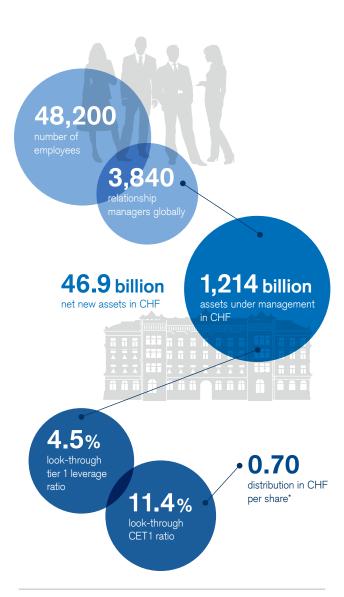


# Company Profile 2015



# Facts and figures 2015



Proposal of the Board of Directors to shareholders at the Annual General Meeting (AGM) on April 29, 2016. The distribution will be payable in cash or, subject to any legal restrictions applicable in shareholders' home jurisdictions, in new shares of Credit Suisse Group at the option of the shareholder. The Board proposes an increase in authorized capital to among other things service a stock or scrip dividend. In case the AGM does not support such increase, no distribution will take place.

For a full list of the acronyms see inside back cover of this publication.

All figures in this publication are as of end-2015, as applicable, unless otherwise noted.

# nnual Reporting Suite

# **Annual Report**

The Annual Report is a detailed presentation of Credit Suisse Group's company structure, corporate governance, compensation practices and treasury and risk management framework, and it includes a review of Credit Suisse Group's operating and financial results accompanied by its annual financial statements.

☐ credit-suisse.com/ar



# Corporate Responsibility Report

The Corporate Responsibility
Report describes how Credit
Suisse Group assumes its various
responsibilities as a bank towards
society and the environment. This
publication is complemented by
the Responsibility Chronicle, which
adds a multimedia dimension to
our reporting.

☐ credit-suisse.com/crr



# **Company Profile**

The Company Profile contains a summary of Credit Suisse Group's new strategic direction and organizational structure.

☐ credit-suisse.com/cp



# Credit Suisse at a Glance

We aim to be a leading private bank and wealth manager with distinctive investment banking capabilities. We take a balanced approach in order to capture the wealth management opportunities in emerging markets, the largest of which is in the Asia Pacific region, while also serving our key developed markets with an emphasis on our home market of Switzerland. Founded in 1856, we today have a global reach with operations in over 50 countries and 48,200 employees from over 150 different nations.



# **Editorial**

# Message from the Chairman and the CEO

# Dear Reader

2015 was a year of transition for Credit Suisse. Following the change in Chief Executive Officer in July 2015, we conducted an in-depth review of our businesses and long-term objectives and subsequently announced a new strategic direction on October 21, 2015. Our ambition is to be a leading private bank and wealth manager with distinctive investment banking capabilities that is able to grow profitably and generate capital through the economic cycle.

In line with our new strategy, we announced a simplified organizational structure with three regionally focused divisions – the Swiss Universal Bank, International Wealth Management, and Asia Pacific. They are supported by two divisions focusing on investment banking capabilities – Global Markets and Investment Banking & Capital Markets. With this new structure, we can respond more flexibly to our clients' needs by enabling our regionally focused divisions to leverage our combined expertise and resources in wealth management and investment banking. In addition, we continue to reduce the size of our investment bank to ensure that it supports our wealth management activities, consumes less capital and generates less volatile earnings.

To ensure that Credit Suisse has a strong capital position to deliver on its new strategy and capture attractive opportunities for growth, we announced a capital increase by way of a private placement and a rights offering, which was concluded in December 2015. With the strengthened balance sheet, we are confident that we can deliver on our commitments and our capital allocation strategy focuses on businesses that offer returns in excess of their cost of capital. We believe that this will lead to increased investment in our regional divisions at the same time as we increase returns on capital in our investment banking activities. We also plan to allocate more resources to our home market of Switzerland, where we have a strong franchise and capabilities, and to our growth markets in the emerging



Urs Rohner, Chairman of the Board of Directors (left), and Tidjane Thiam, Chief Executive Officer

economies, particularly in the Asia Pacific region, where we also have a strong franchise.

