



The Eye Fund: A Market-Based Approach to Fight Blindness



Ashoka Chairman and CEO William Drayton, former President Bill Clinton, Helen Keller International President and CEO Kathy Span, and Deutsche Bank Americas CEO Seth Waugh announced the creation of the Eye Fund at the Clinton Global Initiative in New York City on September 22, 2006.

For as little as \$20, an individual blinded by cataracts can see again.

That simple fact has allowed health care entrepreneurs to establish more than 400 financially sustainable eye care hospitals in the developing world. But thousands more hospitals are needed to treat the world's 37 million blind individuals—a population that grows by 1 to 2 million people a year.

In response to this need, Deutsche Bank has launched a unique \$20 million investment fund to finance the expansion of eye care hospitals throughout the developing world. Working in collaboration with the International Agency for the Prevention of Blindness and Ashoka—and with the endorsement of the Clinton Global Initiative—the Eye Fund will provide loans and guarantees to support the development of affordable and sustainable eye care for the world's poor while providing a near-market return for investors.

Eye care hospitals, which first emerged about five years ago in India, have proven successful because they answer a humanitarian need with a market-based approach. To achieve financial sustainability, eye care hospitals charge only those clients who can afford to pay; they treat everyone else for free. Thus paying clients subsidize costs for non-paying clients, allowing both middle-class and poor customers to receive the same state-of-the-art care.

"The Eye Fund represents Deutsche Bank's continuing commitment to finding sustainable ways to address pressing human needs. The new fund, like Deutsche Bank's innovations in microfinance, serves two bottom lines: one is the financial

return to investors; the more unique bottom line, however, is the significant humanitarian return that results when blind people—who could not afford even low-cost interventions—are restored to sight," said Seth Waugh, chief executive officer of Deutsche Bank Americas.

The creation of the fund was announced at the Clinton Global Initiative meeting in New York in September. The strength of the Eye Fund will come from the fund's collaboration with Ashoka and the International Agency for the Prevention of Blindness—organizations with distinct expertise. Ashoka's history of supporting entrepreneurs with system-changing solutions for the world's most urgent social problems, identifying cutting-edge trends amongst entrepreneurs and implementing them more broadly will provide the necessary framework to ensure that the Eye Fund reaches millions more.

"Eye care hospitals are a smart way to treat and prevent blindness

because they pay for themselves. But they only reach a fraction of the world's blind. With the innovative Eye Fund, however, eye hospitals can leverage resources, achieve economies of scale and increase the number of poor people served," said Dr. Nag Rao, president of the International Agency for the Prevention of Blindness.

The International Agency for the Prevention of Blindness estimates that without proper intervention the number of blind people in the world will increase to 75 million by 2020. Ninety percent of the world's blind live in developing countries, and 75 percent of cases are treatable or preventable.

The World Health Organization and the International Agency for the Prevention of Blindness have set a goal to eliminate blindness by 2020—a goal that requires the development of new resources, including many more eye care hospitals. Fortunately, restoration of sight is one of the most cost-effective interventions in modern health care. For as little as \$20, doctors in some parts of the world can treat cataracts, a condition responsible for 48 percent of world blindness.

Through the Eye Fund, Deutsche Bank expects to provide loans of \$1 to \$4 million to 10 or 15 hospitals in Nepal, Egypt, India, China and other parts of the developing world.

Because this is the first time the eye care hospital industry is assuming debt in an organized way, a \$2 million sister fund, created with foundation dollars, has been established to provide eye care hospitals with technical assistance. The grant money will be used to help the hospitals create financial monitoring systems to allow them to attract funding from additional sources.



The Eye Fund will finance the scaling-up of sustainable eye care hospitals in developing countries.

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Global Commercial Microfinance Consortium Board Meets in Nicaragua



Team of loan officers at the Managua branch of the Consortium client FAMA prepare for visits to micro-entrepreneurs.

