



## Vontobel Wealth Management Conference 2007

## Credit Suisse Private Banking Quo Vadis

Michael M. Rüdiger  
Zurich, November 22, 2007

# 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, 2006 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 third quarter report 2007.

# Agenda

## Credit Suisse Private Banking – Quo Vadis

- Status Quo: Credit Suisse Group & Credit Suisse Private Banking 3Q 07
- Status Quo: Focus Region EMEA Private Banking
- Quo Vadis: Dimension I – Business Model UHNWI
- Quo Vadis: Dimension II – "One Bank" Middle Market Initiative

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# Status Quo: Credit Suisse Group & Credit Suisse Private Banking 3Q 07

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## Record nine-month performance but third quarter results affected by market environment

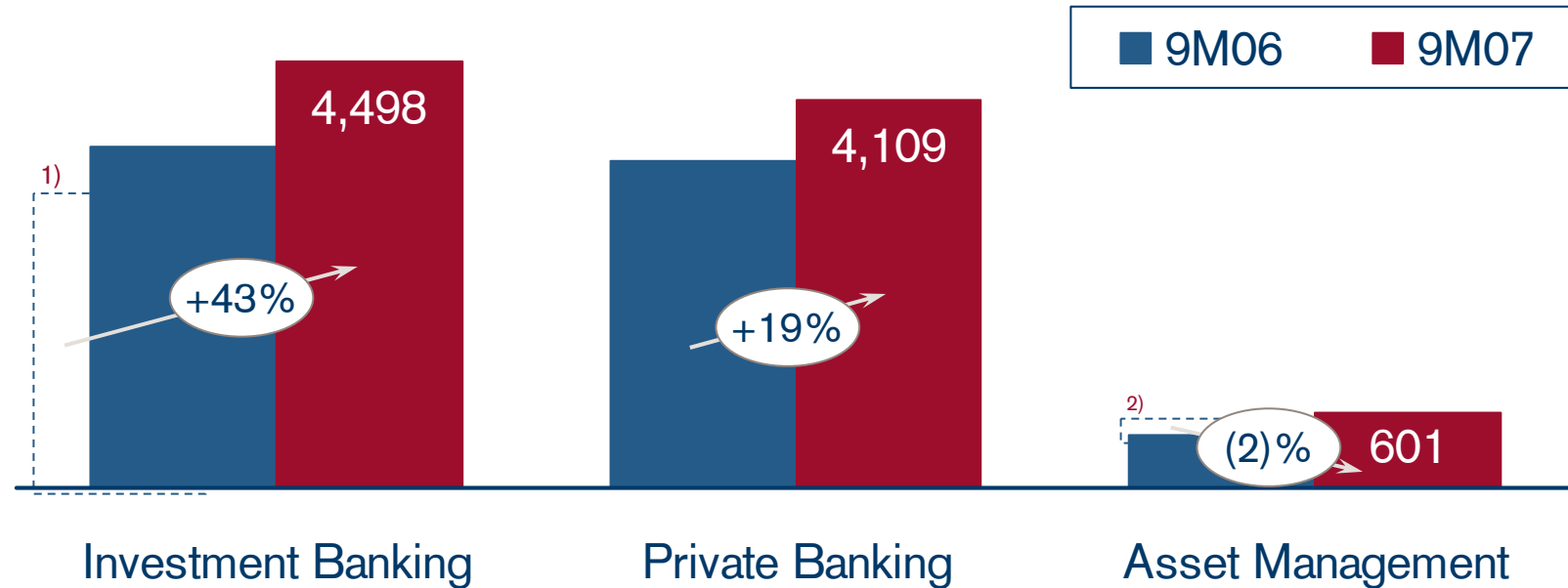
CHF m, except where indicated	3Q07	Change in % vs. 3Q06	9M07	Change in % vs. 9M06
Net revenues <sup>1)</sup>	6,020	(19)	28,392	13
Total operating expenses <sup>1)</sup>	4,733	(16)	19,410	9
Income from continuing operations before taxes <sup>1)</sup>	1,283	(30)	8,945	22
Income from continuing operations	1,302	(11)	7,220	27
Net income	1,302	(31)	7,220	9
Diluted EPS from continuing operations in CHF	1.18	(9)	6.43	31
in	3Q07	3Q06	9M07	9M06
Return on equity	12.4%	18.9%	22.5%	21.7%
Cost/income ratio <sup>1)</sup>	78.6%	75.9%	68.4%	71.1%

1) for Core Results, i.e. excluding results from minority interests without significant economic interest

# Record nine-month results in Investment Banking and Private Banking

## Pre-tax income

CHF m



Pre-tax income margin in %	
Investment Banking	25.1
Private Banking	39.7
Asset Management	19.7
Investment Banking	27.7
Private Banking	40.9
Asset Management	27.0

1) Excluding credits received from insurance settlements for litigation costs of CHF 474 m

2) Excluding business realignment costs of CHF 192 m

# Private Banking: Facts and Figures as of Sep 30, 2007



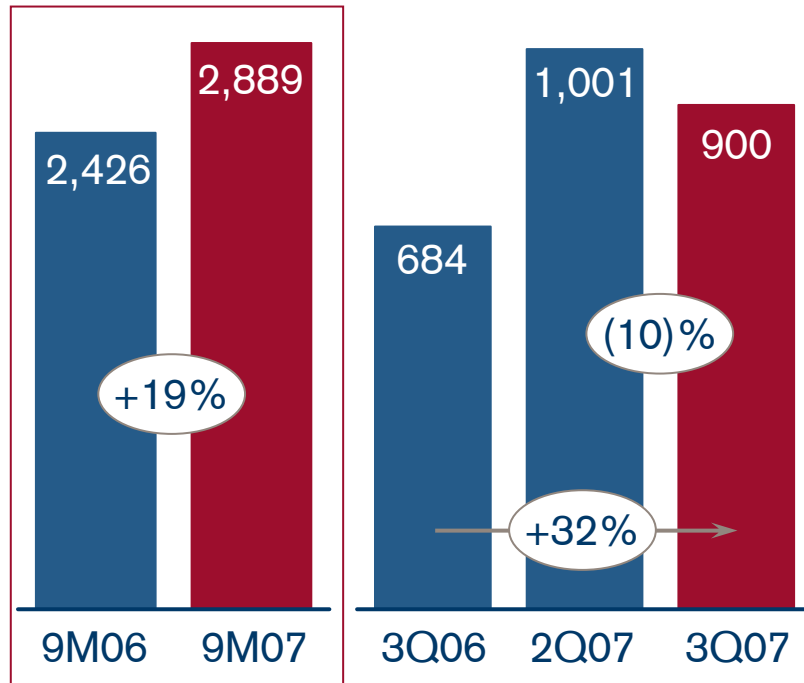
- 2.45 million clients<sup>1)</sup>
- 22,800 employees
- CHF 992 bn AuM
- CHF 173 bn net loans
- More than 160 Wealth Management locations worldwide
- 216 Corporate and Retail Banking branches in Switzerland

1) Of which ~630,000 Wealth Management

# Wealth Management delivered profitable growth while making investments to expand global franchise

## Pre-tax income

CHF m



## Pre-tax income margin in %

39.7	40.7	37.1	42.0	38.4
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## Comments

