CREDIT SUISSE GROUP AG
Form 20-F
March 22, 2019
As filed with the Securities and Exchange Commission on March 22, 2019
UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

Form 20-F

REGISTRATION STATEMENT PURSUANT TO SECTION 12(b) OR (g) OF THE SECURITIES EXCHANGE ACT OF 1934
ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the fiscal year ended December 31, 2018
TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
SHELL COMPANY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
Commission file number: 001-15244
Credit Suisse Group AG
(Exact name of Registrant as specified in its charter)
Canton of Zurich, Switzerland
(Jurisdiction of incorporation or organization)
Paradeplatz 8, CH 8001 Zurich, Switzerland
(Address of principal executive offices)
David R. Mathers
Chief Financial Officer
Paradeplatz 8, CH 8001 Zurich, Switzerland
david.mathers@credit-suisse.com
Telephone: +41 44 333 1111 (Name, Telephone, E-mail and/or Facsimile number and Address of Company Contact Person)

Commission file number: 001-33434
Credit Suisse AG
(Exact name of Registrant as specified in its charter)
Canton of Zurich, Switzerland
(Jurisdiction of incorporation or organization)
Paradeplatz 8, CH 8001 Zurich, Switzerland
(Address of principal executive offices)
David R. Mathers
Chief Financial Officer
Paradeplatz 8, CH 8001 Zurich, Switzerland
david.mathers@credit-suisse.com
Telephone: +41 44 333 1111 (Name, Telephone, E-mail and/or Facsimile number and Address of Company Contact Person)

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Securities registered or to be registered pursuant to Section 12(b) of the Act:

Title of each class of securities	Name of each exchange on which registered
Credit Suisse Group AG	
American Depositary Shares each representing one Share	New York Stock Exchange
Shares par value CHF 0.04 *	New York Stock Exchange *
Credit Suisse AG	
Credit Suisse FI Large Cap Growth Enhanced ETNs due June 13, 2019 Linked to the Russell 1000® Growth Index Total Return	NYSE Arca
VelocityShares™ VIX Short Term ETNs Linked to the S&P 500 VIX Short-Term Futures™ Index due December 4, 2030	The Nasdaq Stock Market
VelocityShares™ Daily 2x VIX Short Term ETNs Linked to the S&P 500 VIX Short-Term Futures™ Index due December 4, 2030	The Nasdaq Stock Market
VelocityShares™ Daily Inverse VIX Medium Term ETNs Linked to the S&P 500 VIX Mid-Term Futures™ Index due December 4, 2030	The Nasdaq Stock Market
VelocityShares™ 3x Long Gold ETNs Linked to the S&P GSCI® Gold Index ER due October 14, 2031	The Nasdaq Stock Market
VelocityShares™ 3x Long Silver ETNs Linked to the S&P GSCI® Silver Index ER due October 14, 2031	The Nasdaq Stock Market
VelocityShares™ 3x Inverse Gold ETNs Linked to the S&P GSCI® Gold Index ER due October 14, 2031	The Nasdaq Stock Market
VelocityShares™ 3x Inverse Silver ETNs Linked to the S&P GSCI® Silver Index ER due October 14, 2031	The Nasdaq Stock Market
VelocityShares™ 3x Long Natural Gas ETNs Linked to the S&P GSCI® Natural Gas Index ER due February 9, 2032	NYSE Arca
VelocityShares™ 3x Inverse Natural Gas ETNs Linked to the S&P GSCI® Natural Gas Index ER due February 9, 2032	NYSE Arca
Credit Suisse X-Links® Gold Shares Covered Call ETNs due February 2, 2033	The Nasdaq Stock Market
Credit Suisse X-Links® Silver Shares Covered Call ETNs due April 21, 2033	The Nasdaq Stock Market
Credit Suisse S&P MLP Index ETNs due December 4, 2034 Linked to the S&P MLP Index	NYSE Arca
Credit Suisse X-Links® Multi-Asset High Income ETNs due September 28, 2035	NYSE Arca
Credit Suisse X-Links® Monthly Pay 2xLeveraged Alerian MLP Index ETNs due May 16, 2036	NYSE Arca
Credit Suisse X-Links® Monthly Pay 2xLeveraged Mortgage REIT ETNs due July 11, 2036	NYSE Arca
Credit Suisse X-Links® Crude Oil Shares Covered Call ETNs due April 24, 2037	The Nasdaq Stock Market
Credit Suisse FI Enhanced Europe 50 Exchange Traded Notes (ETNs) due May 11, 2028 Linked to the STOXX® Europe 50 USD (Gross Return) Index	NYSE Arca

*
Not for trading, but only in connection with the registration of the American Depositary Shares

Securities registered or to be registered pursuant to Section 12(g) of the Act:
None
Securities for which there is a reporting obligation pursuant to Section 15(d) of the Act: **None**
Indicate the number of outstanding shares of each of the issuer's classes of capital or common stock as of December 31, 2018: 2,550,584,029 shares of Credit Suisse Group AG
Indicate by check mark if the Registrants are well-known seasoned issuers, as defined in Rule 405 of the Securities Act.
Yes No
If this report is an annual or transition report, indicate by check mark if the Registrants are not required to file reports pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934.
Yes No
Indicate by check mark whether the Registrants (1) have filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrants were required to file such reports) and (2) have been subject to such filing requirements for the past 90 days.
Yes No
Indicate by check mark whether Registrants have submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (paragraph 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).
Yes No
Indicate by check mark whether the Registrants are large accelerated filers, accelerated filers, non-accelerated filers, or emerging growth companies. See definitions of "large accelerated filer," "accelerated filer," and "emerging growth company" in Rule 12b-2 of the Exchange Act.
Large accelerated filers Accelerated filers
Non-accelerated filers Emerging growth companies
If emerging growth companies that prepare their financial statements in accordance with U.S. GAAP, indicate by check mark if the Registrants have elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.
Indicate by check mark which basis of accounting the Registrants have used to prepare the financial statements included in this filing:
U.S. GAAP International Financial Reporting Standards as issued by the International Accounting Standards Board Other
If "Other" has been checked in response to the previous question, indicate by check mark which financial statement item the registrant has elected to follow.
Item 17 Item 18
If this is an annual report, indicate by check mark whether the Registrants are shell companies (as defined in Rule 12b-2 of the Exchange Act)
Yes No

Definitions

For the purposes of this Form 20-F and the attached Annual Report 2018, unless the context otherwise requires, the terms “Credit Suisse Group,” “Credit Suisse,” the “Group,” “we,” “us” and “our” mean Credit Suisse Group AG and its consolidated subsidiaries. The business of Credit Suisse AG, the direct bank subsidiary of the Group, is substantially similar to the Group, and we use these terms to refer to both when the subject is the same or substantially similar. We use the term the “Bank” when we are referring only to Credit Suisse AG and its consolidated subsidiaries.
Abbreviations and selected terms are explained in the List of abbreviations and the Glossary in the back of the Annual Report 2018.

Sources

Throughout this Form 20-F and the attached Annual Report 2018, we describe the position and ranking of our various businesses in certain industry and geographic markets. The sources for such descriptions come from a variety of conventional publications generally accepted as relevant business indicators by members of the financial services industry. These sources include: Standard & Poor’s, Dealogic, Institutional Investor, Lipper, Moody’s Investors Service and Fitch Ratings.

Cautionary statement regarding forward-looking information

For Credit Suisse and the Bank, please see Cautionary statement regarding forward-looking information on the inside page of the back cover of the attached Annual Report 2018.

Explanatory note

For the avoidance of doubt, the information appearing on pages 4 to 12, 232 to 236 and A-4 to A-12 of the attached Annual Report 2018 is not included in Credit Suisse’s and the Bank’s Form 20-F for the fiscal year ended December 31, 2018.

Part I

Item 1. Identity of directors, senior management and advisers.

Not required because this Form 20-F is filed as an annual report.

Item 2. Offer statistics and expected timetable.

Not required because this Form 20-F is filed as an annual report.

Item 3. Key information.

A – Selected financial data.

For Credit Suisse and the Bank, please see Appendix – Selected five-year information – Group on page A-2 and – Bank on page A-3 of the attached Annual Report 2018.

B – Capitalization and indebtedness.

Not required because this Form 20-F is filed as an annual report.

C – Reasons for the offer and use of proceeds.

Not required because this Form 20-F is filed as an annual report.

D – Risk factors.

For Credit Suisse and the Bank, please see I – Information on the company – Risk factors on pages 46 to 56 of the attached Annual Report 2018.

Item 4. Information on the company.

A – History and development of the company.

For Credit Suisse and the Bank, please see I – Information on the company – Credit Suisse at a glance on pages 14 to 15 and – Strategy on pages 16 to 21 and IV – Corporate Governance – Overview – Corporate governance framework – Company details on page 190 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 3 – Business developments, significant shareholders and subsequent events and Note 4 – Segment information in VI – Consolidated financial statements – Credit Suisse Group on pages 288 to 290 of the attached Annual Report 2018 and, for the Bank, please see Note 3 – Business developments, significant shareholders and subsequent events and Note 4 – Segment information in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 444 to 445 of the attached Annual Report 2018. For additional information on Credit Suisse and the Bank, please see Item 10.H of this Form 20-F regarding documents on display.

B – Business overview.

For Credit Suisse and the Bank, please see I – Information on the company – Divisions on pages 22 to 30 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 4 – Segment information in VI – Consolidated financial statements – Credit Suisse Group on pages 289 to 290 of the attached Annual Report 2018 and, for the Bank, please see Note 4 – Segment information in VIII – Consolidated financial statements – Credit Suisse (Bank) on page 445 of the attached Annual Report 2018.

C – Organizational structure.

For Credit Suisse and the Bank, please see I – Information on the company – Credit Suisse at a glance on pages 14 to 15, – Strategy on pages 16 to 21 and II – Operating and financial review – Credit Suisse – Group and Bank differences on page 71 of the attached Annual Report 2018. For a list of Credit Suisse's significant subsidiaries, please see Note 40 – Significant subsidiaries and equity method investments in VI – Consolidated financial statements – Credit Suisse Group on pages 400 to 402 of the attached Annual Report 2018 and, for a list of the Bank's significant subsidiaries, please see Note 39 – Significant subsidiaries and equity method investments in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 511 to 513 of the attached Annual Report 2018.

D – Property, plant and equipment.

For Credit Suisse and the Bank, please see X – Additional information – Other information – Property and equipment on page 576 of the attached Annual Report 2018.

Information Required by Industry Guide 3.

For Credit Suisse and the Bank, please see X – Additional information – Statistical information on pages 560 to 571 of the attached Annual Report 2018. In addition, for both Credit Suisse and the Bank, please see III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management – Risk review and results – Credit risk review – Loans and irrevocable loan commitments on page 174 of the attached Annual Report 2018. For Credit Suisse, please see Appendix – Selected five-year information – Group on page A-2 of the attached Annual Report 2018.

Disclosure pursuant to Section 13(r) of the Securities Exchange Act of 1934

During 2018, Credit Suisse AG processed a small number of de minimis payments related to the operation of Iranian diplomatic missions in Switzerland and related to fees for ministerial government functions such as issuing passports and visas. Processing these payments is permitted under Swiss law and is performed with the consent of Swiss authorities, and Credit Suisse AG intends to continue processing such payments. Revenues and profits from these activities are not calculated but would be negligible.

Credit Suisse AG also continued to hold funds from two wire transfers to non-Iranian customers which were blocked pursuant to Swiss sanctions laws because Iranian government-owned entities had initiated the transfers. Such funds, in a total amount of EUR 4,460, were maintained in blocked accounts opened in accordance with Swiss sanctions laws and, in September 2018, released to the non-Iranian customers after Switzerland had lifted its sanctions against the relevant Iranian government-owned entities. Credit Suisse AG derived no revenues or profits from maintenance of these previously blocked accounts or the release of the funds.

Item 4A. Unresolved staff comments.

None.

Item 5. Operating and financial review and prospects.

A – Operating results.

For Credit Suisse and the Bank, please see II – Operating and financial review on pages 57 to 112 of the attached Annual Report 2018. In addition, for both Credit Suisse and the Bank, please see I – Information on the company – Regulation and supervision on pages 31 to 45 of the attached Annual Report 2018, III – Treasury, Risk, Balance sheet and Off-balance sheet – Liquidity and funding management – Funding management – Interest rate management on page 120 and – Capital management – Shareholders' equity – Foreign exchange exposure on page 139 of the attached Annual Report 2018.

B – Liquidity and capital resources.

For Credit Suisse and the Bank, please see III – Treasury, Risk, Balance sheet and Off-balance sheet – Liquidity and funding management and – Capital management on pages 114 to 141 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 25 – Long-term debt in VI – Consolidated financial statements – Credit Suisse Group on pages 310 to 311 and Note 37 – Capital adequacy in VI – Consolidated financial statements – Credit Suisse Group on pages 387 to 388 of the attached Annual Report 2018 and, for the Bank, please see Note 24 – Long-term debt in VIII – Consolidated financial statements – Credit Suisse (Bank) on page 459 and Note 36 – Capital adequacy in VIII – Consolidated financial statements – Credit Suisse (Bank) on page 509 of the attached Annual Report 2018.

C – Research and development, patents and licenses, etc.

Not applicable.

D – Trend information.

For Credit Suisse and the Bank, please see Item 5.A of this Form 20-F. In addition, for Credit Suisse and the Bank, please see I – Information on the company – Divisions on pages 22 to 30 of the attached Annual Report 2018.

E – Off-balance sheet arrangements.

For Credit Suisse and the Bank, please see III – Treasury, Risk, Balance sheet and Off-balance sheet – Balance sheet and off-balance sheet on pages 183 to 186 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 32 – Derivatives and hedging activities, Note 33 – Guarantees and commitments and Note 34 – Transfers of financial assets and variable interest entities in VI – Consolidated financial statements – Credit Suisse Group on pages 339 to 358 of the attached Annual Report 2018 and, for the Bank, please see Note 31 – Derivatives and hedging activities, Note 32 – Guarantees and commitments, Note 33 – Transfers of financial assets and variable interest entities in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 478 to 489, and Note 13 – Derivative financial instruments in IX – Parent company financial statements – Credit Suisse (Bank) on pages 544 to 546 of the attached Annual Report 2018.

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F – Tabular disclosure of contractual obligations.
For Credit Suisse and the Bank, please see III – Treasury, Risk, Balance sheet and Off-balance sheet – Balance sheet and off-balance sheet – Contractual obligations and other commercial commitments on page 185 of the attached Annual Report 2018.
Item 6. Directors, senior management and employees.
A – Directors and senior management.
For Credit Suisse and the Bank, please see IV – Corporate Governance – Board of Directors, – Board Committees, – Biographies of the Board members, – Executive Board and – Biographies of the Executive Board members on pages 197 to 226 of the attached Annual Report 2018.
B – Compensation.
For Credit Suisse and the Bank, please see V – Compensation on pages 237 to 264 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 10 – Compensation and benefits in VI – Consolidated financial statements – Credit Suisse Group on page 292, Note 29 – Employee deferred compensation in VI – Consolidated financial statements – Credit Suisse Group on pages 322 to 326, Note 31 – Pension and other post-retirement benefits in VI – Consolidated financial statements – Credit Suisse Group on pages 329 to 338, Note 6 – Personnel expenses in VII – Parent company financial statements – Credit Suisse Group on page 424 and Note 22 – Shareholdings in VII – Parent company financial statements – Credit Suisse Group on pages 430 to 431 of the attached Annual Report 2018. For the Bank, please see Note 10 – Compensation and benefits in VIII – Consolidated financial statements – Credit Suisse (Bank) on page 446, Note 28 – Employee deferred compensation in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 467 to 469, Note 30 – Pension and other post-retirement benefits in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 471 to 477, Note 6 – Personnel expenses in IX – Parent company financial statements – Credit Suisse (Bank) on page 540, Note 17 – Pension plans in IX – Parent company financial statements – Credit Suisse (Bank) on page 548 and Note 23 – Shareholdings of the Board of Directors, Executive Board and employees and information on compensation plans in IX – Parent company financial statements – Credit Suisse (Bank) on pages 552 to 553 of the attached Annual Report 2018.
C – Board practices.
For Credit Suisse and the Bank, please see IV – Corporate Governance on pages 187 to 230 of the attached Annual Report 2018.
D – Employees.
For Credit Suisse and the Bank, please see IV – Corporate Governance – Overview – Corporate Governance framework – Employee relations on page 191 of the attached Annual Report 2018. In addition, for both Credit Suisse and the Bank, please see II – Operating and financial review – Credit Suisse – Employees and other headcount on page 68 of the attached Annual Report 2018.
E – Share ownership.
For Credit Suisse and the Bank, please see V – Compensation on pages 237 to 264 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 29 – Employee deferred compensation in VI – Consolidated financial statements – Credit Suisse Group on pages 322 to 326, and Note 22 – Shareholdings in VII – Parent company financial statements – Credit Suisse Group on pages 430 to 431 of the attached Annual Report 2018. For the Bank, please see Note 28 – Employee deferred compensation in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 467 to 469, and Note 23 – Shareholdings of the Board of Directors, Executive Board and employees and information on compensation plans in IX – Parent company financial statements – Credit Suisse (Bank) on pages 552 to 553 of the attached Annual Report 2018.
Item 7. Major shareholders and related party transactions.
A – Major shareholders.
For Credit Suisse, please see IV – Corporate Governance – Shareholders on pages 192 to 196 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 3 – Business developments, significant shareholders and subsequent events in VI – Consolidated financial statements – Credit Suisse Group on page 288, Note 16 – Credit Suisse Group shares held by subsidiaries in VII – Parent company financial statements – Credit Suisse Group on page 427, Note 17 – Purchases and sales of treasury shares in VII – Parent company financial statements – Credit Suisse Group on page 428 and Note 18 – Significant shareholders in VII – Parent company financial statements – Credit Suisse Group on page 428 of the attached Annual Report 2018. Credit Suisse's major shareholders do not have different voting rights.

The Bank has 4,399,680,200 shares outstanding and is a wholly owned subsidiary of Credit Suisse. See Note 22 – Significant shareholders and groups of shareholders in IX – Parent company financial statements – Credit Suisse (Bank) on page 551 of the attached Annual Report 2018.

B – Related party transactions.

For Credit Suisse and the Bank, please see V – Compensation on pages 237 to 264 and IV – Corporate Governance – Additional information – Banking relationships with Board and Executive Board members and related party transactions on page 227 of the attached Annual Report 2018. In addition, for Credit Suisse, please see Note 30 – Related parties in VI – Consolidated financial statements – Credit Suisse Group on pages 327 to 328 and Note 20 – Assets and liabilities with related parties in VII – Parent company financial statements – Credit Suisse Group on page 429 of the attached Annual Report 2018. For the Bank, please see Note 29 – Related parties in VIII – Consolidated financial statements – Credit Suisse (Bank) on page 470 and Note 24 – Amounts receivable from and amounts payable to related parties in IX – Parent company financial statements – Credit Suisse (Bank) on page 554 of the attached Annual Report 2018.

C – Interests of experts and counsel.

Not applicable because this Form 20-F is filed as an annual report.

Item 8. Financial information.

A – Consolidated statements and other financial information.

Please see Item 18 of this Form 20-F.

For a description of Credit Suisse's legal and arbitration proceedings, please see Note 39 – Litigation in VI – Consolidated financial statements – Credit Suisse Group on pages 389 to 399 of the attached Annual Report 2018. For a description of the Bank's legal and arbitration proceedings, please see Note 38 – Litigation in VIII – Consolidated financial statements – Credit Suisse (Bank) on page 510 of the attached Annual Report 2018.

For a description of Credit Suisse's policy on dividend distributions, please see III – Treasury, Risk, Balance sheet and Off-balance sheet – Capital management – Dividends and dividend policy on pages 140 to 141 of the attached Annual Report 2018.

B – Significant changes.

None.

Item 9. The offer and listing.

A – Offer and listing details, C – Markets.

For information regarding the price history of Credit Suisse Group shares and the stock exchanges and other regulated markets on which they are listed or traded, please see X – Additional information – Other information – Listing details on page 576 of the attached Annual Report 2018. Shares of the Bank are not listed.

B – Plan of distribution, D – Selling shareholders, E – Dilution, F – Expenses of the issue.

Not required because this Form 20-F is filed as an annual report.

Item 10. Additional information.

A – Share capital.

Not required because this Form 20-F is filed as an annual report.

B – Memorandum and Articles of Association.

For Credit Suisse, please see IV – Corporate Governance – Overview – Corporate Governance framework, – Shareholders and – Board of Directors on pages 192 to 203 of the attached Annual Report 2018. In addition, for Credit Suisse, please see X – Additional information – Other information – Exchange controls and – American Depositary Shares on page 572 of the attached Annual Report 2018. Shares of the Bank are not listed.

C – Material contracts.

Neither Credit Suisse nor the Bank has any contract that would constitute a material contract for the two years immediately preceding the date of this Form 20-F.

D – Exchange controls.

For Credit Suisse and the Bank, please see X – Additional information – Other information – Exchange controls on page 572 of the attached Annual Report 2018.

E – Taxation.

For Credit Suisse, please see X – Additional information – Other information – Taxation on pages 572 to 575 of the attached Annual Report 2018. The Bank does not have any public shareholders.

F – Dividends and paying agents.

Not required because this Form 20-F is filed as an annual report.

G – Statement by experts.

Not required because this Form 20-F is filed as an annual report.

H – Documents on display.

Credit Suisse and the Bank file annual reports on Form 20-F and furnish or file quarterly and other reports on Form 6-K and other information with the SEC pursuant to the requirements of the Securities Exchange Act of 1934, as amended. These materials are available to the public over the Internet at the SEC's website at www.sec.gov, which contains reports, proxy and information statements and other information regarding issuers that file electronically with the SEC. Further, our reports on Form 20-F, Form 6-K and certain other materials are available on the Credit Suisse website at www.credit-suisse.com. Information contained on our website and apps is not incorporated by reference into this Form 20-F.

In addition, Credit Suisse's parent company financial statements, together with the notes thereto, are set forth on pages 417 to 432 of the attached Annual Report 2018 and incorporated by reference herein. The Bank's parent company financial statements, together with the notes thereto, are set forth on pages 517 to 558 of the attached Annual Report 2018 and incorporated by reference herein.

I – Subsidiary information.

Not applicable.

Item 11. Quantitative and qualitative disclosures about market risk.

For Credit Suisse and the Bank, please see I – Information on the company – Risk factors on pages 46 to 56 and III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management on pages 142 to 182 of the attached Annual Report 2018.

Item 12. Description of securities other than equity securities.

A – Debt Securities, B – Warrants and Rights, C – Other Securities.

Not required because this Form 20-F is filed as an annual report.

D – American Depositary Shares.

For Credit Suisse, please see IV – Corporate Governance – Additional information – Other information – Fees and charges for holders of ADS on page 229 of the attached Annual Report 2018. Shares of the Bank are not listed.

Part II

Item 13. Defaults, dividend arrearages and delinquencies.

None.

Item 14. Material modifications to the rights of security holders and use of proceeds.

None.

Item 15. Controls and procedures.

For Credit Suisse's management report and the related report from the Group's independent auditors, please see Controls and procedures and Report of the Independent Registered Public Accounting Firm in VI – Consolidated financial statements – Credit Suisse Group on pages 414 to 416 of the attached Annual Report 2018. For the Bank's management report and the related report from the Bank's independent auditors, please see Controls and procedures and Report of the Independent Registered Public Accounting Firm in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 514 to 516 of the attached Annual Report 2018.

Item 16A. Audit committee financial expert.

For Credit Suisse and the Bank, please see IV – Corporate Governance – Board of Directors – Board committees – Audit Committee on page 205 of the attached Annual Report 2018.

Item 16B. Code of ethics.

For Credit Suisse and the Bank, please see IV – Corporate Governance – Overview – Corporate governance framework on pages 188 to 191 of the attached Annual Report 2018.

Item 16C. Principal accountant fees and services.

For Credit Suisse and the Bank, please see IV – Corporate Governance – Additional information – External audit on pages 227 to 228 of the attached Annual Report 2018.

Item 16D. Exemptions from the listing standards for audit committee.

None.

Item 16E. Purchases of equity securities by the issuer and affiliated purchasers.

For Credit Suisse, please see III – Treasury, Risk, Balance sheet and Off-balance sheet – Capital management – Share repurchases on page 140 of the attached Annual Report 2018. The Bank does not have any class of equity securities registered pursuant to Section 12 of the Exchange Act.

Item 16F. Change in registrants' certifying accountant.

None.

Item 16G. Corporate governance.

For Credit Suisse, please see IV – Corporate Governance – Additional Information – Other information – Complying with rules and regulations on pages 228 to 229 of the attached Annual Report 2018. Shares of the Bank are not listed.

Item 16H. Mine Safety Disclosure.

None.

Part III

Item 17. Financial statements.

Not applicable.

Item 18. Financial statements.

Credit Suisse's consolidated financial statements, together with the notes thereto and the Report of the Independent Registered Public Accounting Firm thereon, are set forth on pages 265 to 416 of the attached Annual Report 2018 and incorporated by reference herein. The Bank's consolidated financial statements, together with the notes thereto (and any notes or portions thereof in the consolidated financial statements of Credit Suisse Group referred to therein) and the Report of the Independent Registered Public Accounting Firm thereon, are set forth on pages 433 to 516 of the attached Annual Report 2018 and incorporated by reference herein.

Item 19. Exhibits.
1.1 Articles of association (Statuten) of Credit Suisse Group AG as of June 6, 2017 (incorporated by reference to Exhibit 3.1 of Credit Suisse Group AG's registration statement on Form F-3 (No. 333-218604) filed on June 8, 2017). https://www.sec.gov/Archives/edgar/data/29646/000104746917003893/a2231913zex-3_1.htm
1.2 Articles of association (Statuten) of Credit Suisse AG as of September 4, 2014 (incorporated by reference to Exhibit 1.2 of Credit Suisse Group AG's and Credit Suisse AG's annual report on Form 20-F for the year ended December 31, 2014 filed on March 20, 2015). https://www.sec.gov/Archives/edgar/data/1053092/000137036815000028/a140320ar-ex1_2.htm
1.3 Organizational Guidelines and Regulations of Credit Suisse Group AG and Credit Suisse AG as of February 7, 2019.
2.1 Pursuant to the requirement of this item, we agree to furnish to the SEC upon request a copy of any instrument defining the rights of holders of long-term debt of us or of our subsidiaries for which consolidated or unconsolidated financial statements are required to be filed.
4.1 Agreement, dated February 13, 2011, among Competrol Establishment, Credit Suisse Group (Guernsey) II Limited and Credit Suisse Group AG (incorporated by reference to Exhibit 99.1 of Credit Suisse Group AG's and Credit Suisse AG's current report on Form 6-K filed on March 12, 2013). https://www.sec.gov/Archives/edgar/data/1053092/000110465913019700/a13-7039_1ex99d1.htm
4.2 Agreement, dated February 13, 2011, among Qatar Holding LLC, Credit Suisse Group (Guernsey) II Limited and Credit Suisse Group AG (incorporated by reference to Exhibit 99.2 of Credit Suisse Group AG's and Credit Suisse AG's current report on Form 6-K filed on March 12, 2013). https://www.sec.gov/Archives/edgar/data/1053092/000110465913019700/a13-7039_1ex99d2.htm
4.3 Amendment Agreement, dated July 18, 2012, among Competrol Establishment, Credit Suisse Group (Guernsey) II Limited, Credit Suisse Group AG and Credit Suisse AG, acting through its Guernsey Branch (incorporated by reference to Exhibit 99.3 of Credit Suisse Group AG's and Credit Suisse AG's current report on Form 6-K filed on March 12, 2013). https://www.sec.gov/Archives/edgar/data/1053092/000110465913019700/a13-7039_1ex99d3.htm
4.4 Purchase and Underwriting Agreement, dated as of July 17, 2012, between Credit Suisse AG and Competrol Establishment (incorporated by reference to Exhibit 4.4 of Credit Suisse Group AG's and Credit Suisse AG's annual report on Form 20-F for the year ended December 31, 2012 filed on March 22, 2013). https://www.sec.gov/Archives/edgar/data/1053092/000137036813000020/a130322ar-ex4_4.htm
4.5 Purchase and Underwriting Agreement, dated as of July 18, 2012, between Credit Suisse AG and Qatar Holding LLC (incorporated by reference to Exhibit 4.5 of Credit Suisse Group AG's and Credit Suisse AG's annual report on Form 20-F for the year ended December 31, 2012 filed on March 22, 2013). https://www.sec.gov/Archives/edgar/data/1053092/000137036813000020/a130322ar-ex4_5.htm
4.6 Agreement, dated October 10, 2013, among Qatar Holding LLC, Credit Suisse Group (Guernsey) II Limited, Credit Suisse Group AG and Credit Suisse AG, acting through its Guernsey Branch (incorporated by reference to Exhibit 4.6 of Credit Suisse Group AG's and Credit Suisse AG's annual report on Form 20-F for the year ended December 31, 2013 filed on April 3, 2014). https://www.sec.gov/Archives/edgar/data/1053092/000137036814000030/a140403ar-ex4_6.htm
8.1 Significant subsidiaries of Credit Suisse are set forth in Note 40 – Significant subsidiaries and equity method investments in VI – Consolidated financial statements – Credit Suisse Group on pages 400 to 402, and significant subsidiaries of the Bank are set forth in Note 39 – Significant subsidiaries and equity method investments in VIII – Consolidated financial statements – Credit Suisse (Bank) on pages 511 to 513 of the attached Annual Report 2018 and incorporated by reference herein.
9.1 Consent of KPMG AG, Zurich with respect to Credit Suisse Group AG consolidated financial statements.
9.2 Consent of KPMG AG, Zurich with respect to the Credit Suisse AG consolidated financial statements.
12.1 Rule 13a-14(a) certification of the Chief Executive Officer of Credit Suisse Group AG and Credit Suisse AG, pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
12.2 Rule 13a-14(a) certification of the Chief Financial Officer of Credit Suisse Group AG and Credit Suisse AG, pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
13.1 Certifications pursuant to 18 U.S.C. Section 1350, pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 for Credit Suisse Group AG and Credit Suisse AG.

101.1 Interactive Data Files (XBRL-Related Documents).
20-F/14

SIGNATURES

Each of the registrants hereby certifies that it meets all of the requirements for filing on Form 20-F and that it has duly caused and authorized the undersigned to sign this annual report on its behalf.

CREDIT SUISSE GROUP AG
(Registrant)
Date: March 22, 2019

/s/ Tidjane Thiam	/s/ David R. Mathers
Name: Tidjane Thiam	Name: David R. Mathers
Title: Chief Executive Officer	Title: Chief Financial Officer

CREDIT SUISSE AG
(Registrant)
Date: March 22, 2019

/s/ Tidjane Thiam	/s/ David R. Mathers
Name: Tidjane Thiam	Name: David R. Mathers
Title: Chief Executive Officer	Title: Chief Financial Officer

Key metrics

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Credit Suisse (CHF million)					
Net income/(loss) attributable to shareholders	2,024	(983)	(2,710)	–	(64)
Basic earnings/(loss) per share (CHF)	0.79	(0.41)	(1.27)	–	(68)
Diluted earnings/(loss) per share (CHF)	0.77	(0.41)	(1.27)	–	(68)
Return on equity (%)	4.7	(2.3)	(6.1)	–	–
Return on tangible equity (%)	5.4	(2.6)	(6.9)	–	–
Effective tax rate (%)	40.4	152.9	(19.5)	–	–
Core Results (CHF million)					
Net revenues	21,628	21,786	21,594	(1)	1
Provision for credit losses	244	178	141	37	26
Total operating expenses	16,631	17,680	17,960	(6)	(2)
Income before taxes	4,753	3,928	3,493	21	12
Cost/income ratio (%)	76.9	81.2	83.2	–	–
Assets under management and net new assets (CHF billion)					
Assets under management	1,347.3	1,376.1	1,251.1	(2.1)	10.0
Net new assets	56.5	37.8	26.8	49.5	41.0
Balance sheet statistics (CHF million)					
Total assets	768,916	796,289	819,861	(3)	(3)
Net loans	287,581	279,149	275,976	3	1
Total shareholders' equity	43,922	41,902	41,897	5	0
Tangible shareholders' equity	38,937	36,937	36,771	5	0
Basel III regulatory capital and leverage statistics (%)					
CET1 ratio	12.6	13.5	13.5	–	–
Look-through CET1 ratio	12.6	12.8	11.5	–	–
Look-through CET1 leverage ratio	4.1	3.8	3.2	–	–
Look-through tier 1 leverage ratio	5.2	5.2	4.4	–	–
Share information					
Shares outstanding (million)	2,550.6	2,550.3	2,089.9	0	22
of which common shares issued	2,556.0	2,556.0	2,089.9	0	22
of which treasury shares	(5.4)	(5.7)	0.0	(5)	–
Book value per share (CHF)	17.22	16.43	20.05	5	(18)
Tangible book value per share (CHF)	15.27	14.48	17.59	5	(18)
Market capitalization (CHF million)	27,605	44,475	30,533	(38)	46
Dividend per share (CHF)	0.2625	0.25	0.70	–	–
Number of employees (full-time equivalents)					
Number of employees	45,680	46,840	47,170	(2)	(1)

See relevant tables for additional information on these metrics.

Annual Report 2018
Credit Suisse Group AG Credit Suisse AG

For the purposes of this report, unless the context otherwise requires, the terms "Credit Suisse Group", "Credit Suisse", the "Group", "we", "us" and "our" mean Credit Suisse Group AG and its consolidated subsidiaries. The business of Credit Suisse AG, the direct bank subsidiary of the Group, is substantially similar to the Group, and we use these terms to refer to both when the subject is the same or substantially similar. We use the term the "Bank" when we are referring only to Credit Suisse AG and its consolidated subsidiaries. Abbreviations and selected terms are explained in the List of abbreviations and the Glossary in the back of this report. Publications referenced in this report, whether via website links or otherwise, are not incorporated into this report. The English language version of this report is the controlling version. In various tables, use of "–" indicates not meaningful or not applicable.

Message from the Chairman and the Chief Executive Officer
2018 was the year we successfully completed our restructuring and achieved our first annual post-tax profit since 2014, with CHF 2.02 billion of net income attributable to shareholders. We have delivered on the strategy we defined in 2015 of creating a leading wealth manager with strong investment banking capabilities.
Dear shareholders, clients and colleagues
When we launched our restructuring program three years ago, our objective was to become a leading, resilient wealth manager with strong investment banking capabilities. We are pleased to report that we have delivered on the goals we set ourselves in 2015.
Our restructuring was aimed at taking advantage of the growing global wealth by profitably growing our wealth management activities as well as making the Group more resilient by reducing risks, cutting costs and strengthening our capital base. We wanted to grow our Wealth Management-related revenues, and within that category, our recurring income streams. We wanted to establish a culture of generating profitable, sustainable, compliant growth. We also set out to right-size our Global Markets (GM) business. Last but not least, we wanted to deal resolutely with our key legacy issues. These objectives have broadly been achieved, and our performance in 2018, in a challenging market environment, with severe stresses particularly in the final quarter of the year, illustrates the progress we have made since 2015.
In our Wealth Management-related businesses, we intend to continue to follow a balanced approach between mature and emerging markets and focus on ultra-high net worth (UHNW), high net worth (HNW) and entrepreneur clients in our core markets. We will serve these clients' private wealth and business financial needs across our suite of products and services, working to deliver an integrated offering and delivering bespoke solutions in our efforts to help them grow and protect their wealth and business needs. Having both strong wealth management skills and strong investment banking capabilities is therefore crucial for us and key to the success of our strategy.
A strategy that delivers
During 2018, we continued to deliver on our objectives in spite of significant market volatility during the year. In the first half of 2018, markets were favorable, and we experienced strong client activity. In the second half of the year, we faced more challenging market conditions and a significant drop in client activity resulting from a combination of factors, including increasing trade tensions, concern about the potential impact of higher US interest rates and a rise in geopolitical uncertainty. Despite these challenges, we operated profitably in every quarter on both a reported and adjusted basis, including the fourth quarter, which saw quite extreme market conditions not seen in many years. We achieved the highest fourth quarter adjusted* income before taxes since 2013 in the fourth quarter of 2018, our ninth consecutive quarter of year-on-year growth. Income before taxes for 2018 was CHF 3.37 billion, up 88% year on year, and on an adjusted* basis, income before taxes rose 52% year on year to CHF 4.19 billion.
Our performance in 2018 is a testament to the actions we have taken during our restructuring to create a Group that should now be more resilient in the face of market turbulence. By dealing with legacy issues effectively, reallocating capital towards our more stable, capital-efficient and profitable Wealth Management-related and Investment Banking & Capital Markets (IBCM) businesses and right sizing our GM activities, we have built what we had set out to create: a leading wealth manager with strong investment banking capabilities.
We reported net income attributable to shareholders of CHF 2.02 billion for 2018. This was our first annual post-tax profit since 2014, despite a higher than expected effective tax rate of 40% for the year.
Driving profitable, compliant growth
We have made substantial progress in rebalancing the allocation of our capital towards our Wealth Management-related and Investment Banking & Capital Markets businesses. In 2015, we were faced with a more market-dependent business that delivered volatile revenues and had high fixed costs combined with high and rising capital needs. We have since transformed the business. We sought to gear the Group towards more recurring revenues from our Wealth Management-related businesses. We did this by allocating more capital to the Swiss Universal Bank (SUB), International Wealth Management (IWM) and Asia Pacific Wealth Management & Connected (APAC WM&C). We also focused on increasing collaboration across divisions; a prime example of which is our International Trading Solutions (ITS) business that brings together talent from across GM, IWM and SUB to deliver bespoke, institutional quality solutions to our UHNW and HNW clients. Since the start of this reshaping of our business, our Wealth Management-related adjusted* net revenues have grown at a 5% compound annual growth rate since 2015, an industry leading performance in a period marked by several successive, severe market dislocations, such as in the last

quarter of 2015 and in the last quarter of 2018.

Urs Rohner, Chairman of the Board of Directors (left) and Tidjane Thiam, Chief Executive Officer.

The outlook for continued growth in wealth management remains attractive. The global pool of wealth has nearly doubled over the last ten years and as it continues to grow, we are seeing positive momentum across our Wealth Management-related businesses, where thanks to our disciplined approach to growth, risk, capital and costs, we have been able to produce higher profits and higher returns on capital since 2015. In 2018, we reported strong Wealth Management net new assets of CHF 34.4 billion, the result of net inflows in every quarter. Importantly, approximately 75% of these net new assets came from UHNW clients compared to approximately 50% in 2015. Across the Group, we attracted total net new assets of CHF 56.5 billion, up 49% year on year. The Group has grown healthily throughout its restructuring: since 2015, we have attracted more than CHF 120 billion of net new assets. At the end of 2018, we reached a total of CHF 1.35 trillion in assets under management.

In our home market here in Switzerland, we made strong progress in SUB delivering an adjusted* income before taxes of CHF 2.2 billion, up 18% year on year. Both Private Clients and Corporate & Institutional Clients delivered improved adjusted* income before taxes in 2018, reflecting strong revenues and rigorous cost discipline. SUB’s increased full-year profitability was the result of both an increase in adjusted* net revenues to CHF 5.5 billion, with increased recurring commissions and fees and net interest income, and cost reductions.

In IWM, we had a successful year with adjusted* income before taxes up 21% year on year, reaching our target of CHF 1.8 billion. This step change in profitability was achieved in a challenging environment. IWM achieved adjusted* net revenues of CHF 5.4 billion in 2018, growing 4% year on year. In Private Banking, adjusted* income before taxes was up 24% at CHF 1.4 billion, driven by 7% revenue growth, with higher revenues across all major categories, and in Asset Management, adjusted* income before taxes grew by 12% to CHF 427 million.

In APAC, we generated adjusted* income before taxes of CHF 804 million in 2018, slightly higher than the prior year. Our performance in the division reflects the resilience of our wealth management strategy and our leading business franchises within the region as 2018 was marked by significant market dislocation across Asia, reporting the worst fourth quarter for Asian equity markets since 2008. APAC WM&C's adjusted* income before taxes of CHF 797 million in 2018 was down 3%. APAC Markets reported an adjusted* income before taxes of CHF 7 million in 2018, an improvement from the adjusted* loss before taxes of CHF 28 million in 2017, despite market conditions.

In IBCM, we delivered 4% year on year growth with adjusted* income before taxes of CHF 429 million in 2018. This result was driven by a 2% increase in net revenues, resulting from strong performance in advisory, particularly M&A, which was partially offset by lower financing activity, in line with the Street[1]. Total global advisory and underwriting revenues for 2018 were USD 4.0 billion, down 2% year on year, but outperforming the Street[2] in a challenging market environment.

In GM, we demonstrated strict resource and risk discipline in a challenging operating environment characterized by high levels of volatility and widening credit spreads. GM was profitable in 2018 with an adjusted* income before taxes of CHF 406 million. We maintained a dynamic approach to capital management and decreased our leverage exposure by 13%. Additionally, our adjusted* total operating expenses decreased by 7% year on year to CHF 4.6 billion.

Delivering value to our shareholders post-restructuring

At our Investor Day in December 2018, we announced our intention to distribute at least 50% of net income to shareholders in 2019 and 2020.

We also announced that the Board of Directors approved a buyback of Group ordinary shares of up to CHF 1.5 billion for 2019 and that we anticipate to buy back at least CHF 1 billion of shares this year, subject to market and economic conditions. In addition, we said that we would expect a similar buyback program in 2020, subject to approval by the Board of Directors. We are pleased to inform you that we have effectively started our buyback program for 2019. As of March 7, 2019, we repurchased 21.3 million shares, worth CHF 261 million.

Finally, at the same 2018 Investor Day, we informed you, our shareholders, that we expect to generate a sustainable ordinary dividend and to increase it by at least 5% per annum. At the presentation of our full year and fourth quarter 2018 results in February 2019, we told the market that the Board of Directors will propose to shareholders at our Annual General Meeting on April 26, 2019 a distribution of CHF 0.2625 per share out of capital contribution reserves for the financial year 2018. The distribution will be free of Swiss withholding tax and will not be subject to income tax for Swiss resident individuals holding the shares as a private investment. The distribution will be payable in cash.

We are pleased that the Group is now on a strong footing and in a position to deliver tangible returns to our shareholders through the return of capital, following the completion of our restructuring and the continued execution of our successful strategy.

With a much reduced cost base, focusing now on productivity gains and investment

Thanks to our focus on costs and on our strategic approach to cost management, we were able to exceed our target for the reduction of our adjusted* operating cost base, which stood at CHF 16.5 billion in 2018, at the end our restructuring program, CHF 0.5 billion below our target of less than CHF 17 billion. Since the end of 2015 we have recorded cumulative net cost savings of CHF 4.6 billion, exceeding our target of a reduction of greater than CHF 4.2 billion. All these costs are measured at constant foreign exchange rates fixed at the end of 2015 to provide transparency and to allow our shareholders to monitor the effectiveness of our cost program during the Group's restructuring. A significant proportion of our sustainable cost savings was achieved through strategic decisions about our portfolio of businesses, a number of which were exited or reduced in scale. At the same time we have made substantial investments, focusing in particular on risk and compliance, within our corporate functions, as well as rebuilding our equities franchise with a number of senior hires. Talent management has remained an essential focus during the restructuring as a part of our efforts to ensure we have the right people in the right roles across our business.

As we said at our 2018 Investor Day, we have effectively transformed our cost base, and we are pleased with the gains we have made in returning the Group to efficiency.

We expect to continue operating efficiently in 2019 and beyond, as is standard practice for any business. We will continue to allocate capital to the divisions that we expect will deliver recurring revenues by seeking to invest in talent, subject to market and economic conditions, and further transforming our technology through digitalization, robotics and automation.

Stronger capital position with significantly lower risk

We substantially strengthened our capital position in 2018 as we exceeded our targets for common equity tier 1 (CET1) and leverage ratios. We delivered a CET1 ratio of 12.6% and a Tier 1 leverage ratio of 5.2%

These capital and leverage ratios are already above the levels prescribed by the Swiss requirements that enter into force in 2020. In addition, and most importantly, we have strengthened our business by significantly reducing the Group's risk management value-at-risk since 2015.

Also, our US intermediate holding company completed its first public Comprehensive Capital Analysis and Review stress test in 2018, with the Board of Governors of the Federal Reserve System not objecting to the company's 2018 capital plan.

Given the uncertain macro-economic environment over the last three years, these achievements underscore both the balance and resilience of our new operating model.

Completed the wind down of legacy assets

At the same time as growing our revenues and reducing costs, we have reduced the overall level of risk at Credit Suisse and dealt effectively with our key legacy issues.

The Strategic Resolution Unit (SRU), which we set up in 2015 to help us dispose of and de-risk our legacy positions, closed on schedule at the end of 2018. It recorded an adjusted* loss before taxes of CHF 1.2 billion for the year, down from CHF 2.9 billion in 2016. The residual portfolio has been transferred to the Asset Resolution Unit and will be separately disclosed within the Corporate Center as of January 1, 2019. The closure of the SRU was a key milestone in the completion of our restructuring program.

Embedding a culture of compliance

One of the key goals we set ourselves at the start of the restructuring program was to significantly upgrade our risk and compliance controls and improve our culture. Regulation has changed the face of banking over the last decade and we believe in these changes and embrace them fully. We have aligned ourselves, as an organization, to the rules and regulations across the jurisdictions in which we operate, making our operations more resilient and our business stronger. In September 2018, FINMA said it had identified deficiencies in Credit Suisse AG's anti-money laundering due diligence obligations as well as shortcomings in our control mechanisms and risk management. We have continuously enhanced our compliance and control framework over the last three years – independent of this review. FINMA acknowledged the numerous proactive measures we have adopted since the end of 2015 to strengthen our compliance procedures. As a further measure, the Group took a decisive step in the fourth quarter of 2018 to enhance its compliance oversight at the Board level through the establishment of a new Board committee. The Conduct and Financial Crime Control Committee became effective in early 2019 and assumes responsibility for the supervision of the Group's financial crime compliance programs and related conduct and ethics initiatives. We believe the set-up of this new Board committee, combined with the many improvements implemented and continuous efforts by management, firmly signals the Group's commitment to rigorously address financial crime risk and ensure that the highest standards of conduct and vigilance are maintained throughout the Group.

In February 2019, we made a series of changes to our Group Executive Board to reflect the quality of talent available at Credit Suisse. Among these was the appointment of Lara Warner to the role of Group Chief Risk Officer. Lara was previously the Group's Chief Compliance & Regulatory Officer, a position that was created in 2015 when we set up our Compliance and Regulatory Affairs function. Lara's contribution to the Executive Board and Group over the past three years has been outstanding, as she has overseen the development of industry leading compliance capabilities in an area crucial to our growth strategy. She has created a modern, technology-enabled compliance organization with cutting-edge tools that aim to identify and detect threats across our entire platform while also engaging in efforts to strengthen relationships with our key regulators around the world.

We also announced that Lydie Hudson has been appointed to the role of Chief Compliance Officer, joining the Group Executive Board. Lydie has been with the firm for eleven years, serving most recently as Chief Operating Officer of GM; she has been instrumental in reshaping of the division during the restructuring period. At the same time, Antoinette Poschung was appointed as Global Head of Human Resources, joining the Group Executive Board. Since joining Credit Suisse in 2008, Antoinette has played a key role in talent development across the organization as well as heading a number of Human Resources functions for the Group.

Our compliance and regulatory affairs function has now been split given the growing importance of our relationship with regulators. Regulatory Affairs has been integrated into the CEO office, and the Global Head of Regulatory Affairs will continue maintaining close interaction with our key regulators around the world.

Finally, as part of our restructuring program, we have invested significantly in upgrading our compliance and control frameworks. We increased our headcount in compliance by over 40% over the last three years. We also completed a significant review of over 30,000 legacy clients and over 10,000 control issues and improvements were implemented across the Group. We used cutting edge technology, as previously mentioned, to move from 12 legacy platforms to one strategic platform. Since late 2015, we have rolled out new compliance tools Group-wide, including our Single Client View which now covers 99% of our wealth management clients. Additionally, we rolled out Trader Holistic Surveillance covering all traders globally and Relationship Manager Holistic Surveillance covering approximately 80% of relationship managers.

Banks propel global economic activity

Throughout our restructuring, we remained acutely conscious of our purpose and role as a global financial services group. Banks play an integral role in the local, regional and global economies. We are where people should turn to for safety, trust and reliability. We are meant to offer individuals and companies the comfort of depositing savings safely, to manage their payments securely and to act as financial intermediaries, connectors across markets and economies, bringing borrowers and lenders together, being the catalysts for opportunity and growth.

As banks, we have a duty to our communities and societies as our businesses and activities are often intertwined, even deeply rooted, in the prosperity of others. As a result, Credit Suisse always strives to carry out all its activities in accordance with clear principles and values – particularly our commitment to operating responsibly and with integrity in the interests of our stakeholders.

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In 2017, we announced the establishment of Impact Advisory and Finance (IAF), a department that aims to facilitate projects and initiatives for clients that have a positive economic and social impact, while generating a financial return. IAF is generating significant momentum across both wealth management as well as corporate and investment banking. The department has successfully helped seed impact investing funds in several parts of the world, partnered with the world's leading international organizations working on furthering investment in this space, and continues to drive our international green finance underwriting efforts.

Outlook

We experienced widespread volatility and lower client activity levels across the market in 2018, particularly in the second half. Looking at 2019, while sentiment did improve slightly at the start of the year, as signs of normalization returned to both equity and debt markets, investor concerns continue to weigh on the environment and a cautious approach to investing prevails.

The uncertain political climate in a number of major world economies as well as potential disruptions to world trade continue to be clear concerns. However, with our lower cost base, the reduction of our exposure to risk, our flexible and diversified model and the benefits flowing from the closure of our SRU, we expect to remain resilient in the face of strong headwinds and believe we are well positioned to take advantage of any potential upside.

Looking to the future of Credit Suisse in 2019 and beyond, we believe that the Group will benefit greatly from its position post-restructuring and from its strategic focus on wealth management combined with strong investment banking capabilities. Our target is to achieve a Group reported return on tangible equity of between 10% and 11% for 2019 and between 11% and 12% for 2020, assuming a flat revenue environment and capitalizing on factors under our control. We aim to achieve higher returns with –continued revenue growth in our Wealth Management-related businesses and IBCM, cost efficiencies and lower funding costs, as well as by select strategic investments, subject to market conditions.

We are now, more than ever before, well positioned to take advantage of a number of macro trends that we believe will remain supportive over the long term. We believe that global wealth will continue to grow; entrepreneurs will continue to require the services of our leading investment banking franchise; Switzerland will remain an attractive banking market; sales and trading revenue pools will continue to stagnate or decline worldwide; and both emerging and mature markets will offer attractive growth dynamics over the long term.

At the conclusion of our restructuring, we would like to thank our team of close to 46,000 employees worldwide for their hard work and commitment throughout this period of transformation. We could not have delivered on our goals and objectives without their dedication, effort and time. We would also like to express our thanks to our clients and shareholders for their continued trust and support over the last three years and into the future.

Best regards

Urs Rohner	Tidjane Thiam
Chairman of the Board of Directors	Chief Executive Officer

March 2019

1 Source: Dealogic data (Americas and EMEA) for the period ending December 31, 2018.

2 Source: Dealogic data (Global) for the period ending December 31, 2018.

Important Information

* Adjusted results are non-GAAP financial measures that exclude certain items included in our reported results. Refer to "Reconciliation of adjusted results" in I – Information on the –company – Strategy and II – Operating and financial review – Credit Suisse for a reconciliation of the adjusted results to the most directly comparable US GAAP measures and to "–Financial goals" in I – Information on the company – Strategy for further information on estimates and targets that are non-GAAP financial measures.

References to Wealth Management mean Private Clients within Swiss Universal Bank, Private Banking within International Wealth Management, and Private Banking within Wealth –Management & Connected in Asia Pacific or their combined results. References to Wealth Management-related mean Swiss Universal Bank, International Wealth Management and Asia Pacific Wealth Management & Connected or their combined results.

For further details on capital-related information, see "Capital Management-Regulatory Capital Framework" in III-Treasury, Risk, Balance sheet and Off-balance sheet.

We may not achieve all of the expected benefits of our strategic initiatives. Factors beyond our control, including but not limited to the market and economic conditions, changes in laws, rules or regulations and other challenges discussed in our public filings, could limit our ability to achieve some or all of the expected benefits of these initiatives.

This document contains forward-looking statements that 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" and in the "Cautionary statement regarding forward-looking information" in our Annual Report on Form 20-F for the fiscal year ended December 31, 2018 filed with the US Securities and Exchange Commission and other public filings and press releases. We do not intend to update these forward-looking statements.

Interview with the Chairman and the Chief Executive Officer

How satisfied are you with the progress achieved by Credit Suisse since the start of the restructuring?

Chairman: We have come a very long way since we began transforming the bank in late 2015 on the basis of our newly developed strategy. Together with Tidjane Thiam who assembled a new management team, we embarked on an ambitious plan to fundamentally alter the structure and activities of Credit Suisse – right down to the individual businesses. As a global bank with more than 48,000 employees in 2015 and operations in over 50 countries, that was no small undertaking. I think we have every reason to be satisfied with what we have achieved over the last few years. Credit Suisse is today a very different bank to when we started that journey and is certainly a great deal more resilient.

CEO: I am pleased for our colleagues as they are now starting to see the tangible results of their hard work. The last few years were an intense period for us all, and we faced many headwinds along the way. At the start of the restructuring process in 2015, we identified the most pressing problems we had to tackle. We wanted to achieve sustainable, compliant and profitable growth – shifting our focus to wealth management and leveraging our strong investment banking capabilities. It was also imperative for us to reduce both risks and costs as well as substantially strengthen our balance sheet. We had significant legacy issues to address, and we needed to upgrade our risk and compliance capabilities. We can say that, after three years of continuous effort, we have broadly achieved these objectives. That is a satisfying outcome for all of us at the bank, not to mention our clients and shareholders.

Credit Suisse recently announced new appointments to the Executive Board and senior leadership team. Can you explain the reasons for these changes – and why they are being made at this point in time?

CEO: The organisational structure we established in 2015 has worked well, producing strong results in our three regionally-focused businesses – Swiss Universal Bank (SUB), International Wealth Management (IWM) and Asia Pacific Wealth Management & Connected – in terms of revenue and profit growth, with approximately CHF 100 billion of Wealth Management net new assets acquired over three years. With the transformation of Credit Suisse now complete, we are ready to move into the next phase of our development and are taking the necessary steps to prepare for it. In February 2019, we made a number of new appointments to functional roles on the Executive Board and in our senior leadership team. It is very important for us to be successful in this post restructuring phase we are entering, and we want to ensure that our Group corporate functions are well aligned with our model as they support and interact with our divisions both in terms of effectiveness and efficiency. The recent changes will ensure we continue to make progress on that journey of improvement.

