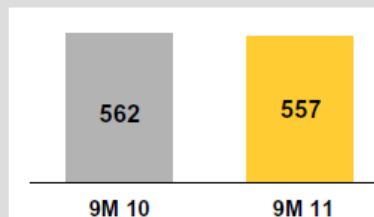
Mittelstandsbank continues to generate strong results



Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model



Core Bank with significantly improved



Private Customers benefits from lower

1.4.1 Explain with precise words

- + **Relevant** cost cut
- + **Around** 100 units
- + **Significant** deviation
- + **More than** 5 tons
- + **Much better than** plan

- + Cost cut of **3,5** mill. EUR
- + Between **98 and 102** units
- + Deviations of **+9%**
- + **6 or 7** tons
- + **3%** above plan

www.success.hichert.com



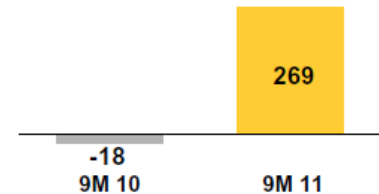
Mittelstandsbank continues to generate strong results

This and other pictures are taken SUCCESS RULES poster

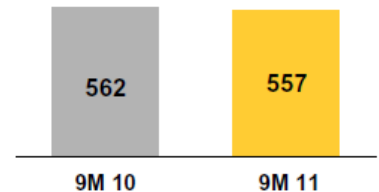
9M 10 9M 11



Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model



We should use precise wording, avoiding words such as significant, relevant, etc.

1.4.1 Explain with precise words

Core Bank with significantly improved



Private Customers benefits from lower

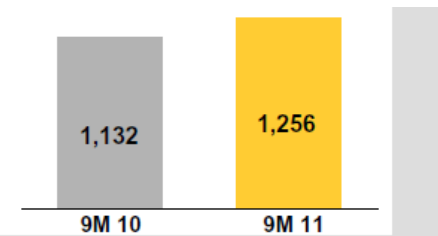
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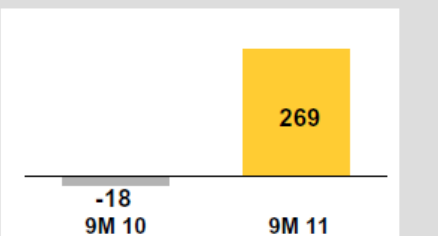
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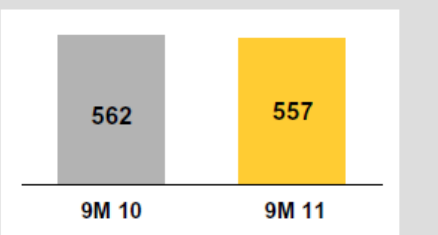
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Corporates & Markets with comparably resilient business model



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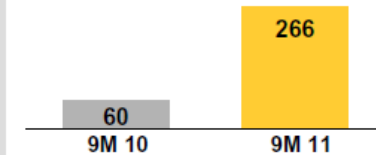


Core Bank with significantly improved result

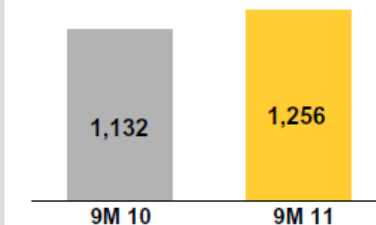


Private Customers benefits from lower costs

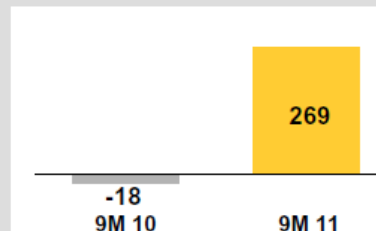
Operating profit
in € m



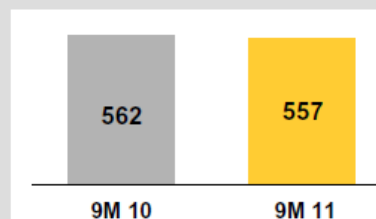
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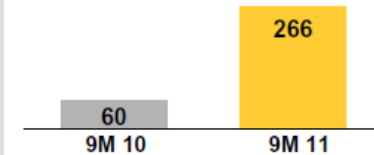
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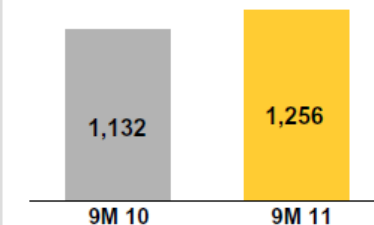


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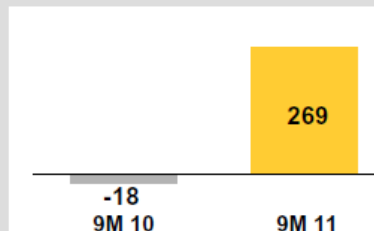
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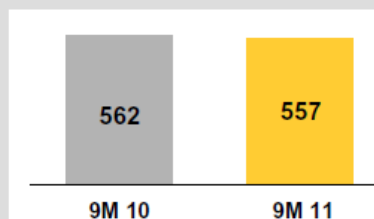
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Corporates & Markets with comparably resilient business model



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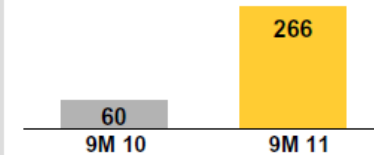
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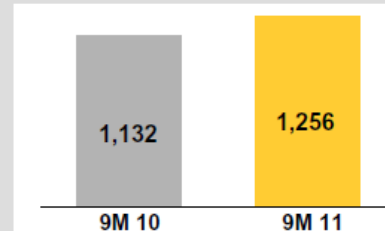
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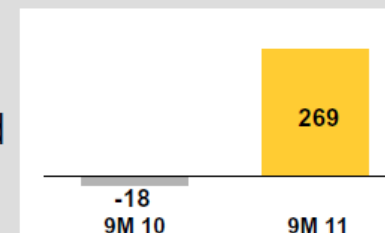
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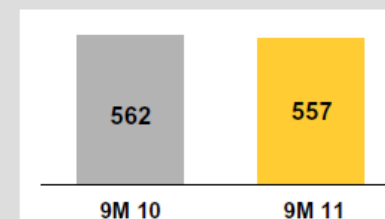
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Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model




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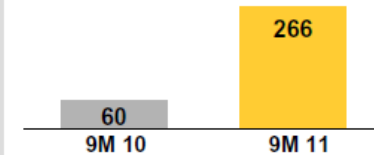
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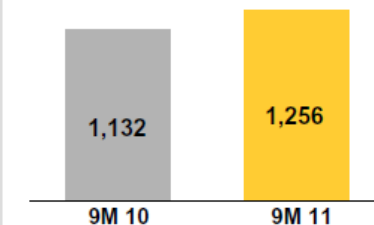
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Reduced indirect costs of €m 17 and..... led to a profit growth of.....

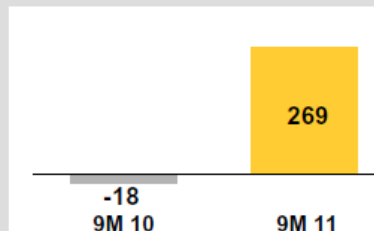
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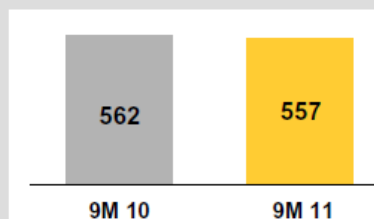
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Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model




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Core Bank with significantly improved result

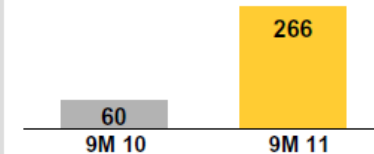
In one of our four divisions we could achieve.....




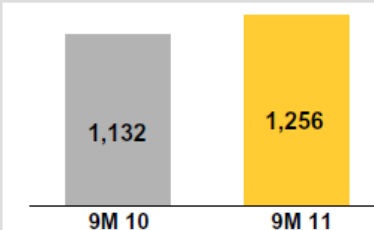
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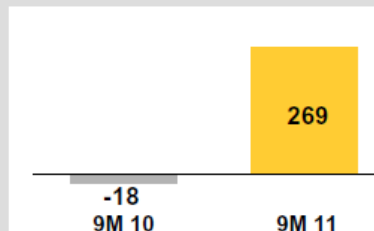
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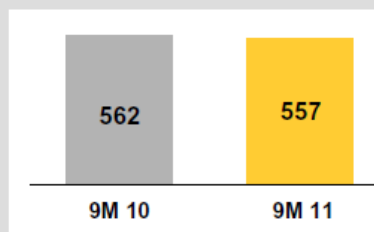
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Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model



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Core bank with significantly improved result

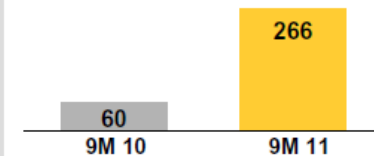
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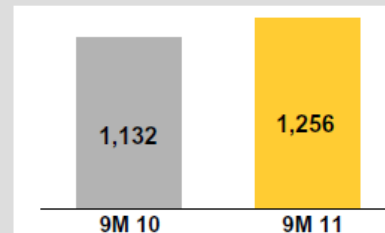
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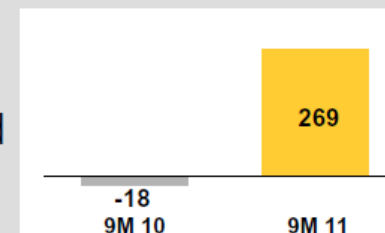


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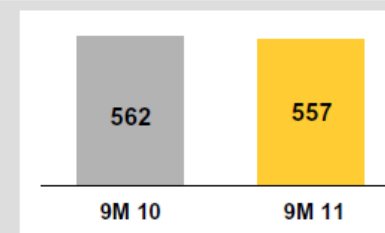
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Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model



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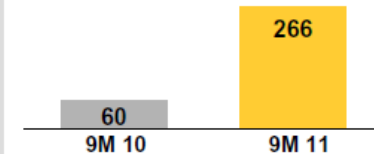
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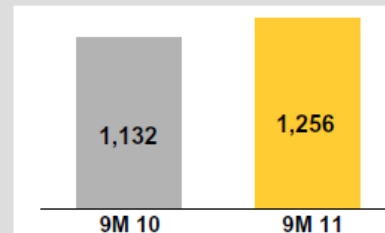
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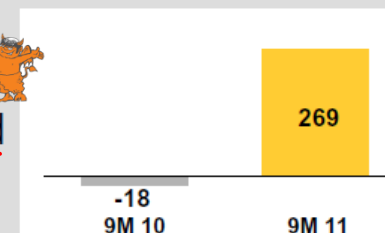


Mittelstandsbank continues to generate strong results

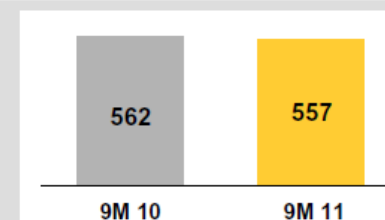
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Central & Eastern Europe continues positive operating trend



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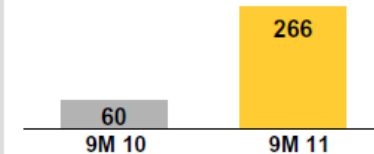
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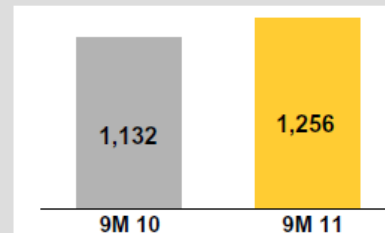
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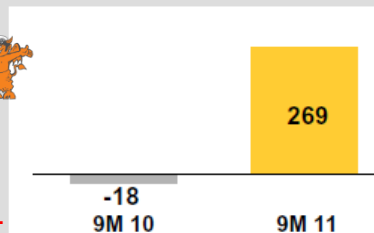
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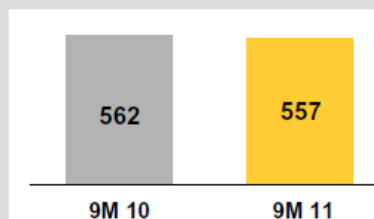


Central & Eastern Europe continues positive operating trend 

There were two factors influencing the turnaround: First the markets..... and, second we....



Corporates & Markets with comparably resilient business model



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Core Bank with significantly improved result

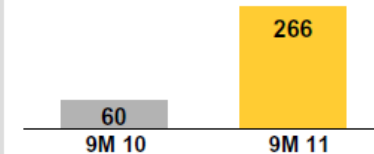
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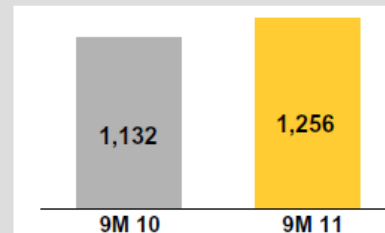
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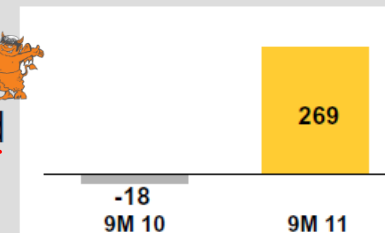
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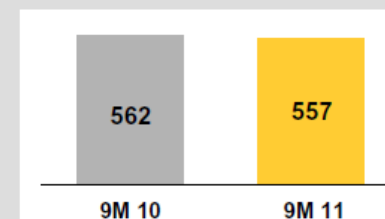


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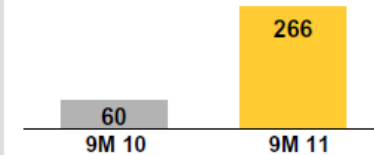
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In three of our four divisions we could achieve.....

Private Customers benefits from lower costs

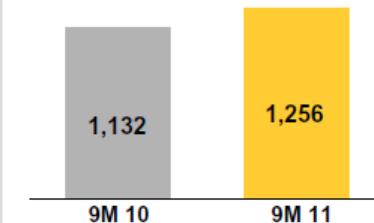
reduced indirect costs of €m 17 and..... led to a profit growth of.....

Operating profit
in € m



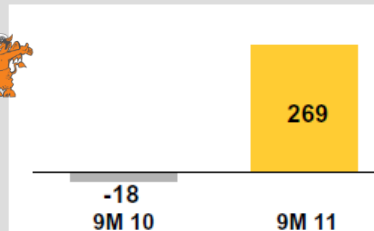
Mittelstandsbank continues to generate strong results

The major reasons for the profit growth of €m..... were.....



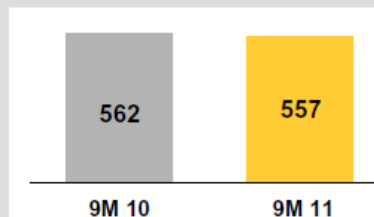
Central & Eastern Europe continues positive operating trend

There were two influences for the turnaround: First the markets..... and second we....



Corporates & Markets with comparably resilient business model

Compared to 9M 2010, we have a plus of €M 5, but we were able.....



Core Bank with significantly improved result

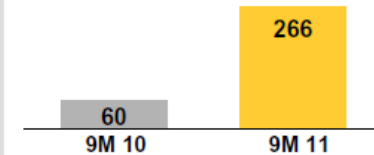
In three of our four divisions we could achieve.....



Private Customers benefits from lower costs

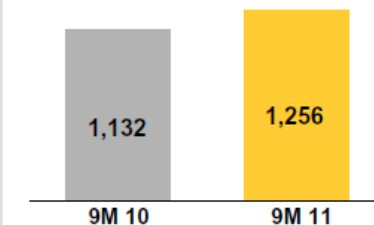
Reduced indirect costs of €m 17 and..... led to a profit growth of.....

Operating profit
in € m



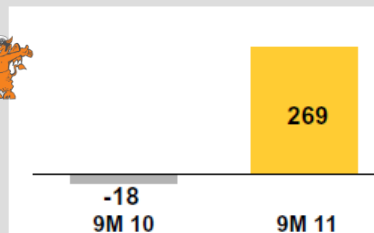
Mittelstandsbank continues to generate strong results

The major reasons for the profit growth of €m..... were.....



Central & Eastern Europe continues positive operating trend

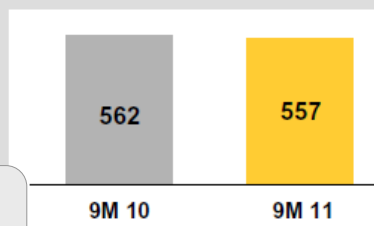
There were two influences for the turnaround: First the markets..... and second we....



Corporates & Markets with comparably resilient
business model

Compared to 9M 2010 we do have a plus of €m 5, but we were able

We should be precise and
clear in what we say:
Facts and figures...



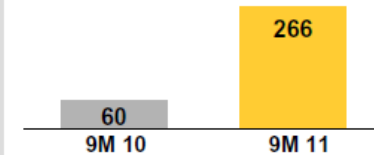
Core Bank with significantly improved result

Now, we look at the four charts

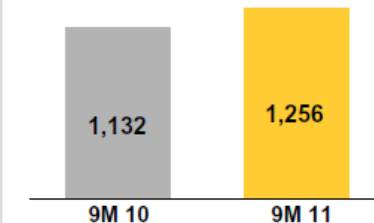


Private Customers benefits from lower costs

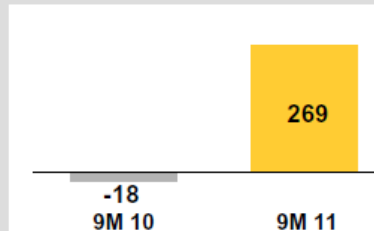
Operating profit
in € m



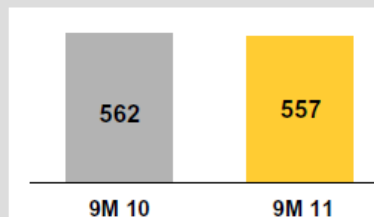
Mittelstandsbank continues to generate strong results



Central & Eastern Europe continues positive operating trend



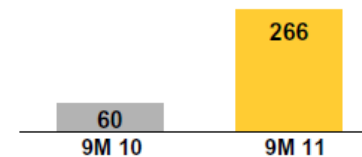
Corporates & Markets with comparably resilient business model



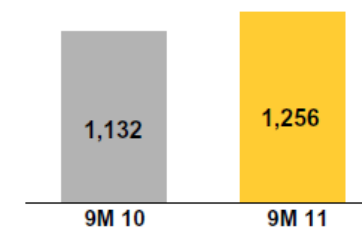
Now, we look at
the four charts

Operating profit
in € m

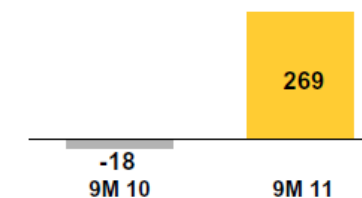
Private
Customers



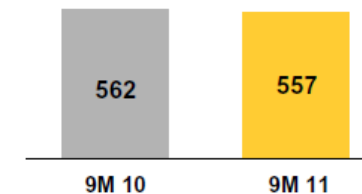
Mittelstands-
bank



Central & Eastern
Europe



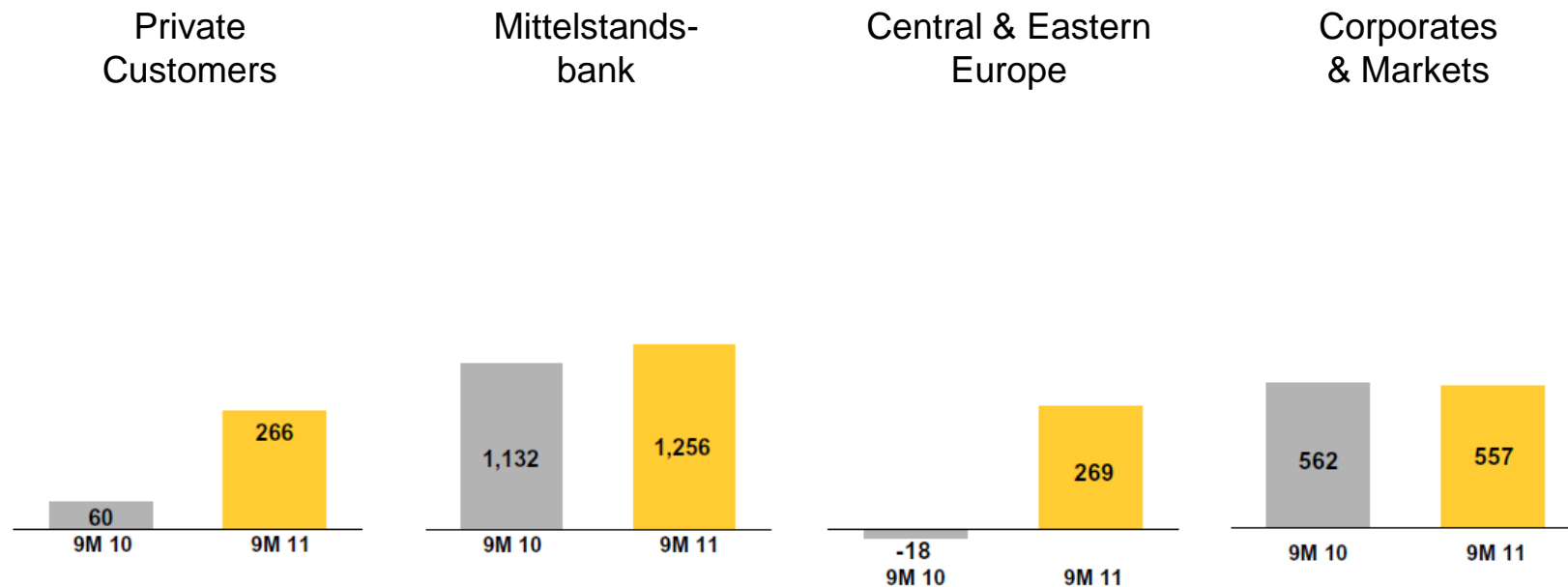
Corporates
& Markets



Proper scaling is difficult if we stack the charts this way



This horizontal setup is preferable for scaling purposes



1.3.1 Name all title elements: all dimensions, measures, and units

Net Sales Development
January to July 2010
Alpha Corporation [mill. EUR]

Alpha Corporation
Net Sales in mill. EUR
Jan..Jul 2010

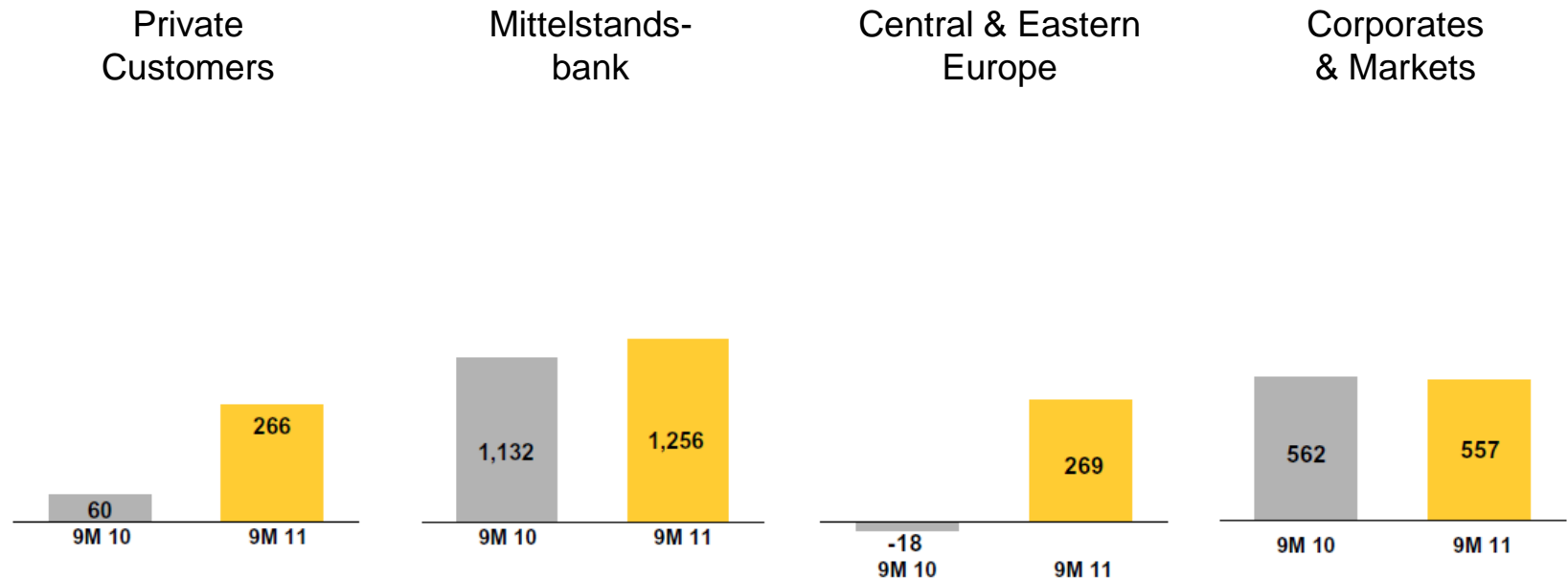
Profit ratio: TEUR per
Employee in Division D
Actual and Budget in 2010

ABC Corporation, Division D
Profit per Employee in TEUR
2010 ACT, BUD

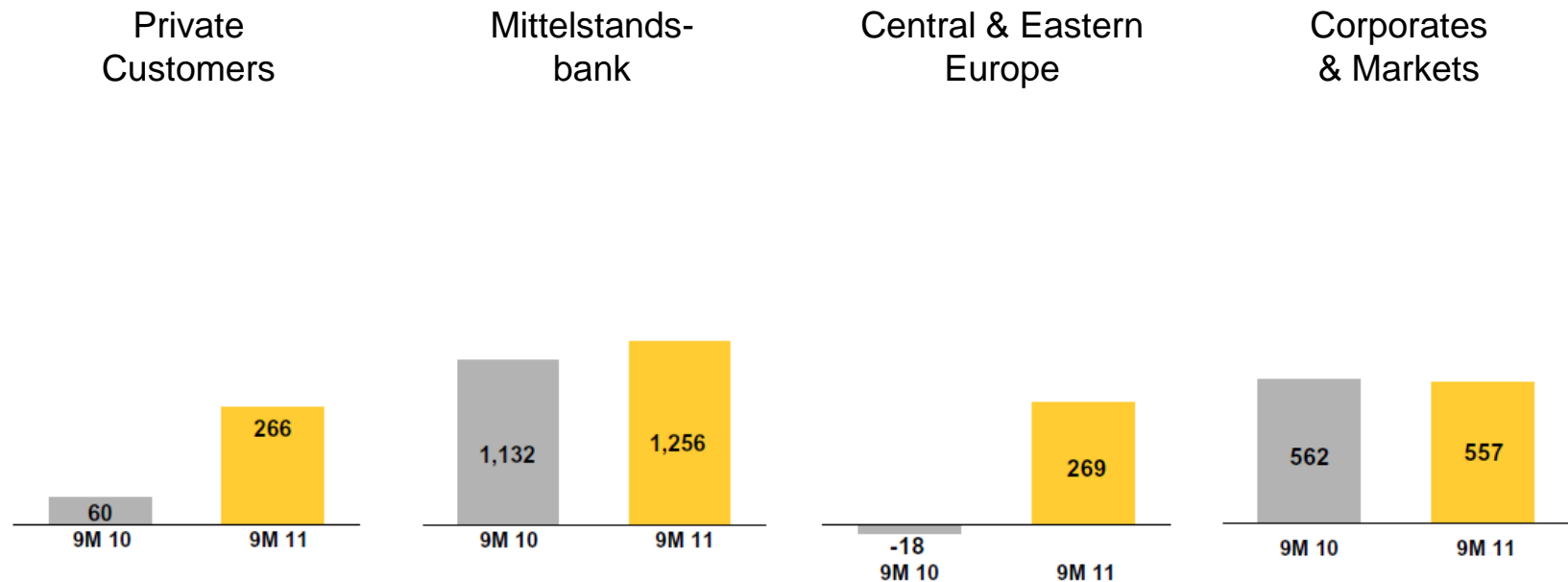
We add our standard
title concept

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Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



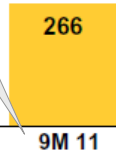
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



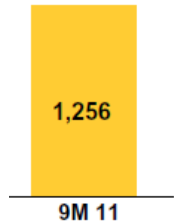
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

We look at 9M 2011
values first

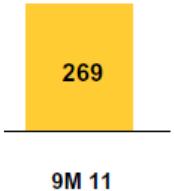
Private
Customers



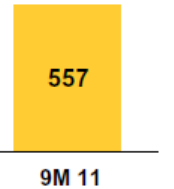
Mittelstands-
bank



Central & Eastern
Europe



Corporates
& Markets



2.2.3 Unify standard dimensions: categories e.g. actual, budget...

Categories	Areas	Colors	Forms	Applications	
Previous				ACT	BUD
Actual				576 42	488 39
Budget					
Forecast					

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Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

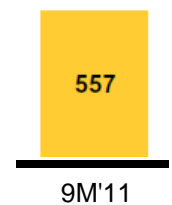
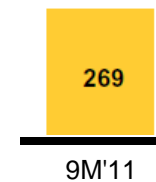
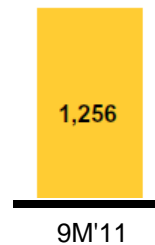
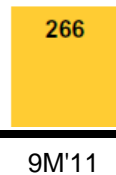
Private
Customers

Mittelstands-
bank

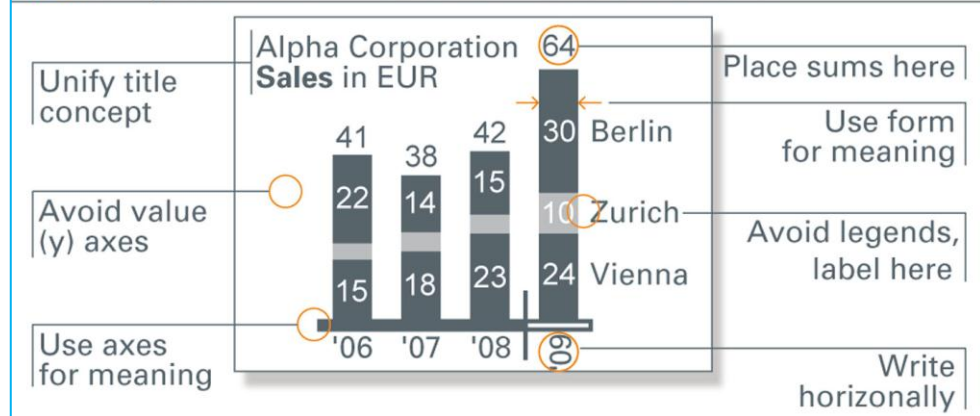
Central & Eastern
Europe

Corporates
& Markets

Our standard axis
notation: black = actual



2.3.1 Unify chart elements: data series, axes, and labels



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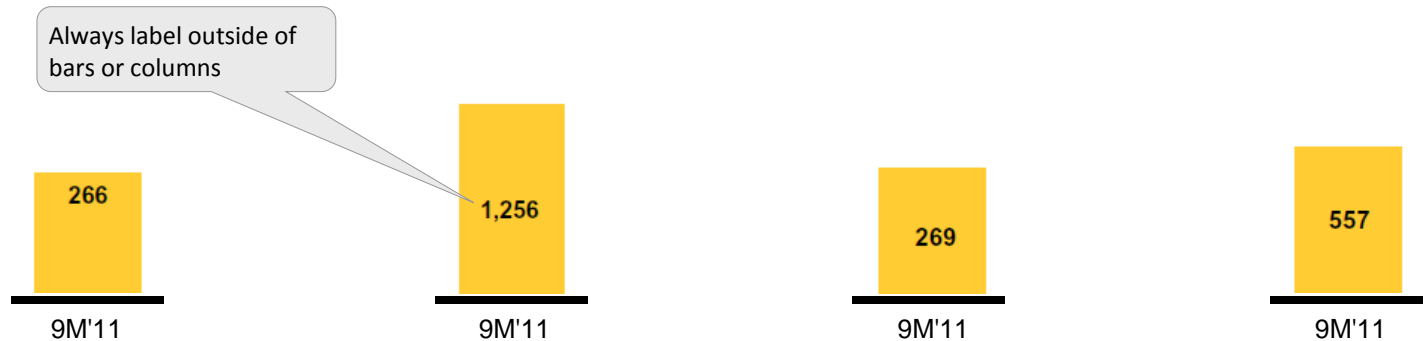
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