- Good results in light of challenging markets with increased volatility
- Client activity relatively strong until mid-August despite summer slowdown
- Lower activity until mid-September and subsequent recovery through quarter end
- Nine-month pre-tax income margin exceeded 40% mid-term target



# Continued strength in Wealth Management in 9M07

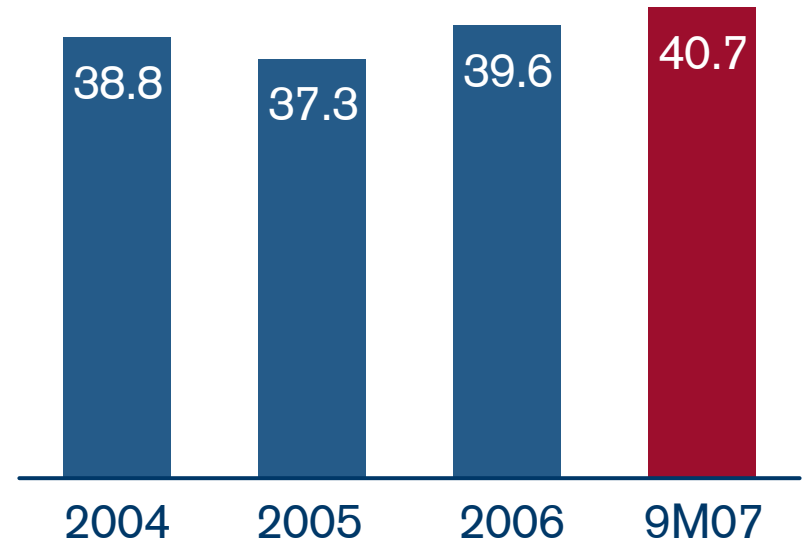
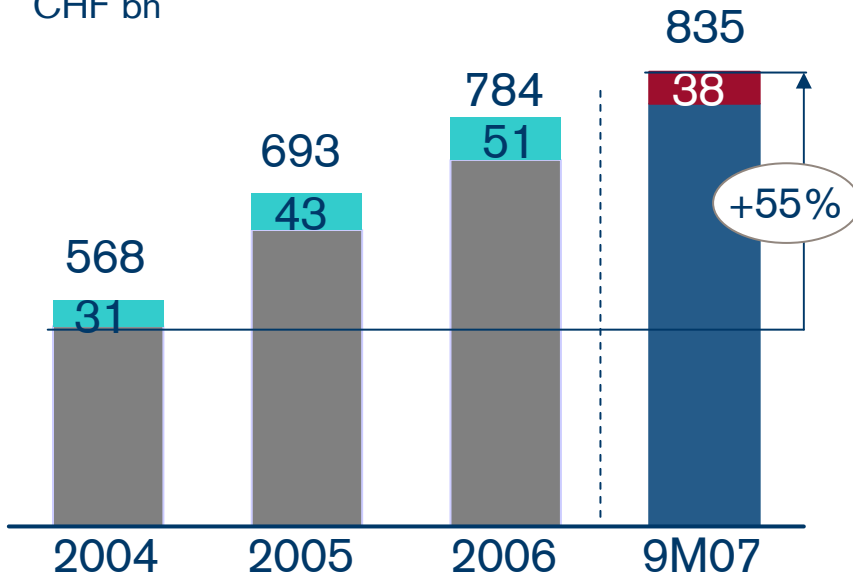
## Net new asset growth on AuM in %

6%      8%      7%      6.5%

## Pre-tax income margin

%

CHF bn

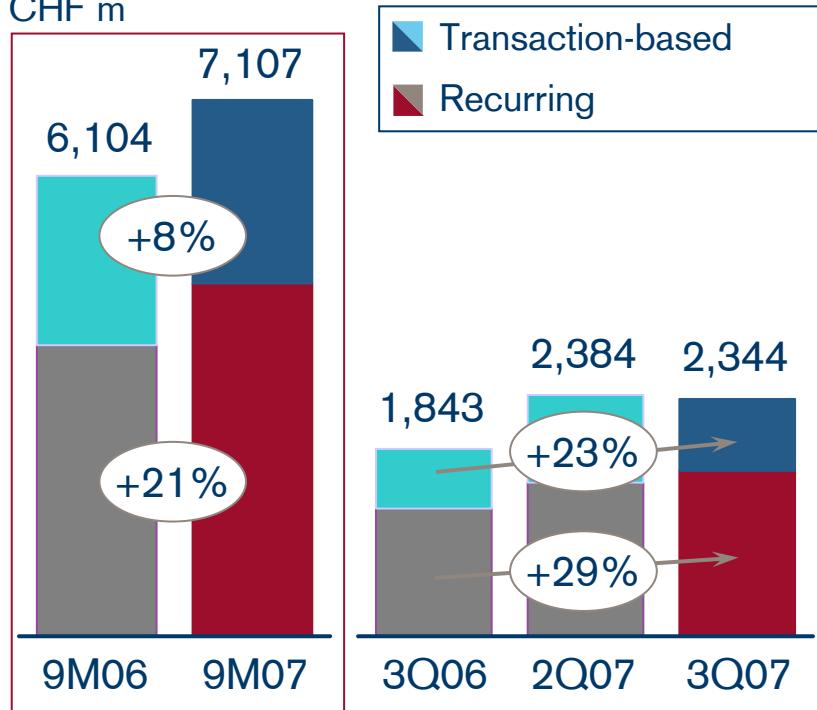


- Net new assets
- Assets under Management / (AuM)

# Wealth Management growing recurring revenues

## Net revenues

CHF m



Recurring revenues as % of net revenues

63.1    65.8    68.8    63.6    69.9

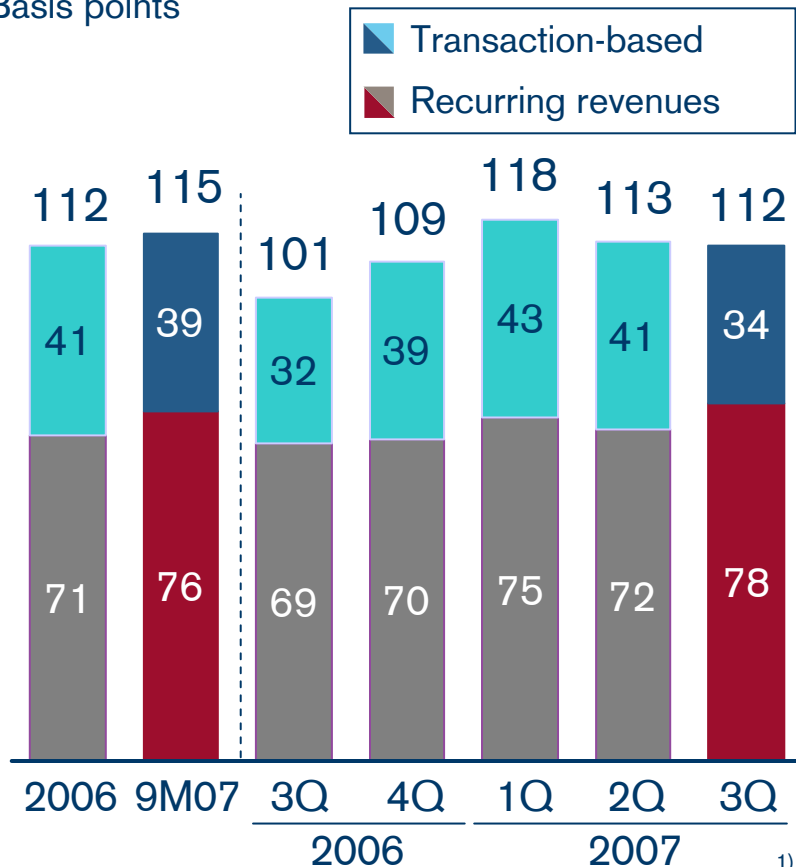
## Comments

- Recurring revenues increased 29%
  - higher commissions and fees from the strong growth in our assets base, particularly managed assets
  - higher interest income, mainly from lower funding costs and higher liability volumes and margins
- Transaction-based revenue increased 23% driven by higher brokerage and product issuing fees and client foreign exchange income

