

# Financial Management Credit Suisse Investor Day

Zurich

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# Cautionary statement

## Cautionary statement regarding forward-looking and non-GAAP information

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995.

Forward-looking statements involve inherent risks and uncertainties, and we might not be able to achieve the predictions, forecasts, projections and other outcomes we describe or imply in forward-looking statements.

A number of important factors could cause results to differ materially from the plans, objectives, expectations, estimates and intentions we express in these forward-looking statements, including those we identify in "Risk Factors" in our Annual Report on Form 20-F for the fiscal year ended December 31, 2005 filed with the US Securities and Exchange Commission, and in other public filings and press releases.

We do not intend to update these forward-looking statements except as may be required by applicable laws.

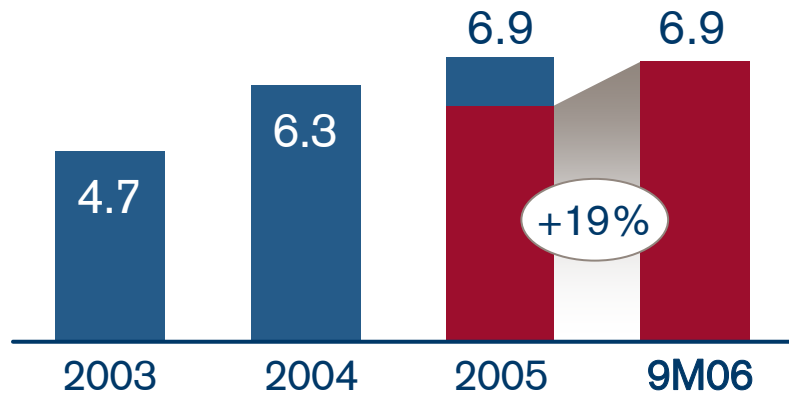
This presentation contains non-GAAP financial information. Information needed to reconcile such non-GAAP financial information to the most directly comparable measures under GAAP can be found in Credit Suisse Group's Quarterly Report 2006/Q3.

# Agenda

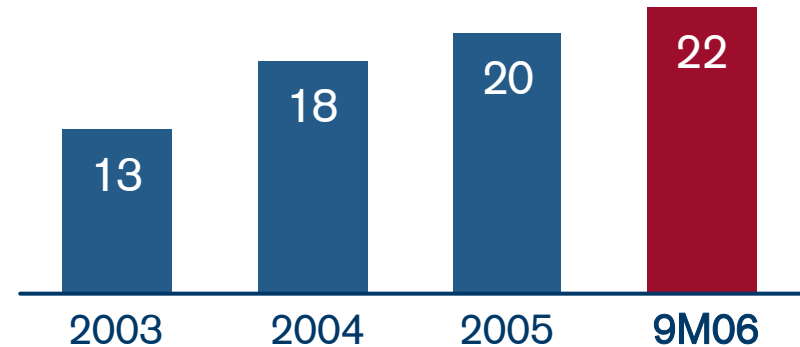
- Performance review and outlook for 2007
- Capital plans
- Progress on integration benefits
- Key performance indicators

