

# Compensation Policy

2018 edition



# Our Compensation Policy

As we pursue our strategy of being a leading wealth manager with strong investment banking capabilities, our compensation framework and practices are fundamental to our ability to attract, retain, reward and motivate the talented individuals needed for our long-term success. By the same token, there has been significant political and regulatory focus on compensation at financial institutions over the past years, with detailed regulation and guidance issued in various jurisdictions.

Credit Suisse strives to take a leadership position in the areas of compensation governance and the development of compensation structures and instruments. We have been actively engaged with many regulators, shareholders and other stakeholders. We want to ensure that our compensation practices are well understood and consistent with emerging compensation regulations and guidelines.

To this end, we developed this Compensation Policy together with implementation standards and rules. The Compensation Policy has been prepared by reference to compensation principles set out by the Swiss Financial Market Supervisory Authority (FINMA) and other regulators, and it applies to all compensation plans of Credit Suisse Group AG and its consolidated subsidiaries (the Group).

Our pay-for-performance approach goes beyond pure financial performance – to an increasing extent, compensation decisions have to take into account non-financial objectives and values reflected in our Code of Conduct. There is particular emphasis on ethics, risk, control and compliance as a basis for disciplined execution. In line with this, the Compensation Policy provides managers and employees a detailed description of our principles, structures and instruments, and the defined standards and processes relative to the development, implementation, management and governance of compensation.

The Board of Directors issues this Compensation Policy and assumes responsibility for monitoring its implementation within the Group.

Board of Directors of Credit Suisse Group AG

**Disclaimer**

This is the 2018 version of the Compensation Policy as approved by the Board of Directors of Credit Suisse Group AG. The most recent version of the Compensation Policy is posted on the Group's internet site. If there is a discrepancy between this printed version and the electronic version, the electronic version will prevail.

# Structure of Document

For the purpose of this document, the terms “Credit Suisse Group,” “Credit Suisse” and “the Group” mean Credit Suisse Group AG and its consolidated subsidiaries, unless the context indicates otherwise.

The content of this document shall at no time replace the applicable formal legal rules, the compensation plans of the Group, and the individual employment agreements between the legal entities of the Group and its employees.

Moreover, this document is not a contract, express or implied, guaranteeing compensation of any kind, and no legal rights or entitlements to receive any kind of compensation may be derived from anything stated herein. The Compensation Policy may be modified, supplemented, or withdrawn by the Group at any time without notice. In addition, unless otherwise specified, an individual employee’s compensation can be modified by the Group with or without cause or notice at any time.

Abbreviations and selected terms are defined on first reference and in the abbreviations section.



# Compensation Policy

<b>Our Compensation Policy and Implementation Standards</b>	<b>3</b>
<b>Structure of Document</b>	<b>5</b>
<b>Compensation Policy</b>	<b>9</b>
<b>The Group's Compensation Policy Framework</b>	<b>12</b>
<b>1.0 Compensation Governance</b>	<b>14</b>
1.1 Recommendation, Review and Approval of Compensation Plans	15
1.2 Implementation of Compensation Policy	15
1.3 Involvement of Control Functions in the Compensation Process	16
1.4 Independence and Competency of Control Functions	16
1.5 Compensation Communication and Disclosure	17
<b>2.0 Compensation Structure and Instruments</b>	<b>18</b>
2.1 Compensation Structure	19
2.2 Deferred Compensation	20
2.3 Deferred Compensation Instruments	21
2.4 Specific Compensation Arrangements	21
<b>3.0 Variable Compensation Pool</b>	<b>22</b>
3.1 Accrual of Variable Compensation	23
3.2 Divisional Allocation	23
<b>4.0 Determination of Discretionary Variable Incentive Awards</b>	<b>26</b>
4.1 Performance	27
4.2 Covered Employees and Material Risk Takers and Controllers	27
4.3 Equal Compensation Opportunity	29
<b>5.0 Board of Directors and Executive Board Compensation Structure</b>	<b>30</b>
5.1 Board of Directors (BoD)	31
5.2 Executive Board (ExB)	31
<b>Appendix</b>	<b>34</b>
Compliance with Other Policies and Code of Conduct	35
Abbreviations	36