# Wealth Management with steady gross margin and good asset inflows

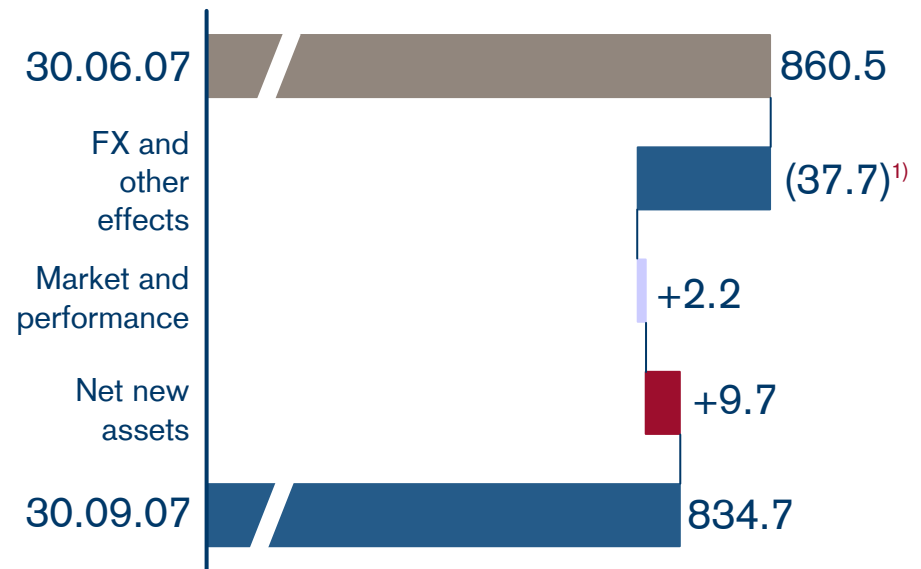
## Gross margin

Basis points



## Assets under management

CHF bn

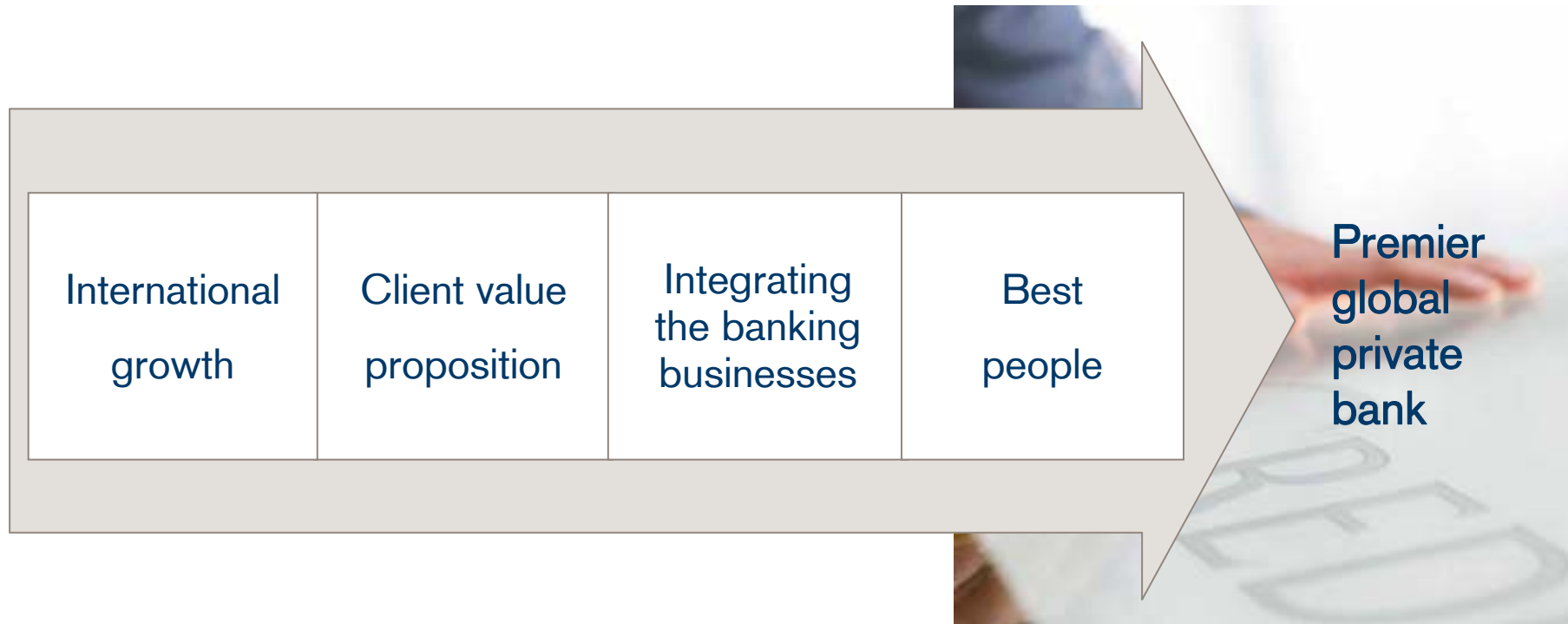


### Net new asset growth on AuM

in 3Q07 (annualized)	4.5%
rolling four quarters	6.2%

1) Includes a reduction of CHF 21.6 billion of corporate cash assets now reflected only in client assets

# Private Banking: Update on strategy



# Private Banking: Global reach



1) Brokerage license only, joint venture with Saudi Swiss Securities

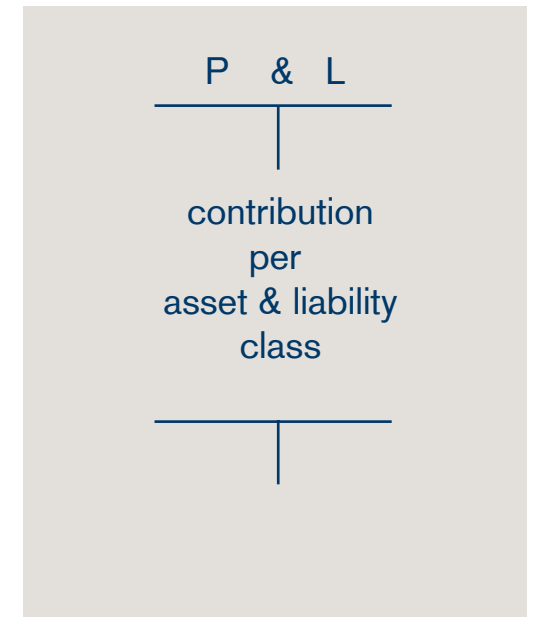
# Holistic Advice: the center of our client value proposition

