

# Credit Suisse Private Banking: Strategy update

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# Cautionary statement

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

This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements involve inherent risks and uncertainties, and we might not be able to achieve the predictions, forecasts, projections and other outcomes we describe or imply in forward-looking statements.

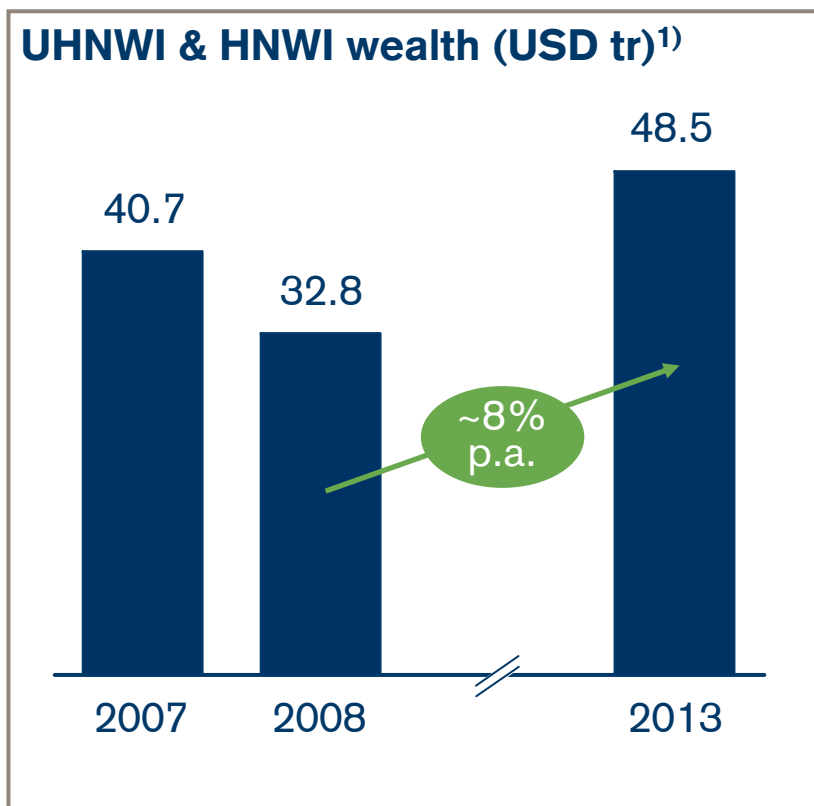
A number of important factors could cause results to differ materially from the plans, objectives, expectations, estimates and intentions we express in these forward-looking statements, including those we identify in "Risk Factors" in our Annual Report on Form 20- F for the fiscal year ended December 31, 2008 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 annual report 2008 and third quarter report 2009.

# Credit Suisse Private Banking: The investment case

- Leading business model in attractive growth market
- Scalable platform and strong operating leverage
- Beneficiary of industry and regulatory trends

# Wealth management industry continues to be attractive



- **Growth is driven by long-term secular trends**
  - Financial market recovery
  - GDP and wealth concentration
  - Private Investment Banking
  - Emerging markets
  - Generational transfer of wealth
- **Competitive landscape is transforming**
  - Many players weakened by crisis
  - Winners benefit from flight to quality
  - Scale and ability to invest increasingly important

1) Source: Merrill Lynch/Capgemini World Wealth Report 2009; HNWI: investable assets of ≥ USD 1 mn; growth includes both market performance and new wealth generation

# Credit Suisse Private Banking: Entered the crisis well prepared

## Strong focus on clients

- Comprehensive, globally consistent **approach to advice**
- Segment-specific **coverage and solutions**
- The **integrated bank** as key differentiator

## Continuous productivity management

- Strong focus on **cost management** also through the bull market
- Well advanced in **Operational Excellence** and **Centers of Excellence**
- Sophisticated **price and margin management**
- Prudent **credit risk management**

## Anticipated regulatory developments

- Industry-leading compliance and **cross-border framework**
- Build-out of **onshore businesses** in all major markets
- Pro-active approach to **investor protection** rules