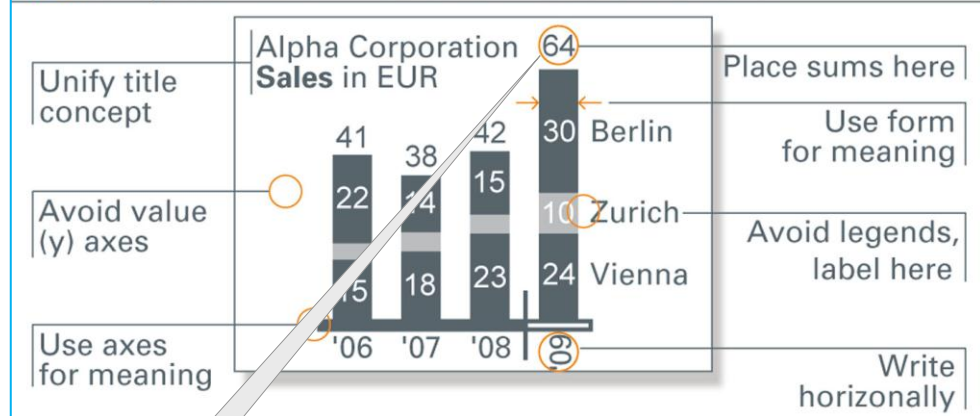
Mittelstands-
bank

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2.3.1 Unify chart elements: data series, axes, and labels



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Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

Postbank

Central & Eastern
Europe

Corporates
& Markets

Always label outside of
bars or columns



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

Mittelstands-
bank

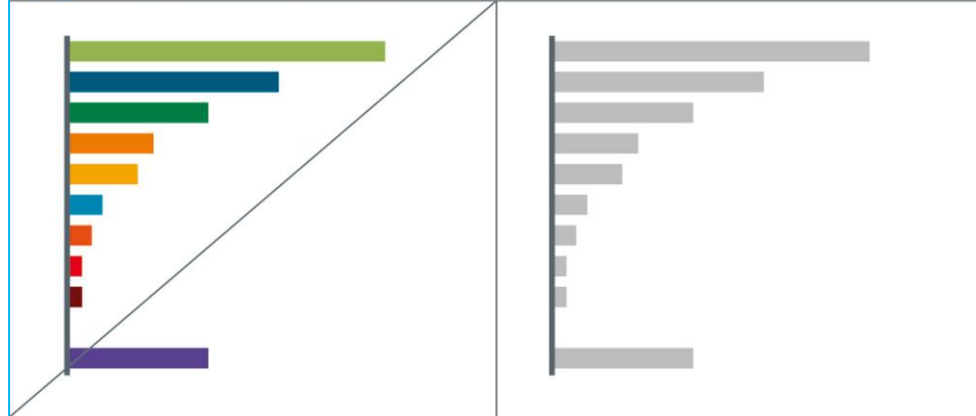
Central & Eastern
Europe

Corporates
& Markets

In this presentation,
the color "yellow" is
being used for:
9M 2011
Q3 2011
Sep 2011
Q3 2010
Core bank
Operating expenses
RWA target
Covered bonds
Germany
PFI/Infra
Default volume



6.1.5 Avoid colors without meaning



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Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customer

Mittelstands-
bank

Central & Eastern
Europe

Corporates
& Markets

We only use color if it
has a clear meaning

266

9M'11

1 256

9M'11

269

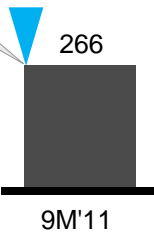
9M'11

557

9M'11

Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

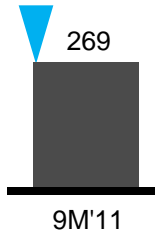
Private
Customers



Mittelstands-
bank



Central & Eastern
Europe



Corporates
& Markets



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

We use the standard
layout concept of
SUCCESS for "bn EUR"



Mittelstands-
bank



Central & Eastern
Europe



Corporates
& Markets



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

Mittelstands-
bank

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We use the standard
layout concept of
SUCCESS for "bn EUR"

Here the column
thickness for the unit
"bn EUR" is 0,6 cm
(print)



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

Mittelstands-
bank

Central & Eastern
Europe

Corporates
& Markets

These columns are
not scaled properly

266

9M'11

1 256

9M'11

269

9M'11

557

9M'11

Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

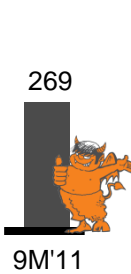
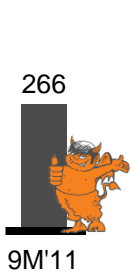
Private
Customers

Mittelstands-
bank

Central & Eastern
Europe

Corporates
& Markets

These columns are
not scaled properly



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

Mittelstands-
bank

Central & Eastern
Europe

Corporates
& Markets

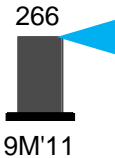
These columns are
not scaled properly



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Private
Customers

These columns **are**
scaled properly



Mittelstands-
bank



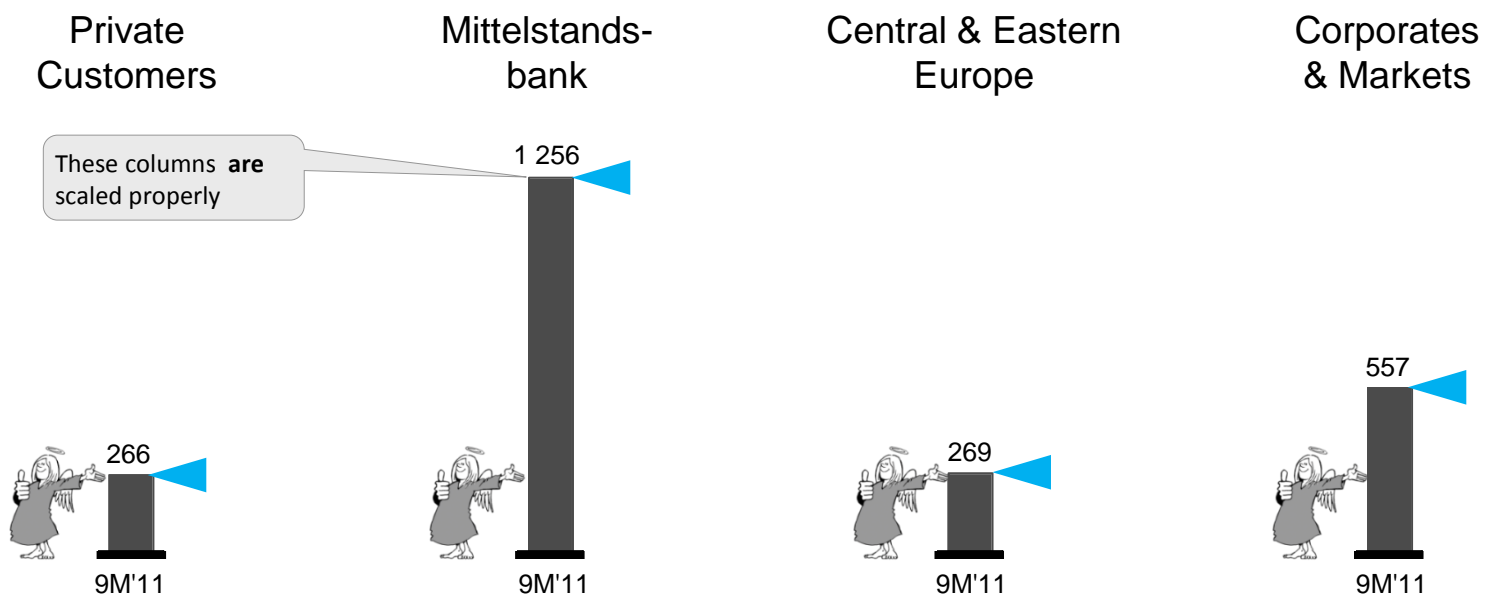
Central & Eastern
Europe



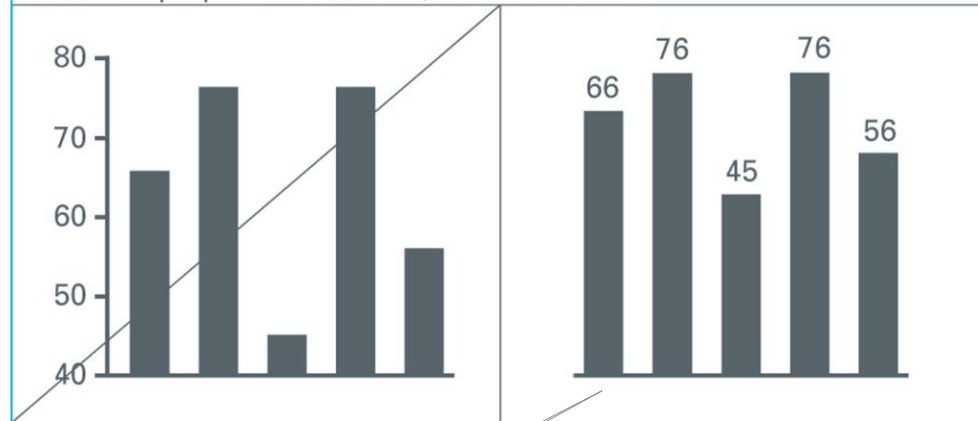
Corporates
& Markets



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

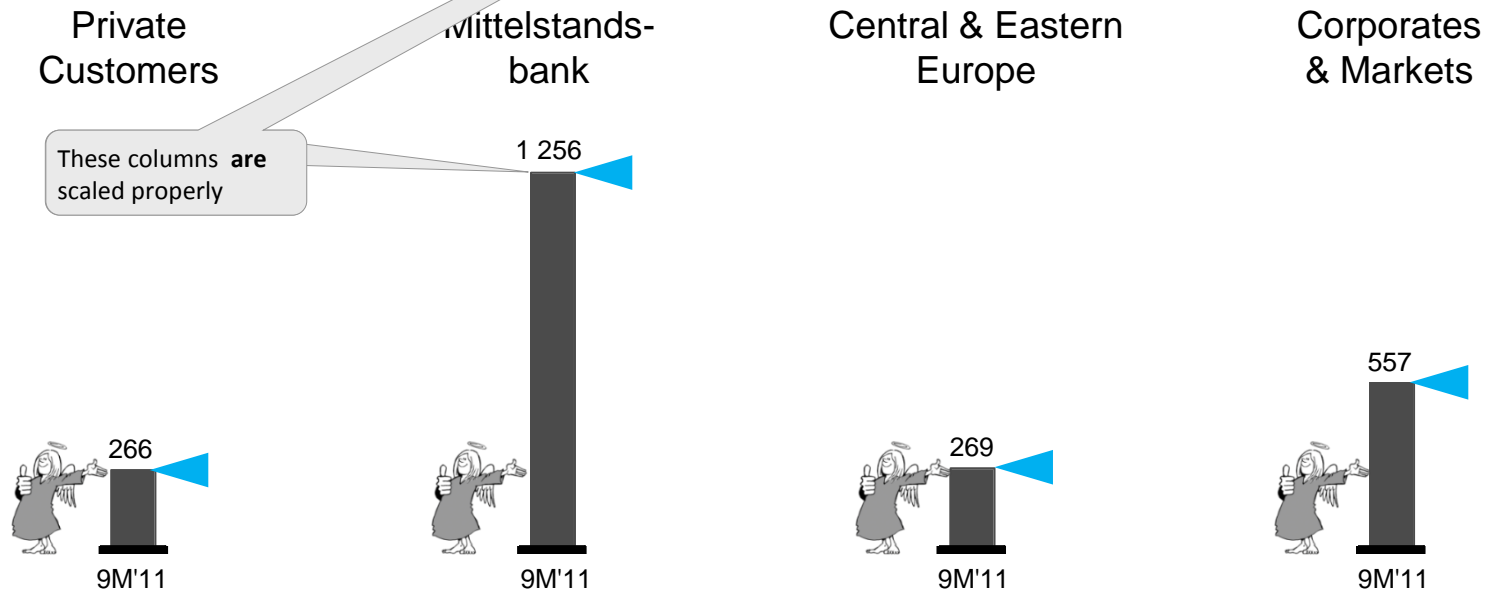


4.4.1 Use proper visualization, do not cut axes



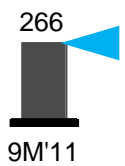
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Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

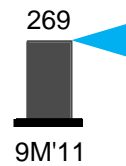
Private
Customers



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bank



Central & Eastern
Europe



Corporates
& Markets

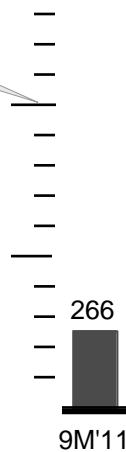


Why did we "hide" the huge profit of the *Mittelstands-bank* division?

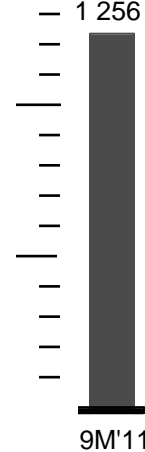
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

Here we use the scale:
1 bn EUR = 4 cm (print)

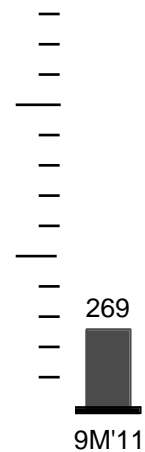
Private
Customers



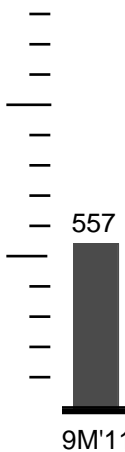
Mittelstands-
bank



Central & Eastern
Europe

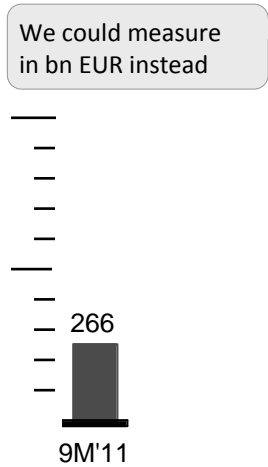


Corporates
& Markets



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2011

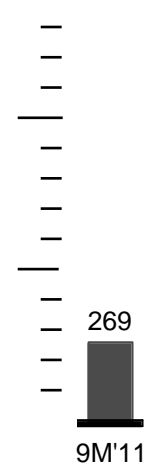
Private
Customers



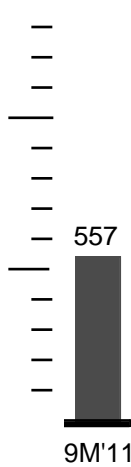
Mittelstands-
bank



Central & Eastern
Europe



Corporates
& Markets



Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2011

Private
Customers

We could measure
in bn EUR instead

0,27

9M'11

Mittelstands-
bank

1,26

9M'11

Central & Eastern
Europe

0,27

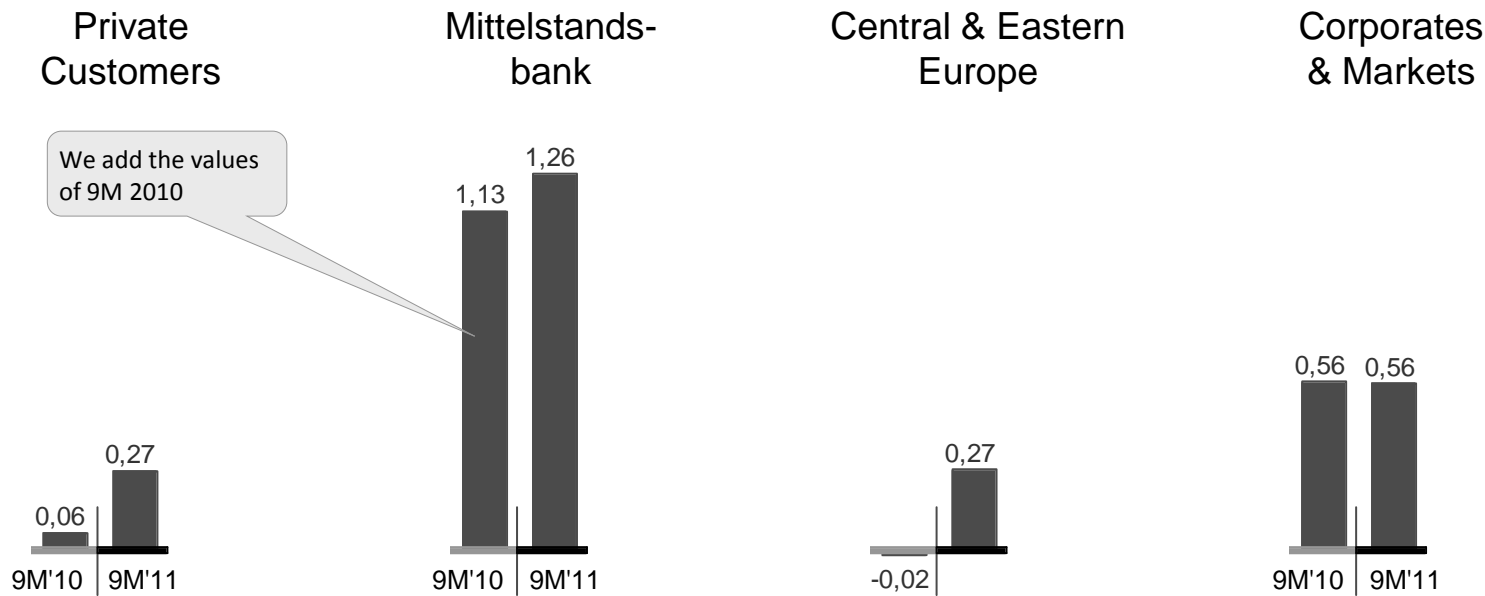
9M'11

Corporates
& Markets

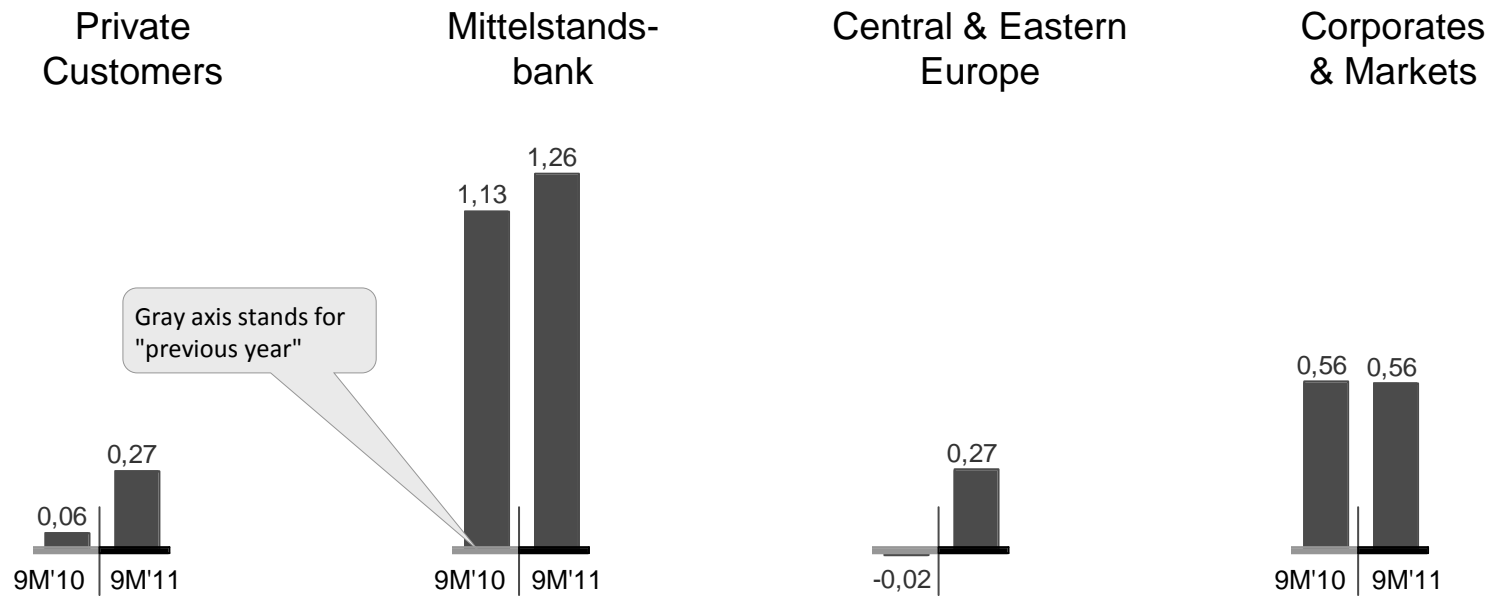
0,56

9M'11













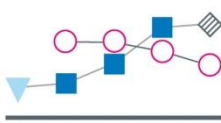
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011

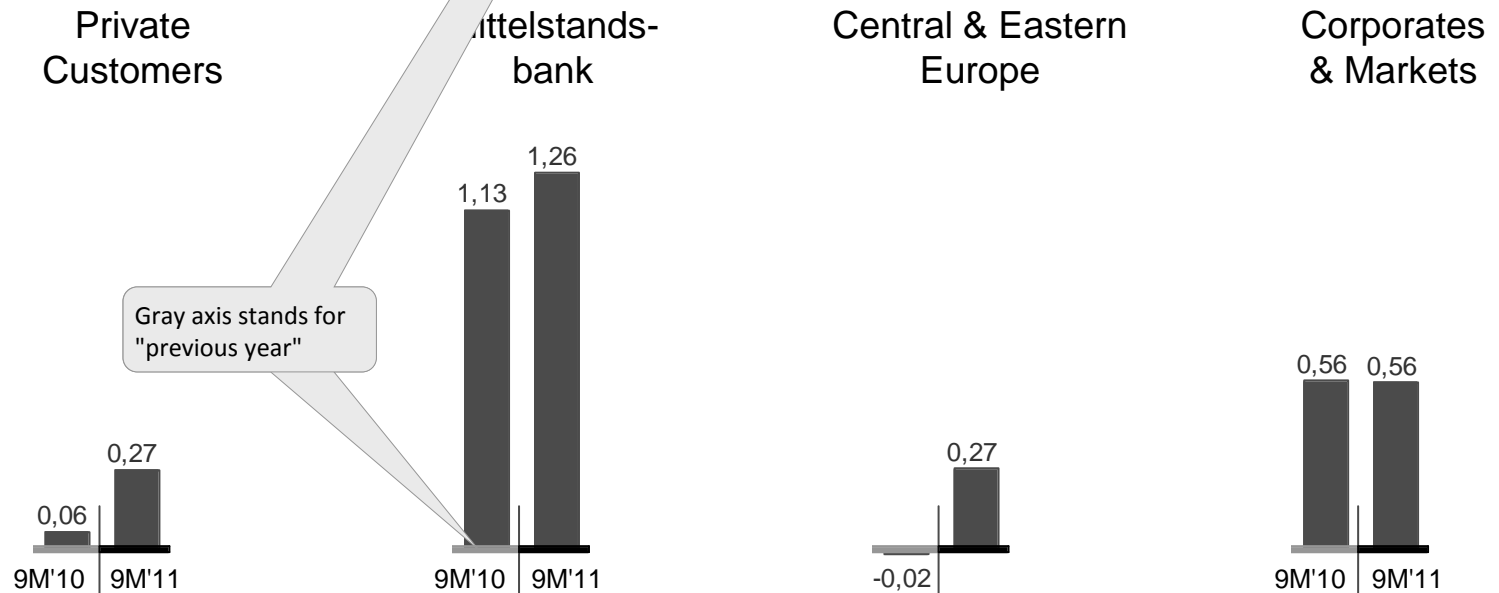


2.2.3 Unify standard dimensions: categories e.g. actual, budget...

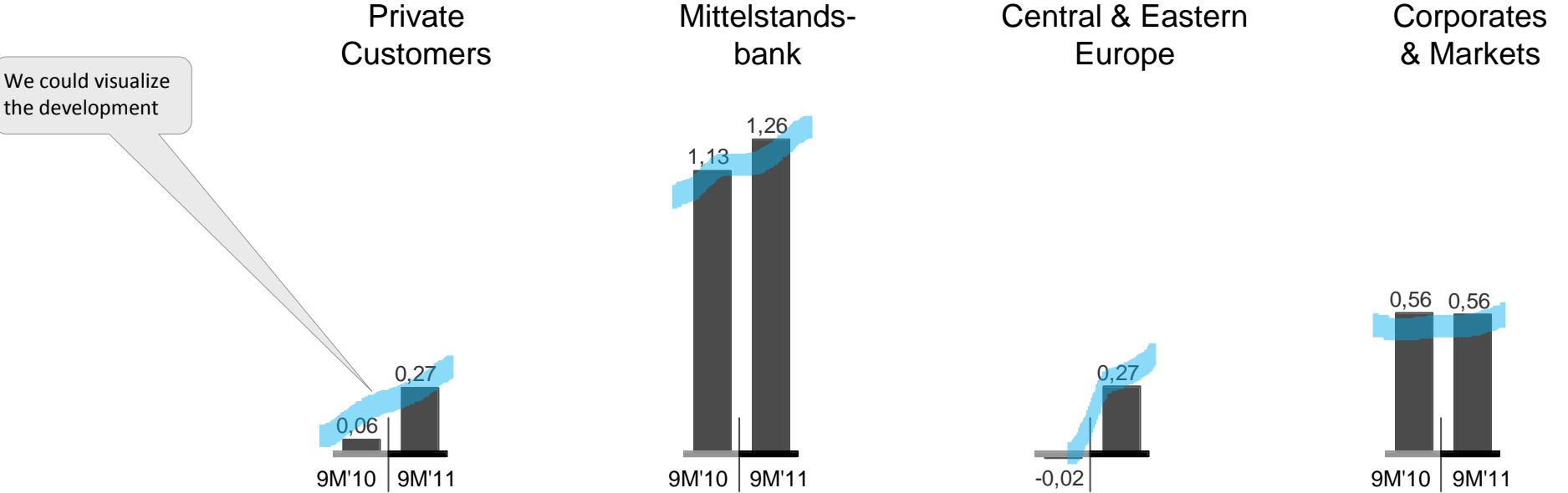
Categories	Areas	Colors	Forms	Applications	
Previous				ACT	BUD
Actual				576	488
Budget				42	39
Forecast					

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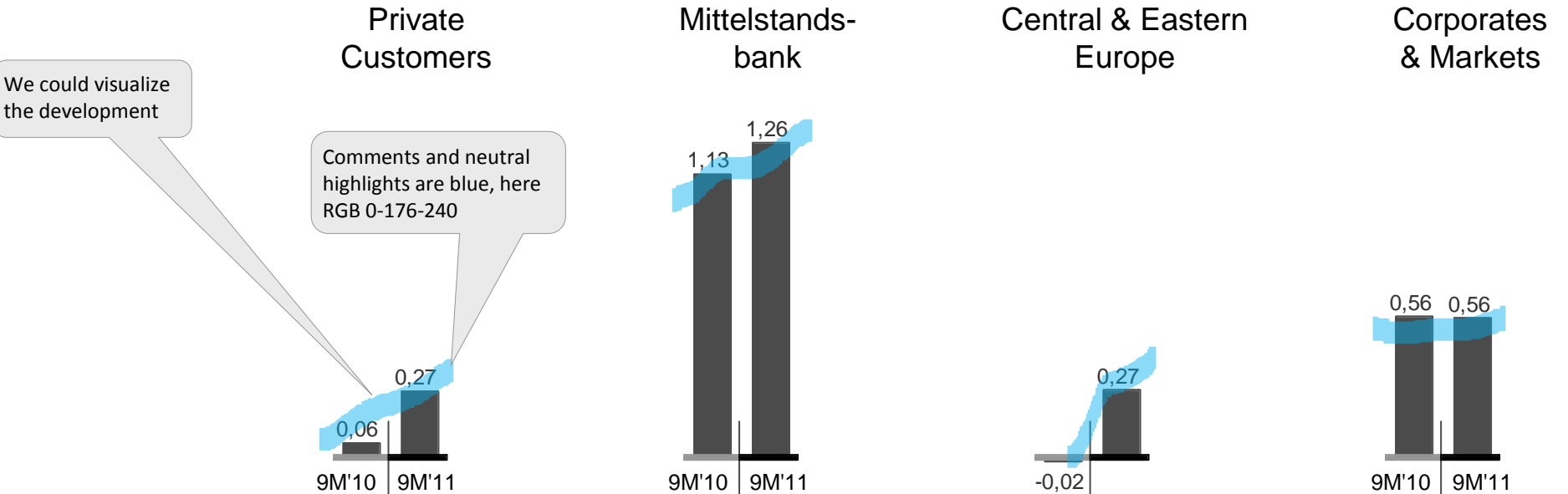
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



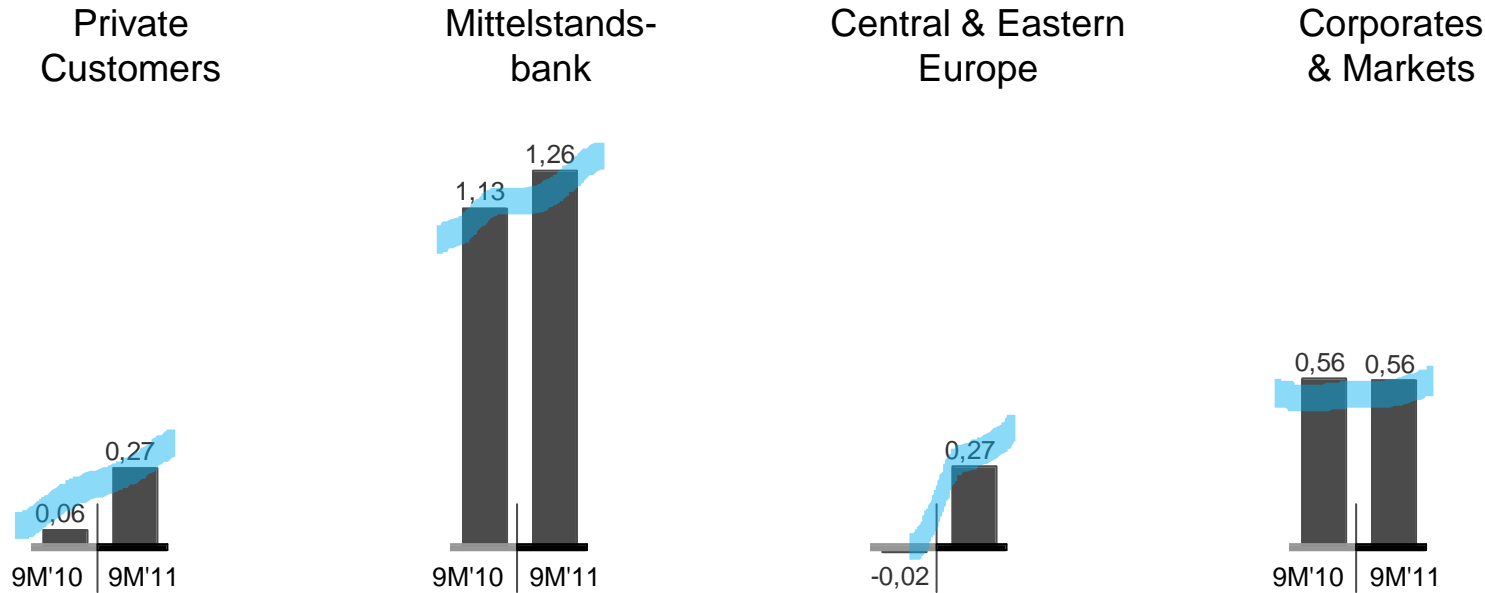
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