# Compensation Policy

As a global financial institution, the Group is dependent on highly-skilled individuals who specialize in a broad range of disciplines. The Group's ability to implement a comprehensive human capital strategy to attract, retain, reward, and motivate such individuals is fundamental to the Group's long-term success. Compensation is a key component of the Group's human capital strategy, as the Group implements its client-focused integrated business model strategy and helps clients thrive.

In support of this goal, and to align employee interests with shareholders, the Group takes a leadership position in Compensation Policy and Practice geared toward the objectives outlined below.

## Objectives

The Group's objectives are to maintain a Compensation Policy that:

- supports a performance culture that is based on merit, and differentiates and rewards excellent performance, both in the short and long term, and recognizes the Group's values;
- enables the Group to attract and retain employees, and motivate them to achieve results with integrity and fairness;
- balances the mix of fixed and variable compensation to appropriately reflect the value and responsibility of the role performed day to day, and to influence appropriate behaviors and actions;
- is consistent with, and promotes, effective risk management practices and the Group's compliance and control culture;
- creates a culture that adheres to high conduct and ethics standards through a system of applying both malus and rewards;
- fosters teamwork and collaboration across the Group;
- achieves a balanced distribution of profitability between employees and shareholders over the long term, subject to Group performance and market conditions;
- takes into account the long-term performance of the Group, in order to create sustainable value for the Group's shareholders; and
- is approved by the Board of Directors (BoD) and regularly monitored in terms of implementation by the independent Compensation Committee (CC) of the BoD.

The Group is committed to responsible compensation practices. The need to reward the Group's employees fairly and competitively based on performance is balanced with the requirement to do so within the context of principled behavior and actions, particularly in the areas of risk, compliance, and control. Compensation contributes to the achievement of the Group's objectives in a way that does not encourage excessive risk-taking or the violation of applicable laws, guidelines, and regulations, taking into account the capital position and economic performance of the Group over the long term.

## The Group's Compensation Policy Framework

The Compensation Policy Framework summarizes the key features of the Group's compensation approach, and sets forth some fundamental principles to guide the management of the Group's policies, practices, and plans.

### Our Vision:

Maintain a responsible, performance-based Compensation Policy that is aligned with the long-term interests of our employees and shareholders.

### Our Goal:

Strike the right balance between meeting shareholders' expectations, paying our employees competitively, and responding appropriately to the legal and regulatory environment.

### Our Approach:

**Figure 1**

Our Approach	Guiding Principles
<b>Governance</b>	<ul style="list-style-type: none"> <li>▪ Clearly defined and documented governance procedures.</li> <li>▪ Independent CC and committee advisors.</li> <li>▪ Policies, processes and plans are understandable, transparent and auditable.</li> <li>▪ The impact and performance of employees in roles that may expose the Group to significant risk is measured by the Risk Committee and CC.</li> <li>▪ Mandatory shareholding requirements for executives.</li> <li>▪ Compensation plans and overall compensation expenses approved by the BoD.</li> </ul>
<b>Performance Alignment</b>	<ul style="list-style-type: none"> <li>▪ Reward Group annual performance measured relative to:               <ol style="list-style-type: none"> <li>1. planned key performance indicators;</li> <li>2. prior year performance;</li> <li>3. the performance of competitors.</li> </ol> </li> <li>▪ Business performance aligned: Strong correlation with the annual performance of a business, including risk-related metrics.</li> <li>▪ Recognize and reward cross-divisional collaboration.</li> <li>▪ Award and differentiate compensation based on individual performance and contributions.</li> </ul>
<b>Individual Compensation Determination</b>	<ul style="list-style-type: none"> <li>▪ Total Compensation-based approach.</li> <li>▪ Facilitate competitiveness by paying market-informed, competitive compensation levels for comparable roles and experience, subject to performance.</li> <li>▪ Promote meritocracy by recognizing individual performance, with a particular emphasis on contribution, risk management, ethics and control.</li> <li>▪ Equal compensation opportunity.</li> </ul>
<b>Compensation Structure and Instruments</b>	<ul style="list-style-type: none"> <li>▪ Provide the appropriate balance of fixed and variable compensation consistent with risk alignment and position, and role in the Group.</li> <li>▪ Significant portion of variable compensation deferred and aligned with the long-term performance of the Group and its divisions.</li> <li>▪ Promote sound risk management practices, and in particular, do not create incentives to expose the Group to inappropriate material risk.</li> </ul>