# Credit Suisse now benefits from strong position

**Strong capital base and cash flow**

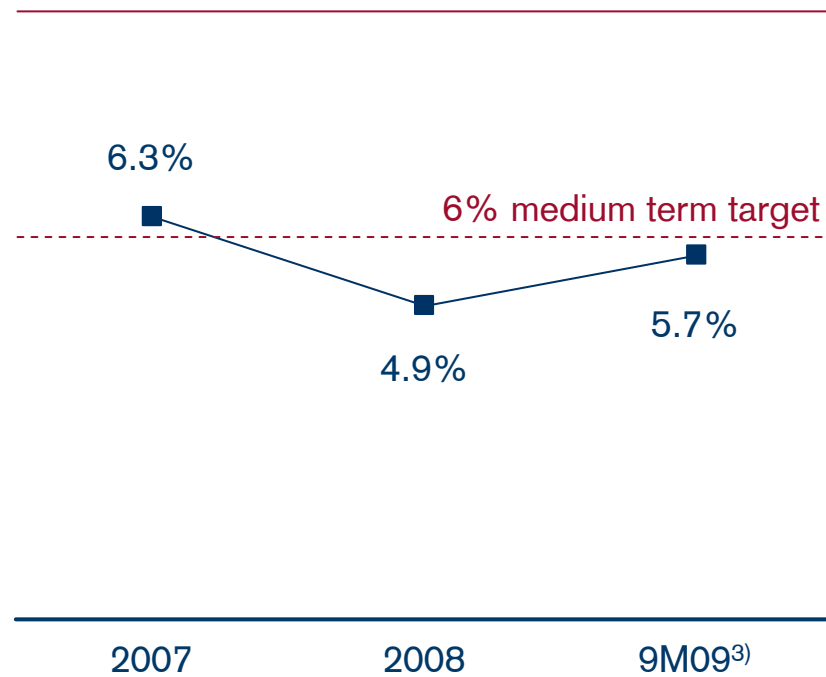
**Integrated model**

**Reduced volatility and risk**

**Employer of choice**

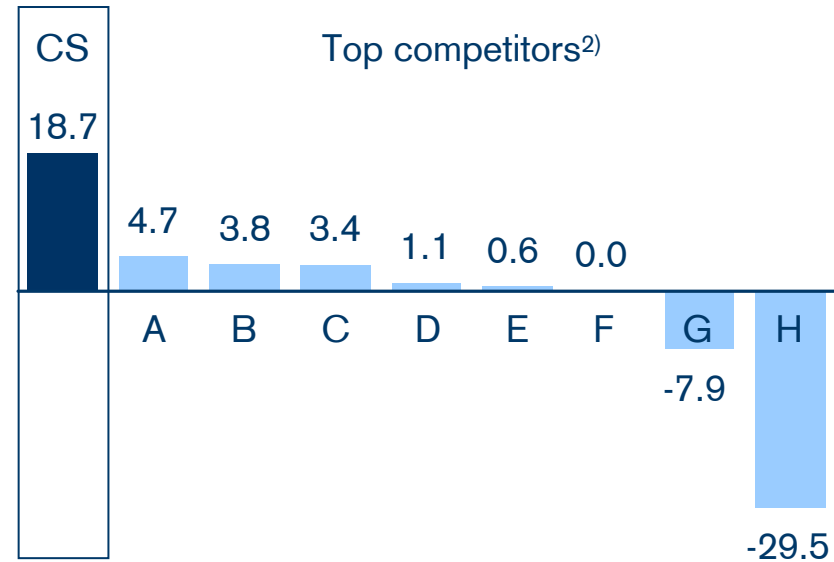
# Continued strong NNA even in challenging environment

## WMC<sup>1)</sup> NNA growth



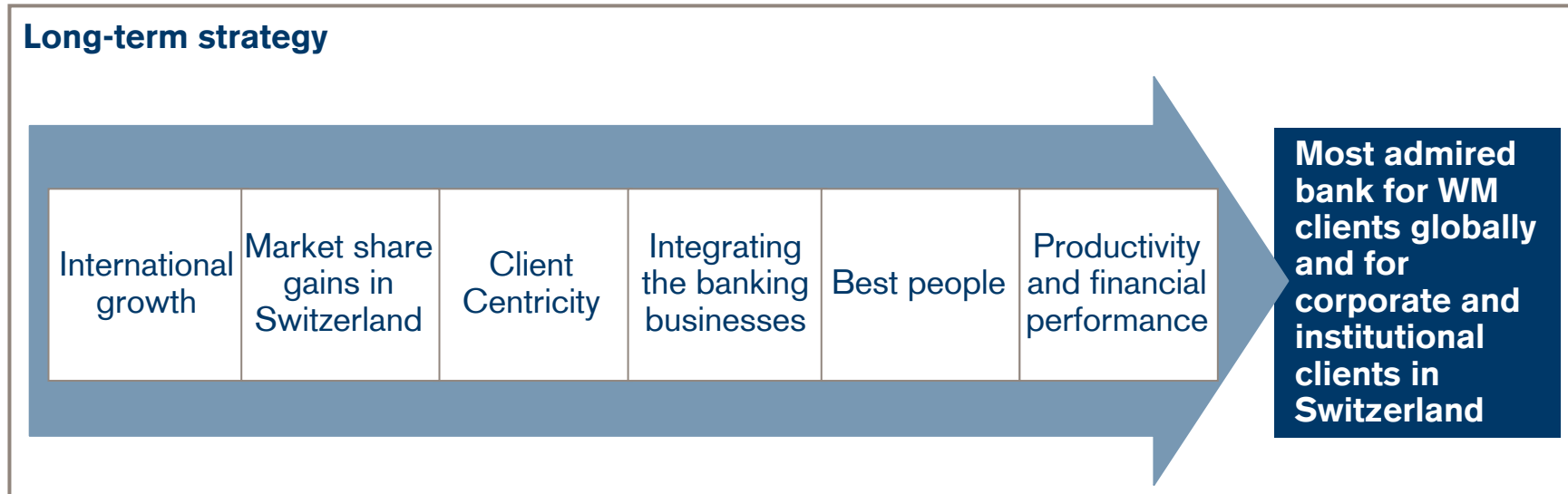
## WMC NNA 1H09

(in CHF bn)



1) Wealth Management Clients  
 2) Largest private banks and wealth managers globally, excluding those not reporting NNA. Benchmarking period 1H09 due to availability of competitor data  
 3) Annualized