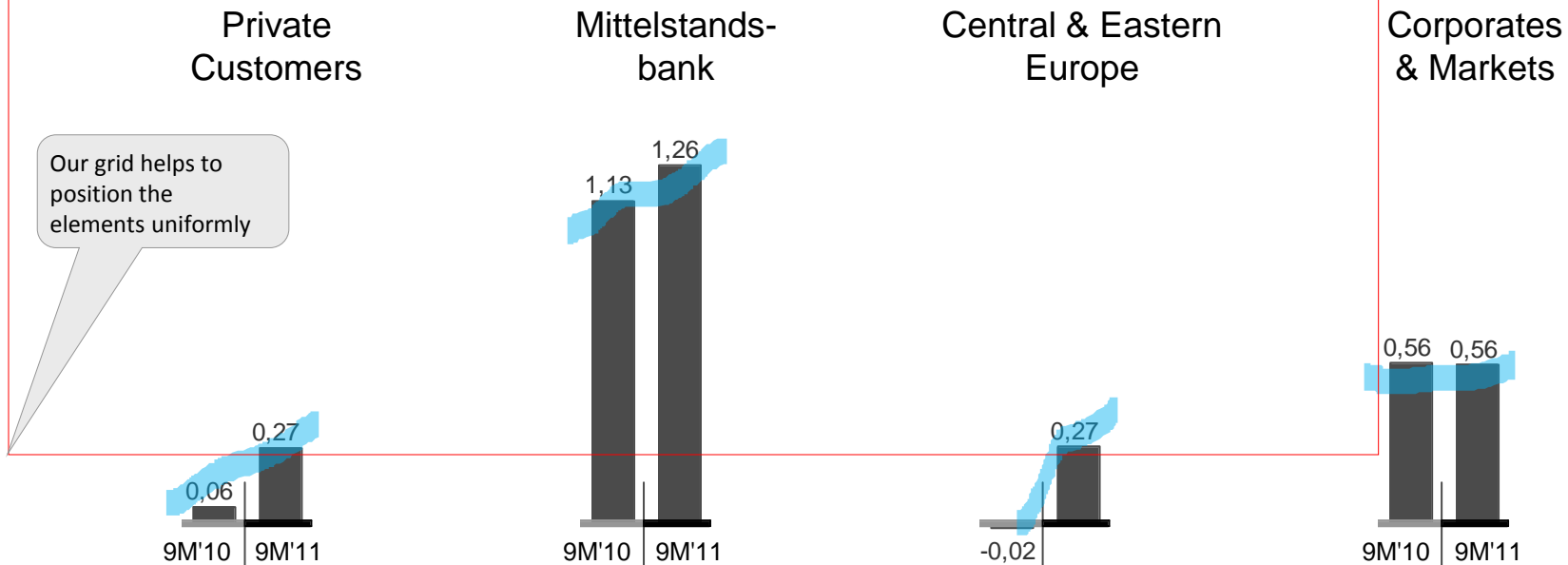
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



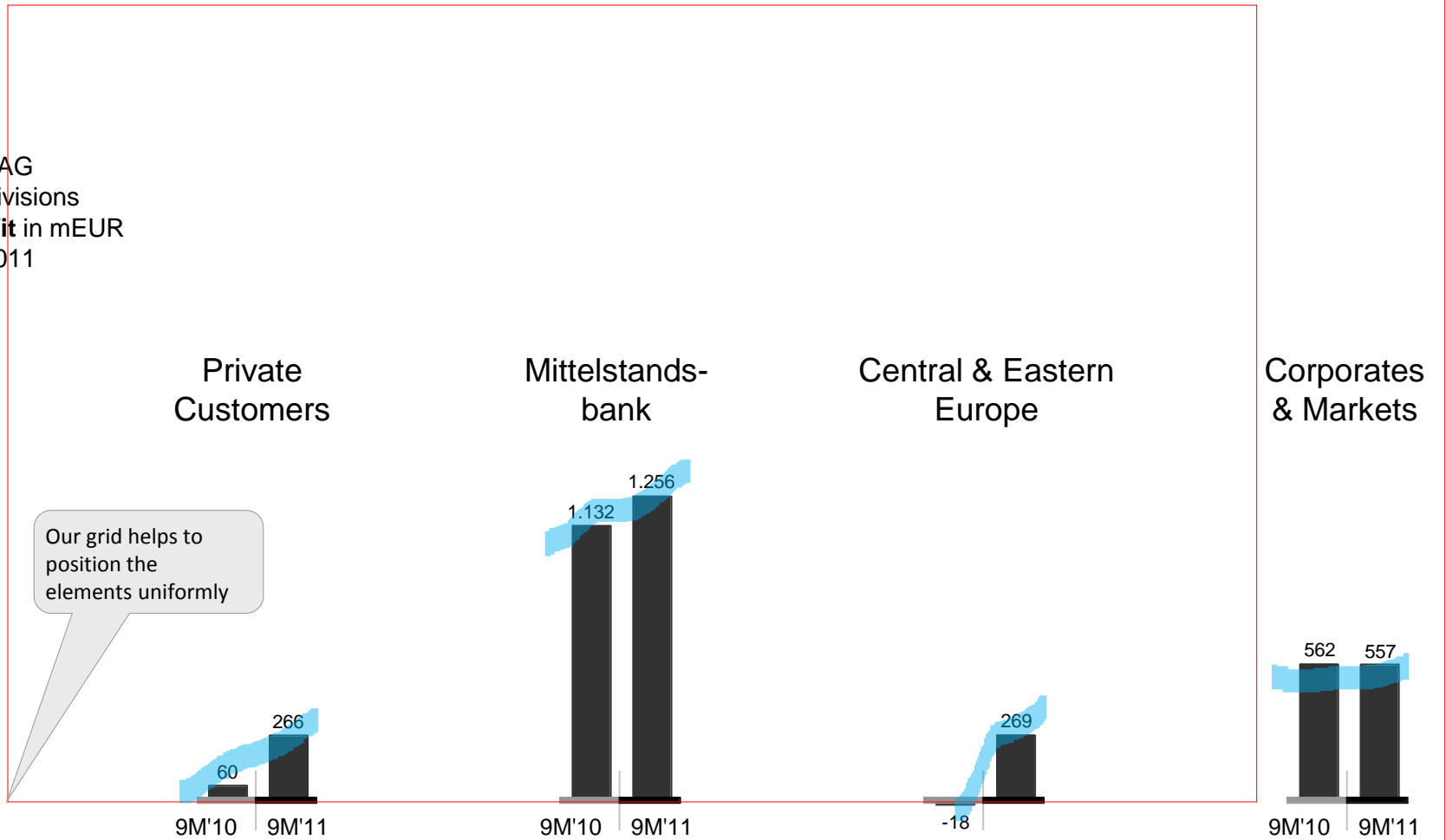
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011

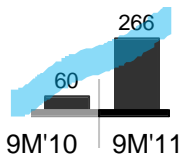


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

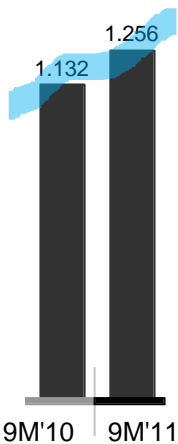


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

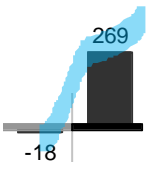
Private
Customers



Mittelstands-
bank



Central & Eastern
Europe

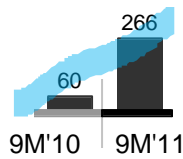


Corporates
& Markets

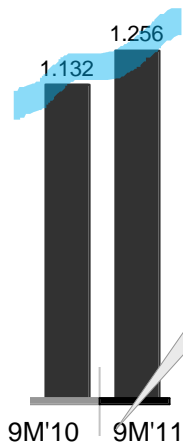


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

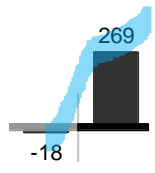
Private
Customers



Mittelstands-
bank



Central & Eastern
Europe

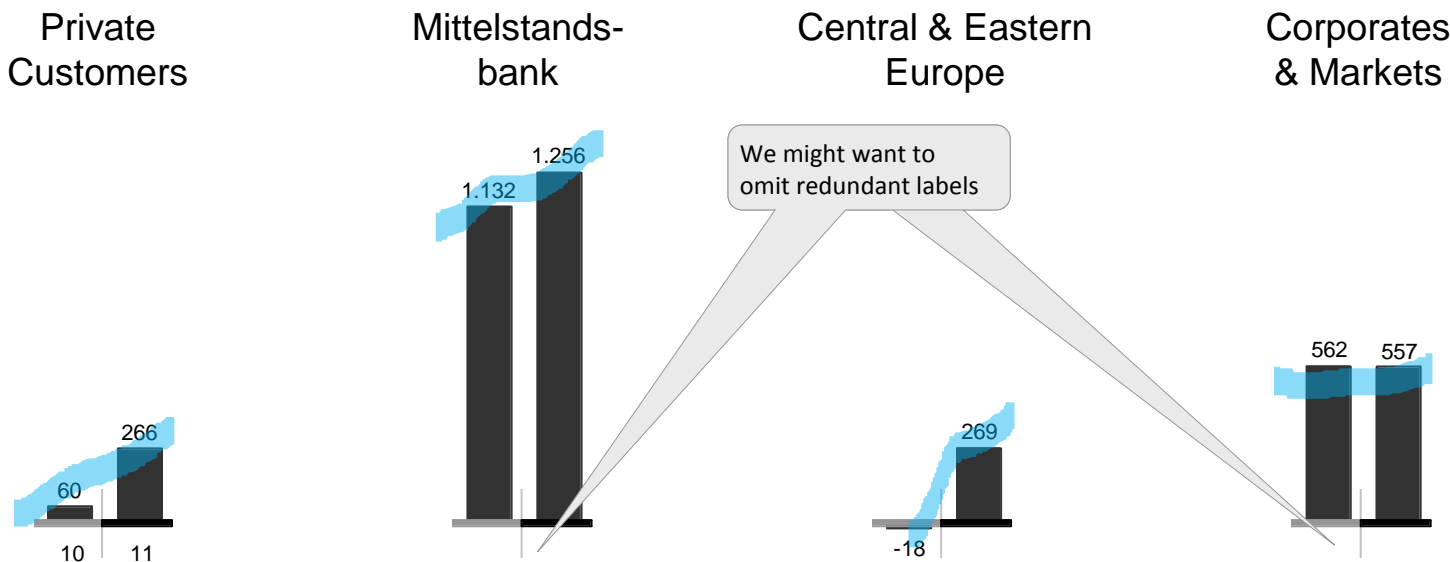


Corporates
& Markets



We might want to omit redundant labels

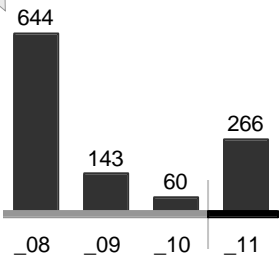
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



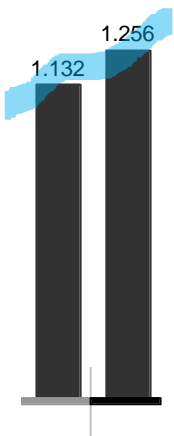
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

Private
Customers

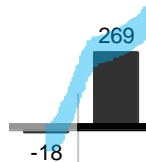
Additional 9M values for the
years 2007 to 2009 help us
understand the development



Mittelstands-
bank



Central & Eastern
Europe

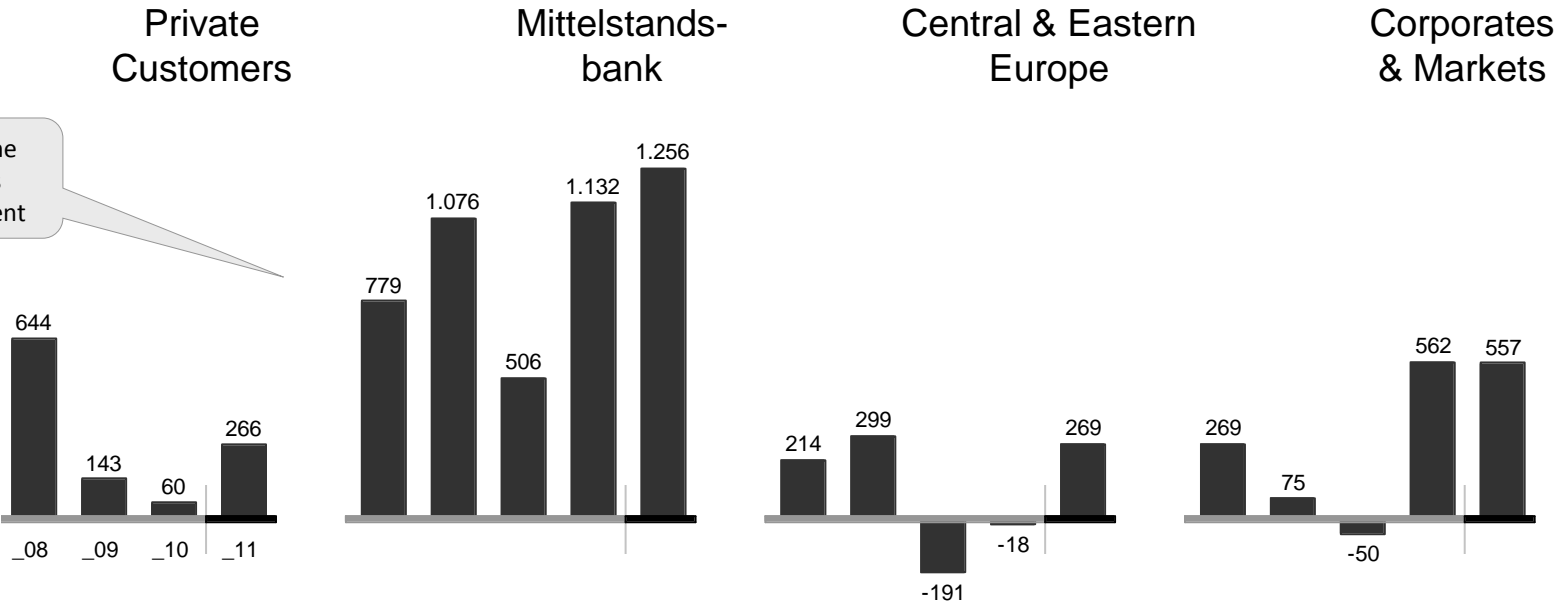


Corporates
& Markets

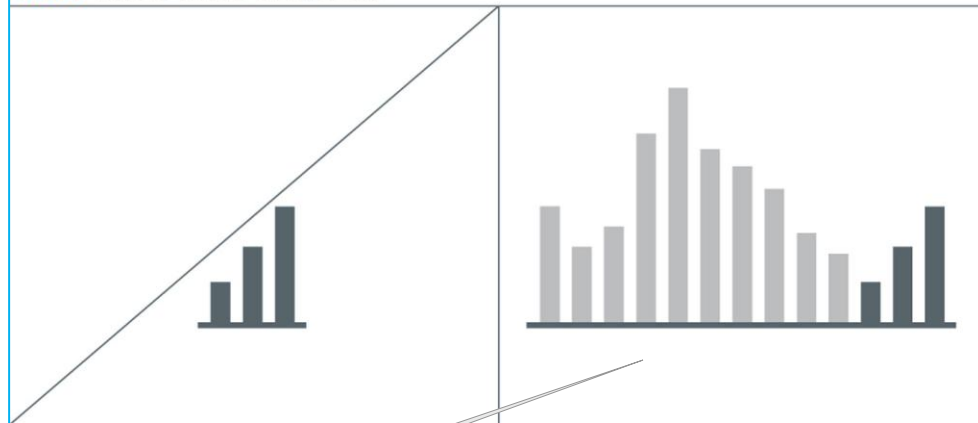


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

Additional 9M values for the years 2007 to 2009 help us understand the development



3.2.4 Show more elements



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Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

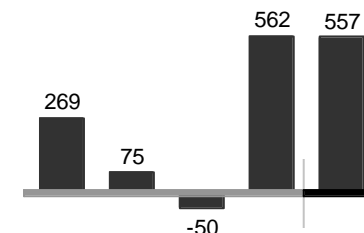
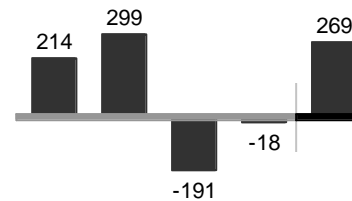
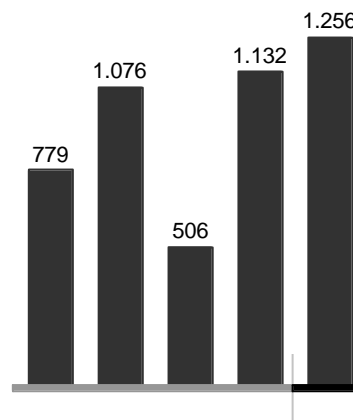
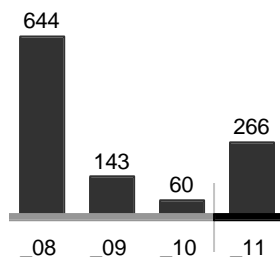
Private
Customers

Mittelstands-
bank

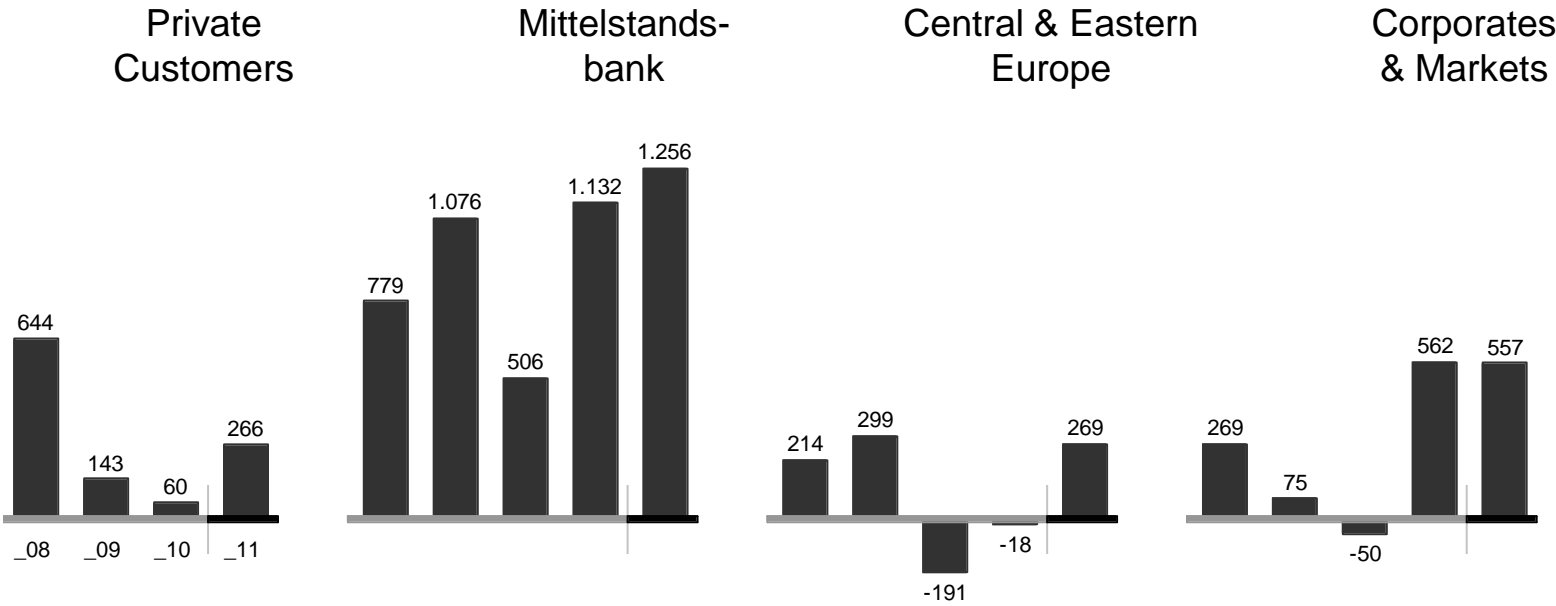
Central & Eastern
Europe

Corporates
& Markets

Additional 9M values for the
years 2007 to 2009 help us
understand the development

