CREDIT SUISSE

Annual General Meeting of CREDIT SUISSE GROUP
Zurich, May 4, 2007

Speech by Walter B. Kielholz
Chairman of the Board of Directors

Dear Shareholders

2006 – and essentially also the first few months of 2007 – can be summarized in one short sentence: "Times are good, financial market conditions are favorable, and Credit Suisse Group is taking full advantage of this positive environment."

I would, nevertheless, like to spend the next few minutes looking in more detail at a few key events and developments at your bank. I will also briefly review the recent past and take a look at the trends that are of importance to us.

Let's start with our financials. Since the last Annual General Meeting here at the Hallenstadion a year ago, Credit Suisse has continued to make pleasing progress.

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The Credit Suisse share price rose by 22% last year, clearly outperforming both the SMI and the Global Banks Index, which rose by only 17% and 11%, respectively. If we look at the total shareholder return for the same period – that is, including dividends and any par value reductions – we can see that this comparison is also very positive.

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Credit Suisse generated a total return of 27% for its shareholders over one year, whereas the equivalent figures for the SMI and Global Banks Index were substantially lower, at 21% and 13%, respectively. So, in this respect too, we can be pleased with what we have achieved.

At this point a year ago, a shareholder expressed his view that the one-year comparison period was too short. In his view, it failed to reflect the setbacks suffered by shareholders during the challenging period at the start of the decade. In response to his comments, I would also like to show you the performance of the Credit Suisse share over a 10-year period.

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These were very eventful years, and the development of the share price was anything but smooth. If we now add a few important external events to this curve, you can see why. Here, in the fall of 1997, you can see the impact of the Asian crisis, and then, a year later, the Russian crisis at the end of 1998 – which had a significant impact on the bank due to our large Russian exposure. This was followed in the spring of 2000 by the global bear market for equities, which lasted until April 2003. You will also see the impact of the 9/11 terrorist attacks in New York and Washington D.C. Viewed over the period as a whole, however, Credit Suisse outperformed both the SMI and the Global Banks Index.

This graph also shows the point at which Oswald Grübel took over responsibility for managing the bank's operations in September 2002 – initially together with John Mack and then from June 2004 as sole CEO. It is quite clear how great the influence of our departing CEO has been, both on our bank and on its financial success, which, in turn, benefits our shareholders. But I will return to this later.

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The total shareholder return over the same 10-year period was 187%, compared to 126% for the SMI and 96% for global banks. But that's enough about comparative figures, our share performance, and the more distant past.

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In the financial year 2006 – the year in which Credit Suisse celebrated its 150th anniversary – we reported a record result, with net income of CHF 11.3 billion. Under item three on the agenda, we will be proposing an increased dividend and a par value reduction, which – if approved by you – will increase the annual payout to shareholders to its highest-ever level.

In his speech, Oswald Grübel will shortly be providing you with further details of the annual results. He will also be taking a brief look at the first-quarter 2007 results that we announced earlier this week. Our performance in this period was similarly pleasing, and gives us confidence going forward in the current financial year.

Naturally, we are proud of these results, and I would like to take this opportunity to extend my profound thanks to all our members of staff as well as the management of Credit Suisse for the hard work and commitment they have shown over the last year – day in, day out. We know that this represents an exceptional level of dedication and effort on their part. I am sure that you, our shareholders, share this sentiment and I therefore think our employees deserve a round of applause.

2006 was not only a year of significant progress in terms of our results. It was also the year in which we were able to take an important strategic step by selling Winterthur. We had already announced our plans to exit our insurance business in the summer of 2004, but the implementation of this step required a lengthy period of preparation. In addition, we wanted to be sure that the timing was right to achieve as good a sale price as possible.

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In particular, the preparations for the sale of Winterthur Group included a step-by-step restructuring of the business areas in which Winterthur operated and a very broad-based improvement in operating results, productivity, investment income, and – last but not least – in the company's structure and its management at all levels.

The turnaround at Winterthur was achieved by Winterthur's management and the company's employees under the leadership of the CEO Leonhard Fischer. Leonhard Fischer and his team took on this challenge at the start of 2003 and successfully completed it with the sale of Winterthur to AXA in December 2006. At this point, I would also like to thank both Leonhard Fischer and his team for their achievements, and in particular for their work in the run-up to the sale of Winterthur. To my regret, Leonhard has now decided to seek new opportunities outside Credit Suisse. Some of his closest colleagues have assumed important new functions within AXA Group. I think it is only fair to say that the handover to the new owner was implemented almost seamlessly.