# Improved performance in banking

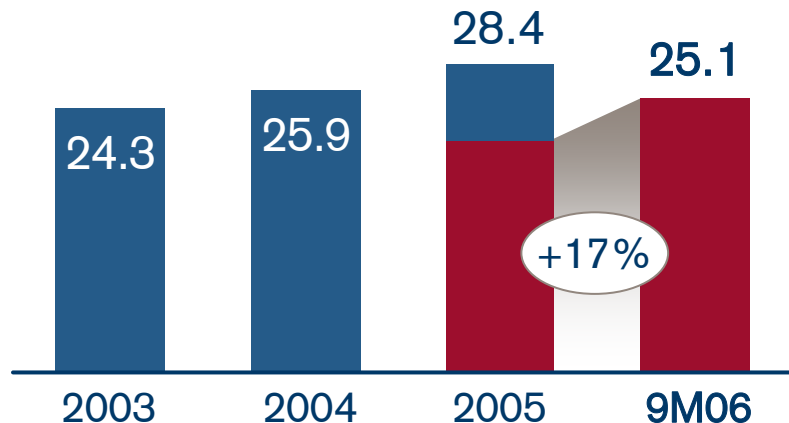
Pre-tax income in CHF bn



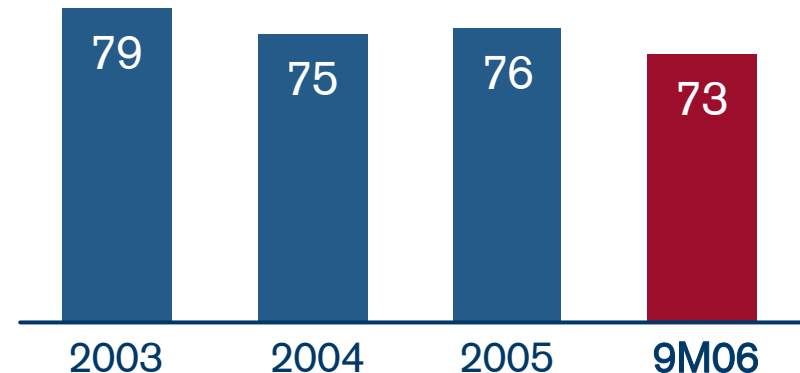
Return on equity in %



Net revenues in CHF bn



Cost / income ratio in %



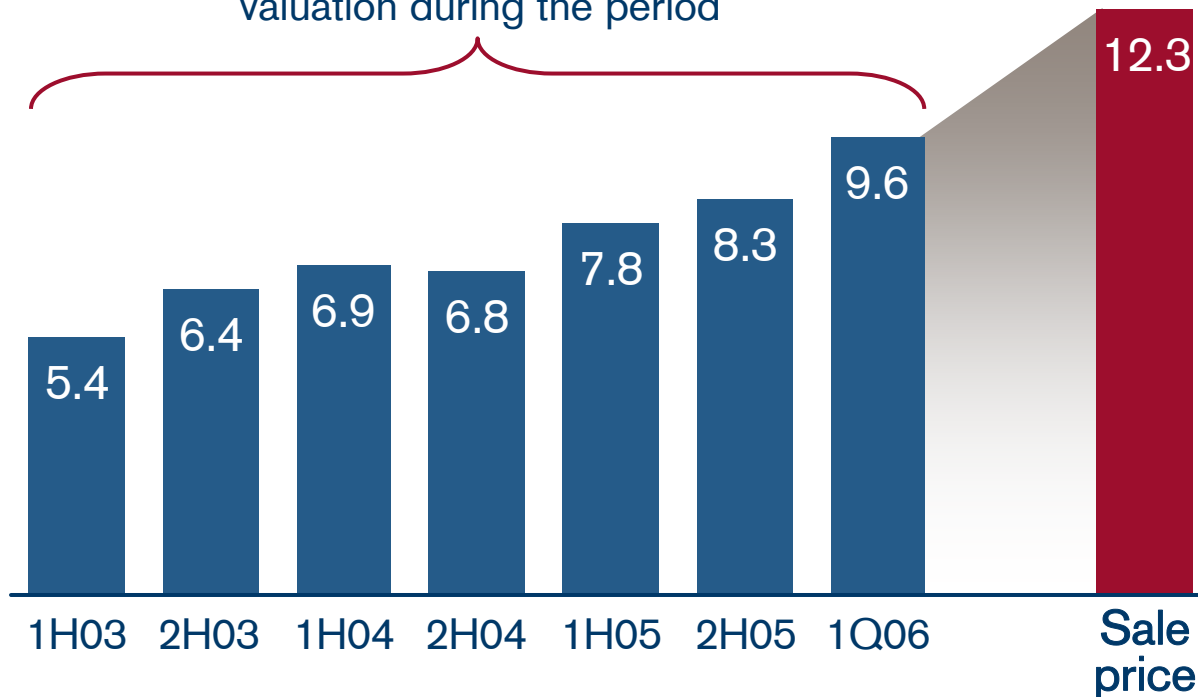
Note: All results for banking businesses, i.e. excluding Winterthur and excluding minority interest results from entities in which the Group does not have a significant economic interest. Results for 2005 exclude charge to increase the reserve for certain private litigation of CHF 960 m before tax and charge of CHF 630 m before tax in relation to the change in accounting for share-based compensation. 2006 results exclude credits received from insurance settlements for litigations and relates costs of CHF 474 m.