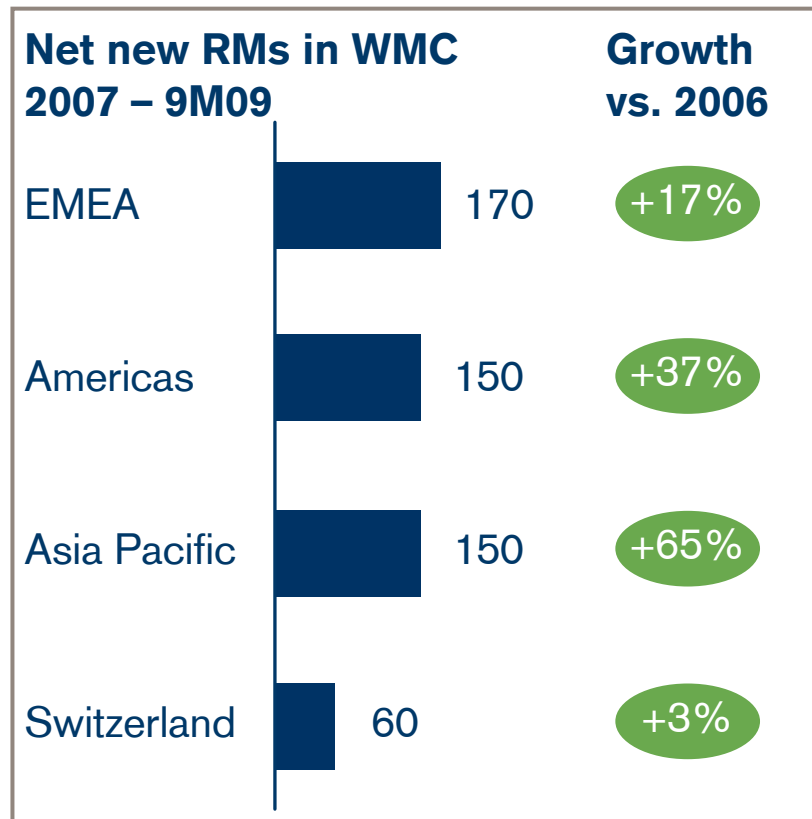
# Consistent strategy - accelerated implementation



- Accelerated implementation during last 12 months**
- Client-centric coverage
  - Market-aligned innovative solutions
  - Additional efficiency measures
  - Counter-cyclical growth investments
  - Focused upgrade of people portfolio



# Significant investments in international expansion



- **Strong international presence**

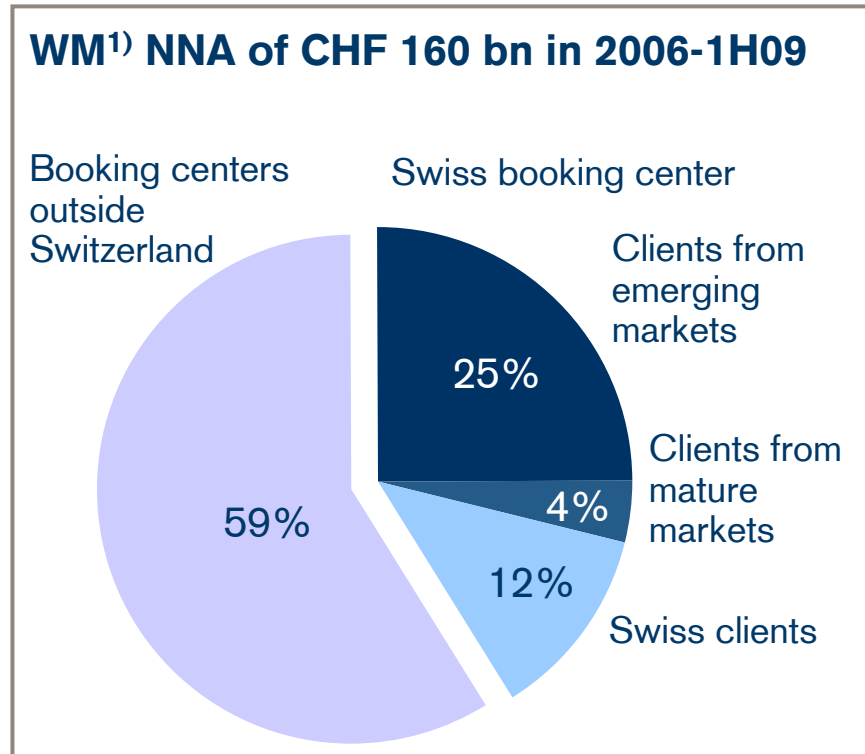
- Added 22 locations in 16 markets since 2007
- Now 23 booking centers and 120 locations outside Switzerland

- **Counter-cyclical investments through the market downturn**

- Opened Japan, Mexico, and Poland in 9M09
- Continued platform upgrades in all regions

# Comprehensive cross-border model in place

**Continued cross-border growth contribution...**



**... based on sound value proposition and approach**



1) Wealth Management sub-segment as reported until 2Q09

## Unique client value proposition

### Comprehensive advice

- Needs-based advice around asset allocation and ALM
- Globally consistent, award-winning Advisory Process

### Needs-based solutions

- Customized investment and financing strategies
- Managed open architecture

### Integrated bank

- Best-in-class capabilities around the globe
- Seamless collaboration for the benefit of the client

### Global reach

- Presence in all major countries
- Comprehensive offerings and booking capabilities in all regions

### Focused coverage

- Along domicile, wealth band, and investment behavior
- Expert teams for specific advisory and product needs

### WM heritage & focus

- A global leader in WM, and WM as core business of the bank
- A tradition of long-term partnerships with our clients

**Credit Suisse is unique in delivering all elements combined**  
**Excellent basis to grow business with strong margins**