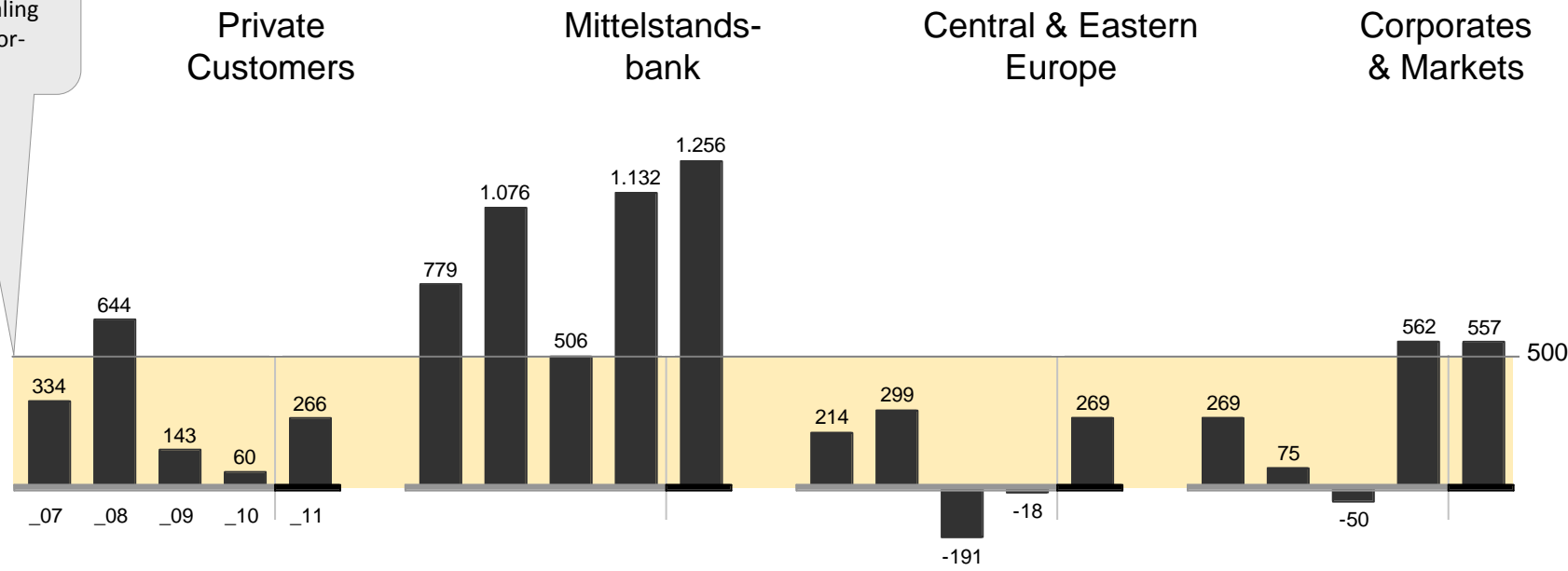


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

When we change the scale, standard scaling indicators are important



Private Customers

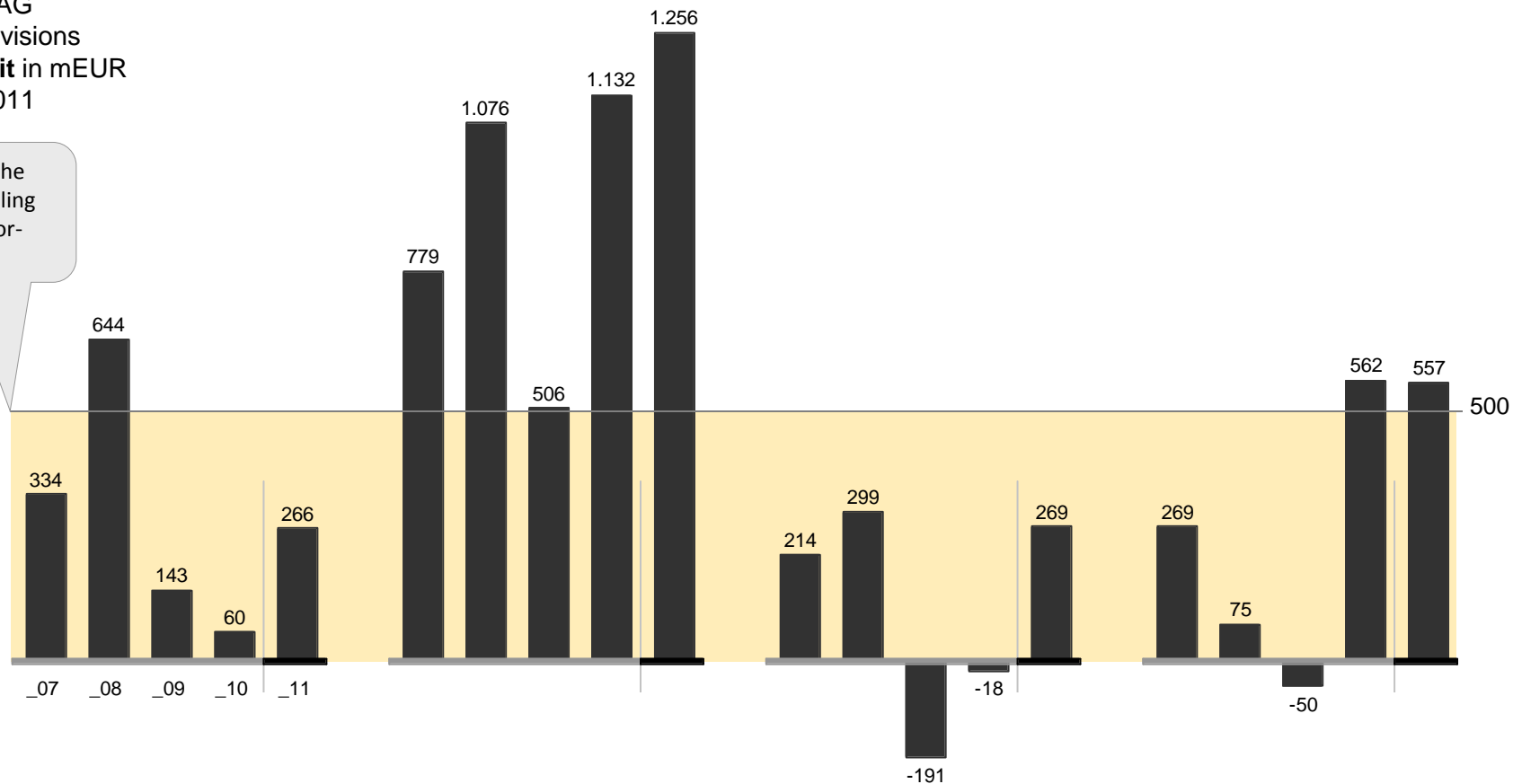
Mittelstands-bank

Central & Eastern Europe

Corporates & Markets

Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

When we change the scale, standard scaling indicators are important



Private Customers

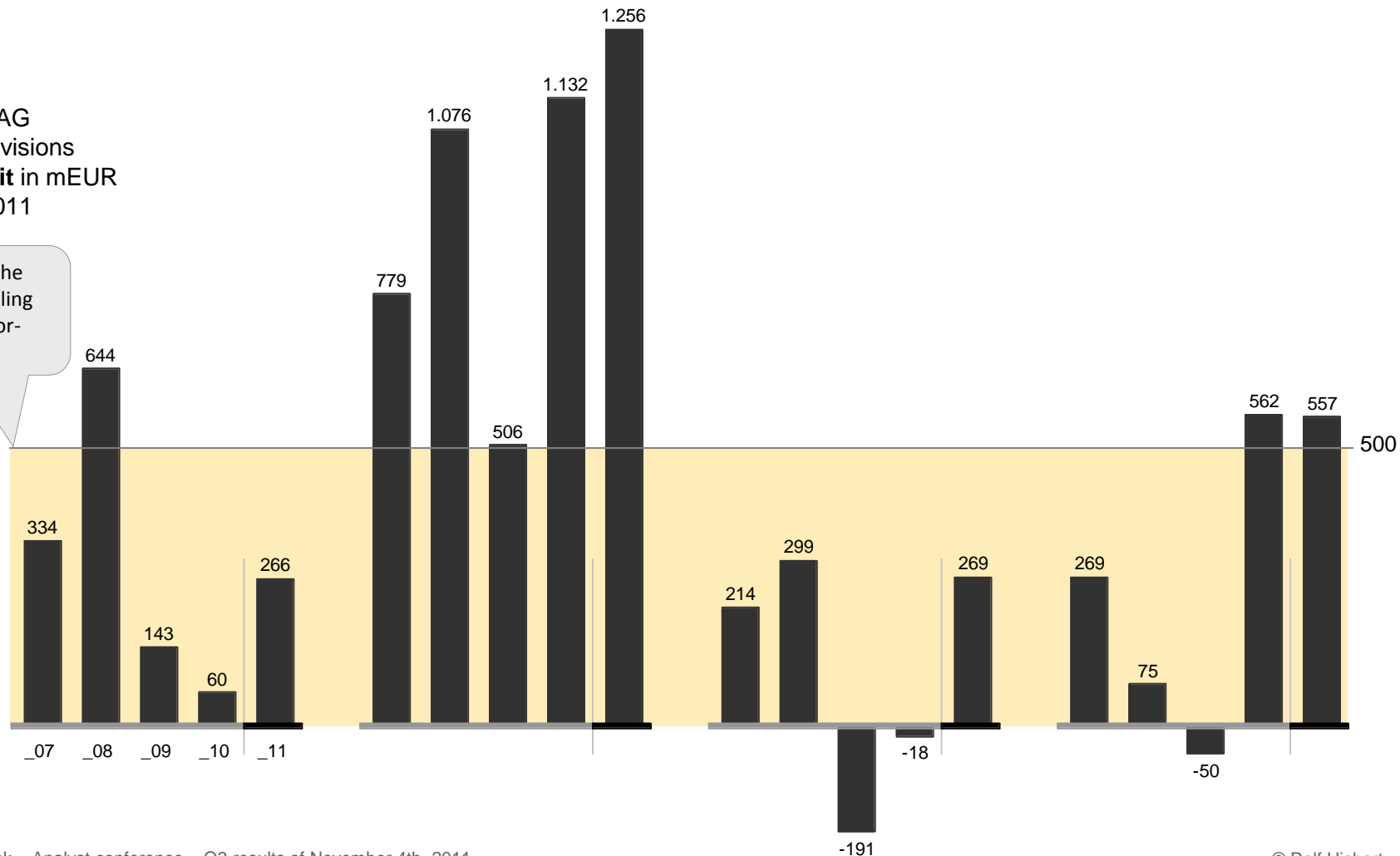
Mittelstands-bank

Central & Eastern Europe

Corporates & Markets

Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

When we change the scale, standard scaling indicators are important



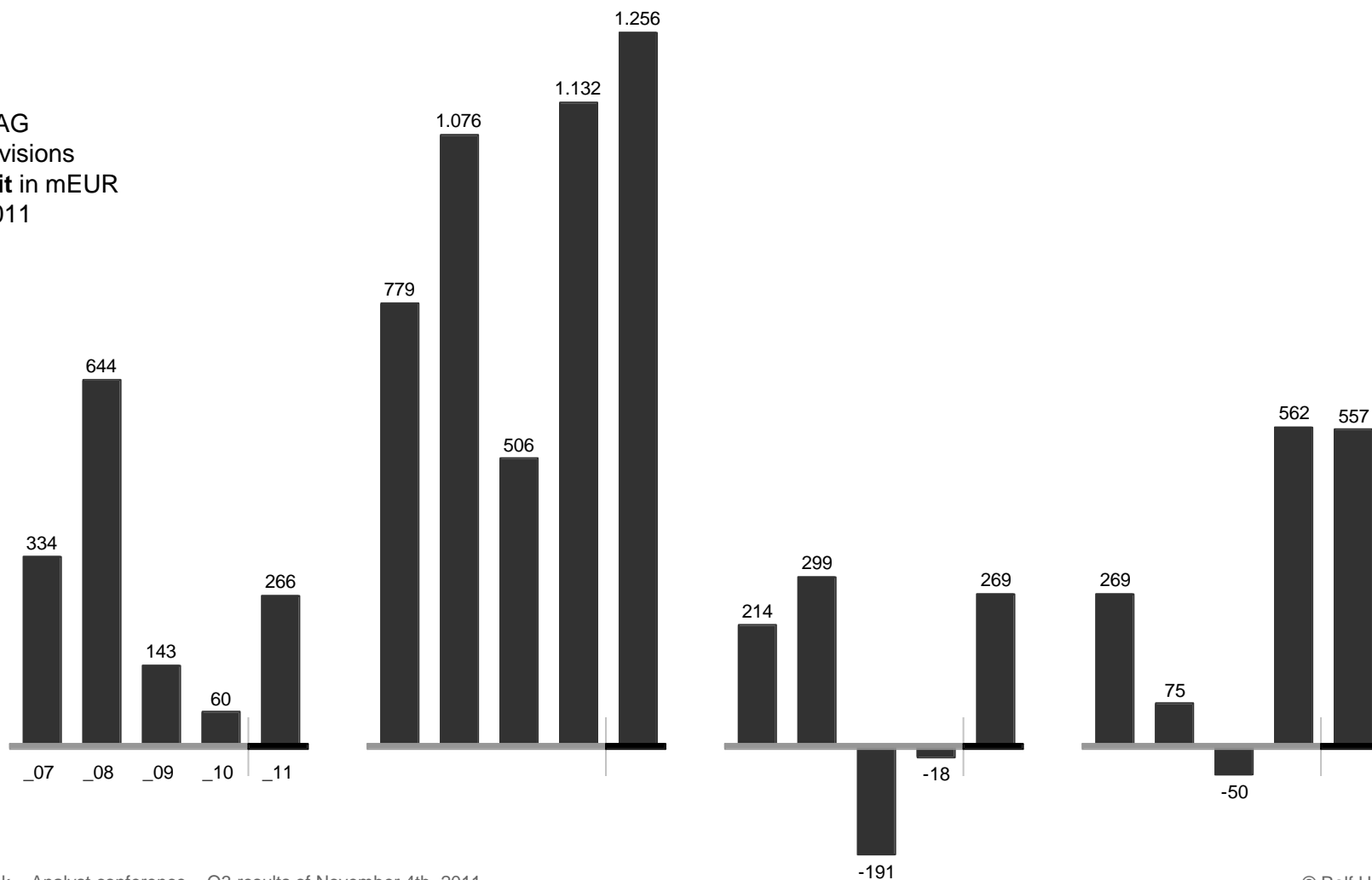
Private Customers

Mittelstands-bank

Central & Eastern Europe

Corporates & Markets

Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



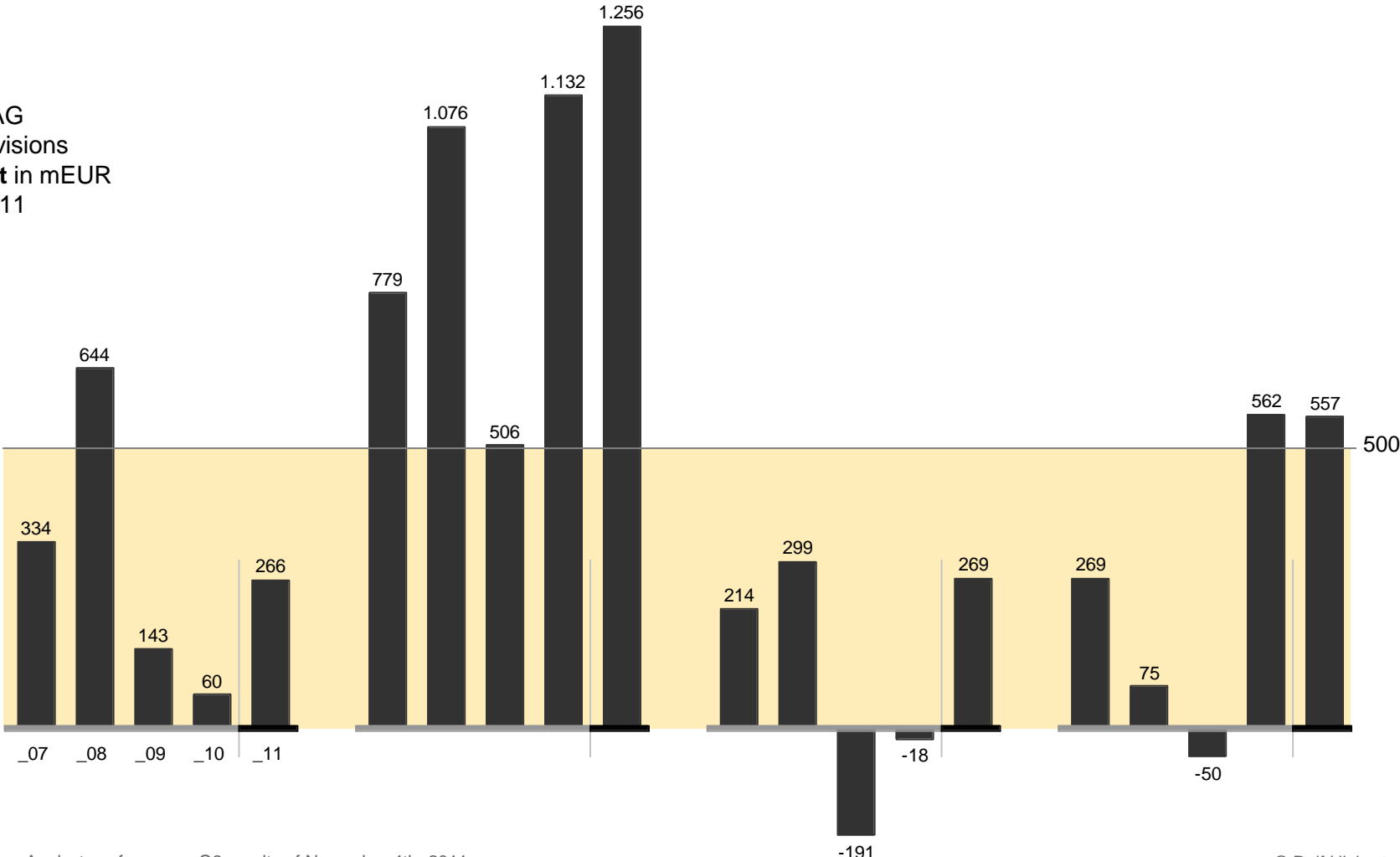
Private Customers

Mittelstands-bank

Central & Eastern Europe

Corporates & Markets

Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



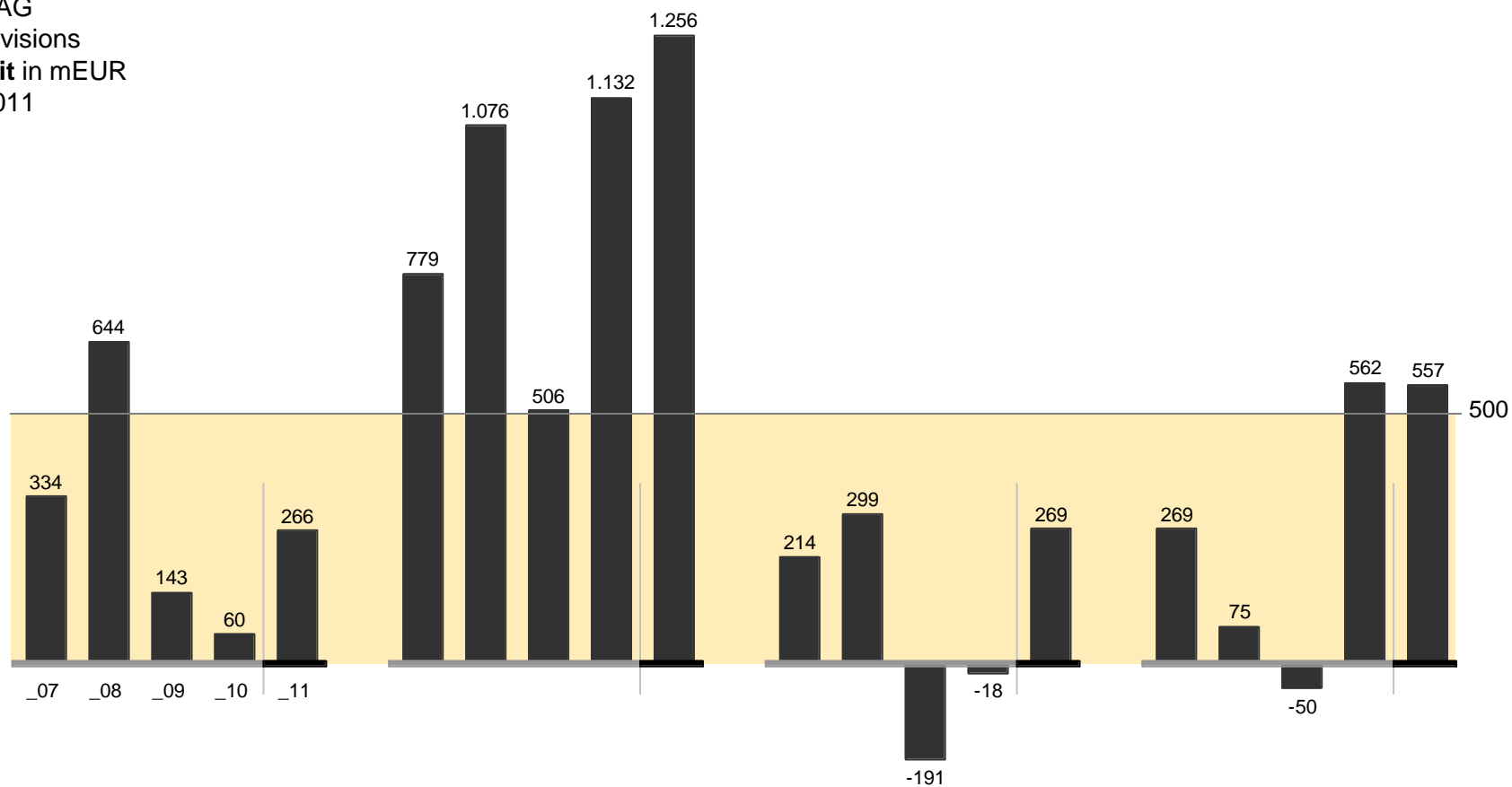
Private Customers

Mittelstands-bank

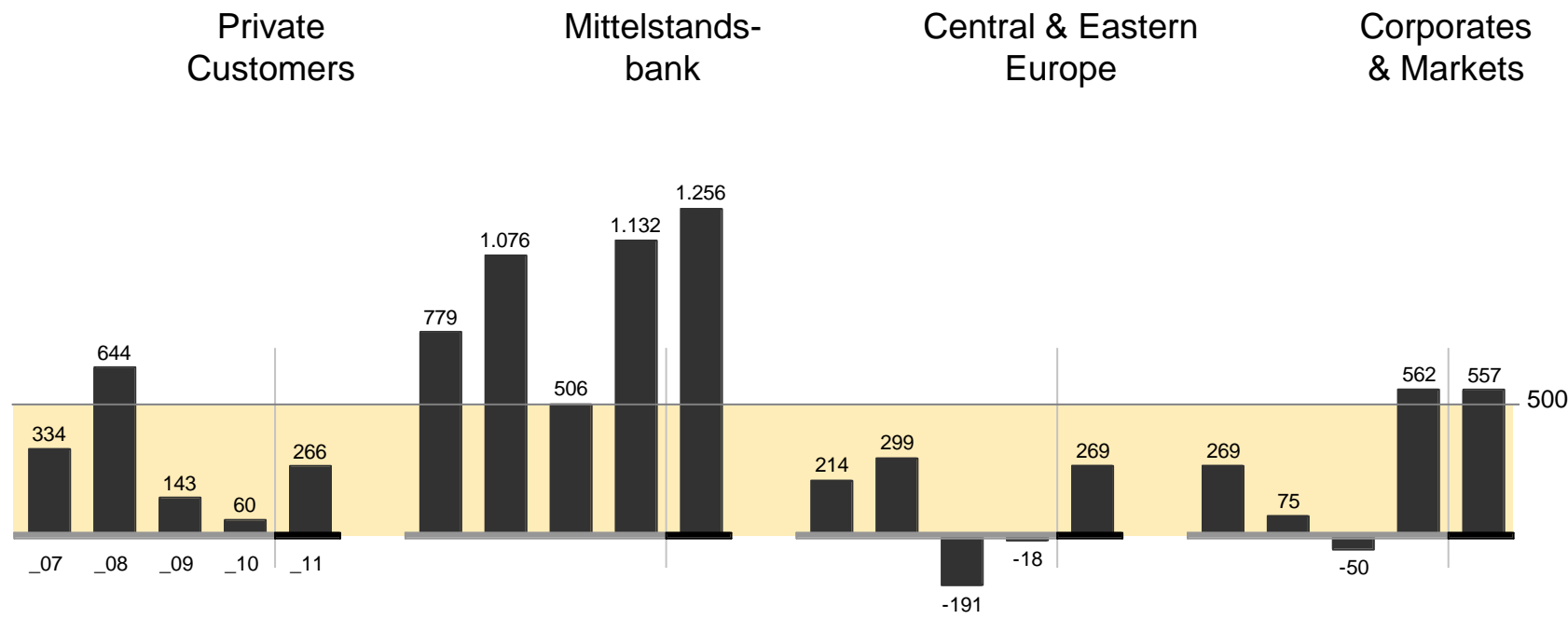
Central & Eastern Europe

Corporates & Markets

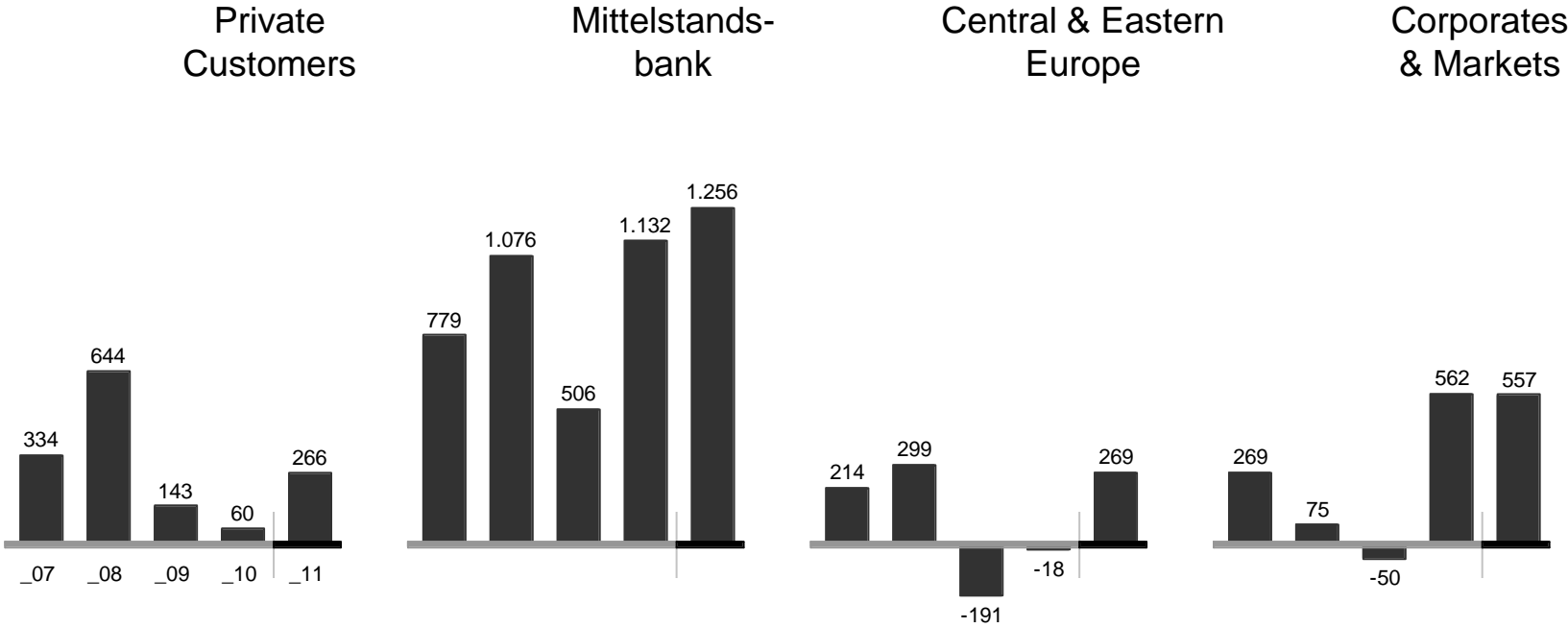
Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011



Commerzbank AG
 Core bank by divisions
Operating profit in mEUR
 9M 2010, 9M 2011

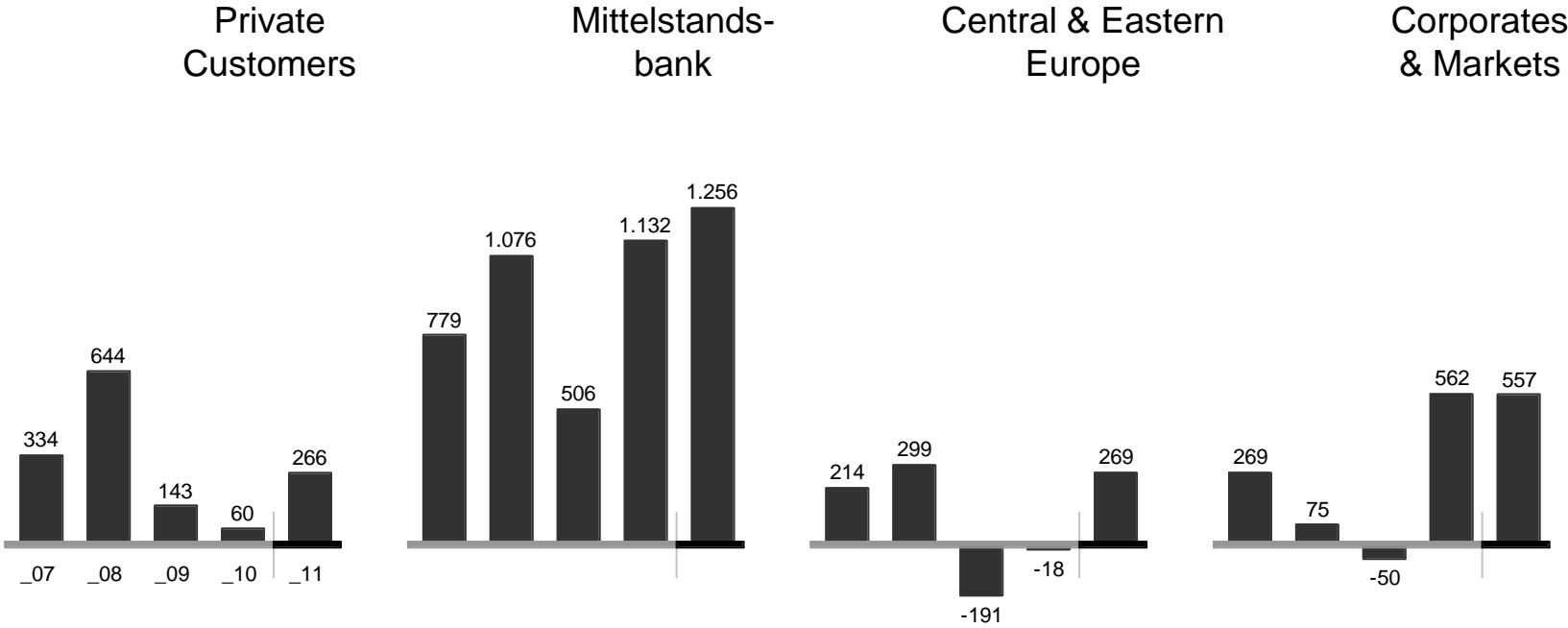


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

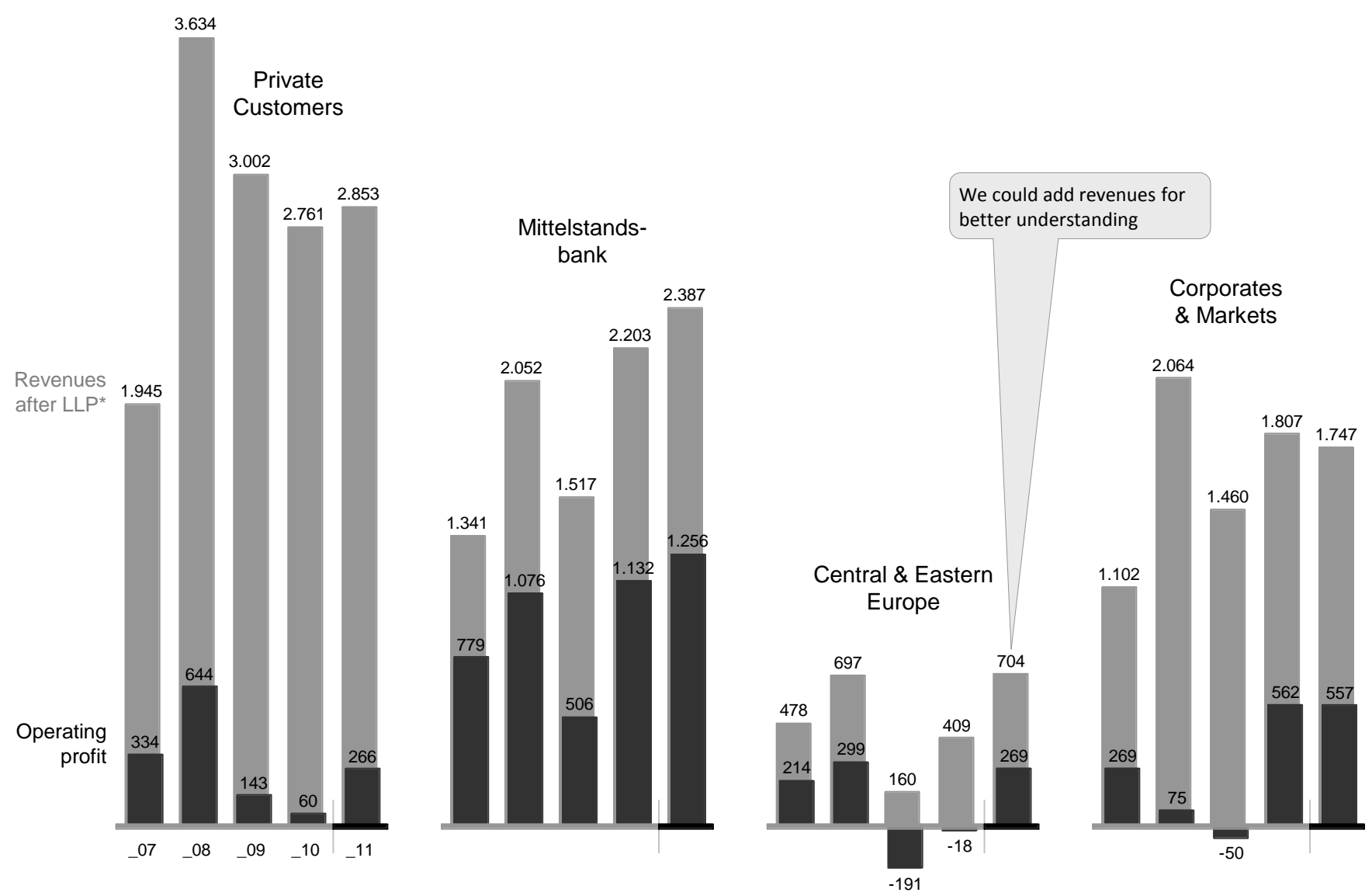


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

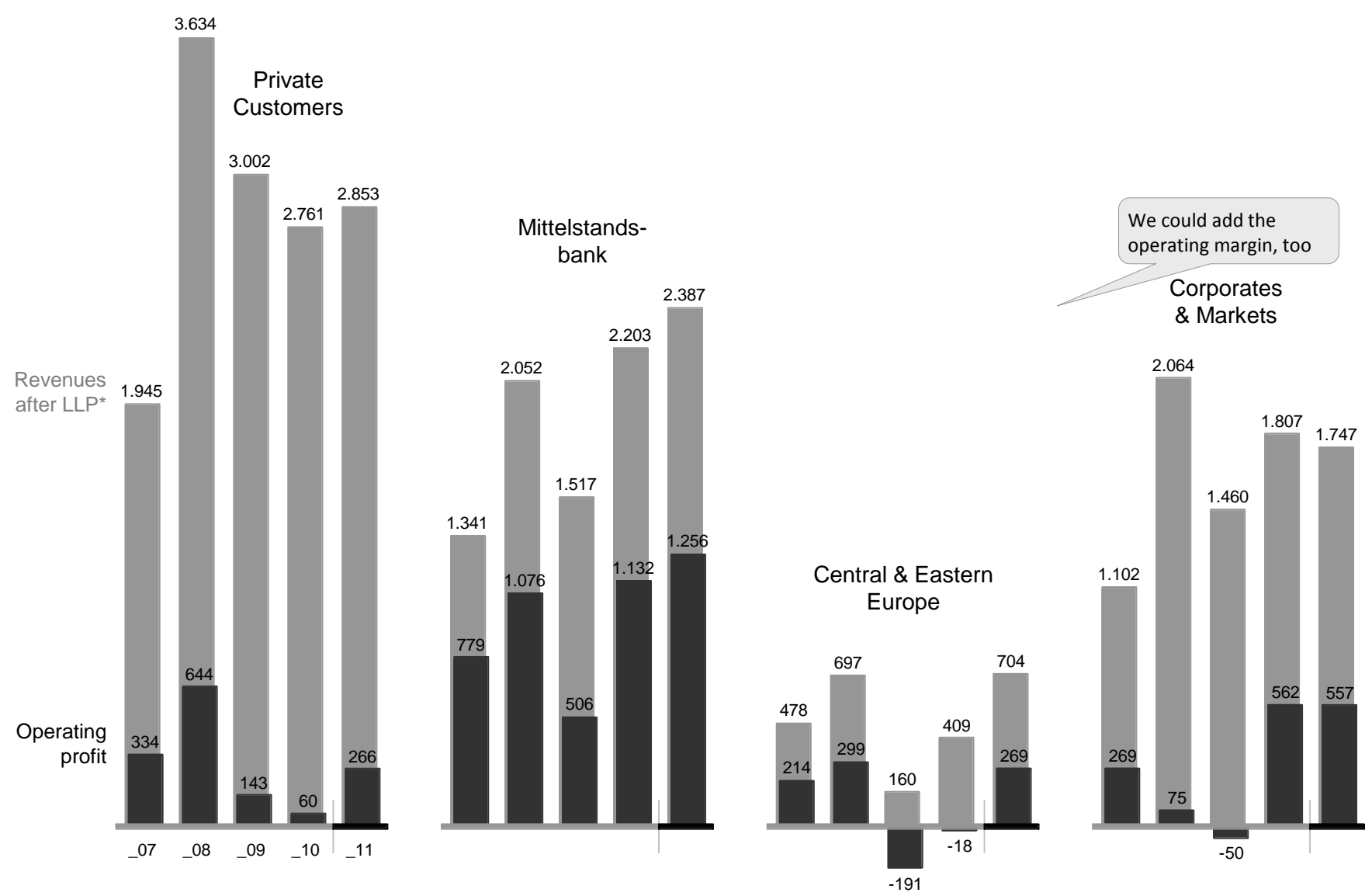
We could add revenues for better understanding



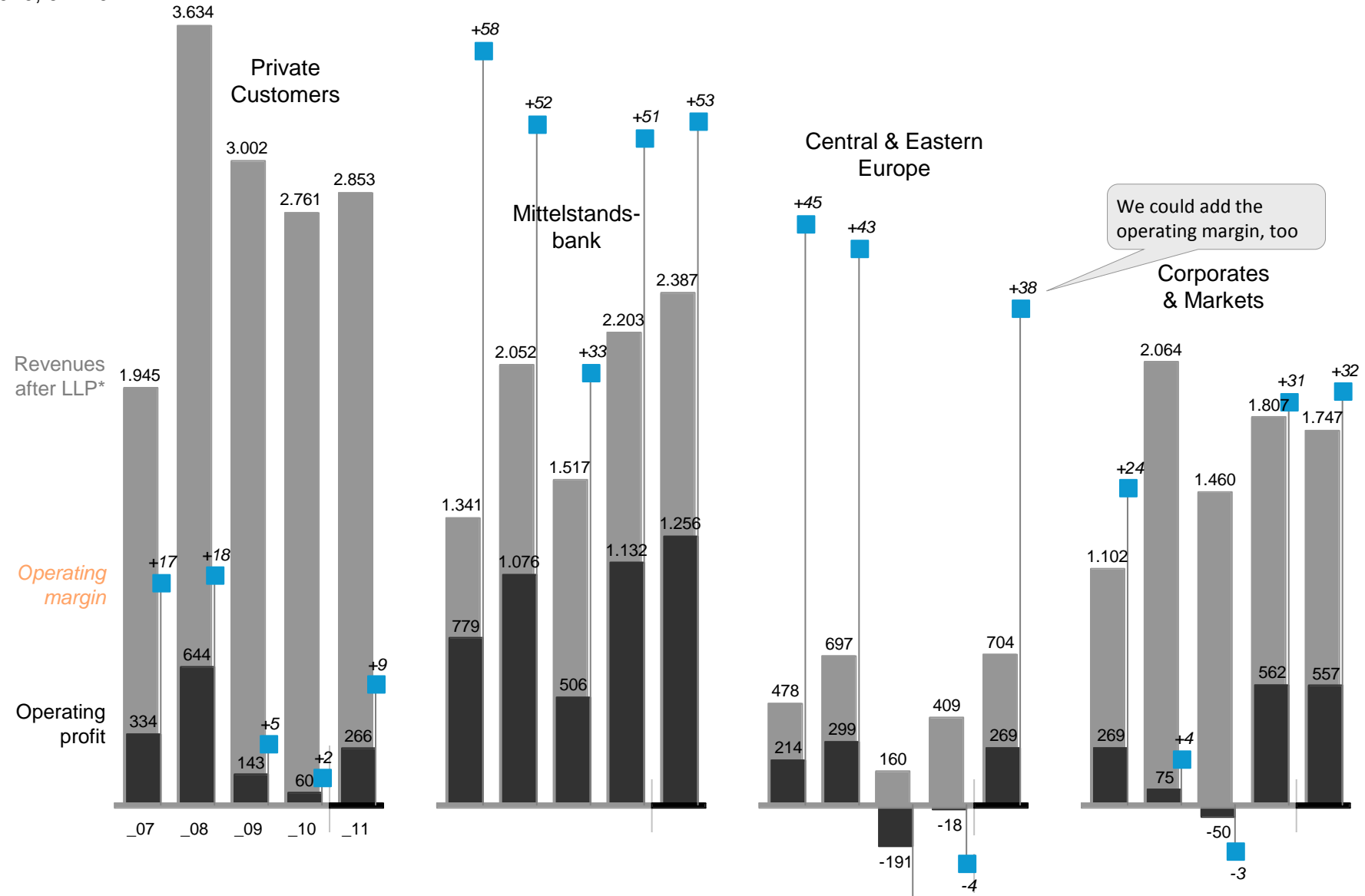
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
 9M 2010, 9M 2011



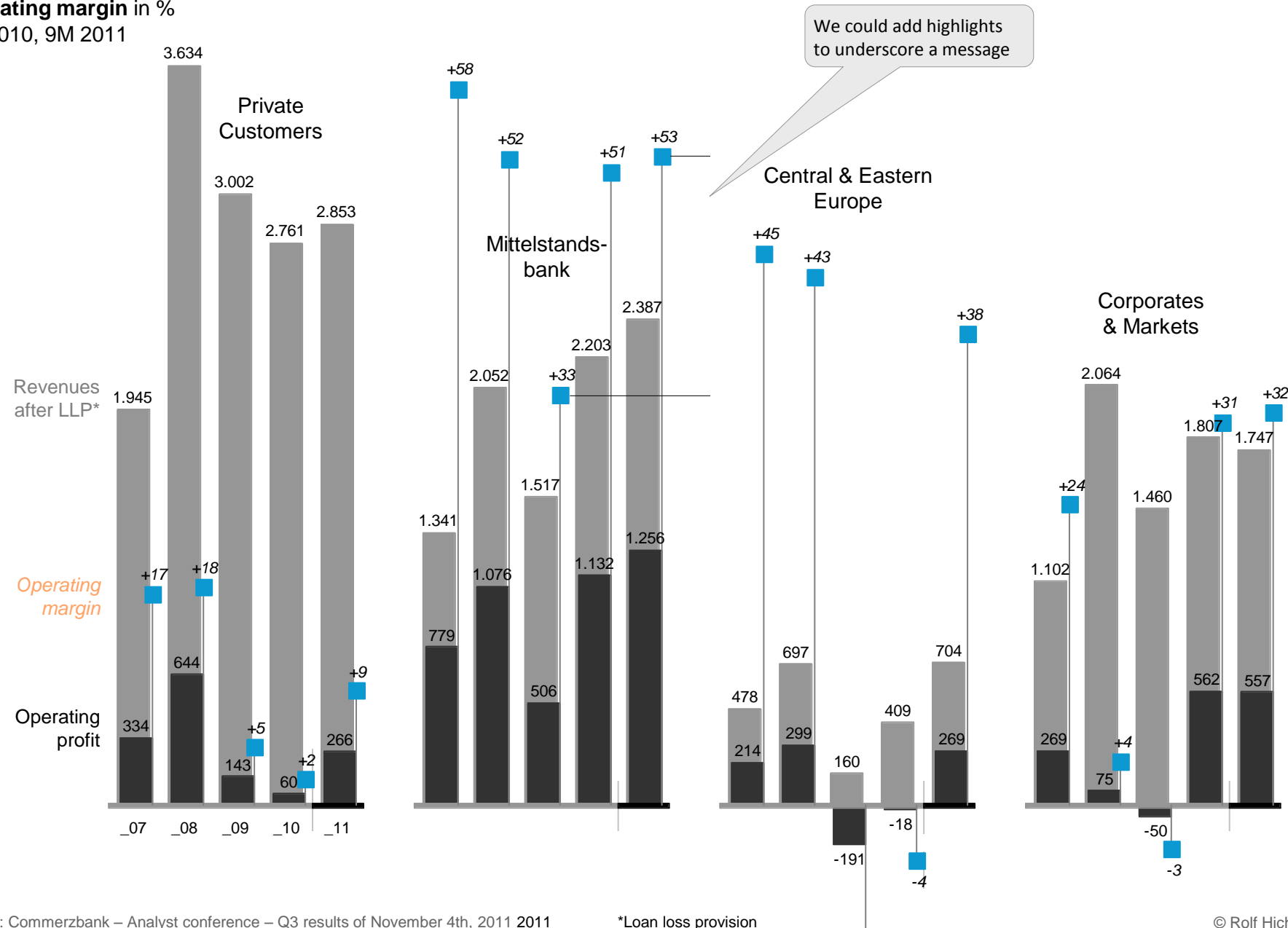
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
 9M 2010, 9M 2011



