Since the end of 2013, we have separately disclosed our strategic and non-strategic results in addition to our reported results. Our strategic results encompass the businesses that we plan to focus on going forward, while our non-strategic results include operations that we intend to wind down or exit. We think it is helpful for our investors to know how our businesses perform when excluding the drag from the non-strategic results.

All figures in this publication are for or as of end-2014, as applicable, unless otherwise noted.

<table>
<thead>
<tr>
<th><strong>Facts and Figures 2014</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.9 billion</td>
<td>net income attributable to shareholders in CHF</td>
</tr>
<tr>
<td>6.8 billion</td>
<td>pre-tax income for strategic businesses in CHF</td>
</tr>
<tr>
<td>12%</td>
<td>return on equity for strategic businesses</td>
</tr>
<tr>
<td>1,367 billion</td>
<td>assets under management for strategic businesses in CHF</td>
</tr>
<tr>
<td>0.70</td>
<td>distribution per share in CHF*</td>
</tr>
<tr>
<td>3.9 %</td>
<td>look-through Swiss Leverage ratio</td>
</tr>
<tr>
<td>10.1%</td>
<td>look-through CET1 ratio</td>
</tr>
</tbody>
</table>

* Proposal of the Board of Directors to shareholders at the Annual General Meeting on April 24, 2015. 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.
Credit Suisse at a Glance

As one of the world’s leading financial services providers, we are committed to delivering our combined financial experience and expertise to corporate, institutional and government clients, ultra-high-net-worth and high-net-worth individuals worldwide, as well as affluent and retail clients in Switzerland. Our integrated business model combines the resources of our two business divisions, allowing us to provide comprehensive solutions to our clients. Founded in 1856, we have operations in over 50 countries and employ 45,800 individuals from over 150 different nations.

All expense reduction metrics against 6M11 annualized total expenses are measured at constant foreign exchange rates and exclude realignment and other significant expense items and variable compensation expenses.

As of January 1, 2013, Basel III was implemented in Switzerland along with the Swiss “Too Big to Fail” legislation and regulations thereunder. Our related disclosures are in accordance with our current interpretation of such requirements, including relevant assumptions. Changes in the interpretation of these requirements in Switzerland or in any of our assumptions or estimates could result in different numbers from those shown herein.

Unless otherwise noted, leverage ratio, leverage exposure and total capital amounts included herein are based on the current FINMA framework. The Swiss leverage ratio is calculated as Swiss total eligible capital, divided by a three-month average leverage exposure, which consists of balance sheet assets, off-balance sheet exposures, consisting of guarantees and commitments, and regulatory adjustments, which include cash collateral netting reversals and derivative add-ons.

BIS leverage amounts are calculated based on our interpretation of, and assumptions and estimates related to, the BIS requirements as implemented by FINMA that are effective for the first quarter of 2015, and the application of those requirements on our fourth quarter of 2014 results. Changes in these requirements or any of our interpretations, assumptions or estimates would result in different numbers from those shown herein.

BIS leverage exposure target assumes foreign exchange rates of USD/CHF and EUR/CHF as of January 30, 2015.

Return on equity for strategic results is calculated by dividing annualized strategic net income by average strategic shareholders’ equity (derived by deducting 10% of non-strategic risk-weighted assets from reported shareholders’ equity).

Return on regulatory capital is calculated using income after tax and capital allocated based on the average of 10% of average risk-weighted assets and 2.4% of average leverage exposure.

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.
Dear Reader

2014 was a challenging year for Credit Suisse but also a period of continued progress. We faced a more uncertain and volatile economic, political and market environment, along with continued regulatory reform. We have made significant progress in recent years to anticipate these developments and proactively transform Credit Suisse in response to this evolving operating environment. Notwithstanding the pace and magnitude of change, our businesses delivered a robust performance and we saw continued momentum with clients. It is clear that we must continue to adapt to best serve our clients and to further improve profitability and shareholder returns.