Some of the proceeds from the Winterthur disposal will be returned to Credit Suisse shareholders via the proposed par value reduction, while a larger portion will be invested in the expansion of our banking business. Following this transaction, Credit Suisse now has a capital base of almost unprecedented strength. With its focus on its Investment Banking, Private Banking and Asset Management businesses, the company is now ideally placed to exploit the growth opportunities available.

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In recent years, the Board of Directors and Executive Board defined Investment Banking, Private Banking, and Asset Management as the core business areas of Credit Suisse, and decided to manage them globally as an integrated bank under a single brand. In 2006, we implemented this strategic model: The Credit Suisse name was adopted by all business areas at the beginning of 2006. As a result, we now operate under a new corporate identity in all markets worldwide.

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I can tell you today that the decision regarding our name – which was, to some extent, always going to be emotionally charged – and the change in our long-standing, established corporate design, were prepared and implemented by our Corporate Communications team in a highly professional manner.

This process has now been brought to a successful conclusion. Our surveys point to a marked increase in awareness of the Credit Suisse brand worldwide – thanks mainly to a focused brand strategy and the impressive visual implementation of the brand.

In 2006, the Board of Directors and Oswald Grübel began to address another strategic issue and prepared for a change of CEO using a very thorough and detailed approach. Their first priority was to identify the qualities Oswald Grübel's successor would need in order to successfully lead the bank going forward. As part of this process, they determined the key challenges that the bank will have to address over the next few years, and decided which management style would be most suitable to lead and inspire an outstanding, highly motivated management team.

The Board of Directors first had to examine whether a suitable candidate could be found internally, or whether an external candidate would be better qualified for the role. However, it very quickly became clear to us that we had several excellent internal candidates, and that nobody from outside the bank would be able to drive Credit Suisse's strategy with the requisite degree of continuity as successfully as our internal candidates.

The Board of Directors, and above all Oswald Grübel, also had to decide on the best time to hand over the leadership of Credit Suisse. In view of the very good result for 2006, Oswald Grübel and the Board of Directors felt that such a result would provide a successor with the best possible starting point to assume the role. The Board therefore decided in February 2007 to appoint Brady Dougan as the new CEO, to announce the appointment immediately, and to fix today's date – the occasion of the Annual General Meeting – as the date for the CEO handover.

Under item two on today's agenda – the granting of discharge to the members of the Board of Directors and Executive Board – I will have the opportunity to thank Oswald Grübel for his outstanding contribution to Credit Suisse. At this point, I will therefore limit myself to a brief introduction of Brady Dougan.

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Brady Dougan has been with Credit Suisse for 17 years. He has a B.A. in Economics and an MBA in Finance from the University of Chicago. Having begun his career in the derivatives group at Bankers Trust, he joined Credit Suisse First Boston in 1990, where he held a number of roles – including Head of the Equities division for five years – before being appointed Global Head of the Securities division in 2001. From 2002 to July 2004, he was Co-President of Institutional Securities at Credit Suisse First Boston, and since 2004 he has been responsible for Credit Suisse's Investment Banking division.

Brady Dougan has spent more than half his career outside the US. He has an excellent understanding of our key markets and all areas of investment banking. Owing to his extensive experience as a member of the Executive Board of Credit Suisse Group, he is also familiar with Private Banking and Asset Management.

The Board of Directors and I therefore consider Brady Dougan to be a single-minded leader who nevertheless believes in teamwork and who has a proven track record and broad-based international experience in banking. He has an intuitive feel for subtle global trends and developments and will steer the bank in the right direction to respond to such opportunities. We also know that Brady Dougan will handle Credit Suisse's reputation, heritage and capital resources with care and that he will be thoughtful in the way he manages the people within this organization.

Brady, I congratulate you on your appointment. I look forward to your time as CEO with great confidence and wish you a great deal of success – and a little bit of luck as well.

Ladies and Gentlemen, allow me to close with a few words about the developments that are important for us, as well as some comments on the future of our business.

Why do we believe that the combination of traditional strengths and forward-looking business areas within Investment Banking, Private Banking and Asset Management puts us in a particularly promising position – one that is even envied by some of our peers because it is not so easily copied?

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Our strength is also based on our ability to adapt rapidly to changing markets. The financial services industry is constantly changing. The coming years will see a further acceleration in the rate of change. With our integrated global business model, we are well prepared for this trend.

To illustrate this rapid change, I'd like to highlight some of the key developments from our perspective.

Information technology is of central importance. It is accelerating the speed of change in society, and therefore business models in all areas of the economy – but especially in financial services.