The Group operates as an integrated Bank with five business divisions:

- Swiss Universal Bank (SUB)
- International Wealth Management (IWM)
- Asia Pacific (APAC)
- Global Markets (GM)
- Investment Banking & Capital Markets (IBCM)

The Group encourages collaboration between divisions. The five business divisions are supported by the global corporate functions, which ensures effective business support, control, and supervision of business activities. For the purposes of this Compensation Policy, certain independent functions which are closely involved in the assessment and review of compensation are collectively referred to as the Control Functions, namely the Chief Risk Officer (CRO) function, Chief Compliance and Regulatory Affairs Officer (CCRO) function, and Internal Audit, which reports directly to the Chair of the Audit Committee, as well as certain roles within the General Counsel, Chief Financial Officer (CFO) and Human Resources (HR) corporate functions.

The Compensation Policy set out in this document applies to all employees of the Group, and to all compensation plans of the Group. Any and all variations from the Group's standard approach to compensation are covered by the Compensation Policy and must be approved by the CC. However, the application of the Policy varies for different categories of staff, particularly for members of the Executive Board (ExB) and other defined senior managers whose professional activities, collectively or individually, may have a material impact on the risk profile of the Group. All plans implemented under the Compensation Policy are subject to modification or termination at the Group's discretion at any time.

# 1.0 Compensation Governance

The Group's compensation governance practices, which are set out in this Policy, are part of the Group's overall corporate governance structure. They should be read in conjunction with the Group's other policies and guidelines that deal with the governance of the Group.

The Compensation Policy has been prepared by reference to the compensation principles set out by the Swiss Financial Market Supervisory Authority (FINMA) and similar guidelines adopted by other regulators in locations where the Group has operations.

Furthermore, the Compensation Policy is in compliance with the Swiss Ordinance against Excessive Compensation with respect to Listed Stock Companies (OAEC).

## **1.1 Recommendation, Review and Approval of Compensation Plans**

The Group has a policy of a clear separation of responsibilities between the recommendation, review and approval of compensation plans.

The BoD is responsible for the implementation of the Compensation Policy as well as related rules and regulations. It also has overall responsibility for the approval of compensation plans and compensation expenses.

The CC is the supervisory and governing body for compensation policies and practices within the Group. The CC consists of independent directors, with independence defined in accordance with the Swiss Code of Best Practice for Corporate Governance, the New York Stock Exchange (NYSE) and FINMA, and does not include either the BoD Chair or the Chief Executive Officer (CEO). It is responsible for determining, reviewing and proposing compensation recommendations for BoD approval. The CC has access to independent external compensation advisors who do not provide any services to the Group other than supporting the BoD. The CC may also procure external legal advice.

The ExB and other senior managers of the Group are responsible for making recommendations based on performance and other sources of information, such as external market compensation benchmarking.

## **1.2 Implementation of Compensation Policy**

The implementation of the Compensation Policy is the responsibility of all levels of management throughout the Group. To assist with implementation, managers are provided with training and detailed guidance notes on implementation of the Compensation Policy. The CC – or HR by delegated authority – may also issue location supplements, policy alerts and implementation rulings as and when required.