Despite the currently challenging operating environment for banks with growing investor uncertainty and volatile markets, we are confident that with our new strategy, our regionally and client-focused structure and our new management team, we are positioned to deliver over time compliant, well controlled and profitable growth and returns for our shareholders. Thanks to our clients' and shareholders' continued trust in Credit Suisse, as well as our employees' dedication, we will continue to remain focused on deploying all our capabilities and expertise to best service our clients. We will implement our strategy with determination and are confident to deliver on the targets we have set for end-2018.

Best regards

Urs Rohner
Chairman of the Board of Directors
March 2016

Tidjane Thiam
Chief Executive Officer

# **Strategy**

Our strategy builds on Credit Suisse's core strengths: our position as a leading global wealth manager, our specialist investment banking capabilities and our strong presence in our home market of Switzerland. We serve our clients through three regionally focused divisions: Swiss Universal Bank, International Wealth Management and Asia Pacific. These regional businesses are supported by two divisions specializing in investment banking capabilities: Global Markets and Investment Banking & Capital Markets. Our business divisions cooperate closely to provide holistic financial solutions, including innovative products and specially tailored advice.

# Home market

In Switzerland, Credit Suisse has a longstanding tradition and is a leading bank for retail, private, corporate and institutional clients.



<sup>1</sup> Including mortgages and loans to private sector companies, to the public sector and to private clients.

# Credit Suisse: integrated business model



# Swiss Universal Bank

Offers comprehensive advice and a wide range of financial solutions to private, corporate and institutional clients primarily domiciled in Switzerland. The division comprises the Private Banking and Corporate & Institutional Banking businesses.



# International Wealth Management

Caters to the needs of our private, corporate and institutional clients in Europe, the Middle East, Africa and Latin America with expert advice and a broad range of financial solutions. We also leverage the full spectrum of Credit Suisse's global resources and capabilities to best serve clients.



# Asia Pacific

Provides integrated private banking and investment banking financial solutions to wealthy individuals, institutional investors and corporate clients in the Asia Pacific region, where we have a strong franchise.



### **Global Markets**

Offers a broad range of equities and fixed income products and services and focuses on client-driven businesses and on supporting Credit Suisse's private banking businesses and their clients.



# Investment Banking & Capital Markets

Provides a wide spectrum of investment banking products and services, including advisory and underwriting services to corporations, financial institutions, financial sponsors, UHNWI and sovereign clients.



# Strategic Resolution Unit

Facilitates the rapid wind-down of the bank's portfolios that do not fit our new strategic direction in order to reduce the negative impact on the overall Group performance.

# **Swiss Universal Bank**

Within the Swiss Universal Bank division, we combine all the strengths of our retail, wealth management, corporate, institutional and investment banking activities. Given our strong franchise, we are able to meet the needs of our Swiss clients with a broad suite of customized products and services. We continue to serve the entire spectrum of clients from retail to UHNWI, from small to large corporate and institutional clients as well as external asset managers.

# in CHF Total Total 1,605 million 1,538 million 821 790 Total: 2.3 billion 784 748

2015

2018

2014 Private Banking

Corporate & Institutional Banking

Pre-tax income (adjusted\*)

# **Key figures**

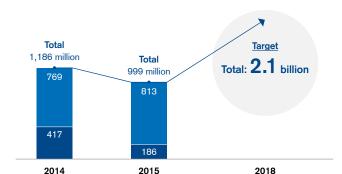
14,200	employees <sup>1</sup>
2,060	relationship managers
13.8 billion	net new assets in CHF

<sup>1</sup> Full-time equivalents.

# **International Wealth Management**

Within the International Wealth Management division, our private banking business provides comprehensive advisory services and tailored investment as well as lending products to wealthy private clients and external asset managers. Our asset management business offers investment solutions and services globally to pension funds, governments, foundations and endowments, corporations and individuals. Our capabilities span a diversified range of asset classes with a focus on traditional and alternative assets strategies.

# Pre-tax income (adjusted\*) in CHF



Private Banking

Asset Management

# **Key figures**

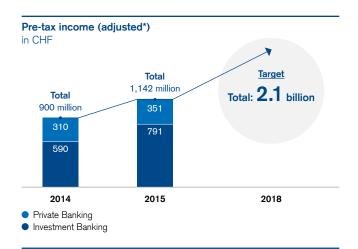
9,100	employees 1
<b>289.6</b> billion	assets under management in Private Banking in CHF
<b>321.3</b> billion	assets under management in Asset Management in CHF

<sup>1</sup> Full-time equivalents.