Client needs

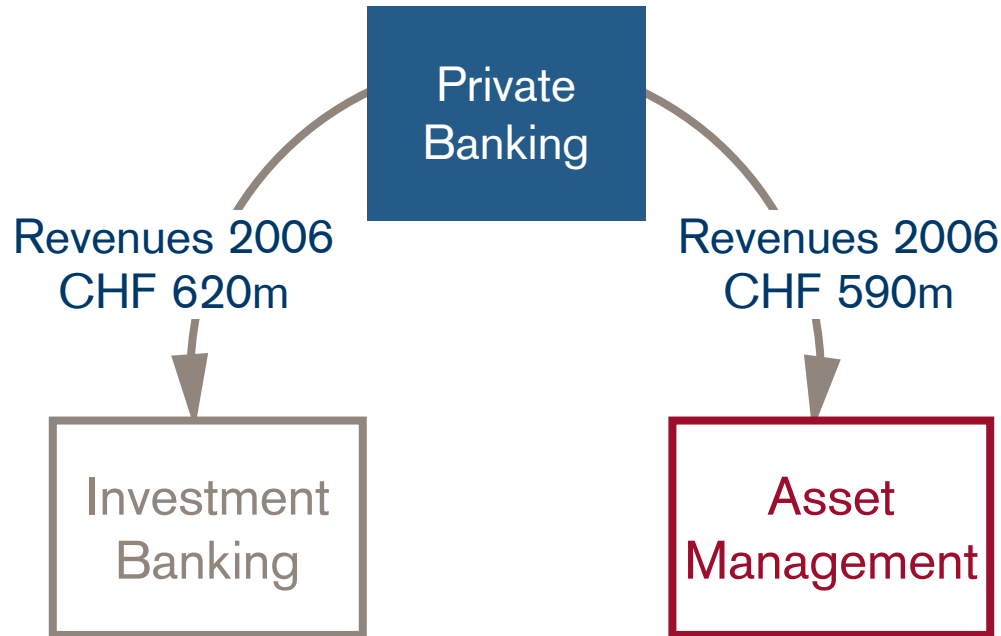
Structured advisory process  
& tools

Optimized performance

Asset	Liabilities
Liquidity	Liabilities
Equities	
Bonds	Net worth
Alternatives	
Real Estate	
Factors other than wealth	



# One Bank: Collaboration Revenues from PB to other Divisions

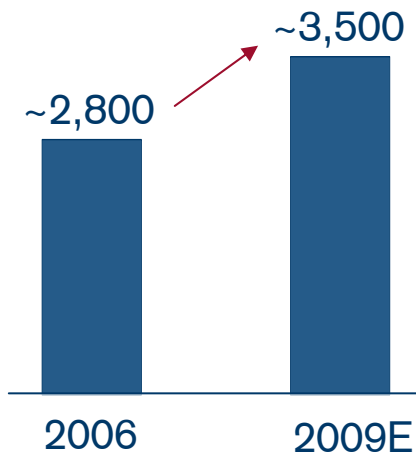


## Revenues from Private Banking clients for Investment Banking and Asset Management:

- Amounted to another ~15% of Wealth Management revenue
- Increased by ~30% in 2006
- Increased number of AM/IB-transactions for UHNWI in EMEA

# Best People: attract, develop and retain top performers

Planned increase in wealth management relationship managers



## Attract

- Hiring of senior relationship managers with contractual performance targets
- Hiring outside private banking, e.g. in investment and corporate banking and consulting
- Extended global campus recruiting

## Develop

- Customized in house training, "train to relationship manager" programs
- Focused mentoring models
- Accelerated career development for high potentials

## Retain

- Attractive compensation for high performers
- Global career paths



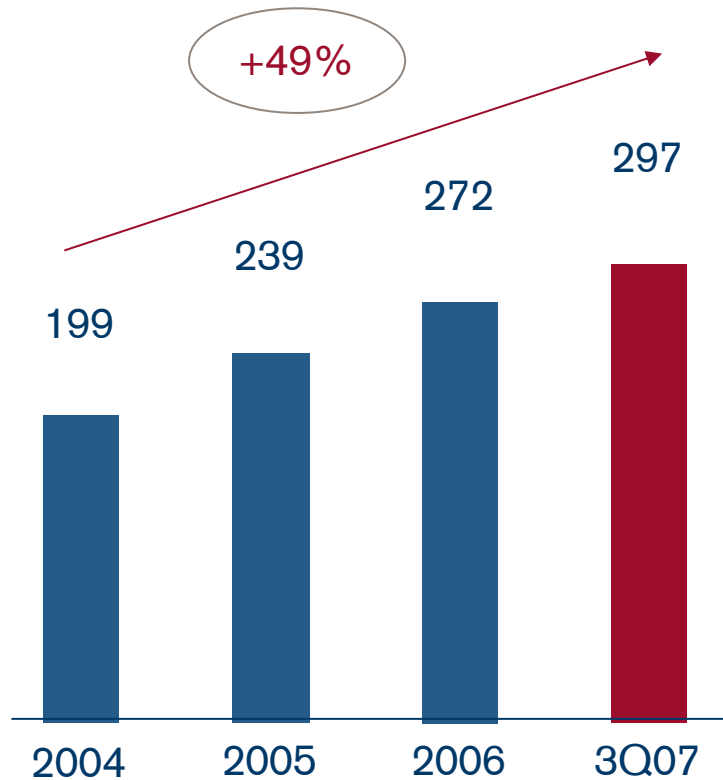
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# Status Quo: Focus Region EMEA Private Banking

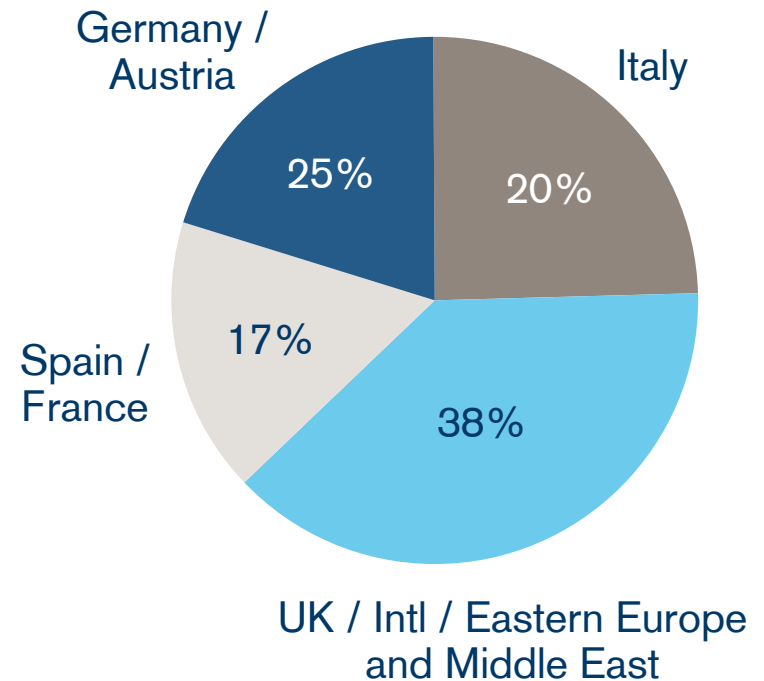
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# PB EMEA: AuM overview