Microfinance has demonstrated its value for the self-employed poor in the developing world and is increasingly of interest to commercial investors. But what does microfinance look like up close?

Members of the board of the Global Commercial Microfinance Consortium were able to see for themselves at the board's first meeting since the Consortium was launched in November 2005. The meeting was held in Managua, the capital of Nicaragua, in September.

In less than a year, the Deutsche Bank-led Global Commercial Microfinance Consortium has committed \$70 million, in local-currency financing where possible, to 19 microfinance institutions in countries as diverse as Cambodia, the Philippines, the Republic of Georgia, Mozambique, Bosnia, Peru, Ecuador and Mexico. The microfinance institutions are using this capital to provide credit to the self-employed poor, such as street vendors, traders and farmers.

During their trip to Nicaragua, the members of the Consortium's board visited three clients—FINDESA, ACODEP, and FAMA—that have collectively received approximately \$7 million in financing. The trip was officially hosted by Gabriel Solorzano, president of FINDESA.

Board members spent a day in Masaya, a thriving market town about 40 kilometers from Managua, where all three of the Consortium's microfinance institutions have offices. Staff from each of the microfinance institutions gave board members tours of their branches and explained their areas of specialization. Loans, which range from about \$300 per borrower at ACODEP to around \$1,600 per borrower at FINDESA, help the self-employed poor start or expand their businesses.

"Nicaragua has an exceptionally robust microfinance sector which reaches a large segment of the market with a range of financial products," said Gary Hattem, president of the Deutsche Bank

Americas Foundation and chairman of the Global Commercial Microfinance Consortium.

For many board members, one of the highlights of the trip was meeting the microfinance institutions' customers, some of whom run stalls in Masaya's central market.

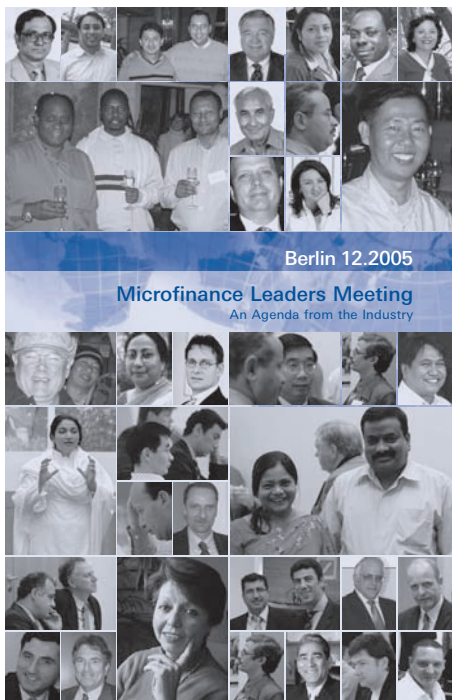
"The great thing about holding our first board meeting in Nicaragua was that our investors got to see the impact of microfinance first-hand and were able to speak directly to clients," said Asad Mahmood, general manager of the Deutsche Bank Microfinance Funds.

One of the features that sets the Global Commercial Microfinance Consortium apart from other funds is that it offers loans in local currency when possible, thereby reducing the microfinance institutions' exposure to fluctuations in foreign exchange.

The Consortium, which was launched in 2005 at a ceremony attended by former President Bill Clinton, brings together differently motivated investors, from institutional and corporate giants like Merrill Lynch, Munich Re and Hewlett Packard, to leading venture philanthropists and development agencies of the United States, France and the United Kingdom.

The microfinance industry received a major boost in October when Dr. Muhammad Yunus and his Grameen Bank received the Nobel Peace Prize for their inventive use of micro-credit to alleviate poverty.

The \$80.6 million Consortium—created and managed by the New York-based Deutsche Bank Community Development Finance Group—is one of several initiatives that has contributed to Deutsche Bank's position as a leading supporter of the rapidly growing microfinance industry.