The BoD ensures an annual review of the Compensation Policy and its implementation is reviewed at regular intervals. The review covers all plans implemented under the Compensation Policy.

### **1.3 Involvement of Control Functions in the Compensation Process**

Risk and control considerations are an integral part of the performance assessment and compensation processes. The Group's approach to compensation includes a focus on risk and internal control matters and discourages excessive risk taking. The Group's Control Functions provide feedback to the CC on relevant breaches of the Group's internal policies or practices, including the Group's Code of Conduct. Internal Audit, as part of standard procedure, conducts regular reviews of compensation to ensure that Compensation Policy standards, external regulations, and guidelines are adhered to, and that processes for achieving and maintaining balanced incentive compensation arrangements are consistently followed. The CC takes into account feedback from the Control Functions in its annual review of the Group's performance and in determining the variable incentive compensation pools.

### **1.4 Independence and Competency of Control Functions**

To avoid potential conflicts of interest, the variable compensation pool for the Control Functions is only dependent on the Group's overall performance as well as on function-specific quantitative and qualitative criteria. In addition, each Control Function reports to a global head for the function in question rather than to the business it controls.

The compensation of Control Functions is set at sufficient levels to ensure that competent and experienced professionals can be attracted and retained across business cycles.

## **1.5 Compensation Communication and Disclosure**

An important objective of the Compensation Policy is to provide all relevant internal and external parties with appropriate information and transparency, thereby promoting a thorough understanding of the Group's compensation practices.

Details of compensation programs and plan awards are communicated to employees throughout the year. The Group maintains an intranet site that sets out details of plan awards, including vesting schedules and current values.

The Group provides extensive disclosure about compensation as part of the Annual Report. In addition, the Group communicates on the subject throughout the year by means of press releases, quarterly reports, or information on the Group's website.

The BoD submits the annual Compensation Report to shareholders for a consultative vote at the Annual General Meeting (AGM).

# 2.0 Compensation Structure and Instruments

The Group takes a total compensation approach, based on two principle components: fixed compensation and variable compensation. The compensation structure is composed of the amounts that are fixed and variable, including the portion of variable compensation that is deferred. The objective is to have an appropriate balance between these elements. Compensation instruments are designed to align long-term employee and shareholder interests, and to deliver compensation that promotes sustainable value for the Group and its shareholders over time.

## 2.1 Compensation Structure

The mix of fixed and variable compensation is designed to ensure adequate consideration of risk in compensation decisions. It varies from employee to employee depending on position and role within the Group.

### Fixed Compensation

Fixed compensation, which is most commonly paid in the form of base salary, is based on the role and experience of the individual, his or her individual sustained long-term performance, and market positioning.

Fixed compensation may include role-based allowances that are granted in certain locations, such as to employees impacted by the regulations imposed by Capital Requirements Directive IV (CRD IV) who may receive a role-based allowance linked to responsibility rather than performance.

### Variable Compensation

The level of variable compensation granted, referred to as a discretionary variable incentive award, is entirely at the discretion of the Group, and may be zero in cases of substandard performance or other reasons. There is no entitlement to receive a discretionary variable incentive award even if such or similar payments were made in previous years.

The Group makes decisions on variable compensation based on absolute and relative performance of the Group and its divisions, as well as pre-agreed individual performance objectives of employees, non-financial performance indicators, market positioning, and a variety of other factors.

## 2.2 Deferred Compensation

A portion of variable compensation is deferred to reflect the nature of the Group's business, its risk profile, and the desire to have compensation plans that are based on sustainable performance criteria.

Generally, the higher an individual's total compensation, the higher the percentage that is deferred. Deferral percentages are regularly reviewed by the CC, and are internally communicated. Deferral percentages also take into consideration market practice and applicable regulations, and may differ in certain markets.

Deferred compensation elements are typically subject to a vesting period of three years (ratably). Longer vesting periods may be decided upon by the CC based on a number of factors, including regulatory requirements.