# Advice at the core

## Credit Suisse Advisory Process

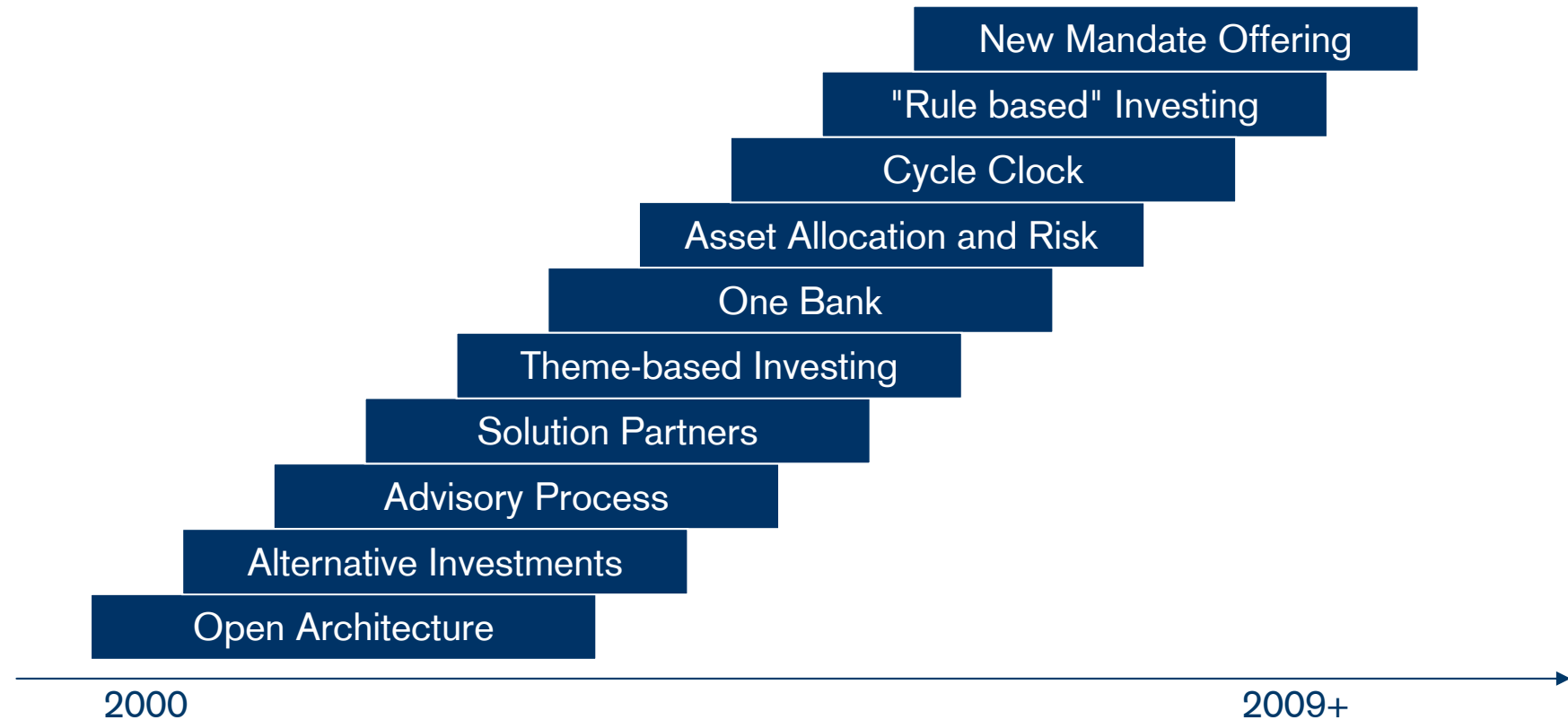


## Credit Suisse differentiators

- **Long-lived experience**  
e.g., early mover with launch in 2002
- **All-in perspective**  
e.g., free/dedicated assets and liabilities
- **Individualized client portfolio**  
e.g., bespoke Core-Satellite concept
- **Quasi-institutional risk view**  
e.g., new Credit Suisse RiskAnalyzer
- **Cross-regional platform**  
e.g., global standards regionally aligned

**Strong competitive advantage from more than CHF 400 mn in investment and profound implementation experience**

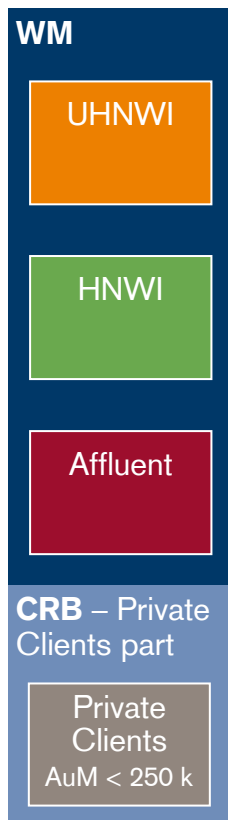
## Track record of client-centric innovation



**More added value for our clients to strengthen existing relationships, attract new clients and maintain high margins**

# Segment-specific client coverage & value proposition: Recap of realignment in Switzerland

## Coverage until July '09



## Key elements of realignment

### Increased client segment focus of our RMs on HNWI or Affluent

- Increased RM portfolio focus in previously heterogeneous client portfolios
- Enhanced effectiveness of our client servicing

### Enhanced delivery of superior value to our clients

- Superior value proposition to Affluent and HNWI clients with maximized competence
- Sharpened value proposition for premium Private Clients, leveraging Affluent clients set-up (premium Private Clients & Affluent clients with very similar needs)

### Improved our branch network in terms of client proximity and focus

- Dedicated branches focusing on serving HNWI clients
- Affluent clients being served with higher geographic proximity (fully leveraging our network of around 200 branches)

### Increased leadership focus & broader opportunities for our frontline employees

- Stronger focus on people management and supervision
- Enhanced career models and opportunity to specialize on highly demanding clients

### Increased our organizational focus

- Strengthened and focused our advisory & sales capabilities
- Realigned organizational set-up around target client segments