## AuM (in CHF bn)



## AuM per market area in 3Q07



# PB EMEA : Key Figures and Achievements

## Key Figures

9M 2007

■ AuM (CHF bn)	297
■ NNA (CHF bn)	16.9
■ Net revenues growth <sup>1)</sup>	21%
■ Relationship managers	1,163
■ Net new RMs	95
■ Gross margin (bps)	125

## Key Achievements 2007

- Opened Rep Offices in Ukraine and Kazakhstan; Israel Investment Advisory opened in Q3; Austria onshore opened in Q4
- Segment initiatives for top executives
- Strengthened corporate advisory and mid cap services
- Implementation of UHNWI Distribution Management
- Increased gross margin

## Way Forward

- Focus on further development of core markets: Germany, Italy, Spain, France and UK
- Continued investment into CS Moscow platform
- Implementation of onshore operations in India
- Further develop the Gulf region in a One Bank approach
- Broaden financing offering in Western Europe

1) Vs.9M06

# PB EMEA: Key Initiatives Europe



# Deliver the Integrated Bank: Market Management

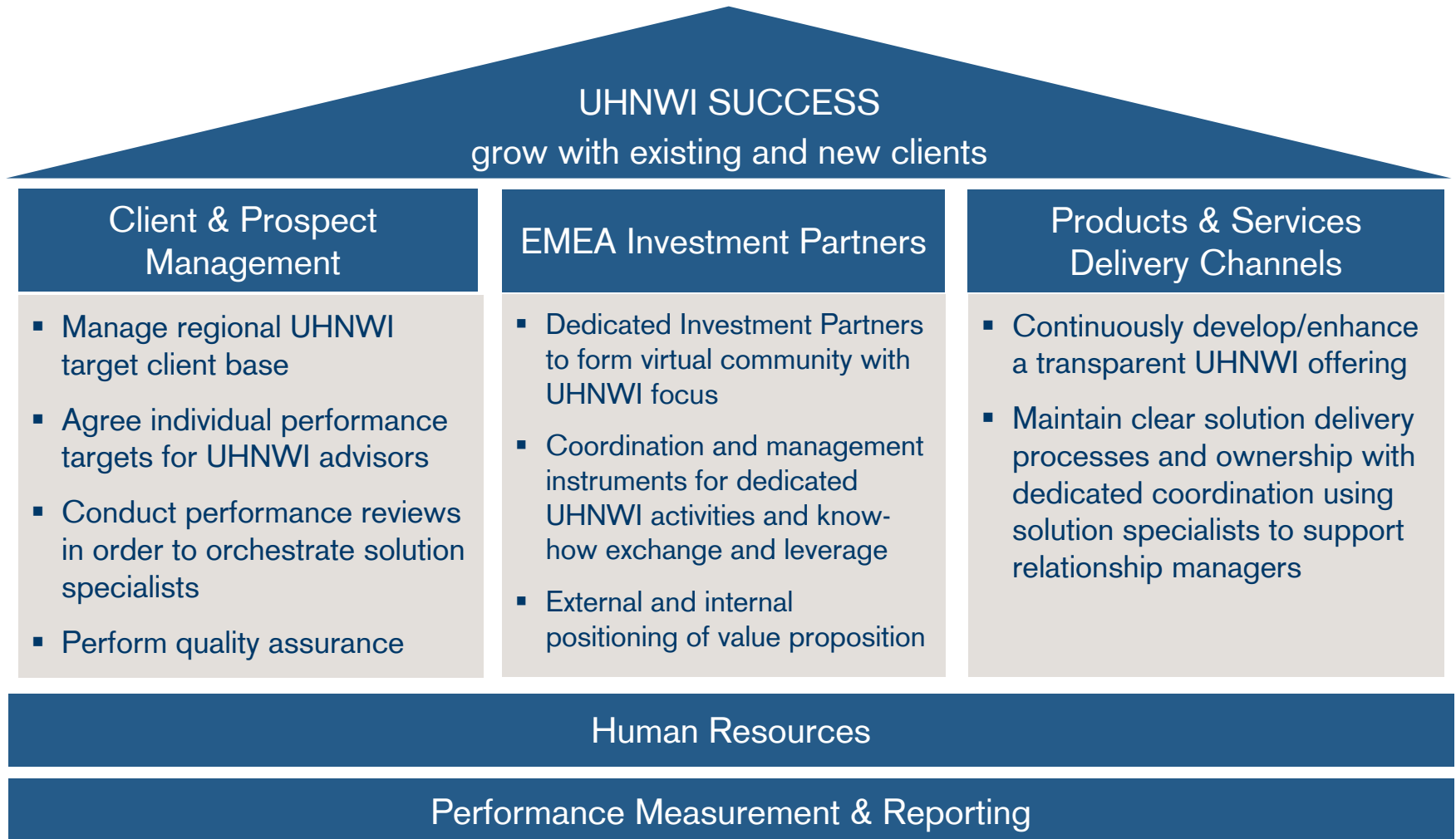
<b>Clients</b>	<ul style="list-style-type: none"><li>▪ Coordination of top clients</li><li>▪ Seamless client servicing across booking platforms and organizational layers</li></ul>	<b>Market Councils</b> <ul style="list-style-type: none"><li>▪ Facilitate cross-divisional and cross-border business</li><li>▪ Govern market management</li><li>▪ Coordinate and track collaboration deals</li><li>▪ Alignment of cross-border activities</li><li>▪ Involves all key onshore and offshore PB stakeholders as well as IB and AM representatives</li></ul>
<b>Markets</b>	<ul style="list-style-type: none"><li>▪ One overarching market strategy</li><li>▪ Buy-in and implementation by all market participants</li></ul>	
<b>Products</b>	<ul style="list-style-type: none"><li>▪ Country-specific product and service offering</li><li>▪ Combined demand across all booking platforms to ensure critical size for tailor-made solutions</li></ul>	
<b>Communication</b>	<ul style="list-style-type: none"><li>▪ "One voice to the market"</li><li>▪ Common communication and market platforms</li></ul>	

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# Quo Vadis: Dimension I – Business Model: UHNWI

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# UHNWI Management Framework in EMEA