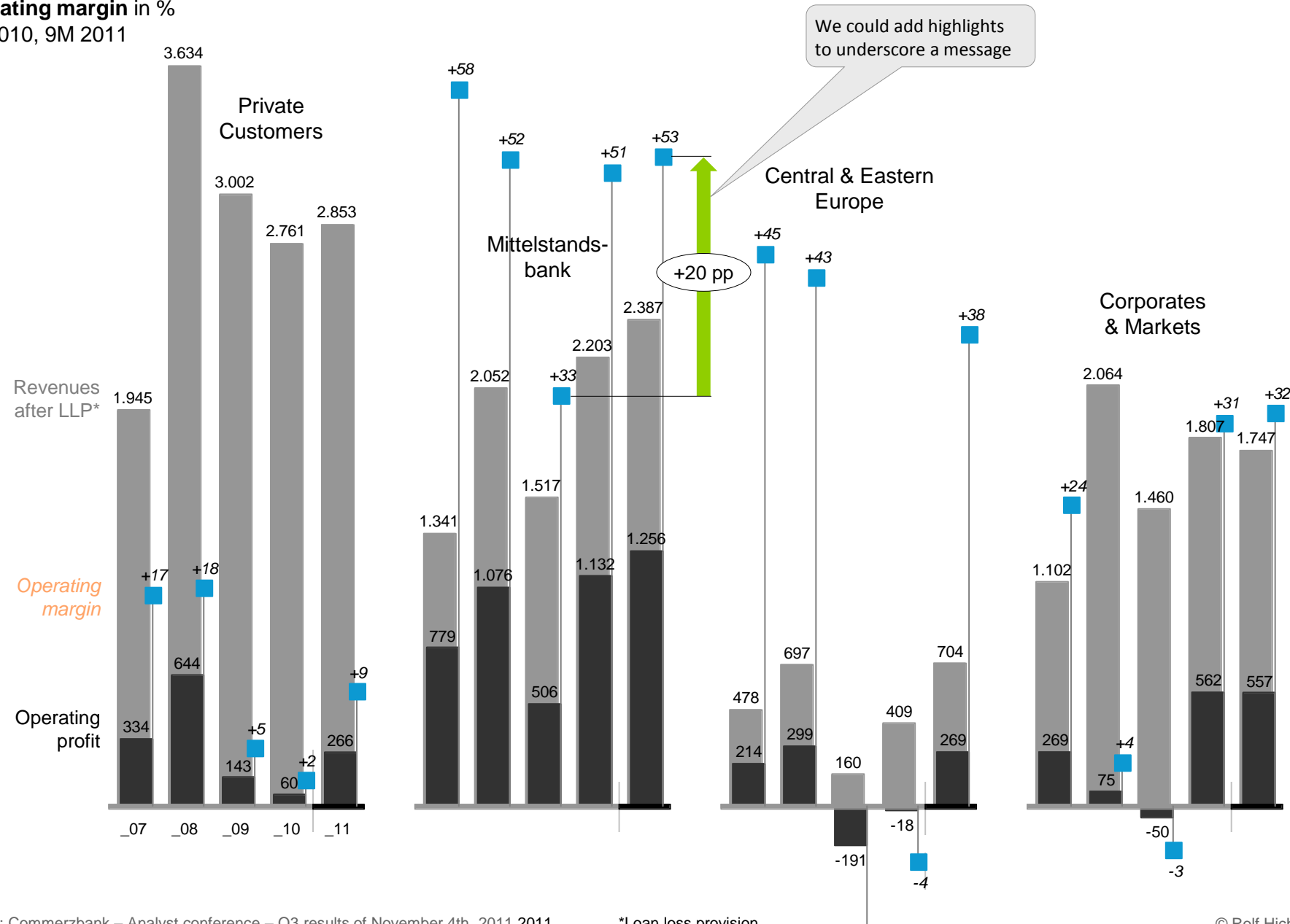
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



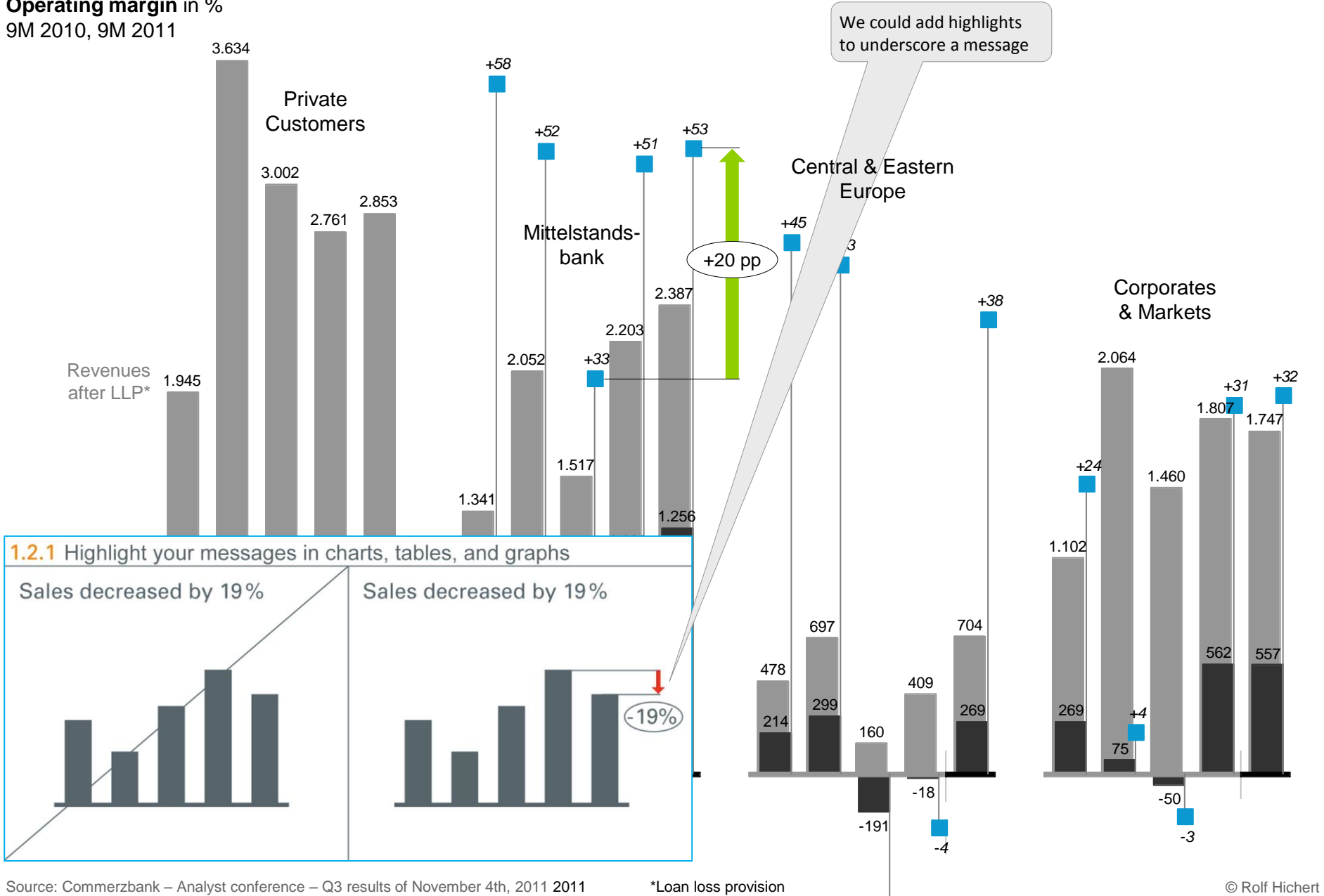
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



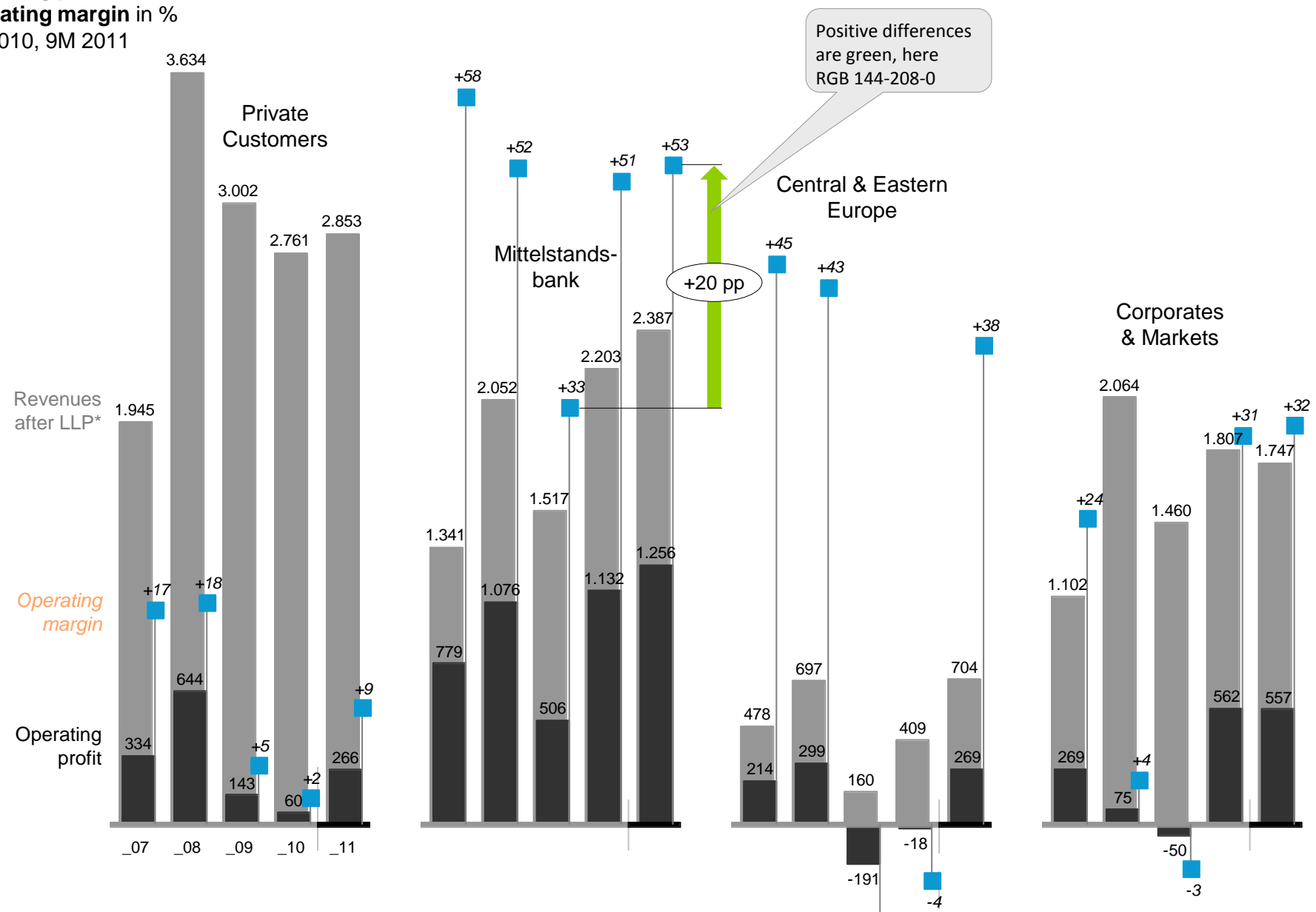
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



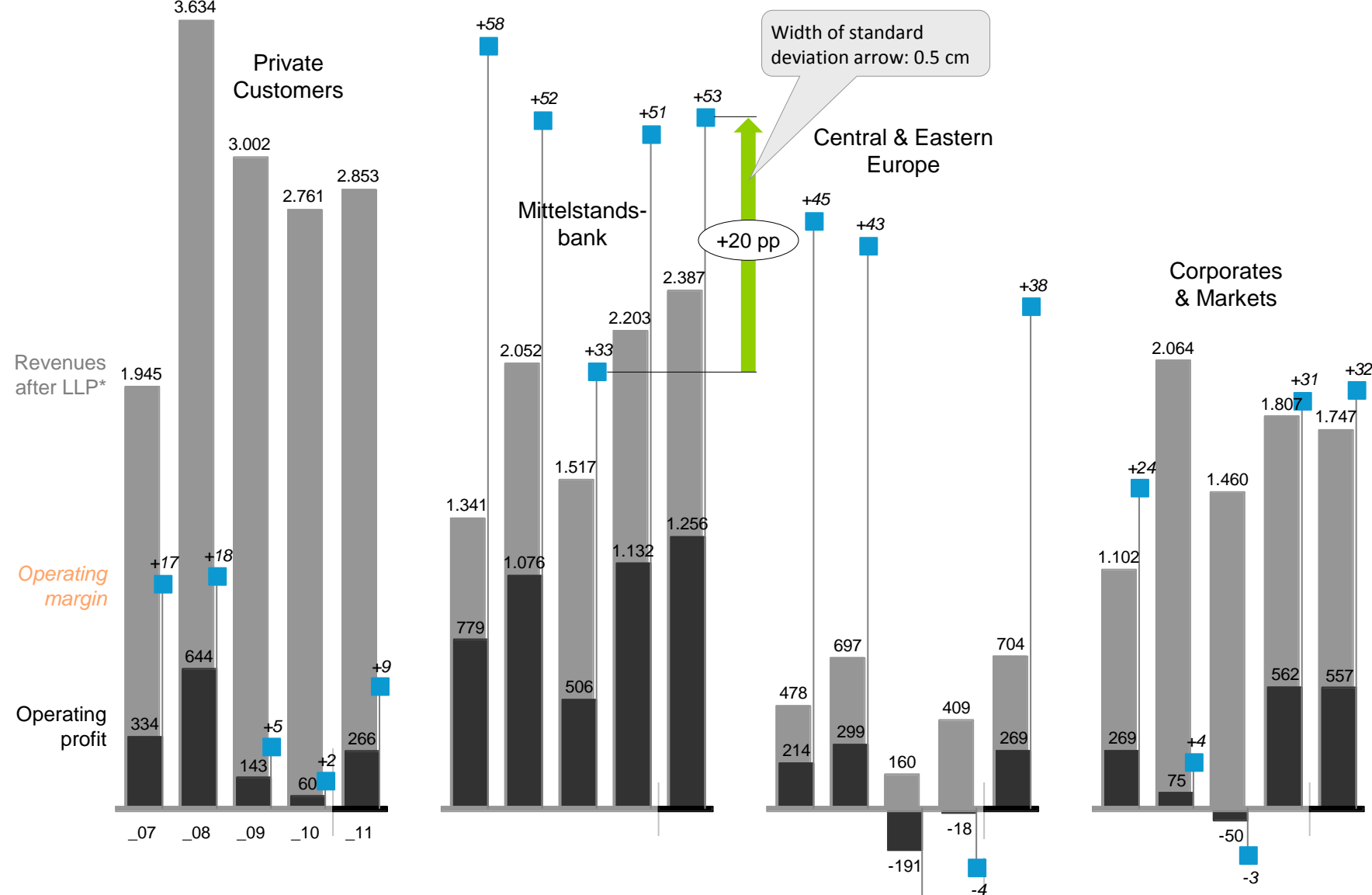
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



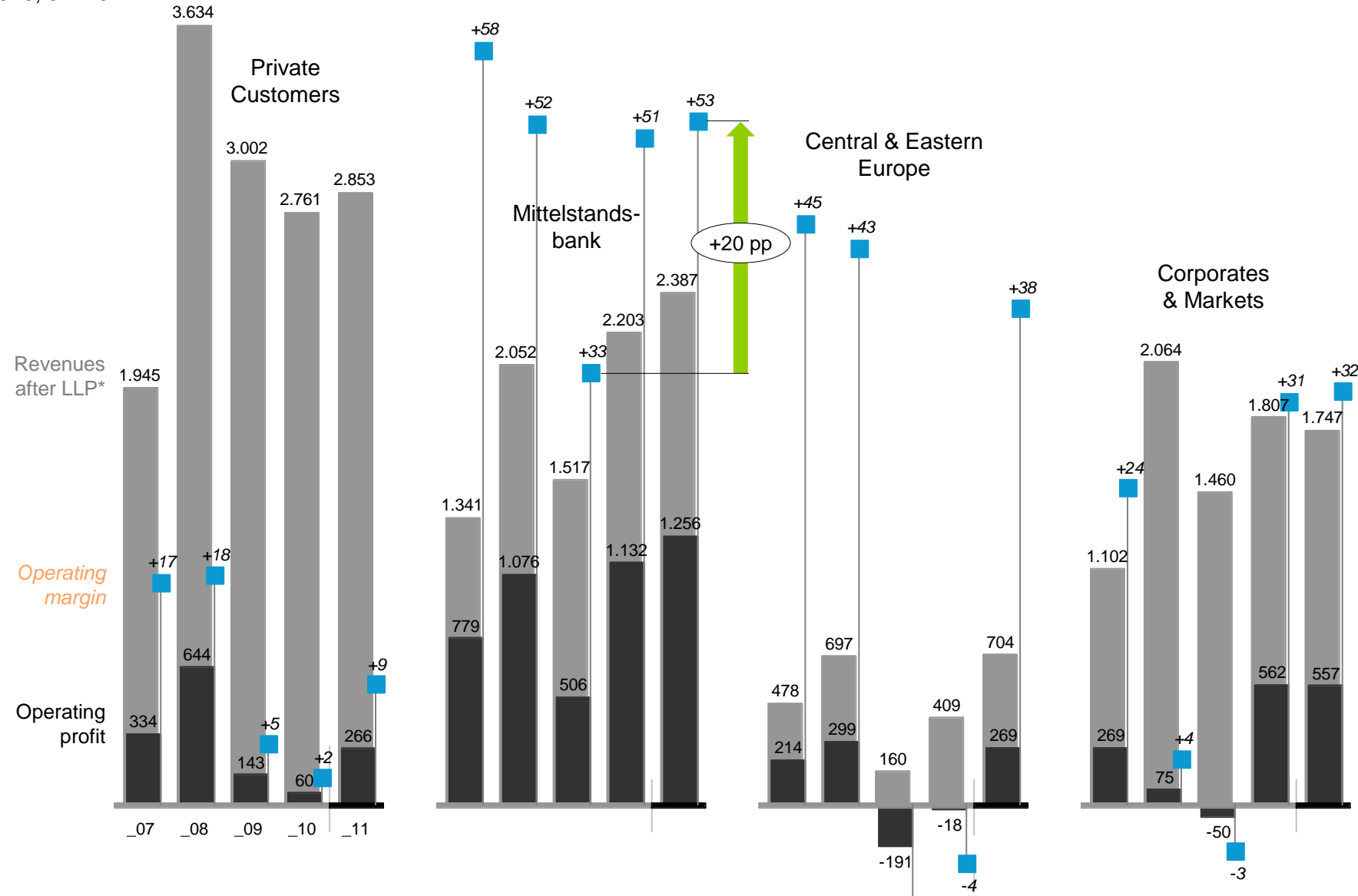
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



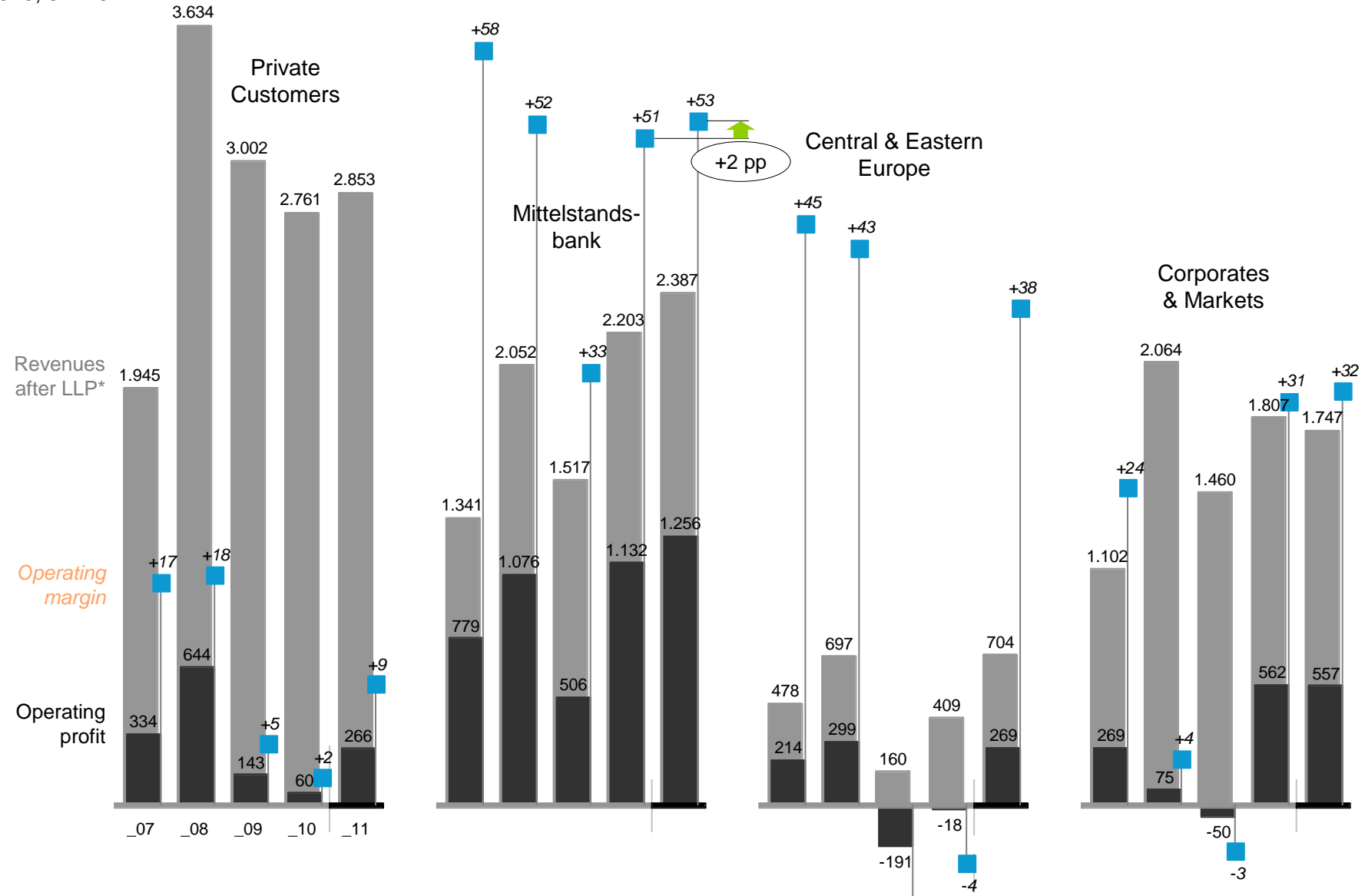
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



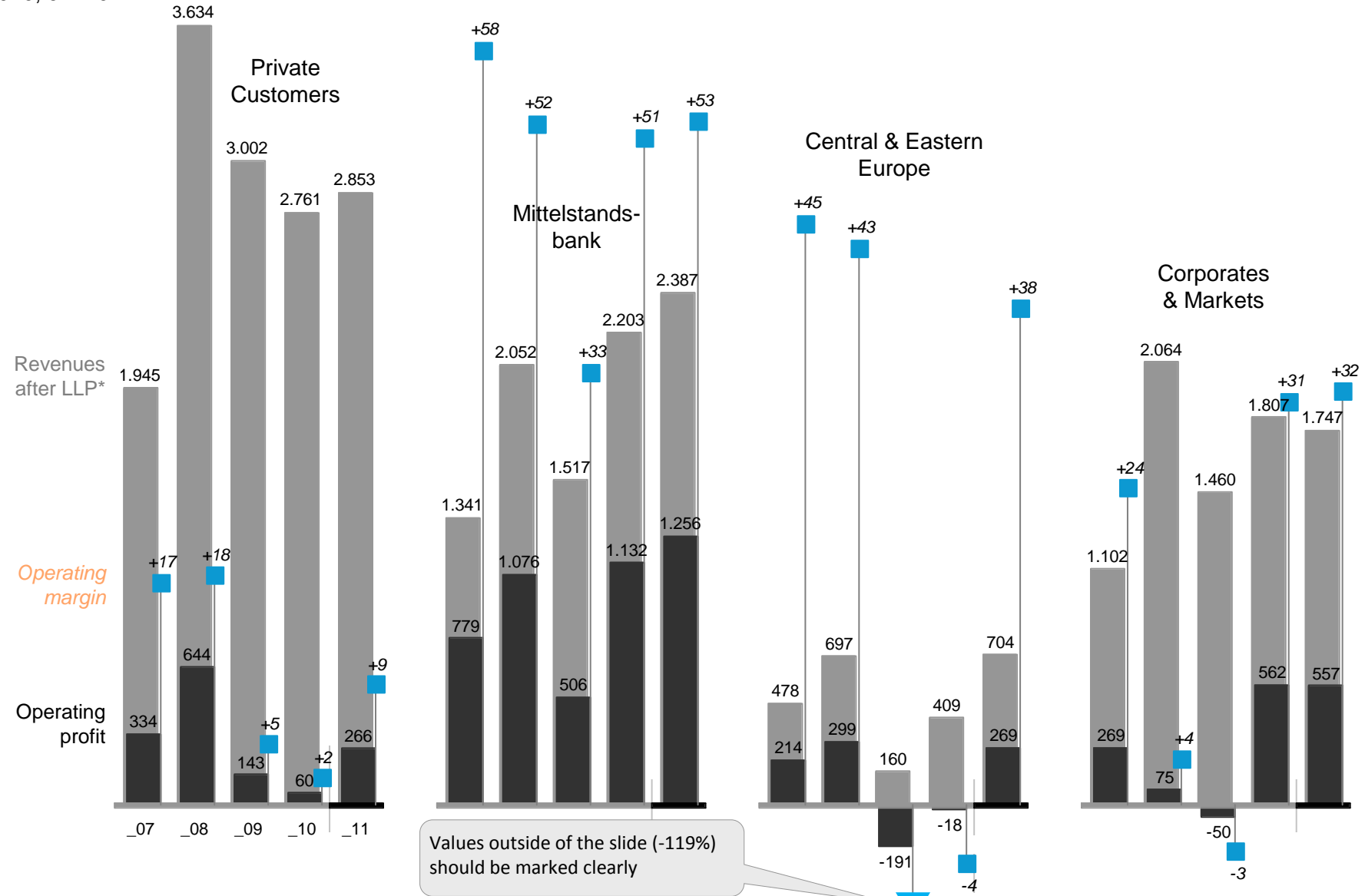
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



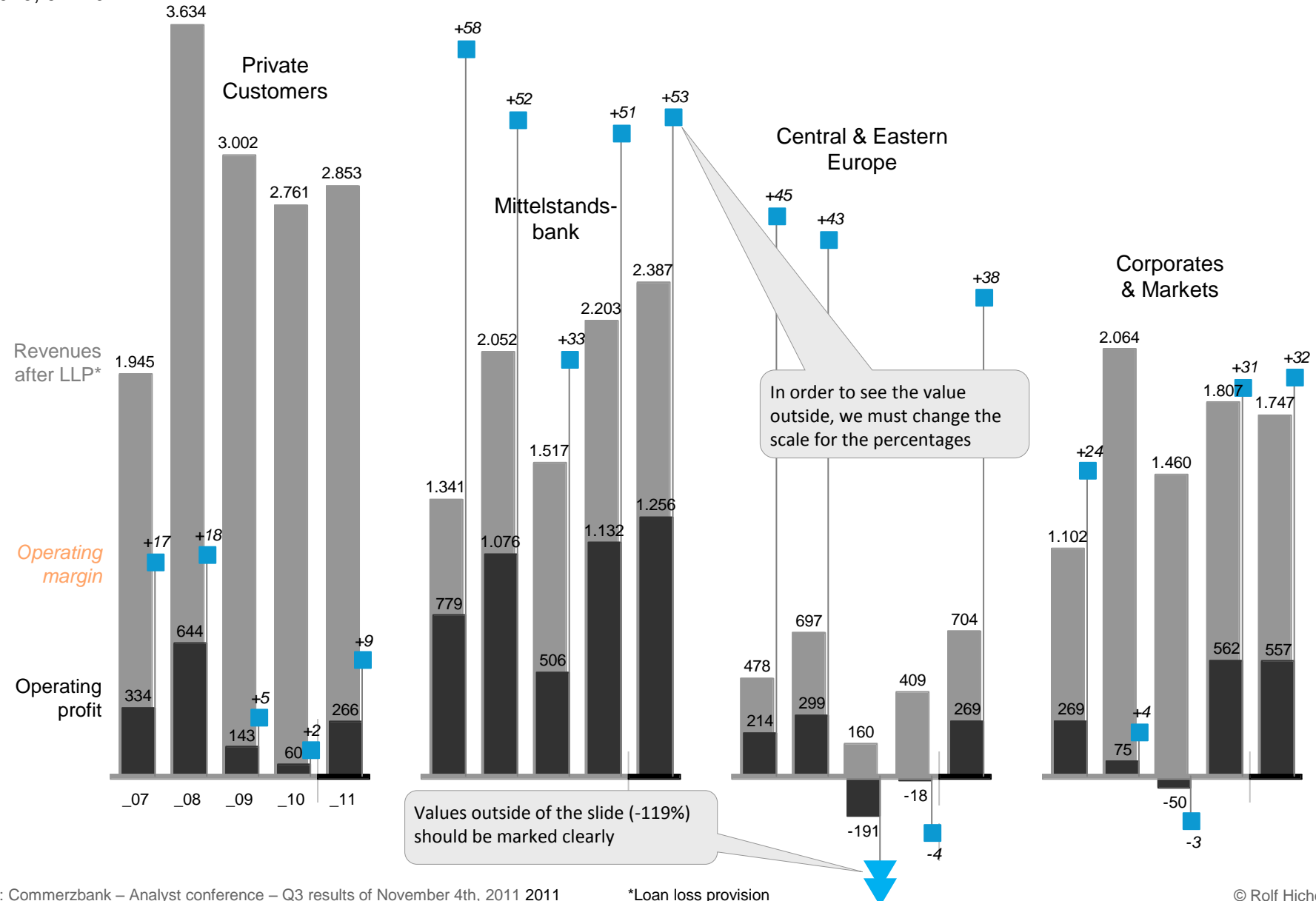
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