Deferred variable compensation contains a general provision that enables the Group to cancel outstanding awards if employees engage in activities that result in, or have the potential to result in, material harm – financial, reputational, or other – to the Group.

### **2.3 Deferred Compensation Instruments**

The Group's primary long-term incentive compensation plan is the Credit Suisse Group AG Master Share Plan, as amended (the Plan). In order to align the interests of shareholders and employees, the payment of a substantial percentage of variable compensation is typically in the form of shares or share-linked instruments issued pursuant to the rules of the Plan and associated award certificates as well as other applicable plan documents. Minimum shareholding requirements apply to members of the ExB.

For senior executives and other employees with the potential to have a material impact on the risk exposure of the Group, a portion of deferred compensation may be delivered in instruments that are subject to negative adjustment in the event of a divisional loss or negative return on equity of the Group, as well as malus provisions that enable the Group to reduce or cancel the awards prior to settlement if the participant engages in certain improper behavior or judgement. The proportion of the variable compensation in each deferred instrument is generally dependent on title and risk-taking status and may vary from year to year at the discretion of the CC.

The Group may also award a portion of the deferred compensation in the form of Contingent Capital Awards (CCAs), which have similar rights to certain contingent capital instruments issued by the Group in the market, such as high-trigger contingent convertible capital instruments.

There is a prohibition on all staff from entering into transactions to hedge the economic exposure tied to their long-term compensation prior to award vesting.

### **2.4 Specific Compensation Arrangements**

Aside from the annual compensation review process, there are many compensation arrangements throughout the year. The most common relate to new hires or terminations, and may entail guaranteed minimum variable compensation, sign-on awards, buy-out arrangements or termination payments in so far as not prohibited by laws and regulations.

The BoD or the CC may approve the use of such transactions when justified under the circumstances, and if specific approvals (as per the Group's approval grid) and rules have been applied. In the case of guaranteed compensation, if such an arrangement is necessary at the time of a hire, the guarantee is limited to one year and may be linked to performance indicators. It is the Group's policy not to make unconditional multi-year guarantees.

# 3.0 Variable Compensation Pool

In determining the variable incentive compensation pools, the CC aims to balance the distribution of the Group's profits between shareholders and employees.

While the primary driver of the pool amounts is the Group's financial performance, non-financial factors are also considered, including progress on the achievement of strategic objectives, market position and trend, risk-related issues, relative performance compared to peers, and any extraordinary events or any other exceptional circumstances.

See Figure 2 for an overview of how variable compensation pools are determined.

### **3.1 Accrual of Variable Compensation**

Accrual of variable compensation occurs at the Group as well as at the divisional level. It is based on sustainable, profit-based performance measures, which include an adjustment for the cost of capital. It is also subject to the achievement of non-financial objectives and values reflected in the Group's Code of Conduct and Conduct & Ethics Standards, with particular emphasis on ethics, risk, compliance, and control. Moreover, final decisions about the size of the pools take into account the long-term capital position of the Group, and the need to provide an appropriate return to shareholders.

The CC regularly reviews proposed accruals and related internal and external reports, and at its discretion makes adjustments, including negative adjustments, in determining its recommendations to the BoD for approval. An accrual at the Group or at any other level does not create legal rights or entitlements for employees to receive discretionary variable incentive awards.