Nowadays, banks use highly sophisticated IT solutions in all key areas. First, information technology accelerates and simplifies business processes, enabling us to enhance our efficiency and reduce our costs. Second, technology allows us to develop new products and services such as ‘algorithmic trading’, or ‘automated securities trading’ – the development and valuation of highly complex derivatives – and products and services in the internet banking arena.

Technological advancements have also driven one of the most important economic developments of our time: globalization. The current changes in the global economy are the result of far-reaching technological, political and economic developments.

Numerous factors have influenced this process. For example, the liberalization of global trade, massive demographic changes in the form of aging and migration, the growing mobility of a population which – increasingly – no longer thinks in national terms and, as I've already mentioned, dramatic progress in information and communication technology.

The most remarkable result of this trend is probably the rapid rise of the developing countries and emerging markets. Last year, the gross domestic product of the emerging markets already accounted for more than half the world's GDP.

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A recently published study predicts that the gross domestic product of the so-called E7 nations – China, India, Brazil, Russia, Indonesia, Mexico, and Turkey – will exceed the gross domestic product of the G7 industrialized nations by 25% by 2050.

In these countries too, this trend is fueling the creation of globally active businesses which are able to compete with established companies from the US, Europe and Switzerland. The trend is also resulting in the rise of a new social class of affluent individuals in these countries. Companies and high-net-worth individuals are, in turn, the source of strong demand for our highly sophisticated products and services.

The rise of the emerging markets should, however, not be seen in isolation. Because, with increasing competitive pressure being applied by emerging markets, globalization is also making it essential for the industrialized nations to make fundamental changes.

Many observers are asking whether that poses a threat to all of us. I am convinced that it does not – particularly in the case of Switzerland. Healthy competition, based on open access to all international markets, ultimately offers our economy an opportunity that we can all benefit from.

The banking industry is becoming increasingly challenging as the needs of our clients change. This is resulting in growing complexity and a need for us to deliver more sophisticated products and services. The profile of our clients has altered. We are witnessing an increase in the demand for comprehensive, integrated solutions covering all areas of investment banking, private banking and asset management. A new, globally-oriented client base has created a market with an equally global focus.

As a financial services provider, globalization means we serve as a link between the markets of the emerging countries and those of the industrialized nations. We act as intermediaries between high-net-worth individuals with sophisticated requirements, globally active institutional investors and companies, and governments of industrialized nations and the emerging markets. But we can only do this if we have a similarly global organization that can perform this role efficiently, and one that is close to its clients – wherever in the world they are located.

Our integrated business model and worldwide presence provides us with the necessary platform from which we can achieve this goal. The platform we have built means we can seize the opportunities offered by globalization. In particular, this leads to the creation of greater value within the business, because with a geographically widespread organization that is focused on the needs of clients, we can manage not only our expertise but also our capital more successfully.

It must also be admitted that the past 10 years have been successful for retail banking – which includes small businesses as well as retail clients. This area has benefited considerably from globalization and the favorable market environment. Credit Suisse is very active in retail banking in Switzerland and has achieved a high level of success in this field. For years we have been asked whether – and if yes, when – we intend to become an active player in the retail banking business outside Switzerland. And this is a question we have repeatedly considered. But we do not have any plans in place, by which I mean any current intention, to grow our retail banking operations outside Switzerland. Accordingly, we do not have any plans to participate in the wave of cross-border consolidation that has recently started up again – particularly in the European banking industry. We are convinced that our integrated business model enables us to create greater value for our shareholders than would be possible if we were to pursue a strategy of international growth in retail banking.

I am also convinced that our business model will enable Credit Suisse to be one of the bigger beneficiaries of globalization. This means we can gain access to new client segments in rapidly-developing countries around the world: We can tap into new markets and asset classes, we can improve the diversification of our business portfolio at a global level, and we can improve our productivity on an ongoing basis. And last but not least, this is also the way we can deliver greater added value to our shareholders.

The world is becoming smaller in the face of ongoing globalization. And, owing to rapid technological innovation, it will continue to change in a lasting and dynamic way. This trend cannot be reversed or stopped without bringing immense disadvantages for current and future generations. We must equip ourselves for these challenges and seize the available opportunities. And that's precisely what we're doing – for our clients, for our shareholders and for our employees. Brady Dougan and his team have the right attitude, talent, energy and stamina to do the job.

On that note, I would like to conclude my address and hand over to Oswald Grübel. Ladies and Gentlemen, thank you for your attention.