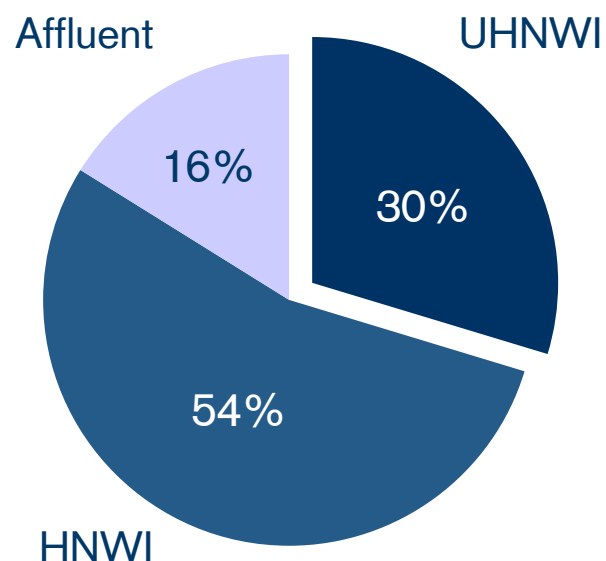
## Coverage as of Aug '09



Note: AuM threshold in CHF

## Segment-specific client coverage & value proposition: Example UHNWI

**WMC AuM by segment 9M09**  
(Total: CHF 793 bn)



### Key elements of UHNWI approach

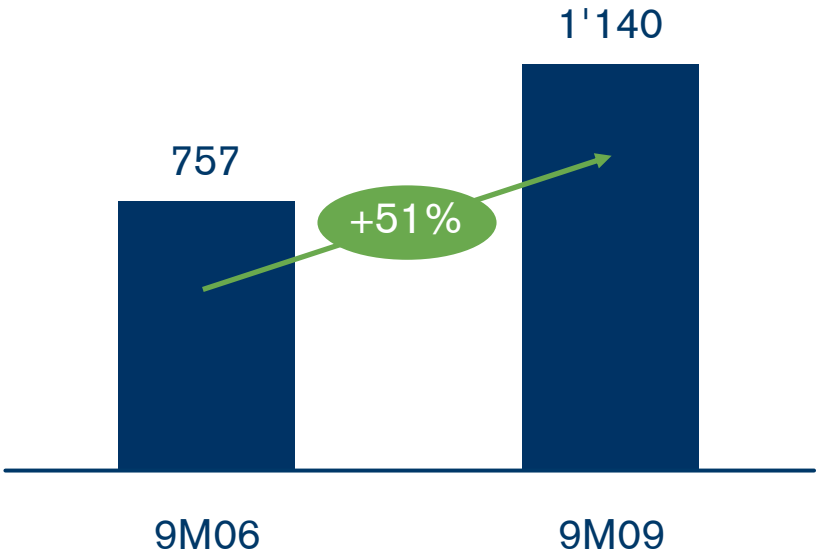
- **Comprehensive client value proposition**
  - Relationship-oriented "institutional" coverage
  - Private Investment Banking
  - Targeted investment ideas
  - State-of-the-art platform
  - "Connectivity" for business and passions
- **Focused coverage and service model**
  - Dedicated organizations in all regions
  - Network of UHNWI solution specialists
  - Dedicated trading desks
  - Premium mid- and back-office support

Note: UHNWI: total wealth > CHF 250 mn or AuM > CHF 50 mn; HNWI: AuM > CHF 1 mn

# Strong value creation through integrated bank model

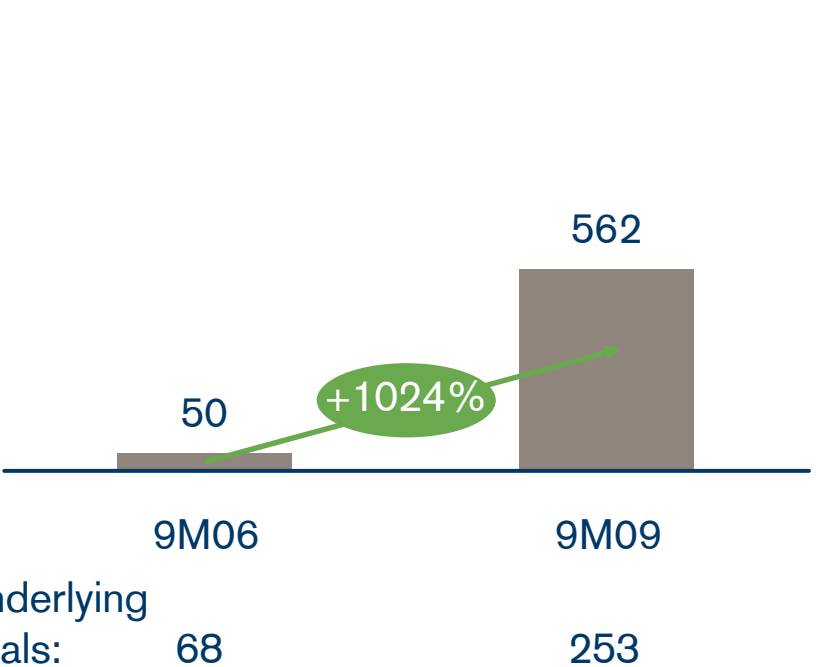
## Revenue contribution from PB to IB and AM

(in CHF mn)



## ... of which integrated solution revenues

(in CHF mn)