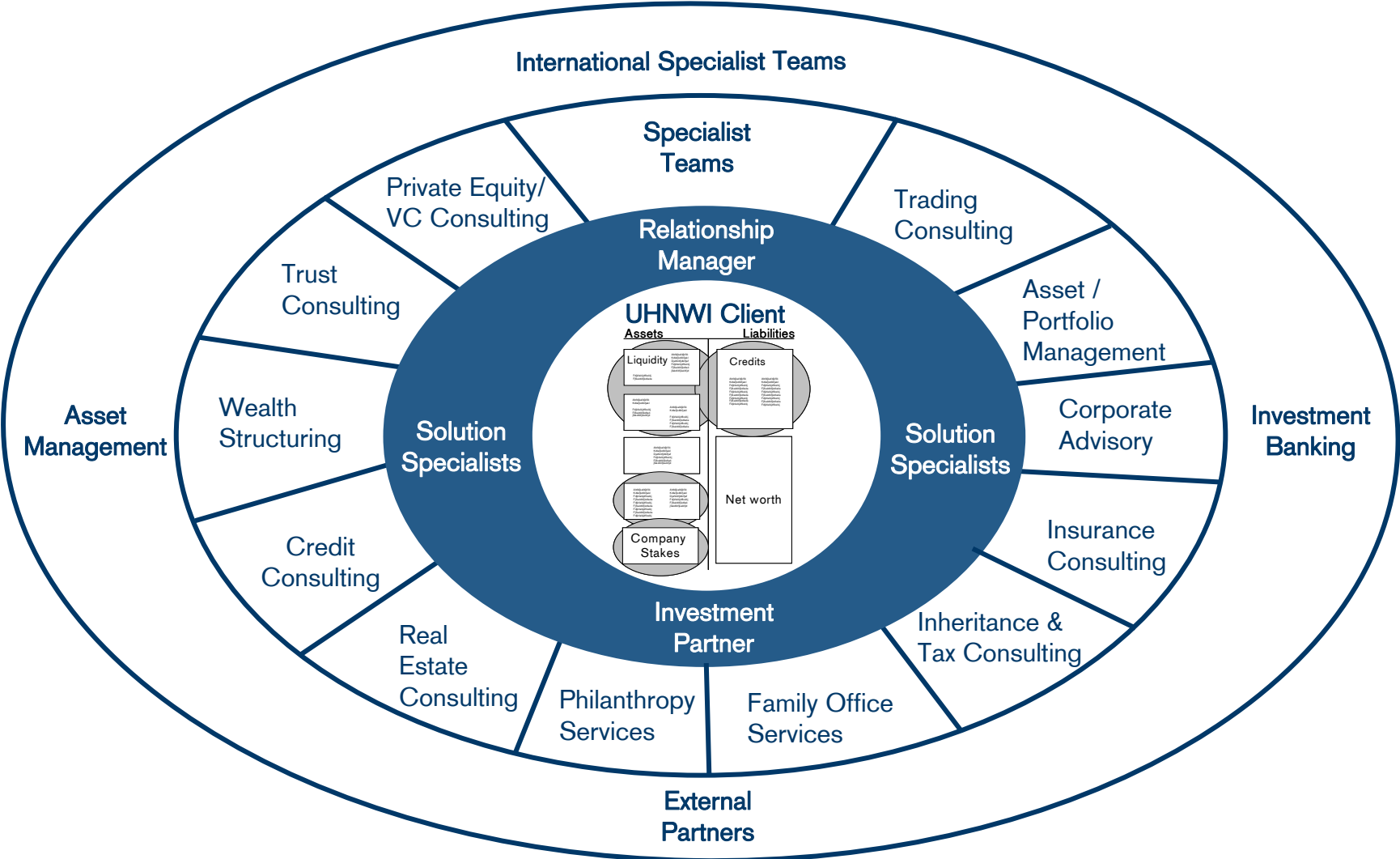
# UHNWI Management Framework in EMEA

## Market Overview: The Investment Partners





# UHNWI Delivery: an integrated offering



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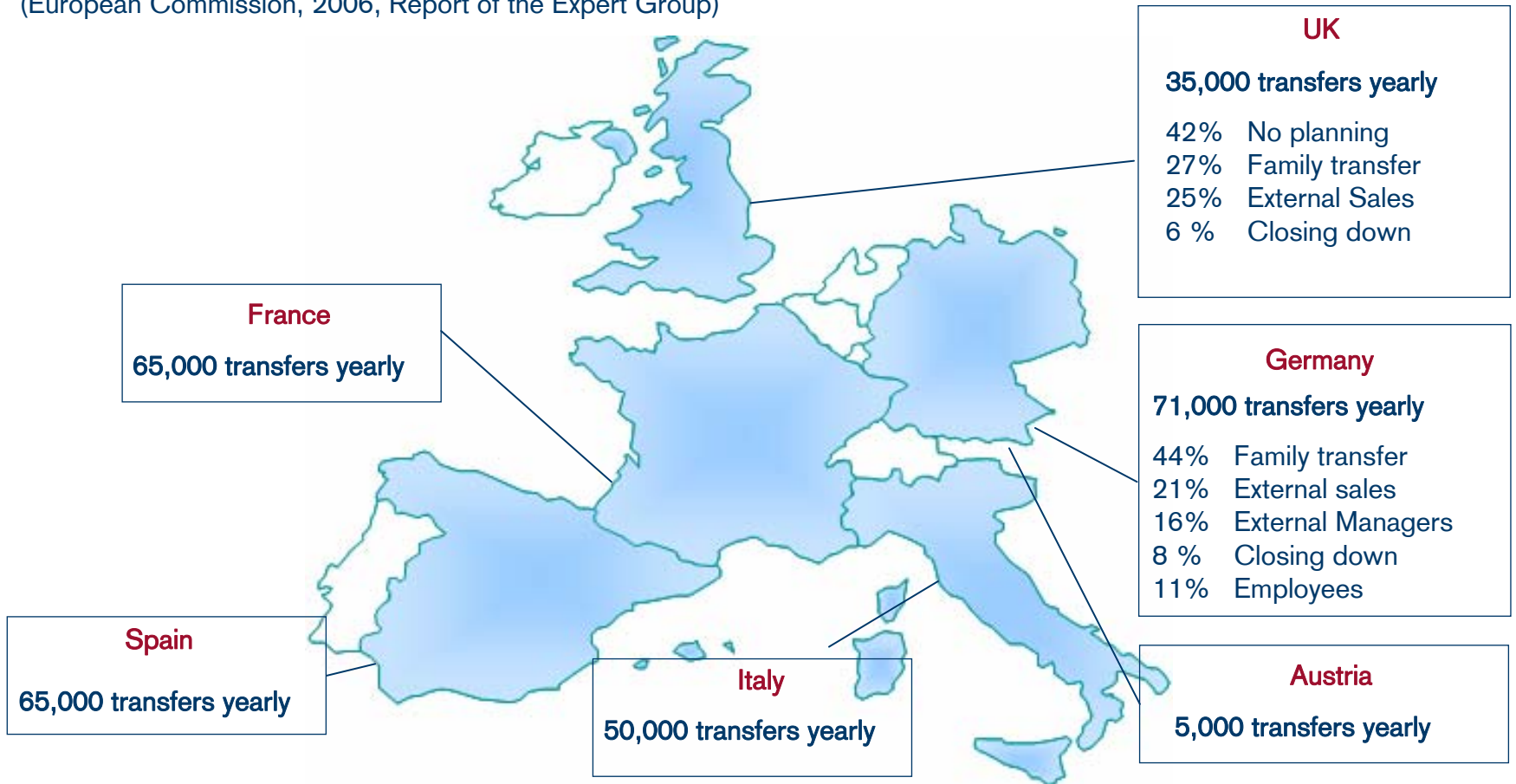
# Quo Vadis: Dimension II – "One Bank" Middle Market Initiative