Chairman: The Board of Directors approved these appointments and fully supports the organizational changes, which should allow us to make continued progress on our journey of improvement. In particular, they are designed to ensure that key Group corporate functions – Risk, Compliance, Human Resources, Regulatory Affairs and Investor Relations, Corporate Communications, Marketing & Branding – are better aligned with our strategic model so they can interact with the businesses and support them as efficiently and effectively as possible. Overall, the Group corporate functions are instrumental in helping us to make the right decision for our business as we work towards our long-term goals.

How would you rate Credit Suisse's performance in 2018? Which areas of the business did especially well?

CEO: We performed well in 2018. With CHF 3.37 billion of Group reported pre-tax income in 2018, our income rose by 88% year on year. Net income attributable to shareholders was CHF 2.02 billion – marking our first annual post-tax profit since 2014. Many of our businesses are achieving strong, profitable, compliant growth, especially in our wealth management-focused divisions SUB, IWM and Asia Pacific (APAC). We attracted CHF 34.4 billion of Wealth Management net new assets in 2018 alone, with net inflows reported each quarter. SUB saw a further acceleration in its profitability in 2018, with adjusted* pre-tax income growth of 18% to CHF 2.2 billion. In IWM, we outperformed our closest peers in all our markets, exceeding our adjusted pre-tax income target of CHF 1.8 billion. I was satisfied with the results of our APAC division, given the significant market dislocation we saw towards the end of the year. Our performance in that region shows all the value of our innovative integrated model delivering private banking, investment banking and financing services to our clients. We also made considerable progress in Investment Banking & Capital Markets (IBCM), and in Global Markets (GM), which has demonstrated strict resource and risk discipline in a challenging environment.

How do you explain the disappointing performance of the Credit Suisse share price over the past 12 months? Do you view this as part of a broader trend affecting European financials?

Chairman:

Indeed, our share price and the banking sector as a whole have suffered major losses. Of course, this is anything but pleasing, whether for shareholders, the management team or other employees who would like to see their performance reflected in the value of the company and who are also partly paid in shares. However, we must bear in mind that our share price was impacted by a number of forces which were prevalent across the European banking landscape, and markets as a whole, for most of 2018. With the improvements in profitability management has achieved, we are confident that returns for the Group can continue to improve in 2019 and in the future, subject to market conditions, and should be reflected in a higher share price over time. We expect that in 2019, our shareholders should begin to see the benefits of the restructuring – both through the anticipated return of capital and aimed increase in tangible book value per share as capital generation strengthens.

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On the subject of returning capital to shareholders, can you explain the reason for the buyback you announced in December 2018?

CEO: At the end of last year, the Board of Directors approved a share buyback programme of Group ordinary shares of up to CHF 1.5 billion in 2019 because we are committed to returning capital to our shareholders. Credit Suisse began repurchasing shares in January, and we expect to repurchase at least CHF 1.0 billion this year, subject to market and economic conditions. Buybacks are core to satisfying our commitment to shareholders. Our focus is on generating capital and then to distribute at least 50% of net income to shareholders. The reason we favour share buybacks over dividends is they give the company greater flexibility and will allow us to reduce some of the dilution that occurred due to previous capital increases, which were indispensable to eliminate our legacy issues, restructure the Group and return to growth, but were costly for shareholders.

Is your Swiss home market still as important for Credit Suisse in 2019 as it was in the past? How Swiss is today's Credit Suisse?

Chairman: Yes, absolutely. Switzerland is our home. Our Swiss roots are reflected in our name, and they are just as important today as they were when Alfred Escher established the bank more than 160 years ago. Our decision to create the Swiss Universal Bank division back in 2015 underscores our strong commitment to this market, and it is today the largest contributor to our profits. If you consider that around one in five people and over 100,000 businesses in Switzerland bank with Credit Suisse, and we have more than CHF 160 billion of loans outstanding to Swiss clients, it shows the close ties between our bank and the Swiss economy. Let's not forget that we are also one of the country's largest employers, with 15,840 members of our workforce based here. I would also say that compared to other international companies based in Switzerland, Credit Suisse is a very Swiss institution. One-third of the members of our Executive Board are Swiss and a significant proportion of them reside here in Switzerland. We have always made sure that overall, the Board of Directors retains its Swiss nature. In short, our strategy and our ambitions for our Swiss home market remain unchanged.

CEO: I have always believed that in business, like in sport, it is crucially important to be able to 'win at home'. Creating our Swiss Universal Bank and emphasising the importance of Switzerland was an integral part of my vision for Credit Suisse. Being named 'Best Bank in Switzerland' both by 'The Banker' magazine and by Euromoney is something we set out to achieve and of which we are all very proud.

At the start of the restructuring, you underscored the scale of the wealth management opportunity in Asia. Do you still believe the region offers the same potential?

CEO: I actually underscored the scale of the opportunity both in mature economies like Switzerland, where we have effectively been able to grow since 2015, and in emerging economies in general, which includes Asia, yes, but also Latin America, the Middle East and Eastern Europe. Focusing on Asia for a moment, it is worth noting that in 2018, the Asia region had around 800 billionaires, an increase of around one-third from the prior year. That is a staggering pace of growth – and yet the private banking market in Asia is still in its infancy. The total volume of wealth in our target segment – ultra-high-net worth clients and entrepreneurs – is estimated at around USD 5,000 billion. At present, as demonstrated by our 2018 results, Credit Suisse is a leader in wealth management in Asia, ranking third in Asia in terms of assets under management, but we still have only a small percentage of the potential market. I see three ways of growing our business in the region. First, our existing clients are becoming ever wealthier, which means our recurring revenue from managing their assets should increase. Second, we can grow our market share with each client – often by offering them solutions to specific opportunities they see or challenges they face. And third, we hope that a good proportion of these new billionaires that are emerging will be attracted by what Credit Suisse can do for them. That's not to say that we didn't see challenges across the Asian markets in 2018, with trade tensions and other macro issues impacting client sentiment and risk appetite. However, we continue to believe in the long term attractiveness of the region.

You recently proposed the election of a new Board member from Asia, Shan Li. What kind of insights into the Asia region do you hope to gain from him? And with regard to the second new Board member, Christian Gellerstad, where do you seek to leverage his expertise and experience?

Chairman: I believe both Board members will ideally complement the strengths of the Board with their excellent capabilities and will contribute their expertise to the future development of our strategy. Shan Li has an excellent track record in the financial services industry – especially in the Chinese market, which is of key importance for Credit Suisse. In China, the focus is shifting from industry and manufacturing goods to consumption and services. The healthcare and Information Technology sectors are booming, and we can see plenty of potential for our strategy of being the global “Bank for Entrepreneurs” for our onshore China clients. We are positioning our franchise for an eventual full China market opening, and we expect Shan Li’s experience will be a significant benefit as we move towards this goal. Christian Gellerstad is a well-recognized wealth management expert. His more than two decades of industry experience and leadership expertise in running a private banking business in mature and developing markets should make him ideally positioned to support our growth initiatives in wealth management.

What would you describe as the key ingredients of a successful client relationship? How is this changing as a result of digitalization?

Chairman: I think trust is the most vital ingredient for a successful client relationship. In fact, our entire business works on the basis of trust. Our clients entrust us with their assets and turn to us for advice because they have confidence in our financial expertise and our ability to deliver good performance, as well as in our financial solidity and resilience as a bank. At the same time, we know that for many of our clients, reputation is as important as performance in their choice of financial partner. We therefore work according to clear conduct and ethics standards and expect our employees to act responsibly and with integrity under any circumstances. Last year, Credit Suisse attracted over CHF 56 billion of net new assets. I see that as clear evidence of the trust that clients around the globe place in Credit Suisse.

CEO: I agree that we must earn our clients' trust day after day to build strong relationships with them. I also believe that we must strive to be a professional and reliable partner and deliver our full range of expertise to them – whether it is by providing the best possible investment advice, ensuring best execution of their transactions or protecting and growing their assets. Naturally, we also have to keep pace with their changing needs. With the advance of technology, we are seeing a tectonic shift in what individual clients want and expect from us. For example, millennials drastically differ from previous generations of clients in their consumer behavior. They are technology natives and are purpose-driven. They are demanding faster and more convenient access to our services via their preferred channels, and they want banking to be truly mobile. In response, we are continuing to develop and expand our digital offering along the client lifecycle and are creating user interfaces and consumer touch points that make sense for them. Anticipating and acting on our clients' changing needs is unquestionably a key part of being a successful financial partner.

Credit Suisse has underscored its efforts to resolve legacy issues and to implement a robust compliance and control framework, as well as bringing about a change of culture within the Group. Which concrete steps have you taken? What role does the Board of Directors play in influencing our corporate culture?

Chairman: Resolving legacy issues and upgrading our compliance and control framework with enhanced processes were integral parts of the restructuring process. We also said that we wanted to transform the Group's culture. We have delivered on these objectives through a series of targeted measures. Let me give you a couple of examples: First, to build a culture of integrity and fairness, we recognized the need to have a single set of values for employees across all our businesses and regions. We therefore launched our Group-wide Conduct and Ethics Standards, which promote a shared understanding and expectations in terms of our values and conduct. Naturally, our Code of Conduct, which is endorsed by the Board of Directors and Executive Board, and is binding for all employees as well as Board members, is of key importance in this context. Second, in terms of reinforcing compliance, Credit Suisse fully embraced the regulatory and legislative changes that were introduced over the last decade to remedy the industry's shortcomings. Today, our Compliance unit operates as an independent Executive Board-level function, underscoring its high level of importance within Credit Suisse. As part of the organizational changes I mentioned before, the Regulatory Affairs function now reports directly to the CEO – reflecting the growing importance of our relationship with regulators. In addition, in early 2019, the Board of Directors established the Conduct and Financial Crime Control Committee to monitor and assess the effectiveness of our financial crime compliance programs and initiatives that are focused on further improving conduct and vigilance as part of our efforts to combat financial crime and firmly embed a strong compliance culture in the Group.

Credit Suisse is today placing a strong emphasis on sustainable finance and impact investing – why is this area so important to you?

CEO: Because it is simply the right thing to do. It is therefore not surprising that there has been a notable increase in the demand for sustainable and impact investing products in recent years as more and more investors seek ways of using their capital to have a positive impact on the world while also producing a financial return. Credit Suisse has been active in this space for more than a decade, and we are working hard to meet this growing demand. In 2017, I established the Impact Advisory & Finance (IAF) department, which reports directly to me. It aims to facilitate projects and initiatives for clients that have a positive economic and social impact while delivering financial returns. IAF generated significant momentum across both wealth management and corporate and investment banking in 2018. It is also playing a part in codifying this relatively new but rapidly growing sector. Through these activities, we can contribute to the development of the global economy and support social progress and environmental sustainability.

These are topics that are important to me.

Technology has already transformed much of what Credit Suisse does. In which areas do you expect to see the greatest technological benefits in the coming years? What are the main cyber risks facing the industry and what steps are you taking to protect Credit Suisse and its clients?

Chairman: Technology catalyzes disruptive change and drives progress in our industry. That is why, in 2015, the Board established an Innovation and Technology Committee, an interdisciplinary advisory group to discuss the progress we are making at Credit Suisse in terms of innovation and technology initiatives as well as to consider industry-wide technology trends. The Group's leadership regularly examines the role that innovation and technology will play in the future of banking, and how we can most effectively deploy them across our divisions. In the coming years, I expect to see an uptick in the use of technological innovations in banking, leveraging amongst much else the cloud, distributed ledger, automation, robotics and machine-learning as well as data science more generally. Of course, rapid technological development also brings new challenges, for example in the field of cybersecurity, which will be a serious concern across our industry for the foreseeable future. Regulators and companies are working to understand how best to protect banks' data and the integrity of the financial services ecosystem. We continue to invest significantly in our information and cybersecurity programs, and we regularly assess the effectiveness of our key controls. In addition, we routinely conduct employee training to embed a mature cyber risk management culture within the organization.

2019 marks the 200th anniversary of the birth of Credit Suisse's founder Alfred Escher. What do you find most inspiring about him? To what extent is his vision of entrepreneurship still relevant today?

Chairman: What I find most inspiring about Alfred Escher is his incredible entrepreneurial spirit and his desire to bring about lasting change – benefiting the economy and society. In the 19th century, Escher almost single-handedly developed part of the infrastructure of modern Switzerland, including its rail network and the famous Gotthard tunnel. And of course, he founded Credit Suisse in 1856 to raise capital for his infrastructure projects. I am inspired by the courage he showed in pursuing his vision at a time when many of his ideas were met with skepticism. He was relentless in his efforts to drive progress and prosperity. Today, Escher still inspires us with his foresight and determination to make things happen. What we can learn from his vision of entrepreneurship is the importance of anticipating future trends, having the courage of your convictions and thinking creatively to formulate innovative solutions. A portrait of our founder hangs in the boardroom here at our head office in Zurich and is a constant reminder of his great legacy.

What do you expect to be the greatest challenges for Credit Suisse in 2019?

CEO: I believe the main headwinds we will face in 2019 relate to heightened global geopolitical and macroeconomic uncertainties. These include the potential disruptions to world trade due to tensions between the US and China and other uncertainties in the world whether it is the situation in the Middle East in general, the UK's anticipated withdrawal from the EU or the impact of the situation in Venezuela on Latin America, to name a few. These developments are especially challenging due to their potential adverse impact on investor confidence and client activity levels. The continuation of the ultra-low interest rate environment in many countries also places a burden on our business. Nevertheless, I am confident that Credit Suisse can remain resilient in the face of these pressures thanks to our lower cost base, reduced risk exposures, our flexible and diversified business model and the benefits flowing from the closure of our Strategic Resolution Unit. And, of course, we are well positioned to take advantage of any potential upside going forward.

* Adjusted results are non-GAAP financial measures that exclude certain items included in our reported results. For further information relating to this and other descriptions in this interview, please refer to the endnotes in the "Message from the Chairman and the Chief Executive Officer".

Credit Suisse at a glance

Credit Suisse

Our strategy builds on Credit Suisse's core strengths: its position as a leading global wealth manager, its specialist investment banking capabilities and its strong presence in our home market of Switzerland. We seek to follow a balanced approach with our wealth management activities, aiming to capitalize on both the large pool of wealth within mature markets as well as the significant growth in wealth in Asia Pacific and other emerging markets. Founded in 1856, we today have a global reach with operations in about 50 countries and 45,680 employees from over 150 different nations. Our broad footprint helps us to generate a ‒geographically ‒balanced stream of revenues and net new assets and allows us to capture growth opportunities around the world. We serve our clients through three regionally focused divisions: Swiss Universal Bank, International Wealth Management and Asia Pacific. These regional businesses are supported by two other divisions specializing in investment banking capabilities: Global ‒ Markets and ‒Investment ‒Banking & Capital Markets. The Strategic Resolution Unit consolidated the remaining portfolios from the former non-‒strategic units plus additional businesses and positions that did not fit with our strategic direction. Our business divisions cooperate closely to provide holistic financial solutions, including innovative products and specially tailored advice.

Swiss Universal Bank

The Swiss Universal Bank division offers comprehensive advice and a wide range of financial solutions to private, corporate and institutional clients primarily domiciled in our home market Switzerland, which offers attractive growth opportunities and where we can build on a strong market position across our key businesses. Our Private ‒Clients business has a leading franchise in our Swiss home market and serves ultra-high-net-worth individual, high-net-worth individual, affluent and retail clients. Our Corporate & Institutional Clients business serves large corporate clients, small and medium-sized enterprises, institutional clients, external asset managers, financial institutions and commodity traders.

‒International Wealth Management

The International Wealth Management division through its Private Banking business offers comprehensive advisory services and tailored investment and financing solutions to wealthy private clients and external asset managers in Europe, the Middle East, Africa and Latin America, utilizing comprehensive access to the broad spectrum of Credit Suisse's global resources and capabilities as well as a wide range of proprietary and third-party products and services. Our Asset Management business offers investment solutions and services globally to a broad range of clients, including pension funds, governments, foundations and endowments, corporations and individuals.

Asia Pacific

In the Asia Pacific division, our wealth management, financing and underwriting and advisory teams work closely together to deliver integrated advisory services and solutions to our target ultra-high-net-worth, entrepreneur and corporate clients. Our Wealth Management & Connected business combines our activities in wealth management with our financing, underwriting and advisory activities. Our Markets business represents our equities and fixed income sales and trading businesses, which support our wealth management activities, but also deals extensively with a broader range of institutional clients.

Global Markets

The Global Markets division offers a broad range of financial products and services to client-driven businesses and also supports Credit Suisse's global wealth management businesses and their clients. Our suite of products and services includes global securities sales, trading and execution, prime brokerage and comprehensive investment research. Our clients include financial institutions, corporations, governments, institutional investors, such as pension funds and hedge funds, and private individuals around the world.

Investment Banking & Capital Markets

The Investment Banking & Capital Markets division offers a broad range of investment banking services to corporations, financial institutions, financial sponsors and ultra-high-net-worth individuals and sovereign clients. Our range of products and services includes advisory services related to mergers and acquisitions, divestitures, takeover defense mandates, business restructurings and spin-offs. The division also engages in debt and equity underwriting of public securities offerings and private placements.

Strategic Resolution Unit

The Strategic Resolution Unit was –created to facilitate the immediate right-sizing of our business divisions from a capital perspective and included remaining portfolios from former non-strategic units plus transfers of additional exposures from the business divisions. The unit's primary focus was on facilitating the rapid wind-down of capital usage and costs to reduce the negative impact on the Group's performance. Repositioned as a separate division, this provided clearer accountability, governance and reporting. Beginning in 2019, the Strategic –Resolution Unit has ceased to exist as a separate division of the Group.

Strategy

Credit Suisse strategy

Our strategy is to be a leading wealth manager with strong investment banking capabilities.

We believe wealth management is one of the most attractive segments in banking. Global wealth has grown significantly over the last ten years and is projected to continue to grow faster than GDP over the next several years, with both emerging markets and mature markets offering attractive growth opportunities. We seek to follow a balanced approach with our wealth management activities, aiming to capitalize on both the large pool of wealth within mature markets as well as the significant growth in wealth in Asia Pacific and other emerging markets.

In the wealth management sector, we expect that emerging markets will account for nearly 60% of the growth in global wealth in the coming years, with more than 60% of that additional wealth expected to be created in Asia Pacific. Wealth is highly concentrated in emerging markets, with wealth creation mostly tied to first and second generation entrepreneurs. We believe that positioning ourselves as the "Bank for Entrepreneurs" by leveraging our strengths in wealth management and investment banking will provide us with key competitive advantages to succeed in these markets as we provide clients with a range of services to protect and grow their wealth and offer an integrated approach across their private and corporate financial needs. We are scaling up our wealth management franchise in emerging markets by recruiting and retaining high-quality relationship managers while prudently managing our lending exposure, building on our strong investment and advisory offering and global investment banking capabilities. At the same time we are investing in our risk management and compliance functions.

Despite slower growth, mature markets are still expected to remain important and account for more than half of global wealth by 2022. We plan to capitalize on opportunities in markets such as Western Europe, with a focused approach to building scale given the highly competitive environment.

Switzerland, as our home market, provides compelling opportunities for Credit Suisse. Switzerland remains the country with the highest average wealth and highest density of affluent clients globally. Switzerland benefits from its highly developed and traditionally resilient economy, where many entrepreneurial small and medium-sized enterprises continue to drive strong export performance. We provide a full range of services to private, corporate and institutional clients with a specific focus on becoming the "Bank for Entrepreneurs" and plan to further expand our strong position with Swiss private, corporate and institutional clients as well as take advantage of opportunities arising from consolidation.

We have simplified and de-risked our Global Markets business model, reducing complexity and cost while continuing to support our core institutional client franchises and maintaining strong positions in our core franchises. We aim to further strengthen our International Trading Solutions business, our product manufacturing and distribution platform relating to our Global Markets, Swiss Universal Bank and International Wealth Management divisions. We have right-sized our operations and reduced risk in a focused way by exiting or downsizing selected businesses consistent with our return on capital objectives and lower risk profile.

In our Investment Banking & Capital Markets division, we have focused on rebalancing our product mix towards advisory and equity underwriting while maintaining our leading leveraged finance franchise. Our objective is to align, and selectively invest in, our coverage and capital resources with the largest growth opportunities and where our franchise is well-positioned. We believe this will help us to strengthen our market position, contribute to a revenue mix that is more diversified and less volatile through the market cycle and achieve returns in excess of our cost of capital. We will continue to leverage Investment Banking & Capital Markets' global connectivity with our other divisions and its platform to drive opportunities for the Group.

We intend to continue with a disciplined approach to cost management across the Group, focusing on continuous productivity improvements that can release resources for growth investments while maintaining a strong operating leverage.

Completion of the three-year restructuring plan

We have successfully completed our ambitious three-year restructuring plan outlined at the Investor Day on October 21, 2015.

Delivered profitable growth

Over the last three years we have rebalanced the allocation of capital towards our high-quality and high-returning Wealth Management-related and Investment Banking & Capital Markets businesses. This has led to a significant shift in our business mix with more than two-thirds of our capital, excluding the Corporate Center and the Strategic

Resolution Unit, allocated to our Wealth Management-related and Investment Banking & Capital Markets businesses. References to our Wealth Management-related businesses mean our Swiss Universal Bank division, our International Wealth Management division and our Wealth Management & Connected business within our Asia Pacific division or their combined results.

Since 2015, we have attracted CHF 100.9 billion of net new assets in Wealth Management, leading to assets under management of CHF 757.2 billion. Our balanced approach in Wealth Management has contributed to positive inflows in mature markets as well as strong inflows in emerging markets. Our focus on growing our entrepreneur and ultra-high-net-worth (UHNW) franchise has been successful with Wealth Management net new assets of CHF 34.4 billion in 2018, an increase of 90% since 2015. References to Wealth Management in connection with net new assets or assets under management measures mean the Private Clients business within Swiss Universal Bank, the Private Banking business within International Wealth Management

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and the Wealth Management & Connected business within Asia Pacific or their combined results.
In Investment Banking & Capital Markets, we have made notable progress in the execution of our targeted plans for investment grade corporates, non-investment grade corporates and financial sponsors and have improved share of wallet across all of these client segments since 2015.
Our strategic actions have led to strong growth in our Wealth Management-related and Investment Banking & Capital Markets businesses. We have grown our Wealth Management-related and Investment Banking & Capital Markets revenues by CHF 2.0 billion since 2015, which represents a compound annual growth rate of 5%. Our focus on delivering positive operating leverage has continuously driven returns higher in our Wealth Management-related and Investment Banking & Capital Markets businesses as we have achieved an income before taxes of CHF 4.9 billion in 2018, an increase of 159% since 2015 and adjusted income before taxes of CHF 5.2 billion in 2018, an increase of 75% since 2015.
> Refer to “Wealth Management-related businesses and Investment Banking & Capital Markets – Reconciliation of adjusted results” for further information.
Improved the resilience of our business model
A key focus of our strategy has been to make the bank more resilient in challenging market conditions while preserving our ability to benefit when markets are more favorable.
Over the last three years we have significantly lowered the breakeven point of the Group. In 2015, we announced our strategic cost transformation program with the aim of reducing our adjusted operating cost base measured at constant 2015 foreign exchange rates to below CHF 17 billion, in order to achieve net savings of more than CHF 4.2 billion. We successfully completed the program at the end of this year, achieving reported total operating expenses of CHF 17.3 billion and an adjusted operating cost base of CHF 16.5 billion.
> Refer to “Operating cost base – Reconciliation of adjusted results” for further information.
Since 2015, we have substantially lowered the risk profile of our business activities. On a Group level we have reduced average Value-at-Risk by 41% and reduced level 3 assets by 50%. In our Global Markets business we have successfully restructured our business portfolio while maintaining our core franchise strengths and reducing risk-weighted assets and leverage exposure since the third quarter of 2015.
We have significantly strengthened our capital position since the third quarter of 2015 with look-through common equity tier 1 (CET1) capital of CHF 35.9 billion and Tier 1 capital of CHF 46.1 billion as of year-end 2018. Our look-through CET1 ratio has increased from 10.2% in the third quarter of 2015 to 12.6% at year-end 2018 and our look-through Tier 1 leverage ratio has increased from 3.9% in the third quarter of 2015 to 5.2% as of year-end 2018.
In addition we have established a dedicated compliance function in 2015 and made sizeable investments to upgrade our compliance and control frameworks as well as strengthened our risk management function.
Resolved legacy issues and wound-down our Strategic Resolution Unit
Over the last three years, we have resolved major litigation issues including the US Department of Justice (DOJ) residential mortgage-backed securities (RMBS) matter.
At year-end 2018 the Strategic Resolution Unit was wound down as a separate division. We achieved the targets we set for the Strategic Resolution Unit in 2015, releasing significant capital for the Group and substantially reducing the negative impact on income before taxes. The residual portfolio remaining as of December 31, 2018 is now managed in an Asset Resolution Unit (ARU) and will be separately disclosed within the Corporate Center.

Reconciliation of adjusted results

Adjusted results referred to in this document are non-GAAP financial measures that exclude certain items included in our reported results. Management believes that adjusted results provide a useful presentation of our operating results for purposes of assessing our Group and divisional performance consistently over time, on a basis that excludes items that management does not consider representative of our underlying performance.

The adjusted operating cost base at constant foreign exchange rates from 2015 includes adjustments as made in all our disclosures for restructuring expenses, major litigation provisions, expenses related to business sales and a goodwill impairment taken in the fourth quarter of 2015 as well as adjustments for debit valuation adjustments (DVA) related volatility, foreign exchange impacts and for certain accounting changes which had not been in place at the launch of the cost savings program. Adjustments for certain accounting changes have been restated to reflect grossed up expenses in the Corporate Center and, starting in the first quarter of 2018, also include adjustments for changes from ASU 2014-09 “Revenue from Contracts with Customers”. Adjustments for foreign exchange apply unweighted currency exchange rates, i.e., a straight line average of monthly rates, consistently for the periods under review.

Wealth Management-related businesses and Investment Banking & Capital Markets –
Reconciliation of adjusted results

	Wealth Management-related businesses			Investment Banking & Capital Markets		Total	
in	2018	2017	2015	2018	2015	2018	2015
Adjusted results (CHF million)							
Net revenues	**13,268**	**12,829**	**11,631**[1]	**2,177**	**1,787**	**15,445**	**13,418**
Real estate gains	(23)	0	(95)	0	0	(23)	(95)
(Gains)/losses on business sales	(92)	28	(34)	0	0	(92)	(34)
Adjusted net revenues	**13,153**	**12,857**	**11,502**	**2,177**	**1,787**	**15,330**	**13,289**
Provision for credit losses	**186**	**117**	**174**	**24**	**0**	**210**	**174**
Total operating expenses	**8,561**	**8,797**	**9,252**[2]	**1,809**	**2,101**	**10,370**	**11,353**
Goodwill impairment	0	0	(446)	0	(380)	0	(826)
Restructuring expenses	(243)	(150)	(79)	(84)	(22)	(327)	(101)
Major litigation provisions	(116)	(97)	(299)	(1)	0	(117)	(299)
Expenses related to business sales	(47)	0	0	0	0	(47)	0
Adjusted total operating expenses	**8,155**	**8,550**	**8,428**	**1,724**	**1,699**	**9,879**	**10,127**
Income/(loss) before taxes	**4,521**	**3,915**	**2,205**	**344**	**(314)**	**4,865**	**1,891**
Total adjustments	291	275	695	85	402	376	1,097
Adjusted income before taxes	**4,812**	**4,190**	**2,900**	**429**	**88**	**5,241**	**2,988**

1
Excludes net revenues of CHF 148 million for Swisscard.
2
Excludes operating expenses of CHF 123 million for Swisscard.

Operating cost base - Reconciliation of adjusted results

in	2018	2017	2016	2015
Adjusted results (CHF million)				
Total operating expenses	**17,303**	**18,897**	**22,337**	**25,895**
Goodwill impairment	0	0	0	(3,797)
Restructuring expenses	(626)	(455)	(540)	(355)

Major litigation provisions	(244)	(493)	(2,707)	(820)
Expenses related to business sales	(51)	(8)	0	0
Debit valuation adjustments (DVA)	46	(83)	0	0
Certain accounting changes	(228)	(234)	(70)	(58)
Operating cost base before foreign exchange adjustment	**16,200**	**17,624**	**19,020**	**20,865**
Foreign exchange adjustment [1]	334	326	291	310
Adjusted operating cost base	**16,534**	**17,950**	**19,311**	**21,175**

1
Calculated at constant 2015 foreign exchange rates.

Financial goals

At the Investor Day on December 12, 2018, we communicated our return on tangible equity (RoTE) targets for the Group. We confirmed our RoTE target of 10 – 11% for 2019 and 11 – 12% for 2020 and announced a target of above 12% beyond 2020.

For 2019 and 2020, we plan to distribute at least 50% of net income to shareholders, primarily through share buybacks and the distribution of a sustainable ordinary dividend, which dividend amount we expect to increase by at least 5% per annum. For 2019, the Board of Directors of the Group approved a share buyback program of Group ordinary shares of up to CHF 1.5 billion. We expect to buy back at least CHF 1.0 billion in 2019, subject to market and economic conditions. For 2020, we expect a similar share buyback program as in 2019, subject to approval by the Board of Directors. The level of the share buyback for 2020 will be set in light of our capital plans and will be subject to prevailing market conditions, but is expected to be in line with our intention to distribute at least 50% of net income. We commenced the share buyback program on January 14, 2019.

Our estimates and targets often include metrics that are non-GAAP financial measures and are unaudited. A reconciliation of these estimates and targets to the nearest GAAP measures is unavailable without unreasonable efforts. Adjusted results exclude goodwill impairment, major litigation charges, real estate gains and other revenue and expense items included in our reported results, which are unavailable on a prospective basis. RoTE is based on tangible shareholders' equity, a non-GAAP financial measure, which is calculated by deducting goodwill and other intangible assets from total shareholders' equity as presented in our balance sheet, both of which are unavailable on a prospective basis. Such estimates and targets are calculated in a manner that is consistent with the accounting policies applied by us in preparing our financial statements.

Organizational structure

Our organizational structure consists of three regionally focused divisions: Swiss Universal Bank, International Wealth Management and Asia Pacific. These regional businesses are supported by two other divisions specialized in investment banking capabilities: Global Markets and Investment Banking & Capital Markets. Our organization is designed to drive stronger client focus and provide better alignment with regulatory requirements, with decentralization increasing the speed of decision-making, accountability and cost competiveness across the Group. Our operating businesses are supported by focused corporate functions at the Group Executive Board level, consisting of: Chief Financial Officer, Chief Operating Officer, Chief Risk Officer, Chief Compliance Officer, General Counsel and Global Head of Human Resources.

Evolution of legal entity structure

The execution of the program evolving the Group's legal entity structure to support the realization of our strategic objectives, increase the resilience of the Group and meet developing and future regulatory requirements has substantially concluded. The legal entity program was prepared in discussion with the Swiss Financial Market Supervisory Authority FINMA (FINMA), our primary regulator, and other regulators and addressed regulations in Switzerland, the US and the UK with respect to requirements for global recovery and resolution planning by systemically relevant banks, such as Credit Suisse, that will facilitate resolution of an institution in the event of a failure. The program was approved by the Board of Directors of the Group and certain elements required final approval by FINMA and other global regulators.

Products and services

Private banking offerings and wealth management solutions

We offer a wide range of private banking and wealth management solutions tailored for our clients in our Swiss Universal Bank, International Wealth Management and Asia Pacific divisions.

Client segment specific value propositions

Our wide range of wealth management solutions is tailored to specific client segments. Close collaboration with our investment banking businesses enables us to offer customized and innovative solutions to our clients, especially in the ultra-high-net-worth individuals (UHNWI) segment, and we have specialized teams offering bespoke and complex solutions predominantly for our sophisticated clients. This distinct value proposition of our integrated bank remains a key strength in our client offerings.

Structured advisory process

We apply a structured approach in our advisory process based on a thorough understanding of our clients' needs, personal circumstances, product knowledge, investment objectives and a comprehensive analysis of their financial situation to define individual client risk profiles. On this basis, we define an individual investment strategy in collaboration with our clients. This strategy is implemented to help ensure adherence to portfolio quality standards and compliance with suitability and appropriateness standards for all investment instruments. Responsible for the implementation are either the portfolio managers or our relationship managers working together with their advisory clients. Our UHNWI relationship managers are supported by dedicated portfolio managers.

Comprehensive investment services

We offer a comprehensive range of investment advice and discretionary asset management services based on the outcome of our structured advisory process and the global "House View" of our Credit Suisse Investment Committee. We base our advice and services on the analysis and recommendations of our research and investment strategy teams, which provide a wide range of investment expertise, including macroeconomic, equity, bond, commodity and foreign-exchange analysis, as well as research on the economy. Our investment advice covers a range of services, from portfolio consulting to advising on individual investments. We offer our clients portfolio and risk management solutions, including managed investment products. These are products actively managed and structured by our specialists or third parties, providing private investors with access to investment opportunities that otherwise would not be available to them. For clients with more complex requirements, we offer investment portfolio structuring and the implementation of individual strategies, including a wide range of structured products and alternative investments. Discretionary asset management services are available to clients who wish to delegate the responsibility for investment decisions to Credit Suisse. We are an industry leader in alternative investments and, in close collaboration with our asset management business and investment banking businesses, we offer innovative products with limited correlation to equities and bonds, such as hedge funds, private equity, commodities and real estate investments.

In addition, we offer solutions for a range of private and corporate wealth management needs, which include financial planning, succession planning and trust services.

Financing and lending

We offer a broad range of financing and lending solutions across all of our private client segments, including consumer credit and real estate mortgage lending, real asset lending relating to ship and aviation financing for UHNWI, standard and structured hedging and lombard lending solutions as well as collateral trading services.

Multi-shore platform

With global operations comprising 13 international booking centers in addition to our operations in Switzerland, we are able to offer our clients booking capabilities locally as well as through our international hubs. Our multi-shore offering is designed to serve clients who are focused on geographical risk diversification, have multiple domiciles, seek access to global execution services or are interested in a wider range of products than is available to them locally.

Corporate client and institutional client offerings

In accordance with our ambition to position ourselves as the “Bank for Entrepreneurs”, we provide corporate and institutional clients, predominantly in Switzerland, with a broad range of financial solutions. To meet our clients’ evolving needs, we deliver our offering through an integrated franchise and international presence. Based on this model, we are able to assist our clients in virtually every stage of their business life cycle to cover their banking needs. For corporate clients, we provide a wide spectrum of banking products such as traditional and structured lending, payment services, foreign exchange, capital goods leasing and investment solutions. In addition, we apply our investment banking capabilities to supply customized services in the areas of M&A, syndications and structured finance. For corporations with specific needs for global finance and transaction banking, we provide services in commodity trade finance, trade finance, structured trade finance, export finance and factoring. For our Swiss institutional clients, including pension funds, insurance companies, public sector and UHNWI clients, we offer a wide range of fund solutions and fund-linked services, including fund management and administration, fund design and comprehensive global custody solutions. Our offering also includes ship and aviation finance and a competitive range of services and products for financial institutions such as securities, cash and treasury services.

Asset management offerings

Our traditional investment products provide strategies and comprehensive management across equities, fixed income, and multi-asset products in both fund formation and customized solutions. Stressing investment principles, such as risk management and asset allocation, we take an active and disciplined approach to investing. Alongside our actively managed offerings, we have a suite of passively managed solutions, which provide clients access to a wide variety of investment options for different asset classes in a cost-effective manner.

We also offer institutional and individual clients a range of alternative investment products, including credit investments, hedge fund strategies, real estate and commodities. We are also able to offer access to various asset classes and markets through strategic alliances and key joint ventures with external managers.

Investment banking financial solutions

Equity underwriting

Equity capital markets originates, syndicates and underwrites equity in initial public offerings (IPOs), common and convertible stock issues, acquisition financing and other equity issues.

Debt underwriting

Debt capital markets originates, syndicates and underwrites corporate and sovereign debt.

Advisory services

Advisory services advises clients on all aspects of M&A, corporate sales, restructurings, divestitures, spin-offs and takeover defense strategies.

Equities

Cash equities provides a comprehensive suite of offerings, including: (i) research, analytics and other content-driven products and services (ii) sales trading, responsible for managing the order flow between our clients and the marketplace and providing clients with trading ideas and capital commitments, identifying trends and delivering the most effective trade execution; (iii) high touch and program trading, exchange-traded funds (ETFs) and advanced execution services (AES) platform under our global execution services group, which executes client orders and makes markets in listed and over-the-counter (OTC) cash securities, ETFs and programs, providing liquidity to the market through both capital commitments and risk management. AES is a sophisticated suite of algorithmic trading strategies, tools and analytics that facilitates global trading across equities, options, futures and foreign exchange. By employing algorithms to execute client orders and limit volatility, AES helps institutions and hedge funds reduce market impact. AES is a recognized leader in its field and provides access to over 100 trading destinations in over 40 countries and six continents.

Prime services offers hedge funds and institutional clients execution, financing, custody, clearing and risk advisory services across various asset classes through prime brokerage, synthetic financing and listed and OTC derivatives. In addition, we partner with the most established fund managers, fast-growing funds and select startups, blending traditional prime brokerage services with innovative financing solutions and comprehensive capital and consulting advisory services, to help funds build durable organizations across their lifecycle.

Equity derivatives provides a full range of equity-related and cross-asset products, including investment options, systematic strategies and financing solutions, as well as sophisticated hedging and risk management expertise and comprehensive execution capabilities to private banking clients, financial institutions, hedge funds, asset managers and corporations.

Convertibles: The convertibles team provides secondary trading and market making of convertible bonds as well as pricing and distribution of Credit Suisse-originated convertible issuances.

Fixed income

Global credit products is a leading, client-focused and accomplished credit franchise, providing expert coverage in credit trading, sales, financing and capital markets. Our strong history of credentials and long-standing record in leveraged finance reflect our unique ability to provide value-added products and solutions to both issuer and investor clients. Our capital markets businesses are responsible for structuring, underwriting and syndicating a full range of products for our issuer clients, including investment grade and leveraged loans, investment grade and high yield bonds and unit transactions. We are also a leading provider of committed acquisition financing, including leveraged loan, bridge finance and mezzanine finance and collateralized loan obligation formation. In sales and trading, we are a leading market maker in private and public debt across the credit spectrum, including leveraged loans as well as high yield and investment grade cash. We are also a market maker in the credit derivatives market, including the credit default swap index (CDX) suite, liquid single-name credit default swaps (CDS), sovereign CDS, credit default swaptions and iBoxx total return swaps. We offer clients a comprehensive range of financing options for credit products including, but not limited to, repurchase agreements, short covering, total return swaps and portfolio lending.

Securitized products is a market leading franchise providing asset based liquidity and financing solutions and products to institutional and wealth management clients. We have experience in a broad range of asset categories including consumer, commercial, residential, commercial real estate, transportation and alternatives. Our finance business focuses on providing asset and portfolio advisory services and financing solutions (warehouse, bridge and acquisition) and originates, structures and executes capital markets transactions for our clients. Our trading platform provides market liquidity across a broad range of loans and securities, including residential mortgage-backed securities (RMBS), asset-backed securities (ABS) and commercial mortgage-backed securities (CMBS). CMBS and RMBS include government- and agency-backed as well as private-label loans. We have a seasoned and dedicated securitized product sales force that distributes our primary and secondary product offerings to our client base. We also offer residential mortgage servicing capabilities through our mortgage servicer Select Portfolio Services.

Macro products includes our global foreign exchange and rates businesses and investment grade capital markets team in Switzerland. Our rates business offers market-making capabilities in US cash and derivatives, European cleared swaps and select bilateral and structured solutions. Our investor products business manufactures credit rates, foreign exchange and commodity based structured products for institutional and private banking clients. In addition, our investor products business includes our benchmark and proprietary commodity index business.

Emerging markets, financing and structured credit includes a range of financing products including cash flow lending, share-backed lending and secured financing transactions and onshore trading in Brazil, Mexico and Russia. In addition, we offer financing solutions and tailored investment products for Latin American, Central and Eastern European, Middle Eastern and African financial institutions and corporate and sovereign clients.

Other

Other products and activities include lending and certain real estate investments. Lending includes senior bank debt in the form of syndicated loans and commitments to extend credit to investment grade and non-investment grade borrowers.

Research and HOLT

Our equity and fixed income businesses are enhanced by the research and HOLT functions. HOLT offers a framework for objectively assessing the performance of over 20,000 companies worldwide, with interactive tools and consulting services that clients use to make informed investment decisions.

Equity and fixed income research uses in-depth analytical frameworks, proprietary methodologies and data sources to analyze approximately 3,000 companies worldwide and provide macroeconomic insights into this constantly changing environment.

Divisions

Swiss Universal Bank

Business profile

Within Swiss Universal Bank, we offer comprehensive advice and a broad range of financial solutions to private, corporate and institutional clients primarily domiciled in Switzerland. We serve our clients through the following four dedicated business areas in order to cater to our Swiss client base: Private & Wealth Management Clients and Premium Clients within the Private Clients business, and Corporate & Investment Banking as well as Institutional Clients within the Corporate & Institutional Clients business.

Our **Private Clients** business has a leading client franchise in Switzerland, serving approximately 1.5 million clients, including UHNWI, high-net-worth individual (HNWI), affluent and retail clients. Our service offering is based on our structured advisory process, distinct client-segment-specific value propositions and coverage models as well as the access to a broad range of comprehensive products and services. Our network includes 1,260 relationship managers in 148 branches, including 26 branches of the Bank's affiliate, Neue Aargauer Bank. Additionally, our consumer finance business BANK-now has 20 branches. Also, we offer our clients the world's leading credit card brands through Swisscard AECS GmbH, an equity method investment jointly owned with American Express.

Our **Corporate & Institutional Clients** business offers expert advice and high-quality services to a wide range of clients, serving the needs of over 100,000 corporations and institutions, including large corporate clients, small and medium-size enterprises, institutional clients, external asset managers, financial institutions and commodity traders. This business also includes our Swiss investment banking business, serving corporate clients and financial institutions in connection with financing transactions in debt and equity capital markets and advising on M&A transactions. Our business includes 520 relationship managers who serve our clients out of 42 locations.

Key data – Swiss Universal Bank

			in / end of
	2018	2017	2016
Key data			
Net revenues (CHF million)	5,564	5,396	5,759
Income before taxes (CHF million)	2,125	1,765	2,025
Assets under management (CHF billion)			
– Private Clients	198.0	208.3	192.2
– Corporate & Institutional Clients	348.7	354.7	339.3
Number of employees	11,950	12,600	13,140

Business environment

The Swiss private banking and wealth management industry remains very attractive and continues to have positive growth prospects. Switzerland has one of the highest millionaire densities worldwide and is expected to continue to have one of the highest average levels of wealth per adult. We remain well-positioned in the Swiss market with strong market shares across our client segments.

The corporate and institutional clients business continues to offer attractive opportunities, supported by the expected steady growth of the Swiss economy. We are a leading provider of banking services to corporate and institutional clients in Switzerland, utilizing our market-leading investment banking capabilities in Switzerland for local execution while leveraging Investment Banking & Capital Markets' international reach and Global Markets' placing power.

Structurally, the industry continues to undergo significant change. Regulatory requirements for investment advisory services continue to increase, including in the areas of suitability and appropriateness of advice, client information and documentation. This is expected to drive further consolidation of smaller banks due to the higher critical size necessary to fulfill business and regulatory requirements. We continue to believe that we are well-positioned to opportunistically take advantage of this potential market consolidation. We have made additional progress in adapting to the changing regulatory environment and are continuing to dedicate significant resources to ensure our business is compliant with regulatory standards.

Business strategy

Switzerland, our home market, has always been and is expected to remain a key market for our Group and is core to our overall strategy. Within Swiss Universal Bank, we combine all the strengths and critical mass of our Swiss retail, wealth management, corporate, institutional and investment banking activities. The division is well-positioned to meet the needs of our clients, both individual and corporate, with a broad suite of customized products and services.

In order to further cement our standing as a leading Swiss bank, we continue to focus on the following four key priorities:

Bank for Switzerland

We are committed to our Swiss home market and to all our clients in Switzerland – we are a universal bank that serves private, corporate and institutional client segments. We intend to expand our market share and continue to be a responsible partner in Swiss society.

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The reduction of management hierarchies and increased scope of control at local market levels, introduced in 2017, were fully realized in 2018. Those measures resulted in more efficient priority-setting and faster decision-making in those markets leading to increased client satisfaction. As a consequence of changing client needs, we opened our first digital advisory branch in Switzerland. Our digital advisory branch format is designed to work without the classic teller function, but with innovative elements such as a digital bar and a lounge area. We continue to see potential in developing the HNWI and the UHNWI business, which are both wealth market segments that are growing significantly and remain highly attractive. Our holistic offering and the collaboration across the division and across the bank are the bases for our efforts to capture further growth in both market segments. Our efforts and commitment to Switzerland have been recognized by Euromoney (Best Bank in Switzerland 2018) and The Banker (Bank of the Year 2018 Switzerland).

Bank for Entrepreneurs

Entrepreneurship has always been important for Credit Suisse, and entrepreneurial thinking is one of our core principles. We have grown and will seek to continue to significantly grow our business with entrepreneurs and their companies across all businesses within Swiss Universal Bank, including by leveraging our international connectivity in investment banking and asset management. It is our ambition to be recognized as the "Bank for Entrepreneurs".

We strengthened our focus on being recognized as the "Bank for Entrepreneurs" by launching joint client coverage for private and corporate clients in 2015. In this context, we increased the number of Entrepreneurs & Executives relationship managers and now cover the Swiss market with 15 locations. Our broad range of expertise and capabilities enabled us to execute a large number of investment banking transactions in 2018 and we were again recognized as the number one investment bank in Switzerland.

Bank for the Digital World

We are transforming the way we serve and advise our clients in an increasingly digital society and economy. We expect new technologies and business models to emerge and must adapt our efforts to be successful. To this end, we are investing in digital capabilities with a focus on client engagement, self-service capabilities and frontline productivity. Digitalization, automation and data management will be key drivers to continuously improve our cost position and drive our competitiveness with the possibility to fundamentally change the way we work.

During 2018, various digital solutions for private, corporate and institutional clients as well as relationship managers were launched. We enhanced our self-service capabilities including through the introduction of digital client onboarding for corporate clients, which allows those clients to identify themselves and open an account through a computer or mobile device. This offering complements the similar online opening capabilities we launched for private clients in 2017. In 2018 we managed to further improve the productivity of client-facing employees and completed our front-to-back digitalization program, which digitalized approximately 200 processes. The whole program helped us increase our efficiency by reducing manual processes and physical paper forms. Furthermore, we have improved client satisfaction through a significant reduction of transaction processing times.

Bank for the Next Generation

While we are always mindful of the needs of all clients, we particularly aim to support the next generation in Switzerland in achieving their ambitions. Supertrends such as an aging population are expected to fundamentally change our country in coming years and will open opportunities for us to make a difference to our clients across generations. Developing our own young talents in their careers with various programs will complement this process and is part of our long-term commitment to the next generation in Switzerland.

We successfully launched Viva Kids in 2017, a new offering dedicated to our youngest clients. With over 25,000 clients enrolled since its inception, we have exceeded our ambitious expectations. Viva Kids is designed to help parents in the financial education of their children and we believe it will be an important contributor for our future client base.

Awards and market share momentum

Credit Suisse was highly placed in a number of key industry awards in 2018, including:

Best Bank in Switzerland – *Euromoney Awards for Excellence 2018*
Best Bank for Wealth Management in Western Europe – *Euromoney Awards for Excellence 2018*
Best Investment Bank in Switzerland – *Euromoney Awards for Excellence 2018*
Bank of the Year in Switzerland – *The Banker*
Best Trade Finance Bank in Switzerland – *Global Finance*

International Wealth Management

Business profile

In International Wealth Management, we cater to the needs of our private, corporate and institutional clients by offering expert advice and a broad range of financial solutions.

Our **Private Banking** business provides comprehensive advisory services and tailored investment and financing solutions to wealthy private clients and external asset managers in Europe, the Middle East, Africa and Latin America. We serve our clients through 1,110 relationship managers in 43 cities in 25 countries, utilizing comprehensive access to the broad spectrum of Credit Suisse's global resources and capabilities as well as a wide range of proprietary and third-party products and services.

Our **Asset Management** business offers investment solutions and services globally to a broad range of clients, including pension funds, governments, foundations and endowments, corporations and individuals, along with our private banking businesses. Our asset management capabilities span across a diversified range of asset classes, with a focus on traditional and alternative strategies.

Key data – International Wealth Management

			in / end of
	2018	2017	2016
Key data			
Net revenues (CHF million)	5,414	5,111	4,698
Income before taxes (CHF million)	1,705	1,351	1,121
Assets under management (CHF billion)			
– Private Banking	357.5	366.9	323.2
– Asset Management	388.7	385.6	321.6
Number of employees	10,210	10,250	10,300

Business environment

The private banking industry continues to benefit from attractive growth prospects in the European and emerging markets covered by International Wealth Management, where private banking assets are expected to grow by approximately 5% annually through 2022. Regionally, private banking assets are expected to grow by approximately 7% in Russia and Central & Eastern Europe, by approximately 8% in the Middle East & Africa and by approximately 6% in Latin America. This growth is expected to be fueled by an increase in population, entrepreneurial wealth creation and technological advancements. Although wealth is expected to grow at a slower pace in Europe (by approximately 3% annually), this region continues to be of crucial importance, holding around 20% of the world's wealth. In addition, it is expected that demographic developments relating to an aging population, such as funding pressure in the public pension systems and a transfer of wealth to the next generation, will present important opportunities in the European private banking markets.

The asset management industry continues to evolve and grow with positive support from increasing global wealth. At the same time, managers face a number of challenges, including regulatory complexities and revenue and margin compression. The continued rise of passive and low-fee products reflects ongoing fee sensitivity from investors and although fees for alternative strategies have been more resilient, market pressure has led to a need for more innovative products. In this environment, managers must demonstrate differentiating capabilities including not only strong investment performance, but also other value-add capabilities such as risk management and controls, compliance, client reporting, and data security.

For most of 2018 the wealth and asset management industry faced continued uncertainties, in particular in relation to monetary policy tightening and political uncertainties around the anticipated withdrawal of the UK from the European Union. In addition, investors were confronted with a number of unexpected challenges as the US took a more conservative stance on trade relationships and the market generally experienced high volatility as well as increasingly challenging conditions towards the end of the year. While facing structural pressure from industry-specific regulatory changes, the sector saw the continued pursuit of new opportunities and efficiencies arising from digital technology advancements and front-to-back process improvements.

Business strategy

Our private banking and asset management businesses are among the industry's leaders by size and reputation in our target markets and regions. International Wealth Management continues to contribute significantly to Credit Suisse's strategic and financial ambitions. The following three strategic priorities guide our decisions:

Deliver client value

We focus on deploying solutions and products that are tailored to our clients' needs, holistically advising them on their assets and liabilities. We are leveraging our investment strategy and research capabilities, including the Credit Suisse House View, as part of our approach to further optimize the risk/return profiles of our clients' investment portfolios. Our Asset Management business continues to strengthen its partnership with our wealth management businesses to provide customized products and solutions to our clients. We are addressing our clients' sophisticated financing needs by broadening our lending services and leveraging additional resources.

Enhance client proximity

Our focus on enhancing client proximity is intended to capture market share, which we are facilitating by hiring predominantly experienced relationship managers. In addition, we are strengthening and adapting our footprint with technology investments in our key hubs, while selectively investing in onshore locations in markets with attractive growth prospects. To facilitate collaboration and improve the breadth and depth of solutions offered to our targeted strategic UHNWI and entrepreneur clients, we operate a strategic clients business, consisting of senior coverage officers, who are fully embedded in our client coverage organization and highly connected across the Group. Our efforts to enhance client proximity are supported by a regionally empowered business model that aids the acceleration of decision-making and empowers local market management to steer their respective businesses.

Increase client time

We are capturing growth in the lower wealth band client segment by developing a digitally-enabled service model and providing focused coverage and a targeted offering on a multi-channel service platform. We are making additional organizational changes aimed at simplifying structures and are making important investments in the redesign of certain processes, technology and automation efforts aimed at shortening the time-to-market of products and solutions and reducing our relationship managers' administrative tasks, so that they can spend more time with our clients. Finally, we continue to actively manage risk and focus on ensuring compliant business conduct.

Awards and market share momentum

Credit Suisse received a number of key industry awards in 2018, including:

- Best Bank for Wealth Management in Western Europe – *Euromoney Awards for Excellence 2018*
- Best Bank for Wealth Management in Central & Eastern Europe – *Euromoney Awards for Excellence 2018*
- Best Bank for Wealth Management in the Middle East – *Euromoney Awards for Excellence 2018*
- Best Bank for Wealth Management in Latin America – *Euromoney Awards for Excellence 2018*
- Best Private Bank in Russia (sixth consecutive year) and Best Private Bank in the Middle East – Global Private Banking Awards 2018 – *PWM / The Banker*
- Outstanding Private Bank in Eastern Europe and in Western Europe – *Private Banker International Europe 2018*
- Best Private Bank in the Middle East and Best Private Bank Globally for Family Office Services – *Euromoney Private Banking Survey 2019*
- Collateralized Loan Obligation (CLO) Manager of the Year – *Creditflux Manager Awards*
- Best Asset Management Services in Latin America – *Euromoney*

Asia Pacific

Business profile

In the Asia Pacific division, we manage an integrated business to deliver a broad range of advisory services and solutions that meet the private wealth and business needs of our clients. We report our financial performance along two businesses: Wealth Management & Connected, which reflects our activities in private banking, underwriting and advisory and financing; and Markets, which represents our equities and fixed income sales and trading businesses as well as activities that support our wealth management strategy.

Within **Wealth Management & Connected**, we focus on an advisory-led model to deliver holistic solutions to our clients, which primarily include UHNWI, entrepreneurs and corporate clients. Our Private Banking business offers a comprehensive suite of wealth management financial products and solutions. Our underwriting and advisory business provides advisory services related to debt and equity underwriting of public offerings and private placements as well as mergers and acquisitions. Our financing business provides tailored lending solutions. We collaborate closely with our Markets business and with the Group's other businesses to deliver the full breadth of Credit Suisse capabilities to our clients.

Within **Markets**, our equities and fixed income franchises provide a broad range of services, including sales and trading, prime brokerage and investment research to our clients, which include entrepreneurs, corporations, institutional investors, financial institutions and sovereigns. The business collaborates closely with Global Markets to meet the needs of global institutional clients and with the Group's wealth management businesses.

Key data – Asia Pacific

			in / end of
	2018	2017	2016

Key data

Net revenues (CHF million)	3,393	3,504	3,597
Income before taxes (CHF million)	664	729	725
Assets under management (CHF billion)			
– Private Banking	201.7	196.8	166.9
Number of employees	7,440	7,230	6,980

Business environment

The fundamentals underpinning long-term, entrepreneur-led wealth creation and growth in business activities for the Asia Pacific region continue to remain positive. According to Credit Suisse Research Institute's Global Wealth Report 2018, in the 12 months to mid-2018, Asia Pacific represented the largest wealth region, with China having the second largest household wealth behind the US. An increase in wealth held by UHNWIs and HNWIs is expected to result in larger capital pools for investment and enhanced opportunities for entrepreneur-led activity, notwithstanding short-term market cyclicality and pressures.