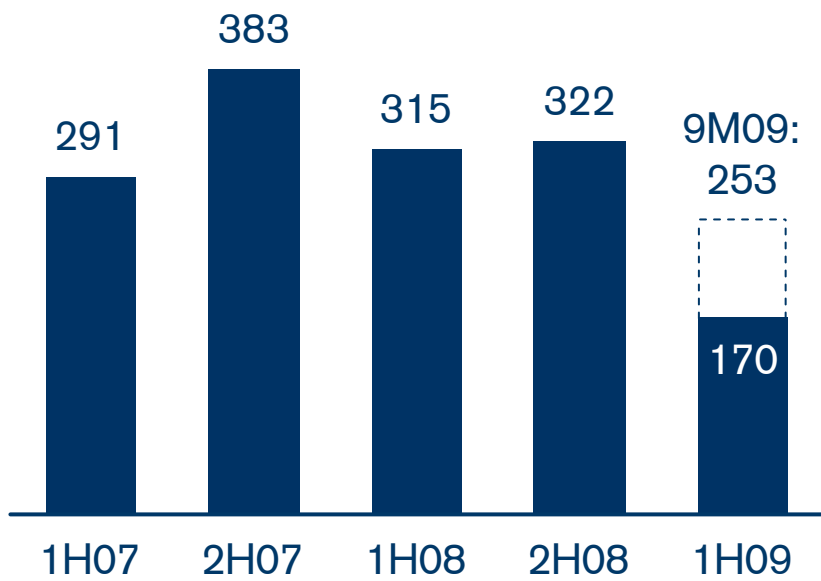




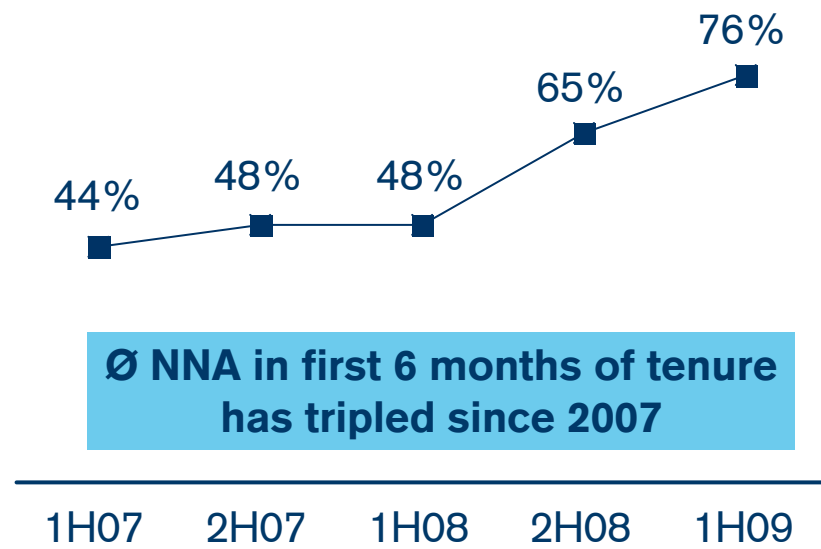


# Continued hiring of more senior talent

# WMC RMs hired, gross



Share of senior WM<sup>1)</sup> RMs hired<sup>2)</sup>



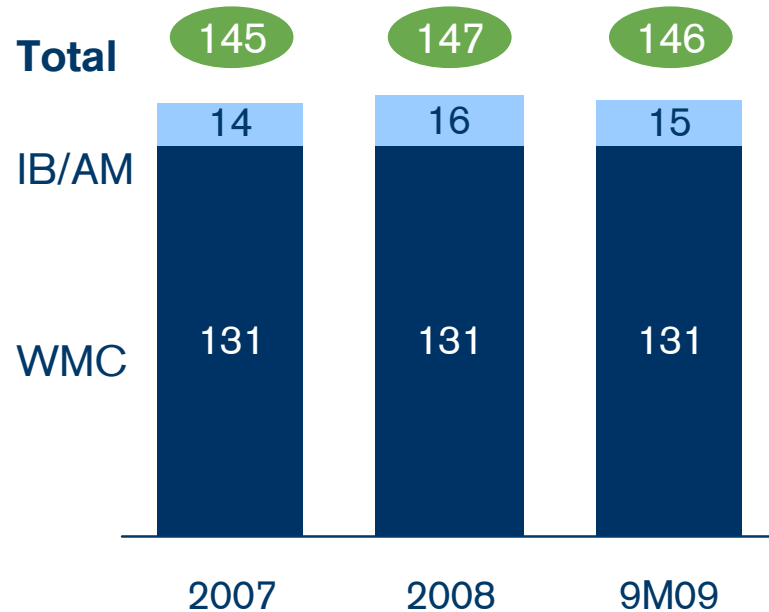
Ø NNA in first 6 months of tenure has tripled since 2007

1) Wealth Management sub-segment as reported until 2Q09  
2) Senior management title level