# Successful exit from insurance business while maximizing value to Credit Suisse shareholders

## Winterthur Group valuation

CHF bn

Average of sell-side analysts' sum-of-the-parts valuation during the period



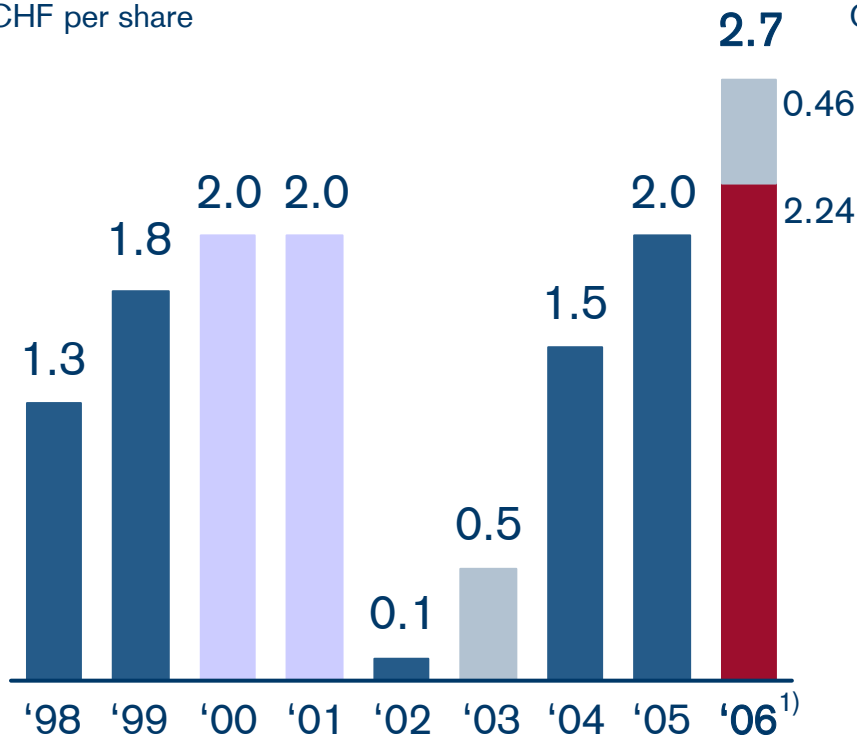
- Price reflects business turnaround and improved solvency
  - From CHF 3.0 bn net loss in 2002 to CHF 1.1 bn net income in 2005
  - Streamlined business portfolio
  - Capital strength restored to sound single-A rating