<sup>\*</sup> Adjusted results are non-GAAP financial measures. For a reconciliation of the most directly comparable US GAAP measures, please see inside back cover of this publication.

# **Asia Pacific**

Within the Asia Pacific division, we offer financial products and services, focusing on our UHNWI, HNWI, entrepreneurs, corporate and institutional clients. With its private banking and investment banking businesses, the Asia Pacific division delivers integrated client coverage to provide connectivity and access to broader financial markets, differentiated product offerings, and tailored financing solutions.



# **Key figures**

6,700	employees <sup>1</sup>
590	relationship managers
<b>17.8</b> billion	net new assets in CHF

# **Investment Banking businesses**

Our three regionally focused divisions are supported by two divisions specialized in investment banking capabilities: Global Markets and Investment Banking & Capital Markets.

In line with our new strategic direction, we have applied a targeted approach to right-sizing our investment banking businesses. Our intention is to focus on the businesses that support our wealth management clients, and businesses where we have leading market positions and that deliver returns in excess of their cost of capital. In particular, within our Global Markets division, we continue to right-size our operations by exiting or downsizing selected businesses consistent with our lower risk profile and higher return on capital objectives.

Our optimization activities have been focused on creating the most profitable combination of our existing businesses, and we intend to continue to improve the capital productivity across all of our businesses.

<sup>&</sup>lt;sup>1</sup> Full-time equivalents.

# **Corporate Functions**

Providing corporate services and business solutions

Our operating businesses are supported by focused corporate functions, including the newly established positions of Chief Operating Officer and Chief Compliance & Regulatory Affairs Officer. Corporate functions provide centralized corporate services and business support, as well as effective and independent control procedures in the following areas:

### **Finance**

Manages the Group's capital, funding, liquidity and expenses to ensure we are well capitalized and have a strong balance sheet.

# Operations, Technology & Services

The Chief Operating Officer focuses on driving the transformation of Credit Suisse and oversees, among other things, global operations, information technology and our centers of excellence.

# Risk

The Chief Risk Officer governs the Group's risk management framework and provides independent risk oversight.

# **Compliance & Regulatory Affairs**

The Chief Compliance & Regulatory Affairs Officer function focuses on monitoring bank activities and coordinating regulator interactions.

# **General Counsel**

Provides legal, policy and regulatory advice, especially in the context of potential or actual legal matters and investigations. It drives strategic legal risk management and manages our relationship with political stakeholders.

# **Human Resources, Communications & Branding**

Responsible for attracting, retaining and developing our employees, driving our global communications strategy and developing and strengthening the Credit Suisse brand.

# **Corporate Responsibility**

Adopting a responsible approach to business in all aspects of our work

A responsible approach to business is a key factor in determining our long-term success. For Credit Suisse, corporate responsibility is about creating sustainable value for clients, shareholders, employees and other stakeholders. We have a broad understanding of our duties as a financial services provider, member of society and employer. Our approach also reflects our commitment to protecting the environment.



# Responsibility in banking

As part of our responsibility in banking, we consider social and environmental aspects when conducting our business and develop sustainable products and services.

17,775 million

assets invested according to sustainability criteria in CHF



# Responsibility in society

We make an important contribution to the functioning of the economy through our banking activities and work with selected partner organizations to help address social challenges.

82,423

students have benefited from financial education and life skills classes



# Responsibility as an employer

We want to be an employer of choice worldwide and offer our employees varied career opportunities in a multicultural environment.

**68,200** classroom-delivered training days



# Responsibility for the environment

We take environmental impacts into account when conducting our business, and we implement operational measures to improve our environmental performance.

186,818

hours of desktop videoconferencing were used, helping to reduce our CO<sub>o</sub> emissions

For further information see our Corporate Responsibility website:

credit-suisse.com/responsibility

# **Board of Directors**

Responsible for the strategic direction, supervision and control of Credit Suisse

# Members of the Board of Directors

as of December 31, 2015

Urs Rohner, Chairman		•
Jassim Bin Hamad J.J. Al Thani		
Iris Bohnet		•
Noreen Doyle		••
Andreas N. Koopmann		• •
Jean Lanier		••
Seraina Maag		•
Kai S. Nargolwala		• •
Severin Schwan		•
Richard E. Thornburgh		•••
Sebastian Thrun		•
John Tiner		•••
Chairman's and Governance Committee     Compensation Committee	<ul><li>Audit Committee</li><li>Risk Committee</li></ul>	