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Despite positive long term dynamics, the banking environment in Asia Pacific grew increasingly challenging during the course of 2018 as trade tensions and geopolitical developments led to higher market volatility, generally cautious investor sentiment and lower risk appetite. As a result, asset prices and client transaction activities contracted, particularly in the second half of the year.

Business strategy

Our business strategy remains steadfast despite short term market cyclicality and pressures and is centered on the growth of wealth and financial markets in Asia, as well as on our ambition to be "The Bank for Entrepreneurs in Asia Pacific". Our divisional model and integrated delivery are key differentiators that support our client-centric strategy. Our consistent focus on maintaining a diversified footprint and leading market positions has been critical to meet our clients' needs, attract strong talent and foster a partnership culture that can deliver attractive returns and growth with disciplined risk management.

Despite challenging market conditions during 2018, our business demonstrated resilient performance, supported by strong net new asset generation, higher recurring revenues and a culture of collaboration. Our diversified platform across a mix of clients, countries and products is essential to effectively and sustainably compete in a region as dynamic as Asia Pacific, with its variety of economic, business and client characteristics.

Looking ahead, our strategic focus continues to be on deepening key client relationships, further growing our recurring revenues, maintaining our market leading franchises across Asia Pacific and continuing to enhance our productivity and risk controls.

Significant transactions

We executed a number of significant transactions in 2018, reflecting the diversity and strength of our franchise. Noteworthy transactions include:

In Greater China, we advised CVC Capital Partners on the sale of Linxens to Tsinghua Unigroup Ltd. (financial services) and advised Tsinghua Unigroup Ltd. on bridge financing for its acquisition of Linxens (technology). We also advised on the US IPO of iQiyi, Inc. (online entertainment), a senior unsecured bond offering for S.F. Holding Co., Ltd. (logistics) and convertible bond offerings for China Conch Venture Holdings Limited (energy) and China Evergrande Group (real estate).

In South East Asia, we advised Equis Pte. Ltd. on its sale to Global Infrastructure Partners (energy), Sasseur REIT on its Singapore IPO (real estate), Temasek Holdings Private, Ltd. on a block placement of Celltrion Inc shares (biopharmaceuticals), Digital Telecommunications Infrastructure Fund on a rights offering and primary placement (telecommunications), and United Overseas Bank Limited and Oversea-Chinese Banking Corporation Limited on their respective notes offerings (financial services). We also advised Vinhomes Joint Stock Company on its equity raise, initial equity offering and strategic investment by GIC Private Limited (real estate), Vinfast Trading and Production LLC on a syndicated term loan as well as Export Credit Agency-backed financing (automotive) and Vingroup JSC on a private placement of convertible dividend preference shares to Korea's Hanwha Group (conglomerate).

Elsewhere, in Korea, we advised a consortium including SK hynix Inc. on the acquisition of Toshiba Corporation's memory business (technology) and LG Chem, Ltd. on its dual currency convertible bond offering (chemicals); in Japan, we advised a consortium controlled by The Baupost Group LLC. on its acquisition of shares in Westinghouse Electric Company LLC from Toshiba Corporation (financial services); in India, we advised HDFC Bank Limited on a domestic and US equity offering (financial services) as well as Volcan Investments Limited on a cash offer for Vedanta Resources Plc and associated financing (metals and mining); in Australia, we advised on the sale of Rio Tinto's Australian coal business (mining) and on Beach Energy Limited's acquisition of Lattice Energy Limited (energy).

Awards and market share momentum

We were highly placed in a number of key industry awards in 2018, including:

- Best Private Banking Services Overall Asia – *Euromoney Private Banking and Wealth Management Survey 2019*
- Best Investment Bank, Asia – *Euromoney*
- Derivatives House of the Year, Asia, ex-Japan – *AsiaRisk*
- High-Yield Bond House of the Year, Asia Pacific – *IFR Asia*
- Structured Equity House of the Year, Asia Pacific – *IFR Asia, IFR Global*
- Best Private Bank, UHNW– *Asian Private Banker*

Best Private Bank, Digital Innovation – *Asian Private Banker*
Top three Private Banks by Assets under Management in Asia, ex-China Onshore – *Asian Private Banker*
Top three in Investment Banking Revenues and Share of Wallet in Asia Pacific, ex-Japan and ex-China Onshore – *Dealogic*

Global Markets

Business profile

Global Markets provides a broad range of financial products and services to client-driven businesses and also supports the Group's private banking, Investment Banking & Capital Markets and Asia Pacific businesses and their clients. Our suite of products and services includes global securities sales, trading and execution, prime brokerage and comprehensive investment research. Our clients include financial institutions, corporations, governments, institutional investors, such as pension funds and hedge funds, and private individuals around the world. We deliver our global markets capabilities through regional and local teams based in both major developed and emerging market centers. Our integrated business model enables us to gain a deeper understanding of our clients and deliver creative, high-value, customized solutions based on expertise from across Credit Suisse.

Key data – Global Markets

			in / end of
	2018	2017	2016
Key data			
Net revenues (CHF million)	4,980	5,551	5,497
Income before taxes (CHF million)	154	450	48
Number of employees	11,350	11,740	11,530

Business environment

In 2018, operating conditions were mixed across our businesses. During the year, we experienced higher volatility compared to low levels in 2017, driven by macroeconomic and geopolitical uncertainties. Market conditions were more favorable in 2018 for equity trading, particularly in equity derivatives, as a return of volatility and higher volumes resulted in increased client activity. Credit market conditions were challenging compared to the prior year, characterized by rising interest rates, significant widening of credit spreads and higher volatility, which led to lower client activity, particularly in our securitized products and credit trading and underwriting businesses. In addition, our leveraged finance and investment grade underwriting businesses declined in 2018, reflecting lower issuance activity.

Business strategy

In 2018, we successfully completed our three-year Credit Suisse Group restructuring, creating a more cost efficient and capital light business with a reduced risk profile. We made consistent progress towards our goals of reducing earnings volatility and providing a differentiated platform to our wealth management and institutional clients. While the revenue environment was challenging during the year, we reduced operating expenses significantly compared to 2017 as a result of our continued cost discipline by eliminating duplication across functions and optimizing our New York and London footprint. As a result, we achieved our end-2018 ambition of less than USD 4.8 billion in operating expenses, on an adjusted basis. As of the end of 2018, we also operated under our thresholds of USD 60 billion in risk-weighted assets and USD 290 billion in leverage exposure.

During the year we rationalized part of our macro and emerging markets businesses, which allowed us to continue to invest in our International Trading Solutions (ITS) and equities platforms, as we pivot towards supporting our wealth management clients. In ITS, we began to see the benefits from our investments in the platform as evidenced by an increase in ITS revenues compared to 2017, reflecting improved collaboration. In addition, we maintained strong positions in our credit businesses, which generate high returns and drive profits for the Global Markets division.

Looking ahead, the division continues to focus on further increasing cross-divisional collaboration to drive revenue growth with our core institutional, corporate and wealth management clients, increasing operating leverage with ongoing cost controls and attracting top talent. In addition, we are investing in key talent across the franchise and will remain focused on defending our leading market positions across equities and fixed income products. With regard to costs, we will continue to focus on productivity cost savings, including increasing efficiencies from consolidating redundant platforms and eliminating duplication across functions. We believe that the combination of increased revenues and greater cost controls have the potential to help us support the overall Group return on tangible equity attributable to shareholders target of 10%-11% by year-end 2019.

Investment Banking & Capital Markets

Business profile

The Investment Banking & Capital Markets division offers a broad range of investment banking products and services which include advisory services related to M&A, divestitures, takeover defense strategies, business restructurings and spin-offs, as well as debt and equity underwriting of public offerings and private placements. We also offer derivative transactions related to these activities. Our clients include leading corporations, financial institutions, financial sponsors, UHNWI and sovereign clients.

We deliver our investment banking capabilities through regional and local teams based in both major developed and emerging market centers. Our integrated business model enables us to deliver high value, customized solutions that leverage the expertise offered across Credit Suisse and that help our clients unlock capital and value in order to achieve their strategic goals.

Key data – Investment Banking & Capital Markets

			in / end of
	2018	2017	2016
Key data			
Net revenues (CHF million)	2,177	2,139	1,972
Income before taxes (CHF million)	344	369	261
Number of employees	3,100	3,190	3,090

Business environment

Operating conditions in 2018 were challenging compared to 2017, characterized by geopolitical and macro-economic uncertainties. Persistent geopolitical tensions surrounding global trade and negotiations related to the withdrawal of the UK from the EU had a considerable impact on financial markets. Capital markets slowed down with volatility fueled by an equity markets correction. The underwriting activity across both equity and debt products declined with the industry-wide fee pool down 11% compared to 2017. In contrast, global M&A activity was strong in 2018 with announced volumes up 19% compared to 2017, driven by mega deals across many sectors.

Business strategy

Our strategy focuses on leveraging our global structuring and execution expertise to develop innovative financing and advisory solutions for our clients. Our divisional strategy is designed to generate sustainable, profitable growth and continue delivering returns in excess of our cost of capital. Our key strategic priorities include: achieving a balanced product mix, optimizing the client coverage model and using our global platform to meet our clients' needs for cross-border expertise in developed and emerging markets.

A key element of our strategy is rebalancing our product mix to generate stronger results in M&A advisory and equity underwriting, while maintaining our leading leveraged finance franchise. We expect that refocusing our efforts on these products will not only allow us to better support our clients' strategic goals, but will also contribute to a revenue mix that is more diversified and less volatile through the market cycle.

We continue to optimize our client strategy in order to deliver efficient and effective client coverage. Our strategic objective is to align, and selectively invest in, our coverage and capital resources with the largest growth opportunities and where our franchise is well-positioned. We have made notable progress in the execution of our targeted plans for investment grade corporates, non-investment grade corporates and financial sponsors.

We will continue to leverage Investment Banking & Capital Markets' global connectivity with our other divisions and its platform to drive opportunities for the Group.

Significant transactions

We executed a number of noteworthy transactions in 2018, reflecting the diversity of our franchise.

In M&A, we advised on a number of transformational transactions announced throughout the year, including Dr Pepper Snapple Group's sale to Keurig Green Mountain, Inc. (consumer), BMC Software, Inc.'s sale to KKR & Co. Inc. (technology software), Dominion Energy, Inc.'s acquisition of SCANA Corporation (power), Pinnacle Foods Inc.'s sale to Conagra Brands, Inc. (consumer), Praxair, Inc.'s divestiture of its European assets to Taiyo Nippon Sanso Corporation (chemicals), UBM plc's sale to Informa PLC (media), SS&C Technologies, Inc.'s acquisition of DST Systems, Inc. (technology services), Meridian Health Plan, Inc.'s sale to WellCare Health Plans, Inc. (healthcare services), Brookfield Business Partners L.P.'s acquisition of Johnson Controls International Plc's power solutions business (industrials) and Encana Corporation's acquisition of Newfield Exploration Company (oil & gas).

In equity capital markets, we executed rights offerings for Bayer AG (life sciences), Banca Piccolo Credito Valtellinese SpA (banks), ARYZTA AG (food & beverage), IPOs for GrafTech International Ltd. (metals/mining), Silver Run Acquisition Corporation II (exploration & production), Grupo Aeroportuario de la Ciudad de México S.A. de C.V. (transportation & logistics), Vista Oil & Gas S.A.B de C.V. (exploration & production), Cactus, Inc. (field equipment & services), Falcon Minerals Corporation (exploration & production), Dufry AG (retail), and follow-ons for SS&C Technologies Holdings, Inc. (technology), International Game Technology (media) and Advance Publications, Inc. (media).

In debt capital markets, we arranged key financings for a diverse set of clients including Bayer AG (life sciences), Campbell Soup Company (food & beverage), DowDuPont Inc. (chemicals), Comcast Corporation (media), Union Pacific Corporation (transportation & logistics), NXP Semiconductors N.V. (semiconductors), AT&T Inc. (telecom), Rabobank Nederland (banks), Atlantia SpA (transportation & logistics), Société Générale Group (banks) and Progressive Corporation (insurance).

Strategic Resolution Unit

Business profile

Beginning in 2019, the Strategic Resolution Unit has ceased to exist as a separate division of the Group. For further information, refer to the Development of the Strategic Resolution Unit section below.

The Strategic Resolution Unit was established to facilitate the effective and rapid wind-down of capital usage and reduce the drag on the Group pre-tax income results through the reduction of costs. The Strategic Resolution Unit included remaining portfolios from former non-strategic units and transfers of additional exposures from the business divisions.

Key data – Strategic Resolution Unit

			in / end of
	2018	2017	2016
Key data			
Net revenues (CHF million)	(708)	(886)	(1,271)
Income/(loss) before taxes (CHF million)	(1,381)	(2,135)	(5,759)
Number of employees	1,320	1,530	1,830

Composition

Our Strategic Resolution Unit contained specific wind-down activities and positions. For reporting purposes, the Strategic Resolution Unit was split into the following categories: restructuring of select onshore businesses which contained the onshore repositioning in select Western European countries and the US; legacy cross-border and small markets businesses which included the repositioning of cross-border businesses; legacy asset management positions which included portfolio divestitures and discontinued operations; legacy investment banking portfolios; and legacy funding costs relating to non-Basel III compliant debt instruments.

Non-controlling interests without significant economic interest were reflected in the Strategic Resolution Unit and included revenues and expenses from the consolidation of certain private equity funds and other entities in which we had non-controlling interests without significant economic interest.

Development of the Strategic Resolution Unit

As part of the Group's strategy announced in the fourth quarter of 2015, we formed the Strategic Resolution Unit to oversee the effective wind-down of businesses and positions that did not fit our strategic direction in the most efficient manner possible. At that time the Strategic Resolution Unit was created to facilitate the immediate right-sizing of our business divisions from a capital perspective and included remaining portfolios from our former non-strategic units plus additional transfers from the business divisions. The expectation at that time was that the Strategic Resolution Unit's risk-weighted assets and leverage exposure would be reduced by approximately 80% by 2020, excluding operational risk. In March 2016 we updated our expectation of the timing of the 80% reduction of the division's risk-weighted assets and leverage exposure to year-end 2019, excluding operational risk. In the first quarter of 2017, we announced an acceleration of the release of capital from the Strategic Resolution Unit and a plan to complete the wind-down of the division by the end of 2018.

At our Investor Day in 2017 we announced that we estimated adjusted operating expenses in the Strategic Resolution Unit would amount to approximately USD 500 million and USD 250 million in 2018 and 2019, respectively. We further announced our adjusted pre-tax loss targets of approximately USD 1,400 million and USD 500 million in 2018 and 2019, respectively. The allocation of costs to the Strategic Resolution Unit was conducted pursuant to a Group-wide allocation methodology, i.e., the Strategic Resolution Unit was subject to the same cost allocation methodology as the strategic divisions; however reductions in service usage during the course of the wind-down of the division reduced allocated costs. We targeted a reduction of the Strategic Resolution Unit's risk-weighted assets (excluding operational risk) to USD 11 billion and leverage exposure to USD 40 billion by year-end 2018.

As of the end of 2018, risk-weighted assets (excluding operational risk) in the Strategic Resolution Unit had been reduced to USD 7 billion and leverage exposure had been reduced to USD 30 billion. Reported pre-tax loss had been reduced to CHF 1,381 million and adjusted pre-tax loss had been reduced to CHF 1,240 million as of the end of 2018.

> Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in II – Operating and financial review – Credit Suisse for further information.

Beginning in 2019, the Strategic Resolution Unit has ceased to exist as a separate division of the Group. The residual portfolio remaining as of December 31, 2018 is now managed in an Asset Resolution Unit and will be separately disclosed within the Corporate Center. Certain activities such as legacy funding costs and noncontrolling interests without significant economic interest, which were previously part of the Strategic Resolution Unit, have been moved into the Corporate Center and will not be reflected in the Asset Resolution Unit. At our Investor Day in 2018 we confirmed our estimate that the Asset Resolution Unit would have an adjusted pre-tax loss of approximately USD 500 million in 2019.

> Refer to “Financial goals” in Strategy – Credit Suisse strategy for further information on the reconciliation of our estimates and targets to the nearest GAAP measures.

On occasion, the reduction of exposures in the Strategic Resolution Unit involved the maturation of lending facilities or other transactions that wholly or partially may have been renewed or extended by our strategic business divisions, such as Global Markets or International Wealth Management. Similarly, there may have been occasions where strategic business divisions would enter into new transactions with counterparties resulting in exposures that may have had similar characteristics to those recorded in the Strategic Resolution Unit. This was aligned with the Group’s risk appetite and that of the relevant strategic divisions.

In 2017, we amended and enhanced our risk appetite framework in an effort to provide additional governance and controls to ensure all new business activities are scrutinized to distinguish between those types of business exposures held in the Strategic Resolution Unit that will be allowed for execution in our strategic divisions and those that will be prohibited or for which we have limited risk appetite.

In the first quarter of 2018, after a business reassessment, the Executive Board and the Audit Committee approved the transfer of twelve counterparty relationships and associated financing transactions from the Strategic Resolution Unit to the Global Markets and Investment Banking & Capital Markets divisions. The execution of these transfers occurred in the first quarter of 2018. The impact of these transfers on risk-weighted assets and leverage exposure for the Strategic Resolution Unit was a decline of approximately USD 0.8 billion and USD 1.3 billion, respectively. Risk-weighted assets of USD 0.7 billion and leverage exposure of USD 1.2 billion were transferred to Global Markets and risk-weighted assets of USD 0.1 billion and leverage exposure of USD 0.1 billion were transferred to Investment Banking & Capital Markets.

A reassessment in the first quarter of 2018 of certain assets under management and assets under custody recorded in the Strategic Resolution Unit resulted in a change in the estimate of the expected outflows in connection with the tax regularization of client assets. The estimate of the expected outflows declined by approximately CHF 1.9 billion for assets under management, and CHF 1.1 billion, CHF 0.6 billion and CHF 0.2 billion of such assets under management were transferred to Asia Pacific, International Wealth Management and Swiss Universal Bank, respectively. In addition, CHF 0.6 billion of assets under custody were transferred to International Wealth Management. The transfers were in line with the original transfer of such assets to the Strategic Resolution Unit and as such were reflected as a structural effect in our asset under management disclosures, with no impact to net new assets.

In the second quarter of 2018, after a business reassessment in connection with our planning relating to the withdrawal of the UK from the EU, the Audit Committee approved the transfer of assets and liabilities relating to Credit Suisse (Deutschland) Aktiengesellschaft from the Strategic Resolution Unit to the Investment Banking & Capital Markets division. The execution of this transfer occurred in the second quarter of 2018. The impact of the transfer on risk-weighted assets for the Strategic Resolution Unit was a decline of approximately USD 0.2 billion.

In the fourth quarter of 2018, a reassessment of certain assets under management and assets under custody recorded in the Strategic Resolution Unit resulted in a change in the estimate of the expected outflows in connection with the tax regularization of client assets. The estimate of the expected outflows declined by approximately CHF 1.9 billion for assets under management, and CHF 1.5 billion and CHF 0.4 billion of such assets under management were transferred to International Wealth Management and Swiss Universal Bank, respectively. The transfers were in line with the original transfer of such assets to the Strategic Resolution Unit and as such were reflected as a structural effect in our asset under management disclosures, with no impact to net new assets. Additionally, the impact of these transfers on leverage exposure for the Strategic Resolution Unit was a decline of approximately USD 0.1 billion, transferred to International Wealth Management. In addition, after a business reassessment, the Audit Committee approved a transfer of 11 third-party fund interests from the Strategic Resolution Unit to International Wealth Management.

> Refer to “Update to the risk appetite framework” in III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management – Risk appetite framework for further information.

Regulation and supervision

Overview

Our operations are regulated by authorities in each of the jurisdictions in which we have offices, branches and subsidiaries.

Central banks and other bank regulators, financial services agencies, securities agencies and exchanges and self-regulatory organizations are among the regulatory authorities that oversee our businesses. There is coordination among many of our regulators, in particular among our primary regulators in Switzerland, the US, the EU and the UK as well as in the Asia Pacific region.

The supervisory and regulatory regimes of the countries in which we operate determine to some degree our ability to expand into new markets, the services and products that we are able to offer in those markets and how we structure specific operations.

Governments and regulatory authorities around the world have responded to the challenging market conditions beginning in 2007 by proposing and enacting numerous reforms of the regulatory framework for financial services firms such as the Group. In particular, a number of reforms have been proposed and enacted by regulators, including our primary regulators, which could potentially have a material effect on our business. These regulatory developments could result in additional costs or limit or restrict the way we conduct our business. Although we expect regulatory-related costs and capital requirements for all major financial services firms (including the Group) to continue to be high, we cannot predict the likely impact of proposed regulations on our businesses or results. We believe, however, that overall we are well positioned for regulatory reform, as we have reduced risk and maintained strong capital, funding and liquidity.

> Refer to "Risk factors" for further information on risks that may arise relating to regulation.

Recent regulatory developments and proposals

Some of the most significant regulations proposed or enacted during 2018 and early 2019 are discussed below.

Global initiatives

Certain regulatory developments and standards are being coordinated on a global basis and implemented under local law, such as those discussed below.

Total Loss-Absorbing Capacity

On June 13, 2018, the Bank of England published its final statement of policy on its approach to setting minimum requirements for own funds and eligible liabilities (MREL), including its approach on setting internal MREL. Under the statement of policy, internal MREL requirements for UK material subsidiaries of non-UK global systemically important banks (G-SIBs), such as Credit Suisse, will be scaled between 75% and 90% of external MREL based on factors including the resolution strategy of the group and the home country's approach to internal total loss-absorbing capacity calibration. Interim internal MREL requirements came into effect beginning January 1, 2019, and their full implementation will be phased in through January 1, 2022.

ISDA Resolution Stay Protocols

On July 31, 2018, the International Swaps and Derivatives Association, Inc. (ISDA) published an ISDA 2018 US Resolution Stay Protocol (the ISDA US Protocol) to facilitate compliance with the final rules (the QFC Stay Rules) promulgated by the US banking regulators in 2017 requiring, among other things, the US operations of non-US G-SIBs to include provisions in qualified financial contracts (QFCs) that limit the ability of counterparties to exercise "default rights" arising in the context of a resolution of the G-SIB and ensure that actions taken under US resolution regimes are enforceable on a cross-border basis. Credit Suisse's US operations are subject to the QFC Stay Rules and are in the process of having all of their covered entities adhere to the ISDA US Protocol to amend their QFCs with adhering counterparties to comply with the QFC Stay Rules.

Industry-led developments

In 2017, public and private sector representatives from the foreign exchange committees of 16 international foreign exchange (FX) trading centers agreed to form a Global Foreign Exchange Committee and publish the FX Global Code, which sets out global principles of good practice, including ethics, governance, execution, information sharing, risk management and compliance, and confirmation and settlement processes. Credit Suisse signed the FX Global Code's Statement of Commitment on a global basis on May 21, 2018 and supports the adoption of the FX Global Code by FX market participants.

Switzerland

Credit Suisse is subject to the Basel III framework, as implemented in Switzerland, as well as Swiss legislation and regulations for systemically important banks, which include capital, liquidity, leverage and large exposure requirements and rules for emergency plans designed to maintain systemically relevant functions in the event of threatened insolvency. Certain requirements under the legislation, including those regarding capital, were phased in through year-end 2018.

> Refer to “Liquidity and funding management” and “Capital management” in III – Treasury, Risk, Balance sheet and Off-balance sheet for information regarding our current regulatory framework and expected changes to this framework affecting capital and liquidity standards.

Supervision

On June 15, 2018, the Swiss Parliament adopted the Federal Financial Services Act (FFSA) and the Financial Institutions Act (FinIA). The FFSA regulates the provision of financial services in Switzerland, including to Swiss clients from abroad on a cross-border basis, as well as the offering of financial instruments in or into, and the admission to trading of financial instruments in, Switzerland. The FinIA governs the license requirements and provides for a differentiated supervisory regime for portfolio managers, trustees, managers of collective assets, fund management companies and investment firms (so-called financial institutions) as well as for Swiss branches and representative offices of foreign financial institutions. The FinIA introduces prudential supervision of certain categories of asset managers that have previously not been subject to supervision by special supervisory bodies. The FFSA and FinIA are expected to enter into effect on January 1, 2020. The implementing ordinances were published on October 24, 2018 for consultation until February 6, 2019.

On July 18, 2018, FINMA published its revised Anti-Money Laundering Ordinance (AMLO-FINMA). For Swiss financial intermediaries with branches or group companies outside of Switzerland, the revised AMLO-FINMA sets out in detail the requirements for global monitoring of money laundering and terrorist financing risks, in particular legal and reputational risks. The revised AMLO-FINMA also specifies the risk management measures to be put in place if domiciliary companies or complex structures are used or if there are links with high-risk countries. The revised AMLO-FINMA will enter into effect on January 1, 2020.

In September 2018, FINMA announced the conclusion of two enforcement procedures against Credit Suisse AG. The first procedure related to past interactions with the Fédération Internationale de Football Association (FIFA), the Brazilian oil corporation Petróleo Brasileiro S.A. (Petrobras) and the Venezuelan oil corporation Petróleos de Venezuela, S.A. (PDVSA). The second procedure related to a significant business relationship with a politically exposed person. FINMA identified deficiencies in anti-money laundering processes for both of these procedures as well as shortcomings in Credit Suisse AG's control mechanisms and risk management for the second procedure. The Bank has cooperated with FINMA throughout this process and FINMA acknowledged the numerous proactive measures the Bank has adopted since the end of 2015 to strengthen its compliance procedures in general as well as specific efforts to combat money laundering. FINMA recommended additional measures to complement these actions and to accelerate the implementation of the steps already initiated by the Bank and will commission an independent third party to review the implementation and effectiveness of these measures.

Tax

On September 28, 2018, the Tax Proposal 17 or the Federal Act on Tax Reform and AHV Financing (TRAF) was adopted by the Swiss Parliament. The TRAF replaces the Corporate Tax Reform Act III (CTR III), which was rejected in a public vote on February 12, 2017. Like the CTR III, the TRAF provides for an abolishment of the cantonal tax privileges for holding companies, mixed companies and domicile companies. The TRAF includes, among other measures, a patent box that is mandatory for all cantons but narrower than the one contained in CTR III, an optional surplus research and development allowance of 50%, a notional interest deduction and a step-up in basis. Subject to certain exemptions, the TRAF introduces a 50:50% distribution rule according to which withholding tax-free (and for Swiss resident private individuals, income tax-free) distributions out of capital contribution reserves made by companies listed in Switzerland shall only benefit from the tax-free treatment if and to the extent the company distributes a taxable dividend in the same amount (provided that the company has distributable profits and retained earnings). In January 2019, the optional referendum on TRAF was called, and the popular vote is scheduled for May 19, 2019. Unless the TRAF is rejected in the referendum, its main provisions will enter into force on January 1, 2020, with some provisions having entered into force already on January 1, 2019, including the provisions on step-up. In connection with the tax reform, several cantons had announced to cut their statutory corporate income tax rates to approximately 12%, subject to, and simultaneously with, the effectiveness of the reform.

On December 14, 2018, the Swiss Parliament adopted the bill on the Federal Act on Calculation of the Participation Deduction for "Too Big to Fail" Instruments. The bill is subject to an optional referendum, which may be called until April 7, 2019. In March 2019, the Federal Council determined that, if no referendum is called, the act will enter into force retroactively as of January 1, 2019. Current legislation requires systemically relevant banks to issue contingent convertible bonds, write-off bonds and bail-in bonds through their top holding company from January 1, 2020 at the latest. Despite the top holding company on-lending the funds internally to direct or indirect subsidiaries, current corporate income tax laws require the top holding company to allocate interest paid under the contingent convertible bonds, write-off bonds or bail-in bonds to the participation exemption for dividends of the top holding company. This reduces the participation exemption for dividends of the top holding company of systemically relevant banks and may lead to materially higher corporate income taxes for such top holding company. This inadvertent consequence of higher corporate income taxes is inconsistent with the "Too Big to Fail" legislation's objective of strengthening the equity capital of systemically relevant banks. If enacted, the proposed legislation will permit systemically relevant banks to carve out interest paid in respect of such instruments for purposes of calculating tax exempt net participation income and thereby remedy the effect of higher corporate income taxes from higher interest allocations.

US

In July 2010, the US enacted the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), which provides a broad framework for regulatory changes. Although rulemaking in respect of many of the provisions of the Dodd-Frank Act has already taken place, implementation will require further rulemaking by different regulators, including the US Department of the Treasury (US Treasury), the Board of Governors of the Federal Reserve System (Fed), the US Securities and Exchange Commission (SEC), the Office of the Comptroller of the Currency (OCC), the Federal Deposit Insurance Corporation (FDIC), the Commodity Futures Trading Commission (CFTC) and the Financial Stability Oversight Council (FSOC), and uncertainty remains about the details of implementation.

Sanctions

As a result of allegations concerning Russian acts related to Ukraine, Syria, cybersecurity and electoral interference, in 2018 the US Treasury's Office of Foreign Assets Control (OFAC) designated a number of Russian government officials, business people and certain related companies as specially designated nationals (SDNs), which blocks their assets and prohibits dealings within US jurisdiction by both the newly designated SDNs and entities owned 50% or more by one or more blocked persons. US law also authorizes the imposition of other restrictions against non-US entities which, among other activities, engage in significant transactions with or provide material support to such sanctioned persons. OFAC issued new general licenses concurrently with the designations to provide a limited time period to wind down pre-existing contracts and divest or withdraw from business relationships with many of the recently sanctioned persons and entities, but these licenses are temporary. Further sanctions related to Russia or additional Russian persons or entities are possible, and the potential effects of related disruptions may include an adverse impact on our businesses.

Since 2017, OFAC has imposed, and in early 2019 continued to expand, sanctions related to Venezuela that, among other restrictions, block the assets of Venezuela's state-owned oil company and certain government officials, prohibit further dealings with them within US jurisdiction and restrict the ability of US persons to purchase new debt of and certain bonds issued by the government of Venezuela, subject to certain exceptions and licenses. Further sanctions related to Venezuela or Venezuelan entities are possible, and the potential effects of related disruptions may include an adverse impact on our businesses.

Supervision

On May 24, 2018, the US President signed into law the Economic Growth, Regulatory Relief, and Consumer Protection Act (EGRRCPA). EGRRCPA raises the thresholds at which US enhanced prudential standards promulgated pursuant to the Dodd-Frank Act would apply to large bank holding companies (BHCs) and foreign banking organizations (FBOs) with between USD 50 billion and USD 250 billion in global consolidated assets. Because our global consolidated assets are above USD 250 billion, we do not expect to automatically benefit from the increase in thresholds. EGRRCPA also loosens the restrictions imposed by the so-called "Volcker Rule" on a banking entity sharing a name with a covered fund that it advises, although the name sharing restriction would continue to prevent us from sharing the Credit Suisse name with a covered fund. The Volcker Rule limits the ability of banking entities to sponsor or invest in certain private equity or hedge funds, broadly defined, and to engage in certain types of proprietary trading for their own account.

On June 14, 2018, the Fed issued a final rule establishing single counterparty credit limits (SCCLs) for BHCs with total consolidated assets of USD 250 billion or more, US global systemically important bank holding companies, the US operations of FBOs with global consolidated assets of USD 250 billion or more, and intermediate holding companies (IHCs) with total consolidated assets that equal or exceed USD 50 billion that are subsidiaries of such FBOs. The final rule limits aggregate net credit exposures to any single unaffiliated counterparty based on capital ratios. The final rule includes a regime of substituted compliance with home country rules for the combined US operations of FBOs (including our US IHC and New York Branch) that can certify that the FBO meets, on a consolidated basis, large exposure standards established by their home-country supervisor that are consistent with the large exposures framework established by the Basel Committee on Banking Supervision (BCBS). IHCs, however, including our US IHC, are ineligible for the substituted compliance regime and remain subject to a separate SCCL requirement. Our US IHC will be required to comply by July 1, 2020. If our combined US operations are unable to certify that they can meet the criteria to qualify for the regime of substituted compliance, our combined US operations will be required to comply by January 1, 2020.

Resolution regime

On December 20, 2018, the FDIC and the Fed provided feedback on the July 2018 resolution plans submitted by the four FBOs with large and complex US operations, including us. Our feedback letter did not find any deficiencies in our July 2018 plan and noted meaningful improvements over our July 2015 plan, including reorganizations of our US operations, pre-positioning of total loss-absorbing capacity (TLAC) and liquidity in the US, shared services resiliency and greater operational capabilities. The FDIC and the Fed noted shortcomings in the July 2018 plans of the FBOs, with ours relating to governance mechanisms, liquidity modelling and critical services mapping. A project plan to remediate these shortcomings is due by April 5, 2019. Our next resolution plan is due in July of 2020.

Investment services regulation

On June 21, 2018, the United States Court of Appeals for the Fifth Circuit issued its mandate vacating the US Department of Labor's final rules revising the definition of "fiduciary" for purposes of the US Employee Retirement Income Security Act of 1974, as amended, and US Internal Revenue Code of 1986, as amended, in their entirety. As a result, no revision of our policies, procedures or practices related to the US Department of Labor's vacated rule is necessary.

Tax

On December 22, 2017, the Tax Cuts and Jobs Act was enacted in the US, which revises US corporate income tax law by, among other things, introducing the base erosion and anti-abuse tax (BEAT), effective as of January 1, 2018. It is broadly levied on tax deductions created by certain payments, for example, for interest and services, to affiliated group companies outside the US, in the case where the calculated tax based on a modified taxable income exceeds the amount of ordinary federal corporate income taxes paid. The tax rates applicable for banks are 6% for 2018, 11% for 2019 until 2025 and 13.5% from 2026 onward. On the basis of the current analysis of the BEAT tax regime, following the draft regulations issued by the US Treasury on December 13, 2018, we regard it as more likely than not that the Group will be subject to this regime in 2018. The finalization of

US BEAT regulations is expected to occur in 2019. Prospectively, additional tax regulations of the US tax reform relating to interest deductibility may also impact Credit Suisse.

EU

The EU, the UK and other national European jurisdictions have also proposed and enacted a wide range of prudential, securities and governance regulations to address systemic risk and to further regulate financial institutions, products and markets. These proposals are at various stages of the EU pre-legislative, legislative rule-making and implementation processes, and their final form and cumulative impact remain uncertain.

Investment services regulation

On December 21, 2017, the European Commission decided to recognize the equivalence of the Swiss legal and supervisory framework for trading venues with that of the EU for a temporary period of one year. On December 17, 2018, the European Commission extended the equivalence for six months. The decision allows European securities traders to meet the new Markets in Financial Instruments Regulation (MiFIR) shares trading obligation on Swiss exchanges until June 30, 2019.

Anti-money laundering regulation

On June 19, 2018, the text of the Fifth Money Laundering Directive (MLD5) was published in the Official Journal of the EU. MLD5 entered into force on July 9, 2018 and the laws of the EU member states must comply with the requirements of MLD5 by January 10, 2020. Among other things, MLD5 clarified the requirements for enhanced due diligence measures and countermeasures relating to high-risk third countries and introduced a new obligation for EU member states to establish centralized mechanisms to identify holders and controllers of bank and payment accounts.

Prudential regulation

In November 2016, the European Commission published its legislative proposals for the amendment of the Capital Requirements Regulation (CRR) (through an amending Regulation CRR II), the Capital Requirements Directive IV (CRD IV) (through an amending Directive CRD V) and the EU Bank Recovery and Resolution Directive (BRRD) (through an amending Directive BRRD II). After trialogue negotiations between the EU Commission, Parliament and Council, political agreement on this legislative package was reached in December 2018, and this legislative package is expected to enter into force during the first quarter of 2019. Our EU banks and investment firms will be subject to CRR II, which contains, among other things, proposed reforms to the CRR regarding international prudential standards based on the Basel III standards and provisions relating to, among other things, leverage ratio, market risk, counterparty credit risk and large exposures and implementing the Financial Stability Board's (FSB) TLAC standard. The majority of the CRR II measures will apply beginning in 2021. In addition, Credit Suisse will be expected to comply with the CRD V proposal, which includes a requirement for non-EU groups that are G-SIBs, which have two or more bank or investment firm subsidiaries in the EU, to establish an intermediate parent undertaking in the EU, or two intermediate parent undertakings under certain specific circumstances, by 2023. Similarly, Credit Suisse will be subject to BRRD II, which revises the existing EU regime relating to MREL to align it with the TLAC standard and to introduce, among other things, changes to the contractual recognition of bail-in and a new moratorium power for competent authorities.

Tax

On May 25, 2018, the Council of the European Union adopted an amendment to the Directive on Administrative Cooperation in (direct) taxation in the EU, with respect to mandatory automatic exchange of information in the field of taxation in relation to reportable cross-border arrangements, imposing reporting requirements on intermediaries in relation to certain arrangements. The provisions of the amendment (DAC6) must be implemented into each EU member state's domestic law by the end of 2019, and will apply from July 1, 2020. However, once DAC6 applies, the reporting requirements (where triggered) will capture arrangements where the first step was implemented after June 25, 2018.

UK

UK-EU relationship

On June 23, 2016, voters in the UK voted to leave the EU in a non-binding referendum. On March 16, 2017, the European Union (Notification of Withdrawal) Bill was enacted and on March 29, 2017, the UK government submitted the formal notification under Article 50 of the Lisbon Treaty to the European Council of the intention of the UK to withdraw from the EU. In June 2018, the European Union (Withdrawal) Act 2018 (EUWA) was enacted in connection with the withdrawal of the United Kingdom from the EU. The EUWA, among other things, preserves EU-derived UK legislation and incorporates directly applicable EU legislation in UK law, as “retained EU law”, on March 29, 2019, and delegates legislative powers to the UK government to prevent, remedy or mitigate any failure of retained EU law to operate effectively, or any other deficiency in retained EU law arising as a result of the UK’s withdrawal from the EU. A withdrawal agreement was negotiated between the EU and UK and finalized on November 14, 2018, which included an agreement on a standstill transition period until December 31, 2020 to further negotiate the future relationship. During the transition period, the UK would continue to implement new EU law that comes into effect and the UK would continue to be treated as part of the EU’s single market in financial services. The UK Parliament has not yet approved the withdrawal agreement between the EU and the UK, and it appears likely that there will be a delay of the UK’s withdrawal from the EU for a period of time beyond March 29, 2019, although it is still possible that the UK could leave the EU without such an agreement in place. To prepare for withdrawal, HM Treasury is using its powers under the EUWA to remedy deficiencies in retained EU law relating to financial services, through statutory instruments. The statutory instruments are not intended to make policy changes, other than to reflect the UK’s new position outside the EU, and to smooth the transition to this situation. HM

Treasury has also delegated powers to the UK's financial services regulators to address deficiencies in the regulators' rulebooks arising as a result of exit, and to the EU Binding Technical Standards that will become part of retained EU law.
Credit Suisse is working to address the implications of the consequences of these changes and to minimize disruption for our clients. Adverse changes to any of these arrangements, and even uncertainty over potential changes during any period of negotiation, could potentially impact our results in the UK or other markets we serve.
Regulatory framework
The principal regulatory structures that apply to our operations are discussed below.
Global initiatives
Total Loss-Absorbing Capacity
On January 1, 2019, the final FSB TLAC standard for G-SIBs became effective, subject to a phase-in until January 1, 2022. The purpose of the standard is to enhance the ability of regulators to recapitalize a G-SIB at the point of non-viability in a manner that minimizes systemic disruption, preserves critical functions and limits the exposure of public sector funds. TLAC-eligible instruments include instruments that count towards satisfying minimum regulatory capital requirements, as well as long-term unsecured debt instruments that have remaining maturities of no less than one year, are subordinated by statute, corporate structure or contract to certain excluded liabilities, including deposits, are held by unaffiliated third parties and meet certain other requirements. Excluding any applicable regulatory capital buffers that are otherwise required, the minimum TLAC requirement is at least 16% of a G-SIB's RWA as of January 1, 2019, and will increase to at least 18% as of January 1, 2022. In addition, the minimum TLAC requirement must be at least 6% of the Basel III leverage ratio denominator as of January 1, 2019, and at least 6.75% as of January 1, 2022.
In Switzerland, effective July 1, 2016, the Swiss Federal Council adopted the revised Capital Adequacy Ordinance implementing the FSB's TLAC standard.
> Refer to "Liquidity and funding management" and "Capital management" in III – Treasury, Risk, Balance sheet and Off-balance sheet for information regarding our current regulatory framework and expected changes to this framework affecting capital and liquidity standards.
In the US, the Fed has adopted a final rule that implements the FSB's TLAC standard. The final rule requires, among other things, the US IHCs of non-US G-SIBs, such as Credit Suisse's US IHC, to maintain minimum amounts of "internal" TLAC, a TLAC buffer and long-term debt satisfying certain eligibility criteria, commencing January 1, 2019. The entity designated as Credit Suisse's US IHC is required to issue all TLAC debt instruments to a foreign parent entity (a non-US entity that controls the IHC) or another foreign affiliate that is wholly owned by its foreign parent. The final rules also impose limitations on the types of financial transactions in which the entity designated as Credit Suisse's US IHC can engage.
In the UK, the Bank of England published its statement of policy on its approach to establishing the requirement under the BRRD for certain UK entities, including Credit Suisse International (CSI) and Credit Suisse Securities Europe Limited (CSSEL), to maintain the MREL requirement. Similar to the FSB's TLAC standard, the MREL requirement obliges firms within the scope of the BRRD to maintain a minimum level of own funds and liabilities that can be bailed in. The statement of policy reflects both the TLAC standards and the requirements of the European Banking Authority (EBA)'s Regulatory Technical Standards on MREL. It does not set TLAC requirements in addition to MREL. On June 13, 2018, the Bank of England also published its final statement of policy on its approach to setting MREL, including its approach on setting internal MREL. Under the statement of policy, internal MREL requirements for UK material subsidiaries of non-UK G-SIBs, such as Credit Suisse, will be scaled between 75% and 90% of external MREL based on factors including the resolution strategy of the group and the home country's approach to internal total loss-absorbing capacity calibration. Interim internal MREL requirements came into effect beginning January 1, 2019, and their full implementation will be phased in through January 1, 2022.
ISDA Resolution Stay Protocols
On November 12, 2015, ISDA launched the ISDA 2015 Universal Resolution Stay Protocol (ISDA 2015 Universal Protocol) and Credit Suisse voluntarily adhered to the ISDA 2015 Universal Protocol at the time of its launch. By adhering to the ISDA 2015 Universal Protocol, parties agree to be bound by, or "opt in", to certain existing and forthcoming special resolution regimes to ensure that cross-border derivatives and securities financing transactions are subject to statutory stays on affiliate-linked default and early termination rights in the event a bank counterparty enters into resolution, regardless of its governing law. These stays are intended to facilitate an orderly resolution of a

troubled bank. Statutory resolution regimes have been implemented in several jurisdictions, including Switzerland, the US and the EU. These regimes provide resolution authorities with a broad set of tools and powers to resolve a troubled bank, including the ability to temporarily stay, and under certain circumstances permanently override, the termination rights of counterparties of a bank and its affiliates in the event the bank enters into resolution. The ISDA 2015 Universal Protocol introduces similar stays and overrides in the event that an affiliate of an adhering party becomes subject to proceedings under the US Bankruptcy Code, under which no such stays or overrides currently exist. Although other large banking groups have also adhered to the ISDA 2015 Universal Protocol, it is anticipated that buy-side or end-user counterparties of Credit Suisse will not voluntarily give up early termination rights and will therefore not adhere to the ISDA 2015 Universal Protocol. In order to expand the scope of parties and transactions covered by the ISDA 2015 Universal

Protocol or similar contractual arrangements, the G20 committed to introducing regulations requiring large banking groups to include ISDA 2015 Universal Protocol-like provisions in certain financial contracts when facing counterparties under foreign laws. Certain G20 member nations, including the US, introduced such requirements in 2015, 2016 and 2017.

In Switzerland, the Swiss Federal Council introduced amendments to the Ordinance on Banks and Savings Banks (Banking Ordinance) that require banks, including Credit Suisse, to include terms in certain of their contracts (and in certain contracts entered into by their subsidiaries) that are not governed by Swiss law or that provide for jurisdiction outside of Switzerland that ensure that FINMA's stay powers under the Swiss Federal Act on Banks and Savings Banks of November 8, 1934, as amended (Bank Law), would be enforceable with respect to such contracts. These requirements have been set forth in the Banking Ordinance since January 1, 2016. A partial revision of the Ordinance of FINMA on the Insolvency of Banks and Securities Dealers (FINMA Banking Insolvency Ordinance) entered into effect on April 1, 2017. The rule only affects an exhaustive list of contracts whose continued existence is essential for a bank requiring restructuring. The listed contracts are customary in the financial market and include, in particular, contracts governing the purchase, sale, lending and repurchase of certain underlying securities. Contracts entered into by foreign group entities are only subject to the rule if, among other things, the respective financial contract is guaranteed or otherwise secured by a bank or securities dealer domiciled in Switzerland. Certain contracts, e.g. contracts with individuals as well as for the placement of financial instruments in the market, are excluded. The list of contracts is internationally harmonized and broadly in line with the definition of financial contracts in accordance with the BRRD.

In the UK, the Prudential Regulation Authority (PRA) published final rules in November 2015 requiring UK entities, including CSI and CSSEL, to ensure that their counterparties under a broad range of financial arrangements are subject to the stays on early termination rights under the UK Banking Act that would be applicable upon their resolution. UK entities have been required to comply with these rules from June 1, 2016 for contracts where the counterparty is a credit institution or an investment firm, and from January 1, 2017 in respect of contracts with all other counterparties.

ISDA has developed another protocol, the ISDA Resolution Stay Jurisdictional Modular Protocol to facilitate market-wide compliance with these new requirements by both dealers, such as Credit Suisse, and their counterparties.

In the US, in 2017, the Fed, the FDIC and the OCC each issued final rules designed to improve the resolvability of US headquartered G-SIBs and the US operations of non-US G-SIBs, such as our US operations. These final rules require covered entities to modify their QFCs to obtain agreement of counterparties that (1) their QFCs are subject to the stays on early termination rights under the Orderly Liquidation Authority and the Federal Deposit Insurance Act, which is similar to requirements introduced in other jurisdictions to which we are already subject, and (2) certain affiliate-linked default rights would be limited or overridden if an affiliate of the G-SIB entered proceedings under the US Bankruptcy Code or other insolvency or resolution regimes. Covered QFCs must be conformed to the rules' requirements starting January 1, 2019, with full compliance by January 1, 2020. ISDA has developed the ISDA US Protocol to facilitate compliance with the final rules. Credit Suisse's US operations are in the process of having all of their covered entities adhere to the ISDA US Protocol to amend their QFCs with adhering counterparties to comply with the final rules.

Switzerland

Banking regulation and supervision

Although Credit Suisse Group is not a bank according to the Bank Law and the Banking Ordinance, the Group is required, pursuant to the provisions on consolidated supervision of financial groups and conglomerates of the Bank Law, to comply with certain requirements for banks. Such requirements include capital adequacy, loss-absorbing capacity, solvency and risk concentration on a consolidated basis, and certain reporting obligations. Our banks in Switzerland are regulated by FINMA on a legal entity basis and, if applicable, on a consolidated basis.

Our banks in Switzerland operate under banking licenses granted by FINMA pursuant to the Bank Law and the Banking Ordinance. In addition, certain of these banks hold securities dealer licenses granted by FINMA pursuant to the Swiss Federal Act on Stock Exchanges and Securities Trading (SESTA).

FINMA is the sole bank supervisory authority in Switzerland and is independent from the Swiss National Bank (SNB). Under the Bank Law, FINMA is responsible for the supervision of the Swiss banking system. The SNB is responsible for implementing the government's monetary policy relating to banks and securities dealers and for ensuring the stability of the financial system. Under the ”Too Big to Fail” legislation, the SNB is also responsible for determining which banks in Switzerland are systemically relevant banks and which functions are systemically relevant in Switzerland. The SNB has identified the Group on a consolidated basis as a systemically relevant bank for the purposes of Swiss law.

Our banks in Switzerland are subject to close and continuous prudential supervision and direct audits by FINMA. Under the Bank Law, our banks are subject to inspection and supervision by an independent auditing firm recognized by FINMA, which is appointed by the bank’s shareholder meeting and required to perform annual audits of the bank’s financial statements and to assess whether the bank is in compliance with laws and regulations, including the Bank Law, the Banking Ordinance and FINMA regulations.

Credit Suisse is subject to the Basel III framework, as implemented in Switzerland, as well as Swiss legislation and regulations for

systemically important banks, which include capital, liquidity, leverage and large exposure requirements, and rules for emergency plans designed to maintain systemically relevant functions in the event of threatened insolvency.
Our regulatory capital is calculated on the basis of accounting principles generally accepted in the US, with certain adjustments required by, or agreed with, FINMA.
> Refer to "Liquidity and funding management" and "Capital management" in III – Treasury, Risk, Balance sheet and Off-balance sheet for further information regarding our current regulatory framework and expected changes to this framework affecting capital and liquidity standards.
Under Swiss banking law, banks and securities dealers are required to manage risk concentration within specific limits. Aggregated credit exposure to any single counterparty or a group of related counterparties must bear an adequate relationship to the bank's adjusted eligible capital (for systemically relevant banks like us, to their core tier 1 capital) taking into account counterparty risks and risk mitigation instruments.
Under the Bank Law and SESTA, Swiss banks and securities dealers are obligated to keep confidential the existence and all aspects of their relationships with customers. These customer confidentiality laws do not, however, provide protection with respect to criminal offenses such as insider trading, money laundering, terrorist financing activities, tax fraud or evasion or prevent the disclosure of information to courts and administrative authorities.
Swiss rules and regulations to combat money laundering and terrorist financing are comprehensive and require banks and other financial intermediaries to thoroughly verify and document customer identity before commencing business. In addition, these rules and regulations include obligations to maintain appropriate policies for dealings with politically exposed persons and procedures and controls to detect and prevent money laundering and terrorist financing activities, including reporting suspicious activities to authorities.
In addition, Switzerland has stringent anti-corruption and anti-bribery laws related to Swiss and foreign public officials as well as persons in the private sector.
Compensation design and its implementation and disclosure have been required to comply with standards promulgated by FINMA under its Circular on Remuneration Schemes, as updated from time to time.

Securities dealer and asset management regulation and supervision

Our securities dealer activities in Switzerland are conducted primarily through the Bank and are subject to regulation under SESTA, which regulates all aspects of the securities dealer business in Switzerland, including regulatory capital, risk concentration, sales and trading practices, record-keeping requirements and procedures and periodic reporting procedures. Securities dealers are supervised by FINMA. On June 15, 2018, the Swiss Parliament adopted the FinIA, which is expected to govern all aspects of the securities dealer business in Switzerland instead of the SESTA, beginning January 1, 2020.
Our asset management activities in Switzerland, which include the establishment and administration of mutual funds registered for public distribution, are conducted under the supervision of FINMA. Effective January 1, 2020, our activities as asset manager of collective assets will also be governed by the FinIA.

Resolution regime

The FINMA Banking Insolvency Ordinance governs resolution (i.e., restructuring or liquidation) procedures of Swiss banks and securities dealers, such as Credit Suisse AG and Credit Suisse (Schweiz) AG, and of Swiss-domiciled parent companies of financial groups, such as Credit Suisse Group AG, and certain other unregulated Swiss-domiciled companies belonging to financial groups. Instead of prescribing a particular resolution concept, the FINMA Banking Insolvency Ordinance provides FINMA with a significant amount of authority and discretion in the case of resolution, as well as various restructuring tools from which FINMA may choose.
FINMA may open resolution proceedings if there is an impending insolvency because there is justified concern that the relevant Swiss bank (or Swiss-domiciled parent companies of financial groups and certain other unregulated Swiss-domiciled companies belonging to financial groups) is over-indebted, has serious liquidity problems or no longer fulfills capital adequacy requirements. Resolution proceedings may only take the form of restructuring (rather than liquidation) proceedings if (i) the recovery of, or the continued provision of individual banking services by, the relevant bank appears likely and (ii) the creditors of the relevant bank are likely better off in restructuring proceedings than in liquidation proceedings. All realizable assets in the relevant entity's possession will be subject to such proceedings, regardless of where they are located.
If FINMA were to open restructuring proceedings with respect to Credit Suisse AG, Credit Suisse (Schweiz) AG or Credit Suisse Group AG, it would have discretion to take decisive actions, including (i) transferring the assets of the

banks or Credit Suisse Group AG, as applicable, or a portion thereof, together with its debt and other liabilities, or a portion thereof, and contracts, to another entity, (ii) staying (for a maximum of two working days) the termination of, and the exercise of rights to terminate netting rights, rights to enforce or dispose of certain types of collateral or rights to transfer claims, liabilities or certain collateral, under contracts to which the banks or Credit Suisse Group AG, as applicable, is a party, (iii) converting the debt of the banks or Credit Suisse Group AG, as applicable, into equity (debt-to-equity swap), and/or (iv) partially or fully writing off the obligations of the banks or Credit Suisse Group AG, as applicable (haircut).

Prior to any debt-to equity swap or haircut, outstanding equity capital and debt instruments issued by Credit Suisse AG, Credit Suisse (Schweiz) AG or Credit Suisse Group AG that are part of its regulatory capital (including outstanding high trigger capital instruments and low trigger capital instruments) must be converted or written off (as applicable) and cancelled. Any debt-to-equity swap, (but not any haircut) would have to follow the hierarchy of claims to the extent such debt is not excluded from such conversion by the FINMA Banking Insolvency Ordinance. Contingent liabilities of Credit Suisse AG, Credit Suisse (Schweiz) AG or Credit Suisse Group AG such as guarantees could also be subjected to a debt-to-equity swap or a haircut, to the extent amounts are due and payable thereunder at any time during restructuring proceedings.

For systemically relevant institutions such as Credit Suisse AG, Credit Suisse (Schweiz) AG and Credit Suisse Group AG, creditors have no right to reject the restructuring plan approved by FINMA.

Supervision

The Federal Act on Financial Market Infrastructure and Market Conduct in Securities and Derivatives Trading (also known as "FMIA") governs the organization and operation of financial market infrastructures and the conduct of financial market participants in securities and derivatives trading. FMIA, along with the Financial Market Infrastructure Ordinance (also known as "FMIO") came into effect on January 1, 2016. However, financial market infrastructures and the operators of organized trading facilities were granted different transitional periods to comply with various new duties, including those associated with the publication of pre- and post-trade transparency information and with high-frequency trading. Under the FMIA, FINMA was designated to determine the timing of the introduction of a clearing obligation and to specify the categories of derivatives covered. Accordingly, on September 1, 2018, the revised Ordinance of the Swiss Financial Market Supervisory Authority on Financial Market Infrastructures and Market Conduct in Securities and Derivatives Trading (FMIO-FINMA) entered into force, introducing a mandatory clearing obligation for standardized interest-rate and credit derivatives traded over the counter (OTC) and making effective, as of such date, the deadlines for the first clearing obligations laid down in the FMIO, i.e., six months, twelve months or eighteen months, depending on the categories of derivatives and the type of counterparty.