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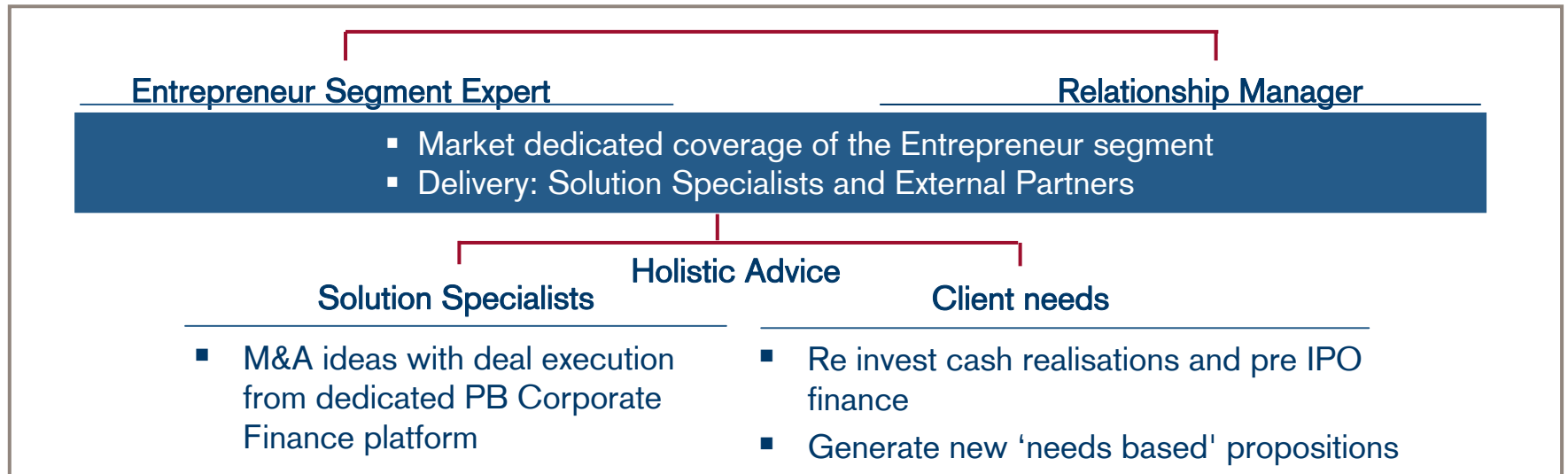
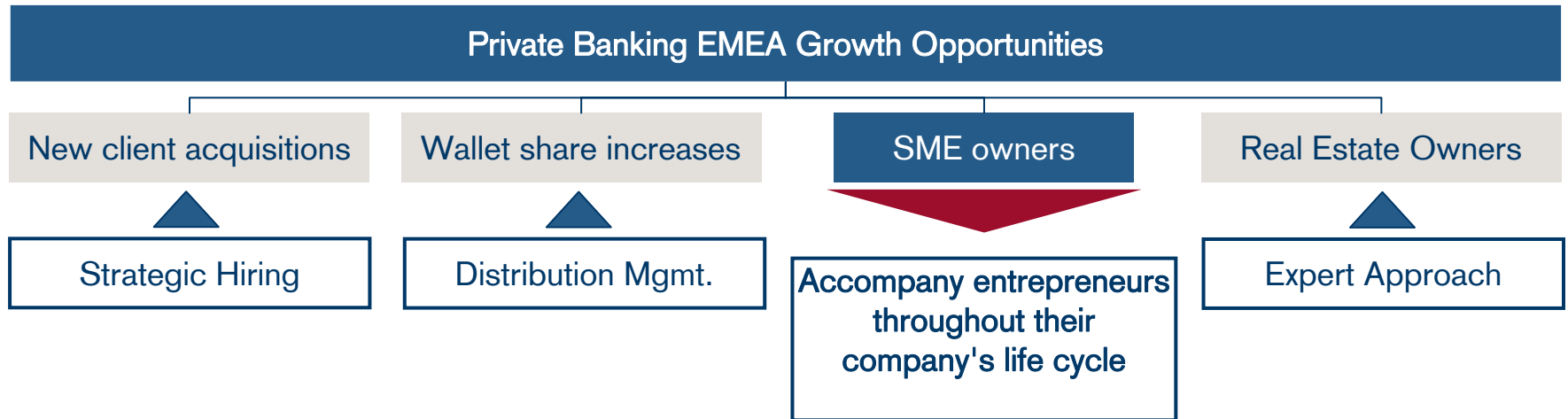
# European Middle Market

"One third of Europe's entrepreneurs will withdraw from business during the next ten years. It is estimated that, every year, this will affect up to 690,000 enterprises"

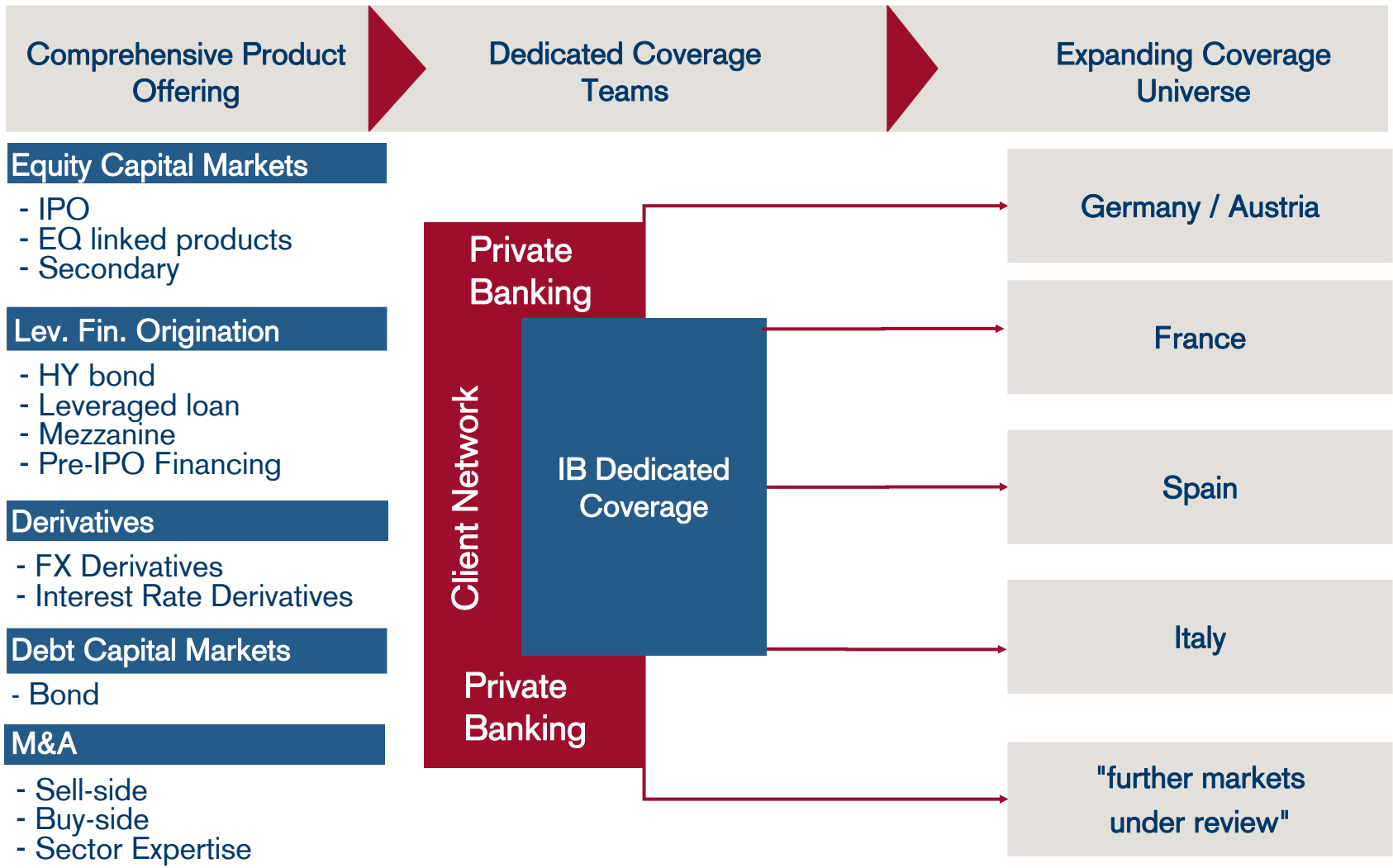
(European Commission, 2006, Report of the Expert Group)