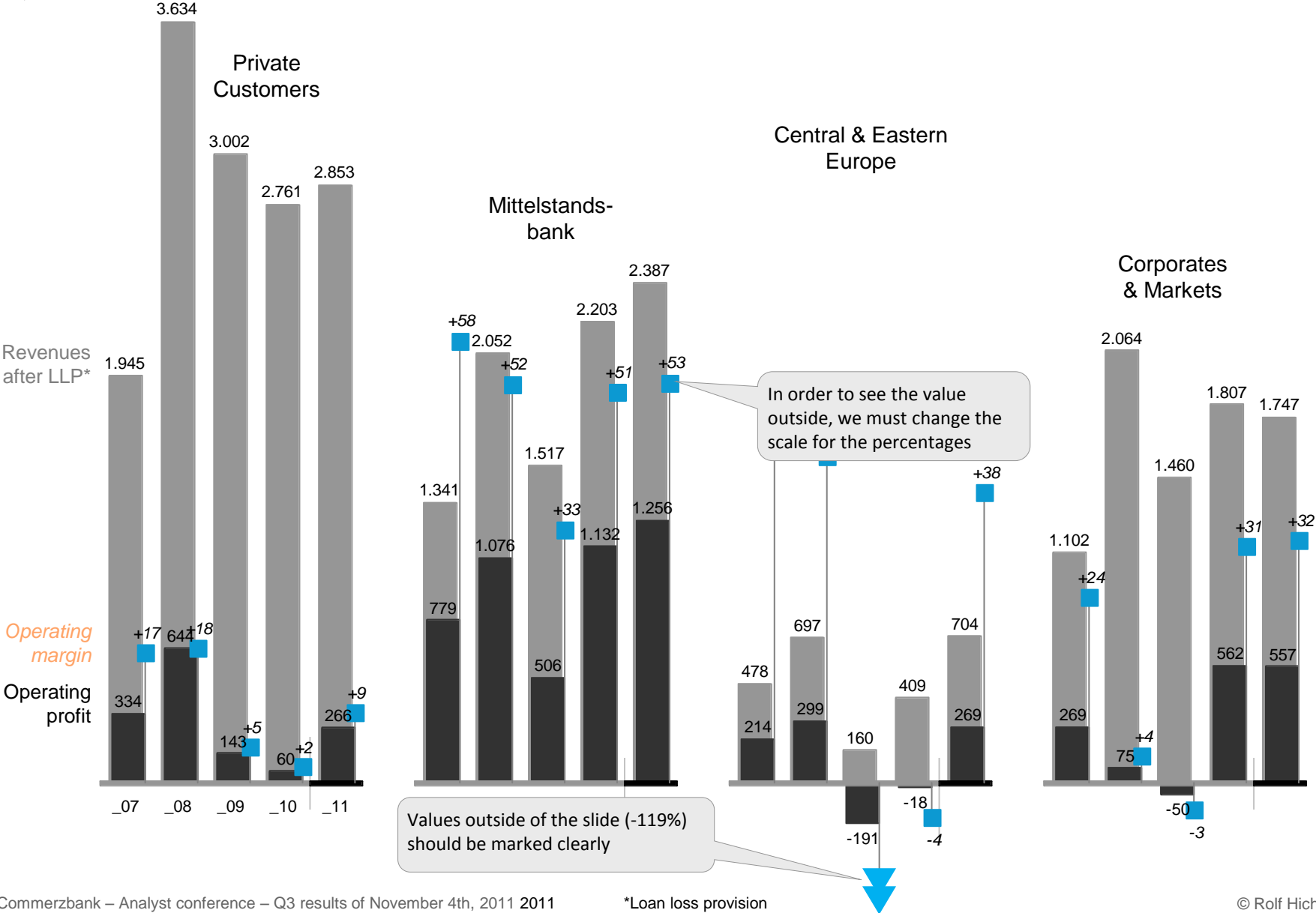
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



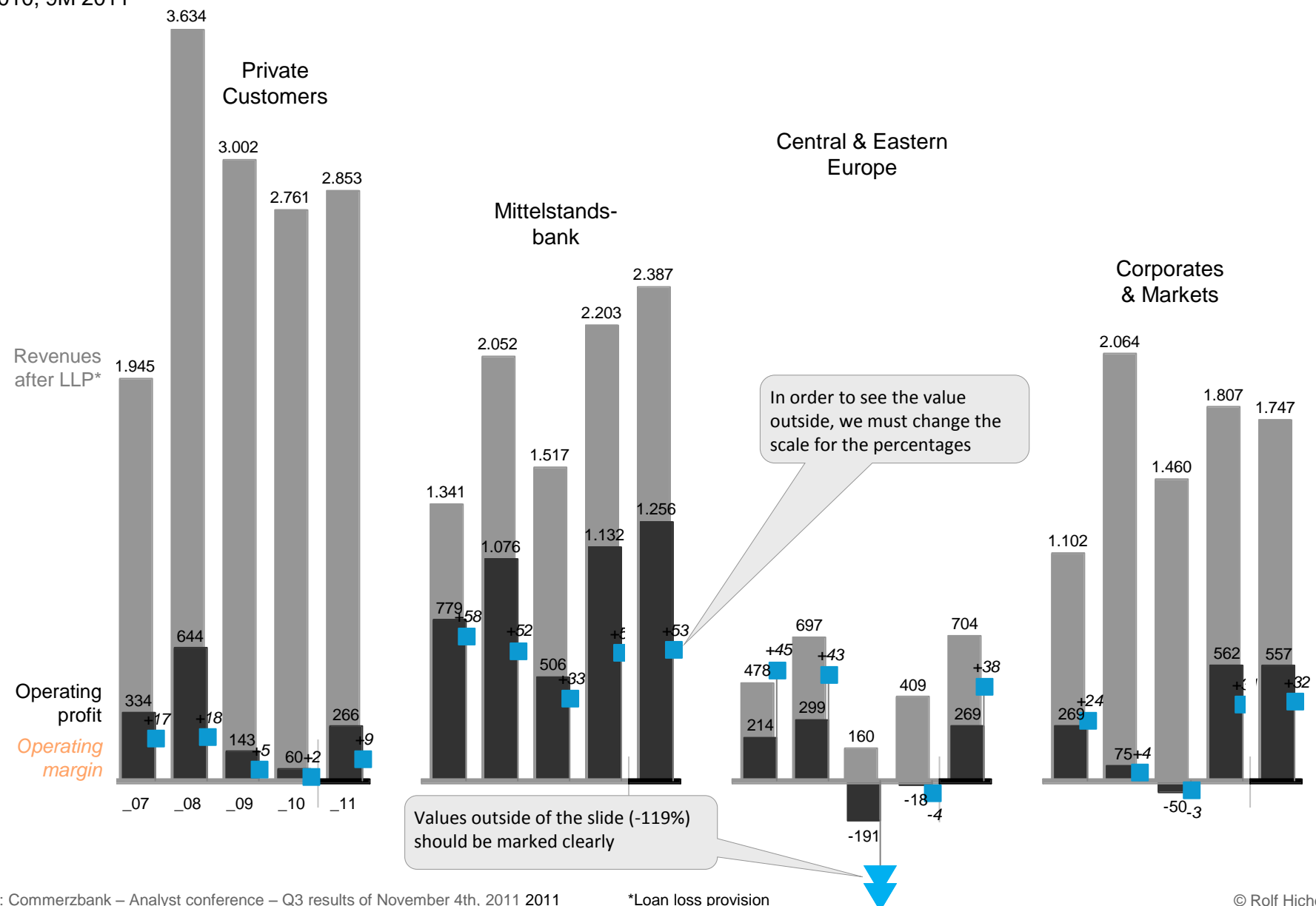
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



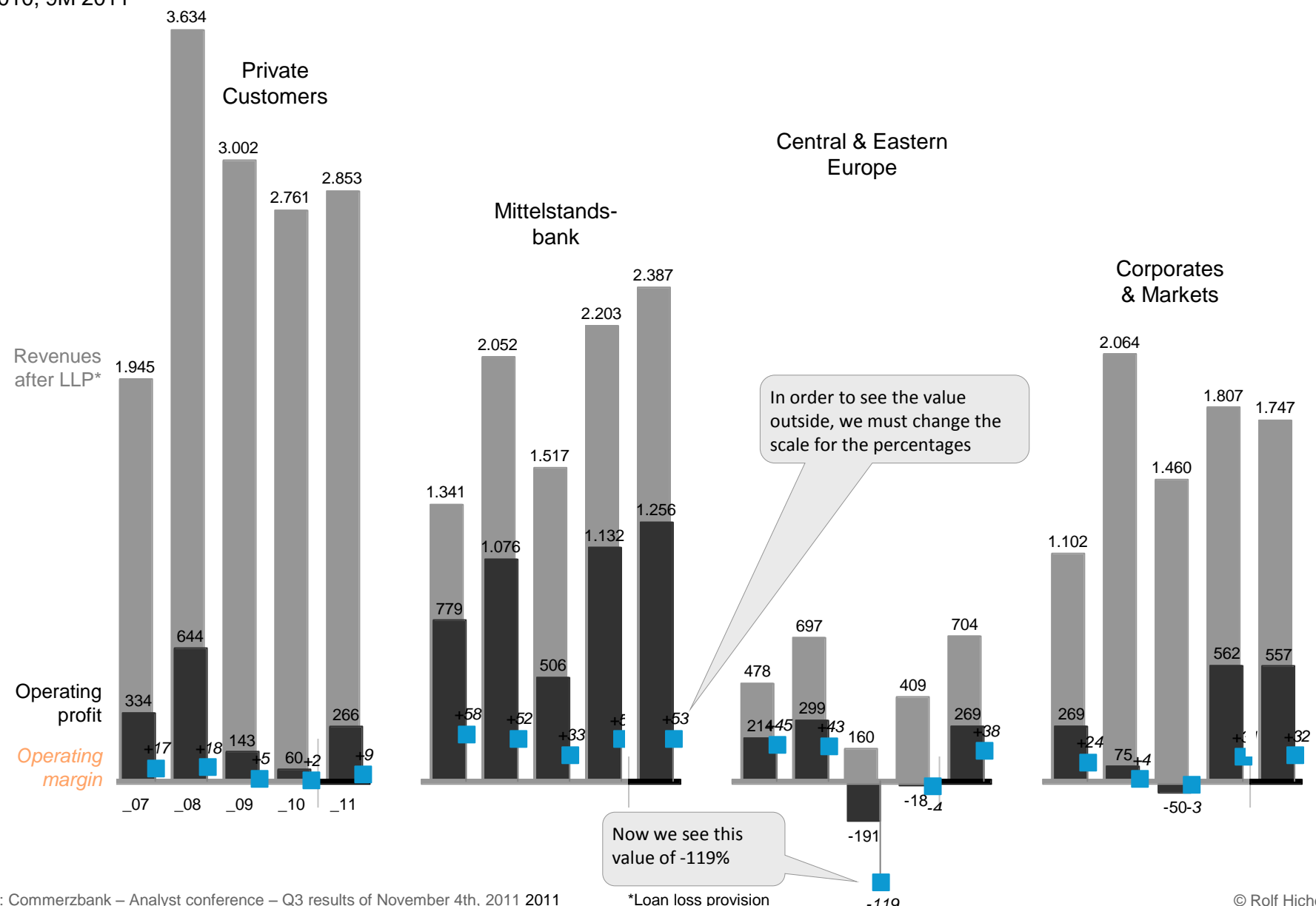
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



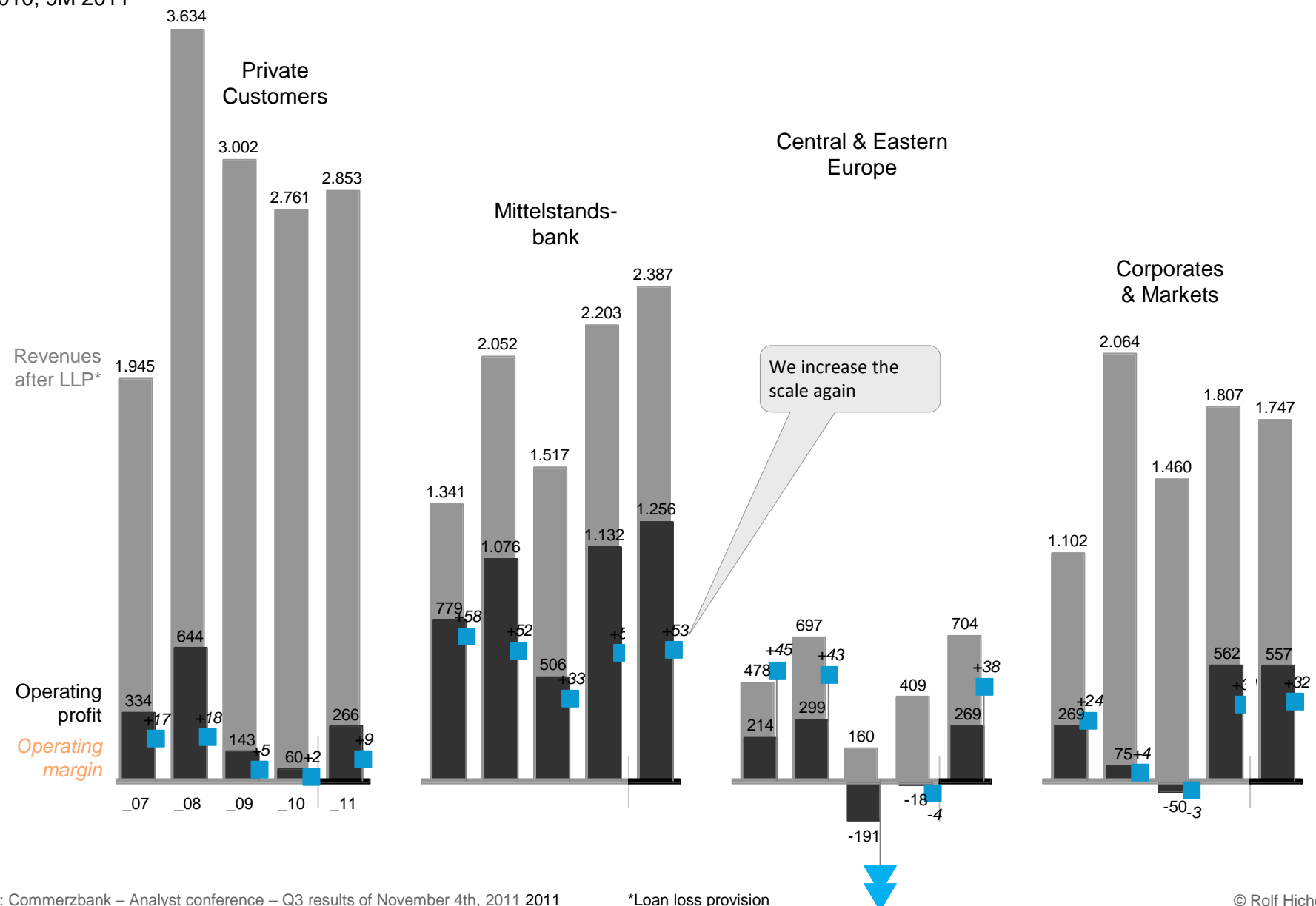
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



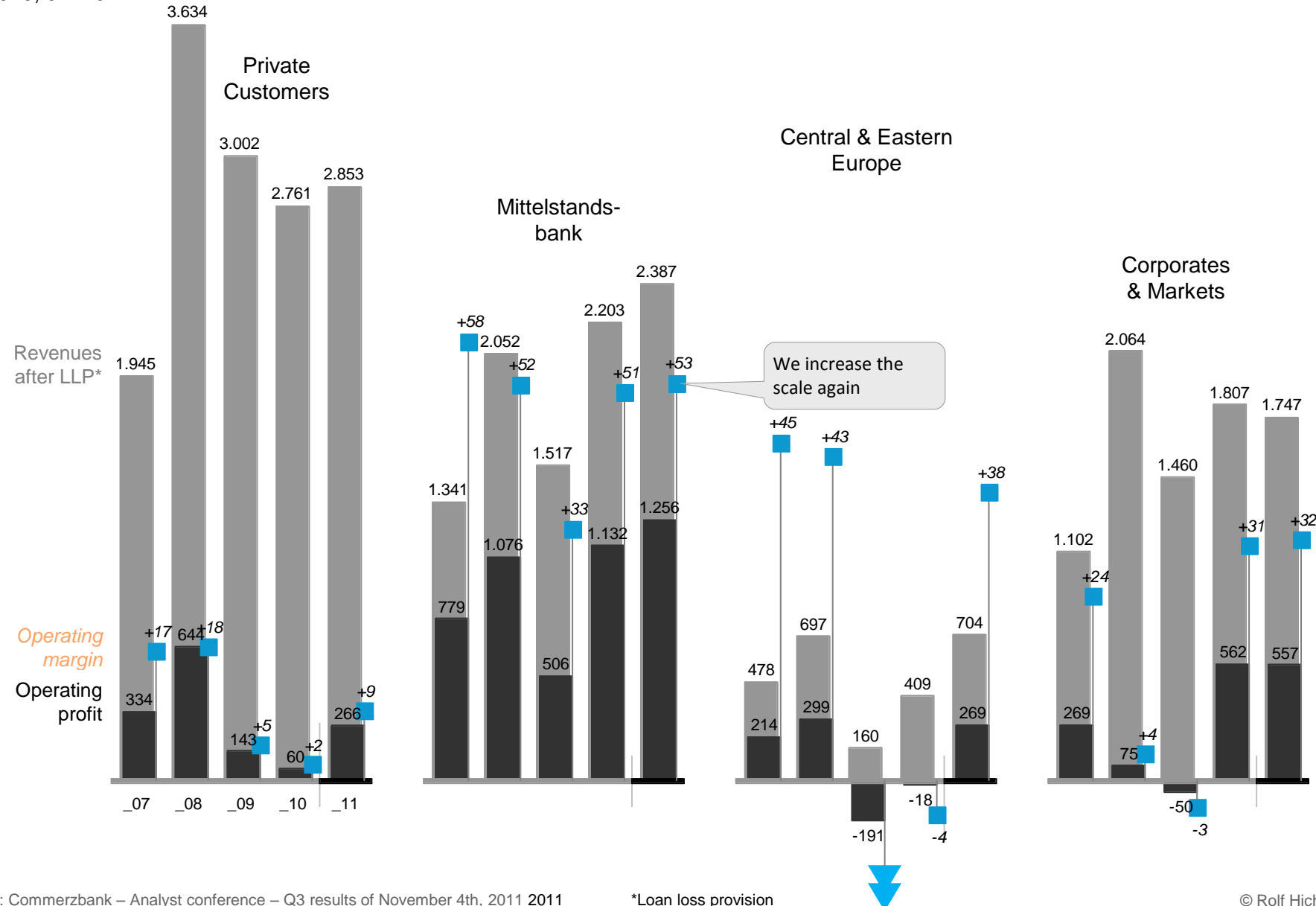
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



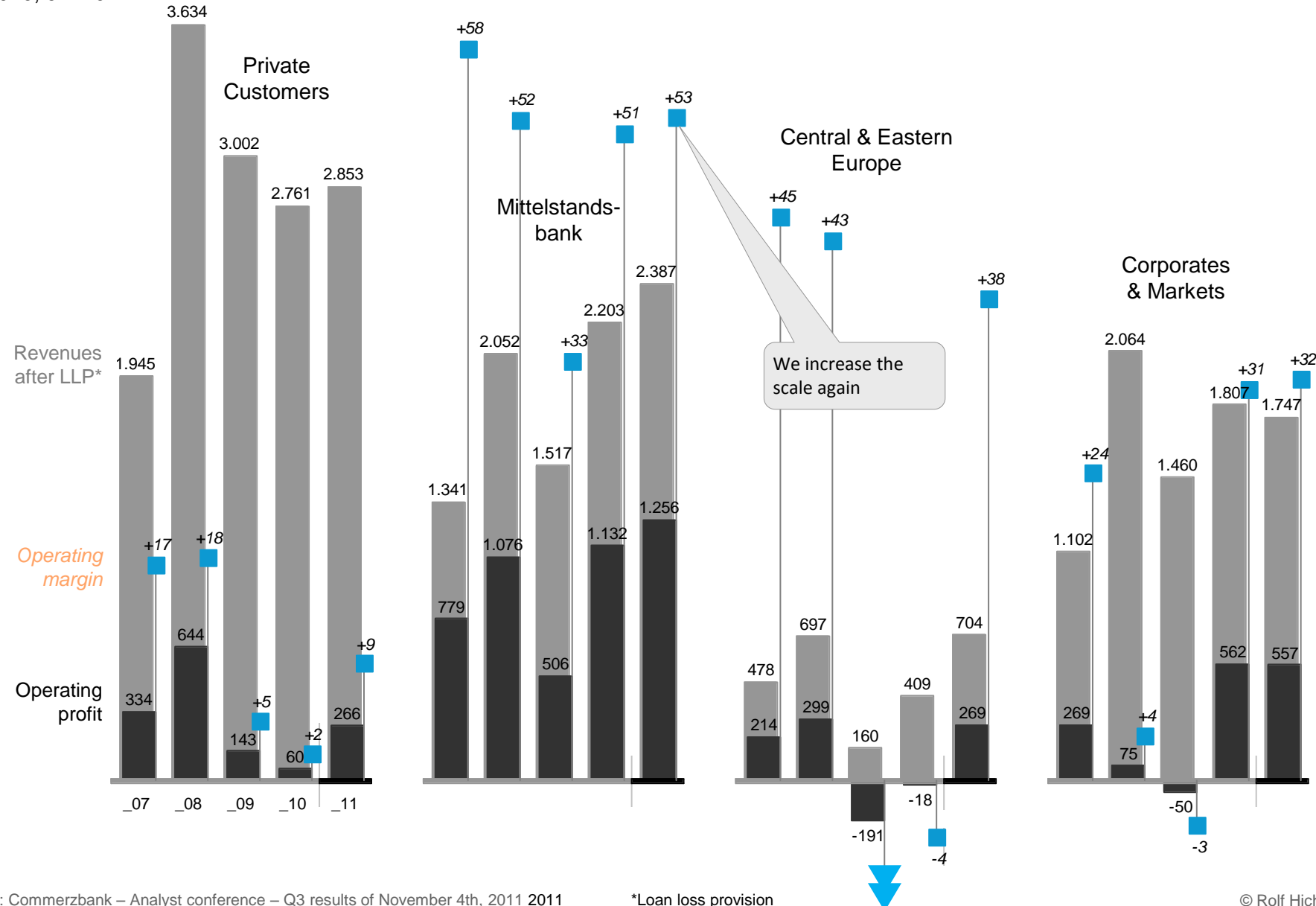
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



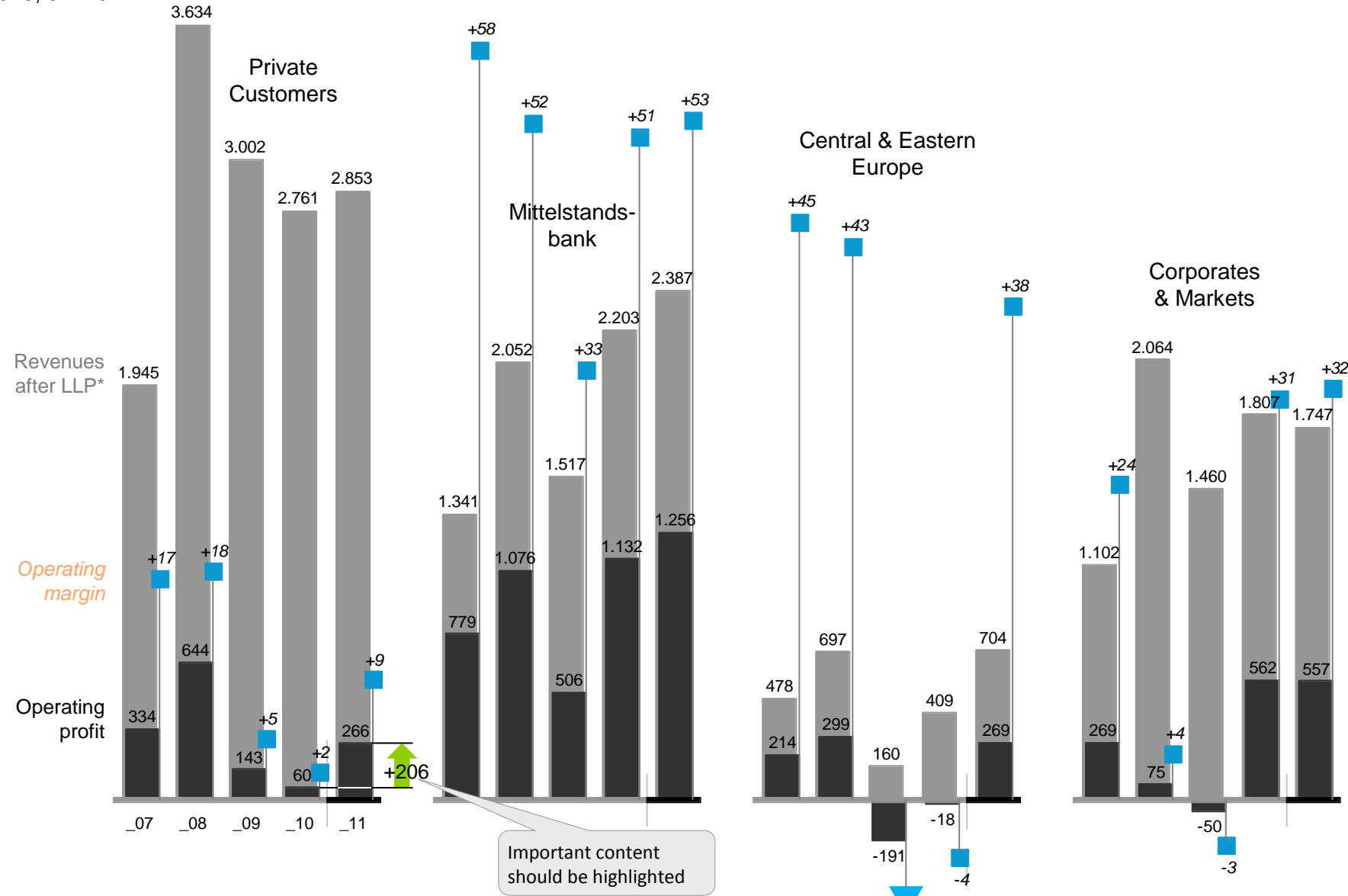
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



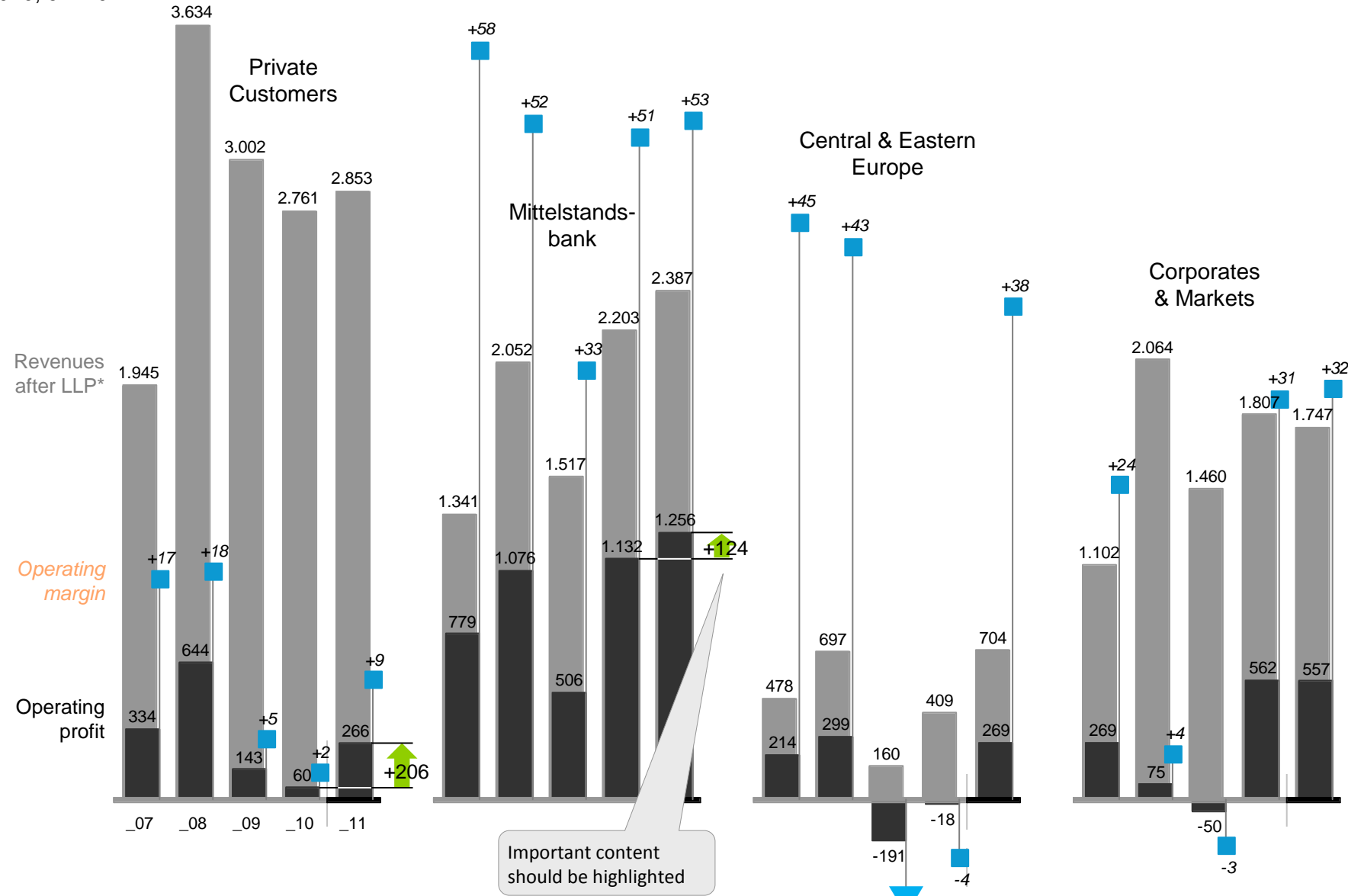
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



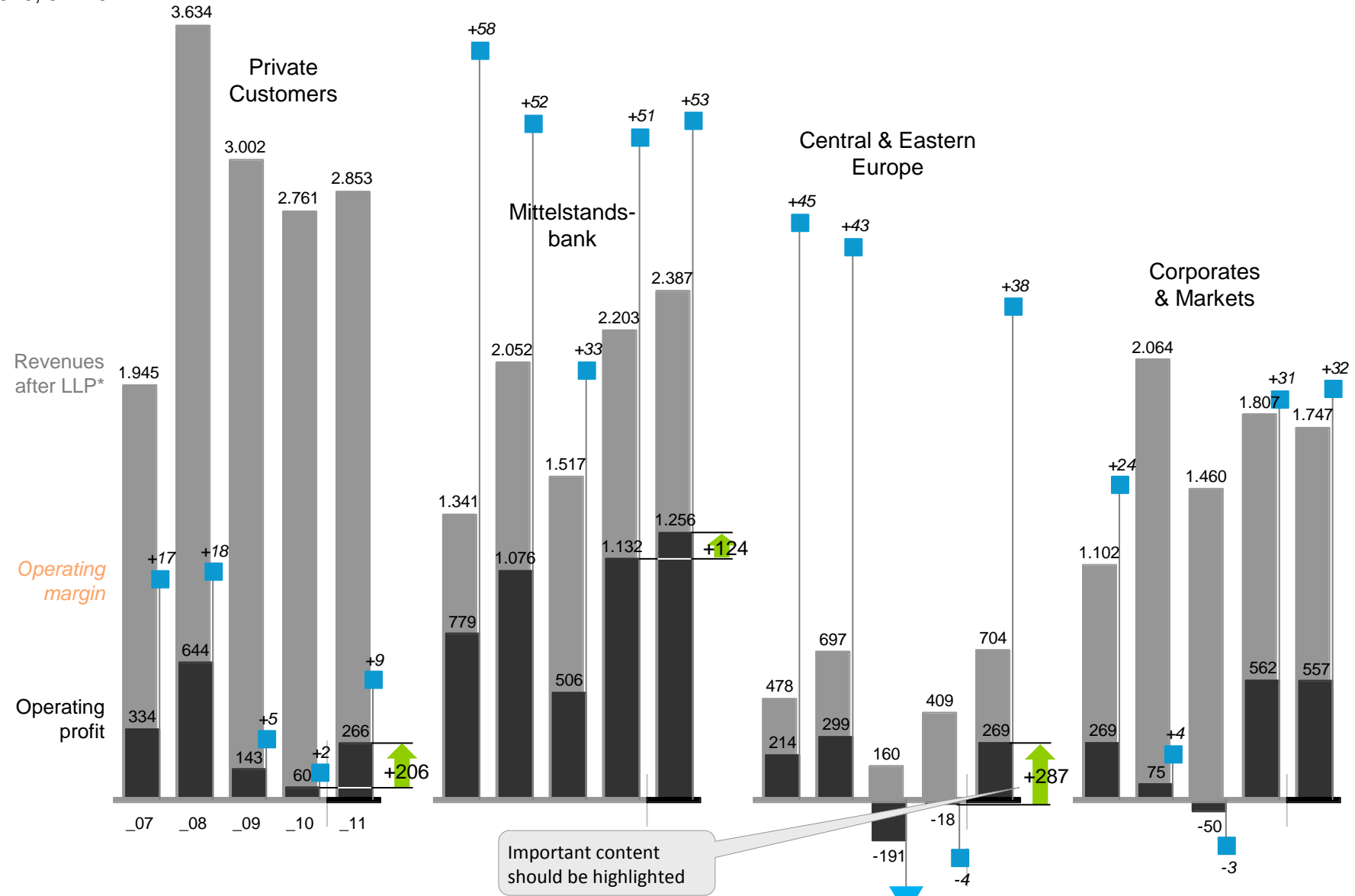
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