Tax

Administrative assistance in tax matters

The Multilateral Convention on Mutual Administrative Assistance in Tax Matters (MAC) entered into force and became applicable as of January 1, 2018. Under the MAC, Switzerland is required to exchange information in tax matters both spontaneously in certain cases as well as upon request. Furthermore, the revised Federal Act on International Administrative Assistance in Tax Matters and the revised Federal Ordinance on International Administrative Assistance in Tax Matters (OIAA) entered into force, which provide the procedural rules for international administrative assistance on tax matters based on either the MAC or under bilateral double taxation treaties of Switzerland. In exceptional cases, the Swiss legislation permits exchange of information before the taxpayer concerned is informed. Under the MAC (and as clarified in the OIAA), Switzerland commenced for tax periods from January 1, 2018 onwards to automatically exchange information on certain advance tax rulings within the scope of the Organisation for Economic Co-operation and Development (OECD) and the Group of Twenty (G20) project to combat base erosion and profit shifting (BEPS).

On June 10, 2016, the Swiss Federal Council submitted to the Swiss Parliament an amendment of the Federal Act on International Administrative Assistance in Tax Matters for adoption to also allow administrative assistance for requests based on stolen data, however, only if the stolen data has been obtained by regular administrative assistance or from public sources. The Swiss Parliament has yet to debate the proposed new law.

On December 1, 2017, the Multilateral Competent Authority Agreement on the Exchange of Country-by-Country Reports (CbCR) as well as the implementing Swiss federal legislation entered into force, which is the Federal Act on the International Automatic Exchange of Country by Country Reports of Multinationals and the Federal Ordinance on the International Automatic Exchange of Country by Country Reports of Multinationals. Under the CbCR and the implementing legislation, multinational groups of companies in Switzerland will have to prepare country-by-country reports for the first time for the 2018 tax year. The reports will be exchanged by Switzerland starting in 2020. On a voluntary basis, multinational groups of companies may prepare, and are permitted to submit, country-by-country reports for the 2016 and 2017 tax periods. Any such reports were exchanged for the first time in 2018.

Automatic exchange of information in tax matters

Switzerland has concluded a multilateral agreement with the EU on the international automatic exchange of information (AEOI) in tax matters (the AEOI Agreement), which applies to all 28 member states and also Gibraltar.

Further, Switzerland signed the multilateral competent authority agreement on the automatic exchange of financial account information (MCAA), and based on the MCAA, a number of bilateral AEOI agreements with other countries also became effective. Based on the AEOI Agreement, the bilateral AEOI agreements and the implementing laws of Switzerland, in 2017 Switzerland began to collect data in respect of financial assets held in, and income derived thereon and credited to, accounts or deposits with a paying agent in Switzerland for the benefit of residents in a EU member state or Gibraltar or a treaty state, and began to exchange such data in 2018. Switzerland has signed and will sign further AEOI agreements with additional countries. An up-to-date list of the AEOI agreements of Switzerland in effect or signed and becoming effective can be found on the website of the State Secretariat for International Financial Matters.

Withholding tax reforms

On January 1, 2017, the revised Withholding Tax Act entered into force. It extends the exemption of interest paid on contingent convertible bonds and write-down bonds of banks or group companies of finance groups which were approved by FINMA and issued between January 1, 2013 and December 31, 2016, to issuances between January 1, 2017 and December 31, 2021. It also exempts interest paid on TLAC instruments approved by FINMA for purposes of meeting regulatory requirements which have been or will be issued between January 1, 2017 and December 31, 2021, or have been issued prior to January 1, 2017 where the foreign issuer thereof will be substituted for a Swiss issuer between January 1, 2017 and December 31, 2021.

Stamp tax reforms

On January 1, 2017, the revised Stamp Tax Act entered into force. The revision introduced an exemption from the 1% issuance stamp tax for equity securities in banks or group companies of a financial group issued in connection with the conversion of TLAC instruments into equity, in addition to the exemption for equity securities in banks issued from conversion capital.

US

Banking regulation and supervision

Our banking operations are subject to extensive federal and state regulation and supervision in the US. Our direct US offices are composed of our New York Branch and representative offices in California. Each of these offices is licensed with, and subject to examination and regulation by, the state banking authority in the state in which it is located.

Our New York Branch is licensed by the New York Superintendent of Financial Services (Superintendent), examined by the New York Department of Financial Services (DFS), and subject to laws and regulations applicable to a foreign bank operating a New York branch. Under the New York Banking Law, our New York Branch must maintain eligible assets with banks in the state of New York. The amount of eligible assets required, which is expressed as a percentage of third-party liabilities, could increase if our New York Branch is no longer designated well rated by the Superintendent.

The New York Banking Law authorizes the Superintendent to seize our New York Branch and all of Credit Suisse AG’s business and property in New York State (which includes property of our New York Branch, wherever it may be located, and all of Credit Suisse AG’s property situated in New York State) under circumstances generally including violations of law, unsafe or unsound practices or insolvency. In liquidating or dealing with our New York Branch’s business after taking possession, the Superintendent would only accept for payment the claims of depositors and other creditors (unaffiliated with us) that arose out of transactions with our New York Branch. After the claims of those creditors were paid out of the business and property of the Bank in New York, the Superintendent would turn over the remaining assets, if any, to us or our liquidator or receiver.

Under New York Banking Law and US federal banking laws, our New York Branch is generally subject to single borrower lending limits expressed as a percentage of the worldwide capital of the Bank. Under the Dodd-Frank Act, lending limits take into account credit exposure arising from derivative transactions, securities borrowing and lending transactions and repurchase and reverse repurchase agreements with counterparties.

Our operations are also subject to reporting and examination requirements under US federal banking laws. Our US non-banking operations are subject to examination by the Fed in its capacity as our US umbrella supervisor. The New York Branch is also subject to examination by the Fed and is subject to federal banking law requirements and limitations on the acceptance and maintenance of deposits. Because the New York Branch does not engage in retail deposit taking, it is not a member of, and its deposits are not insured by, the FDIC.

US federal banking laws provide that a state-licensed branch (such as the New York Branch) or agency of a foreign bank may not, as a general matter, engage as principal in any type of activity that is not permissible for a federally licensed branch or agency of a foreign bank unless the Fed has determined that such activity is consistent with sound banking practice. In addition, regulations which the Fed may adopt (including at the recommendation of the FSOC) could affect the nature of the activities which the Bank (including the New York Branch) may conduct, and may impose restrictions and limitations on the conduct of such activities.

The Fed may terminate the activities of a US branch or agency of a foreign bank if it finds that the foreign bank: (i) is not subject to comprehensive supervision in its home country; (ii) has violated the law or engaged in an unsafe or unsound banking practice in the US; or (iii) for a foreign bank that presents a risk to the stability of the US financial system, the home country of the foreign bank has not adopted, or made demonstrable progress toward adopting, an appropriate system of financial regulation to mitigate such risk.

Credit Suisse Group and the Bank became financial holding companies for purposes of US federal banking law in 2000 and, as a result, may engage in a broad range of non-banking activities in the US, including insurance, securities, private equity and other financial activities, in each case subject to regulatory requirements and limitations. Credit

Suisse Group is still required to obtain the prior approval of the Fed (and potentially other US banking regulators) before acquiring, directly or indirectly, the ownership or control of more than 5% of any class of voting shares of (or otherwise controlling) any US bank, bank holding company or many other US depositary institutions and their holding companies, and as a result of the Dodd-Frank Act, before making certain acquisitions involving large non-bank companies. The New York Branch is also restricted from engaging in certain tying arrangements involving products and services, and in certain transactions with certain of its affiliates. If Credit Suisse Group or the Bank ceases to be well-capitalized or well-managed under applicable Fed rules, or otherwise fails to meet any of the requirements for financial holding company status, it may be required to discontinue certain financial activities or terminate its New York Branch. Credit Suisse Group's ability to undertake acquisitions permitted for financial holding companies could also be adversely affected.

As mentioned above, Credit Suisse is also subject to the so-called "Volcker Rule", which limits the ability of banking entities to sponsor or invest in certain private equity or hedge funds, broadly defined, and to engage in certain types of proprietary trading for their own account. These restrictions are subject to certain exclusions and exemptions, including with respect to underwriting, market-making, risk-mitigating hedging and certain asset and fund management activities, and with respect to certain transactions and investments occurring solely outside of the US. The Volcker Rule requires banking entities to establish an extensive array of compliance policies, procedures and quantitative metrics reporting designed to ensure and monitor compliance with restrictions under the Volcker Rule. It also requires an annual attestation either by the CEO of the top-tier FBO or the senior management officer in the US as to the implementation of a compliance program reasonably designed to achieve compliance with the Volcker Rule. The Volcker Rule's implementing regulations became effective in April 2014 and Credit Suisse was generally required to come into compliance with the Volcker Rule by July 2015, with the exception of "legacy" investments in, and bank relationships with, certain private funds, that were in place prior to December 31, 2013, for which the Fed extended the compliance deadline to July 21, 2017. In April 2017, the Fed granted Credit Suisse an extended transition period to conform investments in certain illiquid funds under the Volcker Rule for an additional five years (i.e., until July 21, 2022). Credit Suisse has implemented a Volcker Rule compliance program reasonably designed to satisfy the requirements of the Volcker Rule. The Volcker Rule's implementing regulations are highly complex and may be subject to further rulemaking, regulatory interpretation and guidance, and its full impact will not be known with certainty for some time.

Fed regulations implementing the Dodd-Frank Act required Credit Suisse to create a single US IHC to hold all of its US subsidiaries with limited exceptions by July 1, 2017. The IHC requirement does not apply to the New York Branch. Credit Suisse's US IHC is subject to US risk-based capital and leverage requirements that are largely consistent with the Basel III framework published by the BCBS, though they diverge in several important respects due to the requirements of the Dodd-Frank Act, and is subject to capital planning and capital stress testing requirements under the Dodd-Frank Act and the Fed's annual Comprehensive Capital Analysis and Review (CCAR). In June 2018, the Fed released results of its annual CCAR stress tests, publicly releasing results for Credit Suisse's US IHC for the first time. Credit Suisse's US IHC was projected to maintain capital ratios above minimum regulatory requirements in the adverse and severely adverse CCAR stress scenarios, and the Fed did not object to its proposed capital plan. As part of the stress testing requirements of the Dodd-Frank Act, Credit Suisse's US IHC was also required to conduct a mid-cycle stress test using a set of internally developed macroeconomic scenarios and submit the results to the Fed in October 2018. As disclosed, Credit Suisse's US IHC was projected to maintain capital ratios above minimum regulatory requirements under the internally developed severely adverse scenario.

Credit Suisse's US IHC is also subject to additional requirements under the Fed's final TLAC framework for IHCs, described above. In addition, both Credit Suisse's US IHC itself and the combined US operations of Credit Suisse (including Credit Suisse's US IHC and the New York Branch) are subject to other new prudential requirements, including with respect to liquidity risk management, separate liquidity buffers for each of Credit Suisse's US IHC and the New York Branch, liquidity stress testing and SCCLs. Under proposals that remain under consideration, the combined US operations of Credit Suisse may become subject to an early remediation regime which could be triggered by risk-based capital, leverage, stress tests, liquidity, risk management and market indicators. The Fed has also indicated that it is considering future rulemakings that could apply the US rules implementing the Basel III liquidity coverage ratio (LCR) and net stable funding ratio (NSFR) to the US operations of certain large FBOs, and that could further tailor the US prudential standards applicable to FBOs based on size, complexity and risk.

> Refer to "Liquidity and funding management" in III – Treasury, Risk, Balance sheet and Off-balance sheet for further information on Basel III LCR and NSFR.

A major focus of US policy and regulation relating to financial institutions has been to combat money laundering and terrorist financing. These laws and regulations impose obligations to maintain appropriate policies, procedures and controls to detect, prevent and report money laundering and terrorist financing, verify the identity of customers and comply with economic sanctions. Any failure to maintain and implement adequate programs to combat money laundering and terrorist financing, and violations of such economic sanctions, laws and regulations, could have serious legal and reputational consequences. We take our obligations to prevent money laundering and terrorist financing in the US and globally very seriously, while appropriately respecting and protecting the confidentiality of clients. We have policies, procedures and training intended to ensure that our employees comply with "know your customer" regulations and understand when a client relationship or business should be evaluated as higher risk for us.

The Dodd-Frank Act requires issuers with listed securities to establish a claw-back policy to recoup erroneously awarded compensation in the event of an accounting restatement but no final rules have been adopted.

Broker-dealer and asset management regulation and supervision

Our US broker-dealers are subject to extensive regulation by US regulatory authorities. The SEC is the federal agency primarily responsible for the regulation of broker-dealers, investment advisers and investment companies. In addition, the US Treasury has the authority to promulgate rules relating to US Treasury and government agency securities, the Municipal Securities Rulemaking Board (MSRB) has the authority to promulgate rules relating to municipal securities, and the MSRB also promulgates regulations applicable to certain securities credit transactions. In addition, broker-dealers are subject to regulation by securities industry self-regulatory organizations, including the Financial Industry Regulatory Authority (FINRA), and by state securities authorities.

Our US broker-dealers are registered with the SEC and our primary US broker-dealer is registered in all 50 states, the District of Columbia, Puerto Rico and the US Virgin Islands. Our US registered entities are subject to extensive regulatory requirements that apply to all aspects of their business activity, including, where applicable: capital requirements; the use and safekeeping of customer funds and securities; the suitability of customer investments; record-keeping and reporting requirements; employee-related matters; limitations on extensions of credit in securities transactions; prevention and detection of money laundering and terrorist financing; procedures relating to research analyst independence; procedures for the clearance and settlement of trades; and communications with the public.

Our US broker-dealers are also subject to the SEC's net capital rule, which requires broker-dealers to maintain a specified level of minimum net capital in relatively liquid form. Compliance with the net capital rule could limit operations that require intensive use of capital, such as underwriting and trading activities and the financing of customer account balances and also could restrict our ability to withdraw capital from our broker-dealers. Most of our US broker-dealers are also subject to additional net capital requirements of FINRA and, in some cases, other self-regulatory organizations.

Our securities and asset management businesses include legal entities registered and regulated as a broker-dealer and investment adviser by the SEC. The SEC-registered mutual funds that we advise are subject to the Investment Company Act of 1940. For pension fund customers, we are subject to ERISA and similar state statutes.

The Dodd-Frank Act also requires broader regulation of hedge funds and private equity funds, as well as credit rating agencies.

Derivative regulation and supervision

The CFTC is the federal agency primarily responsible for the regulation of futures commission merchants, commodity pool operators, commodity trading advisors and introducing brokers, among other regulatory categories. With the effectiveness of the Dodd-Frank Act, CFTC oversight was expanded to include persons engaging in a relevant activity with respect to swaps, and registration categories were added for swap dealers and major swap participants. For derivatives activities, these CFTC registrants are subject to industry self-regulatory organizations, such as the National Futures Association (NFA), which has been designated by the CFTC as a registered futures association.

Each of CSI, CSSEL and Credit Suisse Capital LLC (CS Capital) is registered with the CFTC as a swap dealer as a result of its applicable swap activities and is therefore subject to requirements relating to reporting, record-keeping, swap confirmation, swap portfolio reconciliation and compression, mandatory clearing, mandatory on-facility trading, swap trading relationship documentation, external business conduct, risk management, chief compliance officer duties and reports and internal controls. However, where permitted by comparability determinations by the CFTC or in reliance on no-action letters issued by the CFTC, non-US swap dealers, including CSI and CSSEL, can comply with certain requirements through substituted compliance with EU regulations. The CFTC has also stated that it intends to grant new substituted compliance and exemption orders and no-action letters at the point of the UK's withdrawal from the EU, which would permit CSI and CSSEL to satisfy such requirements by complying with relevant UK regulations.

As registered swap dealers that are not banks, CSSEL and CS Capital are also subject to the CFTC's margin rules for uncleared swaps. As a non-US swap dealer, CSSEL is only subject to these rules in connection with its uncleared swaps with US persons, non-US persons guaranteed by US persons, and certain non-US swap dealer subsidiaries of US persons. As a registered swap dealer that is a foreign bank, CSI is subject to the margin rules for uncleared swaps and security-based swaps of the Fed, and CSI likewise is only subject to these rules in connection with its uncleared swaps and security-based swaps with US persons, non-US persons guaranteed by US persons, and certain non-US swap dealer subsidiaries of US persons. Both of these margin rules are following a phased implementation schedule. Since March 1, 2017, CSI, CSSEL and CS Capital have been required to comply with variation margin requirements with covered entities under these rules, requiring the exchange of daily mark-to-market margin with all such covered entities. Initial margin requirements began phasing in annually for different counterparties from September 1, 2016, with remaining phases relating to the application of initial margin requirements to market participants with group-wide notional derivatives exposure during the preceding March, April and May of at least USD 750 billion or at least USD 8 billion on September 1, 2019 or September 1, 2020, respectively. The broad expansion of initial margin requirements on September 1, 2020 could have a significant adverse impact on our OTC derivatives business because of the large number of affected counterparties that might need to enter into new documentation and upgrade their systems in order to comply.

The Dodd-Frank Act also mandates that the CFTC adopt capital requirements for non-bank swap dealers (such as CSSEL and CS Capital), and the CFTC continues to consider proposed rules in this area. Under the CFTC's most recent proposal, CSSEL and CS Capital could elect whether to satisfy capital requirements based on Fed rules implementing Basel capital requirements or SEC rules similar to the capital requirements currently applicable to US broker-dealers, but in each case they would be subject to an additional capital requirement based on 8% of the initial margin required for their derivatives positions. If the CFTC found EU capital requirements to be comparable, or, following the UK's withdrawal from the EU, if the CFTC found relevant UK capital requirements to be comparable, CSSEL could satisfy the CFTC's requirements through "substituted compliance" with the EU or UK requirements, as applicable. If the CFTC did not grant that comparability determination, however, CSSEL could face a significant competitive disadvantage relative to non-US competitors not subject to CFTC capital requirements due to the additional capital that may be required under the CFTC's rules as proposed and the burdens associated with satisfying duplicative capital regimes. In contrast, the Fed thus far has declined to apply additional capital requirements to swap dealers that are foreign banks, such as CSI.

The CFTC continues to consider proposed rules with potential revisions to its framework for the cross-border application of swap dealer regulations. In the meantime, key aspects of that framework, such as the application of certain CFTC rules to swaps between non-US persons, remain subject to temporary no-action letters. Expiration of any of these letters without modifications to the CFTC's guidance or permitting substituted compliance with the EU rules could reduce the willingness of non-US counterparties to trade with CSI and CSSEL, which could negatively affect our swap trading revenue or necessitate changes to how we organize our swap business. We continue to monitor these developments and prepare contingency plans to comply with the final guidance or rules once effective.

One of our US broker-dealers, Credit Suisse Securities (USA) LLC, is also registered as a futures commission merchant and subject to the capital, segregation and other requirements of the CFTC and the NFA.

Our asset management businesses include legal entities registered and regulated as commodity pool operators and commodity trading advisors by the CFTC and the NFA and therefore are subject to disclosure, recordkeeping, reporting and other requirements of the CFTC and the NFA.

The Dodd-Frank Act mandates that the CFTC establish aggregate position limits for certain physical commodity futures contracts and economically equivalent swaps, and the CFTC continues to consider proposed rules in this area. If the CFTC adopted its most recent proposal, these position limit rules would require us to develop a costly compliance infrastructure and could reduce our ability to participate in the commodity derivatives markets, both directly and on behalf of our clients.

In addition, in late 2018 the SEC began again to solicit comments on its rules implementing the derivatives provisions of the Dodd-Frank Act, and it is possible that the SEC will finalize some of these rules during 2019. However, the timing remains unclear. While the SEC's proposals have largely paralleled many of the CFTC's rules, significant differences between the final CFTC and SEC rules could materially increase the compliance costs associated with, and hinder the efficiency of, our equity and credit derivatives businesses with US persons. For example, significant differences between the SEC rules regarding capital, margin and segregation requirements for OTC derivatives and related CFTC rules, as well as the cross-border application of SEC and CFTC rules, could have such effects. In particular, SEC rules applying public transaction reporting and external business conduct requirements to security-based swaps between non-US persons that are arranged, negotiated or executed by US personnel could discourage non-US counterparties from entering into such transactions, unless the SEC permits substituted compliance with non-US reporting or business conduct requirements. The SEC requirements, as currently finalized, would take effect upon or shortly after security-based swap dealer registration, which will not be required until after the SEC completes several other pending rulemakings relating to security-based swap dealer regulation.

FATCA

Pursuant to an agreement with the US Internal Revenue Service (IRS) entered into in compliance with the US Foreign Account Tax Compliance Act (FATCA), Credit Suisse is required to identify and provide the IRS with information on accounts held by US persons and certain US-owned foreign entities, as well as to withhold tax on payments made to foreign financial institutions (FFIs) that are not in compliance with FATCA and account holders who fail to provide sufficient information to classify an account as a US or non-US account. Switzerland and the United States have entered into a "Model 2" intergovernmental agreement to implement FATCA, pursuant to which US authorities may ask Swiss authorities for administrative assistance in connection with group requests where consent to provide information regarding potential US accounts is not provided to FFIs, such as Credit Suisse. The Swiss Federal Council announced on October 8, 2014 that it intends to negotiate a Model 1 intergovernmental agreement that would replace the existing agreement and that would instead require FFIs in Switzerland to report US accounts to the Swiss authorities, who would in turn report that information to the IRS. It is unclear when negotiations will continue for the Model 1 intergovernmental agreement and when any new regime would come into force. We are continuing to follow developments regarding FATCA closely and are coordinating with all relevant authorities.

Resolution regime

The Dodd-Frank Act also established an "Orderly Liquidation Authority", a regime for the orderly liquidation of systemically significant non-bank financial companies, which could potentially apply to certain of our US entities. The Secretary of the US Treasury may under certain circumstances appoint the FDIC as receiver for a failing financial company in order to prevent risks to US financial stability. The FDIC would then have the authority to charter a "bridge" company to which it can transfer assets and liabilities of the financial company, including swaps and other QFCs, in order to preserve the continuity of critical functions of the financial company. The FDIC has indicated that it prefers a single-point-of-entry strategy, although it retains the ability to resolve individual financial companies. On February 17, 2016, the FDIC and SEC proposed rules that would clarify the application of the Securities Investor Protection Act in a receivership for a systemically significant broker-dealer under the Dodd-Frank Act's Orderly Liquidation Authority.

In addition, the Dodd-Frank Act and related rules promulgated by the Fed and the FDIC require bank holding companies and companies treated as bank holding companies with total consolidated assets of USD 100 billion or more, such as us, and certain designated non-bank financial firms, to submit periodically to the Fed and the FDIC resolution plans describing the strategy for rapid and orderly resolution under the US Bankruptcy Code or other applicable insolvency regimes, though such plans may not rely on the Orderly Liquidation Authority. The Fed and FDIC delayed our deadline for submission of our next US resolution plan until July 2020.

Cybersecurity

Federal and state regulators, including the DFS, FINRA and the SEC, have increasingly focused on cybersecurity risks and responses for regulated entities. For example, the DFS cybersecurity regulation applies to any licensed person, including DFS-licensed branches of non-US banks, and requires each company to assess its specific risk profile periodically and design a program that addresses its risks in a robust fashion. Each covered entity must monitor its systems and networks and notify the superintendent of the DFS within 72 hours after it is determined that a material cybersecurity event has occurred. Similarly, FINRA has identified cybersecurity as a significant risk and will assess firms' programs to mitigate those risks. In addition, the SEC has issued expanded interpretative guidance that highlights requirements under US federal securities laws that public operating companies must pay particular attention to with respect to cybersecurity risks and incidents.

EU

Financial services regulation and supervision

Our EU banks, investment firms and fund managers are subject to extensive regulation by EU and national regulatory authorities, whose requirements are increasingly imposed under EU directives and regulations aimed at increasing integration and harmonization in the European market for financial services. While regulations have immediate and direct effect in EU member states, directives must be implemented through national legislation. As a result, the terms of implementation of directives are not always consistent from country to country. In response to the financial crisis and in order to strengthen European supervisory arrangements, the EU established the European Systemic Risk Board, which has macro-prudential oversight of the financial system. The EU has also established three supervisory authorities responsible for promoting greater harmonization and consistent application of EU legislation by national regulators: EBA, the European Securities and Markets Authority (ESMA) and the European Insurance and Occupational Pensions Authority.

The Basel III capital framework is implemented in the EU by the CRD IV and the CRR (together with CRD IV, the CRD IV package). The CRD IV package comprises a single prudential rule book for banks and investment firms and establishes corporate governance and remuneration requirements, including a cap on variable remuneration for EU banks and investment firms.

Within the eurozone, banks are supervised within the Single Supervisory Mechanism. This empowers the European Central Bank (ECB) to act as a single direct supervisor for significant banks in the 17 eurozone countries and for certain non-eurozone countries which may choose to participate in the Single Supervisory Mechanism.

The revised Markets in Financial Instruments Directive (MiFID II) and MiFIR have introduced a number of significant changes to the regulatory framework established by the Markets in Financial Instruments Directive (MiFID I), and the European Commission has adopted a number of delegated and implementing measures, which supplement their requirements. In particular, MiFID II and MiFIR have introduced enhanced organizational and business conduct standards that apply to investment firms, including a number of Credit Suisse EU entities advising clients within the European Economic Area. These provisions include standards for managing conflicts of interest, best execution and enhanced investor protection. MiFID II has also enforced specific safeguards for algorithmic and high-frequency trading and introduced a ban on the receipt of investment research by portfolio managers and providers of independent investment advice unless paid for by clients.

The Directive on payment services in the internal market (PSD2), the main piece of legislation governing payment services in the EU, came into force on January 12, 2016 and was required to be transposed into their national legislation by the member states by January 13, 2018. Among other things, PSD2 extends the geographical scope of transparency and conduct of business requirements to payments to and from third countries where one of the payment service providers is located in the EU, and to transactions in non-EU currencies that have at least one leg in the EU. In addition, PSD2 has introduced more stringent requirements relating to operational and security risks. Further delegated legislation will apply from September 14, 2019. In order to comply with the new regime, financial institutions, such as Credit Suisse, may have to make changes to their payment services terms and conditions, as well as to adapt their processes and IT systems.

The Benchmarks Regulation (BMR) introduces new rules aimed at ensuring greater accuracy and integrity of benchmarks in financial instruments. The BMR sets out various requirements which will govern the activities of benchmark administrators and submitters. The majority of the provisions of the BMR have applied since January 1,

2018. Certain requirements introduced by the BMR have applied to Credit Suisse in its capacity as a contributor to certain critical benchmarks from June 30, 2016. A number of European Commission Delegated Regulations supplementing the BMR entered into force in 2018. The regulations specify, among other things, the criteria for assessing whether certain events would result in significant and adverse impacts on matters including the market integrity and financial stability of one or more member states and the conditions to assess the impact resulting from the cessation of, or change to, existing benchmarks.

On January 4, 2017, the European Commission Delegated Regulation supplementing the European Market Infrastructure Regulation (also known as "EMIR") with regard to regulatory technical standards for risk mitigation techniques for OTC derivatives not cleared by a central counterparty entered into force. The delegated regulation imposes a requirement on financial counterparties and non-financial counterparties above the clearing threshold to collect initial margin and variation margin in respect of non-centrally cleared OTC derivative transactions. The requirements relating to initial margin and variation margin have applied since February 4, 2017 in relation to the largest market participants. Other market participants have become or in the future will become subject to the requirements relating to initial margin through a series of annual phase-in dates, starting September 1, 2017. Requirements relating to variation margin have applied to all financial and non-financial counterparties above the clearing threshold since March 1, 2017.

Resolution regime

The BRRD establishes a framework for the recovery and resolution of credit institutions and investment firms. The BRRD introduces requirements for recovery and resolution plans, provides for bank resolution tools, including bail-in for failing banks, and establishes country-specific bank resolution financing arrangements. In addition, as part of their powers over banks in resolution, resolution authorities are empowered to replace a bank's senior management, transfer a bank's rights, assets and liabilities to another person, take a bank into public ownership, and close out and terminate a bank's financial contracts or derivatives contracts. Banks are required to produce recovery plans, describing proposed arrangements to permit them to restore their viability, while resolution authorities are empowered to produce resolution plans which describe how a bank may be resolved in an orderly manner, were it to fail.

Under the BRRD, the resolution authority can increase the capital of a failing or failed bank through bail-in: i.e., the write-down, reduction or cancellation of liabilities held by unsecured creditors, or their conversion to equity or other securities. All of a bank's liabilities are subject to bail-in, unless explicitly excluded by the BRRD because they are, for example, covered deposits, secured liabilities, or liabilities arising from holding client assets or client money.

The BRRD also requires banks to hold a certain amount of bail-inable loss-absorbing capacity at both individual and consolidated levels. This requirement is known as the MREL, and is conceptually similar to the TLAC framework.

The BRRD applies to all Credit Suisse EU entities, including branches of the Bank. The Single Resolution Mechanism Regulation, which came into force on August 19, 2014, established the Single Resolution Board as the resolution authority in charge of Banks in the eurozone. Since January 1, 2016, the Single Resolution Board has had full resolution powers, including bail-in.

Data protection regulation

The General Data Protection Regulation (GDPR) is now fully applicable and applies to the processing of personal data in the context of our EU establishments as well as in relation to the processing of personal data of individuals in the EU by our non-EU establishments to the extent such non-EU establishments are offering products and/or services to EU customers or monitoring their behavior in the EU. The GDPR requires us to take various measures to ensure compliance with the regulation, including processing personal data in accordance with the data protection principles, maintaining records of data processing, ensuring adequate security for personal data, complying with data breach notification requirements, and giving effect to data subjects' rights. Furthermore, in accordance with the GDPR, we have appointed a Data Protection Officer who is responsible for monitoring our compliance with the GDPR and providing advice in connection with the regulation. The GDPR grants broad enforcement powers to data protection authorities, including the potential to levy significant administrative fines for non-compliance.

UK

Banking regulation and supervision

The principal statutory regulators of financial services activity in the UK are the PRA, a part of the Bank of England, which is responsible for the micro-prudential regulation of banks and larger investment firms, and the Financial Conduct Authority (FCA), which regulates markets, the conduct of business of all financial firms, and the prudential regulation of firms not regulated by the PRA. In addition, the Financial Policy Committee of the Bank of England is responsible for macro-prudential regulation.

As a member state of the EU, the UK is required to implement EU directives into national law. The regulatory regime for banks operating in the UK conforms to required EU standards, including compliance with capital adequacy standards, customer protection requirements, conduct of business rules and anti-money laundering rules. These standards, requirements and rules are similarly implemented, under the same directives, throughout the other member states of the EU in which we operate.

CSI, Credit Suisse (UK) Limited and Credit Suisse AG, London Branch are authorized to take deposits. We also have a number of entities authorized to conduct investment business and asset management activities. In deciding whether to grant authorization, the PRA must first determine whether a firm satisfies the threshold conditions for authorization, which include suitability and the requirement for the firm to be fit and proper.

Our London Branch is required to comply principally with Swiss home country regulation. However, as a response to the global financial crisis, the PRA made changes to its prudential supervision rules in its Handbook of Rules and Guidance, applying a principle of "self-sufficiency", such that CSI, CSSEL and Credit Suisse (UK) Limited are required to maintain adequate liquidity resources, under the day-to-day supervision of the entity's senior management, held in a custodian account in the name of the entity, unencumbered and attributed to the entity balance sheet. In addition, the PRA requires CSI, CSSEL and Credit Suisse (UK) Limited to maintain a minimum capital ratio and to monitor and report large exposures in accordance with the rules implementing CRD IV.

With effect from January 1, 2014, CRD IV replaced the previous CRD with new measures implementing Basel III and other requirements. The PRA is also responsible for approval of certain models with respect to regulatory capital requirements of our UK subsidiaries.

The PRA has implemented the requirements of CRD IV relating to staff remuneration and imposed a 1:1 cap on variable remuneration which can rise to 1:2 with explicit shareholder approval.

The UK Financial Services Act 2013 (Banking Reform Act), enacted in December 2013, establishes a more stringent regulatory regime for senior managers and specified risk takers in a bank or PRA authorized investment firm; it also makes reckless misconduct in the management of a bank a criminal offense. These rules impact our UK entities, such as CSI and CSSEL.

Broker-dealer and asset management regulation and supervision

Our London bank and broker-dealer subsidiaries are authorized under the Financial Services and Markets Act 2000 (FSMA) and are subject to regulation by the PRA and FCA. In addition, our asset management companies are authorized under the FSMA and are subject to regulation by the FCA. In deciding whether to authorize an investment firm in the UK, the PRA and FCA will consider the threshold conditions, which include suitability and the general requirement for a firm to be fit and proper. The PRA and FCA are responsible for regulating most aspects of an investment firm's business, including its regulatory capital, sales and trading practices, use and safekeeping of customer funds and securities, record-keeping, margin practices and procedures, registration standards for individuals carrying on certain functions, anti-money laundering systems and periodic reporting and settlement procedures.

Resolution regime

The UK legislation related to the recovery and resolution of credit institutions such as Credit Suisse consists of the special resolution regime (SRR), the PRA recovery and resolution framework and the FCA recovery and resolution requirements, which implement the BRRD in the UK. The UK Banking Act and the related secondary legislation govern the application of the SRR, which grants the UK authorities powers to handle systemically important firms, such as banks, in case of highly likely failure. The UK resolution authority is the Bank of England which is empowered, among other things, to direct firms and their parent undertakings to address or remove barriers to resolvability, to enforce resolution actions and to carry out resolvability assessments of credit institutions. Separately, the PRA and the FCA have the power to require parent undertakings of firms subject to this regime to take actions such as the preparation and submission of group recovery plans or the facilitation of the use of resolution powers.

Risk factors

Our businesses are exposed to a variety of risks that could adversely affect our results of operations and financial condition, including, among others, those described below.

Liquidity risk

Liquidity, or ready access to funds, is essential to our business, particularly our investment banking businesses. We seek to maintain available liquidity to meet our obligations in a stressed liquidity environment.

> Refer to “Liquidity and funding management” in III – Treasury, Risk, Balance sheet and Off-balance sheet for information on our liquidity management.

Our liquidity could be impaired if we were unable to access the capital markets, sell our assets, our liquidity costs increase or as a result of uncertainties regarding the possible discontinuation of benchmark rates

Our ability to borrow on a secured or unsecured basis and the cost of doing so can be affected by increases in interest rates or credit spreads, the availability of credit, regulatory requirements relating to liquidity or the market perceptions of risk relating to us, certain of our counterparties or the banking sector as a whole, including our perceived or actual creditworthiness. An inability to obtain financing in the unsecured long-term or short-term debt capital markets, or to access the secured lending markets, could have a substantial adverse effect on our liquidity. In challenging credit markets our funding costs may increase or we may be unable to raise funds to support or expand our businesses, adversely affecting our results of operations. Following the financial crisis in 2008 and 2009, our costs of liquidity have been significant and we expect to incur ongoing costs as a result of regulatory requirements for increased liquidity. In addition, in July 2017, the FCA, which regulates the London interbank offered rate (LIBOR), announced that the FCA will no longer persuade or compel banks to submit rates for the calculation of the LIBOR benchmark after 2021. As such, it appears highly likely that LIBOR will be discontinued after 2021. Any such developments or future changes in the administration of benchmarks could result in adverse consequences to the return on, value of and market for securities and other instruments whose returns or contractual mechanics are linked to any such benchmark, including those issued by the Group. For example, alternative reference rates may not provide a term structure and may require a change in contractual terms of products currently indexed on terms other than overnight. The replacement of LIBOR or any other benchmark with an alternative reference rate could negatively impact the value of and return on existing securities and other contracts and result in mispricing and additional legal, financial, operational, compliance, reputational or other risks to us, our clients and other market participants. In addition, any transition to alternative reference rates will require changes to our documentation, methodologies, processes, controls, systems and operations, which would result in increased effort and cost.

> Refer to “Potential replacement of interbank offered rates” in II – Operating and financial review – Credit Suisse – Other information for further information.

If we are unable to raise needed funds in the capital markets (including through offerings of equity, debt and regulatory capital securities), we may need to liquidate unencumbered assets to meet our liabilities. In a time of reduced liquidity, we may be unable to sell some of our assets, or we may need to sell assets at depressed prices, which in either case could adversely affect our results of operations and financial condition.

Our businesses rely significantly on our deposit base for funding

Our businesses benefit from short-term funding sources, including primarily demand deposits, inter-bank loans, time deposits and cash bonds. Although deposits have been, over time, a stable source of funding, this may not continue. In that case, our liquidity position could be adversely affected and we might be unable to meet deposit withdrawals on demand or at their contractual maturity, to repay borrowings as they mature or to fund new loans, investments and businesses.

Changes in our ratings may adversely affect our business

Ratings are assigned by rating agencies. They may lower, indicate their intention to lower or withdraw their ratings at any time. The major rating agencies remain focused on the financial services industry, particularly on uncertainties as to whether firms pose systemic risk in a financial or credit crisis, and on such firms’ potential vulnerability to market sentiment and confidence, particularly during periods of severe economic stress. Any downgrades in our ratings could increase our borrowing costs, limit our access to capital markets, increase our cost of capital and adversely affect the ability of our businesses to sell or market their products, engage in business transactions – particularly financing and derivatives transactions – and retain our clients.

Market risk

We may incur significant losses on our trading and investment activities due to market fluctuations and volatility
Although we continued to strive to reduce our balance sheet and made significant progress in implementing our strategy in 2018, we continue to maintain large trading and investment positions and hedges in the debt, currency and equity markets, and in private equity, hedge funds, real estate and other assets. These positions could be adversely affected by volatility in financial and other markets, that is, the degree to which prices fluctuate over a particular period in a particular market, regardless of market
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levels. To the extent that we own assets, or have net long positions, in any of those markets, a downturn in those markets could result in losses from a decline in the value of our net long positions. Conversely, to the extent that we have sold assets that we do not own, or have net short positions, in any of those markets, an upturn in those markets could expose us to potentially significant losses as we attempt to cover our net short positions by acquiring assets in a rising market. Market fluctuations, downturns and volatility can adversely affect the fair value of our positions and our results of operations. Adverse market or economic conditions or trends have caused, and in the future may cause, a significant decline in our net revenues and profitability.

Our businesses and organization are subject to the risk of loss from adverse market conditions and unfavorable economic, monetary, political, legal, regulatory and other developments in the countries in which we operate

As a global financial services company, our businesses are materially affected by conditions in the financial markets, economic conditions generally and other developments in Europe, the US, Asia and elsewhere around the world. The recovery from the economic crisis of 2008 and 2009 continues to be sluggish in several key developed markets. The European sovereign debt crisis as well as US debt levels and the federal budget process have not been permanently resolved. In addition, commodity price volatility and concerns about emerging markets have affected financial markets. Financial market volatility increased significantly during 2018, and several global financial market indices declined sharply in the fourth quarter of 2018. Our financial condition and results of operations could be materially adversely affected if these conditions do not improve, or if they stagnate or worsen. Further, various countries in which we operate or invest have experienced severe economic disruptions particular to that country or region, including extreme currency fluctuations, high inflation, or low or negative growth, among other negative conditions. Concerns about weaknesses in the economic and fiscal condition of certain European countries have continued, especially with regard to how such weaknesses might affect other economies as well as financial institutions (including us) which lent funds to or did business with or in those countries.

Continued concern about European economies, including the refugee crisis and political uncertainty as well as in relation to the UK's withdrawal from the EU, could cause disruptions in market conditions in Europe and around the world. UK Prime Minister Theresa May initiated the two-year process of negotiations for withdrawal from the EU in March 2017, with an anticipated date of withdrawal in 2019 (subject to any transitional arrangements that may be agreed between the EU and the UK). The results of this negotiation and the macroeconomic impact of this decision are difficult to predict and are expected to remain uncertain for a prolonged period. Among the significant global implications of the UK referendum was the increased uncertainty concerning a potentially more persistent and widespread imposition by central banks of negative interest rate policies. We cannot accurately predict the impact of the UK leaving the EU on Credit Suisse and such impact may negatively affect our future results of operations and financial condition. Our legal entities that are organized or operate in the UK could face limitations on providing services or otherwise conducting business in the EU following the UK's withdrawal, which may require us, immediately or following any applicable transitional period, to implement potentially significant changes to our legal entity structure and locations in which we conduct certain operations.

> Refer to "UK-EU relationship" in Regulation and supervision – Recent regulatory developments and proposals – UK for further information.

While the execution of the program evolving the Group's legal entity structure to meet developing and future regulatory requirements has substantially concluded, there remain a number of uncertainties that may affect the feasibility, scope and timing of the intended results relating to the evolution of our legal entity structure. Significant legal and regulatory changes affecting us and our operations may require us to make further changes in our legal structure. The implementation of these changes has required, and may further require, significant time and resources and has increased, and may potentially further increase, operational, capital, funding and tax costs as well as our counterparties' credit risk. The environment of political uncertainty in continental Europe may also affect our business. The popularity of nationalistic sentiments may result in significant shifts in national policy and a decelerated path to further European integration. Similar uncertainties exist regarding the impact of recent and proposed changes in US policies on trade, immigration, climate change and foreign relations. Growing global trade tensions, including between key trading partners such as China, the US and the EU, may be disruptive to global economic growth and may also negatively affect our business.

Economic disruption in other countries, even in countries in which we do not currently conduct business or have operations, could adversely affect our businesses and results. Adverse market and economic conditions continue to create a challenging operating environment for financial services companies. In particular, the impact of interest and currency exchange rates, the risk of geopolitical events, fluctuations in commodity prices and concerns about European stagnation have affected financial markets and the economy. In recent years, the low interest rate environment has adversely affected our net interest income and the value of our trading and non-trading fixed income portfolios. Future changes in interest rates, including increasing interest rates or changes in the current negative short-term interest rates in our home market, could adversely affect our businesses and results. In addition, movements in equity markets have affected the value of our trading and non-trading equity portfolios, while the historical strength of the Swiss franc has adversely affected our revenues and net income. Further, diverging monetary policies among the major economies in which we operate, in particular among the Fed, ECB and SNB, may adversely affect our results.

Such adverse market or economic conditions may reduce the number and size of investment banking transactions in which we provide underwriting, mergers and acquisitions advice or other services and, therefore, may adversely affect our financial

advisory and underwriting fees. Such conditions may adversely affect the types and volumes of securities trades that we execute for customers and may adversely affect the net revenues we receive from commissions and spreads. In addition, several of our businesses engage in transactions with, or trade in obligations of, governmental entities, including supranational, national, state, provincial, municipal and local authorities. These activities can expose us to enhanced sovereign, credit-related, operational and reputational risks, including the risks that a governmental entity may default on or restructure its obligations or may claim that actions taken by government officials were beyond the legal authority of those officials, which could adversely affect our financial condition and results of operations.
Unfavorable market and economic conditions have affected our businesses over the last years, including the low interest rate environment, continued cautious investor behavior and changes in market structure. These negative factors have been reflected in lower commissions and fees from our client-flow sales and trading and asset management activities, including commissions and fees that are based on the value of our clients' portfolios. Investment performance that is below that of competitors or asset management benchmarks could result in a decline in assets under management and related fees and make it harder to attract new clients. There has been a fundamental shift in client demand away from more complex products and significant client deleveraging, and our results of operations related to private banking and asset management activities have been and could continue to be adversely affected as long as this continues.
Adverse market or economic conditions have also negatively affected our private equity investments and may negatively affect them in the future since, if a private equity investment substantially declines in value, we may not receive any increased share of the income and gains from such investment (to which we are entitled in certain cases when the return on such investment exceeds certain threshold returns), may be obligated to return to investors previously received excess carried interest payments and may lose our pro rata share of the capital invested. In addition, it could become more difficult to dispose of the investment as even investments that are performing well may prove difficult to exit.
In addition to the macroeconomic factors discussed above, other events beyond our control, including terrorist attacks, cyber attacks, military conflicts, economic or political sanctions, disease pandemics, political unrest or natural disasters, could have a material adverse effect on economic and market conditions, market volatility and financial activity, with a potential related effect on our businesses and results.
We may incur significant losses in the real estate sector
We finance and acquire principal positions in a number of real estate and real estate-related products, primarily for clients, and originate loans secured by commercial and residential properties. As of December 31, 2018, our real estate loans as reported to the SNB totaled approximately CHF 146 billion. We also securitize and trade in commercial and residential real estate and real estate-related whole loans, mortgages and other real estate and commercial assets and products, including CMBS and RMBS. Our real estate-related businesses and risk exposures could be adversely affected by any downturn in real estate markets, other sectors and the economy as a whole. In particular, the risk of potential price corrections in the real estate market in certain areas of Switzerland could have a material adverse effect on our real estate-related businesses.
Holding large and concentrated positions may expose us to large losses
Concentrations of risk could increase losses, given that we have sizeable loans to, and securities holdings in, certain customers, industries or countries. Decreasing economic growth in any sector in which we make significant commitments, for example, through underwriting, lending or advisory services, could also negatively affect our net revenues.
We have significant risk concentration in the financial services industry as a result of the large volume of transactions we routinely conduct with broker-dealers, banks, funds and other financial institutions, and in the ordinary conduct of our business we may be subject to risk concentration with a particular counterparty. We, like other financial institutions, continue to adapt our practices and operations in consultation with our regulators to better address an evolving understanding of our exposure to, and management of, systemic risk and risk concentration to financial institutions. Regulators continue to focus on these risks, and there are numerous new regulations and government proposals, and significant ongoing regulatory uncertainty, about how best to address them. There can be no assurance that the changes in our industry, operations, practices and regulation will be effective in managing this risk.
> Refer to "Regulation and supervision" for further information.

Risk concentration may cause us to suffer losses even when economic and market conditions are generally favorable for others in our industry.

Our hedging strategies may not prevent losses

If any of the variety of instruments and strategies we use to hedge our exposure to various types of risk in our businesses is not effective, we may incur losses. We may be unable to purchase hedges or be only partially hedged, or our hedging strategies may not be fully effective in mitigating our risk exposure in all market environments or against all types of risk.

Market risk may increase the other risks that we face

In addition to the potentially adverse effects on our businesses described above, market risk could exacerbate the other risks that we face. For example, if we were to incur substantial trading losses, our need for liquidity could rise sharply while our access to liquidity could be impaired. In conjunction with another market downturn, our customers and counterparties could also incur substantial losses of their own, thereby weakening their financial condition and increasing our credit and counterparty risk exposure to them.

Credit risk

We may suffer significant losses from our credit exposures

Our businesses are subject to the fundamental risk that borrowers and other counterparties will be unable to perform their obligations. Our credit exposures exist across a wide range of transactions that we engage in with a large number of clients and counterparties, including lending relationships, commitments and letters of credit, as well as derivative, currency exchange and other transactions. Our exposure to credit risk can be exacerbated by adverse economic or market trends, as well as increased volatility in relevant markets or instruments. In addition, disruptions in the liquidity or transparency of the financial markets may result in our inability to sell, syndicate or realize the value of our positions, thereby leading to increased concentrations. Any inability to reduce these positions may not only increase the market and credit risks associated with such positions, but also increase the level of risk-weighted assets on our balance sheet, thereby increasing our capital requirements, all of which could adversely affect our businesses.

> Refer to "Credit risk" in III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management – Risk coverage and management for information on management of credit risk.

Our regular review of the creditworthiness of clients and counterparties for credit losses does not depend on the accounting treatment of the asset or commitment. Changes in creditworthiness of loans and loan commitments that are fair valued are reflected in trading revenues.

Management's determination of the provision for loan losses is subject to significant judgment. Our banking businesses may need to increase their provisions for loan losses or may record losses in excess of the previously determined provisions if our original estimates of loss prove inadequate, which could have a material adverse effect on our results of operations.

> Refer to "Credit risk" in III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management – Risk coverage and management and "Note 1 – Summary of significant accounting policies", "Note 9 – Provision for credit losses" and "Note 19 – Loans, allowance for loan losses and credit quality" in VI – Consolidated financial statements – Credit Suisse Group for information on provisions for loan losses and related risk mitigation.

Under certain circumstances, we may assume long-term credit risk, extend credit against illiquid collateral and price derivative instruments aggressively based on the credit risks that we take. As a result of these risks, our capital and liquidity requirements may continue to increase.

Defaults by one or more large financial institutions could adversely affect financial markets generally and us specifically

Concerns or even rumors about or a default by one institution could lead to significant liquidity problems, losses or defaults by other institutions because the commercial soundness of many financial institutions may be closely related as a result of credit, trading, clearing or other relationships between institutions. This risk is sometimes referred to as systemic risk. Concerns about defaults by and failures of many financial institutions, particularly those in or with significant exposure to the eurozone, continued in 2018 and could continue to lead to losses or defaults by financial institutions and financial intermediaries with which we interact on a daily basis, such as clearing agencies, clearing houses, banks, securities firms and exchanges. Our credit risk exposure will also increase if the collateral we hold cannot be realized or can only be liquidated at prices insufficient to cover the full amount of exposure.

The information that we use to manage our credit risk may be inaccurate or incomplete

Although we regularly review our credit exposure to specific clients and counterparties and to specific industries, countries and regions that we believe may present credit concerns, default risk may arise from events or circumstances that are difficult to foresee or detect, such as fraud. We may also lack correct and complete information with respect to the credit or trading risks of a counterparty or risk associated with specific industries, countries and regions or misinterpret such information that is received or otherwise incorrectly assess a given risk situation. Additionally, there can be no assurance that measures instituted to manage such risk will be effective in all instances.

Risks relating to our strategy

We may not achieve all of the expected benefits of our strategic initiatives

In October 2015, we announced a comprehensive new strategic direction, structure and organization of the Group, which we updated in 2016, 2017 and 2018. Our ability to implement our strategic direction, structure and organization is based on a number of key assumptions regarding the future economic environment, the economic growth of certain geographic regions, the regulatory landscape, our ability to meet certain financial goals and targets, anticipated interest rates and central bank action, among other things. If any of these assumptions (including but not limited to our ability to meet certain financial goals and targets) prove inaccurate in whole or in part, our ability to achieve some or all of the expected benefits of this strategy could be limited, including our ability to meet our stated financial goals and targets and retain key employees. Factors beyond our control, including but not limited to market and economic conditions, changes in laws, rules or regulations, including the application of regulations to be issued by the US Internal Revenue Service related to BEAT, execution risk related to the implementation of our strategy and other challenges and risk factors discussed in this report, could limit our ability to achieve some or all of the expected benefits of this strategy. If we are unable to implement our strategy successfully in whole or in part or should the components of the strategy that are implemented fail to produce the expected benefits, our financial results and our share price may be materially and adversely affected.

> Refer to “Strategy” for further information on our strategic direction.

Additionally, part of our strategy involves a change in focus within certain areas of our business, which may have unanticipated negative effects in other areas of the business and may result in an adverse effect on our business as a whole.

The implementation of our strategy may increase our exposure to certain risks, including but not limited to credit risks, market risks, operational risks and regulatory risks. We also seek to achieve certain financial goals and targets, for example in relation to return on tangible equity, which may or may not be successful. There is no guarantee that we will be able to achieve these goals and targets in the form described or at all. Finally, changes to the organizational structure of our business, as well as changes in personnel and management, may lead to temporary instability of our operations.

In addition, acquisitions and other similar transactions we undertake subject us to certain risks. Even though we review the records of companies we plan to acquire, it is generally not feasible for us to review all such records in detail. Even an in-depth review of records may not reveal existing or potential problems or permit us to become familiar enough with a business to assess fully its capabilities and deficiencies. As a result, we may assume unanticipated liabilities (including legal and compliance issues), or an acquired business may not perform as well as expected. We also face the risk that we will not be able to integrate acquisitions into our existing operations effectively as a result of, among other things, differing procedures, business practices and technology systems, as well as difficulties in adapting an acquired company into our organizational structure. We face the risk that the returns on acquisitions will not support the expenditures or indebtedness incurred to acquire such businesses or the capital expenditures needed to develop such businesses. We also face the risk that unsuccessful acquisitions will ultimately result in our having to write down or write off any goodwill associated with such transactions. We continue to have a significant amount of goodwill relating to our acquisition of Donaldson, Lufkin & Jenrette Inc. and other transactions recorded on our balance sheet that could result in additional goodwill impairment charges.

We may also seek to engage in new joint ventures (within the Group and with external parties) and strategic alliances. Although we endeavor to identify appropriate partners, our joint venture efforts may prove unsuccessful or may not justify our investment and other commitments.

Risks from estimates and valuations

We make estimates and valuations that affect our reported results, including measuring the fair value of certain assets and liabilities, establishing provisions for contingencies and losses for loans, litigation and regulatory proceedings, accounting for goodwill and intangible asset impairments, evaluating our ability to realize deferred tax assets, valuing equity-based compensation awards, modeling our risk exposure and calculating expenses and liabilities associated with our pension plans. These estimates are based upon judgment and available information, and our actual results may differ materially from these estimates.

> Refer to “Critical accounting estimates” in II – Operating and financial review and “Note 1 – Summary of significant accounting policies” in VI – Consolidated financial statements – Credit Suisse Group for information on these estimates and valuations.

Our estimates and valuations rely on models and processes to predict economic conditions and market or other events that might affect the ability of counterparties to perform their obligations to us or impact the value of assets. To the extent our models and processes become less predictive due to unforeseen market conditions, illiquidity or volatility, our ability to make accurate estimates and valuations could be adversely affected.

Risks relating to off-balance sheet entities

We enter into transactions with special purpose entities (SPEs) in our normal course of business, and certain SPEs with which we transact business are not consolidated and their assets and liabilities are off-balance sheet. We may have to exercise significant management judgment in applying relevant accounting consolidation standards, either initially or after the occurrence of certain events that may require us to reassess whether consolidation is required. Accounting standards relating to consolidation, and their interpretation, have changed and may continue to change. If we are required to consolidate an SPE, its assets and liabilities would be recorded on our consolidated balance sheets and we would recognize related gains and losses in our consolidated statements of operations, and this could have an adverse impact on our results of operations and capital and leverage ratios.

> Refer to “Off-balance sheet” in III – Treasury, Risk, Balance sheet and Off-balance sheet – Balance sheet and off-balance sheet for information on our transactions with and commitments to SPEs.

Country and currency exchange risk

Country risks may increase market and credit risks we face

Country, regional and political risks are components of market and credit risk. Financial markets and economic conditions generally have been and may in the future be materially affected by such risks. Economic or political pressures in a country or region, including those arising from local market disruptions, currency crises, monetary controls or other factors, may adversely affect the ability of clients or counterparties located in that country or region to obtain foreign currency or credit and, therefore, to perform their obligations to us, which in turn may have an adverse impact on our results of operations.