Berlin Microfinance Leaders Meeting: An Agenda from the Industry

Berlin Microfinance Leaders Meeting: An Agenda from the Industry captures recommendations and themes from a meeting, hosted by Deutsche Bank, of approximately 40 leaders of microfinance institutions from around the world held in Berlin. The recommendations aim to encourage concerted action by stakeholders in the microfinance industry including donors, supervisory authorities, private sector partners, social investors, NGOs and networks.

Deutsche Bank, together with its partners Microfinance Information Exchange, Inc. and LFS Financial Systems GmbH supported, moderated and facilitated the symposium.

To request a printed copy of *Berlin Microfinance Leaders Meeting: An Agenda from the Industry*, please call the Deutsche Bank Americas Foundation at (212) 250-0549 or see www.community.db.com under publications.

Microfinance **Helping Tsunami-Ravaged Communities Rebuild**



Community meeting at Nagapattinam, a village impacted by the tsunami.

With loans as small as \$100, people are rebuilding their lives in tsunami-ravaged regions of Southeast Asia.

The financing, channeled through local microfinance institutions in India, Indonesia and Sri Lanka, comes from more than \$1.8 million distributed by the Deutsche Bank Microcredit Development Fund to help self-employed entrepreneurs rise out of poverty and return to productive lives. In addition, Deutsche Bank has provided approximately \$900,000 in grants to eight microfinance institutions, allowing them to hire new staff and open new offices in areas hardest hit by the disaster.

Earlier rounds of aid have already helped communities buy crucial equipment, such as boats, cell phones and refrigeration, to support fishing villages. Microfinance is seen as the next step in

helping these communities rebuild their self-sufficiency.

In Indonesia, Deutsche Bank has been working closely with the Grameen Foundation, which promotes the use of microfinance around the world.

“Our partnership with Deutsche Bank allows us to build upon our long history of experience in microfinance to reach people in a post-disaster context in Banda Aceh, where microfinance barely existed even before the tsunami,” said Alex Counts, president of the Grameen Foundation, referring to the provincial capital particularly devastated by the tsunami. “For the tsunami-affected areas, we are excited about the potential of microfinance to realize lasting benefits for populations most affected by the disaster.”

In recognition of the devastating nature of the tsunami and the nascent

state of the local microfinance sector, the \$1.8 million in loans to the microfinance institutions carry lower interest rates (from zero to three percent) and longer terms (from four to five years) than usual.

In just one example of how microfinance institutions receiving support from Deutsche Bank are making a difference, ASA-GV has helped thousands of people in and around the fishing village of Nagapattinam in India build temporary shelters and buy provisions such as pots and pans. ASA-GV has already opened a branch office and plans to open six more to provide loans to an estimated 1,800 women. The women will use the loans to launch new businesses, including operations to make and repair fishing nets and to transport fish to market.

Microfinance Grant & Loan Recipients

Sri Lanka	SANASA Development Bank Ltd. BRAC Sri Lanka
India	Activists for Social Alternatives (ASA) BWDA / BWDA Finance Ltd. ASSEFA / Sarvodaya Nanofinance
Indonesia	Dian Mandiri Grameen Foundation USA <i>Coordinating on behalf of Yamida and YKBS</i>

Creativity in Action: Strengthening New Orleans' Cultural Vitality



These shrimp boats were once the livelihood of Vietnamese-American fishermen in Venice, Louisiana. Fortunately, the fishermen are now receiving small business technical assistance from Seedco Financial Services to develop recovery strategies and new business plans. Seedco's efforts are funded in part by Deutsche Bank.

Hurricane Katrina devastated more than New Orleanians' homes and livelihoods. The ferocious storm also left a hole in the Crescent City's culture.

Particularly devastated were traditions embraced by the city's African-American residents, tens of thousands of whom have yet to return to their homes more than a year after Katrina entered history books as the nation's costliest—and one of its most deadly—natural disasters.