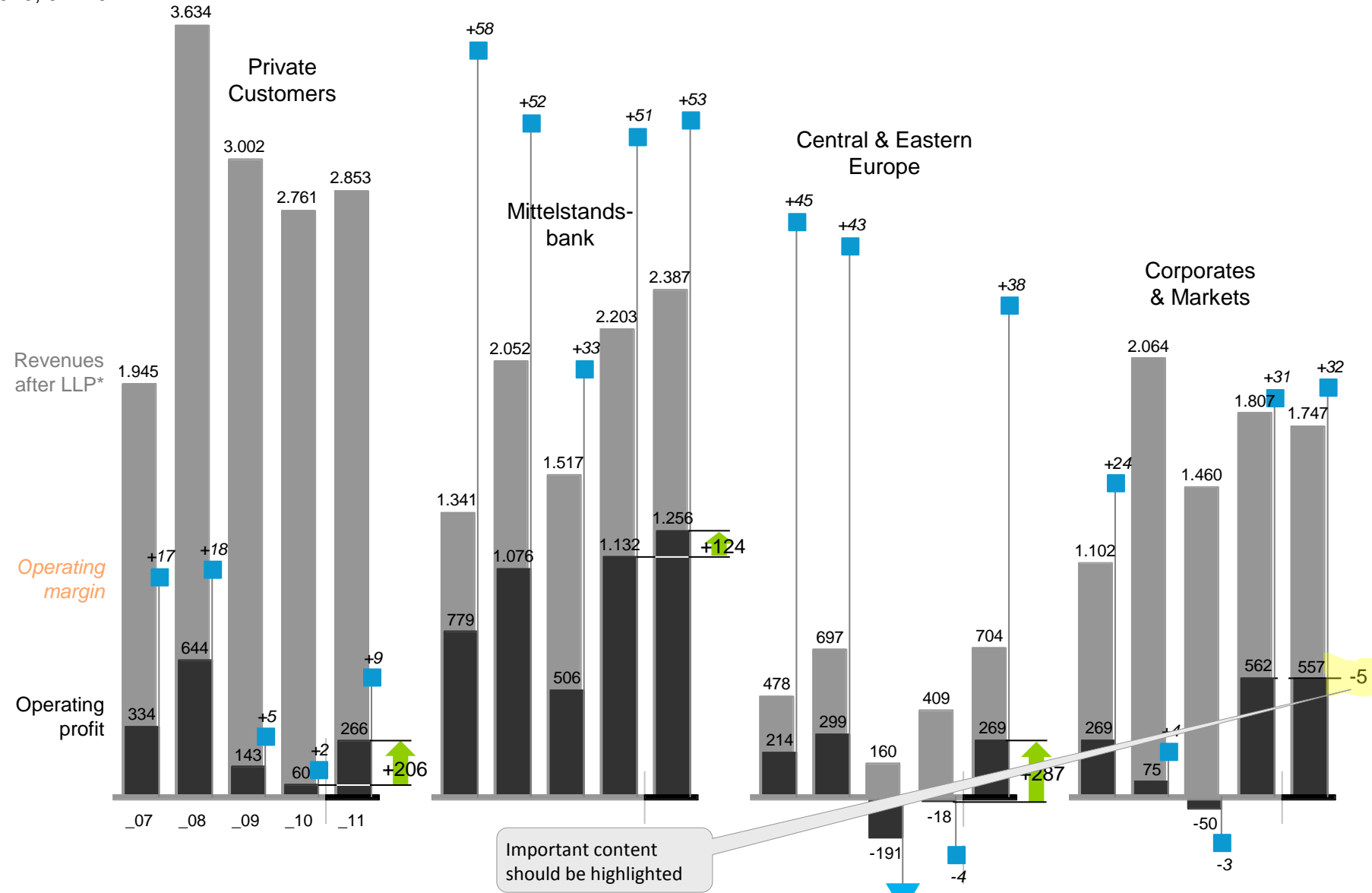
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



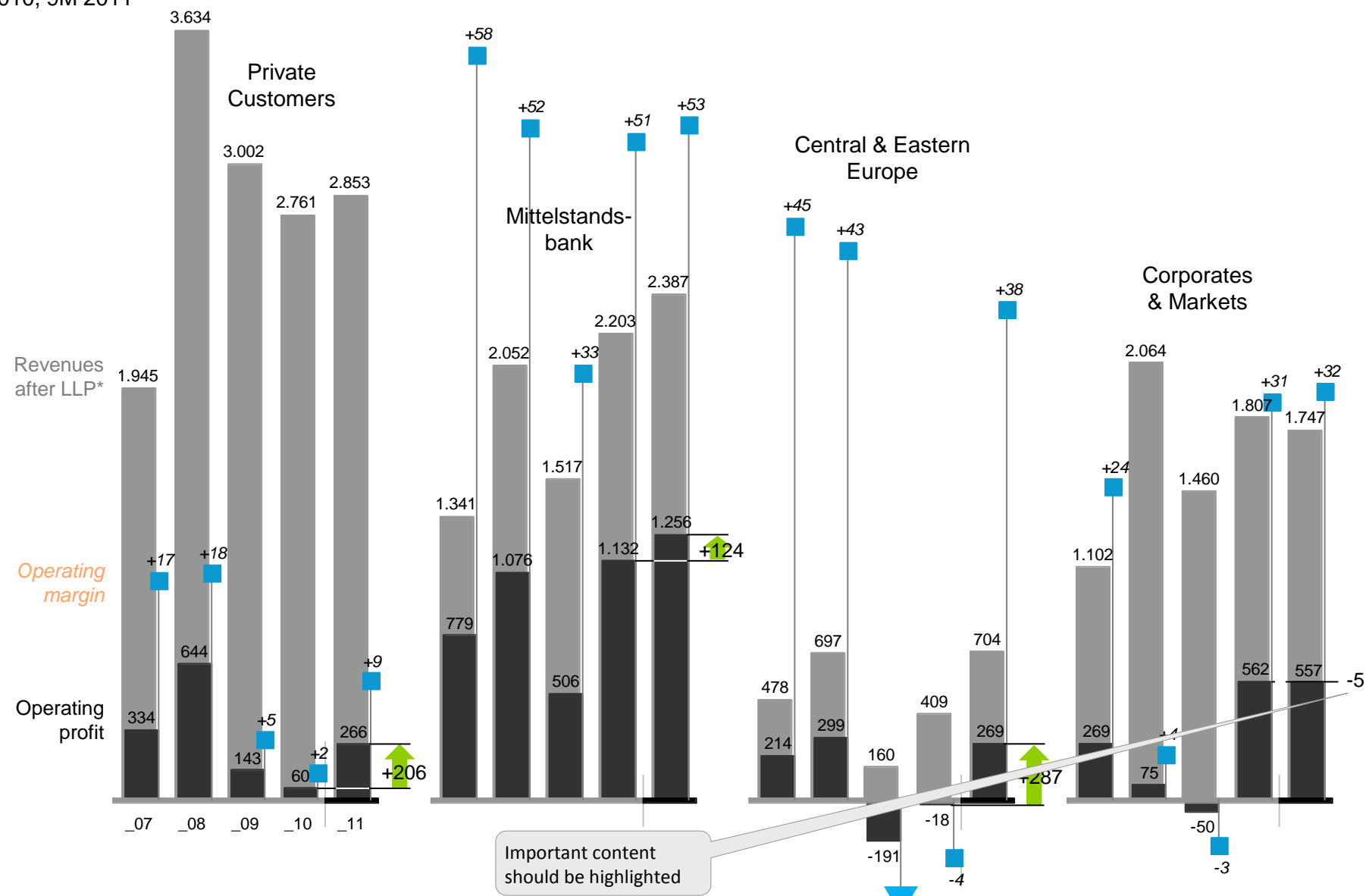
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



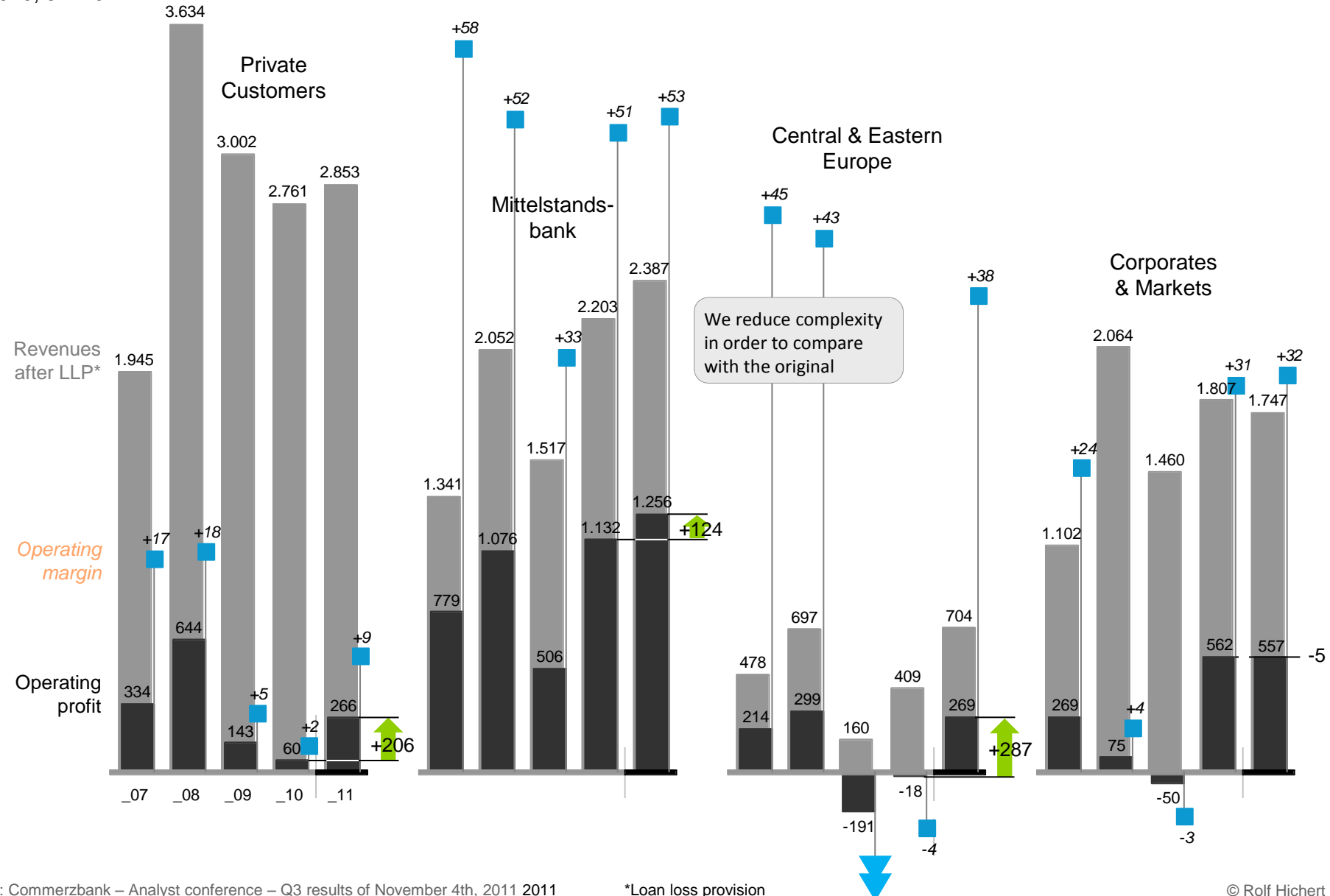
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011

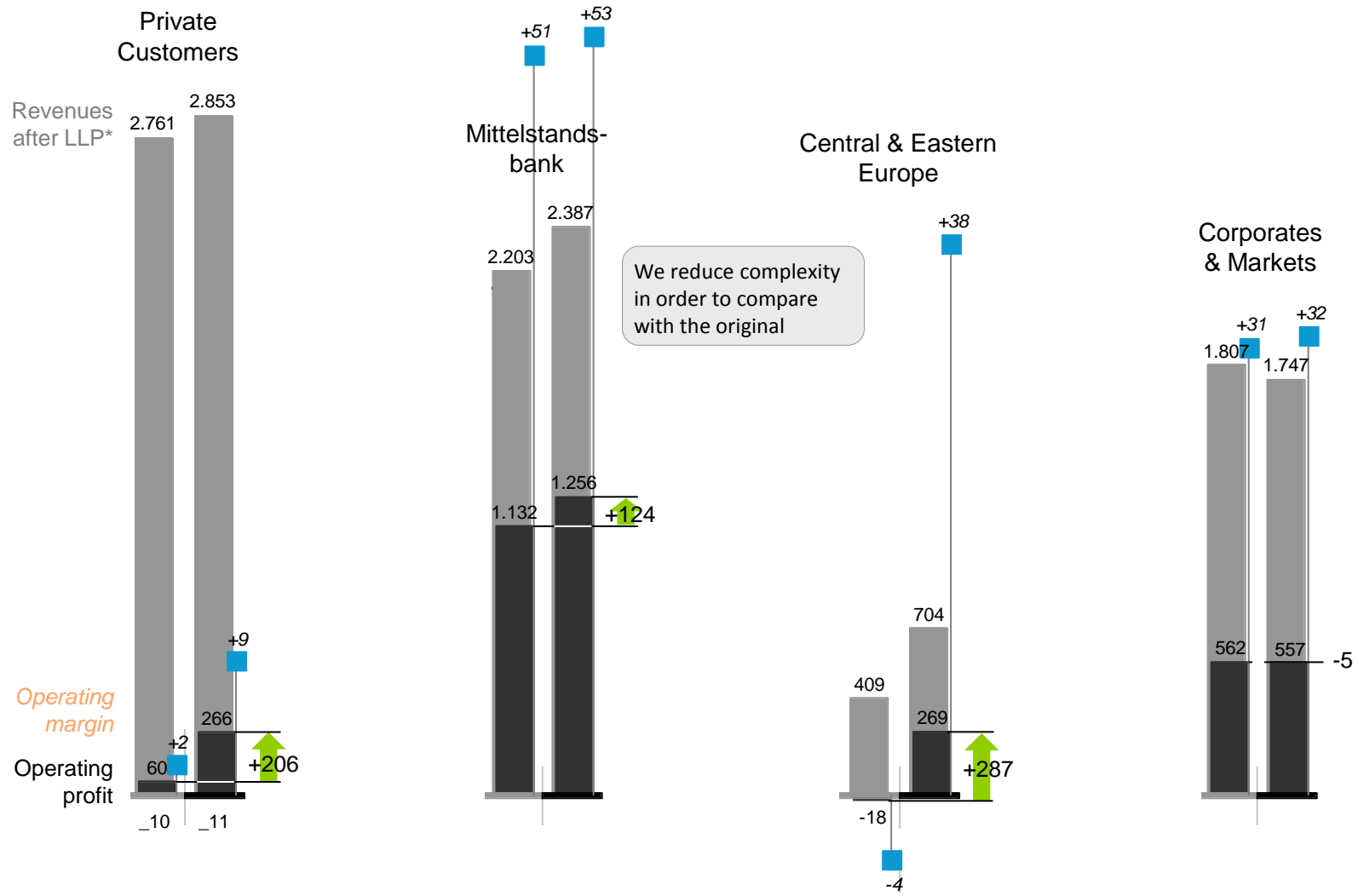


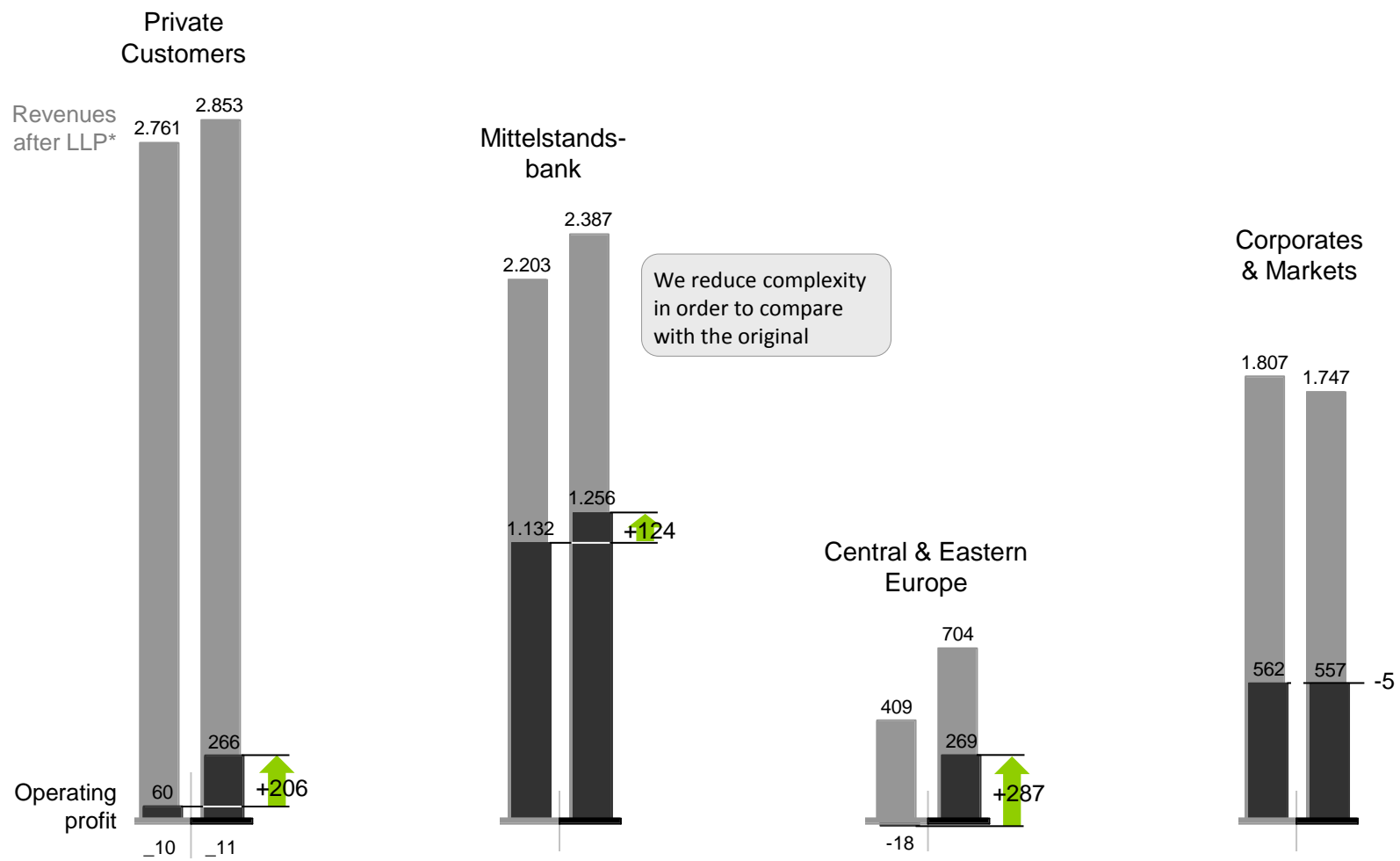
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



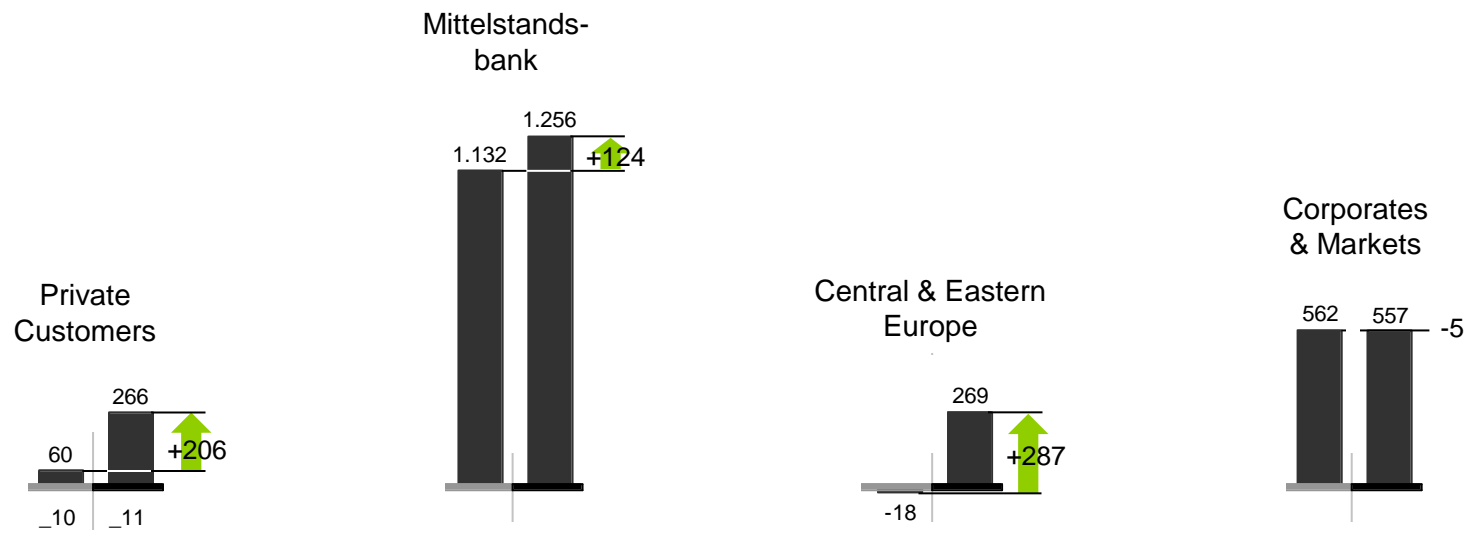
Commerzbank AG
 Core bank by divisions
Operating profit and **revenues** in mEUR
Operating margin in %
 9M 2010, 9M 2011



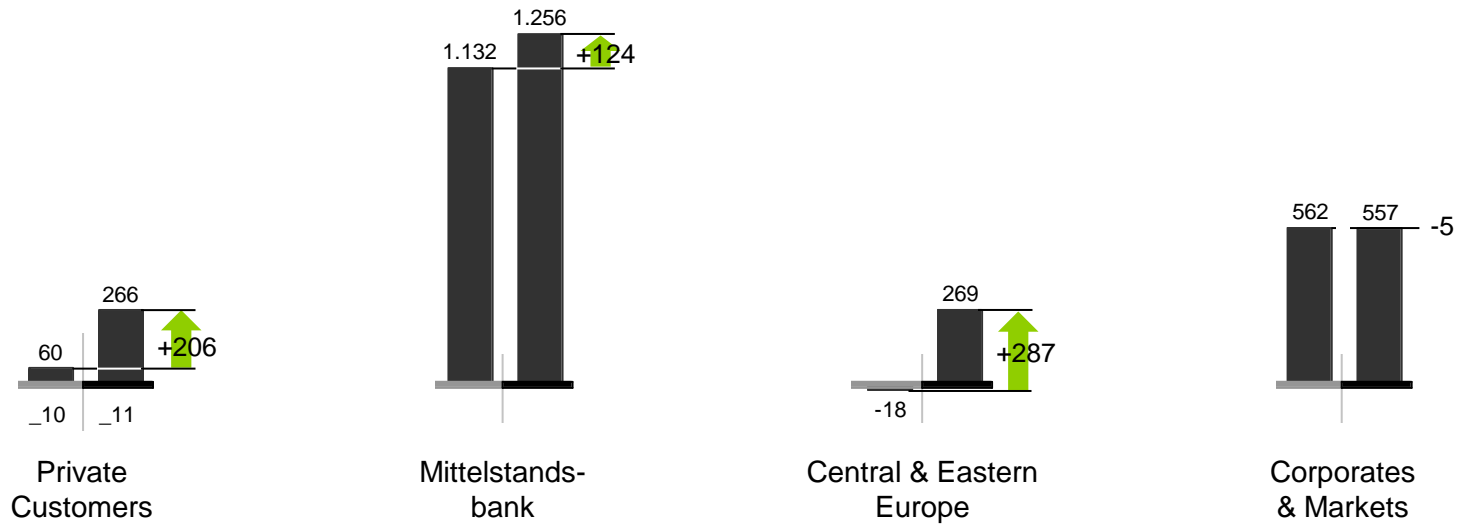




We reduce complexity
in order to compare
with the original

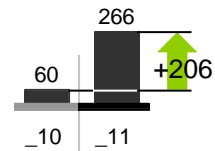


Commerzbank AG
Core bank by divisions
Operating profit in mEUR
9M 2010, 9M 2011

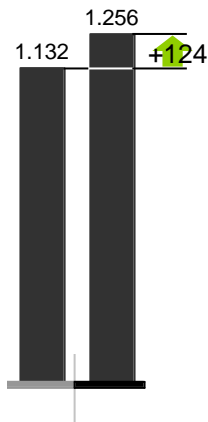


Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011

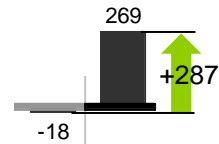
We add the over-
all message of this
slide



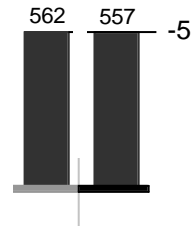
Private
Customers



Mittelstands-
bank



Central & Eastern
Europe

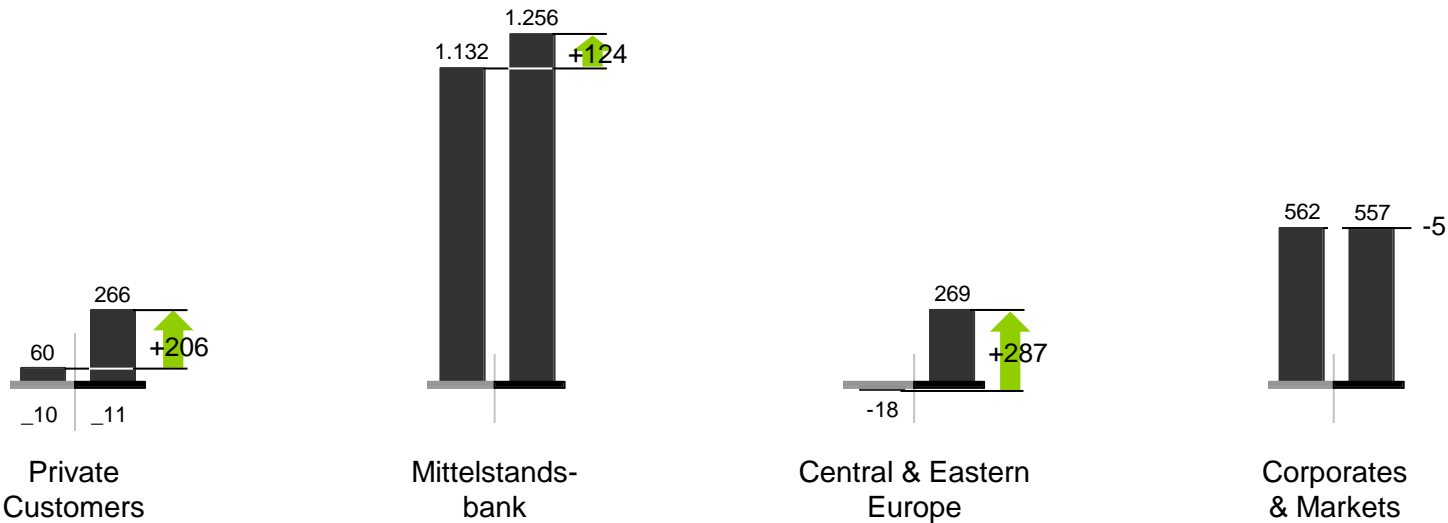


Corporates
& Markets

In three of our four divisions we could achieve...

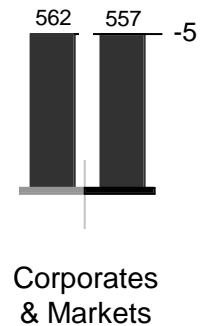
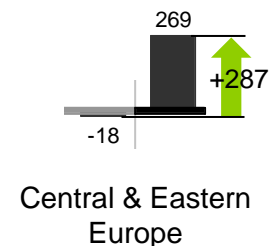
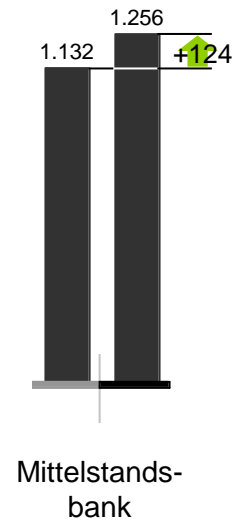
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011

We add our overall message of this slide



In three of our four divisions we could achieve...

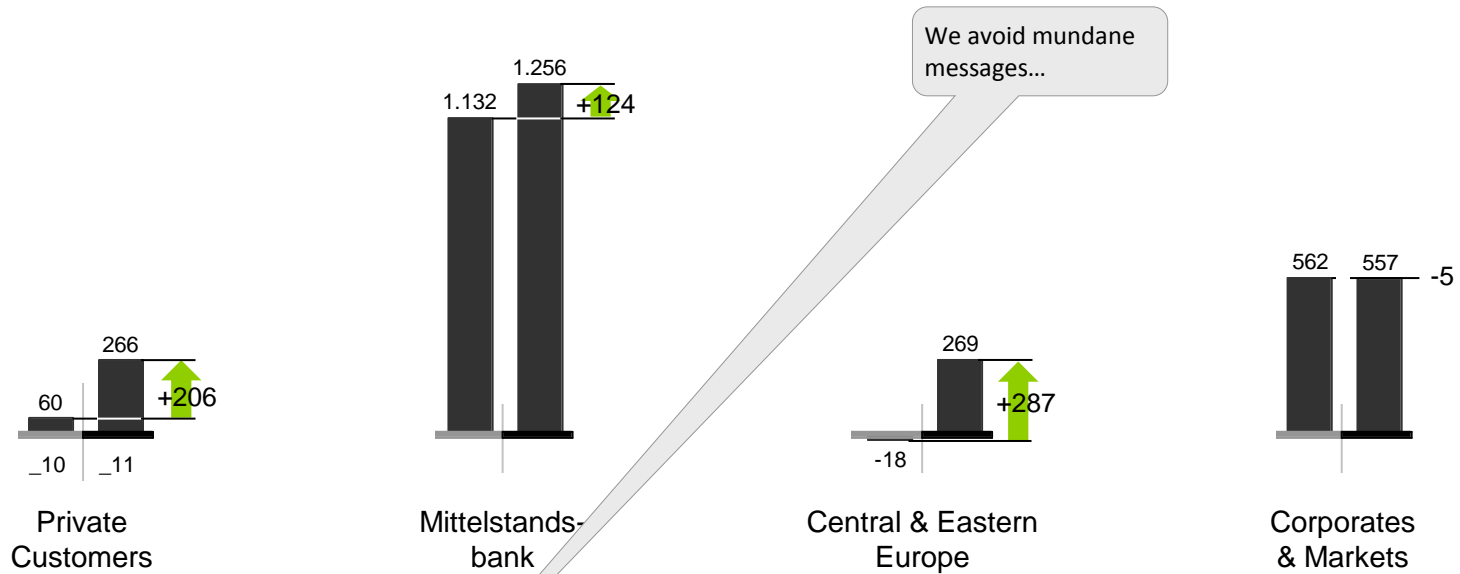
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



We avoid mundane messages...

In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



1.1.3 Say messages of interest, avoid mundane messages

"Our project has four phases"

"We had a peak in April"

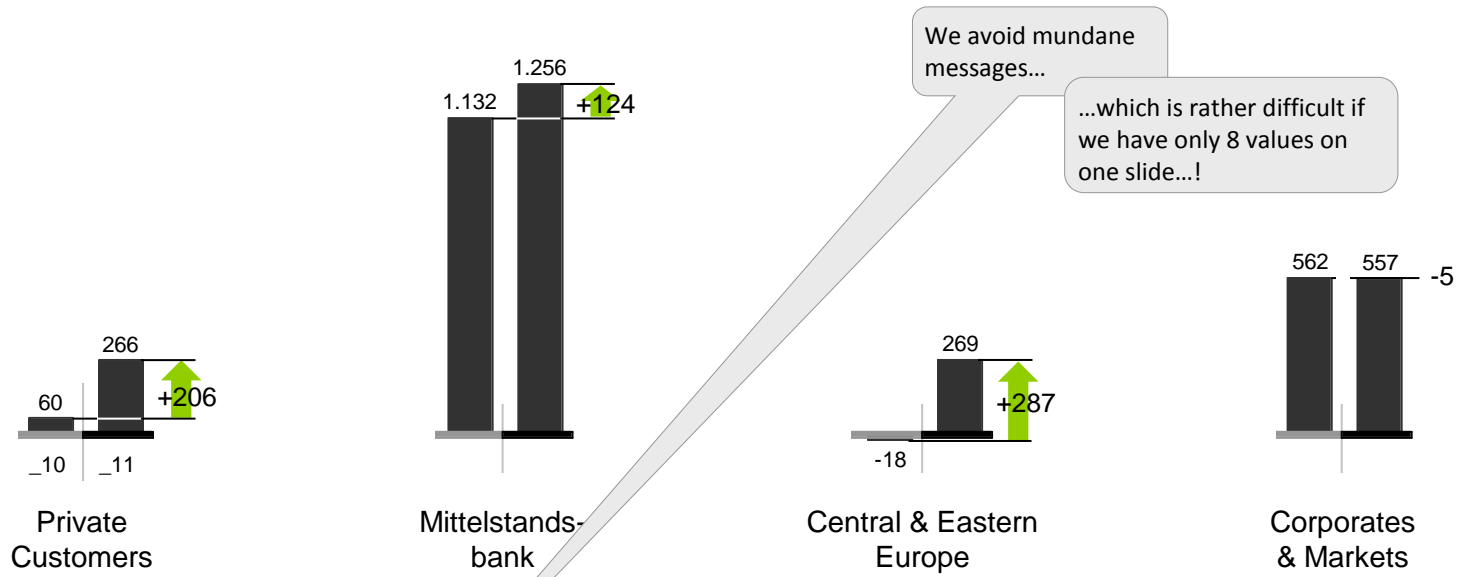
"We should invest in five more people in order to..."