# Asset switches and realisations: growth from the Middle Market



# Investment Banking coverage: a multi-product platform for the sophisticated Middle Market



# Integrated provision of financial services to the Middle Market

## Product

M&A	ECM	Private Equity
<ul style="list-style-type: none"><li>- Overall market share: #1 in Switzerland</li><li>- M&amp;A house of the year in Germany</li><li>- Landmark transactions in Middle Market</li></ul>	<ul style="list-style-type: none"><li>- Best Bank of Year for IPOs (2006)</li><li>- Innovative provider of Pre-IPO Equity release for SME</li></ul>	<ul style="list-style-type: none"><li>- Sell-sides to financial sponsors</li><li>- Leading Sponsor Franchise in Europe</li></ul>
Wealth Management	Leveraged Finance	Convertibles
<ul style="list-style-type: none"><li>Premier Global</li><li>Private Bank</li></ul>	<ul style="list-style-type: none"><li>- Best leveraged Finance House (Euromoney 2007)</li><li>- Best HY Bond house (Euromoney 2007)</li></ul>	<ul style="list-style-type: none"><li>- Best Convertible House (The Banker awards 2007)</li></ul>

## Client Coverage

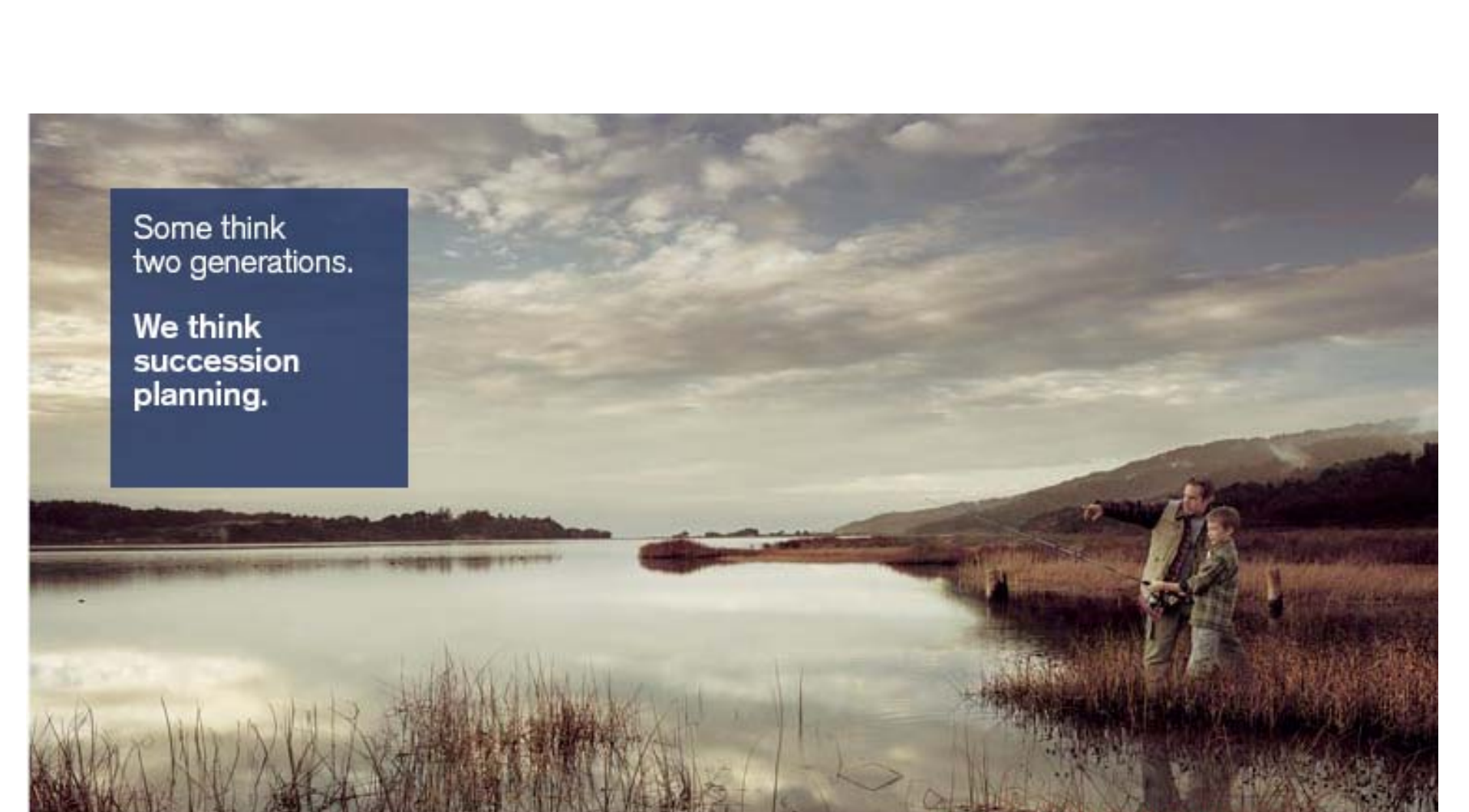
- Extensive On Shore Banking Presence
- Holistic advisory approach
- Brand recognition
- Entrepreneur and UHNWI relationships

## Integrated Banking Approach

- Ability to deliver bespoke solutions across the client life cycle
- One Bank Strategy and proven matching platform and referrals mechanism
- A dedicated middle market counterparty team

CREDIT SUISSE 

Financial Provider  
of Choice to the  
Middle Market



Some think  
two generations.

We think  
succession  
planning.

Investment Banking • Private Banking • Asset Management

Thanks for your attention!  
Happy to answer questions...!