## Confident of sustaining high margins

### WMC margin including revenue contribution to IB and AM

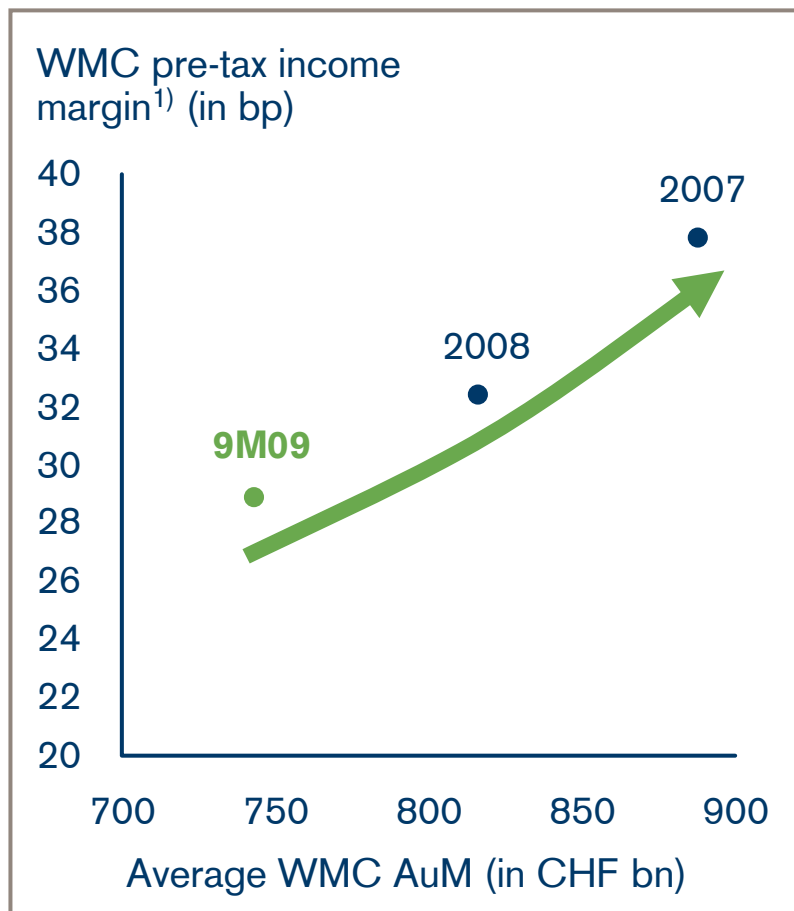
(in bp)



### Key levers going forward

- Further enrich solution and service offerings on all local platforms
- Increase client wallet share with new client base
- Fully leverage UHNWI client relationships through the integrated bank
- Continue to drive client-centric product innovation
- Further develop pricing models reflecting premium client value

# Significant operating leverage as asset base recovers from multi-year lows



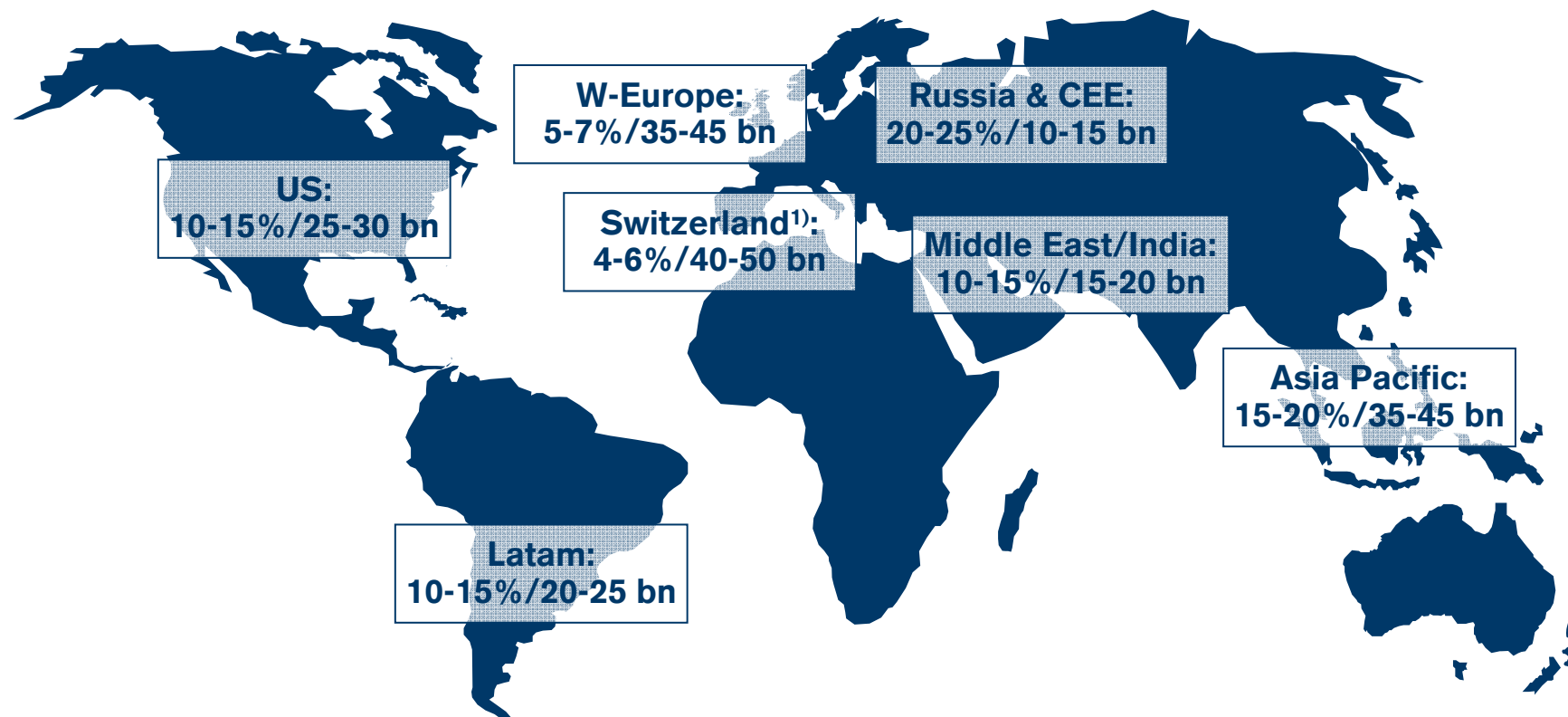
## Operational leverage going forward

- AuM base still low, but **expected to increase with market performance and continued inflows**
- Gross margin **expected to be maintained**
- Estimated **marginal pre-tax income margin of 65 to 70%** for additional revenues
- Resulting in a **significant increase of the reported pre-tax income margin**
- **Scenario:** If AuM per RM reach 2007 levels again, this would generate **additional pre-tax income of around CHF 1.5bn**