Source: Sell-side research

# Re-established dividend payout and commenced share repurchases

## Dividends and par value reductions

CHF per share

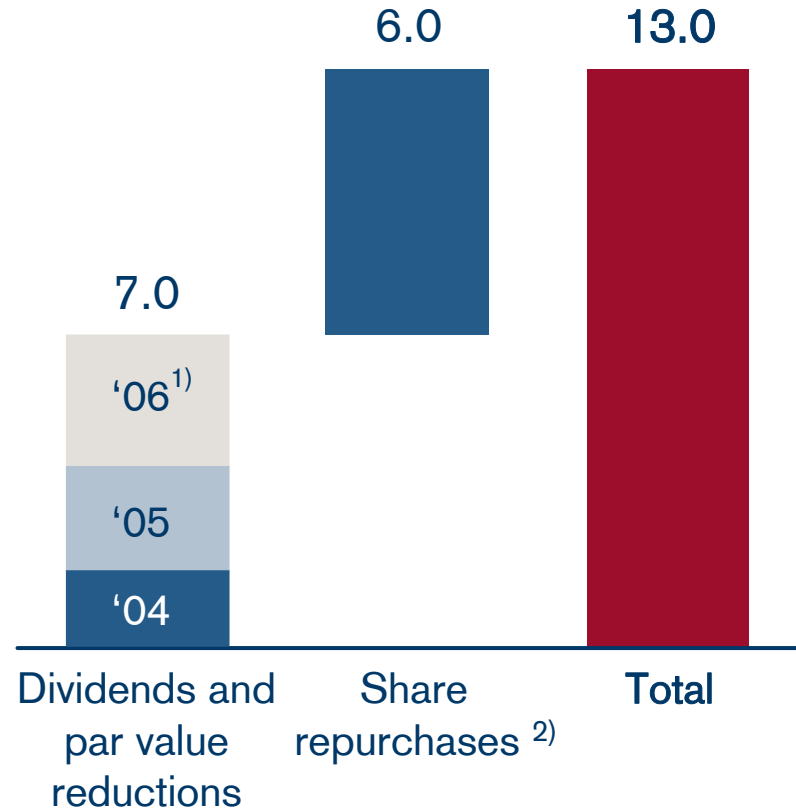


■ Regular dividend    ■ par value reduction

1) subject to approval at shareholder meeting in May 2007

## Capital return to shareholders since 2005

CHF bn



Dividends and par value reductions

Share repurchases<sup>2)</sup>

**Total**

2) assumes full completion of current CHF 6 bn program

# Net income goal of at least CHF 8.2 bn for 2007

## Key developments in the Divisions

Investment Banking	<ul style="list-style-type: none"><li>▪ Improvements in various business segments and business outlook</li><li>▪ Integration successes and cost efficiencies</li></ul>
Private Banking	<ul style="list-style-type: none"><li>▪ Onshore Europe profitable ahead of plan</li><li>▪ Expanding US Wealth Management</li><li>▪ Higher assets under management</li></ul>
Asset Management	<ul style="list-style-type: none"><li>▪ Revised plans in light of reorganization successes</li><li>▪ Higher assets under management</li></ul>
Taxes	<ul style="list-style-type: none"><li>▪ Reduction in expected tax rate by 1% point to 23%</li></ul>

Net income goal of at least CHF 8.2 bn for 2007

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# Deployment of additional CHF 8 bn BIS tier 1 capital from Winterthur sale

Activity	Description	Capital deployment
Organic business growth	<ul style="list-style-type: none"><li>▪ Across all businesses, e.g.<ul style="list-style-type: none"><li>– Alternative capital investments</li><li>– Commercial mortgage-backed securities</li><li>– Lending and mortgages (Private Banking)</li><li>– Leveraged finance</li></ul></li></ul>	~ CHF 4.0 bn
Small and medium-sized acquisitions	<ul style="list-style-type: none"><li>▪ Bolt-on acquisitions to support growth strategy</li><li>▪ Focus on wealth and asset management business</li></ul>	~ CHF 3.5 bn
Return of capital	<ul style="list-style-type: none"><li>▪ Par value reduction of CHF 0.46 per share <sup>1)</sup></li></ul>	~ CHF 0.5 bn

1) subject to approval at shareholder meeting in May 2007

# Capital outlook

## Share repurchases

- Launch new three-year program worth up to CHF 8 bn <sup>1)</sup>
- Complete current CHF 6 bn program until April 27, 2007 by repurchasing additional shares worth approximately CHF 1.0 bn

## Implementation of Basel II requirement

- Maintain guidance of up to 15% additional capital requirement at year-end 2007
- Final impact dependent on risk-weighted-assets growth and changes in business mix during 2007
- Hybrid tier 1 capital capacity available to mitigate impact

## New rules on pension accounting

- Consideration of funded status of defined benefit pension plans in equity
- No impact on regulatory / BIS tier 1 capital