# **Board of Directors composition** as of December 31, 2015

# Industry experience



# Geographical origin



# **Executive Board**

Responsible for the day-to-day operational management, development and implementation of our new strategic direction

# Members of the Executive Board

as of December 31, 2015

	Member since
Tidjane Thiam	
Chief Executive Officer	201
Business Divisions	
Thomas P. Gottstein	
CEO Swiss Universal Bank	2015
Iqbal Khan	
CEO International Wealth Management	2015
Helman Sitohang	
CEO Asia Pacific	201
Timothy P. O'Hara	
CEO Global Markets	2014
James L. Amine CEO Investment Banking & Capital Markets	2014
Corporate Functions	
David R. Mathers	
Chief Financial Officer	2010
Pierre-Olivier Bouée	
Chief Operating Officer	201
Joachim Oechslin	
Chief Risk Officer	2014
Lara J. Warner	
Chief Compliance & Regulatory Affairs Officer	201
Romeo Cerutti	
General Counsel	2009
Peter Goerke	

# **Corporate Governance**

Ensuring compliance based on the best international practices

The way we interact with our stakeholders is fundamental for our business and our success. Safeguarding our reputation is one of our core principles. We strive to act with integrity, responsibility, fairness and transparency at all times in order to secure the trust of our stakeholders.

# Our Corporate Governance Framework

Credit Suisse's corporate governance complies with internationally accepted standards. We are committed to safeguarding the interests of our stakeholders and recognize the importance of good corporate governance.

### Code of Conduct

Our Code of Conduct establishes ethical values and professional standards across the bank and guides our efforts to maintain and strengthen our reputation for integrity, fair dealing and measured risk-taking.

# Shareholder Rights

We are fully committed to the principle of equal treatment of all shareholders and encourage them to participate in the Annual General Meeting and execute their voting rights.

# Managing Risk

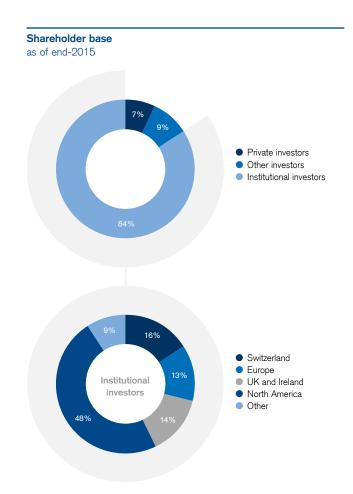
Our risk management framework is based on transparency, management accountability and independent oversight. Risk management is an integral part of our business planning process with strong involvement of senior management and the Board of Directors.

# **Compensation Policy**

We are committed to employing a responsible compensation approach that rewards excellence, ensures a prudent approach to risk-taking and aligns our employees' interests with those of our shareholders.

# Broadly diversified shareholder base

We have a broad shareholder base, with the majority of shares owned directly or indirectly by institutional investors outside Switzerland. By year-end 2015, 112,938 shareholders were listed on our share register.



# **Key Developments 2015**

**Events that shaped the markets and developments at Credit Suisse** 

# Credit Suisse 2015 March 10 The Board of Directors of Credit Suisse Group AG appointed Tidiane Thiam as the new Chief Executive Officer. Tidjane Thiam took over as CEO from Brady W. Dougan, who stepped down at the end of June 2015. April 24 Credit Suisse Group AG held its Annual General Meeting in Zurich and the shareholders approved all of the proposals of the Board of Directors. July 1 Tidjane Thiam took office as CEO of Credit Suisse Group AG. October 21 Credit Suisse Group AG announced its new strategic direction, organizational structure and management changes. November 19 Credit Suisse Group AG held its Extraordinary General Meeting in Berne, at which the shareholders approved the two proposed capital increases: a proposed rights offering and a private placement. Credit Suisse Group AG concluded its capital increases, December 3 raising a gross total of CHF 6 billion. Following the capital increase, Credit Suisse reported a look-through CET1 capital ratio of 11.4% at year-end 2015, the strongest in its history. Capital ratio progression Look-through CET1 Target: 13% 11.4% 10.1%

2015

2018

### Global 2015

January 15 The Swiss National Bank announced the discontinuation of the minimum exchange rate of CHF 1.20 per euro, which led to a rapid strengthening of the Swiss franc against the euro (up to 30%).