The ongoing changes in the financial services industry, as well as the evolving economic and regulatory environment, are forcing banks to constantly adapt their business models and to examine and analyze business investment and expansion opportunities going forward. For Credit Suisse, our integrated bank approach, which we have had in place since 2006, represents an integral part of our business model and strategy. During the year, we made further progress toward our goal of achieving a more balanced allocation of capital between Private Banking & Wealth Management and Investment Banking. We continued to drive our growth initiatives in Private Banking & Wealth Management in order to grow top-line revenue and mitigate margin pressure. We continue to leverage our strong position in the Swiss market and capitalize on our presence and expertise in the emerging markets, including the Middle East and Asia Pacific. In Investment Banking, we continued to implement our client-focused, capital-efficient strategy, with an emphasis on our market-leading franchises, such as equities, securitized products and global credit products.

We expect that our clear commitment to the integrated and well-balanced banking model, combined with the continued wind-down of our non-strategic operations and the execution of our cost savings programs, will allow us to deliver a good performance to the benefit of our stakeholders.

Given the progress we made and good momentum across our businesses, we decided that now is the appropriate time for CEO succession. On March 10, 2015, we announced that the Board of Directors has appointed Tidjane Thiam as the new CEO of Credit Suisse Group, effective at the end of June 2015. Tidjane Thiam, who currently serves as Group Chief Executive of Prudential plc, is one of the most distinguished personalities in the financial services industry. In the meantime, we and our leadership team are focused on a flawless transition.

We would like to express our sincere gratitude to our clients, our shareholders and our employees for all of their support during the year.

Best regards,

Urs Rohner, Chairman of the Board of Directors (left), and Brady W. Dougan, Chief Executive Officer

March 2015

Urs Rohner
Chairman of the Board of Directors

Brady W. Dougan
Chief Executive Officer
Strategy
An integrated global bank with a strong local presence

We offer our clients in Switzerland and around the world a broad range of customized banking services and products. We operate as an integrated bank, combining strengths and expertise of our two global business divisions, Private Banking & Wealth Management and Investment Banking. These two divisions are supported by our Shared Services, which provide corporate services and business solutions. Our global structure comprises four regions: our home market, Switzerland; Europe, Middle East and Africa; Americas; and Asia Pacific. To ensure our bank’s success and create value for our clients, investors and society, our strategy is built on the following six pillars:

Client Focus
We put our clients’ needs first. We aspire to be a reliable and trusted partner to our clients at all times.

Efficiency
We strive for superior efficiency, while not compromising growth or reputation.

Home Market
In Switzerland, Credit Suisse is a leading bank for retail, private, corporate and institutional clients. At the end of 2014, we had around CHF 156 billion of loans outstanding, including mortgages and loans to private sector companies, to the public sector and to private clients. As an employer, purchaser and investor, Credit Suisse makes a substantial contribution to economic output and employment in all Swiss regions.

Collaboration
As part of our integrated bank strategy, close collaboration between our divisions and regions is essential to delivering comprehensive solutions to meet the complex financial needs of our clients.

Employees
We strive to attract, develop and retain top talent in order to deliver outstanding financial products and services to our clients.

Capital, Leverage and Risk Management
Prudent risk-taking aligned with our strategic priorities is fundamental to our business. We maintain a conservative framework to manage liquidity and capital.

Corporate Responsibility
As a member of global economy and society, we are committed to assuming our responsibilities as a bank, an employer and towards the society and the environment.
Private Banking & Wealth Management
Serving the needs of more than 2 million clients around the globe

Private Banking & Wealth Management offers comprehensive advice and a wide range of financial solutions to private, corporate and institutional clients. We offer our clients a distinct value proposition, combining global reach with a structured advisory process and access to a broad range of comprehensive products and services.

Investment Banking
Focusing on client-driven and capital-efficient businesses

Investment Banking provides a broad range of financial products and services, focusing on client-driven and high-return businesses. They include global securities sales, trading and execution, prime brokerage and capital raising and advisory services, as well as comprehensive research. Our clients include corporations, governments, institutions and private individuals around the world.

Strategic Assets under Management
(in CHF billion)

Key Figures – Private Banking & Wealth Management

26,100 employees*
28.2 billion net new assets in CHF
3,726 million strategic income before taxes in CHF

* Full-time equivalents, including Shared Services employees who work for Private Banking & Wealth Management.