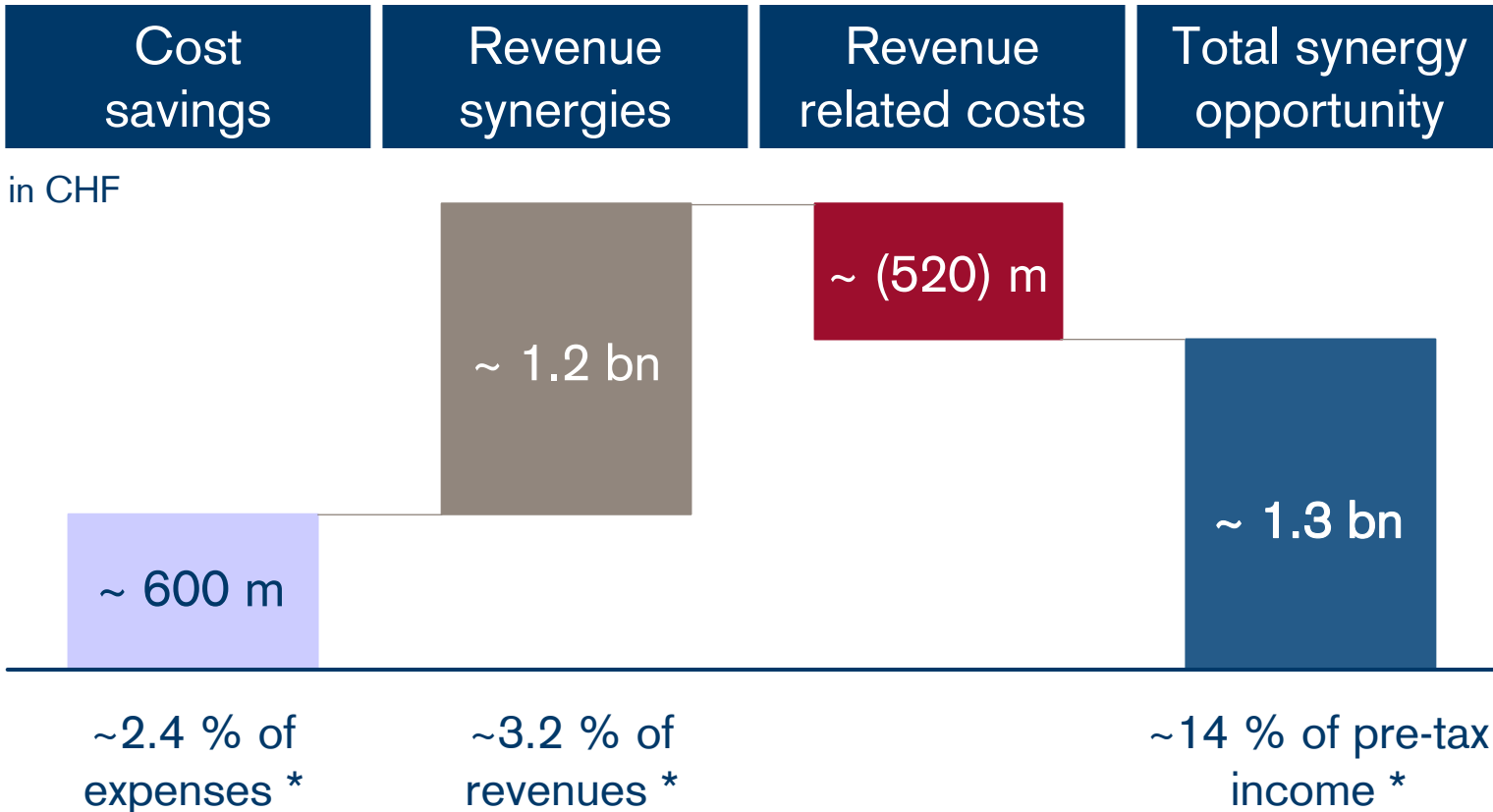
1) new program is subject to approval at shareholder meeting in May 2007