In an effort to keep important traditions alive, Deutsche Bank is supporting two celebrated institutions: jazz brass bands, which feature prominently in the city's famous parades and festivals; and Mardi Gras Indian Tribes, whose elaborate costumes and dances reflect century-old traditions of the city's black communities. Deutsche Bank is channeling its financial support through the Louisiana Cultural Economy Foundation, which will provide direct grants to band members and Indian Tribes.

"By supporting these artists, Deutsche Bank is also supporting economic recovery. The survival of their traditions is integral to the economic vitality of a region dependent upon cultural tourism," said Michael Hickey, vice president of the Deutsche Bank Americas Foundation.

Deutsche Bank is also providing New Orleans with crucial support in other ways. Deutsche Bank's efforts include funding community development corporations and partnering with preservation groups to help restore the city's historic homes.

In still another effort, Deutsche Bank is working with PolicyLink, the Road Home (the primary vehicle for

linking homeowners to resources) and www.LouisianaRebuilds.info to create an information clearinghouse. A grant from Deutsche Bank will pay the salary of a coordinator who will create a referral network to consolidate information currently scattered among dozens of agencies, organizations, 1-800 numbers and web sites.

Deutsche Bank is funding its Katrina-related projects through \$1.8 million provided by the bank's investment banking division, which donated a day's trading fees for storm relief. Nearly \$1 million was spent in direct aid immediately following the storm with the remainder being deployed through long-term rebuilding efforts.



Social Aid and Pleasure Clubs are neighborhood benevolent societies whose members pay modest dues annually to support local cultural and social activities, such as Mardi Gras Indian Tribes and "second line" brass band parades. This parade in the devastated 7th Ward of New Orleans was the first since Katrina, and members drove in from across the United States to participate.

Grants Support Catalytic Approaches to Community Revitalization



The Community League of the Heights (CLOTH) is developing a 570-student school with its partner, New Visions. A community center is also being developed on the site. By combining the two, CLOTH hopes to create an accessible community resource that leverages the programs of both facilities to the mutual benefit of each, as well as the neighborhood itself.

State-of-the-art libraries. Studios for neighborhood artists. Space for community meetings. A green market in a low-income neighborhood. New schools with sustainable design.

These and other community development initiatives are a step closer to implementation thanks to more than \$2.5 million in funding recently awarded to 15 organizations through Deutsche Bank's Working Capital Program.

Every three years the Working Capital Program awards grants to nonprofit community development corporations to support neighborhood revitalization around New York City.

In the past, the program has focused on one of the most pressing needs in low-income communities: the creation of affordable housing. But as the needs of these communities have begun to change, so has the Working Capital Program.

This year, the program's beneficiaries reflect a broader array of projects. As Michael Hickey, vice president in the Deutsche Bank Americas Foundation, explained: "When Deutsche Bank established the Working Capital Program in 1994, we wanted to help strengthen and restore distressed communities. Now, through the work of community development corporations and the powers of the

market, many once-beleaguered neighborhoods are doing better. That's why this year we raised the bar: we're seeking to support more than good-quality housing, but housing that is also intelligently designed, has open space, or retail space or serves a cultural, health or educational purpose."

One funding recipient, the Fifth Avenue Committee in Park Slope, Brooklyn, plans to replace four dilapidated single-story libraries with affordable housing developments that include larger, modernized public libraries. Another funding recipient, El Barrio's Operation Fightback in East Harlem, seeks to convert an abandoned school into affordable housing that incorporates studios for artists, space for local events, and environmentally-friendly building technologies.

"The needs of these neighborhoods go well beyond revitalizing abandoned buildings," said Brad Lander, who, as director of the Pratt Center for Community Development, helped draft the criteria for this year's grants. "Residents still need affordable housing, but they want development that enhances the quality of life in the neighborhood, and that answers the community's need for commerce, neighborhood services, and community space."