We may face significant losses in emerging markets

An element of our strategy is to scale up our private banking businesses in emerging market countries. Our implementation of that strategy will necessarily increase our existing exposure to economic instability in those countries. We monitor these risks, seek diversity in the sectors in which we invest and emphasize client-driven business. Our efforts at limiting emerging market risk, however, may not always succeed. In addition, various emerging market countries, such as Brazil during 2017 and 2018, have experienced and may continue to experience severe economic, financial and political disruptions or slower economic growth than in prior years. In addition, sanctions have been imposed on certain individuals and companies in Russia and further sanctions are possible. The possible effects of any such disruptions may include an adverse impact on our businesses and increased volatility in financial markets generally.

Currency fluctuations may adversely affect our results of operations

We are exposed to risk from fluctuations in exchange rates for currencies, particularly the US dollar. In particular, a substantial portion of our assets and liabilities are denominated in currencies other than the Swiss franc, which is the primary currency of our financial reporting. Our capital is also stated in Swiss francs, and we do not fully hedge our capital position against changes in currency exchange rates. The Swiss franc weakened slightly against the US dollar and strengthened against the euro in 2018.

As we incur a significant part of our expenses in Swiss francs while we generate a large proportion of our revenues in other currencies, our earnings are sensitive to changes in the exchange rates between the Swiss franc and other major currencies. Although we have implemented a number of measures designed to offset the impact of exchange rate fluctuations on our results of operations, the appreciation of the Swiss franc in particular and exchange rate volatility in general have had an adverse impact on our results of operations and capital position in recent years and may have such an effect in the future.

Operational risk

We are exposed to a wide variety of operational risks, including cybersecurity and other information technology risks

Operational risk is the risk of financial loss arising from inadequate or failed internal processes, people or systems or from external events. In general, although we have business continuity plans, our businesses face a wide variety of operational risks, including technology risk that stems from dependencies on information technology, third-party suppliers and the telecommunications infrastructure as well as from the interconnectivity of multiple financial institutions with central agents, exchanges and clearing houses. As a global financial services company, we rely heavily on our financial, accounting and other data processing systems, which are varied and complex. Our business depends on our ability to process a large volume of diverse and complex transactions, including derivatives transactions, which have increased in volume and complexity. We are exposed to operational risk arising from errors made in the execution, confirmation or settlement of transactions or from transactions not being properly recorded or accounted for. Cybersecurity and other information technology risks for financial institutions have significantly increased in recent years. Regulatory requirements in these areas have increased and are expected to increase further. Information security, data confidentiality and integrity are of critical importance to our businesses. Despite our wide array of security measures to protect the confidentiality, integrity and availability of our systems and information, it is not always possible to anticipate the evolving threat landscape and mitigate all risks to our systems and information. We could also be affected by risks to the systems and information of clients, vendors, service providers, counterparties and other third parties. In addition, we may introduce new products or services or change processes, resulting in new operational risk that we may not fully appreciate or identify.

These threats may derive from human error, fraud or malice, or may result from accidental technological failure. There may also be attempts to fraudulently induce employees, clients, third parties or other users of our systems to disclose sensitive information in order to gain access to our data or that of our clients.

A cyber attack, information or security breach or technology failure may result in operational issues, the infiltration of payment systems or the unauthorized release, gathering, monitoring, misuse, loss or destruction of confidential, proprietary and other information relating to Credit Suisse, our clients, vendors, service providers, counterparties or other third parties. Given our global footprint and the high volume of transactions we process, the large number of clients, partners and counterparties with which we do business, our growing use of digital, mobile and internet-based services, and the increasing frequency, sophistication and evolving nature of cyber attacks, a cyber attack, information or security breach or technology failure may occur without detection for an extended period of time. In addition, we expect that any investigation of a cyber attack, information or security breach or technology failure will be inherently unpredictable and it may take time before any investigation is complete. During such time, we may not know the extent of the harm or how best to remediate it and certain errors or actions may be repeated or compounded before they are discovered and rectified, all or any of which would further increase the costs and consequences of a cyber attack, information or security breach or technology failure.

If any of our systems do not operate properly or are compromised as a result of cyber attacks, information or security breaches, technology failures, unauthorized access, loss or destruction of data, unavailability of service, computer viruses or other events that could have an adverse security impact, we could be subject to litigation or suffer financial loss not covered by insurance, a disruption of our businesses, liability to our clients, damage to relationships with our vendors, regulatory intervention or reputational damage. Any such event could also require us to expend significant additional resources to modify our protective measures or to investigate and remediate vulnerabilities or other exposures. We may also be required to expend resources to comply with new and increasingly expansive regulatory requirements related to cybersecurity.

We may suffer losses due to employee misconduct

Our businesses are exposed to risk from potential non-compliance with policies or regulations, employee misconduct or negligence and fraud, which could result in civil or criminal investigations and charges, regulatory sanctions and serious reputational or financial harm. In recent years, a number of multinational financial institutions have suffered material losses due to, for example, the actions of traders performing unauthorized trades or other employee misconduct. It is not always possible to deter employee misconduct and the precautions we take to prevent and detect this activity may not always be effective.

Risk management

We have risk management procedures and policies designed to manage our risk. These techniques and policies, however, may not always be effective, particularly in highly volatile markets. We continue to adapt our risk management techniques, in particular value-at-risk and economic capital, which rely on historical data, to reflect changes in the financial and credit markets. No risk management procedures can anticipate every market development or event, and our risk management procedures and hedging strategies, and the judgments behind them, may not fully mitigate our risk exposure in all markets or against all types of risk.

> Refer to “Risk management” in III – Treasury, Risk, Balance sheet and Off-balance sheet for information on our risk management.

Legal and regulatory risks

Our exposure to legal liability is significant

We face significant legal risks in our businesses, and the volume and amount of damages claimed in litigation, regulatory proceedings and other adversarial proceedings against financial services firms continue to increase in many of the principal markets in which we operate.

We and our subsidiaries are subject to a number of material legal proceedings, regulatory actions and investigations, and an adverse result in one or more of these proceedings could have a material adverse effect on our operating results for any particular period, depending, in part, upon our results for such period.

> Refer to “Note 39 – Litigation” in VI – Consolidated financial statements – Credit Suisse Group for information relating to these and other legal and regulatory proceedings involving our investment banking and other businesses.

It is inherently difficult to predict the outcome of many of the legal, regulatory and other adversarial proceedings involving our businesses, particularly those cases in which the matters are brought on behalf of various classes of claimants, seek damages of unspecified or indeterminate amounts or involve novel legal claims. Management is required to establish, increase or release reserves for losses that are probable and reasonably estimable in connection with these matters, all of which requires significant judgment.

> Refer to “Critical accounting estimates” in II – Operating and financial review and “Note 1 – Summary of significant accounting policies” in VI – Consolidated financial statements – Credit Suisse Group for more information.

Regulatory changes may adversely affect our business and ability to execute our strategic plans

As a participant in the financial services industry, we are subject to extensive regulation by governmental agencies, supervisory authorities and self-regulatory organizations in Switzerland, the EU, the UK, the US and other jurisdictions in which we operate around the world. Such regulation is increasingly more extensive and complex and, in recent years, costs related to our compliance with these requirements and the penalties and fines sought and imposed on the financial services industry by regulatory authorities have all increased significantly and may increase further. Moreover, a number of these requirements are currently being finalized and their regulatory burden may further increase in the future. For example, the Basel III reforms are still being finalized and implemented and/or phased-in, as applicable, and new gone concern requirements may be introduced for Credit Suisse AG. These regulations often serve to limit our activities, including through the application of increased or enhanced capital, leverage and liquidity requirements, the addition of capital surcharges for risks related to operational, litigation, regulatory and similar matters, customer protection and market conduct regulations and direct or indirect restrictions on the businesses in which we may operate or invest. Such limitations can have a negative effect on our business and our ability to implement strategic initiatives. To the extent we are required to divest certain businesses, we could incur losses, as we may be forced to sell such businesses at a discount, which in certain instances could be substantial, as a

result of both the constrained timing of such sales and the possibility that other financial institutions are liquidating similar investments at the same time.
Since 2008, regulators and governments have focused on the reform of the financial services industry, including enhanced capital, leverage and liquidity requirements, changes in compensation practices (including tax levies) and measures to address systemic risk, including ring-fencing certain activities and operations within specific legal entities. We are already subject to extensive regulation in many areas of our business and expect to face increased regulation and regulatory scrutiny and enforcement. These various regulations and requirements could require us to reduce assets held in certain subsidiaries or inject capital or other funds into or otherwise change our operations or the structure of our subsidiaries and the Group. We expect such increased regulation to continue to increase our costs, including, but not limited to, costs related to compliance, systems and operations, as well as affect our ability to conduct certain types of business, which could adversely affect our profitability and competitive position. Variations in the details and implementation of such regulations

may further negatively affect us, as certain requirements currently are not expected to apply equally to all of our competitors or to be implemented uniformly across jurisdictions.
For example, the additional requirements related to minimum regulatory capital, leverage ratios and liquidity measures imposed by Basel III, as implemented in Switzerland, together with more stringent requirements imposed by the Swiss legislation, and the related implementing ordinances and actions by our regulators, have contributed to our decision to reduce risk-weighted assets and the size of our balance sheet, and could potentially impact our access to capital markets and increase our funding costs. In addition, the ongoing implementation in the US of the provisions of the Dodd-Frank Act, including the "Volcker Rule", derivatives regulation, and other regulatory developments described in "Regulation and supervision", have imposed, and will continue to impose, new regulatory burdens on certain of our operations. These requirements have contributed to our decision to exit certain businesses (including a number of our private equity businesses) and may lead us to exit other businesses. Recent CFTC, SEC and Fed rules and proposals have materially increased, or could in the future materially increase, the operating costs, including margin requirements, compliance, information technology and related costs, associated with our derivatives businesses with US persons, while at the same time making it more difficult for us to transact derivatives business outside the US. Further, in 2014, the Fed adopted a final rule under the Dodd-Frank Act that created a new framework for regulation of the US operations of foreign banking organizations such as ours. Certain aspects of the framework are still to be implemented. Implementation is expected to continue to result in our incurring additional costs and to affect the way we conduct our business in the US, including through our US IHC. Certain of these proposals are not final or may be subject to further modification or changes, and the ultimate impact of any final requirements cannot be predicted at this time. Further, already enacted and possible future cross-border tax regulation with extraterritorial effect, such as FATCA, and other bilateral or multilateral tax treaties and agreements on the automatic exchange of information in tax matters, impose detailed reporting obligations and increased compliance and systems-related costs on our businesses. In addition, the US tax reform enacted on December 22, 2017 introduced substantial changes to the US tax system, including the lowering of the corporate tax rate and the introduction of BEAT. Additionally, implementation of CRD IV, MiFID II and MiFIR and their Swiss counterpart, the Federal Financial Services Act (FFSA), and other reforms may negatively affect our business activities. Whether or not the FFSA, together with supporting or implementing laws and regulations, will be deemed equivalent to MiFID II is uncertain. Swiss banks, including us, may accordingly be limited from participating in businesses regulated by such laws. Finally, we expect that TLAC requirements, which took effect on January 1, 2019 in Switzerland and the US, as well as in the UK, and are being finalized in many other jurisdictions, including the EU, as well as new requirements and rules with respect to the internal total loss-absorbing capacity of G-SIBs and their operating entities (iTLAC), may increase our cost of funding and restrict our ability to deploy capital and liquidity on a global basis as needed when they are implemented.
Further, following the formal notification by the UK of its decision to leave the EU, negotiations have been carried out on the withdrawal agreement and the final outcome remains uncertain. Negotiations include the renegotiation, either during a transitional period or more permanently, of a number of regulatory and other arrangements between the EU and the UK that could directly impact our business. Adverse changes to any of these arrangements, and even uncertainty over potential changes during the remaining period of negotiation, could potentially impact our results.
> Refer to "UK-EU relationship" in Regulation and supervision – Recent regulatory developments and proposals – UK for further information.
In addition, there have been frequent and complex changes in sanction regimes imposed on countries, entities and individuals in recent years. As a result, our costs of monitoring and complying with sanctions requirements have increased, and there is an increased risk that we will not timely identify prohibited activity.
We expect the financial services industry and its members, including us, to continue to be affected by the significant uncertainty over the scope and content of regulatory reform in 2019 and beyond. The uncertainty about the future US regulatory agenda, which includes a variety of proposals to change existing regulations or the approach to regulation of the financial industry and potential changes in regulation following a UK withdrawal from the EU and the results of national elections in Europe may result in significant changes in the regulatory direction and policies applicable to us. Changes in laws, rules or regulations, or in their interpretation or enforcement, or the implementation of new laws, rules or regulations, may adversely affect our results of operations.
Despite our best efforts to comply with applicable regulations, a number of risks remain, particularly in areas where applicable regulations may be unclear or inconsistent among jurisdictions or where regulators or international bodies,

organizations or unions revise their previous guidance or courts overturn previous rulings. Additionally, authorities in many jurisdictions have the power to bring administrative or judicial proceedings against us, which could result in, among other things, suspension or revocation of our licenses, cease and desist orders, fines, civil penalties, criminal penalties or other disciplinary action which could materially adversely affect our results of operations and seriously harm our reputation.

> Refer to “Regulation and supervision” for a description of our regulatory regime and a summary of some of the significant regulatory and government reform proposals affecting the financial services industry as well as to “Liquidity and funding management” and “Capital management” in III – Treasury, Risk, Balance sheet and Off-balance sheet for information regarding our current regulatory framework and expected changes to this framework affecting capital and liquidity standards.

Swiss resolution proceedings and resolution planning requirements may affect our shareholders and creditors

Pursuant to Swiss banking laws, FINMA has broad powers and discretion in the case of resolution proceedings with respect to a Swiss bank, such as Credit Suisse AG or Credit Suisse (Schweiz) AG, and to a Swiss parent company of a financial group, such as Credit Suisse Group AG. These broad powers include the power to open restructuring proceedings with respect to Credit Suisse AG, Credit Suisse (Schweiz) AG or Credit Suisse Group AG and, in connection therewith, cancel the outstanding equity of the entity subject to such proceedings, convert such entity's debt instruments and other liabilities into equity and/or cancel such debt instruments and other liabilities, in each case, in whole or in part, and stay (for a maximum of two business days) certain rights under contracts to which such entity is a party, as well as the power to order protective measures, including the deferment of payments, and institute liquidation proceedings with respect to Credit Suisse AG, Credit Suisse (Schweiz) AG or Credit Suisse Group AG. The scope of such powers and discretion and the legal mechanisms that would be utilized are subject to development and interpretation.

We are currently subject to resolution planning requirements in Switzerland, the US and the UK and may face similar requirements in other jurisdictions. If a resolution plan is determined by the relevant authority to be inadequate, relevant regulations may allow the authority to place limitations on the scope or size of our business in that jurisdiction, require us to hold higher amounts of capital or liquidity, require us to divest assets or subsidiaries or to change our legal structure or business to remove the relevant impediments to resolution.

> Refer to "Recent regulatory developments and proposals – Switzerland" and "Regulatory framework – Switzerland – Resolution regime" in Regulation and supervision for a description of the current resolution regime under Swiss banking laws as it applies to Credit Suisse AG, Credit Suisse (Schweiz) AG and Credit Suisse Group AG.

Any conversion of our convertible capital instruments would dilute the ownership interests of existing shareholders

Under Swiss regulatory capital rules, we are required to issue a significant amount of contingent capital instruments, certain of which would convert into common equity upon the occurrence of specified triggering events, including our CET1 ratio falling below prescribed thresholds (7% in the case of high-trigger instruments), or a determination by FINMA that conversion is necessary, or that we require extraordinary public sector capital support, to prevent us from becoming insolvent. As of December 31, 2018, we had 2,550.6 million common shares outstanding and we had issued in the aggregate an equivalent of CHF 1.5 billion in principal amount of such contingent convertible capital instruments, and we may issue more such contingent convertible capital instruments in the future. The conversion of some or all of our contingent convertible capital instruments due to the occurrence of any of such triggering events would result in the dilution of the ownership interests of our then existing shareholders, which dilution could be substantial. Additionally, any conversion, or the anticipation of the possibility of a conversion, could depress the market price of our ordinary shares.

> Refer to "Contingent convertible capital instruments" in III – Treasury, Risk, Balance sheet and Off-balance sheet – Capital management – Capital instruments for more information on the triggering events related to our contingent convertible capital instruments.

Changes in monetary policy are beyond our control and difficult to predict

We are affected by the monetary policies adopted by the central banks and regulatory authorities of Switzerland, the US and other countries. The actions of the SNB and other central banking authorities directly impact our cost of funds for lending, capital raising and investment activities and may impact the value of financial instruments we hold and the competitive and operating environment for the financial services industry. Many central banks, including the Fed, have implemented significant changes to their monetary policy or have experienced significant changes in their management and may implement or experience further changes. We cannot predict whether these changes will have a material adverse effect on us or our operations. In addition, changes in monetary policy may affect the credit quality of our customers. Any changes in monetary policy are beyond our control and difficult to predict.

Legal restrictions on our clients may reduce the demand for our services

We may be materially affected not only by regulations applicable to us as a financial services company, but also by regulations and changes in enforcement practices applicable to our clients. Our business could be affected by, among other things, existing and proposed tax legislation, antitrust and competition policies, corporate governance initiatives and other governmental regulations and policies, and changes in the interpretation or enforcement of existing laws and rules that affect business and the financial markets. For example, focus on tax compliance and changes in enforcement practices could lead to further asset outflows from our private banking businesses.

Competition

We face intense competition

We face intense competition in all financial services markets and for the products and services we offer. Consolidation through mergers, acquisitions, alliances and cooperation, including as a result of financial distress, has increased competitive pressures. Competition is based on many factors, including the products and services offered, pricing, distribution systems, customer service, brand recognition, perceived financial strength and the willingness to use capital to serve client needs. Consolidation has created a number of firms that, like us, have the ability to offer a wide range of products, from loans and deposit-taking to brokerage, investment banking and asset management services. Some of these firms may be able to offer a broader range of products than we do, or offer such products at more competitive prices. Current market conditions have resulted in significant changes in the competitive landscape in our industry as many institutions have merged, altered the scope of their business, declared bankruptcy, received government assistance or changed their regulatory status, which will affect how they conduct their business. In addition, current market conditions have had a fundamental impact on client demand for products and services. Some new competitors in the financial technology sector have sought to target existing segments of our businesses that could be susceptible to disruption by innovative or less regulated business models. Emerging technology may also result in further competition in the markets in which we operate. We can give no assurance that our results of operations will not be adversely affected.

Our competitive position could be harmed if our reputation is damaged

In the highly competitive environment arising from globalization and convergence in the financial services industry, a reputation for financial strength and integrity is critical to our performance, including our ability to attract and retain clients and employees. Our reputation could be harmed if our comprehensive procedures and controls fail, or appear to fail, to address conflicts of interest, prevent employee misconduct, produce materially accurate and complete financial and other information or prevent adverse legal or regulatory actions.

> Refer to “Reputational risk” in III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management – Risk coverage and management for more information.

We must recruit and retain highly skilled employees

Our performance is largely dependent on the talents and efforts of highly skilled individuals. Competition for qualified employees is intense. We have devoted considerable resources to recruiting, training and compensating employees. Our continued ability to compete effectively in our businesses depends on our ability to attract new employees and to retain and motivate our existing employees. The continued public focus on compensation practices in the financial services industry, and related regulatory changes, may have an adverse impact on our ability to attract and retain highly skilled employees. In particular, limits on the amount and form of executive compensation imposed by regulatory initiatives, including the Swiss Ordinance Against Excessive Compensation with respect to Listed Stock Corporations (Compensation Ordinance) in Switzerland and the implementation of CRD IV in the UK, could potentially have an adverse impact on our ability to retain certain of our most highly skilled employees and hire new qualified employees in certain businesses.

We face competition from new trading technologies

Our businesses face competitive challenges from new trading technologies, including trends towards direct access to automated and electronic markets, and the move to more automated trading platforms. Such technologies and trends may adversely affect our commission and trading revenues, exclude our businesses from certain transaction flows, reduce our participation in the trading markets and the associated access to market information and lead to the creation of new and stronger competitors. We have made, and may continue to be required to make, significant additional expenditures to develop and support new trading systems or otherwise invest in technology to maintain our competitive position.

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Operating environment

Global economic growth decelerated in 2018 as the year progressed. Global equity markets depreciated in the final quarter and ended the year lower and equity market volatility increased significantly. The US dollar outperformed against major currencies in 2018.

Economic environment

Global economic growth was strong at the start of 2018, but falling business surveys and weaker manufacturing data across a range of countries showed decelerating growth as the year progressed. The US economy outperformed the rest of the world, with growth supported by fiscal stimulus and strong private sector income. US core inflation remained close to its 2% target. In the eurozone, economic momentum slowed significantly and core inflation remained subdued. Chinese economic data suggested weaker domestic demand, particularly in the fourth quarter of 2018, despite policy stimulus measures implemented throughout the year. In a number of emerging economies, tighter financial conditions, trade tensions and domestic political turbulence caused growth to slow.

Global monetary policy tightened in 2018. The US Federal Reserve (Fed) raised the target range for the federal funds rate by 25 basis points in every quarter of 2018, finishing the year at 2.25-2.5%. The European Central Bank (ECB) ended its asset purchase program, but left interest rates unchanged. The Swiss National Bank (SNB) kept policy rates unchanged. Elsewhere in developed markets, the Bank of Canada, the Bank of England, and the central banks of Sweden and Norway all raised policy rates in 2018. In emerging markets, a growing number of central banks tightened monetary policy, including in Mexico and South Korea. Brazil was the exception as rates ended the year at a lower level than where they started.

Global equities corrected significantly in the fourth quarter of 2018 on mounting economic growth concerns, finishing 2018 in negative territory and reversing the gains made in the first nine months of the year. Despite strong earnings in the US, global equities lost more than 7% in 2018 as trade tensions and other political uncertainties led to significant declines from previously elevated valuation levels. Among regions, US and Australian equities outperformed, while European, Japanese, and emerging market equities lagged significantly (refer to the charts under “Equity markets”). Among sectors, healthcare was the top performer and the only sector with positive returns. Financials, materials, energy, and industrials were the bottom performers in 2018 as weaker global economic momentum, a flatter US Treasury yield curve, declining commodity prices and political risks weighed on these sectors. Equity market volatility, as measured by the Chicago Board Options Exchange Market Volatility Index (VIX), trended higher in 2018 reversing last year’s historically low levels. The Credit Suisse Hedge Fund Index declined 3% in 2018.

In fixed income, US dollar rates ended the year higher given the monetary tightening by the Fed during 2018. In the fourth quarter of 2018, the USD yield curve began to partially invert as a result of a more cautious outlook on economic growth (refer to the charts under “Yield curves”). For the euro, yields generally decreased and for the Swiss franc, the yield curve steepened. For global fixed income investment grade bonds (including both government and credit), the year ended with a positive performance of approximately 1.5% in US dollar hedged terms. In credits, spreads generally widened from the historically tight level at the beginning of the year (refer to the charts under “Credit spreads”). Emerging market bonds and convertible bonds were the weakest fixed income segments in 2018.

Among major currencies, the US dollar was one of the strongest currencies in 2018. It appreciated from weak levels at the beginning of 2018, and benefited from the continued tightening of US monetary policy and from global risk aversion. The euro depreciated, despite the tapering of quantitative easing by the ECB, as economic momentum slowed and political risks weighed on the currency, particularly following the Italian elections. The Swiss franc also depreciated against the US dollar over the year, but appreciated against the euro as economic and political risks in the eurozone dominated for large parts of the year. The British pound was particularly under pressure in 2018, as uncertainty around the process of the UK withdrawal from the EU led to a deterioration in market sentiment and an increase in volatility. Most emerging market currencies weakened significantly against the US dollar in 2018, particularly the Argentine peso and the Turkish lira. The Russian ruble, the Brazilian real and the South African rand also weakened. The Mexican peso, however, held up relatively well against the US dollar in 2018.

The Credit Suisse Commodities Benchmark ended the year with a negative return of more than 11%, after substantial gains at the beginning of 2018. Energy saw the most pronounced reversal as the sector changed from being the clear outperformer up until the end of the third quarter of 2018 to being among the worst performing segments in the fourth quarter of 2018 after oil and gas prices plunged. Demand concerns and a stronger than expected supply contributed to this weakness. Only industrial metals, which are particularly sensitive to growth and trade policies, fared worse on a full-year comparison. Precious metals were also down for the year amid a strong US dollar. Agricultural prices also declined.

Market volumes (growth in % year on year)

2018	Global	Europe
Equity trading volume [1]	9	5
Announced mergers and acquisitions [2]	19	31
Completed mergers and acquisitions [2]	13	22
Equity underwriting [2]	(14)	(34)
Debt underwriting [2]	(17)	(7)
Syndicated lending – investment grade [2]	31	–

1
London Stock Exchange, Borsa Italiana, Deutsche Börse and BME. Global also includes ICE and NASDAQ.

2
Dealogic.

Sector environment

World bank stocks had a difficult year and underperformed global equity markets in 2018. European bank stocks underperformed world bank stocks in particular in the second and third quarter of 2018. At the end of 2018, world bank stocks traded more than 17% lower compared to 2017 (refer to the charts under "Equity markets").

In private banking, the industry has experienced a long-term fundamental growth trend fueled by economic growth and a generally supportive investment environment despite a market correction led by equity markets in the fourth quarter of 2018. Against these supportive market trends, challenges included political instability, worry over the threat from greater protectionism among the largest trade partners and the uncertainty over the impact of central banks' withdrawal from a policy of quantitative easing. In addition, the private banking sector continued to face pressure as it adapts to structural and regulatory changes while pursuing new opportunities and efficiencies arising from digital technology.

In investment banking, global equity trading volumes increased 9% compared to 2017. Global announced mergers & acquisitions (M&A) volumes increased 19% and announced M&A in Europe increased 31%. Global completed M&A volumes increased 13%. In Europe, completed M&A volumes increased 22%. Global equity underwriting volumes decreased 14% and European volumes decreased 34%. Global debt underwriting decreased 17%. US fixed income trading volumes increased, mainly driven by an increase in treasury volumes.

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Credit Suisse

In 2018, we recorded net income attributable to shareholders of CHF 2,024 million. Return on equity and return on tangible equity were 4.7% and 5.4%, respectively. As of the end of 2018, our CET1 ratio was 12.6%.

Results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net interest income	7,009	6,557	7,562	7	(13)
Commissions and fees	11,890	11,817	11,092	1	7
Trading revenues [1]	624	1,317	313	(53)	321
Other revenues	1,397	1,209	1,356	16	(11)
Net revenues	**20,920**	**20,900**	**20,323**	0	3
Provision for credit losses	**245**	**210**	**252**	17	(17)
Compensation and benefits	9,620	10,367	10,652	(7)	(3)
General and administrative expenses	5,798	6,645	9,690	(13)	(31)
Commission expenses	1,259	1,430	1,455	(12)	(2)
Restructuring expenses	626	455	540	38	(16)
Total other operating expenses	7,683	8,530	11,685	(10)	(27)
Total operating expenses	**17,303**	**18,897**	**22,337**	(8)	(15)
Income/(loss) before taxes	**3,372**	**1,793**	**(2,266)**	88	–
Income tax expense	1,361	2,741	441	(50)	–
Net income/(loss)	**2,011**	**(948)**	**(2,707)**	–	(65)
Net income/(loss) attributable to noncontrolling interests	(13)	35	3	–	–
Net income/(loss) attributable to shareholders	**2,024**	**(983)**	**(2,710)**	–	(64)
Statement of operations metrics (%)					
Return on regulatory capital	7.4	3.9	(4.7)	–	–
Cost/income ratio	82.7	90.4	109.9	–	–
Effective tax rate	40.4	152.9	(19.5)	–	–
Earnings per share (CHF)					
Basic earnings/(loss) per share	0.79	(0.41)	(1.27)	–	(68)
Diluted earnings/(loss) per share	0.77	(0.41)	(1.27)	–	(68)
Return on equity (%)					
Return on equity	4.7	(2.3)	(6.1)	–	–
Return on tangible equity [2]	5.4	(2.6)	(6.9)	–	–
Balance sheet statistics (CHF million)					
Total assets	768,916	796,289	819,861	(3)	(3)
Risk-weighted assets [3]	284,582	271,680	268,045	5	1
Leverage exposure [3]	881,386	916,525	950,763	(4)	(4)
Number of employees (full-time equivalents)					
Number of employees	45,680	46,840	47,170	(2)	(1)

1

Represent revenues on a product basis which are not representative of business results within our business segments as segment results utilize financial instruments across various product types. In the fourth quarter of 2018, we were involved in a tender offer of an issuer with respect to its own common shares that resulted in negative trading revenues, offset by positive net interest income as a result of a related dividend distribution by the same issuer.

2
Based on tangible shareholders' equity, a non-GAAP financial measure, which is calculated by deducting goodwill and other intangible assets from total shareholders' equity as presented in our balance sheet. Management believes that the return on tangible equity is meaningful as it allows consistent measurement of the performance of businesses without regard to whether the businesses were acquired.
3
Disclosed on a look-through basis.
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Results summary

2018 results

In 2018, Credit Suisse reported net income attributable to shareholders of CHF 2,024 million compared to a net loss attributable to shareholders of CHF 983 million in 2017. The 2017 results included income tax expenses of CHF 2,741 million, mainly reflecting the re-assessment of deferred tax assets with an associated tax charge of CHF 2.3 billion, primarily resulting from a reduction in the US federal corporate tax rate following the enactment of the Tax Cuts and Jobs Act in the US during the fourth quarter of 2017. In 2018, Credit Suisse reported income before taxes of CHF 3,372 million compared to CHF 1,793 million in 2017 and adjusted income before taxes of CHF 4,194 million compared to CHF 2,762 million in 2017.

2017 results

In 2017, Credit Suisse reported a net loss attributable to shareholders of CHF 983 million compared to a net loss attributable to shareholders of CHF 2,710 million in 2016. The 2017 results included income tax expenses of CHF 2,741 million, mainly reflecting the re-assessment of deferred tax assets due to the US tax reform. The 2016 results included net litigation provisions of CHF 2,986 million, primarily relating to the settlement with the US Department of Justice (DOJ) regarding our legacy residential mortgage-backed securities (RMBS) business. In 2017, Credit Suisse reported income before taxes of CHF 1,793 million and an adjusted income before taxes of CHF 2,762 million.

2018 results details

Net revenues

Compared to 2017, net revenues of CHF 20,920 million were stable, primarily reflecting higher net revenues in International Wealth Management and Swiss Universal Bank and lower negative net revenues in the Strategic Resolution Unit, partially offset by lower net revenues in Global Markets and Asia Pacific. The increase in net revenues in International Wealth Management reflected higher revenues across all revenue categories. The increase in net revenues in Swiss Universal Bank was mainly due to higher recurring commissions and fees, an increase in other revenues, reflecting a gain on the sale of its investment in Euroclear and gains on the sale of real estate, and slightly higher net interest income. The decrease in negative net revenues in the Strategic Resolution Unit was primarily driven by lower overall funding costs and lower exit costs, partially offset by a reduction in fee-based revenues as a result of business exits and higher negative valuation adjustments. The decrease in net revenues in Global Markets primarily reflected lower results across fixed income trading and underwriting and reduced cash equities revenues due to less favorable market conditions, partially offset by increased International Trading Solutions (ITS) performance due to substantially higher equity derivatives revenues. The decrease in net revenues in Asia Pacific was driven by lower revenues in its Markets business across all revenue categories.

Provision for credit losses

In 2018, we recorded provision for credit losses of CHF 245 million, primarily reflecting provisions of CHF 126 million in Swiss Universal Bank, CHF 35 million in International Wealth Management and CHF 35 million in Asia Pacific.

Total operating expenses

We reported total operating expenses of CHF 17,303 million in 2018, a decrease of 8% compared to 2017, primarily due to a 7% decrease in compensation and benefits and a 13% decrease in general and administrative expenses. The decrease in compensation and benefits was mainly due to lower salaries and variable compensation. The decrease in general and administrative expenses was primarily due to lower professional services and lower litigation provisions.

Income tax expense

In 2018, we recorded income tax expense of CHF 1,361 million. The Credit Suisse effective tax rate was 40.4% in 2018, compared to 152.9% in 2017. The effective tax rate for 2018 mainly reflected the impact of the geographical mix of results, non-deductible funding costs and tax on own credit gains. Overall, net deferred tax assets decreased CHF 623 million to CHF 4,505 million during 2018, mainly driven by earnings.

US tax reform – Tax Cuts and Jobs Act

The US tax reform enacted on December 22, 2017 resulted in a reduction of the federal corporate income tax rate from 35% to 21%, effective as of January 1, 2018. The reform also introduced the US base erosion and anti-abuse tax (BEAT), effective as of January 1, 2018. It is broadly levied on tax deductions created by certain payments, e.g. for interest and services, to affiliated group companies outside the US, in the case where the calculated tax based on a modified taxable income exceeds the amount of ordinary federal corporate income taxes paid. The standard tax rates applicable under BEAT are 5% for 2018, 10% for 2019 until 2025 and 12.5% from 2026 onward. For certain banking entities, which management believes will include Credit Suisse, these rates are increased by 1% resulting in rates of 6% for 2018, 11% for 2019 until 2025 and 13.5% from 2026 onward. On the basis of the current analysis of the BEAT tax regime, following the draft regulations issued by the US Department of Treasury on December 13, 2018, Credit Suisse considers it as more likely than not that the Group will be subject to this regime in 2018. On this basis, CHF 65 million has been accrued in the fourth quarter of 2018 in relation to BEAT. The finalization of US BEAT regulations is expected to occur in 2019, at which point the above BEAT position for the tax year 2018 will need to be re-assessed. Prospectively, additional tax regulations of the US tax reform relating to interest deductibility may also impact Credit Suisse.

> Refer to “Note 28 – Tax” in VI – Consolidated financial statements – Credit Suisse Group for further information.

Subsequent event

In March 2019, the Group reached a tentative settlement related to an existing dispute. As a result, the Group increased its 2018 litigation provision by CHF 33 million in the Corporate & Institutional Banking business within the Swiss Universal Bank division and decreased its estimate of the aggregate range of reasonably possible losses not covered by existing provisions from zero to CHF 1.5 billion to zero to CHF 1.4 billion.

2017 results details

Net revenues

Compared to 2016, net revenues of CHF 20,900 million increased 3%, primarily reflecting higher net revenues in International Wealth Management and Investment Banking & Capital Markets and lower negative net revenues in the Strategic Resolution Unit, partially offset by lower net revenues in Swiss Universal Bank. The increase in net revenues in International Wealth Management was driven by higher recurring commissions and fees, higher transaction- and performance-based revenues and higher net interest income, partially offset by lower other revenues. The increase in net revenues in Investment Banking & Capital Markets was due to higher revenues from debt underwriting and equity underwriting, partially offset by lower revenues in advisory and other fees. The decrease in negative net revenues in the Strategic Resolution Unit was driven by lower negative valuation adjustments, a reduction in overall funding costs and lower exit losses primarily related to the sale of loan and financing portfolios, partially offset by a reduction in fee-based revenues as a result of accelerated business exits. The decrease in net revenues in Swiss Universal Bank was mainly due to gains on the sale of real estate in 2016 of CHF 366 million.

Provision for credit losses

In 2017, we recorded provision for credit losses of CHF 210 million, primarily reflecting provisions of CHF 75 million in Swiss Universal Bank, CHF 32 million in the Strategic Resolution Unit, CHF 31 million in Global Markets and CHF 30 million in Investment Banking & Capital Markets.

Total operating expenses

We reported total operating expenses of CHF 18,897 million in 2017, a decrease of 15% compared to 2016, primarily due to a 31% decrease in general and administrative expenses and a 3% decrease in compensation and benefits. The decrease in general and administrative expenses was primarily due to lower litigation provisions, mainly due to the settlements in 2016 with the DOJ and the National Credit Union Administration Board (NCUA) regarding our legacy RMBS business, and lower professional services fees. The decrease in compensation and benefits was mainly due to lower salaries and lower discretionary compensation expenses.

Income tax expense

In 2017, we recorded income tax expense of CHF 2,741 million. The Credit Suisse effective tax rate was 152.9% in 2017, compared to (19.5)% in 2016. The effective tax rate for 2017 mainly reflected the re-assessment of deferred tax assets, with an associated tax charge of CHF 2.3 billion primarily resulting from the US tax reform, the non-deductible penalty relating to the settlement with the New York State Department of Financial Services (DFS) relating to certain areas of our foreign exchange trading business and the impact from recognizing tax contingency accruals, partially offset by the impact of the geographical mix of results. Overall, net deferred tax assets decreased CHF 571 million to CHF 5,128 million during 2017, mainly driven by the re-assessment of deferred taxes, earnings and a foreign exchange impact, partially offset by the adoption of new accounting standards relating to intra-entity asset transfers rules and share-based payment. Net deferred tax assets on net operating losses increased CHF 35 million to CHF 2,213 million during 2017.

Overview of Results

in / end of	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Corporate Center	Core Results	Strategic Resolution Unit	Credit Suisse
2018 (CHF million)									
Net revenues	**5,564**	**5,414**	**3,393**	**4,980**	**2,177**	**100**	**21,628**	**(708)**	**20,920**
Provision for credit losses	**126**	**35**	**35**	**24**	**24**	**0**	**244**	**1**	**245**
Compensation and benefits	1,887	2,303	1,503	2,296	1,249	128	9,366	254	9,620
Total other operating expenses	1,426	1,371	1,191	2,506	560	211	7,265	418	7,683
of which general and administrative expenses	1,097	1,029	887	1,773	467	160	5,413	385	5,798
of which restructuring expenses	101	115	61	242	84	2	605	21	626
Total operating expenses	**3,313**	**3,674**	**2,694**	**4,802**	**1,809**	**339**	**16,631**	**672**	**17,303**
Income/(loss) before taxes	**2,125**	**1,705**	**664**	**154**	**344**	**(239)**	**4,753**	**(1,381)**	**3,372**
Return on regulatory capital	16.8	30.7	12.0	1.2	10.9	–	11.0	–	7.4
Cost/income ratio	59.5	67.9	79.4	96.4	83.1	–	76.9	–	82.7
Total assets	224,301	91,835	99,809	211,530	16,156	104,411	748,042	20,874	768,916
Goodwill	615	1,544	1,506	463	638	0	4,766	0	4,766
Risk-weighted assets [1]	76,475	40,116	37,156	59,016	24,190	29,703	266,656	17,926	284,582
Leverage exposure [1]	255,480	98,556	106,375	245,664	40,485	105,247	851,807	29,579	881,386
2017 (CHF million)									
Net revenues	**5,396**	**5,111**	**3,504**	**5,551**	**2,139**	**85**	**21,786**	**(886)**	**20,900**
Provision for credit losses	**75**	**27**	**15**	**31**	**30**	**0**	**178**	**32**	**210**
Compensation and benefits	1,957	2,278	1,602	2,532	1,268	398	10,035	332	10,367
Total other operating expenses	1,599	1,455	1,158	2,538	472	423	7,645	885	8,530
of which general and administrative expenses	1,251	1,141	831	1,839	423	364	5,849	796	6,645

of which restructuring expenses	59	70	63	150	42	14	398	57	455
Total operating expenses	**3,556**	**3,733**	**2,760**	**5,070**	**1,740**	**821**	**17,680**	**1,217**	**18,897**
Income/(loss) before taxes	**1,765**	**1,351**	**729**	**450**	**369**	**(736)**	**3,928**	**(2,135)**	**1,793**
Return on regulatory capital	13.7	25.8	13.8	3.2	13.7	–	9.3	–	3.9
Cost/income ratio	65.9	73.0	78.8	91.3	81.3	–	81.2	–	90.4
Total assets	228,857	94,753	96,497	242,159	20,803	67,591	750,660	45,629	796,289
Goodwill	610	1,544	1,496	459	633	0	4,742	0	4,742
Risk-weighted assets [1]	65,572	38,256	31,474	58,858	20,058	23,849	238,067	33,613	271,680
Leverage exposure [1]	257,054	99,267	105,585	283,809	43,842	67,034	856,591	59,934	916,525
2016 (CHF million)									
Net revenues	**5,759**	**4,698**	**3,597**	**5,497**	**1,972**	**71**	**21,594**	**(1,271)**	**20,323**
Provision for credit losses	**79**	**20**	**26**	**(3)**	**20**	**(1)**	**141**	**111**	**252**
Compensation and benefits	2,031	2,168	1,665	2,688	1,218	270	10,040	612	10,652
Total other operating expenses	1,624	1,389	1,181	2,764	473	489	7,920	3,765	11,685
of which general and administrative expenses	1,281	1,096	836	2,038	443	406	6,100	3,590	9,690
of which restructuring expenses	60	54	53	217	28	7	419	121	540
Total operating expenses	**3,655**	**3,557**	**2,846**	**5,452**	**1,691**	**759**	**17,960**	**4,377**	**22,337**
Income/(loss) before taxes	**2,025**	**1,121**	**725**	**48**	**261**	**(687)**	**3,493**	**(5,759)**	**(2,266)**
Return on regulatory capital	16.5	23.3	13.7	0.4	10.7	–	8.5	–	(4.7)
Cost/income ratio	63.5	75.7	79.1	99.2	85.8	–	83.2	–	109.9
Total assets	228,363	91,083	97,221	239,700	20,784	62,413	739,564	80,297	819,861
Goodwill	623	1,612	1,546	476	656	0	4,913	0	4,913
Risk-weighted assets [1]	65,669	35,252	34,605	51,713	18,027	17,338	222,604	45,441	268,045
Leverage exposure [1]	252,889	94,092	108,926	284,143	45,571	59,374	844,995	105,768	950,763

1

Disclosed on a look-through basis.

Regulatory capital

As of the end of 2018, our Bank for International Settlements (BIS) common equity tier 1 (CET1) ratio was 12.6% and our risk-weighted assets were CHF 284.6 billion.

The Swiss Financial Market Supervisory Authority FINMA (FINMA) imposed regulatory changes, primarily in respect of credit multipliers and banking book securitizations, which resulted in additional risk-weighted assets relating to credit risk of CHF 6.9 billion in 2018.

As a result of the significant reduction in the size of the Strategic Resolution Unit over the last two years, in the first quarter of 2018 we agreed with FINMA on a change to the methodology for the allocation of risk-weighted assets relating to operational risk to our businesses to reflect the changed portfolio in the Strategic Resolution Unit. Such risk-weighted assets relating to operational risk were reduced in the Strategic Resolution Unit by CHF 8.9 billion and allocated primarily to the Corporate Center, Global Markets, Investment Banking & Capital Markets and Asia Pacific.

As previously disclosed, Credit Suisse approached FINMA with a request to review the appropriateness of the level of the risk-weighted assets relating to operational risk in the Strategic Resolution Unit, given the progress in exiting businesses and reducing the size of the division over the last two years, with the aim of aligning reductions to the accelerated closure of the Strategic Resolution Unit by the end of 2018. In the first quarter of 2018, we concluded discussions with FINMA and reduced the level of risk-weighted assets relating to operational risk by CHF 2.5 billion, primarily in connection with the external transfer of our US private banking business, which was reflected in the Corporate Center.

In the first quarter of 2018, we realigned the allocation of high-quality liquid assets (HQLA) to the divisions to match their actual business usage in line with our internal risk management guidelines. Any excess HQLA held by legal entities above those levels for local regulatory purposes or economic requirements were allocated to the Corporate Center. HQLA allocated to the Corporate Center and Asia Pacific increased CHF 35.5 billion and CHF 5.0 billion, respectively, as a result of these measures and decreased CHF 13.8 billion, CHF 12.6 billion, CHF 6.7 billion, CHF 6.2 billion and CHF 1.2 billion in Swiss Universal Bank, Strategic Resolution Unit, International Wealth Management, Investment Banking & Capital Management and Global Markets, respectively.

> Refer to “Capital management” in III – Treasury, Risk, Balance sheet and Off-balance sheet for further information.

Core Results

2018 results

In 2018, Core Results net revenues of CHF 21,628 million were stable compared to 2017, primarily reflecting lower net revenues in Global Markets and Asia Pacific, partially offset by higher net revenues in International Wealth Management and Swiss Universal Bank. Provision for credit losses was CHF 244 million, primarily related to Swiss Universal Bank, International Wealth Management and Asia Pacific. Total operating expenses of CHF 16,631 million decreased 6% compared to 2017, mainly reflecting a 7% decrease in compensation and benefits and an 7% decrease in general and administrative expenses, partially offset by a 52% increase in restructuring expenses. The decrease in compensation and benefits was primarily related to the Corporate Center, Global Markets and Asia Pacific. The decrease in general and administrative expenses was mainly related to the Corporate Center, Swiss Universal Bank and International Wealth Management. In 2018, we incurred CHF 605 million of restructuring expenses, primarily related to Global Markets, International Wealth Management, Swiss Universal Bank and Investment Banking & Capital Markets.

2017 results

In 2017, Core Results net revenues of CHF 21,786 million were stable compared to 2016, primarily reflecting higher net revenues in International Wealth Management and Investment Banking & Capital Markets, offset by lower net revenues in Swiss Universal Banking and Asia Pacific. Provision for credit losses was CHF 178 million, primarily reflecting net provisions of CHF 75 million in Swiss Universal Bank, CHF 31 million in Global Markets and CHF 30 million in Investment Banking & Capital Markets. Total operating expenses of CHF 17,680 million decreased slightly compared to 2016, mainly due to slightly lower general and administrative expenses.

Reconciliation of adjusted results

Adjusted results referred to in this document are non-GAAP financial measures that exclude goodwill impairment and certain other revenues and expenses included in our reported results. Management believes that adjusted results provide a useful presentation of our operating results for purposes of assessing our Group and divisional performance consistently over time, on a basis that excludes items that management does not consider representative of our underlying performance. Provided below is a reconciliation of our adjusted results to the most directly comparable US GAAP measures.

Reconciliation of adjusted results

in	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Corporate Center	Core Results	Strategic Resolution Unit	Credit Suisse
2018 (CHF million)									
Net revenues	**5,564**	**5,414**	**3,393**	**4,980**	**2,177**	**100**	**21,628**	**(708)**	**20,920**
Real estate gains	(21)	(2)	0	0	0	(4)	(27)	(1)	(28)
(Gains)/losses on business sales	(37)	(55)	0	0	0	21	(71)	0	(71)
Net revenues adjusted	**5,506**	**5,357**	**3,393**	**4,980**	**2,177**	**117**	**21,530**	**(709)**	**20,821**
Provision for credit losses	**126**	**35**	**35**	**24**	**24**	**0**	**244**	**1**	**245**
Total operating expenses	**3,313**	**3,674**	**2,694**	**4,802**	**1,809**	**339**	**16,631**	**672**	**17,303**
Restructuring expenses	(101)	(115)	(61)	(242)	(84)	(2)	(605)	(21)	(626)
Major litigation provisions	(37)	0	(79)	(10)	(1)	0	(127)	(117)	(244)
Expenses related to business sales	0	(47)	0	0	0	0	(47)	(4)	(51)
Total operating expenses adjusted	**3,175**	**3,512**	**2,554**	**4,550**	**1,724**	**337**	**15,852**	**530**	**16,382**
Income/(loss) before taxes	**2,125**	**1,705**	**664**	**154**	**344**	**(239)**	**4,753**	**(1,381)**	**3,372**
Total adjustments	80	105	140	252	85	19	681	141	822
Adjusted income/(loss) before taxes	**2,205**	**1,810**	**804**	**406**	**429**	**(220)**	**5,434**	**(1,240)**	**4,194**
Adjusted return on regulatory capital (%)	17.4	32.6	14.5	3.1	13.6	–	12.5	–	9.2
2017 (CHF million)									
Net revenues	**5,396**	**5,111**	**3,504**	**5,551**	**2,139**	**85**	**21,786**	**(886)**	**20,900**
(Gains)/losses on business sales	0	28	0	0	0	23	51	(38)	13
Net revenues adjusted	**5,396**	**5,139**	**3,504**	**5,551**	**2,139**	**108**	**21,837**	**(924)**	**20,913**
Provision for credit losses	**75**	**27**	**15**	**31**	**30**	**0**	**178**	**32**	**210**
Total operating expenses	**3,556**	**3,733**	**2,760**	**5,070**	**1,740**	**821**	**17,680**	**1,217**	**18,897**

Restructuring expenses	(59)	(70)	(63)	(150)	(42)	(14)	(398)	(57)	(455)
Major litigation provisions	(49)	(48)	0	0	0	(127)	(224)	(269)	(493)
Expenses related to business sales	0	0	0	(8)	0	0	(8)	0	(8)
Total operating expenses adjusted	**3,448**	**3,615**	**2,697**	**4,912**	**1,698**	**680**	**17,050**	**891**	**17,941**
Income/(loss) before taxes	**1,765**	**1,351**	**729**	**450**	**369**	**(736)**	**3,928**	**(2,135)**	**1,793**
Total adjustments	108	146	63	158	42	164	681	288	969
Adjusted income/(loss) before taxes	**1,873**	**1,497**	**792**	**608**	**411**	**(572)**	**4,609**	**(1,847)**	**2,762**
Adjusted return on regulatory capital (%)	14.6	28.6	15.0	4.3	15.2	–	10.9	–	6.0
2016 (CHF million)									
Net revenues	**5,759**	**4,698**	**3,597**	**5,497**	**1,972**	**71**	**21,594**	**(1,271)**	**20,323**
Real estate gains	(366)	(54)	0	0	0	0	(420)	(4)	(424)
(Gains)/losses on business sales	0	0	0	0	0	52	52	6	58
Net revenues adjusted	**5,393**	**4,644**	**3,597**	**5,497**	**1,972**	**123**	**21,226**	**(1,269)**	**19,957**
Provision for credit losses	**79**	**20**	**26**	**(3)**	**20**	**(1)**	**141**	**111**	**252**
Total operating expenses	**3,655**	**3,557**	**2,846**	**5,452**	**1,691**	**759**	**17,960**	**4,377**	**22,337**
Restructuring expenses	(60)	(54)	(53)	(217)	(28)	(7)	(419)	(121)	(540)
Major litigation provisions	(19)	12	0	(7)	0	0	(14)	(2,693)	(2,707)
Total operating expenses adjusted	**3,576**	**3,515**	**2,793**	**5,228**	**1,663**	**752**	**17,527**	**1,563**	**19,090**
Income/(loss) before taxes	**2,025**	**1,121**	**725**	**48**	**261**	**(687)**	**3,493**	**(5,759)**	**(2,266)**
Total adjustments	(287)	(12)	53	224	28	59	65	2,816	2,881
Adjusted income/(loss) before taxes	**1,738**	**1,109**	**778**	**272**	**289**	**(628)**	**3,558**	**(2,943)**	**615**
Adjusted return on regulatory capital (%)	14.2	23.1	14.8	2.0	11.9	–	8.6	–	1.3

Adjusted return on regulatory capital is calculated using adjusted results, applying the same methodology used to calculate return on regulatory capital.

Core Results by business activity

in	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Corporate Center	Core Results 2018	Core Results 2017	Core Results 2016
Related to private banking (CHF million)									
Net revenues	2,989	3,890	1,612	–	–	–	8,491	8,107	8,003
of which net interest income	1,717	1,568	628	–	–	–	3,913	3,739	3,571
of which recurring	835	1,227	420	–	–	–	2,482	2,393	2,232
of which transaction-based	397	1,054	563	–	–	–	2,014	1,972	1,801
Provision for credit losses	30	35	6	–	–	–	71	73	91
Total operating expenses	1,899	2,522	1,058	–	–	–	5,479	5,668	5,615
Income before taxes	**1,060**	**1,333**	**548**	**–**	**–**	**–**	**2,941**	**2,366**	**2,297**
Related to corporate & institutional banking									
Net revenues	2,575	–	–	–	–	–	2,575	2,499	2,501
of which net interest income	1,229	–	–	–	–	–	1,229	1,226	1,223
of which recurring	680	–	–	–	–	–	680	634	626
of which transaction-based	699	–	–	–	–	–	699	694	702
Provision for credit losses	96	–	–	–	–	–	96	33	40
Total operating expenses	1,414	–	–	–	–	–	1,414	1,502	1,531
Income before taxes	**1,065**	**–**	**–**	**–**	**–**	**–**	**1,065**	**964**	**930**
Related to investment banking									
Net revenues	–	–	1,781	4,980	2,177	–	8,938	9,587	9,692
of which fixed income sales and trading	–	–	244	2,649	–	–	2,893	3,184	3,130
of which equity sales and trading	–	–	859	1,709	–	–	2,568	2,670	3,319
of which underwriting and advisory [1]	–	–	678	1,047	2,198	–	3,923	4,016	3,582
Provision for credit losses	–	–	29	24	24	–	77	72	11
Total operating expenses	–	–	1,636	4,802	1,809	–	8,247	8,508	9,008
Income before taxes	**–**	**–**	**116**	**154**	**344**	**–**	**614**	**1,007**	**673**

Related to asset management									
Net revenues	–	1,524	–	–	–	–	1,524	1,508	1,327
Total operating expenses	–	1,152	–	–	–	–	1,152	1,181	1,047
Income before taxes	**–**	**372**	**–**	**–**	**–**	**–**	**372**	**327**	**280**
Related to corporate center									
Net revenues	–	–	–	–	–	100	100	85	71
Provision for credit losses	–	–	–	–	–	0	0	0	(1)
Total operating expenses	–	–	–	–	–	339	339	821	759
Loss before taxes	**–**	**–**	**–**	**–**	**–**	**(239)**	**(239)**	**(736)**	**(687)**
Total									
Net revenues	5,564	5,414	3,393	4,980	2,177	100	21,628	21,786	21,594
Provision for credit losses	126	35	35	24	24	0	244	178	141
Total operating expenses	3,313	3,674	2,694	4,802	1,809	339	16,631	17,680	17,960
Income/(loss) before taxes	**2,125**	**1,705**	**664**	**154**	**344**	**(239)**	**4,753**	**3,928**	**3,493**

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Certain transaction-based revenues in Swiss Universal Bank and certain fixed income and equity sales and trading revenues in Global Markets relate to the Group’s global advisory and underwriting business. Refer to “Global advisory and underwriting revenues” in Investment Banking & Capital Markets for further information.

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Employees and other headcount

As of December 31, 2018, we had 45,680 employees worldwide, of which 15,840 were in Switzerland and 29,840 were abroad.

The number of employees decreased by 1,160 compared to the end of 2017. The decrease primarily reflected the decreases in Swiss Universal Bank, Global Markets and the Strategic Resolution Unit as a result of our cost efficiency measures and the right-sizing of business activities, partially offset by an increase in Asia Pacific, primarily due to contractor conversions and strategic hiring. The number of outsourced roles, contractors and consultants decreased by 2,020 compared to the end of 2017.