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# Review on previously announced integration benefits

Integration benefits by the year 2008 as presented in December 2005



\* 9M06 annualized, excluding minority interest results and excluding credits for insurance settlements

# Strict management of integration benefits

## Revenue synergies

- Identify incremental and new business opportunities
  - Cross-divisional opportunities where no revenue-sharing agreement has been in place
- Intensify focus on existing areas of co-operation
  - Additional revenues through collaboration, e.g. trade execution and managed assets

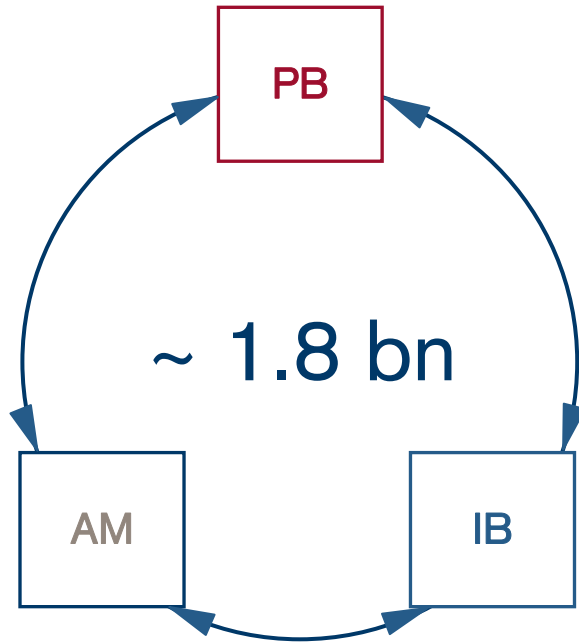
## Cost savings

- Measures are tracked by individual initiatives, showing actual achievements against targets
- Results monitored on a quarterly basis by senior management