This year, Working Capital Program made 11 awards of \$225,000. The awards are distributed over three years in increments of \$50,000 – \$75,000 in grants and \$25,000 in no-interest loans. Four additional programs received \$25,000 each. Since its inception, Deutsche Bank's Working Capital Program has made over 50 awards totaling over \$7 million to community development corporations.

Working Capital 2006 Grantees

Community League of the Heights	The Community League of the Heights proposes to build the Lucille Bulger Community Center, combining a school for nearly 600 students with a public use facility that will provide recreational and educational opportunities for local residents.
Fifth Avenue Committee	The Fifth Avenue Committee proposes to acquire and replace four existing libraries with new buildings combining affordable housing with new state-of-the-art library facilities on under-utilized parcels of land.
Pratt Area Community Council	The Pratt Area Community Council has several developments coming into being, including 34 units of affordable homeownership and an additional 125 units of supportive housing for those at high risk of homelessness.
St. Nicholas NPC	St. Nicholas Neighborhood Preservation Corporation will be developing 34 condominium units, for the first time making use of the Inclusionary Zoning bonus credit to keep these properties affordable to low- and moderate-income homebuyers.
Asian Americans for Equality	Asian Americans for Equality will conduct a substantial planning initiative for fast-growing Downtown Flushing, assessing housing and zoning needs. It will also begin development for the East-West School, a new school focused on Asian languages.
Churches United Corporation	Churches United is proposing an unusual development that will combine workforce housing with a light industrial commercial building on under-utilized church-owned property.
Cypress Hills Local Development Corporation	Cypress Hills is proposing the development of some 50 units of homeownership housing and nearly 70 units of affordable senior housing. It is also taking up a much needed planning study of the neighborhood to scope out potential rezonings that will increase the potential for more affordable housing projects.
El Barrio's Operation Fightback	El Barrio's Operation Fightback has partnered with the national nonprofit developer ArtSpace to build affordable housing with a focus on the arts in East Harlem. This project will also restore a historic former school and transform it into live and work space for artisans and craftspeople.
Housing Conservation Coordinators, Inc.	Housing Conservation Coordinators, Inc. is proposing an ambitious planning effort to look at a major rezoning of the far west side of Manhattan in Clinton. Their partner, Clinton Housing Development Corp., will develop 200 units of workforce housing.
Local Development Corporation of East New York	The Local Development Corporation of East New York will develop a unique combination of 90 units of workforce housing, community garden space, green market and public space.
Women's Housing & Economic Development Corporation	The Women's Housing and Economic Development Corp. will transform their current building into a leaner, greener facility by making systematic upgrades to the entire building infrastructure, reducing both energy consumption and energy costs.

Tribute WTC Honors Victims, Educates Visitors



Tribute WTC President Lynn Tierney, Tribute WTC Vice President Lee Ielpi, Tribute WTC Chief Executive Officer Jennifer Adams, President George W. Bush and First Lady Laura Bush attend WTC Tribute on September 10, 2006.

The September 11 Families' Association has created a visitors center that offers a moving portrait in video, photos and artifacts of the 9/11 attacks.

The visitors center, officially known as Tribute WTC, opened in September with financial support from Deutsche Bank. At 120 Liberty Street, the center sits across the street from the gaping footprints of the former World Trade Center.

Immediately after opening, the center began attracting more than a thousand visitors a day.

The brainchild of Jennifer Adams and Lee Ielpi, the chief executive officer and vice president, respectively, of the September 11 Families' Association, Tribute WTC provides both information—through an exhibit and guided tours of the World Trade Center site—space for reflection.

The center was created with help from the Lower Manhattan Development Corporation and the Port Authority of New York and New Jersey, both of which provided \$3 million, and Deutsche Bank, which donated \$250,000. The center also received the enthusiastic support of government officials, including the mayor and governor.

"I can't say enough about the people at Deutsche Bank. They not only gave us financial backing, they gave of themselves, of their knowledge. They gave us heart and soul," said Ielpi, a retired firefighter whose son, Jonathan, a firefighter with Squad 288 in Queens, was killed in the tragedy.