### **3.2 Divisional Allocation**

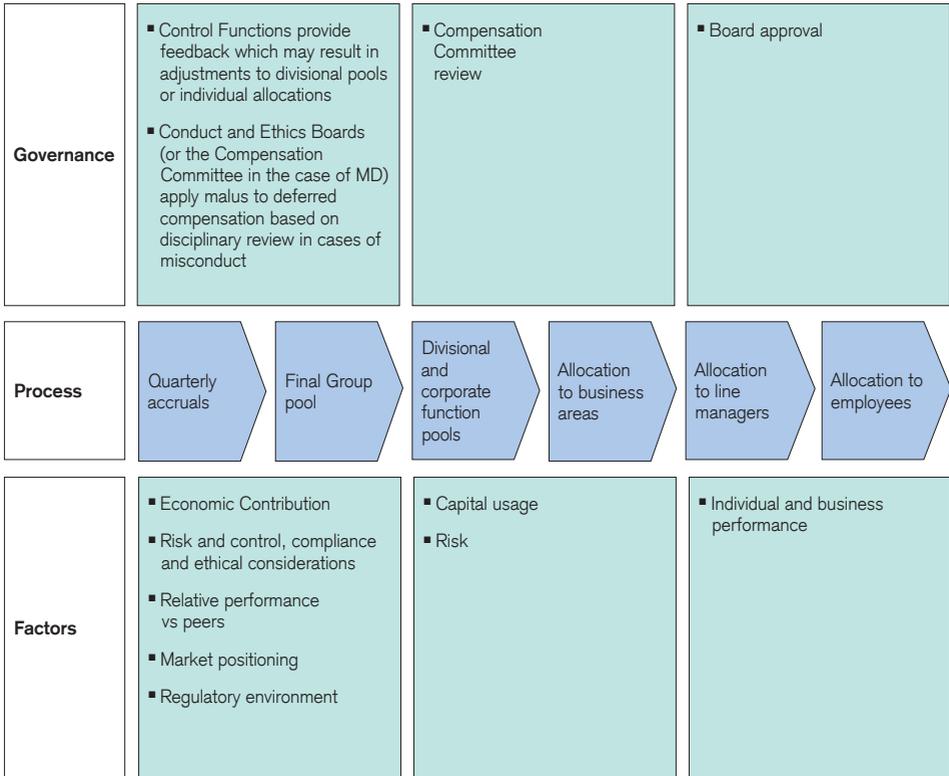
The allocation of variable compensation varies by division and the risk-adjusted performance of each division is factored in to an appropriate extent. Adjustments of divisional allocations are at the discretion of the BoD based on recommendations by the CC and are influenced by the long-term strategic direction and objectives of the divisions.

The Group typically uses an accrual approach that is reflective of divisional performance-based metrics, such as Economic Contribution (EC), and the performance of the Group overall.

The variable compensation pool for the corporate functions is separate from the pools of revenue-generating divisions, and is based on function-specific criteria as well as the performance of the Group as a whole and is not dependent on the performance of the specific business areas that corporate functions support.

**Figure 2**

**Determination of Variable Incentive Compensation Pools**





# 4.0 Determination of Discretionary Variable Incentive Awards

The determination and allocation of discretionary variable incentive awards to employees out of a defined variable compensation pool is subject to a broad range of quantitative and qualitative assessment criteria – with particular emphasis on an individual’s performance, personal conduct, business conduct (including acting in the best interests of clients), responsibilities, position and role. It also takes into account applicable market compensation levels. The determination and granting of discretionary variable incentive awards is entirely at the Group’s discretion.

The Group shall be entitled to amend the terms regarding granting, vesting and settlement of awards in order to comply with applicable law (e.g., art. 10a of the Swiss Banking Law) or regulatory requirements.

## 4.1 Performance

The Group adopts a performance culture with a strong emphasis on disciplined risk management, ethics and compliance-centered behavior.

Allocation decisions are based on the performance of the Group, the division, and the individual. To support this, the Group has a comprehensive performance management system based on two performance ratings: Contribution and Behaviors.

Contribution ratings are typically based on objective criteria, such as achieving budget targets, increasing market share, and successful completion of a project.

Behavior standards covering conduct and ethics, risk, and control form an integral part of the performance management system, and are embodied by six key standards that support the Group's branding strategy and overall business vision: client focus; accountability, including ethics, risk and control; partner with clients, colleagues and other external parties; meritocracy; stakeholder management; and transparency.