Key Figures – Investment Banking

19,400 employees*
50% reduction in Basel III risk-weighted assets in USD since mid-2011
3,744 million strategic income before taxes in CHF

* Full-time equivalents, including Shared Services employees who work for Investment Banking.
Shared Services
Providing corporate services and business solutions

Shared Services provides centralized corporate services and business support for our two business divisions – Private Banking & Wealth Management and Investment Banking – as well as effective and independent control procedures. Shared Services also includes corporate functions, such as One Bank Collaboration, Public Policy and Corporate Communications.

- **Finance, Operations and IT**
  Protects and enhances shareholder value through financial rigor, integrated operations as well as processing platforms and technology solutions.

- **Legal and Compliance**
  Provides legal and compliance support to our two divisions and all functions of the bank and helps protect our reputation.

- **Risk**
  Helps to protect our financial strength and reputation, while ensuring that capital is well deployed to support business activities and grow shareholder value. Prudent risk-taking in line with our strategic priorities is fundamental to our business.

- **Talent, Branding and Centers of Excellence**
  Focuses on initiating, collaborating and improving our relationships with our current and prospective employees and clients.

---

Corporate Responsibility at Credit Suisse
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.

8,974 million assets under management with high social and environmental benefits in CHF

**Responsibility in society**
We see ourselves as an integral part of society and recognize our responsibilities that go beyond banking.

73,468 hours employees engaged in skills-based volunteering

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

1,200 young talents are taking part in our training programs in Switzerland

**Responsibility for the Environment**
We are committed to mitigating our impacts on the environment and have anchored our commitment to sustainability in our Code of Conduct.

49 gigawatt-hours of energy were saved globally as a result of increasing our server virtualization rate to 60% worldwide over the past four years

For further information see our Corporate Responsibility Report 2014.
Regions
Our global footprint with over 300 offices across four regions

We run a global organization comprising our four regions – Switzerland, our home market; Europe, Middle East and Africa; Americas; and Asia Pacific. Our local presence and global approach enables us to respond to changing client needs and market trends, while coordinating our activities on a cross-divisional basis.

<table>
<thead>
<tr>
<th>Region</th>
<th>Offices</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>42</td>
<td>10,900</td>
</tr>
<tr>
<td>Switzerland</td>
<td>204</td>
<td>17,100</td>
</tr>
<tr>
<td>EMEA</td>
<td>51</td>
<td>9,900</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>25</td>
<td>7,900</td>
</tr>
</tbody>
</table>
Board of Directors
Responsible for the overall strategic direction, supervision and control of Credit Suisse

Changes to the Board of Directors
At the Annual General Meeting on April 24, 2015, Jean-Daniel Gerber and Anton van Rossum will be stepping down from the Board of Directors, and the Board will propose Seraina Maag for election as a new member.

Members of the Board of Directors
(as of December 31, 2014)

Urs Rohner, Chairman
Jassim Bin Hamad J.J. Al Thani
Iris Bohnet
Noreen Doyle
Jean-Daniel Gerber
Andreas N. Koopmann
Jean Lanier
Kai S. Nargolwala
Anton van Rossum
Severin Schwan
Richard E. Thornburgh
Sebastian Thrun
John Tiner

- Chairman’s and Governance Committee
- Compensation Committee
- Audit Committee
- Risk Committee

Executive Board
Responsible for the day-to-day operational management, and developing and implementing Credit Suisse’s business plans

Announcement regarding CEO Change
On March 10, 2015, we announced that the Board of Directors has appointed Tidjane Thiam as the new CEO of the Group. He will take over this position from Brady W. Dougan, who will step down at the end of June 2015 after eight years as CEO of the Group.