# Focus on collaboration and incremental revenue opportunities

## Total value of revenue transfer 2006

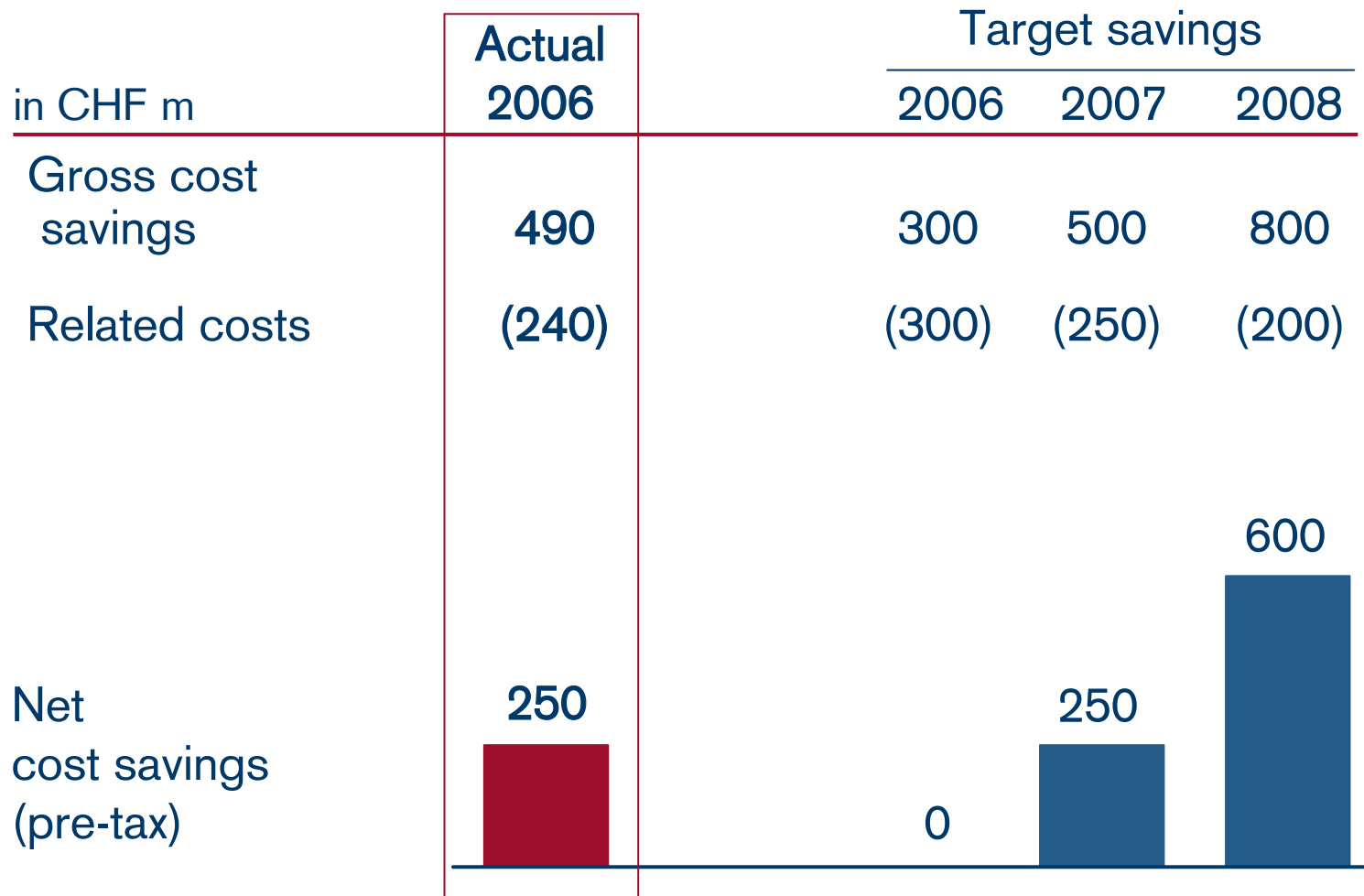
CHF



Includes ~ 15 % benefit from specific integration initiatives

IB = Investment Banking / PB = Private Banking / AM = Asset Management

# Cost initiatives ahead of 2006 targets



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# Integrated bank performance indicators

Performance to be achieved over a three to five year period ('across-the-cycle')

Growth measures	EPS growth	Double-digit annual earnings per share growth in %
	NNA growth	Annual net new asset growth rate above 6 %
Efficiency measure	Cost / Income ratio	Sustainable efficiency improvements; top quartile performance compared to industry
Performance measures	Return on equity	Annual rate of return above 20 %
	Total shareholder return	Superior total shareholder return compared to peer group (i.e. share price appreciation plus dividends)
Capital measure	BIS Tier 1 capital ratio	Minimum target level of 10 %

# Additional divisional performance indicators

		9M06	Mid-term goals <sup>1)</sup>
Investment Banking		22 % <sup>2)</sup>	> 30 %
Private Banking	Wealth Management	40 %	> 40 %
	Corporate & Retail Banking	8.1 %	> 6 %
Asset Management		40 %	> 40 %
		29 % <sup>4)</sup>	> 35 %

1) Performance to be achieved over a three to five year period ('across-the-cycle')

2) Excluding credits received from insurance settlements for litigations of CHF 474 m in 2006. The reported ratio was 25.1%.

3) Annualized

4) Excluding realignment costs of CHF 192 m. The reported ratio was 19.7%.

# Summary

- Confident to reach 2007 net income goal of above CHF 8.2 bn given earnings momentum across all divisions
  - Significant operational performance improvements
  - Solid growth – supported by strong capital position
  - Integration benefits already achieved during 2006 (costs and revenues)
- Launch three-year program to repurchase shares worth up to CHF 8 bn <sup>1)</sup>
- Increased 2006 payout to CHF 2.70 per share <sup>1)</sup>
  - Regular dividend of CHF 2.24 per share
  - Capital return of CHF 0.46 per share in form of par value reduction

1) subject to approval at shareholder meeting in May 2007

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