Performance management systems are designed to foster teamwork and collaboration, as well as support a strong culture of conduct and ethical values and professional standards – embodied by the Group's Code of Conduct. All managers and employees are aware of the risk aspects of compensation, and how their behaviors are factored into discretionary variable incentive award recommendations.

## 4.2 Covered Employees and Material Risk Takers and Controllers

Covered employees are subject to a heightened level of scrutiny over the alignment of their compensation with performance and risk considerations.

Additionally, employees' specific roles and/or levels are considered in part with a view towards determining the potential of an individual (or group of individuals) to expose the Group to inappropriate risk. Both financial risks – such as credit, market, and liquidity risks – and non-financial risks – such as compliance, legal, operational, and reputational risks – are considered.

**Figure 3**

## Determination of Variable Incentive Compensation Pools

Employee categories	Compensation process
<p><b>Covered employees</b></p> <ul style="list-style-type: none"><li>▪ Material Risk Takers and Controllers (MRTC)</li><li>▪ US revenue producers in Global Markets and Investment Banking &amp; Capital Markets divisions</li></ul>	<p><b>Focus on risk and conduct assessment</b></p> <ul style="list-style-type: none"><li>▪ Covered employees and their managers are required to define role-specific risk objectives and to incorporate risk considerations in their performance evaluations and when setting variable incentive compensation</li><li>▪ Types of risks considered vary by role (e.g., reputational, credit, market, operational, liquidity, legal and compliance)</li><li>▪ Both realized and potential risk outcomes are assessed</li></ul>
<p><b>MRTC</b></p> <ul style="list-style-type: none"><li>▪ Members of the Executive Board</li><li>▪ Employees who report directly to a member of the Executive Board</li><li>▪ Senior Control Function personnel</li><li>▪ Employees, individually or as part of a group, with the ability to put material amounts of the Group's capital at risk</li><li>▪ Top 150 paid employees across the Group based on total compensation</li><li>▪ Any employee identified as taking or controlling material risks on behalf of the Group and/or its subsidiaries, as prescribed by EU/UK regulators</li><li>▪ Other individuals whose roles, individually or as part of a group, have been identified as having a potential impact on the market, reputational and operational risk of the Group</li></ul>	

### **4.3 Equal Compensation Opportunity**

The Group does not tolerate any form of discrimination, in particular discrimination based on ethnicity, nationality, gender, sexual orientation, gender identity, religion, age, marital or family status, pregnancy, disability – or any other status that is protected by local law. The Group encourages a safe and healthy work environment, free from discrimination, harassment and retaliation.

All aspects of the Group's Equal Employment Opportunity and Dignity at Work Policy (GP-00024) apply equally to the compensation-setting process.

All employment-related decisions, including decisions on compensation, are based on an individual's qualifications, performance and behavior, or other legitimate business considerations, such as (though not restricted to) the profitability of the Group or the division and department of the individual, and the strategic needs of the Group.

# 5.0 Board of Directors and Executive Board Compensation Structure

## 5.1 Board of Directors (BoD)

Compensation for the BoD is set in accordance with the legal provisions under the Swiss Ordinance Against Excessive Compensation with respect to Listed Stock Companies (OAEC), the Articles of Association (AoA) of the Group, the Charter of the Group's CC, and the Compensation Policy.

All members of the BoD receive a base board fee and a fee for serving on any of the Committees. The chairs of the Audit, Compensation and Risk Committees also receive annual chair fees that reflect the greater responsibility and time commitment required to perform the role of chairing the relevant Committee. Committee chairs do not receive the committee membership fees for serving on the committees that they chair. Fees are paid in the form of cash and Group shares. Shares are blocked for a period of four years. BoD members serving on subsidiary boards may receive additional fees for such role, all of which are subject to approval by the shareholders of Credit Suisse Group AG in accordance with the AoA and Swiss law.