With the additional support of architects, museum curators and 9/11 families, Adams and Ielpi turned Tribute WTC into a compelling multi-media tribute to those who died, those who survived, and a nation forever changed.

The exhibits include a short film that chronicles the construction of the World Trade Center and survivors' recollections of working there. Another video honors the efforts of rescue and construction workers who spent months sifting through rubble. A wall of hundreds of missing-persons posters brings back memories of that harrowing time. So too do artifacts, including a twisted metal beam and the battered turnout coat and helmet of Ielpi's son.

Visitors also enter a room lined with more than 1,100 snapshots of those who died and a projector that streams the

names of the 2,978 victims. It takes more than four and a half hours for the projector to complete a cycle.

The self-guided tour ends downstairs where visitors, in Ielpi's words, "learn how to turn their grief into action." Visitors can don earphones to hear testimony of survivors, rescue workers and family members, and write down their own thoughts in response to the question: "How have you been changed by the events of September 11th, or what can you take in the spirit of Tribute to help or educate another?"

Tribute WTC has 134 volunteer guides, all of whom are drawn from the 9/11 community of survivors, family members, volunteers, rescue workers and those who live or work in the immediate area.

Ielpi expects Tribute WTC to start hosting school groups soon. "We're very cognizant of education," Ielpi said. "If we don't explain to young people what ignorance and intolerance did and continues to do, we're going to be in trouble in this world."

60 Wall Street Practices 3 R's: Reduce, Reuse and Recycle

Less is sometimes more.

That's the principle guiding conservation efforts at Deutsche Bank's 60 Wall Street headquarters, where even small efforts to reduce waste translate into big savings—for the bank and the environment.

60 Wall Street is one of the only buildings in Manhattan certified as environmentally friendly under an international standard known as ISO 14001. The standard, which Deutsche Bank has voluntarily satisfied, requires businesses to set goals for environmental improvement and submit to regular audits to monitor compliance.

Deutsche Bank has already surpassed some of its goals. For instance, when 60 Wall Street was first certified as ISO 14001 compliant at the beginning of 2006, the bank sought to recycle 70 percent of its waste. Today, recycling has exceeded 85 percent. In addition, the bank has reduced consumption of steam by about 15 percent and overall energy usage by about two percent.

Memos, information on the employee web site and even a "sustainability" logo (affixed to recycling bins and recycling signs in the pantries) remind employees that they have a role to play in conservation

efforts. Employees can help by, for example, turning off computer screens when they're away from their desks, reporting water leaks and, whenever possible, making double-sided copies.

There is always room for improvement. Bank employees still prefer disposable coffee cups to reusable mugs. But Deutsche Bank's environmental consultants at Great Forest are confident that by giving away free mugs—and by offering mug users a discount on their coffee—the use of single-serving polystyrene cups will decline.

Bank Employees Put Finishing Touches on New Playground in the Bronx



Before



After

From asphalt and concrete to astro turf and flower beds, P.S. 246 undergoes a remarkable transformation as the students, staff and the surrounding community prepare for the official opening of the playground on December 20, 2006.

Deutsche Bank's Global Banking and Global Markets groups recently took a break from international finance to make an investment closer to home.

The investment wasn't in dollars and cents but rather flower bulbs and paint, and the beneficiaries weren't pension funds or foreign corporations but the more than 800 elementary school students who attend Public School 246 in the Kingsbridge Heights section of the Bronx.

Deutsche Bank staffers joined students, community members and volunteers from The Trust for Public Land on a Saturday in November to paint a mural and plant bulbs in the new school play yard, which the Deutsche Bank's Global Banking and Global Markets groups helped build with a \$333,000 donation raised by employees.