"We can avoid the peak in April by using..."

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In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



We avoid mundane messages...
...which is rather difficult if we have only 8 values on one slide...!

1.1.3 Say messages of interest, avoid mundane messages

A

B

C

D

J F M A M

"Our project has four phases"

"We should invest in five more people in order to..."

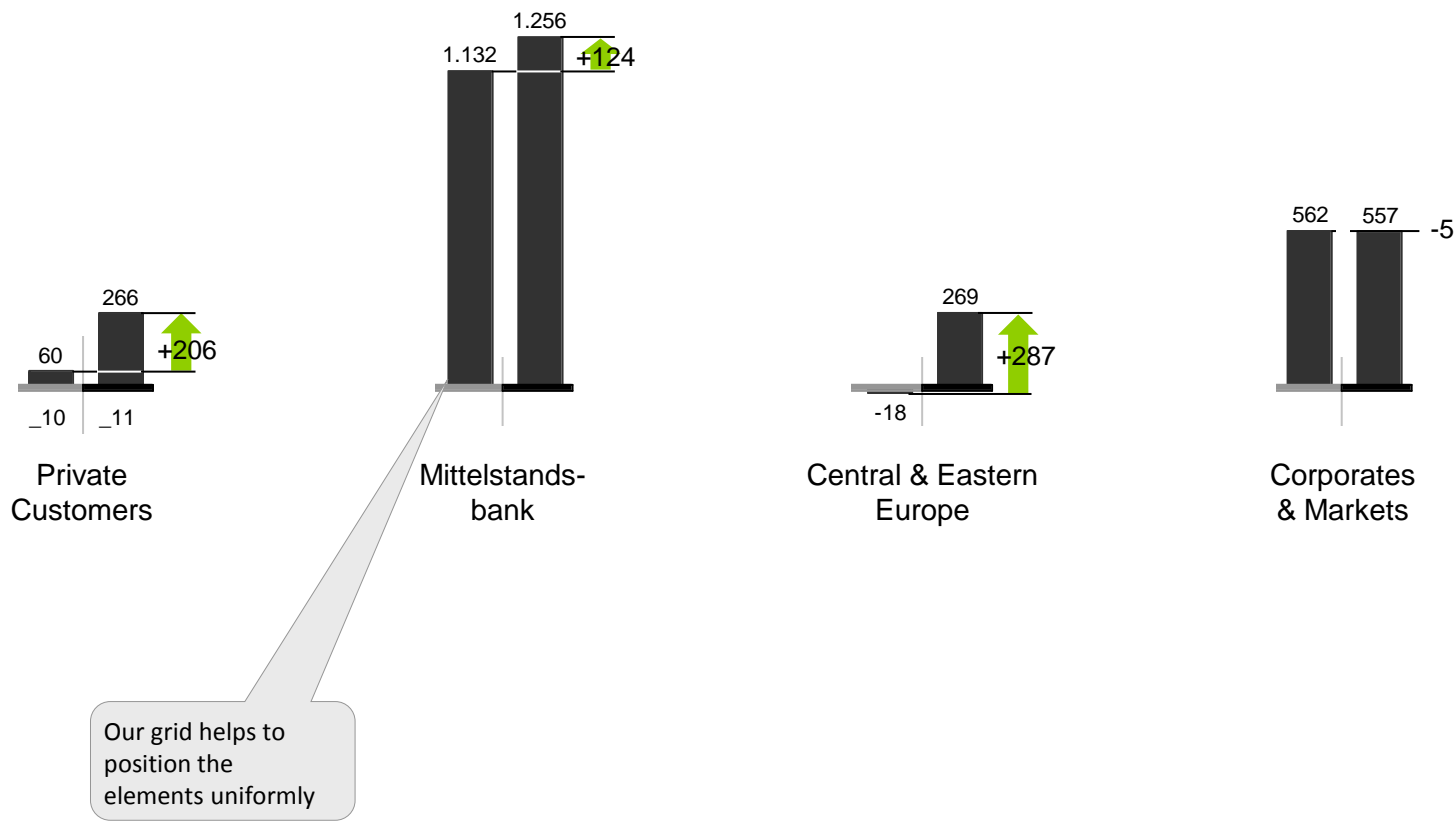
"We had a peak in April"

"We can avoid the peak in April by using..."

www.success.hichert.com

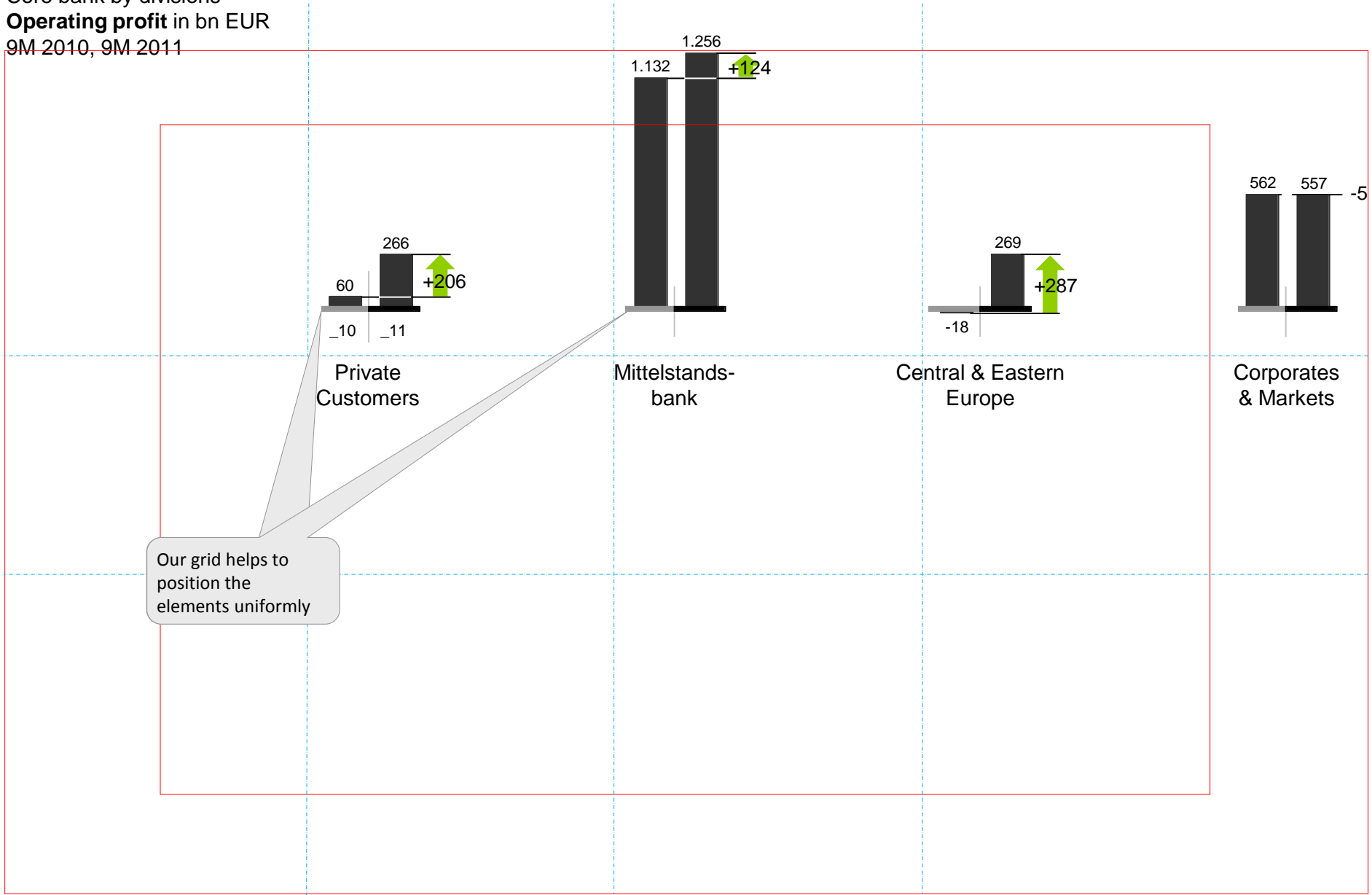
In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



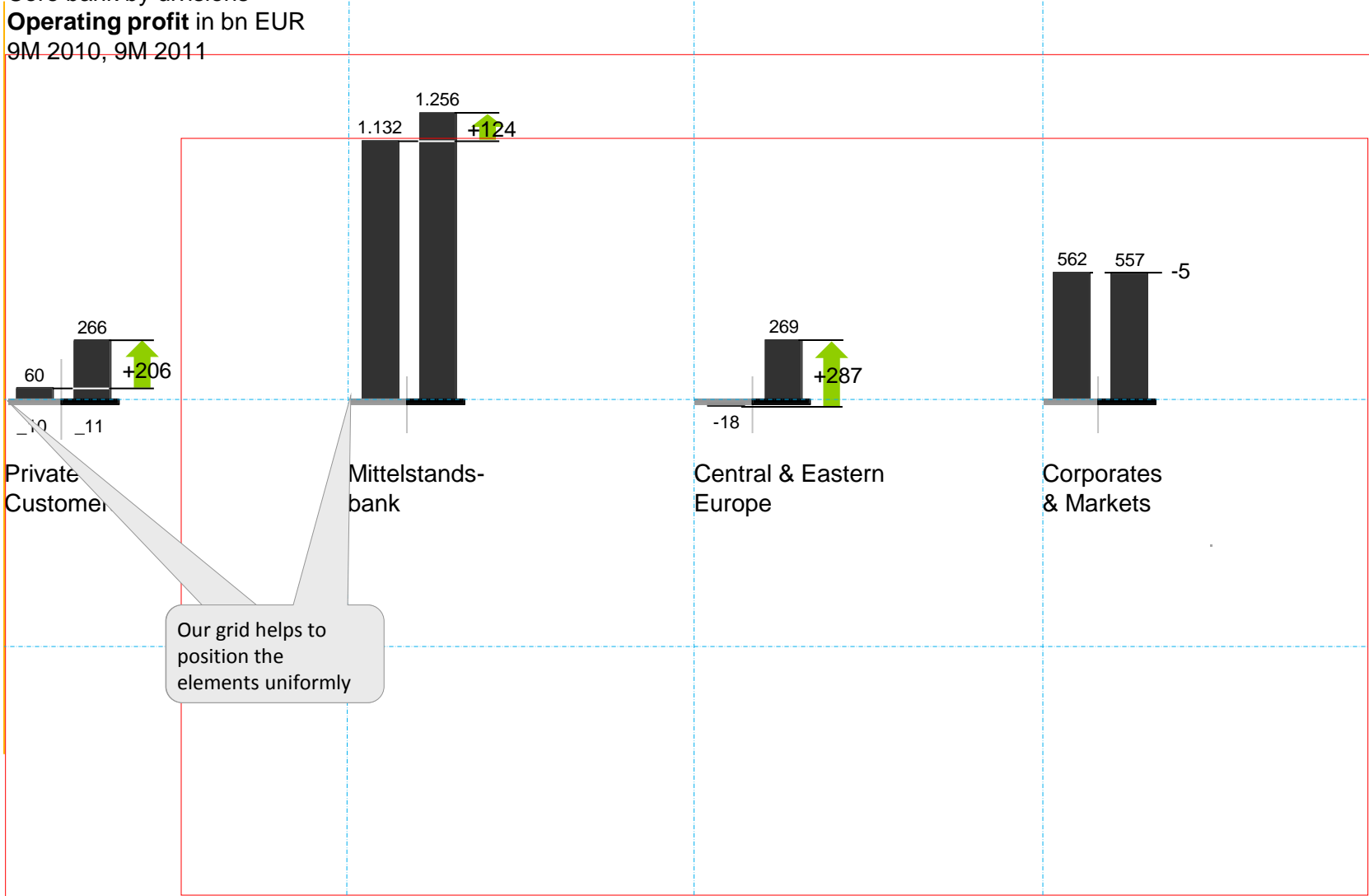
In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



In three of our four divisions we could achieve...

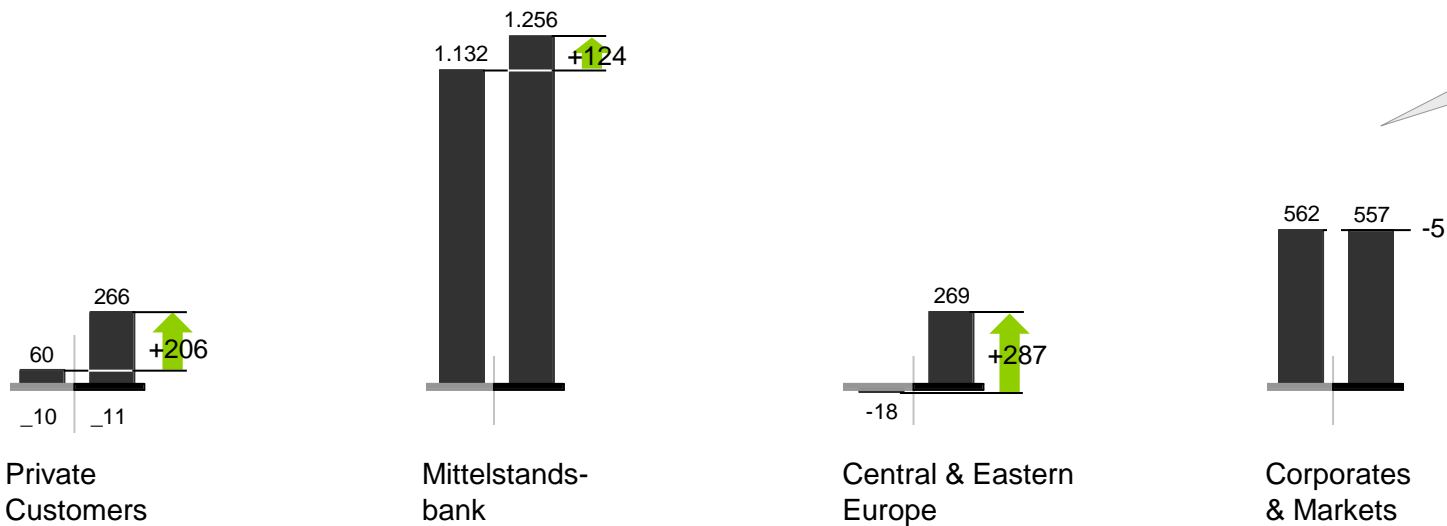
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



Our grid helps to position the elements uniformly

In three of our four divisions we could achieve...

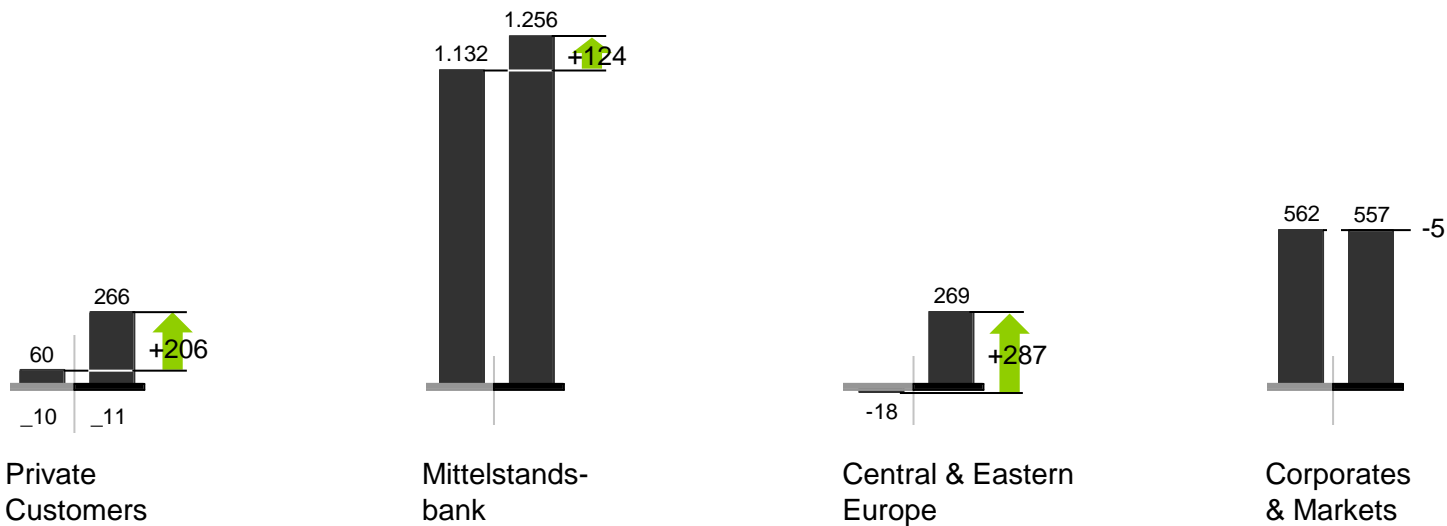
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



This could be the **presentation slide** – with or without the message

In three of our four divisions we could achieve...

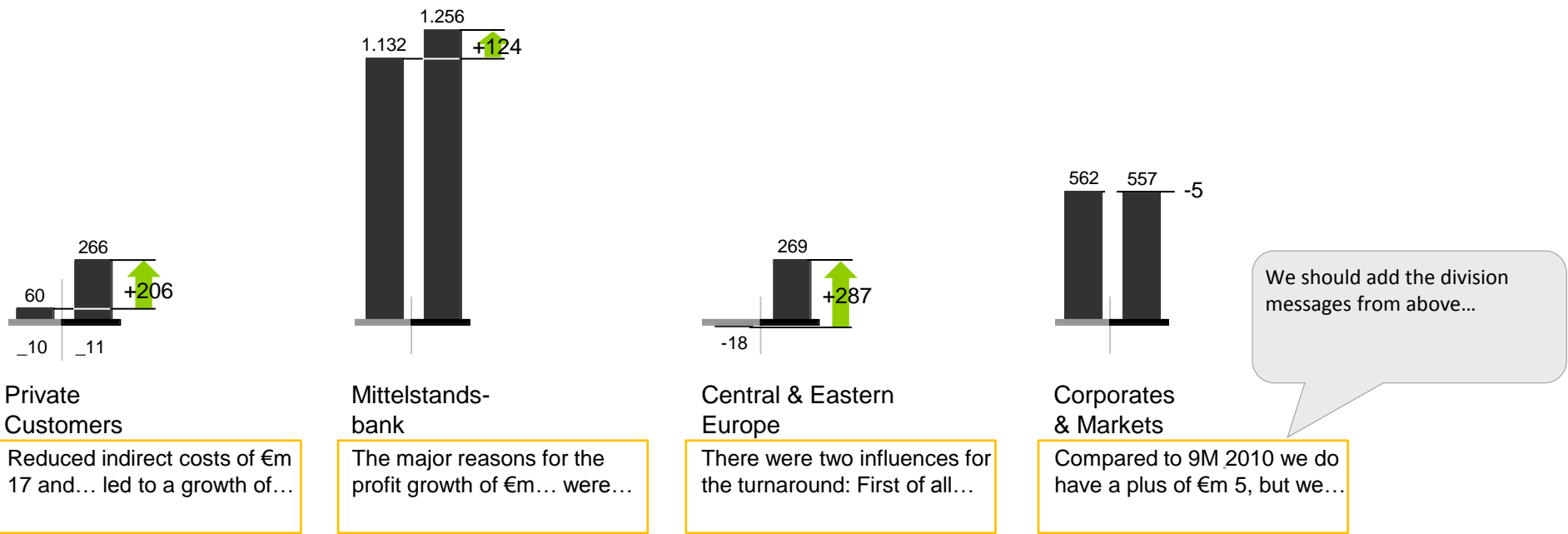
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



We should add the division messages from above...

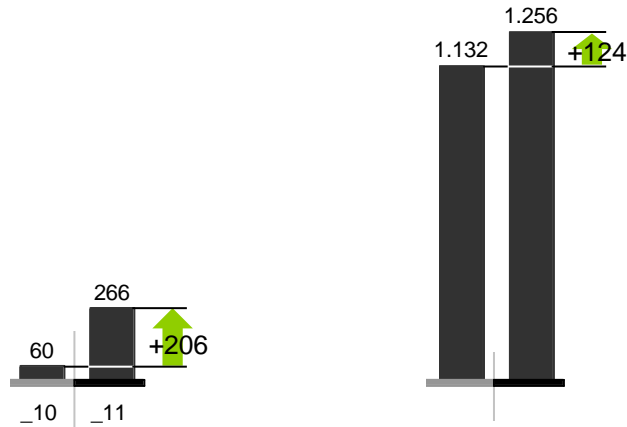
In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



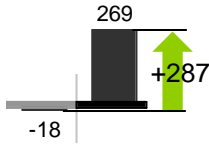
Private Customers

Reduced indirect costs of €m 17 and... led to a growth of...



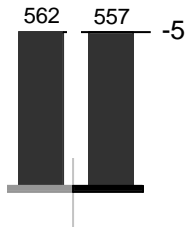
Mittelstands-bank

The major reasons for the profit growth of €m... were...



Central & Eastern Europe

There were two influences for the turnaround: First of all...



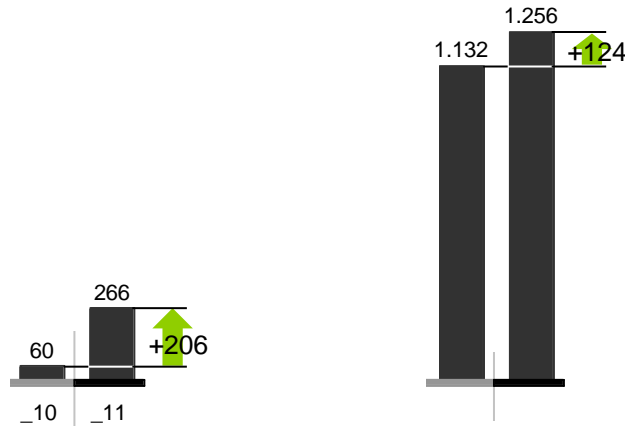
Corporates & Markets

Compared to 9M 2010 we do have a plus of €m 5, but we...

We should add the division messages from above as well as explanatory texts when this is used in a **handout**

In three of our four divisions we could achieve...

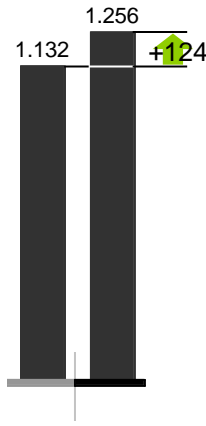
Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



Private Customers

Reduced indirect costs of €m 17 and... led to a growth of...

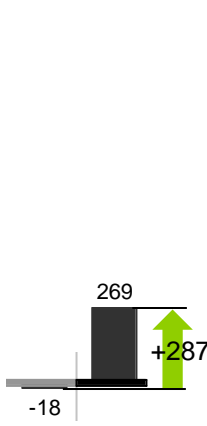
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Mittelstands-bank

The major reasons for the profit growth of €m... were...

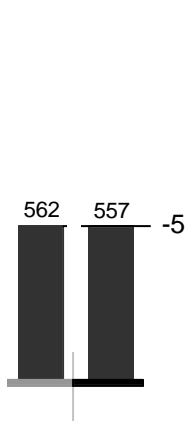
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Central & Eastern Europe

There were two influences for the turnaround: First of all...

2010: Et justo duo dol ores et ea rebum. Stet clita kasd gub erg ren, no sea takimata sanctu s est Lorem
2011: Dolor sit amet. Lorem ip sum dolor sit amet
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Corporates & Markets

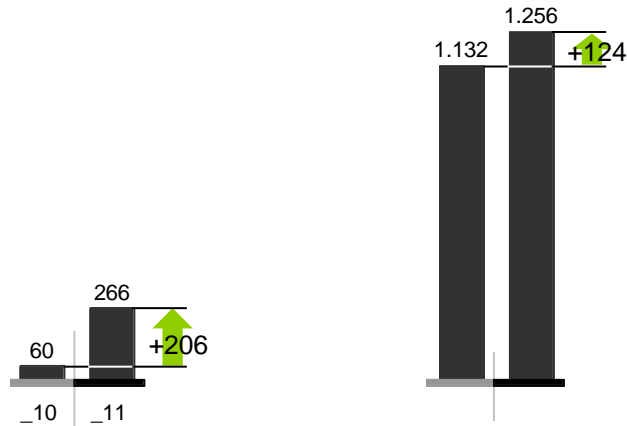
Compared to 9M 2010 we do have a plus of €m 5, but we...

2010: Sanctus est Lorem ipsum dolor sit
2011: Lorem ipsum do lor sit amet, cons et etur sadipscing elitr, sed diam nonumy eir mod
Tempor: invidunt ut ad as d asdfa sdasdaasd, Lorem ipsum do lor sit amet, cons et etur

We should add the division messages from above plus explanatory texts when this is used in a **handout**

In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011



Private Customers

Reduced indirect costs of €m 17 and... led to a growth of...

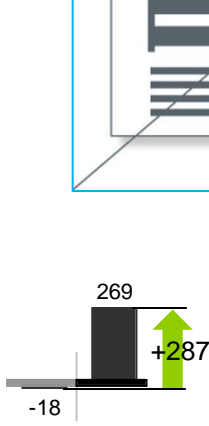
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2011: Nonumy eirmod te mpor invidunt ut lab ore et dolore magna a liq uyam erat, sed
Voluptua: At vero eos et ac cusam et justo duo d olore s et ea re bum. Stet



Mittelstands-bank

The major reasons for the profit growth of €m... were...

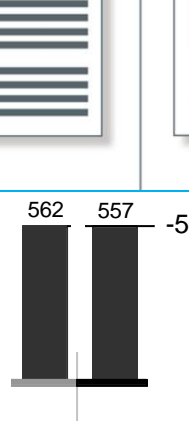
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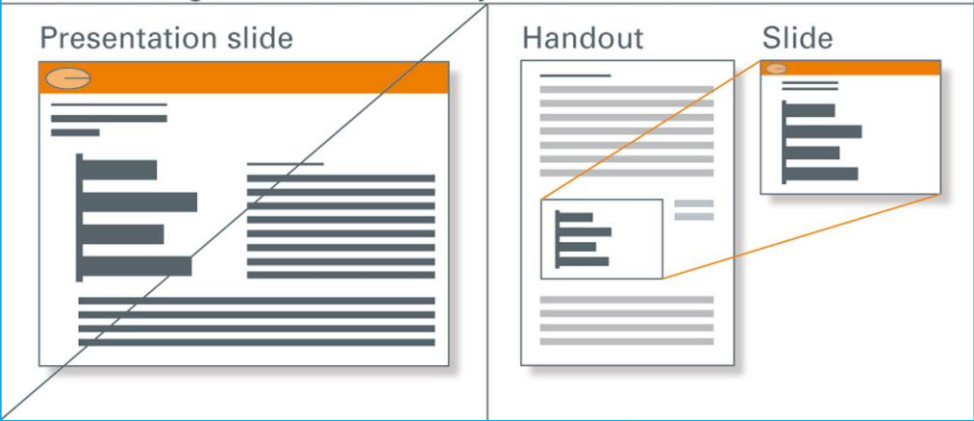


Corporates & Markets

Compared to 9M 2010 we do have a plus of €m 5, but we...

2010: Sanctus est Lorem ipsum dolor sit
2011: Lorem ipsum do lor sit amet, cons et etur sadipscing elitr, sed diam nonumy eir mod
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1.4.4 Use long text in handouts only, avoid them in slides



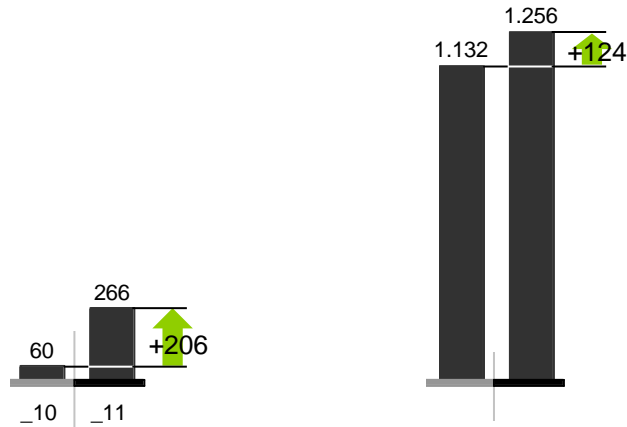
www.success.hichert.com

We should add the division messages from above plus explanatory texts when this is used in a **handout**

In three of our four divisions we could achieve...

Commerzbank AG
Core bank by divisions
Operating profit in bn EUR
9M 2010, 9M 2011

We compare with the original slide...



Private Customers

Reduced indirect costs of €m 17 and... led to a growth of...

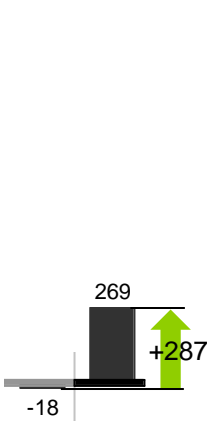
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2011: Nonumy eirmod te mpor invidunt ut lab ore et dolore magna a liq uyam erat, sed
Voluptua: At vero eos et ac cusam et justo duo d olore s et ea re bum. Stet



Mittelstands-bank

The major reasons for the profit growth of €m... were...

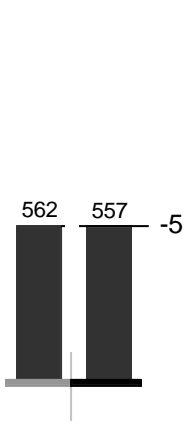
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Corporates & Markets

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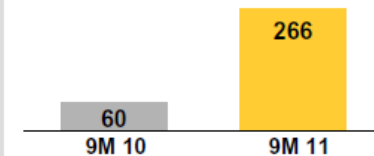
Core Bank with significantly improved result

This is the original slide

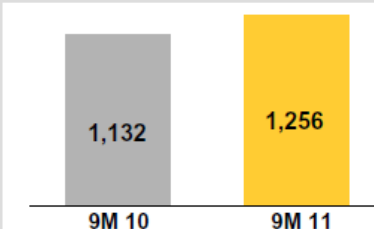


Private Customers benefits from lower costs

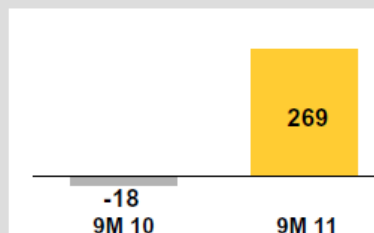
Operating profit
in € m



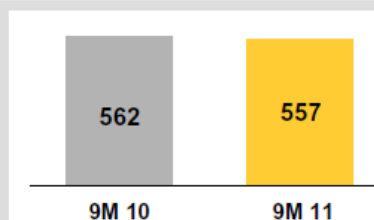
Mittelstandsbank continues to generate strong results



Central & Eastern Europe continues positive operating trend



Corporates & Markets with comparably resilient business model



If you would like to see more visit us at www.hichert.com – or go directly to www.vorher-nachher.hichert.com

There you also will find one of the Excel charts used here, which was produced by Björn Rick. These Excel charts are based on the Excel master templates developed by Holger Gerths.

I received critical and helpful comments from my HCC partners Lars Schubert, Michael Schwanz, Heinz Steiner and Markus Wolff – see www.hcc.hichert.com.

Regards,
Rolf Hichert

2012-01-31



rolf.hichert@hichert.com

www.hichert.com

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