CHF/EUR & CH	IF/USD e	xchange ra	te 2015						
1.20000									
1.10000	athar Amount	The second		Abiah a m	سربر	_			-
1.00000	w/	The			~~~~~	-	m	مهمسي	Jum
0.90000	property		~~~	war war and a second	•				
0.80000									
0.70000 Jan	Feb I	Mar Apr	May	Jun Ju	ıl Aug	Sep	Oct	Nov	Dec
- CHF/EUR	— CHF								

January 22	The ECB announced the launch of its Quantitative Easing (QE) program and began purchasing Eurozone
	government bonds as a means of lowering bond
	yields and pushing the rate of inflation back towards its medium-term target of 2%.

# June-July Greece, as the first country ever falling into arrears by missing a payment on an International Monetary Fund loan, announcing the introduction of capital controls.

# August 11 The People's Bank of China announced to depreciate the renminbi against the US dollar in order to push its economy's stagnating growth. This led to an immediate depreciation of the renminbi by 1.8%.

# December For the first time since 2009, the price of a barrel of oil fell below USD 40, as the excessive supply of oil and concerns about China's economic growth adversely impacted the price.

# December 3 The ECB announced to extend its QE program for another six months until March 2017 "or beyond" and further cut key interest rates to a historic low of negative 0.3%.

# **December 16** For the first time in almost 10 years the US Federal Reserve raised its interest rate by 25 basis points.

2014

As of January 1, 2013, Basel III was implemented in Switzerland along with the Swiss "Too Big to Fail" legislation and regulations thereunder. As of January 1, 2015, the BIS leverage ratio framework, as issued by BCBS, was implemented in Switzerland by FINMA. The related disclosures are in accordance with Credit Suisse's interpretation of such requirements, including relevant assumptions. Changes in the interpretation of these requirements in Switzerland or in any of Credit Suisse's assumptions or estimates could result in different numbers from those shown herein.

References to phase-in and look-through included herein refer to Basel III requirements. Phase-in under the Basel III capital framework reflects that, for the years 2014–2018, there will be a five-year (20% per annum) phase-in of goodwill and other intangible assets and other capital deductions (e.g., certain deferred tax assets) and, for the years 2013–2022, there will be a phase out of certain capital instruments. Look-through assumes the full phase-in of goodwill and other intangible assets and other regulatory adjustments and the full phase out of certain capital instruments.

Unless otherwise noted, leverage exposure is based on the BIS leverage ratio framework and consists of period-end balance sheet assets and prescribed regulatory adjustments.

We may not achieve all of the expected benefits of our strategic initiatives. Factors beyond our control, including but not limited to the market and economic conditions, changes in laws, rules or regulations and other challenges discussed in our public filings, could limit our ability to achieve some or all of the expected benefits of these initiatives.

For the purposes of this report, unless the context otherwise requires, the terms "Credit Suisse ", "Group", "we", "us" and "our" mean Credit Suisse Group AG and its consolidated subsidiaries.

Basel Committee on Banking Supervision	
Chief Executive Officer	
Common equity tier 1	
European Central Bank	
High-net-worth-individuals	
Ultra-high-net-worth-individuals	
	Chief Executive Officer  Common equity tier 1  European Central Bank  High-net-worth-individuals

Adjusted results are non-GAAP financial measures that exclude goodwill impairment and certain other items included in our reported results. Management believes that adjusted results provide a useful presentation of our operating results for purposes of assessing our Group and divisional performance over time, on a basis that excludes items that management does not consider representative of our underlying performance. Provided below is a reconciliation of our adjusted results to the most directly comparable US GAAP measures.

Swiss Universal Bank - adjusted results (CHF million)

Total adjustments

Adjusted income before taxes

	2015	2014
Income before taxes reported	1,659	1,976
Real estate gains	(95)	(414)
Gains on business sales	(23)	(24)
Adjustments to net revenues	(118)	(438)
Restructuring expenses	39	_
Major litigation provisions	25	_
Adjustments to total operating expenses	64	_
Total adjustments	(54)	(438)
Adjusted income before taxes	1,605	1,538
	sults (CHF million)	
	2015	2014
Income before taxes reported	709	1,212
Gains on business sales	(11)	(77)
Adjustments to net revenues	(11)	(77)
Restructuring expenses	33	-
Major litigation provisions	268	51
Adjustments to total operating expenses	301	51
Total adjustments	290	(26)
Adjusted income before taxes	999	1,186
Asia Pacific – adjusted results (CHF million)		
	2015	2014
Income before taxes reported	377	900
Goodwill impairment	756	
Restructuring expenses	3	
Major litigation provisions	6	_
Adjustments to total operating expenses	765	_