Members of the Executive Board
(as of December 31, 2014)

Brady W. Dougan
Chief Executive Officer

Shared Services heads
Romeo Cerutti
General Counsel

David Mathers
CFO, Head of IT and Operations

Joachim Oechslin
Chief Risk Officer

Pamela Thomas-Graham
Chief Marketing and Talent Officer, Head of PB&WM New Markets

Divisional & Regional Management
Hans-Ulrich Meister
Joint Head Private Banking & Wealth Management, Regional CEO Switzerland

Robert Shafrir
Joint Head Private Banking & Wealth Management, Regional CEO Americas

James L. Amine
Joint Head Investment Banking

Gaël de Boissard
Joint Head Investment Banking, Regional CEO EMEA

Timothy P. O’Hara
Joint Head Investment Banking

Changes to the Board of Directors
(Industry experience as of December 31, 2014)

Industry experience

- Financial services
- Manufacturing & technology
- Law, government & academia

Geographical origin

- Switzerland
- Americas
- Europe, Middle East and Africa
- Asia Pacific

- Member since

- Chairmanship is permanent
- Member since 2003
- Member since 2009
- Member since 2010
- Member since 2014
- Member since 2013
- Member since 2014
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 strong 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.

Key metrics

<table>
<thead>
<tr>
<th>in / end of</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income (CHF million)</td>
<td>1,875</td>
<td>2,326</td>
</tr>
<tr>
<td>of which strategic results</td>
<td>4,962</td>
<td>5,095</td>
</tr>
<tr>
<td>of which non-strategic results</td>
<td>(3,087)</td>
<td>(2,769)</td>
</tr>
<tr>
<td>Earnings per share (CHF)</td>
<td>1.07</td>
<td>1.22</td>
</tr>
<tr>
<td>Return on equity (%)</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Return on equity – strategic results</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Core results (CHF million)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net revenues</td>
<td>25,815</td>
<td>25,217</td>
</tr>
<tr>
<td>Provision for credit losses</td>
<td>186</td>
<td>167</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>22,397</td>
<td>21,546</td>
</tr>
<tr>
<td>Income from continuing operations before taxes</td>
<td>3,232</td>
<td>3,504</td>
</tr>
<tr>
<td>of which strategic results</td>
<td>6,790</td>
<td>7,173</td>
</tr>
<tr>
<td>of which non-strategic results</td>
<td>(3,558)</td>
<td>(3,669)</td>
</tr>
<tr>
<td>Core results statement of operations metrics (%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost/income ratio</td>
<td>86.8</td>
<td>85.4</td>
</tr>
<tr>
<td>Pre-tax income margin</td>
<td>12.5</td>
<td>13.9</td>
</tr>
<tr>
<td>Effective tax rate</td>
<td>43.5</td>
<td>36.4</td>
</tr>
<tr>
<td>Assets under management and net new assets (CHF billion)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assets under management from continuing operations</td>
<td>1,377.3</td>
<td>1,253.4</td>
</tr>
<tr>
<td>Net new assets from continuing operations</td>
<td>30.2</td>
<td>36.1</td>
</tr>
<tr>
<td>Balance sheet statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total assets (CHF million)</td>
<td>921,462</td>
<td>872,806</td>
</tr>
<tr>
<td>Swiss leverage ratio (%)</td>
<td>4.9</td>
<td>5.1</td>
</tr>
<tr>
<td>BIS statistics (Basel III)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk-weighted assets (CHF million)</td>
<td>291,410</td>
<td>273,846</td>
</tr>
<tr>
<td>CET1 ratio (%)</td>
<td>14.9</td>
<td>15.7</td>
</tr>
<tr>
<td>Tier 1 ratio (%)</td>
<td>17.1</td>
<td>16.8</td>
</tr>
<tr>
<td>Dividend per share (CHF)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividend per share</td>
<td>0.70</td>
<td>0.70</td>
</tr>
<tr>
<td>Number of employees (full-time equivalents)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of employees</td>
<td>45,800</td>
<td>46,000</td>
</tr>
</tbody>
</table>

For further information on our financial results and on these metrics refer to our Annual Report 2014.
Shareholder base (as of end-2014)

- Private investors: 15%
- Other investors: 16%
- Institutional investors: 69%

**Global 2012**

January: Central banks across the globe remain concerned about the growth outlook and generally further eased monetary policy in 2012. The US Federal Reserve notes that monetary policy would remain highly accommodative after the recovery strengthens.