Employees and other headcount

end of	2018	2017
Employees		
Swiss Universal Bank	11,950	12,600
International Wealth Management	10,210	10,250
Asia Pacific	7,440	7,230
Global Markets	11,350	11,740
Investment Banking & Capital Markets	3,100	3,190
Strategic Resolution Unit	1,320	1,530
Corporate Center	310	300
Total employees	**45,680**	**46,840**
of which Switzerland	15,840	16,490
of which all other regions	29,840	30,350
Other headcount		
Outsourced roles, contractors and consultants	19,490	21,510
Total employees and other headcount	65,170	68,350

Based on full-time equivalents.

Other information

Format of presentation

In managing our business, revenues are evaluated in the aggregate, including an assessment of trading gains and losses and the related interest income and expense from financing and hedging positions. For this reason, specific individual revenue categories in isolation may not be indicative of performance. Certain reclassifications have been made to prior periods to conform to the current presentation.

Accounting developments

In 2018, the Group adopted Accounting Standard Update 2014-09 “Revenue from Contracts with Customers”, a new US generally accepted accounting principles (US GAAP) standard pertaining to revenue recognition, which was implemented using the modified retrospective approach with a transition adjustment reducing retained earnings by CHF 45 million, net of tax, without restating comparative periods. The new revenue recognition criteria require a change in the gross and net presentation of certain revenues and expenses, including in relation to certain underwriting and brokerage transactions, with most of the impact reflected in our Investment Banking & Capital Markets, Global Markets and Asia Pacific divisions. Both revenues and expenses increased CHF 59 million in Investment Banking & Capital Markets and CHF 32 million in Global Markets and decreased CHF 26 million in Asia Pacific.

In 2018, the Group also adopted a new US GAAP standard pertaining to the presentation of net periodic benefit costs of pension and other post-retirement costs, which was implemented retrospectively by restating comparative periods. The new presentation criteria require the service cost component of the net periodic benefit cost to be presented as a compensation expense while other components are to be presented as non-compensation expenses.

International Trading Solutions

As previously disclosed, effective July 1, 2017 the Global Markets division entered into an agreement with Swiss Universal Bank and International Wealth Management whereby it provides centralized trading and sales services across the three divisions. These services are now managed as a single business within the Global Markets division, referred to as ITS. Effective in the first quarter of 2018, the reporting according to the agreement was updated.

With a continued focus on developing our ITS business and to more closely reflect levels of client usage and the downsizing of our wholesale US rates business, we recalibrated the risk-weighted assets and leverage exposure allocations from ITS in Global Markets to Swiss Universal Bank and International Wealth Management.

Return on regulatory capital

Credit Suisse measures firm-wide returns against total shareholders' equity and tangible shareholders' equity (a non-GAAP financial measure). In addition, it also measures the efficiency of the firm and its divisions with regard to the usage of capital as determined by the minimum requirements set by regulators. This regulatory capital is calculated as the worst of 10% of risk-weighted assets and 3.5% of leverage exposure. Return on regulatory capital is calculated using income/(loss) after tax and assumes a tax rate of 30% and capital allocated based on the worst of 10% of average risk-weighted assets and 3.5% of average leverage exposure. These percentages are used in the calculation in order to reflect the 2019 fully phased-in Swiss regulatory minimum requirements for Basel III CET1 capital and leverage ratio. For Global Markets and Investment Banking & Capital Markets, return on regulatory capital is based on US dollar denominated numbers. Adjusted return on regulatory capital is calculated using adjusted results, applying the same methodology used to calculate return on regulatory capital.

Capital distribution proposal

Our Board of Directors will propose to the shareholders at the Annual General Meeting on April 26, 2019 a distribution of CHF 0.2625 per share out of capital contribution reserves for the financial year 2018. The distribution will be free of Swiss withholding tax and will not be subject to income tax for Swiss resident individuals holding the shares as a private investment. The distribution will be payable in cash.

Presentation currency

We are evaluating the appropriateness of a transition of the Group's presentation currency from Swiss francs to US dollars. We are currently analyzing the potential benefits and impacts of such a transition, which will be discussed with our Board of Directors in due course.

Potential replacement of interbank offered rates

There is significant international and regulatory pressure to replace the current interbank offered rates benchmarks (IBORs), including LIBOR, with alternative reference rates. In December 2018, the Swiss Financial Market Supervisory Authority FINMA (FINMA) referenced the legal risks, valuation risks and risks in relation to operational readiness involved and will further discuss these risks with the institutions it supervises. Additionally, from January 2019 onward, FINMA is contacting the supervised institutions that are particularly affected and is reviewing how these risks are identified, mitigated and monitored.

We have a significant number of liabilities and assets linked to certain indices, such as IBORs. There is ongoing work through numerous industry bodies and working groups to determine replacement benchmarks, including assessing the practicability of using alternative rates. We have established a global governance structure and change program to manage the transition.

Compensation and benefits

Compensation and benefits for a given year reflect the strength and breadth of the business results and staffing levels and include fixed components, such as salaries, benefits and the amortization of share-based and other deferred compensation from prior-year awards, and a discretionary variable component. The variable component reflects the performance-based variable compensation for the current year. The portion of the performance-based compensation for the current year deferred through share-based and other awards is expensed in future periods and is subject to vesting and other conditions.

Our shareholders' equity reflects the effect of share-based compensation. Share-based compensation expense (which is generally based on fair value at the time of grant) reduces equity; however, the recognition of the obligation to deliver the shares increases equity by a corresponding amount. Equity is generally unaffected by the granting and vesting of share-based awards and by the settlement of these awards through the issuance of shares from approved conditional capital. The Group may issue shares from conditional capital to meet its obligations to deliver share-based compensation awards. If Credit Suisse purchases shares from the market to meet its obligation to employees, these purchased treasury shares reduce equity by the amount of the purchase price.

> Refer to "Compensation" in V – Compensation for further information.
> Refer to "Consolidated statements of changes in equity" and "Note 29 – Employee deferred compensation" in VI – Consolidated financial statements – Credit Suisse Group for further information.
> Refer to "Tax benefits associated with share-based compensation" in Note 28 – Tax in VI – Consolidated financial statements – Credit Suisse Group for further information.

Allocations and funding

Revenue sharing

Responsibility for each product is allocated to a specific segment, which records all related revenues and expenses. Revenue-sharing and service level agreements govern the compensation received by one segment for generating revenue or providing services on behalf of another. These agreements are negotiated periodically by the relevant segments on a product-by-product basis. The aim of revenue-sharing and service level agreements is to reflect the pricing structure of unrelated third-party transactions.

Cost allocation

Corporate services and business support, including in finance, operations, human resources, legal, compliance, risk management and IT, are provided by corporate functions, and the related costs are allocated to the segments and the Corporate Center based on their respective requirements and other relevant measures.

Funding

We centrally manage our funding activities. New securities for funding and capital purposes are issued primarily by the Bank.

> Refer to Note 4 – Segment information in VI – Consolidated financial statements – Credit Suisse Group for further information.

Fair valuations

Fair value can be a relevant measurement for financial instruments when it aligns the accounting for these instruments with how we manage our business. The levels of the fair value hierarchy as defined by the relevant accounting guidance are not a measurement of economic risk, but rather an indication of the observability of prices or valuation inputs.

> Refer to “Note 1 – Summary of significant accounting policies” and “Note 35 – Financial instruments” in VI – Consolidated financial statements – Credit Suisse Group for further information.

The fair value of the majority of the Group’s financial instruments is based on quoted prices in active markets (level 1) or observable inputs (level 2). These instruments include government and agency securities, certain commercial paper, most investment grade corporate debt, certain high yield debt securities, exchange-traded and certain over-the-counter (OTC) derivative instruments and most listed equity securities.

In addition, the Group holds financial instruments for which no prices are available and which have few or no observable inputs (level 3). For these instruments, the determination of fair value requires subjective assessment and judgment depending on liquidity, pricing assumptions, the current economic and competitive environment and the risks affecting the specific instrument. In such circumstances, valuation is determined based on management’s own judgments about the assumptions that market participants would use in pricing the asset or liability (including assumptions about risk). These instruments include certain OTC derivatives, including interest rate, foreign exchange, equity and credit derivatives, certain corporate equity-linked securities, mortgage-related and collateralized debt obligation (CDO) securities, private equity investments, certain loans and credit products, including leveraged finance, certain syndicated loans and certain high yield bonds.

Models were used to value financial instruments for which no prices are available and which have little or no observable inputs (level 3). Models are developed internally and are reviewed by functions independent of the front office to ensure they are appropriate for current market conditions. The models require subjective assessment and varying degrees of judgment depending on liquidity, concentration, pricing assumptions and risks affecting the specific instrument. The models consider observable and unobservable parameters in calculating the value of these products, including certain indices relating to these products. Consideration of these indices is more significant in periods of lower market activity.

As of the end of 2018, 37% and 25% of our total assets and total liabilities, respectively, were measured at fair value. The majority of our level 3 assets are recorded in our investment banking businesses. Total assets at fair value recorded as level 3 instruments decreased CHF 0.3 billion to CHF 16.3 billion as of the end of 2018, primarily reflecting net settlements, mainly in loans, loans held-for-sale and investment securities, partially offset by net transfers, mainly in loans, and realized/unrealized gains/(losses), mainly in trading assets and investments securities. As of the end of 2018, these assets comprised 2% of total assets and 6% of total assets measured at fair value, stable compared to the end of 2017.

We believe that the range of any valuation uncertainty, in the aggregate, would not be material to our financial condition; however, it may be material to our operating results for any particular period, depending, in part, upon the operating results for such period.

Group and Bank differences

The business of the Bank is substantially the same as the business of Credit Suisse Group, and substantially all of the Bank's operations are conducted through the Swiss Universal Bank, International Wealth Management, Asia Pacific, Global Markets, Investment Banking & Capital Markets and, until December 31, 2018, the Strategic Resolution Unit segments. Certain Corporate Center activities of the Group, such as hedging activities relating to share-based compensation awards, are not applicable to the Bank. Certain other assets, liabilities and results of operations, primarily relating to Credit Suisse Services AG (our Swiss service company) and its subsidiary, are managed as part of the activities of the Group's segments. However, they are legally owned by the Group and are not part of the Bank's consolidated financial statements.

> Refer to "Note 41 – Subsidiary guarantee information" in VI – Consolidated financial statements – Credit Suisse Group for further information on the Bank.

Comparison of consolidated statements of operations

			Group			Bank
in	2018	2017	2016	2018	2017	2016
Statements of operations (CHF million)						
Net revenues	20,920	20,900	20,323	20,820	20,965	20,393
Provision for credit losses	245	210	252	245	210	252
Total operating expenses	17,303	18,897	22,337	17,719	19,202	22,630
Income/(loss) before taxes	**3,372**	**1,793**	**(2,266)**	**2,856**	**1,553**	**(2,489)**
Income tax expense	1,361	2,741	441	1,134	2,781	400
Net income/(loss)	**2,011**	**(948)**	**(2,707)**	**1,722**	**(1,228)**	**(2,889)**
Net income/(loss) attributable to noncontrolling interests	(13)	35	3	(7)	27	(6)
Net income/(loss) attributable to shareholders	**2,024**	**(983)**	**(2,710)**	**1,729**	**(1,255)**	**(2,883)**

Comparison of consolidated balance sheets

		Group		Bank
end of	2018	2017	2018	2017
Balance sheet statistics (CHF million)				
Total assets	768,916	796,289	772,069	798,372
Total liabilities	724,897	754,100	726,075	754,822

Capitalization and indebtedness

		Group		Bank
end of	2018	2017	2018	2017
Capitalization and indebtedness (CHF million)				
Due to banks	15,220	15,413	15,220	15,411
Customer deposits	363,925	361,162	365,263	362,303
Central bank funds purchased, securities sold under repurchase agreements and securities lending transactions	24,623	26,496	24,623	26,496
Long-term debt	154,308	173,032	153,433	172,042
Other liabilities	166,821	177,997	167,536	178,570
Total liabilities	**724,897**	**754,100**	**726,075**	**754,822**
Total equity	44,019	42,189	45,994	43,550
Total capitalization and indebtedness	**768,916**	**796,289**	**772,069**	**798,372**

Dividends from the Bank to the Group for the financial year	2018	2017	2016	2015	2014
Dividends (CHF million)					
Dividends	10[1]	10	10	10	10

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The Bank’s total share capital is fully paid and consisted of 4,399,680,200 registered shares as of December 31, 2018. Dividends are determined in accordance with Swiss law and the Bank's articles of incorporation. Proposal of the Board of Directors to the annual general meeting of the Bank.

BIS capital metrics

		Group		Bank
end of	2018	2017	2018	2017
Capital and risk-weighted assets (CHF million)				
CET1 capital	35,824	36,711	38,915	38,433
Tier 1 capital	46,040	51,482	48,231	52,378
Total eligible capital	50,239	56,696	52,431	57,592
Risk-weighted assets	284,582	272,815	286,081	272,720
Capital ratios (%)				
CET1 ratio	12.6	13.5	13.6	14.1
Tier 1 ratio	16.2	18.9	16.9	19.2
Total capital ratio	17.7	20.8	18.3	21.1

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Swiss Universal Bank

In 2018, we reported income before taxes of CHF 2,125 million and net revenues of CHF 5,564 million. Income before taxes increased 20% compared to 2017, reflecting lower total operating expenses and slightly higher net revenues.

Results summary

2018 results

In 2018, income before taxes of CHF 2,125 million increased 20% compared to 2017. Net revenues of CHF 5,564 million increased slightly compared to 2017, mainly due to higher recurring commissions and fees, the increase in other revenues, reflecting a gain on the sale of our investment in Euroclear of CHF 37 million and gains on the sale of real estate of CHF 21 million, and slightly higher net interest income. Higher recurring commissions and fees were mainly driven by higher wealth structuring solution fees, higher fees from lending activities and increased investment advisory fees. Slightly higher net interest income reflected higher deposit margins on slightly lower average deposit volumes and stable loan margins on stable average loan volumes. Transaction-based revenues were stable. Provision for credit losses was CHF 126 million in 2018 on a net loan portfolio of CHF 168.4 billion. Total operating expenses decreased 7%, primarily driven by lower professional and contractor services fees, decreased allocated corporate function costs and lower salary expenses, partially offset by higher restructuring expenses, reflecting targeted headcount reductions and charges relating to reductions in office space. Adjusted income before taxes of CHF 2,205 million increased 18% compared to 2017.

Divisional results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**5,564**	**5,396**	**5,759**	3	(6)
Provision for credit losses	**126**	**75**	**79**	68	(5)
Compensation and benefits	1,887	1,957	2,031	(4)	(4)
General and administrative expenses	1,097	1,251	1,281	(12)	(2)
Commission expenses	228	289	283	(21)	2
Restructuring expenses	101	59	60	71	(2)
Total other operating expenses	1,426	1,599	1,624	(11)	(2)
Total operating expenses	**3,313**	**3,556**	**3,655**	(7)	(3)
Income before taxes	**2,125**	**1,765**	**2,025**	20	(13)
Statement of operations metrics (%)					
Return on regulatory capital	16.8	13.7	16.5	–	–
Cost/income ratio	59.5	65.9	63.5	–	–
Number of employees and relationship managers					
Number of employees (full-time equivalents)	11,950	12,600	13,140	(5)	(4)
Number of relationship managers	1,780	1,840	1,970	(3)	(7)

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Divisional results (continued)

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Net revenues (CHF million)					
Private Clients	2,989	2,897	3,258	3	(11)
Corporate & Institutional Clients	2,575	2,499	2,501	3	0
Net revenues	**5,564**	**5,396**	**5,759**	3	(6)
Net revenue detail (CHF million)					
Net interest income	2,946	2,896	2,884	2	0
Recurring commissions and fees	1,515	1,446	1,446	5	0
Transaction-based revenues	1,096	1,107	1,112	(1)	0
Other revenues	7	(53)	317	–	–
Net revenues	**5,564**	**5,396**	**5,759**	3	(6)
Provision for credit losses (CHF million)					
New provisions	201	158	150	27	5
Releases of provisions	(75)	(83)	(71)	(10)	17
Provision for credit losses	**126**	**75**	**79**	68	(5)
Balance sheet statistics (CHF million)					
Total assets	224,301	228,857	228,363	(2)	0
Net loans	168,393	165,041	165,685	2	0
of which Private Clients	113,403	111,222	109,554	2	2
Risk-weighted assets	76,475	65,572	65,669	17	0
Leverage exposure	255,480	257,054	252,889	(1)	2

Net interest income includes a term spread credit on stable deposit funding and a term spread charge on loans. Recurring commissions and fees includes investment product management, discretionary mandate and other asset management-related fees, fees for general banking products and services and revenues from wealth structuring solutions. Transaction-based revenues arise primarily from brokerage fees, fees from foreign exchange client transactions, trading and sales income, equity participations income and other transaction-based income. Other revenues include fair value gains/(losses) on synthetic securitized loan portfolios and other gains and losses.

2017 results

In 2017, income before taxes of CHF 1,765 million decreased 13% compared to 2016. Net revenues of CHF 5,396 million were 6% lower compared to 2016, mainly due to gains on the sale of real estate in 2016 of CHF 366 million reflected in other revenues. All other revenue categories were stable. Provision for credit losses was CHF 75 million in 2017 on a net loan portfolio of CHF 165.0 billion. Total operating expenses decreased slightly, primarily driven by lower compensation and benefits reflecting lower salary expenses and lower pension expenses. General and administrative expenses decreased slightly, mainly due to lower contractor and professional services fees, lower occupancy expenses and decreased advertising and marketing expenses. Adjusted income before taxes of CHF 1,873 million was 8% higher compared to 2016.

Capital and leverage metrics

As of the end of 2018, we reported risk-weighted assets of CHF 76.5 billion, an increase of CHF 10.9 billion compared to the end of 2017, primarily driven by business growth and methodology changes, mainly reflecting the phase-in of the Swiss mortgage multipliers. Leverage exposure was CHF 255.5 billion, stable compared to the end of 2017, with a decrease in HQLA offset by business growth.

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Reconciliation of adjusted results

	Private Clients			Corporate & Institutional Clients			Swiss Universal Bank		
in	2018	2017	2016	2018	2017	2016	2018	2017	2016
Adjusted results (CHF million)									
Net revenues	**2,989**	**2,897**	**3,258**	**2,575**	**2,499**	**2,501**	**5,564**	**5,396**	**5,759**
Real estate gains	(21)	0	(366)	0	0	0	(21)	0	(366)
Gains on business sales	(19)	0	0	(18)	0	0	(37)	0	0
Adjusted net revenues	**2,949**	**2,897**	**2,892**	**2,557**	**2,499**	**2,501**	**5,506**	**5,396**	**5,393**
Provision for credit losses	**30**	**42**	**39**	**96**	**33**	**40**	**126**	**75**	**79**
Total operating expenses	**1,899**	**2,054**	**2,124**	**1,414**	**1,502**	**1,531**	**3,313**	**3,556**	**3,655**
Restructuring expenses	(66)	(53)	(51)	(35)	(6)	(9)	(101)	(59)	(60)
Major litigation provisions	0	(6)	0	(37)	(43)	(19)	(37)	(49)	(19)
Adjusted total operating expenses	**1,833**	**1,995**	**2,073**	**1,342**	**1,453**	**1,503**	**3,175**	**3,448**	**3,576**
Income before taxes	**1,060**	**801**	**1,095**	**1,065**	**964**	**930**	**2,125**	**1,765**	**2,025**
Total adjustments	26	59	(315)	54	49	28	80	108	(287)
Adjusted income before taxes	**1,086**	**860**	**780**	**1,119**	**1,013**	**958**	**2,205**	**1,873**	**1,738**
Adjusted return on regulatory capital (%)	–	–	–	–	–	–	17.4	14.6	14.2

Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in Credit Suisse for further information.

Private Clients

2018 results details

Income before taxes of CHF 1,060 million increased 32% compared to 2017, driven by lower total operating expenses and slightly higher net revenues. Adjusted income before taxes of CHF 1,086 million increased 26% compared to 2017.

Net revenues

In 2018, net revenues of CHF 2,989 million were slightly higher, reflecting slightly higher net interest income, the increase in other revenues, reflecting gains on the sale of real estate of CHF 21 million and a gain on the sale of our investment in Euroclear of CHF 19 million, and slightly higher recurring commissions and fees, partially offset by lower transaction-based revenues. Net interest income of CHF 1,717 million was slightly higher, with higher deposit margins on higher average deposit volumes and stable loan margins on slightly higher average loan volumes. Recurring commissions and fees of CHF 835 million were slightly higher, with higher wealth structuring solution fees, increased investment advisory fees and higher revenues from our investment in Swisscard, partially offset by slightly lower banking services fees. Transaction-based revenues of CHF 397 million decreased 4%, mainly due to a gain from the sale of an investment reflected in 2017 and lower brokerage fees, partially offset by higher revenues from ITS and slightly higher fees from foreign exchange client business.

Provision for credit losses

The Private Clients loan portfolio is substantially comprised of residential mortgages in Switzerland and loans collateralized by securities and, to a lesser extent, consumer finance loans.

In 2018, Private Clients recorded provision for credit losses of CHF 30 million compared to CHF 42 million in 2017. The provision was primarily related to our consumer finance business.

Total operating expenses

Compared to 2017, total operating expenses of CHF 1,899 million decreased 8%, reflecting lower general and administrative expenses, lower commission expenses and slightly lower compensation and benefits, partially offset by higher restructuring expenses. General and administrative expenses of CHF 663 million decreased 14% compared to 2017, driven by lower professional and contractor services fees, lower allocated corporate function costs, decreased occupancy expenses and lower advertising and marketing expenses. Compensation and benefits of CHF 1,066 million decreased slightly, with lower salary expenses, partially offset by higher deferred compensation expenses from prior-year awards.

Margins

Our **gross margin** was 144 basis points in 2018, one basis point higher compared to 2017, reflecting slightly higher net interest income, slightly higher recurring commissions and fees, the gains on the sale of real estate and the gain on the sale of our investment in Euroclear, partially offset by slightly higher average assets under management. On the basis of adjusted net revenues, our gross margin was 142 basis points, one basis point lower compared to 2017.

> Refer to “Assets under management” for further information.

Results – Private Clients

			in	% change	
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**2,989**	**2,897**	**3,258**	3	(11)
Provision for credit losses	**30**	**42**	**39**	(29)	8
Compensation and benefits	1,066	1,088	1,184	(2)	(8)
General and administrative expenses	663	772	777	(14)	(1)
Commission expenses	104	141	112	(26)	26
Restructuring expenses	66	53	51	25	4
Total other operating expenses	833	966	940	(14)	3
Total operating expenses	**1,899**	**2,054**	**2,124**	(8)	(3)
Income before taxes	**1,060**	**801**	**1,095**	32	(27)
Statement of operations metrics (%)					
Cost/income ratio	63.5	70.9	65.2	–	–
Net revenue detail (CHF million)					
Net interest income	1,717	1,670	1,661	3	1
Recurring commissions and fees	835	812	820	3	(1)
Transaction-based revenues	397	413	410	(4)	1
Other revenues	40	2	367	–	(99)
Net revenues	**2,989**	**2,897**	**3,258**	3	(11)
Margins on assets under management (bp)					
Gross margin [1]	144	143	171	–	–
Net margin [2]	51	40	58	–	–
Number of relationship managers					
Number of relationship managers	1,260	1,300	1,430	(3)	(9)

1
Net revenues divided by average assets under management.
2
Income before taxes divided by average assets under management.

Our **net margin** was 51 basis points in 2018, eleven basis points higher compared to 2017, mainly reflecting lower total operating expenses and slightly higher net revenues, partially offset by slightly higher average assets under management. On the basis of adjusted income before taxes, our net margin was 52 basis points, nine basis points higher compared to 2017.

2017 results details

Income before taxes of CHF 801 million decreased 27% compared to 2016, driven by lower net revenues, partially offset by slightly lower total operating expenses. Adjusted income before taxes of CHF 860 million increased 10% compared to 2016.

Net revenues

In 2017, net revenues of CHF 2,897 million decreased 11%, mainly due to the gains on the sale of real estate of CHF 366 million in 2016 reflected in other revenues. Net interest income of CHF 1,670 million was stable, with slightly higher deposit margins on higher average deposit volumes and slightly higher loan margins on slightly higher average loan volumes. Transaction-based revenues of CHF 413 million were stable, reflecting a gain from the sale of an investment and higher brokerage fees, reflecting increased client activity, offset by lower revenues from ITS and lower equity participations income. Recurring commissions and fees of CHF 812 million were stable with lower revenues from discretionary mandate management fees offset by higher revenues from wealth structuring solutions, higher investment product management fees and increased investment advisory fees. Adjusted net revenues of CHF 2,897 million were stable compared to 2016.

Provision for credit losses

The Private Clients loan portfolio is substantially comprised of residential mortgages in Switzerland and loans collateralized by securities and, to a lesser extent, consumer finance loans.

In 2017, Private Clients recorded provision for credit losses of CHF 42 million compared to CHF 39 million in 2016. The provision was primarily related to our consumer finance business.

Total operating expenses

Compared to 2016, total operating expenses of CHF 2,054 million decreased slightly, primarily reflecting lower compensation and benefits, partially offset by higher commission expenses. Compensation and benefits of CHF 1,088 million decreased 8%, primarily reflecting lower salary expenses and lower pension expenses. General and administrative expenses of CHF 772 million were stable compared to 2016, driven by decreased occupancy expenses and lower advertising and marketing expenses, offset by higher allocated corporate function costs. Adjusted total operating expenses of CHF 1,995 million were 4% lower compared to 2016.

Assets under management

As of the end of **2018**, assets under management of CHF 198.0 billion were CHF 10.3 billion lower compared to the end of 2017, mainly driven by unfavorable market movements, partially offset by net new assets of CHF 3.0 billion. Net new assets reflected positive contributions from all businesses.

As of the end of **2017**, assets under management of CHF 208.3 billion increased CHF 16.1 billion compared to the end of 2016, primarily driven by favorable market movements and net new assets of CHF 4.7 billion, with good performance across all businesses and strong contributions from ultra-high-net-worth individuals and entrepreneurs.

Assets under management – Private Clients

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Assets under management (CHF billion)					
Assets under management	198.0	208.3	192.2	(4.9)	8.4
Average assets under management	207.7	202.2	190.0	2.7	6.4
Assets under management by currency (CHF billion)					
USD	28.9	30.5	28.7	(5.2)	6.3
EUR	20.1	22.9	19.0	(12.2)	20.5
CHF	140.0	145.0	136.7	(3.4)	6.1
Other	9.0	9.9	7.8	(9.1)	26.9
Assets under management	**198.0**	**208.3**	**192.2**	(4.9)	8.4
Growth in assets under management (CHF billion)					
Net new assets	3.0	4.7	0.1	–	–
Other effects	(13.3)	11.4	2.3	–	–
of which market movements	(10.6)	12.4	2.1	–	–
of which foreign exchange	(0.8)	0.8	0.3	–	–
of which other	(1.9)	(1.8)	(0.1)	–	–
Growth in assets under management	**(10.3)**	**16.1**	**2.4**	–	–
Growth in assets under management (%)					
Net new assets	1.4	2.4	0.1	–	–
Other effects	(6.3)	6.0	1.2	–	–
Growth in assets under management	**(4.9)**	**8.4**	**1.3**	–	–

Corporate & Institutional Clients

2018 results details

Income before taxes of CHF 1,065 million increased 10% compared to 2017, reflecting lower total operating expenses and slightly higher net revenues, partially offset by higher provision for credit losses.

Net revenues

Compared to 2017, net revenues of CHF 2,575 million increased slightly, mainly driven by higher recurring commissions and fees and the increase in other revenues, reflecting a gain on the sale of our investment in Euroclear of CHF 18 million. Recurring commissions and fees of CHF 680 million increased 7%, mainly reflecting higher wealth structuring solution fees and higher fees from lending activities, partially offset by lower security account and custody services fees. Net interest income of CHF 1,229 million was stable, with higher deposit margins on lower average deposit volumes and stable loan margins on stable average loan volumes. Transaction-based revenues of CHF 699 million were stable, reflecting higher revenues from ITS and higher fees from foreign exchange client business, offset by lower brokerage fees.

Provision for credit losses

The Corporate & Institutional Clients loan portfolio has relatively low concentrations and is mainly secured by real estate, securities and other financial collateral.

In 2018, Corporate & Institutional Clients recorded provision for credit losses of CHF 96 million compared to CHF 33 million in 2017. The increase is mainly related to several individual cases and lower releases of provision for credit losses.

Total operating expenses

Compared to 2017, total operating expenses of CHF 1,414 million decreased 6%, primarily reflecting lower compensation and benefits and lower general and administrative expenses. Compensation and benefits of CHF 821 million decreased 6%, driven by lower allocated corporate function costs, slightly lower salary expenses, decreased discretionary compensation expenses and lower pension expenses. General and administrative expenses of CHF 434 million decreased 9%, mainly driven by lower occupancy expenses and slightly lower allocated corporate function costs.

Results – Corporate & Institutional Clients

			in		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**2,575**	**2,499**	**2,501**	3	0
Provision for credit losses	**96**	**33**	**40**	191	(18)
Compensation and benefits	821	869	847	(6)	3
General and administrative expenses	434	479	504	(9)	(5)
Commission expenses	124	148	171	(16)	(13)
Restructuring expenses	35	6	9	483	(33)
Total other operating expenses	593	633	684	(6)	(7)
Total operating expenses	**1,414**	**1,502**	**1,531**	(6)	(2)
Income before taxes	**1,065**	**964**	**930**	10	4
Statement of operations metrics (%)					
Cost/income ratio	54.9	60.1	61.2	–	–
Net revenue detail (CHF million)					
Net interest income	1,229	1,226	1,223	0	0
Recurring commissions and fees	680	634	626	7	1
Transaction-based revenues	699	694	702	1	(1)
Other revenues	(33)	(55)	(50)	(40)	10
Net revenues	**2,575**	**2,499**	**2,501**	3	0
Number of relationship managers					
Number of relationship managers	520	540	540	(4)	0

2017 results details

Income before taxes of CHF 964 million increased 4% compared to 2016, driven by slightly lower total operating expenses and lower provision for credit losses. Adjusted income before taxes of CHF 1,013 million increased 6% compared to 2016.

Net revenues

Compared to 2016, net revenues of CHF 2,499 million were stable, with stable revenues across all revenue categories. Recurring commissions and fees of CHF 634 million were stable, reflecting higher fees from lending activities and higher investment product management fees, offset by lower discretionary mandate management fees. Net interest income of CHF 1,226 million was stable, with slightly higher loan margins on stable average loan volumes, offset by lower deposit margins on higher average deposit volumes. Transaction-based revenues of CHF 694 million were stable, with lower revenues from ITS, offset by increased revenues from our Swiss investment banking business and our profit share from the sale of an investment from our Swiss venture capital vehicle.

Provision for credit losses

The Corporate & Institutional Clients loan portfolio has relatively low concentrations and is mainly secured by real estate, securities and other financial collateral.

In 2017, Corporate & Institutional Clients recorded provision for credit losses of CHF 33 million compared to CHF 40 million in 2016. The decrease reflected higher releases of provision for credit losses relating to several individual cases and a recovery case of CHF 8 million, partially offset by higher new provisions.

Total operating expenses

Compared to 2016, total operating expenses of CHF 1,502 million decreased slightly, primarily reflecting lower general and administrative expenses and lower commission expenses, partially offset by slightly higher compensation and benefits. General and administrative expenses of CHF 479 million decreased 5%, mainly driven by lower allocated corporate function costs. Compensation and benefits of CHF 869 million were slightly higher, driven by higher allocated corporate function costs, partially offset by lower discretionary compensation expenses and lower pension expenses.

Assets under management

As of the end of **2018**, assets under management of CHF 348.7 billion were CHF 6.0 billion lower compared to the end of 2017, mainly driven by unfavorable market movements, partially offset by net new assets of CHF 8.6 billion. Net new assets primarily reflected positive contributions from our pension business.

As of the end of **2017**, assets under management of CHF 354.7 billion were CHF 15.4 billion higher compared to the end of 2016, mainly driven by favorable market movements. Net asset outflows of CHF 13.9 billion were primarily due to redemptions of CHF 13.3 billion from a single public sector mandate in the third quarter of 2017.

International Wealth Management

In 2018, we reported income before taxes of CHF 1,705 million and net revenues of CHF 5,414 million. Income before taxes increased 26% compared to 2017, primarily reflecting higher net revenues.

Results summary

2018 results

In 2018, income before taxes of CHF 1,705 million increased 26% compared to 2017. Net revenues of CHF 5,414 million increased 6% compared to 2017, reflecting higher revenues across all revenue categories. Higher net interest income reflected higher deposit margins and lower loan margins on higher average deposit and loan volumes. Higher recurring commissions and fees were mainly driven by higher asset management fees and higher fees from lending activities. Other revenues in 2018 reflected a gain on the sale of our investment in Euroclear of CHF 37 million in Private Banking and revenues from a business disposal in Asset Management. Other revenues in 2017 included an investment loss from Asset Management Finance LLC (AMF) and a loss from a business disposal relating to our systematic market making business. Transaction- and performance-based revenues increased CHF 14 million, mainly reflecting increased client activity, higher revenues from ITS and higher corporate advisory fees related to integrated solutions in Private Banking. This increase was offset by lower performance and placement revenues mainly from Asset Management. Provision for credit losses was CHF 35 million on a net loan portfolio of CHF 51.7 billion. Total operating expenses decreased slightly compared to 2017, primarily driven by lower litigation provisions, slightly lower salary expenses and decreased professional and contractor services fees, partially offset by higher restructuring expenses, reflecting the results of our cost efficiency measures. Adjusted income before taxes of CHF 1,810 million increased 21% compared to 2017.

Divisional results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**5,414**	**5,111**	**4,698**	6	9
Provision for credit losses	**35**	**27**	**20**	30	35
Compensation and benefits	2,303	2,278	2,168	1	5
General and administrative expenses	1,029	1,141	1,096	(10)	4
Commission expenses	227	244	239	(7)	2
Restructuring expenses	115	70	54	64	30
Total other operating expenses	1,371	1,455	1,389	(6)	5
Total operating expenses	**3,674**	**3,733**	**3,557**	(2)	5
Income before taxes	**1,705**	**1,351**	**1,121**	26	21
Statement of operations metrics (%)					
Return on regulatory capital	30.7	25.8	23.3	–	–
Cost/income ratio	67.9	73.0	75.7	–	–
Number of employees (full-time equivalents)					
Number of employees	10,210	10,250	10,300	0	0

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Divisional results (continued)

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Net revenues (CHF million)					
Private Banking	3,890	3,603	3,371	8	7
Asset Management	1,524	1,508	1,327	1	14
Net revenues	**5,414**	**5,111**	**4,698**	6	9
Net revenue detail (CHF million)					
Net interest income	1,568	1,449	1,308	8	11
Recurring commissions and fees	2,233	2,135	1,914	5	12
Transaction- and performance-based revenues	1,630	1,616	1,426	1	13
Other revenues	(17)	(89)	50	(81)	–
Net revenues	**5,414**	**5,111**	**4,698**	6	9
Provision for credit losses (CHF million)					
New provisions	56	49	55	14	(11)
Releases of provisions	(21)	(22)	(35)	(5)	(37)
Provision for credit losses	**35**	**27**	**20**	30	35
Balance sheet statistics (CHF million)					
Total assets	91,835	94,753	91,083	(3)	4
Net loans	51,695	50,474	44,965	2	12
of which Private Banking	51,684	50,429	44,952	2	12
Risk-weighted assets	40,116	38,256	35,252	5	9
Leverage exposure	98,556	99,267	94,092	(1)	5

2017 results

In 2017, income before taxes of CHF 1,351 million increased 21% compared to 2016. Net revenues of CHF 5,111 million increased 9% compared to 2016 driven by higher recurring commissions and fees, higher transaction- and performance-based revenues and higher net interest income. These increases were partially offset by lower other revenues. Higher recurring commissions and fees were mainly driven by higher asset management fees, higher investment product management fees and higher average assets under management. These increases were partially offset by lower discretionary mandate management fees. Higher transaction- and performance-based revenues mainly reflected higher performance and placement fees in Asset Management and higher brokerage and product issuing fees in Private Banking, partially offset by lower revenues from ITS. Higher net interest income reflected higher loan and deposit margins on higher average loan and deposit volumes. Other revenues were lower mainly as 2016 included a gain on the sale of real estate in Private Banking compared to the investment loss from AMF and the loss from the business disposal relating to our systematic market making business in 2017 in Asset Management. Provision for credit losses was CHF 27 million on a net loan portfolio of CHF 50.5 billion. The 5% increase in total operating expenses compared to 2016 was primarily driven by higher discretionary compensation expenses, higher litigation provisions and higher salary expenses, partially offset by lower contractor and professional services fees. Adjusted income before taxes of CHF 1,497 million increased 35% compared to 2016.

Capital and leverage metrics

As of the end of 2018, we reported risk-weighted assets of CHF 40.1 billion, an increase of CHF 1.9 billion compared to the end of 2017, mainly driven by model and parameter updates and business growth. Leverage exposure of CHF 98.6 billion was stable compared to the end of 2017.

Reconciliation of adjusted results

in	Private Banking 2018	2017	2016	Asset Management 2018	2017	2016	International Wealth Management 2018	2017	2016
Adjusted results (CHF million)									
Net revenues	**3,890**	**3,603**	**3,371**	**1,524**	**1,508**	**1,327**	**5,414**	**5,111**	**4,698**
Real estate gains	(2)	0	(54)	0	0	0	(2)	0	(54)
(Gains)/losses on business sales	(37)	0	0	(18)	28	0	(55)	28	0
Adjusted net revenues	**3,851**	**3,603**	**3,317**	**1,506**	**1,536**	**1,327**	**5,357**	**5,139**	**4,644**
Provision for credit losses	**35**	**27**	**20**	**0**	**0**	**0**	**35**	**27**	**20**
Total operating expenses	**2,522**	**2,552**	**2,510**	**1,152**	**1,181**	**1,047**	**3,674**	**3,733**	**3,557**
Restructuring expenses	(89)	(44)	(47)	(26)	(26)	(7)	(115)	(70)	(54)
Major litigation provisions	0	(48)	12	0	0	0	0	(48)	12
Expenses related to business sales	0	0	0	(47)	0	0	(47)	0	0
Adjusted total operating expenses	**2,433**	**2,460**	**2,475**	**1,079**	**1,155**	**1,040**	**3,512**	**3,615**	**3,515**
Income before taxes	**1,333**	**1,024**	**841**	**372**	**327**	**280**	**1,705**	**1,351**	**1,121**
Total adjustments	50	92	(19)	55	54	7	105	146	(12)
Adjusted income before taxes	**1,383**	**1,116**	**822**	**427**	**381**	**287**	**1,810**	**1,497**	**1,109**
Adjusted return on regulatory capital (%)	–	–	–	–	–	–	32.6	28.6	23.1

Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in Credit Suisse for further information.

Private Banking

2018 results details

Income before taxes of CHF 1,333 million increased 30% compared to 2017, primarily reflecting higher net revenues. Adjusted income before taxes of CHF 1,383 million increased 24% compared to 2017.

Net revenues

Compared to 2017, net revenues of CHF 3,890 million were 8% higher, reflecting higher revenues across all revenue categories. Net interest income of CHF 1,568 million increased 8%, reflecting higher deposit margins on higher average deposit volumes and lower loan margins on higher average loan volumes. Transaction- and performance-based revenues of CHF 1,054 million increased 11%, mainly reflecting higher client activity and higher revenues from ITS. Other revenues reflected the gain on the sale of our investment in Euroclear of CHF 37 million. Recurring commissions and fees of CHF 1,227 million increased slightly, mainly driven by higher fees from lending activities and higher investment product management fees, partially offset by lower discretionary mandate management fees.

Provision for credit losses

In 2018, Private Banking recorded provision for credit losses of CHF 35 million, compared to CHF 27 million in 2017, including a small number of cases related to emerging markets and ship finance.

Total operating expenses

Compared to 2017, total operating expenses of CHF 2,522 million were stable, with lower general and administrative expenses and decreased commission expenses, offset by higher compensation and benefits and higher restructuring expenses. General and administrative expenses of CHF 680 million decreased 13%, primarily reflecting lower litigation provisions and lower allocated corporate function costs. Compensation and benefits of CHF 1,599 million increased 4%, mainly reflecting higher allocated corporate function costs and higher deferred compensation expenses from prior-year awards, partially offset by lower salary expenses. Restructuring expenses increased CHF 45 million, reflecting the results of our cost efficiency measures.

Margins

Our **gross margin** was 106 basis points in 2018, one basis point higher compared to 2017, mainly reflecting higher net interest income and transaction- and performance-based revenues, mostly offset by an increase of 7.0% in average assets under management. On the basis of adjusted net revenues, our gross margin was 105 basis points, stable compared to 2017.

> Refer to "Assets under management" for further information.

Our **net margin** was 36 basis points in 2018, six basis points higher compared to 2017, mainly reflecting higher net revenues, partially offset by the 7.0% higher average assets under management. On the basis of adjusted income before taxes, our net margin was 38 basis points, six basis points higher compared to 2017.

Results – Private Banking

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**3,890**	**3,603**	**3,371**	8	7
Provision for credit losses	**35**	**27**	**20**	30	35
Compensation and benefits	1,599	1,540	1,502	4	3
General and administrative expenses	680	782	788	(13)	(1)
Commission expenses	154	186	173	(17)	8
Restructuring expenses	89	44	47	102	(6)
Total other operating expenses	923	1,012	1,008	(9)	–
Total operating expenses	**2,522**	**2,552**	**2,510**	(1)	2
Income before taxes	**1,333**	**1,024**	**841**	30	22
Statement of operations metrics (%)					
Cost/income ratio	64.8	70.8	74.5	–	–
Net revenue detail (CHF million)					
Net interest income	1,568	1,449	1,308	8	11
Recurring commissions and fees	1,227	1,200	1,093	2	10
Transaction- and performance-based revenues	1,054	953	922	11	3
Other revenues	41	1	48	–	(98)
Net revenues	**3,890**	**3,603**	**3,371**	8	7
Margins on assets under management (bp)					
Gross margin [1]	106	105	112	–	–
Net margin [2]	36	30	28	–	–
Number of relationship managers					
Number of relationship managers	1,110	1,130	1,140	(2)	(1)

Net interest income includes a term spread credit on stable deposit funding and a term spread charge on loans. Recurring commissions and fees includes investment product management, discretionary mandate and other asset management-related fees, fees for general banking products and services and revenues from wealth structuring solutions. Transaction- and performance-based revenues arise primarily from brokerage and product issuing fees, fees from foreign exchange client transactions, trading and sales income, equity participations income and other transaction- and performance-based income.

1
Net revenues divided by average assets under management.

2
Income before taxes divided by average assets under management.

2017 results details

Income before taxes of CHF 1,024 million increased 22% compared to 2016, reflecting higher net revenues, partially offset by slightly higher total operating expenses. Adjusted income before taxes of CHF 1,116 million increased 36% compared to 2016.

Net revenues

Compared to 2016, net revenues of CHF 3,603 million were 7% higher, reflecting higher net interest income, higher recurring commissions and fees and slightly higher transaction- and performance-based revenues. These increases were partially offset by lower other revenues. Net interest income of CHF 1,449 million increased 11%, reflecting higher loan and deposit margins on higher average loan and deposit volumes. Recurring commissions and fees of CHF 1,200 million increased 10%, mainly reflecting higher investment product management fees and higher security account and custody services fees, partially offset by lower discretionary mandate management fees. Transaction- and performance-based revenues of CHF 953 million increased slightly, mainly reflecting higher brokerage and product issuing fees, partially offset by lower revenues from ITS. Other revenues were significantly lower as 2016 included the gain on the sale of real estate of CHF 54 million. Adjusted net revenues of CHF 3,603 million increased 9% compared to 2016.

Provision for credit losses

In 2017, Private Banking recorded provision for credit losses of CHF 27 million, compared to CHF 20 million in 2016, including a small number of cases in Europe and related to ship finance.

Total operating expenses

Compared to 2016, total operating expenses of CHF 2,552 million increased slightly, mainly reflecting slightly higher compensation and benefits and higher commission expenses. Compensation and benefits of CHF 1,540 million increased slightly, mainly reflecting higher discretionary compensation expenses, higher deferred compensation expenses from prior-year awards and increased social security expenses, partially offset by lower salary expenses. General and administrative expenses of CHF 782 million were stable with higher litigation provisions offset by lower professional services fees. Adjusted total operating expenses of CHF 2,460 million were stable compared to 2016.

Assets under management

As of the end of **2018**, assets under management of CHF 357.5 billion were CHF 9.4 billion lower compared to the end of 2017, reflecting unfavorable market and foreign exchange-related movements, partially offset by net new assets of CHF 14.2 billion. Net new assets mainly reflected inflows from emerging markets and Europe.

As of the end of **2017**, assets under management of CHF 366.9 billion were CHF 43.7 billion higher compared to the end of 2016, primarily reflecting favorable market movements and net new assets of CHF 15.6 billion. Net new assets reflected solid inflows from emerging markets and Europe.

Assets under management – Private Banking

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Assets under management (CHF billion)					
Assets under management	357.5	366.9	323.2	(2.6)	13.5
Average assets under management	368.1	343.9	300.3	7.0	14.5
Assets under management by currency (CHF billion)					
USD	170.3	162.9	149.0	4.5	9.3
EUR	106.7	114.1	93.2	(6.5)	22.4
CHF	17.5	23.0	21.0	(23.9)	9.5
Other	63.0	66.9	60.0	(5.8)	11.5
Assets under management	**357.5**	**366.9**	**323.2**	(2.6)	13.5
Growth in assets under management (CHF billion)					
Net new assets	14.2	15.6	15.6	–	–
Other effects	(23.6)	28.1	18.0	–	–
of which market movements	(12.0)	24.3	10.1	–	–
of which foreign exchange	(7.8)	1.0	7.8	–	–
of which other	(3.8)	2.8	0.1	–	–
Growth in assets under management	**(9.4)**	**43.7**	**33.6**	–	–
Growth in assets under management (%)					
Net new assets	3.9	4.8	5.4	–	–
Other effects	(6.5)	8.7	6.2	–	–
Growth in assets under management	**(2.6)**	**13.5**	**11.6**	–	–

Asset Management

2018 results details

Income before taxes of CHF 372 million increased 14% compared to 2017, primarily reflecting slightly lower total operating expenses. Adjusted income before taxes of CHF 427 million increased 12% compared to 2017.

In the first quarter of 2018 we completed the spin-off of a management company for a quantitative fund relating to our systematic market making business while retaining an economic interest in the management company and the fund. Revenues from this interest are recognized as investment and partnership income rather than management fees and performance and placement revenues as previously reported. Prior periods have been reclassified to conform to the current presentation.

Net revenues

Compared to 2017, net revenues of CHF 1,524 million were stable, with higher management fees and investment and partnership income, partially offset by significantly lower performance and placement revenues. Management fees of CHF 1,107 million increased 9%, mainly reflecting higher average assets under management. Investment and partnership income of CHF 224 million increased 10%, mainly driven by a gain on the partial sale of an economic interest in a third-party manager relating to a private equity investment and the investment loss of CHF 43 million from AMF in 2017. These increases were partially offset by the absence of revenues from the systematic market making business due to the spin-off. Performance and placement revenues of CHF 193 million decreased 34%, reflecting lower performance fees due to a strong investment performance of a fund in 2017, investment-related losses compared to gains in 2017 and lower placement

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fees, partially offset by revenues from the business disposal in 2018. Adjusted net revenues of CHF 1,506 million decreased slightly compared to 2017.

Total operating expenses

Compared to 2017, total operating expenses of CHF 1,152 million decreased slightly, driven by lower compensation and benefits and slightly lower general and administrative expenses. Compensation and benefits of CHF 704 million decreased 5%, mainly reflecting lower discretionary compensation expenses and lower deferred compensation expenses from prior-year awards. General and administrative expenses of CHF 349 million decreased slightly, mainly reflecting lower allocated corporate function costs and lower professional services fees. Adjusted total operating expenses of CHF 1,079 million decreased 7% compared to 2017.

2017 results details

Income before taxes of CHF 327 million increased 17% compared to 2016, with higher net revenues partially offset by higher total operating expenses. Adjusted income before taxes of CHF 381 million increased 33% compared to 2016.

Net revenues

Compared to 2016, net revenues of CHF 1,508 million increased 14%, with higher management fees and significantly higher performance and placement revenues, partially offset by lower investment and partnership income. Management fees of CHF 1,011 million increased 14%, mainly reflecting higher average assets under management. Performance and placement revenues of CHF 293 million increased 40%, mainly reflecting higher performance fees including the strong investment performance of a fund in 2017 and higher placement fees. Investment and partnership income of CHF 204 million decreased 12%, primarily reflecting the investment loss of CHF 43 million from AMF in 2017 compared to a residual gain from a private equity interest of CHF 45 million in 2016. Adjusted net revenues of CHF 1,536 million increased 16% compared to 2016.

Total operating expenses

Compared to 2016, total operating expenses of CHF 1,181 million increased 13%, driven by higher compensation and benefits and higher general and administrative expenses. Compensation and benefits of CHF 738 million increased 11%, reflecting higher salary expenses and higher discretionary compensation expenses, partially offset by lower deferred compensation expenses from prior-year awards. Higher salary expenses mainly reflected the strong investment performance of a fund and the transition of the systematic market making business from Global Markets to International Wealth Management. General and administrative expenses of CHF 359 million increased 17% mainly reflecting higher professional services fees. Adjusted total operating expenses of CHF 1,155 million increased 11% compared to 2016.

Results – Asset Management

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**1,524**	**1,508**	**1,327**	1	14
Provision for credit losses	**0**	**0**	**0**	–	–
Compensation and benefits	704	738	666	(5)	11
General and administrative expenses	349	359	308	(3)	17
Commission expenses	73	58	66	26	(12)
Restructuring expenses	26	26	7	0	271
Total other operating expenses	448	443	381	1	16
Total operating expenses	**1,152**	**1,181**	**1,047**	(2)	13
Income before taxes	**372**	**327**	**280**	14	17
Statement of operations metrics (%)					
Cost/income ratio	75.6	78.3	78.9	–	–
Net revenue detail (CHF million)					
Management fees	1,107	1,011	886	9	14
Performance and placement	193	293	209	(34)	40

revenues					
Investment and partnership income	224	204	232	10	(12)
Net revenues	**1,524**	**1,508**	**1,327**	1	14
of which recurring commissions and fees	1,006	935	821	8	14
of which transaction- and performance-based revenues	576	663	504	(13)	32
of which other revenues	(58)	(90)	2	(36)	–

Management fees include fees on assets under management, asset administration revenues and transaction fees related to the acquisition and disposal of investments in the funds being managed. Performance revenues relate to the performance or return of the funds being managed and includes investment-related gains and losses from proprietary funds. Placement revenues arise from our third-party private equity fundraising activities and secondary private equity market advisory services. Investment and partnership income includes equity participation income from seed capital returns and from minority investments in third-party asset managers, income from strategic partnerships and distribution agreements, and other revenues.

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Assets under management

As of the end of **2018**, assets under management of CHF 388.7 billion were CHF 3.1 billion higher compared to the end of 2017, reflecting net new assets of CHF 22.2 billion, partially offset by unfavorable market and foreign exchange-related movements. Net new assets mainly reflected inflows from traditional and alternative investments.

As of the end of **2017**, assets under management of CHF 385.6 billion increased CHF 64.0 billion compared to the end of 2016, reflecting a structural effect from assets under management reported for multi-asset class solutions, favorable market movements and net new assets of CHF 20.3 billion. Net new assets primarily reflected inflows from traditional and alternative investments and from emerging market joint ventures.

Assets under management – Asset Management

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Assets under management (CHF billion)					
Traditional investments	218.9	217.6	159.9	0.6	36.1
Alternative investments	124.6	121.5	121.0	2.6	0.4
Investments and partnerships	45.2	46.5	40.7	(2.8)	14.3
Assets under management	**388.7**	**385.6**	**321.6**	0.8	19.9
Average assets under management	397.8	368.4	317.5	8.0	16.0
Assets under management by currency (CHF billion)					
USD	107.2	100.1	95.9	7.1	4.4
EUR	49.0	48.2	36.6	1.7	31.7
CHF	184.9	182.6	140.7	1.3	29.8
Other	47.6	54.7	48.4	(13.0)	13.0
Assets under management	**388.7**	**385.6**	**321.6**	0.8	19.9
Growth in assets under management (CHF billion)					
Net new assets [1]	22.2	20.3	5.6	–	–
Other effects	(19.1)	43.7	(5.3)	–	–
of which market movements	(9.1)	20.6	7.6	–	–
of which foreign exchange	(3.4)	(0.3)	3.9	–	–
of which other	(6.6)	23.4	(16.8)	–	–
Growth in assets under management	**3.1**	**64.0**	**0.3**	–	–
Growth in assets under management (%)					
Net new assets	5.8	6.3	1.7	–	–
Other effects	(5.0)	13.6	(1.6)	–	–
Growth in assets under management	**0.8**	**19.9**	**0.1**	–	–

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Includes outflows for private equity assets reflecting realizations at cost and unfunded commitments on which a fee is no longer earned.

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Asia Pacific

In 2018, we reported income before taxes of CHF 664 million and net revenues of CHF 3,393 million. Income before taxes decreased 9% compared to 2017, reflecting the challenging market conditions in the second half of 2018.

Results summary

2018 results

In 2018, income before taxes of CHF 664 million decreased 9% compared to 2017 due to lower net revenues and higher provision for credit losses, partially offset by lower total operating expenses. In 2018, the US GAAP accounting standard pertaining to revenue recognition was adopted. As a result, both net revenues and operating expenses in Asia Pacific decreased CHF 27 million. Lower net revenues of CHF 3,393 million were driven by lower revenues in our Markets business across all revenue categories. Lower equity sales and trading revenues were primarily driven by weaker results in equity derivatives, reflecting reduced client activity and a difficult trading environment in the second half of 2018. Lower fixed income sales and trading revenues were primarily driven by a weaker performance in rates, partially offset by higher revenues in foreign exchange products, structured products and credit products. Wealth Management & Connected revenues were stable, mainly reflecting lower transaction-based revenues and lower advisory, underwriting and financing revenues, offset by higher recurring commissions and fees. Financing revenues in 2017 included a gain of CHF 64 million from a pre-IPO financing and a positive net fair value impact of CHF 94 million from an impaired loan portfolio in recovery management. Compared to 2017, total operating expenses of CHF 2,694 million decreased slightly, primarily reflecting lower compensation and benefits and lower commission expenses, largely offset by higher general and administrative expenses, primarily driven by higher litigation provisions. Adjusted income before taxes of CHF 804 million increased slightly compared to 2017.