765

900

1.142

# Cautionary statement regarding forward-looking information

This report contains statements that constitute forward-looking statements. In addition, in the future we, and others on our behalf, may make statements that constitute forward-looking statements. Such forward-looking statements may include, without limitation, statements relating to the following:

- our plans, objectives or goals;
- our future economic performance or prospects;
- the potential effect on our future performance of certain contingencies; and
- · assumptions underlying any such statements.

Words such as "believes," "anticipates," "expects," "intends" and "plans" and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. We do not intend to update these forward-looking statements except as may be required by applicable securities laws. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that predictions, forecasts, projections and other outcomes described or implied in forward-looking statements will not be achieved. We caution you that a number of important factors could cause results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements. These factors include:

- the ability to maintain sufficient liquidity and access capital markets;
- market volatility and interest rate fluctuations and developments affecting interest rate levels;
- the strength of the global economy in general and the strength of the economies
  of the countries in which we conduct our operations, in particular the risk of
  continued slow economic recovery or downturn in the US or other developed
  countries in 2016 and beyond;
- the direct and indirect impacts of deterioration or slow recovery in residential and commercial real estate markets;
- adverse rating actions by credit rating agencies in respect of us, sovereign issuers, structured credit products or other credit-related exposures;
- the ability to achieve our strategic objectives, including improved performance, reduced risks, lower costs and more efficient use of capital;
- the ability of counterparties to meet their obligations to us;
- the effects of, and changes in, fiscal, monetary, exchange rate, trade and tax policies, as well as currency fluctuations;
- political and social developments, including war, civil unrest or terrorist activity;
- the possibility of foreign exchange controls, expropriation, nationalization or confiscation of assets in countries in which we conduct our operations;
- operational factors such as systems failure, human error, or the failure to implement procedures properly;
- actions taken by regulators with respect to our business and practices and possible resulting changes to our business organization, practices and policies in countries in which we conduct our operations;
- the effects of changes in laws, regulations or accounting policies or practices in countries in which we conduct our operations;
- competition or changes in our competitive position in geographic and business areas in which we conduct our operations;
- the ability to retain and recruit qualified personnel;
- the ability to maintain our reputation and promote our brand;
- the ability to increase market share and control expenses;
- · technological changes;
- the timely development and acceptance of our new products and services and the perceived overall value of these products and services by users;
- acquisitions, including the ability to integrate acquired businesses successfully, and divestitures, including the ability to sell non-core assets;
- the adverse resolution of litigation, regulatory proceedings, and other contingencies:
- the ability to achieve our cost efficiency goals and cost targets; and
- our success at managing the risks involved in the foregoing.

We caution you that the foregoing list of important factors is not exclusive. When evaluating forward-looking statements, you should carefully consider the foregoing factors and other uncertainties and events, including the information set forth in "Risk factors" in chapter I – Information on the company in our Annual Report 2015.

# **Credit Suisse Apps**

# Available in the App Store and Google Play Store



### Investor Relations and Media

allows investors, analysts, media and other interested parties to remain up to date with relevant financial information on Credit Suisse.



# **Facts & Figures**

provides an overview of the activities performed by Credit Suisse in Switzerland and the bank's multifaceted commitment to the Swiss financial center and economy.



# **Private Banking Switzerland**

places all the advantages at your fingertips – anytime, anywhere – on tablets and smartphones. Use your mobile device to scan your payment slips and pay bills, catch up on financial information and much more. Credit Suisse gives top priority to security in Online & Mobile Banking. SecureSign provides a convenient login method for signing in to your Online and Mobile Banking service.

# Information

# Credit Suisse AG

Corporate Communications
Tel. +41 844 33 88 44
media.relations@credit-suisse.com

### Credit Suisse AG

Investor Relations
Tel. +41 44 333 71 49
investor.relations@credit-suisse.com

Design: Source Associates AG Printer: Neidhart + Schön AG Paper: Z-Offset, 90 g/m² (content), MultiArt Silk, 200 g/m² (cover)







Credit Suisse Group
Paradeplatz 8
8070 Zurich
Switzerland
Tel. +41 44 212 16 16
www.credit-suisse.com