"The Global Banking and Global

Markets groups supported the construction of the playground by raising money through their annual holiday drive. Now, by planting bulbs and helping paint a mural, they had a chance to roll up their sleeves and make a physical contribution as well," said JJ Ko, who manages community outreach and employee engagement for the Deutsche Bank Americas Foundation.

The new playground, which features basketball and tennis courts, a running track, climbing and play equipment, and a garden, was built with the assistance of the nonprofit The Trust for Public Land.

"It's incredible how far Deutsche Bank employees have extended themselves—not only by raising a substantial donation but by actually getting their hands dirty to make this playground the best that it can be. We are truly grateful," said Mary

Alice Lee, director of the City Spaces Program at The Trust for Public Land.

Deutsche Bank's relationship with the school began over two years ago when the bank, working with the Robin Hood Foundation, raised money to build a library at P.S. 246 and two other schools in the Bronx.

"Deutsche Bank has tangibly improved the quality of life for children in the Bronx by investing generously and enthusiastically in our school. We don't have a gym so a well-designed playground makes a huge difference. The best part was that students were involved in every aspect, from planning what kind of equipment we'd have to painting the mural. This is something generations of kids will enjoy for years to come," said the school's principal, Beverly Pascal-Miller.

Tom Rodman: Changing Lives by Changing Attitudes

By any measure, Tom Rodman is a success. He is an accomplished financial advisor, a director and certified financial planner in Deutsche Bank's Alex Brown Brokerage Division, a respected community leader and a happily married father of two.

But when Rodman takes the podium at a workshop in East Harlem his first topic is not success. It's failure. Specifically his.

"I was a recurring failure," Rodman says to a suddenly spellbound audience of men and women eager for career advice. "I saw myself as a loser, a total loser. And I considered myself a victim: a victim of an abusive father, a victim of the draft, a victim of the economy. I was waiting for someone out there to change my world."

In his late 20s, Rodman realized that what needed changing wasn't the world; it was him. Specifically, he needed to change his attitude. "Once you change your outlook, you change your life," Rodman says.

Fast forward 25 years: today Rodman once a month leads an interactive workshop for participants in STRIVE, a nonprofit organization that helps ex-offenders, welfare recipients and others who have trouble integrating into the workforce overcome barriers to employment.

Rodman is more than a volunteer, however. He is STRIVE's co-founder.

The idea for STRIVE came to Rodman in the 1970s. "I was living on the Upper

East Side, one of the richest neighborhoods in the world, but just blocks away in Harlem people were living deprived, desperate lives. I wanted to create a vehicle to help people change their personal frames of reference – the way they think about themselves – to give them a springboard to a brighter future."

Rodman launched STRIVE in 1985 with Sam Hartwell, an investment banker, in the basement of an East Harlem housing project. They used their own money to pay the salary of their first program director. Over time they attracted donations and corporate support.

Rodman was honored in November for his leading role and longtime commitment to STRIVE at the group's annual gala, which drew 400 guests to New York's Rainbow Room.

Today, STRIVE has a staff of 58 and an annual budget of \$6 million. STRIVE has spawned 22 independent affiliates around the world, including programs in London and Tel Aviv. Over the years, STRIVE has placed more than 33,000 people in jobs.

While replication is one measure of success, STRIVE – which has twice been profiled on *60 Minutes* – has also produced measurable results. The national recidivism rate for ex-felons is 70 percent; in comparison, STRIVE has been able to keep 70 percent of its ex-felon graduates employed.



Deutsche Bank Private Wealth Management Director Tom Rodman is STRIVE's co-founder.

Rodman's interactive group exercise at STRIVE encourages participants to focus on changing their attitudes about work and themselves. Perhaps most compelling of all, he talks about himself. He was able to turn his own life around, he explains, once he stopped thinking of himself as a victim. "You have to quit blaming the world around you and start solving your own problems yourself," he says.

Rodman credits STRIVE's success not to his own efforts but to its underlying philosophy. "Number one, we target attitude. Number two, we follow through. Two years after they graduate, we continue to actively monitor our alumni's progress and we remain a lifetime resource for them."