Divisional results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**3,393**	**3,504**	**3,597**	(3)	(3)
Provision for credit losses	**35**	**15**	**26**	133	(42)
Compensation and benefits	1,503	1,602	1,665	(6)	(4)
General and administrative expenses	887	831	836	7	(1)
Commission expenses	243	264	292	(8)	(10)
Restructuring expenses	61	63	53	(3)	19
Total other operating expenses	1,191	1,158	1,181	3	(2)
Total operating expenses	**2,694**	**2,760**	**2,846**	(2)	(3)
Income before taxes	**664**	**729**	**725**	(9)	1
Statement of operations metrics (%)					
Return on regulatory capital	12.0	13.8	13.7	–	–
Cost/income ratio	79.4	78.8	79.1	–	–
Number of employees (full-time equivalents)					
Number of employees	7,440	7,230	6,980	3	4

1

Calculated using a return excluding interest costs for allocated goodwill.

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Divisional results (continued)

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Net revenues (CHF million)					
Wealth Management & Connected	2,290	2,322	1,904	(1)	22
Markets	1,103	1,182	1,693	(7)	(30)
Net revenues	**3,393**	**3,504**	**3,597**	(3)	(3)
Provision for credit losses (CHF million)					
New provisions	42	28	72	50	(61)
Releases of provisions	(7)	(13)	(46)	(46)	(72)
Provision for credit losses	**35**	**15**	**26**	133	(42)
Balance sheet statistics (CHF million)					
Total assets	99,809	96,497	97,221	3	(1)
Net loans	43,713	43,080	40,134	1	7
of which Private Banking	32,877	35,331	33,405	(7)	6
Risk-weighted assets	37,156	31,474	34,605	18	(9)
Leverage exposure	106,375	105,585	108,926	1	(3)

2017 results

In 2017, income before taxes of CHF 729 million was stable compared to 2016 as lower net revenues were offset by lower total operating expenses and lower provision for credit losses. Lower net revenues of CHF 3,504 million were driven by lower fixed income and equity sales and trading revenues in our Markets business. Lower fixed income and trading revenues were primarily driven by decreased client activity in rates and lower revenues in foreign exchange products due to weaker trading performance. Lower equity sales and trading revenues were primarily driven by weaker results, reflecting a difficult trading environment that was characterized by persistently low levels of volatility and reduced client activity in equity derivatives, and the transition of the systematic market making business to International Wealth Management that was completed in the first quarter of 2017. These decreases were partially offset by higher net revenues in our Wealth Management & Connected business, reflecting higher Private Banking revenues, mainly from higher transaction-based revenues, and higher advisory, underwriting and financing revenues. Compared to 2016, total operating expenses of CHF 2,760 million decreased slightly, primarily reflecting lower compensation and benefits and lower commission expenses, mainly due to the transition of the systematic market making business, partially offset by higher restructuring expenses. Adjusted income before taxes of CHF 792 million increased slightly compared to 2016.

Capital and leverage metrics

As of the end of 2018, we reported risk-weighted assets of CHF 37.2 billion, an increase of CHF 5.7 billion compared to the end of 2017, primarily reflecting business growth in Wealth Management & Connected and methodology changes, partly offset by lower business usage in Markets. Leverage exposure was CHF 106.4 billion, an increase of CHF 0.8 billion compared to the end of 2017, reflecting higher HQLA, higher lending activities in Wealth Management & Connected and a foreign exchange impact, partially offset by lower business usage in Markets.

Reconciliation of adjusted results

			Wealth Management & Connected			Markets			Asia Pacific
in	2018	2017	2016	2018	2017	2016	2018	2017	2016
Adjusted results (CHF million)									
Net revenues	**2,290**	**2,322**	**1,904**	**1,103**	**1,182**	**1,693**	**3,393**	**3,504**	**3,597**
Provision for credit losses	**25**	**15**	**29**	**10**	**–**	**(3)**	**35**	**15**	**26**
Total operating expenses	**1,574**	**1,508**	**1,386**	**1,120**	**1,252**	**1,460**	**2,694**	**2,760**	**2,846**
	(27)	(21)	(14)	(34)	(42)	(39)	(61)	(63)	(53)

Restructuring expenses									
Major litigation provisions	(79)	0	0	0	0	0	(79)	0	0
Adjusted total operating expenses	**1,468**	**1,487**	**1,372**	**1,086**	**1,210**	**1,421**	**2,554**	**2,697**	**2,793**
Income/(loss) before taxes	**691**	**799**	**489**	**(27)**	**(70)**	**236**	**664**	**729**	**725**
Total adjustments	106	21	14	34	42	39	140	63	53
Adjusted income/(loss) before taxes	**797**	**820**	**503**	**7**	**(28)**	**275**	**804**	**792**	**778**
Adjusted return on regulatory capital (%)	–	–	–	–	–	–	14.5	15.0	14.8

Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in Credit Suisse for further information.

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Wealth Management & Connected

2018 results details

Income before taxes of CHF 691 million decreased 14% compared to 2017, reflecting higher total operating expenses, lower net revenues and higher provision for credit losses. Adjusted income before taxes of CHF 797 million decreased slightly compared to 2017.

Net revenues

Net revenues of CHF 2,290 million were stable compared to 2017, reflecting higher Private Banking revenues, offset by lower advisory, underwriting and financing revenues. Recurring commissions and fees increased 10% to CHF 420 million, primarily reflecting higher investment product management fees, fees from lending activities, discretionary mandate management fees and investment advisory fees. Net interest income was stable. Transaction-based revenues decreased 7% to CHF 563 million, mainly due to lower brokerage and product issuing fees. Advisory, underwriting and financing revenues decreased 5% to CHF 678 million, primarily due to lower financing revenues and debt underwriting revenues, partially offset by higher fees from M&A transactions and equity underwriting revenues. Financing revenues in 2018 included a negative net fair value impact of CHF 10 million from an impaired loan portfolio in recovery management compared to 2017, which included a gain of CHF 64 million from a pre-IPO financing and a positive net fair value impact of CHF 94 million from an impaired loan portfolio in recovery management.

Provision for credit losses

The Wealth Management & Connected loan portfolio primarily comprises Private Banking lombard loans, mainly backed by listed securities, and secured and unsecured loans to corporates.

In 2018, Wealth Management & Connected recorded a provision for credit losses of CHF 25 million relating to several individual cases, compared to a provision for credit losses of CHF 15 million in 2017.

Total operating expenses

Total operating expenses of CHF 1,574 million increased 4% compared to 2017, mainly reflecting higher general and administrative expenses. General and administrative expenses increased 19% to CHF 500 million, mainly due to higher litigation provisions. Litigation provisions recorded in 2018 primarily related to the US Department of Justice and US Securities and Exchange Commission (SEC) investigations regarding our hiring practices in the Asia Pacific region between 2007 and 2013, which have now been resolved. Compensation and benefits were stable, primarily reflecting lower discretionary compensation expenses, offset by higher deferred compensation expenses from prior-year awards. Adjusted total operating expenses of CHF 1,468 million were stable compared to 2017.

Margins

Margin calculations are aligned with the performance metrics of our Private Banking business and its related assets under management within the Wealth Management & Connected business.

Our **gross margin** was 79 basis points in 2018, nine basis points lower compared to 2017, mainly reflecting an 11.5% increase in average assets under management.

> Refer to “Assets under management” for further information.

Our **net margin** was 27 basis points in 2018, three basis points lower compared to 2017, mainly reflecting the increase in average assets under management.

Results - Wealth Management & Connected

		in / end of		% change	
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**2,290**	**2,322**	**1,904**	(1)	22
Provision for credit losses	**25**	**15**	**29**	67	(48)
Compensation and benefits	988	1,002	941	(1)	6
General and administrative expenses	500	421	384	19	10
Commission expenses	59	64	47	(8)	36
Restructuring expenses	27	21	14	29	50
Total other operating expenses	586	506	445	16	14
Total operating expenses	**1,574**	**1,508**	**1,386**	4	9
Income before taxes	**691**	**799**	**489**	(14)	63
Statement of operations metrics (%)					
Cost/income ratio	68.7	64.9	72.8	–	–
Net revenue detail (CHF million)					
Private Banking	1,612	1,607	1,374	–	17
of which net interest income	628	620	602	1	3
of which recurring commissions and fees	420	381	319	10	19
of which transaction-based revenues	563	606	469	(7)	29
of which other revenues	1	0	(16)	–	100
Advisory, underwriting and financing	678	715	530	(5)	35
Net revenues	**2,290**	**2,322**	**1,904**	(1)	22
Private Banking margins on assets under management (bp)					
Gross margin [1]	79	88	86	–	–
Net margin [2]	27	30	23	–	–
Number of relationship managers					
Number of relationship managers	580	590	640	(2)	(8)

Net interest income includes a term spread credit on stable deposit funding and a term spread charge on loans. Recurring commissions and fees includes investment product management, discretionary mandate and other asset management-related fees, fees for general banking products and services and revenues from wealth structuring solutions. Transaction-based revenues arise primarily from brokerage and product issuing fees, fees from foreign exchange client transactions, trading and sales income, equity participations income and other transaction-based income.

1

Net revenues divided by average assets under management.

2

Income before taxes divided by average assets under management.

2017 results details

Income before taxes of CHF 799 million increased 63% compared to 2016, primarily reflecting significantly higher net revenues, partially offset by higher total operating expenses. Adjusted income before taxes of CHF 820 million increased 63% compared to 2016.

Net revenues

Net revenues of CHF 2,322 million increased 22% compared to 2016, reflecting higher Private Banking revenues, mainly from higher transaction-based revenues and higher advisory, underwriting and financing revenues. Transaction-based revenues increased 29% to CHF 606 million, mainly due to higher brokerage and product issuing and corporate advisory fees arising from integrated solutions. Recurring commissions and fees increased 19% to CHF 381 million, primarily reflecting higher investment product management, discretionary mandate management and security account and custody services fees. Net interest income increased slightly to CHF 620 million, reflecting higher average deposit and loan volumes, partially offset by slightly lower deposit margins and lower loan margins. Advisory, underwriting and financing revenues increased 35% to CHF 715 million, primarily due to higher financing and debt and equity underwriting revenues, partially offset by lower fees from M&A transactions. Financing revenues in 2017 included a gain of CHF 64 million from a pre-IPO financing and a positive net fair value impact of CHF 94 million from an impaired loan portfolio in recovery management.

Provision for credit losses

The Wealth Management & Connected loan portfolio primarily comprises Private Banking lombard loans, mainly backed by listed securities, and secured and unsecured loans to corporates.

In 2017, Wealth Management & Connected recorded a provision for credit losses of CHF 15 million relating to several individual cases, compared to a provision for credit losses of CHF 29 million in 2016.

Total operating expenses

Total operating expenses of CHF 1,508 million increased 9% compared to 2016, mainly reflecting higher compensation and benefits, higher general and administrative expenses and higher commission expenses. Compensation and benefits increased 6% to CHF 1,002 million, primarily driven by higher compliance, risk and IT compensation related expenses and higher discretionary compensation, reflecting growth-related higher headcount. General and administrative expenses increased 10% to CHF 421 million, mainly due to higher risk, IT infrastructure, finance and compliance expenses. Commission expenses of CHF 64 million increased 36%, primarily reflecting higher transaction-based revenues.

Assets under management

As of the end of **2018**, assets under management of CHF 201.7 billion were CHF 4.9 billion higher compared to the end of 2017, mainly reflecting net new assets of CHF 17.2 billion, partially offset by unfavorable market movements. Net new assets reflected inflows across most of our markets.

As of the end of **2017**, assets under management of CHF 196.8 billion were CHF 29.9 billion higher compared to the end of 2016, mainly reflecting net new assets of CHF 16.9 billion and favorable market movements. Net new assets reflected inflows primarily from Greater China, South East Asia, Japan and Australia.

Assets under management – Private Banking

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Assets under management (CHF billion)					
Assets under management	201.7	196.8	166.9	2.5	17.9
Average assets under management	203.3	182.3	159.5	11.5	14.3
Assets under management by currency (CHF billion)					
USD	106.4	98.2	82.5	8.4	19.0
EUR	5.8	6.7	4.6	(13.4)	45.7
CHF	1.8	2.5	2.0	(28.0)	25.0
Other	87.7	89.4	77.8	(1.9)	14.9
Assets under management	**201.7**	**196.8**	**166.9**	2.5	17.9
Growth in assets under management (CHF billion)					
Net new assets	17.2	16.9	13.6	–	–
Other effects	(12.3)	13.0	2.9	–	–
of which market movements	(13.2)	16.8	1.0	–	–
of which foreign exchange	(0.4)	(3.9)	4.8	–	–
of which other	1.3	0.1	(2.9)	–	–
Growth in assets under management	**4.9**	**29.9**	**16.5**	–	–
Growth in assets under management (%)					
Net new assets	8.7	10.1	9.0	–	–
Other effects	(6.2)	7.8	2.0	–	–
Growth in assets under management	**2.5**	**17.9**	**11.0**	–	–

Markets

2018 results details

Loss before taxes of CHF 27 million in 2018 compared to a loss before taxes of CHF 70 million in 2017. The related decrease of CHF 43 million reflected lower total operating expenses, partially offset by lower net revenues and higher provision for credit losses. Adjusted income before taxes of CHF 7 million in 2018 compared to an adjusted loss before taxes of CHF 28 million in 2017.

Net revenues

Net revenues of CHF 1,103 million decreased 7% compared to 2017, primarily reflecting the difficult trading environment in the second half of 2018. Equity sales and trading revenues decreased 7% to CHF 859 million, mainly due to lower revenues from equity derivatives, reflecting decreased client activity and the difficult trading environment. Fixed income sales and trading revenues decreased 7% to CHF 244 million, mainly due to lower revenues from rates, reflecting the unfavorable trading environment, partially offset by higher revenues from foreign exchange products, due to a stronger trading performance, and increased client activity in structured products and credit products.

Provision for credit losses

In 2018, Markets recorded a provision for credit losses of CHF 10 million related to a single case. No provision for credit losses was recorded in 2017.

Total operating expenses

Total operating expenses of CHF 1,120 million decreased 11% compared to 2017, reflecting lower compensation and benefits, general and administrative expenses, commission expenses and restructuring expenses. Compensation and benefits decreased 14% to CHF 515 million, mainly due to lower discretionary compensation expenses, allocated corporate function costs, deferred compensation expenses from prior-year awards and salary expenses. General and administrative expenses decreased 6% to CHF 387 million, mainly due to lower professional services fees and a provision release.

Results – Markets

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**1,103**	**1,182**	**1,693**	(7)	(30)
Provision for credit losses	**10**	**–**	**(3)**	–	100
Compensation and benefits	515	600	724	(14)	(17)
General and administrative expenses	387	410	452	(6)	(9)
Commission expenses	184	200	245	(8)	(18)
Restructuring expenses	34	42	39	(19)	8
Total other operating expenses	605	652	736	(7)	(11)
Total operating expenses	**1,120**	**1,252**	**1,460**	(11)	(14)
Income/(loss) before taxes	**(27)**	**(70)**	**236**	(61)	–
Statement of operations metrics (%)					
Cost/income ratio	101.5	105.9	86.2	–	–
Net revenue detail (CHF million)					
Equity sales and trading	859	920	1,162	(7)	(21)
Fixed income sales and trading	244	262	531	(7)	(51)
Net revenues	**1,103**	**1,182**	**1,693**	(7)	(30)

2017 results details

Loss before taxes of CHF 70 million in 2017 compared to an income before taxes of CHF 236 million in 2016. The related decrease of CHF 306 million primarily reflected lower net revenues, partially offset by lower total operating expenses. Adjusted loss before taxes of CHF 28 million in 2017 compared to adjusted income before taxes of CHF 275 million in 2016.

Net revenues

Net revenues of CHF 1,182 million decreased 30% compared to 2016, due to lower fixed income and equity sales and trading revenues. Fixed income sales and trading revenues decreased 51% to CHF 262 million, mainly due to decreased client activity in rates and lower revenues in foreign exchange products due to weaker trading performance. Developed markets rates products revenue in 2016 included a positive impact of CHF 33 million resulting from an increase in the funding value of certain structured deposits originated in Asia Pacific. Equity sales and trading revenues decreased 21% to CHF 920 million, mainly due to lower revenues from equity derivatives from weaker trading performance and lower client activity, and the transition of the systematic market making business to International Wealth Management that was completed in the first quarter of 2017. In 2016, equity derivatives revenue included the positive impact of CHF 65 million in derivatives resulting from a recalibration of the valuation model for certain hybrid instruments.

Provision for credit losses

In 2017, Markets had no provision for credit losses, compared to a release of provision for credit losses of CHF 3 million in 2016.

Total operating expenses

Total operating expenses of CHF 1,252 million decreased 14% compared to 2016, mainly reflecting lower compensation and benefits, general and administrative expenses and commission expenses. Compensation and benefits decreased 17% to CHF 600 million, mainly due to lower deferred compensation expenses from prior-year awards and salary expenses, reflecting a decrease in headcount from the restructuring of the Markets business. General and administrative expenses decreased 9% to CHF 410 million, mainly due to lower regulatory-related allocations and lower withholding taxes. Commission expenses decreased 18% to CHF 200 million, primarily reflecting the transition of the systematic market making business. Adjusted total operating expenses of CHF 1,210 million decreased 15% compared to 2016.

Global Markets

In 2018, we reported income before taxes of CHF 154 million and net revenues of CHF 4,980 million. Net revenues decreased 10% compared to 2017, reflecting challenging operating conditions in our fixed income businesses.

Results summary

2018 results

In 2018, we reported income before taxes of CHF 154 million. Net revenues of CHF 4,980 million decreased 10% compared to 2017, primarily reflecting lower results across fixed income trading and underwriting and reduced cash equities revenues due to less favorable market conditions, partially offset by increased ITS performance due to substantially higher equity derivatives revenues. Fixed income sales and trading revenues decreased 9%, primarily driven by substantially lower revenues in our credit franchise, reflecting challenging operating conditions. Underwriting revenues decreased 6%, reflecting lower debt issuance activity due to higher market volatility. Equity sales and trading revenues decreased 2%, reflecting lower cash equities and prime services revenues, partially offset by substantially higher equity derivatives revenues. Total operating expenses of CHF 4,802 million decreased 5% compared to 2017, reflecting lower compensation and benefits, general and administrative expenses and commission expenses, partially offset by higher restructuring expenses. We reported an adjusted income before taxes of CHF 406 million in 2018.

Divisional results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**4,980**	**5,551**	**5,497**	(10)	1
Provision for credit losses	**24**	**31**	**(3)**	(23)	–
Compensation and benefits	2,296	2,532	2,688	(9)	(6)
General and administrative expenses	1,773	1,839	2,038	(4)	(10)
Commission expenses	491	549	509	(11)	8
Goodwill impairment	0	0	0	–	–
Restructuring expenses	242	150	217	61	(31)
Total other operating expenses	2,506	2,538	2,764	(1)	(8)
Total operating expenses	**4,802**	**5,070**	**5,452**	(5)	(7)
Income before taxes	**154**	**450**	**48**	(66)	–
Statement of operations metrics (%)					
Return on regulatory capital	1.2	3.2	0.4	–	–
Cost/income ratio	96.4	91.3	99.2	–	–
Balance sheet statistics (CHF million, except where indicated)					
Total assets	211,530	242,159	239,700	(13)	1
Risk-weighted assets	59,016	58,858	51,713	0	14
Risk-weighted assets (USD)	59,836	60,237	50,556	(1)	19
Leverage exposure	245,664	283,809	284,143	(13)	0
Leverage exposure (USD)	249,076	290,461	277,787	(14)	5
Number of employees (full-time equivalents)					
Number of employees	11,350	11,740	11,530	(3)	2

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Calculated using a return excluding interest costs for allocated goodwill.

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Divisional results (continued)

			in	% change	
	2018	2017	2016	18 / 17	17 / 16
Net revenue detail (CHF million)					
Fixed income sales and trading	2,649	2,922	2,599	(9)	12
Equity sales and trading	1,709	1,750	2,157	(2)	(19)
Underwriting	1,047	1,115	957	(6)	17
Other	(425)	(236)	(216)	80	9
Net revenues	**4,980**	**5,551**	**5,497**	(10)	1

Reconciliation of adjusted results

		Global Markets	
in	2018	2017	2016
Adjusted results (CHF million)			
Net revenues	**4,980**	**5,551**	**5,497**
Provision for credit losses	**24**	**31**	**(3)**
Total operating expenses	**4,802**	**5,070**	**5,452**
Restructuring expenses	(242)	(150)	(217)
Major litigation provisions	(10)	0	(7)
Expenses related to business sales	0	(8)	0
Adjusted total operating expenses	**4,550**	**4,912**	**5,228**
Income before taxes	**154**	**450**	**48**
Total adjustments	252	158	224
Adjusted income before taxes	**406**	**608**	**272**
Adjusted return on regulatory capital (%)	3.1	4.3	2.0

Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in Credit Suisse for further information.

2017 results

In 2017, we reported income before taxes of CHF 450 million. Net revenues of CHF 5,551 million were stable compared to 2016, as substantially higher securitized products revenues and increased underwriting activity were offset by challenging equity trading conditions which resulted in low levels of client activity, particularly in ITS. Fixed income sales and trading revenues increased 12%, underwriting revenues increased 17% and equity sales and trading revenues declined 19%. Total operating expenses were CHF 5,070 million, down 7% compared to 2016, reflecting lower compensation and benefits, reduced allocated corporate function costs and lower restructuring costs. We reported an adjusted income before taxes of CHF 608 million in 2017.

Capital and leverage metrics

As of the end of 2018, we reported risk-weighted assets of USD 59.8 billion, stable compared to 2017 and in line with our 2018 threshold of USD 60 billion. Leverage exposure was USD 249.1 billion, in line with our 2018 threshold of USD 290 billion. Leverage exposure decreased USD 41.4 billion compared to 2017, reflecting lower business activity and the ITS recalibration in the second quarter of 2018.

2018 results details

Revenues reflected a change in the intra-divisional funding cost allocation methodology between fixed income sales and trading and equity sales and trading in the fourth quarter of 2018 due to ongoing work on the implementation of the net stable funding ratio framework. In the first quarter of 2018, the US GAAP accounting standard pertaining to revenue recognition was adopted. As a result, both net revenues and operating expenses in Global Markets increased CHF 32 million in 2018.

Fixed income sales and trading

Fixed income sales and trading revenues of CHF 2,649 million decreased 9% compared to 2017, primarily driven by substantially lower revenues in our credit franchise reflecting challenging operating conditions. Securitized products revenues decreased significantly compared to a strong 2017, reflecting lower client activity across agency and non-agency trading, partially offset by continued momentum in our asset finance business and a significant gain from the sale of an investment. Global credit products revenues decreased, primarily due to lower leveraged finance revenues, reflecting high levels of volatility and widening US high yield spreads in the second half of the year. Emerging markets revenues decreased, reflecting a substantial decline in Brazil trading due to significantly lower client activity and rationalization of the business, partially offset by higher structured credit revenues across regions. In addition, macro products revenues decreased, reflecting the adverse impact of rationalizing the business partially offset by higher foreign exchange results.

Equity sales and trading

Equity sales and trading revenues of CHF 1,709 million decreased 2% compared to 2017, primarily reflecting lower cash equities and prime services revenues, partially offset by substantially higher equity derivatives revenues. Cash equities revenues decreased, reflecting lower trading activity. In addition, prime services revenues declined primarily reflecting lower prime brokerage in line with market indices and reduced client financing revenues, partially offset by higher commissions in listed derivatives. This was partially offset by significantly increased equity derivatives revenues, albeit compared to a subdued 2017, reflecting higher volatility and benefits from continued investments in the business.

Underwriting

Underwriting revenues of CHF 1,047 million decreased 6% compared to 2017, reflecting lower debt issuance activity due to higher market volatility. Debt underwriting revenues decreased, primarily due to lower leveraged finance and investment grade revenues. This was partially offset by higher equity underwriting revenues.

Provision for credit losses

Global Markets recorded a provision for credit losses of CHF 24 million in 2018 compared to CHF 31 million in 2017.

Total operating expenses

Compared to 2017, total operating expenses of CHF 4,802 million decreased 5%, reflecting lower compensation and benefits, reduced general and administrative expenses and lower commissions expenses, partially offset by higher restructuring expenses. Compensation and benefits decreased 9%, reflecting lower deferred compensation expenses from prior-year awards, reduced discretionary compensation and lower salary expenses. General and administrative expenses decreased, reflecting lower professional services fees and lower allocated corporate function costs. In addition, we incurred restructuring expenses of CHF 242 million, reflecting the results of our cost efficiency measures.

2017 results details

Revenues reflected a change in the intra-divisional funding cost allocation methodology between fixed income sales and trading and equity sales and trading in the fourth quarter of 2017 due to ongoing work on the implementation of the net stable funding ratio framework.

Fixed income sales and trading

Fixed income sales and trading revenues of CHF 2,922 million increased 12% compared to 2016, primarily due to substantially higher securitized products revenues reflecting strength across all products. This was partially offset by substantially lower macro products revenues reflecting weak US rates results due to subdued volatility and our reduced issuance of structured notes. Emerging markets revenues decreased, reflecting a substantial decline in Brazil financing due to significantly lower client activity compared to more favorable market conditions in 2016. In addition, global credit products revenues decreased, driven by lower investment grade trading and leveraged finance revenues in light of continued low volatility and tighter credit spreads.

Equity sales and trading

Equity sales and trading revenues of CHF 1,750 million decreased 19% compared to 2016, reflecting lower systematic market revenues driven by the transition of the business to International Wealth Management that was completed in the first quarter of 2017, coupled with a difficult trading environment. Equity derivatives revenues decreased significantly due to continued low levels of volatility, which negatively impacted flow derivatives. Prime services revenues declined primarily reflecting lower client financing revenues given a low trading volume environment. Cash equities revenues were stable in a difficult trading environment.

Underwriting

Underwriting revenues of CHF 1,115 million increased 17% compared to 2016, reflecting increased issuance activity due to a low volatility market environment. Debt underwriting revenues increased, primarily due to significantly higher leveraged finance revenues. In addition, equity underwriting revenues increased, due to significantly higher primary issuance volumes.

Provision for credit losses

Global Markets recorded a provision for credit losses of CHF 31 million in 2017. In 2016 we recorded a release of provision for credit losses of CHF 3 million. The release of provision reflected the stabilization in the energy sector.

Total operating expenses

Compared to 2016, total operating expenses of CHF 5,070 million decreased 7%, reflecting lower compensation and benefits, reduced general and administrative expenses and lower restructuring costs. Compensation and benefits decreased 6%, reflecting lower deferred compensation expenses from prior-year awards, lower salary and reduced discretionary compensation expenses. General and administrative expenses decreased, primarily due to lower allocated corporate function costs. In addition, we incurred restructuring expenses of CHF 150 million.

Investment Banking & Capital Markets

In 2018, we reported income before taxes of CHF 344 million and net revenues of CHF 2,177 million. Net revenues increased 2% compared to 2017, driven by strong M&A performance but with lower financing activity across the market.

Results summary

2018 results

In 2018, we reported income before taxes of CHF 344 million. Net revenues of CHF 2,177 million increased 2% compared to 2017, due to higher revenues from advisory and other fees, partially offset by lower debt and equity underwriting revenues. Advisory and other fees of CHF 950 million increased 23%, mainly reflecting higher revenues from completed M&A transactions. Debt underwriting revenues of CHF 934 million decreased 9%, driven by lower leveraged finance and debt capital market revenues, partially offset by higher derivatives financing revenues. Equity underwriting revenues of CHF 314 million decreased 19%, driven by decreased follow-on activity, including a loss on a single block trade, and lower rights offerings, partially offset by higher revenues from equity derivatives and initial public offering (IPO) issuances. Total operating expenses of CHF 1,809 million increased 4%, primarily due to higher general and administrative expenses and restructuring expenses. Adjusted income before taxes was CHF 429 million in 2018.

Divisional results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**2,177**	**2,139**	**1,972**	2	8
Provision for credit losses	**24**	**30**	**20**	(20)	50
Compensation and benefits	1,249	1,268	1,218	(1)	4
General and administrative expenses	467	423	443	10	(5)
Commission expenses	9	7	2	29	250
Goodwill impairment	0	0	0	–	–
Restructuring expenses	84	42	28	100	50
Total other operating expenses	560	472	473	19	–
Total operating expenses	**1,809**	**1,740**	**1,691**	4	3
Income before taxes	**344**	**369**	**261**	(7)	41
Statement of operations metrics (%)					
Return on regulatory capital	10.9	13.7	10.7	–	–
Cost/income ratio	83.1	81.3	85.8	–	–
Balance sheet statistics (CHF million, except where indicated)					
Total assets	16,156	20,803	20,784	(22)	0
Risk-weighted assets	24,190	20,058	18,027	21	11
Risk-weighted assets (USD)	24,526	20,528	17,624	19	16
Leverage exposure	40,485	43,842	45,571	(8)	(4)
Leverage exposure (USD)	41,047	44,870	44,552	(9)	1
Number of employees (full-time equivalents)					
Number of employees	3,100	3,190	3,090	(3)	3

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Calculated using a return excluding interest costs for allocated goodwill.

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Divisional results (continued)

			in	% change	
	2018	2017	2016	18 / 17	17 / 16
Net revenue detail (CHF million)					
Advisory and other fees	950	770	849	23	(9)
Debt underwriting	934	1,030	934	(9)	10
Equity underwriting	314	386	312	(19)	24
Other	(21)	(47)	(123)	(55)	(62)
Net revenues	**2,177**	**2,139**	**1,972**	2	8

Reconciliation of adjusted results

	Investment Banking & Capital Markets		
in	2018	2017	2016
Adjusted results (CHF million)			
Net revenues	**2,177**	**2,139**	**1,972**
Provision for credit losses	**24**	**30**	**20**
Total operating expenses	**1,809**	**1,740**	**1,691**
Restructuring expenses	(84)	(42)	(28)
Major litigation provisions	(1)	0	0
Adjusted total operating expenses	**1,724**	**1,698**	**1,663**
Income before taxes	**344**	**369**	**261**
Total adjustments	85	42	28
Adjusted income before taxes	**429**	**411**	**289**
Adjusted return on regulatory capital (%)	13.6	15.2	11.9

Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in Credit Suisse for further information.

2017 results

In 2017, we reported income before taxes of CHF 369 million. Net revenues of CHF 2,139 million increased 8% compared to 2016, due to higher revenues from debt underwriting and equity underwriting, partially offset by lower revenues in advisory and other fees. Debt underwriting revenues of CHF 1,030 million increased 10%, driven by higher leveraged finance revenues, partially offset by lower derivatives financing revenues. Equity underwriting revenues of CHF 386 million increased 24%, primarily reflecting an increase in the overall industry-wide fee pool driven by strong IPO activity. Advisory and other fees of CHF 770 million decreased 9%, mainly reflecting lower revenues from completed M&A transactions. Total operating expenses of CHF 1,740 million increased 3%, primarily due to higher compensation and benefits and restructuring expenses. Adjusted income before taxes was CHF 411 million in 2017.

Capital and leverage metrics

As of the end of 2018, risk-weighted assets were USD 24.5 billion, an increase of USD 4.0 billion compared to the end of 2017. The change was primarily driven by growth in the lending portfolio and underwriting commitments, the new operational risk allocation key in the first quarter of 2018 and the impact of methodology changes. We reported leverage exposure of USD 41.0 billion, a decrease of USD 3.8 billion compared to the end of 2017, primarily driven by the realignment of our HQLA allocations in the first quarter of 2018.

2018 results details

In the first quarter of 2018, the US GAAP accounting standard pertaining to revenue recognition was adopted. As a result, both net revenues and operating expenses in Investment Banking & Capital Markets increased CHF 59 million in 2018.

Advisory and other fees

In 2018, revenues from advisory and other fees of CHF 950 million increased 23% compared to 2017, primarily driven by higher revenues from completed M&A transactions across the Americas and EMEA regions, with share of wallet gains in EMEA. Share of wallet refers to our share of the industry-wide fee pool for the respective products.

Debt underwriting

In 2018, debt underwriting revenues of CHF 934 million decreased 9% compared to 2017, primarily driven by lower leveraged finance activity and lower revenues from debt capital markets, partially offset by increased derivatives financing revenues.

Equity underwriting

In 2018, equity underwriting revenues of CHF 314 million decreased 19% compared to 2017, reflecting a decrease in the overall industry-wide fee pool. Performance was impacted by lower revenues from follow-on activity, including the loss on a single block trade, and rights offerings, partially offset by higher revenues from equity derivatives and IPO issuances.

Provision for credit losses

In 2018, Investment Banking & Capital Markets recorded a provision for credit losses of CHF 24 million, driven by adverse developments on non-fair valued loans in our corporate lending portfolio, partially offset by a release of provisions relating to two counterparties.

Total operating expenses

Total operating expenses of CHF 1,809 million increased 4% compared to 2017, primarily due to higher general and administrative expenses and restructuring expenses. General and administrative expenses increased 10%, mainly driven by higher costs due to the adoption of the new revenue recognition accounting standard. During 2018 we incurred restructuring expenses of CHF 84 million, compared to CHF 42 million incurred in 2017, reflecting targeted headcount reductions.

2017 results details

Advisory and other fees

In 2017, revenues from advisory and other fees of CHF 770 million decreased 9% compared to 2016, mainly reflecting lower revenues from completed M&A transactions, despite an increase in our share of wallet for those transactions. Share of wallet refers to our share of the industry-wide fee pool for the respective products.

Debt underwriting

In 2017, debt underwriting revenues of CHF 1,030 million increased 10% compared to 2016, driven by significantly higher leveraged finance revenues partially offset by lower derivatives financing revenues.

Equity underwriting

In 2017, equity underwriting revenues of CHF 386 million increased 24% compared to 2016, primarily reflecting an increase in the overall industry-wide fee pool driven by strong IPO activity.

Provision for credit losses

In 2017, Investment Banking & Capital Markets recorded a provision for credit losses of CHF 30 million including increased provisions reflecting a methodology change for probable losses inherent in the portfolio relating to the period of time expected to identify defaults once they have occurred and provisions relating to a single counterparty.

Total operating expenses

Total operating expenses of CHF 1,740 million increased 3% compared to 2016, primarily due to higher deferred compensation expenses from prior year awards, allocated corporate function costs, mainly reflecting targeted investments in our IT and compliance functions, and restructuring expenses. These increases were partially offset by a lower discretionary compensation accrual.

Global advisory and underwriting revenues

The Group's global advisory and underwriting business operates across multiple business divisions that work in close collaboration with each other to generate these revenues. In order to reflect the global performance and capabilities of this business and for enhanced comparability versus its peers, the following table aggregates total advisory and underwriting revenues for the Group into a single metric in US dollar terms before cross-divisional revenue sharing agreements.

		in	% change
	2018	2017	YoY
Global advisory and underwriting revenues (USD million)			
Advisory and other fees	1,163	935	24
Debt underwriting	2,050	2,292	(11)
Equity underwriting	830	906	(8)
Global advisory and underwriting revenues	**4,043**	**4,133**	**(2)**

Strategic Resolution Unit

In 2018, we reported a loss before taxes of CHF 1,381 million and decreased risk-weighted assets by USD 16.2 billion and leverage exposure by USD 31.3 billion compared to the end of 2017.

Results summary

2018 results

In 2018, we reported a loss before taxes of CHF 1,381 million and negative net revenues of CHF 708 million compared to a loss before taxes of CHF 2,135 million and negative net revenues of CHF 886 million in 2017. In 2018, we reported an adjusted loss before taxes of CHF 1,240 million, compared to CHF 1,847 million in 2017. Negative net revenues of CHF 708 million in 2018 were primarily driven by overall funding costs and valuation adjustments across our legacy investment banking portfolio, partially offset by revenues from our legacy cross-border and small markets businesses. Provision for credit losses was CHF 1 million in 2018 compared to CHF 32 million in 2017. Total operating expenses were CHF 672 million in 2018, including CHF 385 million of general and administrative expenses, of which CHF 132 million were litigation provisions, and CHF 254 million of compensation and benefits. In 2018, we reported adjusted total operating expenses of CHF 530 million.

Divisional results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Net revenues	**(708)**	**(886)**	**(1,271)**	(20)	(30)
of which from noncontrolling interests without significant economic interest	(8)	45	27	–	67
Provision for credit losses	**1**	**32**	**111**	(97)	(71)
Compensation and benefits	254	332	612	(23)	(46)
General and administrative expenses	385	796	3,590	(52)	(78)
of which litigation provisions	132	300	2,792	(56)	(89)
Commission expenses	12	32	54	(63)	(41)
Restructuring expenses	21	57	121	(63)	(53)
Total other operating expenses	418	885	3,765	(53)	(76)
Total operating expenses	**672**	**1,217**	**4,377**	(45)	(72)
of which from noncontrolling interests without significant economic interest	4	10	23	(60)	(57)
Income/(loss) before taxes	**(1,381)**	**(2,135)**	**(5,759)**	(35)	(63)
of which from noncontrolling interests without significant economic interest	(12)	35	4	–	–
Balance sheet statistics (CHF million, except where indicated)					
Total assets	20,874	45,629	80,297	(54)	(43)
Risk-weighted assets	17,926	33,613	45,441	(47)	(26)
Risk-weighted assets (USD)	18,175	34,401	44,425	(47)	(23)
Leverage exposure	29,579	59,934	105,768	(51)	(43)
Leverage exposure (USD)	29,990	61,339	103,402	(51)	(41)
Number of employees (full-time equivalents)					
Number of employees	1,320	1,530	1,830	(14)	(16)

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Divisional results (continued)

			in	% change	
	2018	2017	2016	18 / 17	17 / 16
Net revenue detail (CHF million)					
Restructuring of select onshore businesses	1	31	154	(97)	(80)
Legacy cross-border and small markets businesses	53	121	194	(56)	(38)
Legacy asset management positions	12	(79)	(90)	–	(12)
Legacy investment banking portfolio	(453)	(697)	(1,253)	(35)	(44)
Legacy funding costs	(315)	(337)	(315)	(7)	7
Other	2	30	12	(93)	150
Noncontrolling interests without significant economic interest	(8)	45	27	–	67
Net revenues	**(708)**	**(886)**	**(1,271)**	(20)	(30)

Reconciliation of adjusted results

	Strategic Resolution Unit		
in	2018	2017	2016
Adjusted results (CHF million)			
Net revenues	**(708)**	**(886)**	**(1,271)**
Real estate gains	(1)	0	(4)
(Gains)/losses on business sales	0	(38)	6
Adjusted net revenues	**(709)**	**(924)**	**(1,269)**
Provision for credit losses	**1**	**32**	**111**
Total operating expenses	**672**	**1,217**	**4,377**
Restructuring expenses	(21)	(57)	(121)
Major litigation provisions	(117)	(269)	(2,693)
Expenses related to business sales	(4)	0	0
Adjusted total operating expenses	**530**	**891**	**1,563**
Income/(loss) before taxes	**(1,381)**	**(2,135)**	**(5,759)**
Total adjustments	141	288	2,816
Adjusted income/(loss) before taxes	**(1,240)**	**(1,847)**	**(2,943)**

Adjusted results are non-GAAP financial measures. Refer to "Reconciliation of adjusted results" in Credit Suisse for further information.

2017 results

In 2017, we reported a loss before taxes of CHF 2,135 million, compared to a loss before taxes of CHF 5,759 million in 2016 that included significant litigation provisions of CHF 2,792 million, primarily related to the settlements with the DOJ and the NCUA regarding our legacy RMBS business. In 2017, we reported an adjusted loss before taxes of CHF 1,847 million, compared to CHF 2,943 million in 2016. Negative net revenues of CHF 886 million in 2017 were driven by overall funding costs, valuation adjustments and exit costs, partially offset by revenues from our legacy cross-border and small markets businesses. Valuation adjustments in 2017 primarily reflected mark-to-market losses on our legacy investment banking portfolio. Provision for credit losses was CHF 32 million in 2017 compared to CHF 111 million in 2016. Total operating expenses were CHF 1,217 million in 2017, including CHF 796 million of general and administrative expenses, of which CHF 300 million were litigation provisions, and CHF 332 million of compensation and benefits. In 2017, we reported adjusted total operating expenses of CHF 891 million.

Capital and leverage metrics

As of the end of 2018, we reported risk-weighted assets of USD 18.2 billion, a decrease of USD 16.2 billion compared to the end of 2017. Leverage exposure was USD 30.0 billion as of the end of 2018, reflecting a decrease of USD 31.3 billion compared to the end of 2017. These decreases were primarily achieved through a broad range of transactions, including restructuring, compression and unwinds in the derivatives portfolio, the sale of emerging markets and residual ship finance loans and mitigation of certain residual illiquid asset management exposures.

Development of the Strategic Resolution Unit

In the fourth quarter of 2015, we formed the Strategic Resolution Unit to oversee the effective wind-down of businesses and positions that did not fit our strategic direction in the most efficient manner possible. Beginning in 2019, the Strategic Resolution Unit has ceased to exist as a separate division of the Group. The residual portfolio remaining as of December 31, 2018 is now managed in an Asset Resolution Unit and will be separately disclosed within the Corporate Center.

> Refer to “Development of the Strategic Resolution Unit” in I – Information on the company – Divisions – Strategic Resolution Unit for further information.

2018 results details

Net revenues

We reported negative net revenues of CHF 708 million in 2018 compared to negative net revenues of CHF 886 million in 2017. The improvement was primarily driven by lower overall funding costs and lower exit costs, partially offset by a reduction in fee-based revenues as a result of business exits and higher negative valuation adjustments.

Provision for credit losses

Provision for credit losses was CHF 1 million in 2018 compared to CHF 32 million in 2017. Provisions in 2017 were primarily related to corporate loans, the disposal of a portfolio of senior financing on US middle market loans and ship finance exposures.

Total operating expenses

Total operating expenses of CHF 672 million decreased by CHF 545 million, a decline of 45% compared to 2017, primarily due to lower general and administrative expenses and lower compensation and benefits. General and administrative expenses of CHF 385 million decreased 52%, including lower litigation provisions, mainly in connection with mortgage-related matters, and a reduction in costs related to the settlements with US authorities regarding US cross-border matters, some of which related to the work performed by the DFS monitor. Compensation and benefits of CHF 254 million decreased 23%, primarily as a result of the reduced size of the division and various cost reduction initiatives. Adjusted total operating expenses were CHF 530 million in 2018, compared to CHF 891 million in 2017, a decline of 41%.

2017 results details

Net revenues

We reported negative net revenues of CHF 886 million in 2017 compared to negative net revenues of CHF 1,271 million in 2016. The improvement was driven by lower negative valuation adjustments, a reduction in overall funding costs and lower exit losses primarily related to the sale of loan and financing portfolios, partially offset by a reduction in fee-based revenues as a result of accelerated business exits.

Provision for credit losses

Provision for credit losses was CHF 32 million in 2017 compared to CHF 111 million in 2016. Provisions in 2017 were primarily related to corporate loans, the disposal of a portfolio of senior financing on US middle market loans and ship finance exposures. Provisions in 2016 were primarily related to the ship finance sector.

Total operating expenses

Total operating expenses of CHF 1,217 million decreased CHF 3,160 million, a decline of 72% compared to 2016, primarily due to lower general and administrative expenses and lower compensation and benefits. General and administrative expenses of CHF 796 million decreased 78%, including significantly lower litigation provisions, a decrease of CHF 2,492 million as 2016 included significant litigation provisions of CHF 2,792 million, primarily related to the RMBS settlements. Compensation and benefits of CHF 332 million decreased 46%, primarily from the restructuring of select onshore businesses, including cost reduction initiatives relating to the exit of our US onshore and Western European private banking businesses. Total operating expenses in 2017 included costs of CHF 177 million to meet requirements related to the settlements with US authorities regarding US cross-border matters, some of which relates to the work performed by the DFS monitor. Adjusted total operating expenses were CHF 891 million in 2017, compared to CHF 1,563 million in 2016, a decline of 43%.

Corporate Center

In 2018, we reported a loss before taxes of CHF 239 million compared to a loss of CHF 736 million in 2017.

Corporate Center composition

Corporate Center includes parent company operations such as Group financing, expenses for projects sponsored by the Group, including costs associated with the evolution of our legal entity structure to meet developing and future regulatory requirements, and certain other expenses and revenues that have not been allocated to the segments. Corporate Center also includes consolidation and elimination adjustments required to eliminate intercompany revenues and expenses.

Treasury results include the impact of volatility in the valuations of certain central funding transactions such as structured notes issuances and swap transactions. Since the second quarter of 2017, treasury results have also included additional interest charges from transfer pricing to align funding costs to assets held in the Corporate Center.

Other revenues include required elimination adjustments associated with trading in own shares, treasury commissions charged to divisions and, since the third quarter of 2017, the cost of certain hedging transactions executed in connection with the Group's risk-weighted assets.

Compensation and benefits include fair value adjustments on certain deferred compensation plans not allocated to the segments and certain deferred compensation retention awards intended to support the restructuring of the Group, mainly relating to Global Markets and Investment Banking & Capital Markets predominantly through the end of 2017 and to Asia Pacific predominantly through the end of 2018. Since the third quarter of 2018, compensation and benefits have also included fair value adjustments on certain other long-dated legacy deferred compensation and retirement programs mainly relating to former employees.

Results summary

2018 results

In 2018, we reported a loss before taxes of CHF 239 million compared to CHF 736 million in 2017. The decreased loss before taxes in 2018 was primarily driven by lower total operating expenses.

Net revenues of CHF 100 million increased CHF 15 million compared to 2017. Treasury results of CHF 13 million in 2018 mainly reflected gains of CHF 200 million with respect to structured notes volatility, of which CHF 165 million related to valuation model enhancements, gains of CHF 123 million relating to hedging volatility and gains of CHF 61 million relating to fair value option volatility on own debt, partially offset by negative revenues of CHF 362 million relating to funding activities. Other revenues of CHF 87 million increased CHF 58 million compared to 2017, mainly reflecting reduced costs relating to hedging transactions executed in connection with the Group's risk-weighted assets and the elimination of losses from trading in own shares compared to gains in 2017, partially offset by a negative valuation impact from long-dated legacy deferred compensation and retirement programs and a loss relating to the final liquidation of our subsidiary in Johannesburg.

Corporate Center results

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Statements of operations (CHF million)					
Treasury results	13	56	(160)	(77)	–
Other	87	29	231	200	(87)
Net revenues	**100**	**85**	**71**	18	20
Provision for credit losses	**0**	**0**	**(1)**	–	100
Compensation and benefits	128	398	270	(68)	47
General and administrative expenses	160	364	406	(56)	(10)
Commission expenses	49	45	76	9	(41)
Restructuring expenses	2	14	7	(86)	100
Total other operating expenses	211	423	489	(50)	(13)
Total operating expenses	**339**	**821**	**759**	(59)	8
Income/(loss) before taxes	**(239)**	**(736)**	**(687)**	(68)	7
Balance sheet statistics (CHF million)					
Total assets	104,411	67,591	62,413	54	8

Risk-weighted assets [1]	29,703	23,849	17,338	25	38
Leverage exposure [1]	105,247	67,034	59,374	57	13

1
Disclosed on a look-through basis.

Total operating expenses of CHF 339 million decreased 59% compared to 2017, primarily reflecting decreases in compensation and benefits and general and administrative expenses. Compensation and benefits of CHF 128 million decreased 68%, primarily reflecting lower deferred compensation expenses from prior-year awards and lower retention award expenses. General and administrative expenses of CHF 160 million decreased 56%, mainly due to the absence of the impact from the settlement with the DFS in 2017 relating to certain areas of our foreign exchange trading business and reduced expenses relating to the continuing evolution of our legal entity structure. In 2018, we recorded expenses of CHF 159 million, compared to CHF 240 million in 2017, with respect to the evolution of our legal entity structure.

Capital and leverage metrics

As of the end of 2018, we reported risk-weighted assets of CHF 29.7 billion, reflecting an increase of CHF 5.9 billion compared to the end of 2017. The increase was primarily driven by methodology and policy changes, increased risk levels and model and parameter updates.

Leverage exposure was CHF 105.2 billion as of the end of 2018, reflecting an increase of CHF 38.2 billion compared to December 31, 2017, mainly reflecting a CHF 35.5 billion impact from the realignment of our HQLA allocations in the first quarter of 2018.

> Refer to "Regulatory capital" in Credit Suisse for further information.

2017 results

In 2017, we reported a loss before taxes of CHF 736 million compared to CHF 687 million in 2016. The increased loss before taxes in 2017 was primarily driven by higher total operating expenses, partially offset by an increase in net revenues.

Net revenues of CHF 85 million increased CHF 14 million compared to 2016. Treasury results of CHF 56 million in 2017 reflected gains with respect to structured notes volatility of CHF 503 million, partially offset by negative revenues of CHF 257 million relating to funding activities, losses of CHF 118 million relating to hedging volatility and losses of CHF 74 million relating to fair-valued money market instruments. The 2017 structured notes volatility was substantially composed of the positive impact of CHF 412 million from the enhancements in the third and fourth quarters of 2017 to the valuation methodology relating to the instrument-specific credit risk on fair value option elected structured notes, of which CHF 338 million was reallocated between accumulated other comprehensive income/(loss) (AOCI) and net income. In 2017, we were in the process of migrating our structured notes portfolio to a new target operating model that allows for a more granular and precise valuation of the individual notes. This migration became sufficiently advanced during the third and fourth quarters of 2017 with respect to the rates sub-portfolio to allow for this change in estimate.

Total operating expenses of CHF 821 million increased 8% compared to 2016, primarily reflecting an increase in compensation and benefits, partially offset by a decrease in general and administrative expenses. Compensation and benefits of CHF 398 million increased 47%, mainly reflecting higher deferred compensation expenses from prior year awards. General and administrative expenses of CHF 364 million decreased 10%, mainly due to lower expenses related to the evolution of our legal entity structure, partially offset by a CHF 127 million impact from the settlement with the DFS relating to certain areas of our foreign exchange trading business and the impact from a provision for indirect taxes.

Expense allocation to divisions

			in / end of		% change
	2018	2017	2016	18 / 17	17 / 16
Expense allocation to divisions (CHF million)					
Compensation and benefits	2,748	3,076	2,924	(11)	5
General and administrative expenses	2,212	2,573	2,962	(14)	(13)
Commission expenses	49	45	76	9	(41)
Restructuring expenses	372	158	166	135	(5)
Total other operating expenses	2,633	2,776	3,204	(5)	(13)
Total operating expenses before allocations to divisions	**5,381**	**5,852**	**6,128**	(8)	(5)
Net allocation to divisions	5,042	5,031	5,369	0	(6)

of which Swiss Universal Bank	1,056	1,078	1,071	(2)	1
of which International Wealth Management	876	864	841	1	3
of which Asia Pacific	780	777	702	0	11
of which Global Markets	1,708	1,645	1,878	4	(12)
of which Investment Banking & Capital Markets	358	346	304	3	14
of which Strategic Resolution Unit	264	321	573	(18)	(44)
Total operating expenses	**339**	**821**	**759**	(59)	8

Corporate services and business support, including in finance, operations, human resources, legal, compliance, risk management and IT, are provided by corporate functions, and the related costs are allocated to the segments and the Corporate Center based on their requirements and other relevant measures.

Assets under management

As of the end of 2018, assets under management were CHF 1,347.3 billion, 2.1% lower compared to the end of 2017, with net new assets of CHF 56.5 billion.

Assets under management

Assets under management comprise assets that are placed with us for investment purposes and include discretionary and advisory counterparty assets.

Discretionary assets are assets for which the client fully transfers the discretionary power to a Credit Suisse entity with a management mandate. Discretionary assets are reported in the business in which the advice is provided as well as in the business in which the investment decisions take place. Assets managed by the Asset Management business of International Wealth Management for other businesses are reported in each applicable business and eliminated at the Group level.

Advisory assets include assets placed with us where the client is provided access to investment advice but retains discretion over investment decisions.

Assets under management and net new assets include assets managed by consolidated entities, joint ventures and strategic participations. Assets from joint ventures and participations are counted in proportion to our share in the respective entity.

Assets under management and client assets

			end of		% change
	2018	2017	2016	18 / 17	17 / 16
Assets under management (CHF billion)					
Swiss Universal Bank – Private Clients	198.0	208.3	192.2	(4.9)	8.4
Swiss Universal Bank – Corporate & Institutional Clients	348.7	354.7	339.3	(1.7)	4.5
International Wealth Management – Private Banking	357.5	366.9	323.2	(2.6)	13.5
International Wealth Management – Asset Management	388.7	385.6	321.6	0.8	19.9
Asia Pacific – Private Banking	201.7	196.8	166.9	2.5	17.9
Strategic Resolution Unit	0.5	5.0	13.7	(90.0)	(63.5)
Assets managed across businesses [1]	(147.8)	(141.2)	(105.8)	4.7	33.5
Assets under management	**1,347.3**	**1,376.1**	**1,251.1**	(2.1)	10.0
of which discretionary assets	442.9	452.5	404.3	(2.1)	11.9
of which advisory assets	904.4	923.6	846.8	(2.1)	9.1
Client assets (CHF billion) [2]					
Swiss Universal Bank – Private Clients	231.2	241.0	218.5	(4.1)	10.3
Swiss Universal Bank – Corporate & Institutional Clients	454.5	463.8	447.8	(2.0)	3.6
International Wealth Management – Private Banking	430.5	466.0	423.4	(7.6)	10.1
International Wealth Management – Asset Management	388.7	385.6	321.6	0.8	19.9
Asia Pacific – Private Banking	245.4	255.5	202.8	(4.0)	26.0
Strategic Resolution Unit	2.4	8.5	19.8	(71.8)	(57.1)
Assets managed across businesses [1]	(147.7)	(141.2)	(105.8)	4.6	33.5
Client assets	**1,605.0**	**1,679.2**	**1,528.1**	(4.4)	9.9

1

Represents assets managed by Asset Management within International Wealth Management for the other businesses.

2
Client assets is a broader measure than assets under management as it includes transactional accounts and assets under custody (assets held solely for transaction-related or safekeeping/custody purposes) and assets of corporate clients and public institutions used primarily for cash management or transaction-related purposes.

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Net new assets

Net new assets include individual cash payments, delivery of securities and cash flows resulting from loan increases or repayments.

Interest and dividend income credited to clients and commissions, interest and fees charged for banking services as well as changes in assets under management due to currency and market volatility are not taken into account when calculating net new assets. Any such changes are not directly related to the Group's success in acquiring assets under management. Similarly structural effects mainly relate to asset inflows and outflows due to acquisition or divestiture, exit from businesses or markets or exits due to new regulatory requirements and are not taken into account when calculating net new assets. The Group reviews relevant policies regarding client assets on a regular basis. Following such reviews in 2018, with effect from January 1, 2019, the Group updated its assets under management policy primarily to introduce more specific criteria to evaluate whether client assets qualify as assets under management. The introduction of this updated policy is expected to result in a reclassification of approximately CHF 19 billion of assets under management to assets under custody which will be reflected as a structural effect in the first quarter of 2019.

Results summary

2018 results

As of the end of 2018, assets under management were CHF 1,347.3 billion, a decrease of CHF 28.8 billion compared to the end of 2017. The decrease was driven by unfavorable market movements, structural effects and foreign exchange-related movements, partially offset by net new assets of CHF 56.5 billion.

