

BANKING/ FINANCE

Deutsche Bank CEO Reverses Course With Overhaul to Raise Capital



SHUTTERSTOCK

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by Steven Arons and Stephen Morris

Deutsche Bank AG Chief Executive Officer John Cryan is reversing course less than two years into his strategy, announcing an overhaul that includes offering \$8.5 billion in stock, selling part of the asset management business and reintegrating Postbank.

"It's a positive step forward that we take the brave step of admitting we were going in the wrong direction," Cryan said on Sunday. The CEO named two deputies to help him implement the shift, which he said he intends to see through to fruition. "I don't intend to go anywhere."

Germany's largest lender will keep the Postbank consumer division and still aim to reduce total costs to \$23.3 billion by 2018, the Frankfurt-based company said. Chief Financial Officer Marcus Schenck, 51, and Christian Sewing, who oversees wealth management and consumer banking, will become co-deputy CEOs. The company will find a new CFO "in due course."

Cryan, 56, had unsuccessfully sought to sell Postbank to avoid tapping shareholders for extra cash. Deutsche Bank has posted more than \$8.5 billion of net losses in the past two years as Cryan, who took over in 2015, settled misconduct investigations and scaled back capital-intensive debt-trading businesses.

"A strong capital base is essential if we're to succeed in charting this strategy," Cryan wrote in a letter to employees. The share sale will "remove a major source of uncertainty. That should make us significantly more attractive for our clients."

The lender said it will sell a minority stake in its asset management unit through an initial public offering in the next two years. That, along with asset disposals at the investment bank, will help raise another \$2.1 billion of capital. The bank will propose a dividend in May of 20 cents per share.

MANAGEMENT CHANGES

Jeff Urwin, who led the investment banking division, will retire from the management board after a transition period, the bank said. Cryan will take direct oversight for the U.S. operations,

and the firm is recombining its investment banking and trading units after announcing a split of the two in 2015. Schenck will run the combined unit with Garth Ritchie, who currently leads the trading division.

The bank said the share sale would boost its common equity Tier 1 ratio to 14.1 percent and set a new target of "comfortably above" 13 percent. The measure stood at 11.9 percent at the end of 2016, shy of the then-target of 12.5 percent for the end of 2018.

Deutsche Bank plans to issue a prospectus for the share sale on March 20, subject to regulatory approval, and existing shareholders can subscribe to the offering though April 6, according to the statement.

RESTRUCTURING COSTS

The firm plans to cut more than \$2.1 billion of costs from the \$25.5 billion in adjusted expenses it had last year. The bank will cut another 1 billion euros by 2021. It expects \$2.1 billion of severance and restructuring costs, most of which will come over the next two years. The lender plans to place greater focus on corporate clients in investment banking and allocate 65 percent of risk-weighted assets, up from the current 55 percent.

Losses and mounting legal bills raised doubts about Deutsche Bank's financial strength, which intensified after the U.S. Justice Department in September demanded \$14 billion to end an inquiry into mortgage securities that fueled the 2008 financial crisis. Investors were relieved when the settlement in December came at about half that amount. That's helped almost double the lender's share price since Sept. 26 and made a potential stock sale more attractive.

Deutsche Bank fell 1.3 percent to close at 20.25 in Frankfurt on Friday, and shares traded in the U.S. continued to drop after Bloomberg reported on the plans to raise capital. The stock trades at about half the bank's tangible book value, below European peers including UBS Group AG, which trades at 1.3 times book, and France's BNP Paribas SA at 0.9 times book.

Steven Arons and Stephen Morris report for Bloomberg News.



CITY OF DORAL NOTICE OF PUBLIC HEARING

All residents, property owners and other interested parties are hereby notified of a **Local Planning Agency (LPA)** meeting on **Wednesday, March 22, 2017, beginning at 5:00 PM**, to consider the following amendment to the City Land Development Code. This meeting will be held at the **City of Doral, Government Center, Council Chambers located at 8401 NW 53rd Terrace, Doral, Florida, 33166.**

The City of Doral proposes to adopt the following Resolution:

Resolution No. 17-

A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, SITTING AS THE LOCAL PLANNING AGENCY, RECOMMENDING APPROVAL / DENIAL OF, OR GOING FORWARD WITHOUT A RECOMMENDATION TO AMEND THE LAND DEVELOPMENT CODE CHAPTER 77, "ROAD AND VEHICULAR USE AREAS", ARTICLE IV, "PARKING AND LOADING AREAS", DIVISION 4, "DESIGN STANDARDS", SECTION 77-185(a) "PARKING SPACES"; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE

HEARING NO.: 17-03-DOR-06

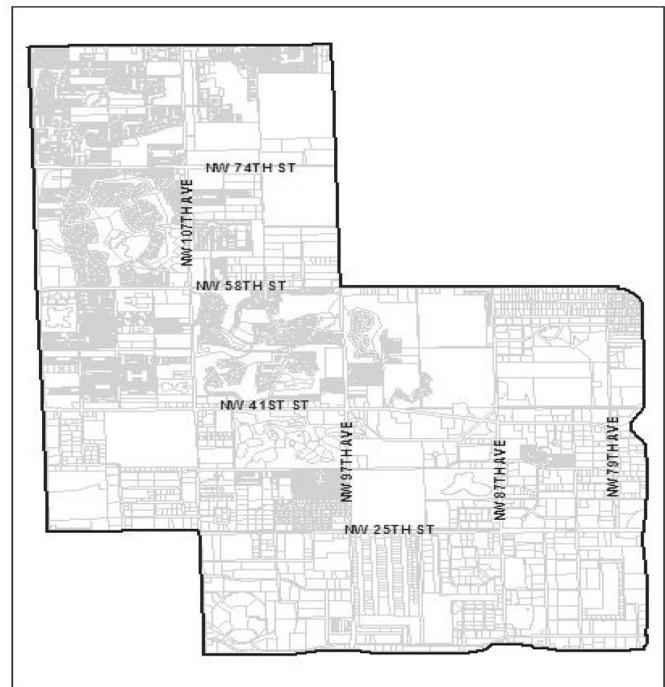
APPLICANT: City of Doral

PROJECT NAME: Amendment to the City's Land Development Code.

LOCATION: This amendment applies to the commercial and industrial zoning districts of the City of Doral, Florida.

REQUEST: The City is requesting an amendment to Chapter 77, Road and Vehicular Use Areas, Article IV, Parking and Loading Areas, Division 4, Design Standards, Section 77-185(a)(1) Parking Spaces to provide regulation requiring parking stall area on surface parking with a minimum width of nine (9) feet between parking spaces.

Location Map



Information relating to the subject application is on file and may be examined in the City of Doral, Planning and Zoning Department located at **8401 NW 53rd Terrace, Doral, FL 33166**. All persons are invited to appear at this meeting or be represented by an agent, or to express their views in writing addressed to the City Clerk, **8401 NW 53rd Terrace, Doral, FL 33166**. Maps and other data pertaining to these applications are available for public inspection during normal business hours in City Hall. Any persons wishing to speak at a public hearing should register with the City Clerk prior to that item being heard. Inquiries regarding the item may be directed to the Planning and Zoning Department at 305-59-DORAL.

Pursuant to Section 286.0105, Florida Statutes if a person decides to appeal any decisions made by the City Council with respect to any matter considered at such meeting or hearing, they will need a record of the proceedings and, for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. This notice does not constitute consent by the City for introduction or admission of otherwise inadmissible or irrelevant evidence, nor does it authorize challenges or appeals not otherwise allowed by law. In accordance with the Americans with Disabilities Act, all persons who are disabled and who need special accommodations to participate in this meeting because of that disability should contact the Planning and Zoning Department at 305-59-DORAL no later than three (3) business days prior to the proceeding.

NOTE: If you are not able to communicate, or are not comfortable expressing yourself, in the English language, it is your responsibility to bring with you an English-speaking interpreter when conducting business at the City of Doral during the zoning application process up to, and including, appearance at a hearing. This person may be a friend, relative or someone else. A minor cannot serve as a valid interpreter. The City of Doral DOES NOT provide translation services during the zoning application process or during any quasi-judicial proceeding.

NOTA: Si usted no está en capacidad de comunicarse, o no se siente cómodo al expresarse en inglés, es de su responsabilidad traer un intérprete del idioma inglés cuando trate asuntos públicos o de negocios con la Ciudad de Doral durante el proceso de solicitudes de zonificación, incluyendo su comparecencia a una audiencia. Esta persona puede ser un amigo, familiar o alguien que le haga la traducción durante su comparecencia a la audiencia. Un menor de edad no puede ser intérprete. La Ciudad de Doral NO suministra servicio de traducción durante ningún procedimiento o durante el proceso de solicitudes de zonificación.

Connie Diaz, CMC
City Clerk
City of Doral
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