Opera for All as Met Celebrates Opening Night with Public Simulcast



Deutsche Bank was the lead sponsor for the Met's Gala Opening Night performance of Giacomo Puccini's *Madama Butterfly* on September 25, 2006.

Arias about love and betrayal rang out on the streets of Manhattan in a first-ever public simulcast of a season-opening performance at the Metropolitan Opera.

Puccini's classic *Madama Butterfly* was broadcast for free to thousands of onlookers in Times Square and the plaza at Lincoln Center, making a world-class cultural experience available to New Yorkers who might not otherwise have been able to enjoy a night at the opera.

Deutsche Bank, a long-time supporter of the Met's opening night, provided funding to underwrite the evening's events, including the outdoor "plaza cast" on Lincoln Center's Josie Robertson Plaza.

The outdoor broadcasts were part of the Met and new General Manager Peter Gelb's efforts to widen the appeal of opera.

"Sharing the excitement of opening night at the Met with thousands of

New Yorkers is a wonderful privilege for Deutsche Bank," said Gary Hattem, president of the Deutsche Bank Americas Foundation. "All communities and all generations can take pride in the important role the Met plays in our great city."

For the more than 1,000 viewers who sat on folding chairs behind a red velvet rope in a blocked-off section of Broadway, the experience combined both high art and urban bustle as *Madama Butterfly* unfolded among Times Square's famous flashing billboards and non-stop traffic.

Filmmaker Anthony Minghella, who earned Best Picture and Best Director Oscars for *The English Patient*, directed *Madama Butterfly*.

The plaza cast, which drew an estimated 3,000 viewers, featured pre-show and intermission coverage by Daljit Dhalival, a former news correspondent for CNN International and BBC World News. The intermission programming featured an original, behind-the-scenes documentary about the making of *Madama Butterfly* by Emmy Award-winning filmmaker Susan Froemke.

As a special treat for the audience in the plaza, the performers—led by soprano Cristina Gallardo-Domâs, tenor Marcello Giordani and baritone Dwayne Croft—stepped onto the Met's balcony after the show. Not surprisingly, the eager crowd greeted the performers with a standing ovation.

Storm in Atrium? No, It's Interactive Art from Byrd Hoffman Watermill Center

Despite the sun outside, weather in the Deutsche Bank Atrium was decidedly stormy—at least for those enjoying an interactive installation by Russian-Slovenian artist Vadim Fishkin.

Fishkin's work, "Choose Your Day," featured light, sound and other special effects to simulate different weather and settings (including a trip to Mars).

The installation was one of three that spent two-and-a-half months in the atrium at the Bank's 60 Wall Street headquarters. The other two works were "Hip Hop New York," by China-born artist Cao Fei, which centered around a video of ordinary people in New York's Chinatown dancing to the hip-hop music of local band The Notorious MSG; and Russian artist Andrey Bartenev's "Emily likes the TV," which featured a life-size figure of a woman made entirely of cigarettes watching a television replaying a close-up of lips blowing smoke.

The innovative artwork was among five pieces created to celebrate the July opening of the Byrd Hoffman Watermill Center's new permanent facility. The Watermill Center, which was established in 1992 by director and visual artist Robert Wilson, invited five artists to its



Andrey Bartenev; *Emily likes the TV*, 2006; Mixed media. Courtesy of the artist.

annual Summer Artist Residency program to create site-specific installations in its new building and on its grounds in Watermill, Long Island. The five installations and artists-in-residence were sponsored by Deutsche Bank.



Cao Fei; *Hip Hop New York*, 2006; Mixed media with audio-video projection. Courtesy of the artist and Lombard-Fried Projects.

Fishkin, Fei and Bartenev were then asked to recreate their installations in the Deutsche Bank Atrium as a way both to share the artists' unique visions with a larger public audience and to contribute to the cultural vitality of Lower Manhattan.