1) Pre-tax income excluding captive insurance proceeds in 1Q09, provisions relating to ARS and provisions relating to the close-out of a clients position in 2008

# Aim to outgrow market in all regions

Medium-term WMC NNA ambition by end of 2012 (NNA growth p.a./cumulated NNA in CHF bn)



1) Including Clariden Leu

# Ambition and targets

## Our ambition

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We want to become the most admired bank for Wealth Management clients globally and for Corporate and Institutional clients in Switzerland, and we want to be industry leader in terms of client satisfaction, employee engagement, profitability, and growth.

## Our medium-term targets

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### External

**Pre-tax income margin**  
**> 40%**

**Net new assets growth**  
**> 6%**

### Internal

**Increase client satisfaction index**

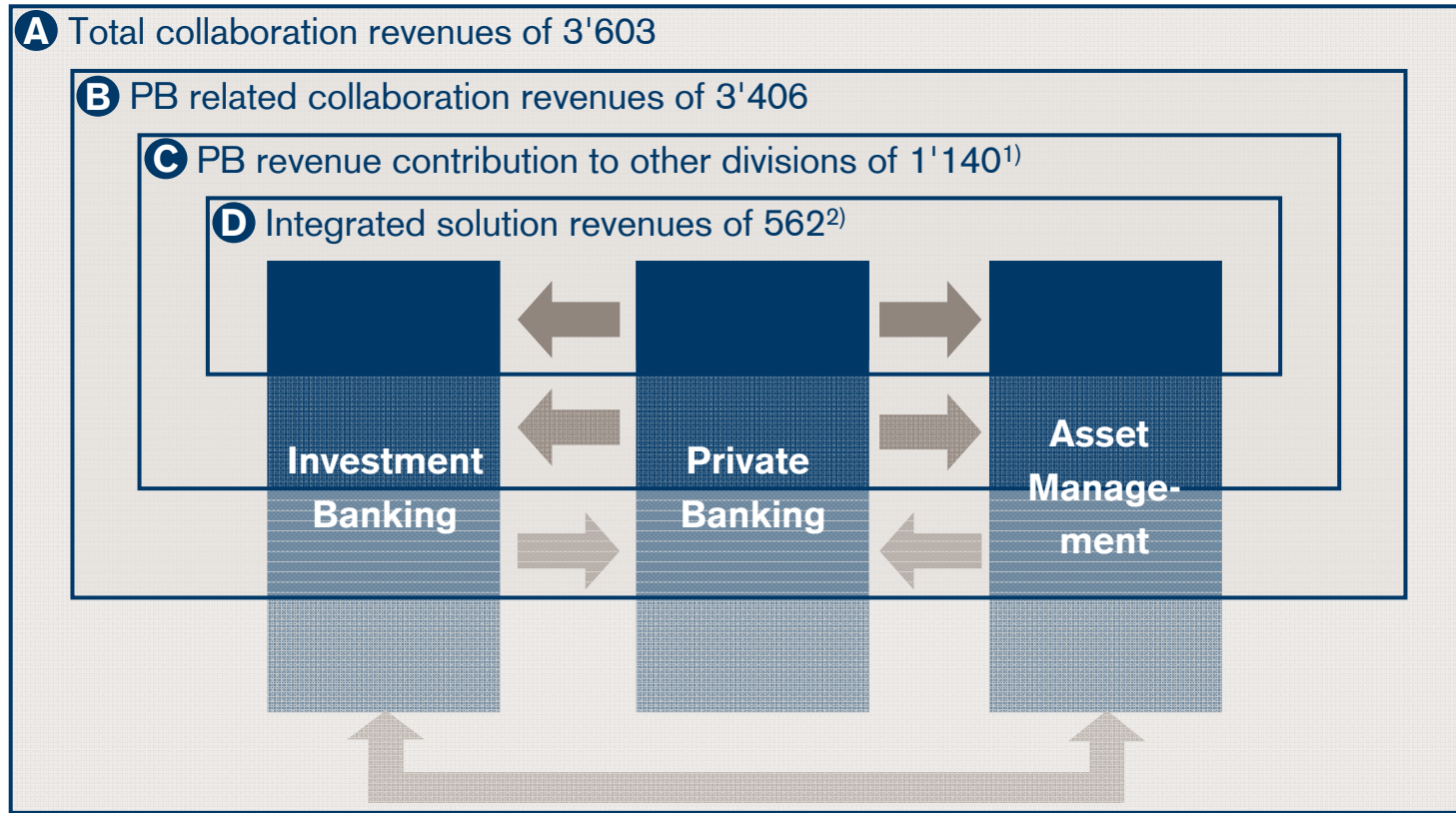
**Increase employee engagement score**

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# Appendix: Collaboration revenue concepts and revenues

9M09, in CHF mn



➔ Revenue generation for other division

1) Revenues from standardized collaboration on investment funds, discretionary mandates, structured products, execution and trading flows, and integrated solution revenues; collaboration margin includes PB revenue contribution net of a CHF 183 mn refund from IB booked in PB (no double counts)  
 2) Revenues from one-off transactions