June: Regulatory authorities in a number of jurisdictions, including the US, UK, EU and Switzerland conduct investigations into the setting of LIBOR and other reference rates with respect to a number of currencies, as well as the pricing of certain related derivatives.

July: The Swiss National Bank advises in its Financial Stability Report at the end of June 2012 that the Swiss big banks (including Credit Suisse) should expand their loss-absorbing capital more rapidly in view of the marked deterioration in the economic environment – especially following the escalation of the eurozone debt crisis.

September: The eurozone sovereign debt crisis is a key theme in 2012. In September, European Union leaders agree on a single banking supervisory mechanism to be run by the European Central Bank.

**Global 2013**

January: Bilateral tax agreements between Switzerland and each of the UK and Austria, enter into force, allowing for the regularization of assets in Switzerland of UK and Austrian residents.

February: Switzerland and the US sign an agreement which will enable financial institutions in Switzerland to comply with the Foreign Account Tax Compliance Act (FATCA) while remaining in compliance with Swiss law.

July: The Swiss Federal Council announced to provide authorizations to banks to transfer information about the destination of assets belonging to US clients who closed their Swiss bank accounts. Credit Suisse has received the authorization from the Swiss Federal Council.

October: On October 15, the Swiss Central Bank to directly supervise 120 significant banks of the participating countries.

**Global 2014**

February: OECD unveils Common Reporting Standard on the Automatic Exchange of Information, providing guidelines on the compilation of information for national tax authorities.

April: EU Parliament passes legal structure for EU Banking Union, allowing the European Central Bank to directly supervise 120 significant banks of the participating countries.

October: BCBS adopts the Net Stable Funding Ratio, which will complement the Liquidity Coverage Ratio.

November: The Financial Stability Board publishes draft capital rules for global systemically relevant banks, intended to result in a minimum standard for total loss-absorbing capacity (TLAC) for the world’s largest banks.

**Credit Suisse 2012**

June: As part of an industry-wide ratings review, Moody’s Investors Service announced a downgrade of Credit Suisse AG’s deposit and senior debt ratings from A1 to A2. As of this A1 Moody’s rating, Credit Suisse AG maintains its position as one of the best-rated global banks.

July: Credit Suisse announces capital measures to accelerate the strengthening of its capital position in light of the regulatory and market environment. Measures include capital raising from key strategic investors and shareholders, strategic divestments and real estate sales.

November: Credit Suisse announces a settlement with the US Securities and Exchange Commission that resolves investigations relating to residential mortgage-backed securities transactions.

November: Credit Suisse integrates its former Private Banking and Asset Management divisions into a single, new Private Banking & Wealth Management division.

**Credit Suisse 2013**

January: As of January 1, 2013, Credit Suisse operates under the Basel III framework, which is implemented in Switzerland along with the Swiss “Too Big to Fail” (TBTF) legislation.

March: To accelerate its growth momentum in international markets and in the US-NW client segment, Credit Suisse agrees to acquire Morgan Stanley’s Private Wealth Management businesses in EMEA, excluding Switzerland.

October: Credit Suisse establishes non-strategic results in both divisions and the Corporate Center to accelerate the reduction of capital and costs associated with non-strategic activities and to focus resources on its strategic businesses and growth initiatives.

November: Credit Suisse announces key components of its program to evolve the Group’s legal entity structure addressing developing and future regulatory requirements and marking a next step in the execution of the TBTF legislation implementation.

**Credit Suisse 2014**

March: Credit Suisse announces agreement with FHFA to settle litigation claims related to the sale of residential mortgage-backed securities between 2005 and 2007.

May: Credit Suisse announces a comprehensive and final settlement regarding all outstanding US cross-border matters and agrees to pay USD 2.8 billion.

October: Credit Suisse appoints James L. Amine and Timothy P. O’Hara to the Executive Board to jointly lead the Investment Banking division with Gábor de Boissard; Helman Sitohang assumes the role CEO of Asia Pacific.

December: Credit Suisse piloted its cutting-edge digital private banking platform in Asia, with global rollout to begin in the first quarter of 2015.
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 2015 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 2014.