The full-time BoD Chair is paid a base board fee paid in cash and may be paid chair fees, which reflect the additional responsibilities associated with the position. The chair fee is paid in the form of Group shares, blocked for period of four years.

## 5.2 Executive Board (ExB)

Compensation for ExB members is reviewed by the CC and recommended for approval to the BoD. Pursuant to the OAEC and the AoA, shareholders at the AGM approve on an annual basis the compensation of the ExB, based on proposals by the BoD. ExB compensation is designed to provide a meaningful alignment with the Group's strategic goals and the interest of its shareholders and to encourage strong teamwork and collaboration across divisions. Salaries for members of the ExB are typically reviewed annually. The method of determining variable incentive compensation levels and the form of the awards to be granted provide a direct link between pay and performance, with compensation awarded based on the achievement of strategic targets. The variable incentive compensation opportunity with respect to each individual ExB member is clearly pre-defined and communicated based on market competitive compensation for the role.

ExB variable incentive compensation comprises of a short-term incentive opportunity (STI Opportunity) and a long-term incentive opportunity (LTI Opportunity). The STI award is designed to reward the achievement of the Group's annual objectives. The maximum STI award

pool equals the sum of all individual maximum opportunities of the ExB members. The award pool amount is determined based on achievement of pre-determined Group financial and non-financial metrics each year. The LTI award is designed to reward the achievement of the long-term business plan and long-term returns for shareholders. The maximum LTI Opportunity is expressed as a percentage of base salary, taking into account role, market experience and geography.

The maximum STI and LTI payout in each case may not exceed 100% of the opportunity. Due to the importance of achieving the firm's long-term business objectives, approximately two-thirds of total variable incentive compensation is granted as LTI awards in the form of deferred share awards.

The key features of the approach to ExB compensation are:

- The setting of clear compensation target levels and caps for individual ExB members, expressed as multiples of base salary;
- The grant of STI variable compensation awarded to each ExB member following the end of the year, based on performance during the preceding year evaluated against predetermined objectives;
- The grant of LTI variable compensation, rewarding future performance; subject to performance vesting over three financial years (performance cycle) followed by delivery in three equal instalments on the third, fourth and fifth anniversaries of the grant date.



# Appendix

### **Compliance with Other Policies and Code of Conduct**

This Compensation Policy is deemed to be compliant with all other policies of the Group, to the extent it relates to, or has an impact on, compensation. This includes policies such as:

- CM-10000 – Bank Compliance Manual
- GP-00012 – Escalation
- GP-00015 – General Principles of Effective Supervision
- GP-00024 – Equal Employment Opportunity and Dignity at Work
- GP-00057 – Equity Ownership
- GP-00363 – Employee Personal Account Trading
- GP-00103 – Reputational Risk
- GP-01058 – Disciplinary
- P-00135 – Discretionary Variable Incentive Award  
– Switzerland & Liechtenstein

Other documents, such as the Plan, the Group's CC Charter and the Group's Code of Conduct are relevant and form part of this Compensation Policy.

In the event of conflict between this and other policies, the CC will make a decision based on the best interests of all parties, taking into account legal considerations and other relevant factors.

## Abbreviations

AGM	Annual General Meeting
AoA	Articles of Association
BoD	Board of Directors
CC	Compensation Committee
CCA	Contingent Capital Award
CCRO	Chief Compliance and Regulatory Affairs Officer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CRD IV	Capital Requirements Directive IV
CRO	Chief Risk Officer
EC	Economic Contribution
ExB	Executive Board
FINMA	Swiss Financial Market Supervisory Authority
Group	Credit Suisse Group AG and its consolidated subsidiaries
HR	Human Resources
LTI	Long-term incentive
MD	Managing Director
MRTC	Material Risk Takers and Controllers
NYSE	New York Stock Exchange
OAEC	Swiss Ordinance Against Excessive Compensation with respect to Listed Stock Companies
Plan	Credit Suisse Group AG Master Share Plan
STI	Short-term incentive





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