Net new assets of CHF 56.5 billion mainly reflected net new assets of CHF 22.2 billion in the Asset Management business of International Wealth Management, mainly reflecting inflows from traditional and alternative investments, net new assets of CHF 17.2 billion in the Private Banking business of Asia Pacific, reflecting inflows across most of our markets in this region, net new assets of CHF 14.2 billion in the Private Banking business of International Wealth Management, mainly reflecting inflows from emerging markets and Europe, and net new assets of CHF 8.6 billion in the Corporate & Institutional Clients business of Swiss Universal Bank, primarily reflecting positive contributions from our pension business.

2017 results

As of the end of 2017, assets under management were CHF 1,376.1 billion, an increase of CHF 125.0 billion compared to the end of 2016. The increase was mainly driven by favorable market movements and net new assets of CHF 37.8 billion.

Net new assets of CHF 37.8 billion mainly reflected net new assets of CHF 20.3 billion in the Asset Management business of International Wealth Management, primarily reflecting inflows from traditional and alternative investments and from emerging market joint ventures, net new assets of CHF 16.9 billion in the Private Banking business of Asia Pacific, reflecting inflows primarily from Greater China, South East Asia, Japan and Australia and net new assets of CHF 15.6 billion in the Private Banking business of International Wealth Management, reflecting solid inflows from emerging markets and Europe. These were partially offset by net asset outflows of CHF 13.9 billion in the Corporate & Institutional Clients business of Swiss Universal Bank, primarily due to redemptions of CHF 13.3 billion from a single public sector mandate in the third quarter 2017.

> Refer to "Swiss Universal Bank", "International Wealth Management" and "Asia Pacific" and "Note 38 – Assets under management" in VI – Consolidated financial statements – Credit Suisse Group for further information.

Growth in assets under management in	2018	2017	2016
Growth in assets under management (CHF billion)			
Net new assets	**56.5**	**37.8**	**26.8**
of which Swiss Universal Bank – Private Clients	3.0	4.7	0.1
of which Swiss Universal Bank – Corporate & Institutional Clients	8.6	(13.9)	2.5
of which International Wealth Management – Private Banking	14.2	15.6	15.6
of which International Wealth Management – Asset Management [1]	22.2	20.3	5.6
of which Asia Pacific – Private Banking	17.2	16.9	13.6
of which Strategic Resolution Unit	(0.3)	(2.5)	(8.5)
of which assets managed across businesses [2]	(8.4)	(3.3)	(2.1)
Other effects	**(85.3)**	**87.2**	**10.2**
of which Swiss Universal Bank – Private Clients	(13.3)	11.4	2.3
of which Swiss Universal Bank – Corporate & Institutional Clients	(14.6)	29.3	9.8
of which International Wealth Management – Private Banking	(23.6)	28.1	18.0
of which International Wealth Management – Asset Management	(19.1)	43.7	(5.3)
of which Asia Pacific – Private Banking	(12.3)	13.0	2.9
of which Strategic Resolution Unit	(4.2)	(6.2)	(5.1)
of which assets managed across businesses [2]	1.8	(32.1)	(12.4)
Growth in assets under management	**(28.8)**	**125.0**	**37.0**
of which Swiss Universal Bank – Private Clients	(10.3)	16.1	2.4
of which Swiss Universal Bank – Corporate & Institutional Clients	(6.0)	15.4	12.3
of which International Wealth Management – Private Banking	(9.4)	43.7	33.6
of which International Wealth Management – Asset Management [1]	3.1	64.0	0.3
of which Asia Pacific – Private Banking	4.9	29.9	16.5
of which Strategic Resolution Unit	(4.5)	(8.7)	(13.6)
of which assets managed across businesses [2]	(6.6)	(35.4)	(14.5)
Growth in assets under management (%)			
Net new assets	**4.1**	**3.0**	**2.2**
of which Swiss Universal Bank – Private Clients	1.4	2.4	0.1
of which Swiss Universal Bank – Corporate & Institutional Clients	2.4	(4.1)	0.8
of which International Wealth Management – Private Banking	3.9	4.8	5.4
of which International Wealth Management – Asset Management [1]	5.8	6.3	1.7
of which Asia Pacific – Private Banking	8.7	10.1	9.0
of which Strategic Resolution Unit	(6.0)	(18.2)	(31.1)
of which assets managed across businesses [2]	5.9	3.1	2.3
Other effects	**(6.2)**	**7.0**	**0.8**
of which Swiss Universal Bank – Private Clients	(6.3)	6.0	1.2

of which Swiss Universal Bank – Corporate & Institutional Clients	(4.1)	8.6	3.0
of which International Wealth Management – Private Banking	(6.5)	8.7	6.2
of which International Wealth Management – Asset Management	(5.0)	13.6	(1.6)
of which Asia Pacific – Private Banking	(6.2)	7.8	2.0
of which Strategic Resolution Unit	(84.0)	(45.3)	(18.7)
of which assets managed across businesses [2]	(1.2)	30.4	13.6
Growth in assets under management	**(2.1)**	**10.0**	**3.0**
of which Swiss Universal Bank – Private Clients	(4.9)	8.4	1.3
of which Swiss Universal Bank – Corporate & Institutional Clients	(1.7)	4.5	3.8
of which International Wealth Management – Private Banking	(2.6)	13.5	11.6
of which International Wealth Management – Asset Management [1]	0.8	19.9	0.1
of which Asia Pacific – Private Banking	2.5	17.9	11.0
of which Strategic Resolution Unit	(90.0)	(63.5)	(49.8)
of which assets managed across businesses [2]	4.7	33.5	15.9

1
Includes outflows for private equity assets reflecting realizations at cost and unfunded commitments on which a fee is no longer earned.
2
Represents assets managed by Asset Management within International Wealth Management for the other businesses.
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Critical accounting estimates

In order to prepare the consolidated financial statements in accordance with US GAAP, management is required to make certain accounting estimates to ascertain the value of assets and liabilities. These estimates are based upon judgment and the information available at the time, and actual results may differ materially from these estimates. Management believes that the estimates and assumptions used in the preparation of the consolidated financial statements are prudent, reasonable and consistently applied.

We believe that the critical accounting estimates discussed below involve the most complex judgments and assessments.

> Refer to "Note 1 – Summary of significant accounting policies" and "Note 2 – Recently issued accounting standards" in VI – Consolidated financial statements – Credit Suisse Group for further information on significant accounting policies and new accounting pronouncements. For financial information relating to the Bank, refer to the corresponding notes in the consolidated financial statements of the Bank.

Fair value

A significant portion of our financial instruments is carried at fair value. The fair value of the majority of these financial instruments is based on quoted prices in active markets or observable inputs.

In addition, we hold financial instruments for which no prices are available and which have few or no observable inputs. For these instruments, the determination of fair value requires subjective assessment and judgment, depending on liquidity, pricing assumptions, the current economic and competitive environment and the risks affecting the specific instrument. In such circumstances, valuation is determined based on management's own judgments about the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk. These instruments include certain OTC derivatives including interest rate, foreign exchange, equity and credit derivatives, certain corporate equity-linked securities, mortgage-related and CDO securities, private equity investments and certain loans and credit products, including leveraged finance, certain syndicated loans and certain high yield bonds.

We have availed ourselves of the simplification in accounting offered under the fair value option guidance. This has been accomplished generally by electing the fair value option, both at initial adoption and for subsequent transactions, on items impacted by the hedge accounting requirements of US GAAP. For instruments for which hedge accounting could not be achieved but for which we are economically hedged, we have generally elected the fair value option. Where we manage an activity on a fair value basis but previously have been unable to achieve fair value accounting, we have generally utilized the fair value option to align our financial accounting to our risk management reporting. Control processes are applied to ensure that the fair values of the financial instruments reported in the consolidated financial statements, including those derived from pricing models, are appropriate and determined on a reasonable basis.

> Refer to "Note 35 – Financial instruments" in VI – Consolidated financial statements – Credit Suisse Group for further information.

Variable interest entities

As a normal part of our business, we engage in various transactions which include entities that are considered variable interest entities (VIEs). VIEs are special purpose entities that typically lack sufficient equity to finance their activities without additional subordinated financial support or are structured such that the holders of the voting rights do not substantively participate in the gains and losses of the entity. Such entities are required to be assessed for consolidation under US GAAP, compelling the primary beneficiary to consolidate the VIE. The primary beneficiary is the party that has the power to direct the activities that most significantly affect the economics of the VIE and has the right to receive benefits or the obligation to absorb losses of the entity that could be potentially significant to the VIE. We consolidate all VIEs where we are the primary beneficiary. Application of the accounting requirements for consolidation of VIEs, including ongoing re-assessment of VIEs for possible consolidation, may require the exercise of significant management judgment.

> Refer to "Note 1 – Summary of significant accounting policies" and "Note 34 – Transfers of financial assets and variable interest entities" in VI – Consolidated financial statements – Credit Suisse Group for further information on VIEs.

Contingencies and loss provisions

A contingency is an existing condition that involves a degree of uncertainty that will ultimately be resolved upon the occurrence or non-occurrence of future events.

Litigation contingencies

We are involved in a number of judicial, regulatory and arbitration proceedings concerning matters arising in connection with the conduct of our businesses. Some of these proceedings have been brought on behalf of various classes of claimants and seek damages of material and/or indeterminate amounts. We accrue loss contingency litigation provisions and take a charge to our consolidated statements of operations in connection with certain proceedings when losses, additional losses or ranges of loss are probable and reasonably estimable. We also accrue litigation provisions for the estimated fees and expenses of external lawyers and other service providers in relation to such proceedings, including in cases for which we have not accrued a loss contingency provision. We accrue these fee and expense litigation provisions and take a charge to income in connection therewith when such fees and expenses are probable and reasonably estimable. We review our legal proceedings each quarter to determine the adequacy of our litigation provisions and may increase or release provisions based on management's judgment and the advice of counsel. The establishment of additional provisions or releases of

litigation provisions may be necessary in the future as developments in such proceedings warrant.
It is inherently difficult to determine whether a loss is probable or even reasonably possible or to estimate the amount of any loss or loss range for many of our legal proceedings. Estimates, by their nature, are based on judgment and currently available information and involve a variety of factors, including, but not limited to, the type and nature of the proceeding, the progress of the matter, the advice of counsel, our defenses and our experience in similar matters, as well as our assessment of matters, including settlements, involving other defendants in similar or related cases or proceedings. Factual and legal determinations, many of which are complex, must be made before a loss, additional losses or ranges of loss can be reasonably estimated for any proceeding. We do not believe that we can estimate an aggregate range of reasonably possible losses for certain of our proceedings because of their complexity, the novelty of some of the claims, the early stage of the proceedings, the limited amount of discovery that has occurred and/or other factors. Most matters pending against us seek damages of an indeterminate amount. While certain matters specify the damages claimed, such claimed amount may not represent our reasonably possible losses.
> Refer to "Note 39 – Litigation" in VI – Consolidated financial statements – Credit Suisse Group for further information on legal proceedings.
Allowance and provision for credit losses
As a normal part of our business, we are exposed to credit risk through our lending relationships, commitments and letters of credit as well as counterparty risk on derivatives, foreign exchange and other transactions. Credit risk is the possibility of a loss being incurred as a result of a borrower or counterparty failing to meet its financial obligations or as a result of deterioration in the credit quality of the borrower or counterparty. In the event of a default, we generally incur a loss equal to the amount owed by the debtor, less any recoveries resulting from foreclosure, liquidation of collateral or the restructuring of the debtor company. The allowance for loan losses is considered a reasonable estimate of credit losses existing at the dates of the consolidated balance sheets. This allowance is for probable credit losses inherent in existing exposures and credit exposures specifically identified as impaired.
> Refer to "Note 1 – Summary of significant accounting policies" and "Note 19 – Loans, allowance for loan losses and credit quality" in VI – Consolidated financial statements – Credit Suisse Group for further information on allowance for loan losses.
Inherent loan loss allowance
The inherent loan loss allowance is for all credit exposures not specifically identified as impaired and that, on a portfolio basis, are considered to contain probable inherent loss. The estimate of this component of the allowance for the consumer loans portfolio involves applying historical and current default probabilities, historical recovery experience and related current assumptions to homogenous loans based on internal risk rating and product type. To estimate this component of the allowance for the corporate and institutional loans portfolio, the Group segregates loans by risk, industry or country rating. The methodology for determining the inherent loan loss allowance for loan portfolios in our investment banking businesses uses rating-specific default probabilities, which incorporate not only historic third-party data but also data implied from current quoted credit spreads.
Many factors are evaluated in estimating probable credit losses inherent in existing exposures. These factors include: the volatility of default probabilities; rating changes; the magnitude of the potential loss; internal risk ratings; geographic, industry and other economic factors; and imprecision in the methodologies and models used to estimate credit risk. Overall credit risk indicators are also considered, such as trends in internal risk-rated exposures, classified exposures, cash-basis loans, recent loss experience and forecasted write-offs, as well as industry and geographic concentrations and current developments within those segments or locations. Our current business strategy and credit process, including credit approvals and limits, underwriting criteria and workout procedures, are also important factors.
Significant judgment is exercised in the evaluation of these factors. For example, estimating the amount of potential loss requires an assessment of the period of the underlying data. Data that does not capture a complete credit cycle may compromise the accuracy of loss estimates. Determining which external data relating to default probabilities should be used and when it should be used also requires judgment. The use of market indices and ratings that do not sufficiently correlate to our specific exposure characteristics could also affect the accuracy of loss estimates. Evaluating the impact of uncertainties regarding macroeconomic and political conditions, currency devaluations on cross-border exposures, changes in underwriting criteria, unexpected correlations among exposures and other factors all require significant judgment. Changes in our estimates of probable loan losses inherent in the portfolio could have

an impact on the provision and result in a change in the allowance.

Specific loan loss allowances

We make provisions for specific loan losses on impaired loans based on regular and detailed analysis of each loan in the portfolio. This analysis includes an estimate of the realizable value of any collateral, the costs associated with obtaining repayment and realization of any such collateral, the counterparty's overall financial condition, resources and payment record, the extent of our other commitments to the same counterparty and prospects for support from any financially responsible guarantors.

The methodology for calculating specific allowances involves judgments at many levels. First, it involves the early identification of deteriorating credit. Extensive judgment is required in order to properly evaluate the various indicators of the financial condition of a counterparty and likelihood of repayment. The failure to identify certain indicators or give them proper weight could lead to a different conclusion about the credit risk. The assessment of credit risk is subject to inherent limitations with respect to the completeness and accuracy of relevant information (for example, relating to the counterparty, collateral or guarantee) that is available at the time of the assessment. Significant judgment is exercised in determining the amount of the allowance. Whenever possible, independent, verifiable data or our own historical loss experience is used in models for estimating loan losses. However, a significant degree of uncertainty remains when applying such valuation techniques. Under our loan policy, the classification of loan status also has a significant impact on the subsequent accounting for interest accruals.

> Refer to “Risk Management” in III – Treasury, Risk, Balance sheet and Off-balance sheet and “Note 19 – Loans, allowance for loan losses and credit quality” in VI – Consolidated financial statements – Credit Suisse Group for loan portfolio disclosures, valuation adjustment disclosures and certain other information relevant to the evaluation of credit risk and credit risk management.

Goodwill impairment

Under US GAAP, goodwill is not amortized, but is reviewed for potential impairment on an annual basis as of December 31 and at any other time that events or circumstances indicate that the carrying value of goodwill may not be recoverable.

For the purpose of testing goodwill for impairment, each reporting unit is assessed individually. A reporting unit is an operating segment or one level below an operating segment, also referred to as a component. A component of an operating segment is deemed to be a reporting unit if the component constitutes a business for which discrete financial information is available and management regularly reviews the operating results of that component.

The Group’s reporting units are defined as follows: Swiss Universal Bank – Private Clients, Swiss Universal Bank – Corporate & Institutional Clients, International Wealth Management – Private Banking, International Wealth Management – Asset Management, Asia Pacific – Wealth Management & Connected, Asia Pacific – Markets, Global Markets, Investment Banking & Capital Markets and the Strategic Resolution Unit.

In accordance with US GAAP, the Group continually assesses whether or not there has been a triggering event requiring a review of goodwill. The Group determined in 2018 that a goodwill triggering event occurred for the Asia Pacific – Markets, Global Markets and Investment Banking & Capital Markets reporting units.

Under Accounting Standards Update (ASU) 2011-08, “Testing Goodwill for Impairment”, a qualitative assessment is permitted to evaluate whether a reporting unit’s fair value is less than its carrying value. If on the basis of the qualitative assessment it is more likely than not that the reporting unit’s fair value is higher than its carrying value, no quantitative goodwill impairment test is required. If on the basis of the qualitative assessment it is more likely than not that the reporting unit’s fair value is lower than its carrying value, a quantitative goodwill impairment test must be performed, by calculating the fair value of the reporting unit and comparing that amount to its carrying value. If the fair value of a reporting unit exceeds its carrying value, there is no goodwill impairment. If the carrying value exceeds the fair value, there is a goodwill impairment. The goodwill impairment is calculated as the difference between the carrying value and the fair value of the reporting unit up to a maximum of the goodwill amount recorded in that reporting unit.

The qualitative assessment is intended to be a simplification of the annual impairment test and can be bypassed for any reporting unit and any period to proceed directly to performing the quantitative goodwill impairment test. When bypassing the qualitative assessment in any period in accordance with the current practice of the Group, the preparation of a qualitative assessment can be resumed in any subsequent period.

Circumstances that could trigger an initial qualitative assessment of the goodwill impairment test include, but are not limited to: (i) macroeconomic conditions such as a deterioration in general economic conditions or other developments in equity and credit markets; (ii) industry and market considerations such as a deterioration in the environment in which the entity operates, an increased competitive environment, a decline in market-dependent multiples or metrics (considered in both absolute terms and relative to peers), and regulatory or political developments; (iii) other relevant entity-specific events such as changes in management, key personnel or strategy; (iv) a more-likely-than-not expectation of selling or disposing of all, or a portion, of a reporting unit; (v) results of testing for recoverability of a significant asset group within a reporting unit; (vi) recognition of a goodwill impairment in the financial statements of a subsidiary that is a component of a reporting unit; and (vii) a sustained decrease in share price (considered in both absolute terms and relative to peers).

The carrying value of each reporting unit for the purpose of the goodwill impairment test is determined by considering the reporting units’ risk-weighted assets usage, leverage ratio exposure, deferred tax assets, goodwill and intangible assets. Any residual equity, after considering the total of these elements, is allocated to the reporting units on a pro-rata basis. As of December 31, 2018, such residual equity was equal to CHF 809 million.

In estimating the fair value of its reporting units, the Group applied a combination of the market approach and the income approach. Under the market approach, consideration was given to price to projected earnings multiples or price to book value multiples for similarly traded companies and prices paid in recent transactions that have occurred in its industry or in related industries. Under the income approach, a discount rate was applied that reflects the risk and uncertainty related to the reporting unit's projected cash flows, which were determined from the Group's financial plan.
In determining the estimated fair value, the Group relied upon its latest five-year strategic business plan, which included significant management assumptions and estimates based on its view of current and future economic conditions and regulatory changes, and as approved by the Board of Directors.
Estimates of the Group's future earnings potential, and that of the reporting units, involve considerable judgment, including

management's view on future changes in market cycles, the regulatory environment and the anticipated result of the implementation of business strategies, competitive factors and assumptions concerning the retention of key employees. Adverse changes in the estimates and assumptions used to determine the fair value of the Group's reporting units may result in a goodwill impairment in the future.

An estimated balance sheet for each reporting unit is prepared on a quarterly basis. In January 2017, the Financial Accounting Standards Board issued ASU 2017-04 "Simplifying the Test for Goodwill Impairment" (ASU 2017-04). The guidance removed step two of the goodwill impairment test, which required a hypothetical purchase price allocation. A goodwill impairment is now defined as the amount by which a reporting unit's carrying value exceeds its fair value. An impairment loss shall be recognized in an amount equal to that excess, limited to the total amount of goodwill allocated to that reporting unit. Credit Suisse has decided to early adopt ASU 2017-04, simplifying the test for goodwill impairment as of January 1, 2017. This policy has also been early adopted for any goodwill impairment tests performed for any subsidiary of the Group.

Based on its goodwill impairment analysis performed as of December 31, 2018, the Group concluded that the estimated fair value for all of the reporting units with goodwill substantially exceeded their related carrying values and no impairment was necessary as of December 31, 2018.

The Group engaged the services of an independent valuation specialist to assist in the valuation of the Asia Pacific – Markets, Global Markets and Investment Banking & Capital Markets reporting units as of December 31, 2018. The valuations were performed using a combination of the market approach and income approach.

The results of the impairment evaluation of each reporting unit's goodwill would be significantly impacted by adverse changes in the underlying parameters used in the valuation process. If actual outcomes adversely differ by a significant margin from our best estimates of the key economic assumptions and associated cash flows applied in the valuation of the reporting unit, we could potentially incur material impairment charges in the future.

> Refer to "Note 21 – Goodwill" in VI – Consolidated financial statements – Credit Suisse Group for further information on goodwill.

Taxes

Uncertainty of income tax positions

We follow the income tax guidance under US GAAP, which sets out a consistent framework to determine the appropriate level of tax reserves to maintain for uncertain income tax positions.

Significant judgment is required in determining whether it is more likely than not that an income tax position will be sustained upon examination, including resolution of any related appeals or litigation processes, based on the technical merits of the position. Further judgment is required to determine the amount of benefit eligible for recognition in the consolidated financial statements.

> Refer to "Note 28 – Tax" in VI – Consolidated financial statements – Credit Suisse Group for further information on income tax positions.

Deferred tax valuation allowances

Deferred tax assets and liabilities are recognized for the estimated future tax effects of operating loss carry-forwards and temporary differences between the carrying values of existing assets and liabilities and their respective tax bases at the dates of the consolidated balance sheets.

The realization of deferred tax assets on temporary differences is dependent upon the generation of taxable income during the periods in which those temporary differences become deductible. The realization of deferred tax assets on net operating losses is dependent upon the generation of taxable income during the periods prior to their expiration, if applicable. Management regularly evaluates whether deferred tax assets will be realized. If management considers it more likely than not that all or a portion of a deferred tax asset will not be realized, a corresponding valuation allowance is established. In evaluating whether deferred tax assets will be realized, management considers both positive and negative evidence, including projected future taxable income, the reversal of deferred tax liabilities which can be scheduled and tax planning strategies.

This evaluation requires significant management judgment, primarily with respect to projected taxable income. Future taxable income can never be predicted with certainty. It is derived from budgets and strategic business plans but is dependent on numerous factors, some of which are beyond management's control. Substantial variance of actual results from estimated future taxable profits, or changes in our estimate of future taxable profits and potential restructurings, could lead to changes in deferred tax assets being realizable, or considered realizable, and would require a corresponding adjustment to the valuation allowance.

As part of its normal practice, management has conducted a detailed evaluation of its expected future results and also considered stress scenarios. This evaluation has indicated the expected future results that are likely to be earned in jurisdictions where the Group has significant gross deferred tax assets, such as the US, Switzerland and the UK. Management then compared those expected future results with the applicable law governing utilization of deferred tax assets. Swiss tax law allows for a seven-year carry-forward period for net operating losses. UK tax law allows for an unlimited carry-forward period for net operating losses, and even though there are restrictions on the use of tax losses carried forward, these are not expected to have a material impact on the recoverability of the net deferred tax assets. US tax law allows for a 20-year carry-forward period for existing net operating losses. Due to the US tax reform enacted on December 22, 2017, this

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period limitation was removed and any new net operating losses will have an unlimited carry-forward period.
> Refer to “Note 28 – Tax” in VI – Consolidated financial statements – Credit Suisse Group for further information on deferred tax assets.
Pension plans
The Group
The Group covers pension requirements, in both Swiss and non-Swiss locations, through various defined benefit pension plans and defined contribution pension plans.
Our funding policy with respect to these pension plans is consistent with local government and tax requirements.
The calculation of the expense and liability associated with the defined benefit pension plans requires an extensive use of assumptions, which include the discount rate, expected return on plan assets and rate of future compensation increases. Management determines these assumptions based upon currently available market and industry data and historical experience of the plans. Management also consults with an independent actuarial firm to assist in selecting appropriate assumptions and valuing its related liabilities. Management regularly reviews the actuarial assumptions used to value and measure the defined benefit obligation on a periodic basis as required by US GAAP. The actuarial assumptions that we use may differ materially from actual results due to changing market and economic conditions and specific experience of the plans (such as investment management over or underperformance, higher or lower withdrawal rates and longer or shorter life spans of the participants). Any such differences could have a significant impact on the amount of pension expense recorded in future years.
The funded status of our defined benefit pension and other post-retirement defined benefit plans is recorded in the consolidated balance sheets. The impacts from re-measuring the funded status (reflected in actuarial gains or losses) and from amending the plan (reflected in prior service cost or credits) are recognized in equity as a component of AOCI.
The projected benefit obligation (PBO) of our total defined benefit pension plans included CHF 928 million and CHF 1,083 million related to our assumption for future salary increases as of December 31, 2018 and 2017. The accumulated benefit obligation (ABO) is defined as the PBO less the amount related to estimated future salary increases. The difference between the fair value of plan assets and the ABO was an overfunding of CHF 2,374 million for 2018, compared to CHF 2,892 million for 2017.
We are required to estimate the expected long-term rate of return on plan assets, which is then used to compute benefit costs recorded in the consolidated statements of operations. Estimating future returns on plan assets is particularly subjective, as the estimate requires an assessment of possible future market returns based on the plan asset mix. In calculating pension expense and in determining the expected long-term rate of return, we use the market-related value of assets. The assumptions used to determine the benefit obligation as of the measurement date are also used to calculate the net periodic benefit costs for the 12-month period following this date.
The expected weighted-average long-term rate of return used to determine the expected return on plan assets as a component of the net periodic benefit costs in 2018 and 2017 was 3.00% and 3.00%, respectively, for the Swiss plans and 3.22% and 3.88%, respectively, for the international plans. In 2018, if the expected long-term rate of return had been increased/decreased one percentage point, net pension expense for the Swiss plans would have decreased/increased CHF 161 million and net pension expense for the international plans would have decreased/increased CHF 35 million.
The discount rates used in determining the benefit obligation and the pension expense are based on yield curves, constructed from high-quality corporate bonds currently available and observable in the market and are expected to be available during the period to maturity of the pension benefits. In countries where there is no deep market in high-quality corporate bonds with longer durations, the best available market information, including governmental bond yields and risk premiums, is used to construct the yield curve. Credit Suisse uses the spot rate approach for determining the benefit obligation and for service and interest cost components of the pension expense for future years. Under the spot rate approach, individual spot rates along the yield curve are applied to each expected future benefit payment, whereas under the previous methodology a single weighted-average discount rate derived from the yield curve was applied.
For the Swiss plan, the weighted average discount rate for the PBO increased 0.17 percentage points, from 0.86% as of December 31, 2017 to 1.03% as of December 31, 2018, mainly due to an increase in Swiss bond market rates. The average discount rate for the PBO for the international plans increased 0.47 percentage points, from 2.83% as of

December 31, 2017 to 3.30% as of December 31, 2018, mainly due to an increase in bond market rates. For the year ended December 31, 2018, a one percentage point decline in the discount rates for the Swiss plans would have resulted in an increase in the PBO of CHF 1,634 million and an increase in pension expense of CHF 50 million, and a one percentage point increase in discount rates would have resulted in a decrease in the PBO of CHF 1,341 million and a decrease in the pension expense of CHF 69 million. A one percentage point decline in discount rates for the international plans as of December 31, 2018 would have resulted in an increase in the PBO of CHF 613 million and an increase in pension expense of CHF 58 million, and a one percentage point increase in discount rates would have resulted in a decrease in the PBO of CHF 470 million and a decrease in the pension expense of CHF 27 million.

Actuarial losses and prior service cost are amortized over the average remaining service period of active employees expected to receive benefits under the plan, which, as of December 31, 2018, was approximately 10 years for the Swiss plans and 3 to 20 years for the international plans. The pre-tax expense associated with the amortization of net actuarial losses and prior service cost for defined benefit pension plans for the years ended December 31, 2018, 2017 and 2016 was CHF 227 million, CHF 269 million and CHF 291 million, respectively. The amortization of recognized actuarial losses and prior service cost for defined benefit pension plans for the year ending December 31, 2019, which is assessed at the beginning of the year, is expected to be CHF 116 million, net of tax. The impact from deviations between our actuarial assumptions and the actual developments of such parameters observed for our pension plans further impacts the amount of net actuarial losses or gains recognized in equity, resulting in a higher or lower amount of amortization expense in periods after 2019.

> Refer to “Note 31 – Pension and other post-retirement benefits” in VI – Consolidated financial statements – Credit Suisse Group for further information.

The Bank

The Bank covers pension requirements for its employees in Switzerland through participation in a defined benefit pension plan sponsored by the Group (Group plan). Various legal entities within the Group participate in the Group plan, which is set up as an independent trust domiciled in Zurich. The Group accounts for the Group plan as a single-employer defined benefit pension plan and uses the projected unit credit actuarial method to determine the net periodic pension expense, PBO, ABO and the related amounts recognized in the consolidated balance sheets. The funded status of the Group plan is recorded in the consolidated balance sheets. The actuarial gains and losses and prior service costs or credits are recognized in equity as a component of AOCI.

The Bank accounts for the Group plan on a defined contribution basis whereby it only recognizes the amounts required to be contributed to the Group plan during the period as net periodic pension expense and only recognizes a liability for any contributions due and unpaid. No other expense or balance sheet amounts related to the Group plan are recognized by the Bank.

The Bank covers pension requirements for its employees in international locations through participation in various pension plans, which are accounted for as single-employer defined benefit pension plans or defined contribution pension plans.

In 2018 and 2017, the weighted-average expected long-term rate of return used to calculate the expected return on plan assets as a component of the net periodic benefit costs for the international single-employer defined benefit pension plans was 3.22% and 3.88%, respectively. In 2018, if the expected long-term rate of return had been increased/decreased one percentage point, net pension expense would have decreased/increased CHF 35 million.

The discount rate used in determining the benefit obligation is based either on high-quality corporate bond rates or government bond rates plus a premium in order to approximate high-quality corporate bond rates. The average discount rate for the PBO for the international plans increased 0.47 percentage points, from 2.83% as of December 31, 2017 to 3.30% as of December 31, 2018. A one percentage point decline in the discount rate for the international single-employer plans would have resulted in an increase in PBO of CHF 613 million and an increase in pension expense of CHF 58 million, and a one percentage point increase in discount rates would have resulted in a decrease in PBO of CHF 470 million and a decrease in pension expense of CHF 27 million.

Actuarial losses and prior service cost related to the international single-employer defined benefit pension plans are amortized over the average remaining service period of active employees expected to receive benefits under the plan. The pre-tax expense associated with the amortization of recognized net actuarial losses and prior service cost for the years ended December 31, 2018, 2017 and 2016 was CHF 47 million, CHF 60 million and CHF 41 million, respectively. The amortization of recognized actuarial losses and prior service cost for the year ending December 31, 2019, which is assessed at the beginning of the year, is expected to be CHF 16 million, net of tax.

> Refer to “Note 30 – Pension and other post-retirement benefits” in VIII – Consolidated financial statements – Credit Suisse (Bank) for further information.

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Liquidity and funding management

During 2018, we maintained a strong liquidity and funding position. The majority of our unsecured funding was generated from core customer deposits and long-term debt.

Liquidity management

Securities for funding and capital purposes have historically been issued primarily by the Bank, our principal operating subsidiary and a US registrant. In response to regulatory reform, we have focused our issuance strategy on offering long-term debt securities at the Group level. Proceeds from issuances are lent to operating subsidiaries and affiliates on both a senior and subordinated basis, as needed; the latter typically to meet capital requirements and the former as desired by management to support business initiatives and liquidity needs.

Our liquidity and funding strategy is approved by the Capital Allocation & Risk Management Committee (CARMC) and overseen by the Board of Directors (Board). The implementation and execution of the liquidity and funding strategy is managed within the CFO division by Treasury and our global liquidity group. The global liquidity group was established in the second quarter of 2018 to centralize control of liability and collateral management with the aim of optimizing our liquidity sourcing, funding costs and high-quality liquid assets (HQLA) portfolio on behalf of Treasury. Treasury ensures adherence to our funding policy and the global liquidity group is focused on the efficient coordination of the short-term unsecured and secured funding desks. This approach enhances our ability to manage potential liquidity and funding risks and to promptly adjust our liquidity and funding levels to meet stress situations. Our liquidity and funding profile is regularly reported to CARMC and the Board, who define our risk tolerance, including liquidity risk, and set parameters for the balance sheet and funding usage of our businesses. The Board is responsible for defining our overall risk tolerance in the form of a risk appetite statement.

Our liquidity and funding profile reflects our strategy and risk appetite and is driven by business activity levels and the overall operating environment. We have adapted our liquidity and funding profile to reflect lessons learned from the financial crisis, the subsequent changes in our business strategy and regulatory developments. We have been an active participant in regulatory and industry forums to promote best practice standards on quantitative and qualitative liquidity management. Our internal liquidity risk management framework is subject to review and monitoring by the Swiss Financial Market Supervisory Authority FINMA (FINMA), other regulators and rating agencies.

Regulatory framework

BIS liquidity framework

In 2010, the Basel Committee on Banking Supervision (BCBS) issued the Basel III international framework for liquidity risk measurement, standards and monitoring. The Basel III framework includes a liquidity coverage ratio (LCR) and a net stable funding ratio (NSFR). Credit Suisse is subject to the Basel III framework, as implemented in Switzerland, as well as Swiss legislation and regulations for systemically important banks (Swiss Requirements).

The LCR, which was phased in from January 1, 2015 through January 1, 2019, addresses liquidity risk over a 30-day period. The LCR aims to ensure that banks have unencumbered HQLA available to meet short-term liquidity needs under a severe stress scenario. The LCR is comprised of two components, the value of HQLA in stressed conditions and the total net cash outflows calculated according to specified scenario parameters. Under the BCBS requirements, the ratio of liquid assets over net cash outflows was subject to an initial minimum requirement of 60% as of January 1, 2015, which was increased by 10% per year and is currently at 100% since January 1, 2019.

The NSFR establishes criteria for a minimum amount of stable funding based on the liquidity of a bank's on- and off-balance sheet activities over a one-year horizon. The NSFR is a complementary measure to the LCR and is structured to ensure that illiquid assets are funded with an appropriate amount of stable long-term funds. The NSFR is defined as the ratio of available stable funding over the amount of required stable funding and once implemented by national regulators, should always be at least 100%.

Swiss liquidity requirements

In 2012, the Swiss Federal Council adopted a liquidity ordinance (Liquidity Ordinance) that implements Basel III liquidity requirements into Swiss law subject, in part, to further rule-making, including with respect to the final Basel III LCR rules adopted in 2014. Effective January 1, 2018, the Swiss Federal Council amended the Liquidity Ordinance with minor adjustments to the LCR and relief for smaller banks. The amendments were not material to the LCR for the Group and relevant subsidiaries. Under the Liquidity Ordinance, as amended, certain Swiss banks became subject to an initial 60% LCR requirement, with incremental increases by 10% per year until January 1, 2019. Systemically relevant banks like Credit Suisse became subject to an initial minimum LCR requirement of 100% at all times beginning on January 1, 2015 and the associated disclosure requirements.

In May 2015, FINMA required us to maintain a higher minimum LCR of 110%; in June 2018 this was lowered to the minimum requirement of 100%.

In connection with the implementation of Basel III, regulatory LCR disclosures for the Group and certain subsidiaries are required. Further details on our LCR can be found on our website.

> Refer to credit-suisse.com/regulatorydisclosures for additional information.

FINMA requires us to report the NSFR to FINMA on a monthly basis during an observation period that began in 2012. The reporting instructions are generally aligned with the final BCBS NSFR requirements. In November 2017, the Federal Council decided to postpone the introduction of the NSFR as a minimum standard, which was originally planned for January 1, 2018. In November 2018, the Federal Council decided to postpone the introduction of the NSFR again and will reconsider this matter at the end of 2019.

Our liquidity principles and our liquidity risk management framework as agreed with FINMA are in line with the Basel III liquidity framework.

Liquidity risk management

Our approach to liquidity risk management

Our liquidity and funding policy is designed to ensure that funding is available to meet all obligations in times of stress, whether caused by market events or issues specific to Credit Suisse. We achieve this through a conservative asset/liability management strategy aimed at maintaining long-term funding, including stable deposits, in excess of illiquid assets. To address short-term liquidity stress, we maintain a liquidity pool, described below, that covers unexpected outflows in the event of severe market and idiosyncratic stress. Our liquidity risk parameters reflect various liquidity stress assumptions that we believe are conservative. We manage our liquidity profile at a sufficient level such that, in the event we are unable to access unsecured funding, we expect to have sufficient liquidity to sustain operations for a period of time in excess of our minimum limit. This includes potential currency mismatches, which are not deemed to be a major risk but are monitored and subject to limits, particularly in the significant currencies of euro, Japanese yen, pound sterling, Swiss franc and US dollar.

Although the compliance with a minimum NSFR is not yet required, we began using the NSFR in 2012 as one of our primary tools, in parallel with the internal liquidity barometer, and in 2014 the LCR, to monitor our structural liquidity position and plan funding.

We use our internal liquidity barometer to manage liquidity to internal targets and as a basis to model both Credit Suisse-specific and market-wide stress scenarios and their impact on liquidity and funding. Our internal barometer framework supports the management of our funding structure. It allows us to manage the time horizon over which the stressed market value of unencumbered assets (including cash) exceeds the aggregate value of contractual outflows of unsecured liabilities plus a conservative forecast of anticipated contingent commitments. This internal barometer framework enables us to manage liquidity to a desired profile under a Credit Suisse-specific or market-wide stress that permits us to continue business activities for a period of time (also known as a liquidity horizon) without changing business plans. Under this framework, we also have short-term targets based on additional stress scenarios to ensure uninterrupted liquidity for short time frames. At the beginning of 2017, we introduced a new version of our internal liquidity barometer, which includes enhanced functionalities to manage entity-specific liquidity under newly defined and more conservative stress scenarios for redefined short and long-term time horizons.

In the second quarter of 2014, we began allocating the majority of the balance sheet usage related to our Treasury-managed HQLA portfolio to the business divisions to allow for a more efficient management of their business activities from an overall Group perspective with respect to LCR and Swiss leverage requirements.

Our overall liquidity management framework allows us to run stress analyses on our balance sheet and off-balance sheet positions, which include, but are not limited to, the following:

- A multiple-notch downgrade in the Bank’s long-term debt credit ratings, which would require additional funding as a result of certain contingent off-balance sheet obligations;
- Significant withdrawals from private banking client deposits;
- Potential cash outflows associated with the prime brokerage business;
- Over-collateralization of available secured funding;
- Limited availability of capital markets, certificates of deposit and commercial paper;
- Other money market access will be significantly reduced;
- A reduction in funding value of unencumbered assets;

- The inaccessibility of assets held by subsidiaries due to regulatory, operational and other constraints;
- The possibility of providing non-contractual liquidity support in times of market stress, including purchasing our unsecured debt;
- Monitoring the concentration in sources of wholesale funding and thus encourage funding diversification;
- Monitoring the composition and analysis of the unencumbered assets;
- Restricted availability of foreign currency swap markets; and
- Other scenarios as deemed necessary from time to time.

Governance

Funding, liquidity, capital and our foreign exchange exposures in the banking book are managed centrally by Treasury. Oversight of these activities is provided by CARMC, a committee that includes the chief executive officers (CEOs) of the Group and the divisions, the Chief Financial Officer (CFO), the Chief Risk Officer (CRO), the Chief Compliance and Regulatory Affairs Officer (CCRO), or the Chief Compliance Officer since the organizational change on February 26, 2019, and the Treasurer.

It is CARMC's responsibility to review the capital position, balance sheet development, current and prospective funding, interest rate risk and foreign exchange exposure and to define and monitor adherence to internal risk limits. CARMC regularly reviews the methodology and assumptions of our liquidity risk management framework and determines the liquidity horizon to be maintained.

All liquidity stress tests are coordinated and overseen by the CRO to ensure a consistent and coordinated approach across all risk disciplines.

Contingency funding planning

In the event of a liquidity crisis, our Contingency Funding Plan provides for specific actions to be taken depending on the nature of the crisis. Our plan is designed to address ever-increasing liquidity and funding stresses and has pre-defined escalation levels aimed at maximizing the likelihood that we can take certain measures to address liquidity or funding shortfalls. In order to identify a deteriorating liquidity situation, we monitor a set of regulatory and economic liquidity metrics while also seeking the views of our subject matter experts as well as senior management, who retain at all times the authority to take remedial actions promptly. In all cases, the plan's primary objectives are to strengthen liquidity (immediate), reduce funding needs (medium term) and assess recovery options (longer term).

Liquidity metrics

Liquidity pool

Treasury manages a sizeable portfolio of liquid assets, comprised of cash held at central banks and securities. A portion of the liquidity pool is generated through reverse repurchase agreements with top-rated counterparties. We are mindful of potential credit risk and therefore focus our liquidity holdings strategy on cash held at central banks and highly rated government bonds and on short-term reverse repurchase agreements. These government bonds are eligible as collateral for liquidity facilities with various central banks including the Swiss National Bank (SNB), the US Federal Reserve (Fed), the European Central Bank (ECB) and the Bank of England. Our direct exposure on these bonds is limited to highly liquid, top-rated sovereign entities or fully guaranteed agencies of sovereign entities. The liquidity pool may be used to meet the liquidity requirements of our operating companies.

All securities, including those obtained from reverse repurchase agreements, are subject to a stress level haircut in our barometer to reflect the risk that emergency funding may not be available at market value in a stress scenario.

We centrally manage this liquidity pool and hold it at our main operating entities. Holding securities in these entities ensures that we can make liquidity and funding available to local entities in need without delay.

As of December 31, 2018, our liquidity pool managed by Treasury and the global liquidity group had an HQLA value of CHF 159.9 billion. The liquidity pool consisted of CHF 85.5 billion of cash held at major central banks, primarily the SNB, the Fed and the ECB, and CHF 74.4 billion market value of securities issued by governments and government agencies, primarily from the US, UK and France.

In addition to the liquidity portfolio, there is also a portfolio of unencumbered liquid assets managed by the global liquidity group and by various businesses, primarily in the Global Markets and APAC divisions. These assets generally include high-grade bonds and highly liquid equity securities that form part of major indices. In coordination with the businesses and the global liquidity group, Treasury can access these assets to generate liquidity if required. As of December 31, 2018, the portfolio of liquid assets that is not managed by Treasury had a market value of CHF 28.7 billion, consisting of CHF 9.9 billion of high-grade bonds and CHF 18.8 billion of highly liquid equity securities. Under our internal model, an average stress-level haircut of 17% is applied to these assets. The haircuts applied to these portfolios reflect our assessment of overall market risk at the time of measurement, potential monetization capacity taking into account increased haircuts, market volatility and the quality of the relevant securities.

Liquidity pool – Group

					2018	2017
end of	Swiss franc	US dollar	Euro	Other currencies	Total	Total
Liquid assets (CHF million)						
Cash held at central banks	61,471	14,831	6,654	2,538	85,494	96,594
Securities	7,531	39,895	7,603	19,331	74,360	66,778
Liquid assets [1]	**69,002**	**54,726**	**14,257**	**21,869**	**159,854**	**163,372**

1
Reflects a pre-cancellation view.

Liquidity Coverage Ratio

Our calculation methodology for the LCR is prescribed by FINMA and uses a three-month average that is measured using daily calculations during the quarter. The FINMA calculation of HQLA takes into account a cancellation mechanism (post-cancellation view) and is therefore not directly comparable to the assets presented in the financial statements that could potentially be monetized under a severe stress scenario. The cancellation mechanism effectively excludes the impact of certain secured financing transactions from available HQLA and simultaneously adjusts the level of net cash outflows calculated. Application of the cancellation mechanism adjusts both the numerator and denominator of the LCR calculation, meaning that the impact is mostly neutral on the LCR itself.

Our HQLA measurement methodology excludes potentially eligible HQLA available for use by entities of the Group in certain jurisdictions that may not be readily accessible for use by the Group as a whole. These HQLA eligible amounts may be restricted for reasons such as local regulatory requirements, including large exposure requirements, or other binding constraints that could limit the transferability to other Group entities in other jurisdictions.

On this basis, the level of our LCR was 184% as of the end of 2018, a small decrease from 185% as of the end of 2017, representing an average HQLA of CHF 161 billion and average net cash outflows of CHF 88 billion. The ratio reflects a conservative liquidity position, including ensuring that the Group's branches and subsidiaries meet applicable local liquidity requirements.

The LCR ratio was stable compared to 2017, as a decrease in the level of HQLA was offset by a decrease in net cash outflows. The lower level of HQLA reflected a decrease in cash held at central banks, partially offset by an increase in the amount of securities held during the period. The decrease in net cash outflows was primarily a result of decreased secured funding and lending activities and lower cash outflows from non-operational deposits within unsecured wholesale funding and from other contingent funding obligations. The decreases in net cash outflows were partially offset by a decrease in cash inflows from fully performing exposures and higher unsecured wholesale funding outflows in unsecured debt.

The spot balance of HQLA held on the last business day of 2018 was CHF 157.4 billion, which was CHF 0.7 billion higher than the spot balance of HQLA held on the last business day of 2017.

Liquidity coverage ratio – Group

		2018	2017
end of	Unweighted value[1]	Weighted value[2]	Weighted value[2]
High-quality liquid assets (CHF million)			
High-quality liquid assets [3]	**–**	**161,231**	**166,077**
Cash outflows			
Retail deposits and deposits from small business customers	159,648	20,765	20,108
Unsecured wholesale funding	219,615	89,065	87,899
Secured wholesale funding	–	54,879	65,525
Additional requirements	166,741	36,921	37,435
Other contractual funding obligations	65,526	65,526	70,679
Other contingent funding obligations	202,457	5,391	6,644
Total cash outflows	**–**	**272,547**	**288,290**
Cash inflows			
Secured lending	131,204	85,678	92,585
Inflows from fully performing exposures	67,514	31,785	33,624
Other cash inflows	67,273	67,273	72,228
Total cash inflows	**265,991**	**184,736**	**198,437**
Liquidity coverage ratio			
High-quality liquid assets (CHF million)	–	161,231	166,077
Net cash outflows (CHF million)	–	87,811	89,853
Liquidity coverage ratio (%)	**–**	**184**	**185**

Calculated using a three-month average, which is calculated on a daily basis.
1
Calculated as outstanding balances maturing or callable within 30 days.
2
Calculated after the application of haircuts for high-quality liquid assets or inflow and outflow rates.
3
Consists of cash and eligible securities as prescribed by FINMA and reflects a post-cancellation view.
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Funding management

Treasury is responsible for the development, execution and regular updating of our funding plan. The plan reflects projected business growth, development of the balance sheet, future funding needs and maturity profiles as well as the effects of changing market and regulatory conditions.

Interest expense on long-term debt, is monitored and managed relative to certain indices, such as the London Interbank Offered Rate (LIBOR) and Overnight Index Swap rate (OIS), that are relevant to the financial services industry. This approach to term funding best reflects the sensitivity of both our liabilities and our assets to changes in interest rates. We are closely following the transition of LIBOR and other reference rates globally and the impact of this transition on our approach to funding management.

We continually manage the impact of funding spreads through careful management of our liability mix and opportunistic issuance of debt. The effect of funding spreads on interest expense depends on many factors, including market conditions, product type and the absolute level of the indices on which our funding is based.

We diversify our long-term funding sources by issuing structured notes, which are debt securities on which the return is linked to commodities, stocks, indices or currencies or other assets. We generally hedge structured notes with positions in the underlying assets or derivatives.

We also use other collateralized financings, including repurchase agreements and securities lending agreements. The level of our repurchase agreements fluctuates, reflecting market opportunities, client needs for highly liquid collateral, such as US treasuries and agency securities, and the impact of balance sheet and risk-weighted asset limits. In addition, matched book trades, under which securities are purchased under agreements to resell and are simultaneously sold under agreements to repurchase with comparable maturities, earn spreads, are relatively risk free and are generally related to client activity.

Our primary source of liquidity is funding through consolidated entities.

Funding sources

We fund our balance sheet primarily through core customer deposits, long-term debt, including structured notes, and shareholders' equity. We monitor the funding sources, including their concentrations against certain limits, according to their counterparty, currency, tenor, geography and maturity, and whether they are secured or unsecured. A substantial portion of our balance sheet is match funded and requires no unsecured funding. Match funded balance sheet items consist of assets and liabilities with close to equal liquidity durations and values so that the liquidity and funding generated or required by the positions are substantially equivalent.

Cash and due from banks and reverse repurchase agreements are highly liquid. A significant part of our assets, principally unencumbered trading assets that support the securities business, is comprised of securities inventories and collateralized receivables that fluctuate and are generally liquid. These liquid assets are available to settle short-term liabilities.

Loans, which comprise the largest component of our illiquid assets, are funded by our core customer deposits, with an excess coverage of 18% as of the end of 2018, stable compared to 2017, including a small increase in both loans and deposits. We fund other illiquid assets, including real estate, private equity and other long-term investments as well as the haircut for the illiquid portion of securities, with long-term debt and equity, in which we try to maintain a substantial funding buffer.

Our core customer deposits totaled CHF 341 billion as of the end of 2018, an increase compared to CHF 327 billion as of the end of 2017, reflecting an increase in the customer deposit base in the private banking and corporate & institutional banking businesses in 2018. Core customer deposits are from clients with whom we have a broad and longstanding relationship. Core customer deposits exclude deposits from banks and certificates of deposit. We place a priority on maintaining and growing customer deposits, as they have proven to be a stable and resilient source of funding even in difficult market conditions. Our core customer deposit funding is supplemented by the issuance of long-term debt.

> Refer to the chart "Balance sheet funding structure" and "Balance sheet" in Balance sheet and off-balance sheet for further information.

Funds transfer pricing

We maintain an internal funds transfer pricing system based on market rates. Our funds transfer pricing system is designed to allocate to our businesses all funding costs in a way that incentivizes their efficient use of funding. Our funds transfer pricing system is an essential tool that allocates to the businesses the short-term and long-term costs of funding their balance sheet usages and off-balance sheet contingencies. The funds transfer pricing framework ensures full funding costs allocation under normal business conditions, but it is of even greater importance in a stressed capital markets environment where raising funds is more challenging and expensive. Under this framework, our businesses are also credited to the extent they provide long-term stable funding.

Contractual maturity of assets and liabilities

The following table provides contractual maturities of the assets and liabilities specified as of the end of 2018. The contractual maturities are an important source of information for liquidity risk management. However, liquidity risk is also managed based on an expected maturity that considers counterparty behavior and in addition takes into account certain off-balance sheet items such as derivatives. Liquidity risk management performs extensive analysis of counterparty behavioral assumptions under various stress scenarios.

> Refer to "Contractual obligations and other commercial commitments" in Balance sheet and off-balance sheet and "Note 32 – Guarantees and commitments" in VI – Consolidated financial statements – Credit Suisse Group for further information on contractual maturities of guarantees and commitments.

Contractual maturity of assets and liabilities

end of 2018	On demand	Less than 1 month	Between 1 to 3 months	Between 3 to 12 months	Between 1 to 5 years	Greater than 5 years	Total
Assets (CHF million)							
Cash and due from banks	91,378	933	3,698	32	328	3,678	100,047
Interest-bearing deposits with banks	0	359	356	377	42	8	1,142
Central bank funds sold, securities purchased under resale agreements and securities borrowing transactions	38,725	48,407	14,771	10,996	4,196	0	117,095
Securities received as collateral, at fair value	41,465	79	152	0	0	0	41,696
Trading assets, at fair value	132,203	0	0	0	0	0	132,203
Investment securities	6	0	57	794	2	2,052	2,911
Other investments	0	18	0	0	0	4,872	4,890
Net loans	10,276	54,432	32,510	47,849	98,057	44,457	287,581
Premises and equipment	0	0	0	0	0	4,838	4,838
Goodwill	0	0	0	0	0	4,766	4,766
Other intangible assets	0	0	0	0	0	219	219

Brokerage receivables	38,907	0	0	0	0	0	38,907
Other assets	15,648	2,635	3,612	4,976	2,938	2,812	32,621
Total assets	**368,608**	**106,863**	**55,156**	**65,024**	**105,563**	**67,702**	**768,916**
Liabilities							
Due to banks	6,530	2,106	5,283	961	226	114	15,220
Customer deposits	230,527	43,789	55,808	32,160	834	807	363,925
Central bank funds purchased, securities sold under repurchase agreements and securities lending transactions	9,700	10,892	3,965	4	62	0	24,623
Obligation to return securities received as collateral, at fair value	41,465	79	152	0	0	0	41,696
Trading liabilities, at fair value	42,169	0	0	0	0	0	42,169
Short-term borrowings	0	3,113	10,144	8,669	0	0	21,926
Long-term debt	0	676	3,593	22,202	70,246	57,591	154,308
Brokerage payables	30,923	0	0	0	0	0	30,923
Other liabilities	20,515	7,060	65	479	1,108	880	30,107
Total liabilities	**381,829**	**67,715**	**79,010**	**64,475**	**72,476**	**59,392**	**724,897**

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Interest rate management

Interest rate risk inherent in banking book activities, such as lending and deposit-taking, is managed through the use of replication portfolios. Treasury develops and maintains the models needed to determine the interest rate risks of products that do not have a defined maturity, such as demand and savings accounts. For this purpose, a replicating methodology is applied in close coordination with Risk Management to maximize the stability and sustainability of spread revenues at the divisions. Furthermore, Treasury manages the interest exposure of the Group’s equity to targets agreed with senior management.

Debt issuances and redemptions

Our long-term debt includes senior, senior bail-in and subordinated debt issued in US-registered offerings and medium-term note programs, euro medium-term note programs, stand-alone offerings, structured note programs, covered bond programs, Australian dollar domestic medium-term note programs and a Samurai shelf registration statement in Japan. As a global bank, we have access to multiple markets worldwide and our major funding centers are New York, London, Zurich and Tokyo.

We use a wide range of products and currencies to ensure that our funding is efficient and well diversified across markets and investor types. Substantially all of our unsecured senior debt is issued without financial covenants, such as adverse changes in our credit ratings, cash flows, results of operations or financial ratios, which could trigger an increase in our cost of financing or accelerate the maturity of the debt. Our covered bond funding is in the form of mortgage-backed loans funded by domestic covered bonds issued through Pfandbriefbank Schweizerischer Hypothekarinstitute, one of two institutions established by a 1930 act of the Swiss Parliament to centralize the issuance of covered bonds, or historically from our own international covered bond program.

The following table provides information on long-term debt issuances, maturities and redemptions in 2018, excluding structured notes.

Debt issuances and redemptions

in 2018	Senior	Senior bail-in	Sub-ordinated	Long-term debt
Long-term debt (CHF billion, notional value)				
Issuances	**0.8**	**5.2**	**4.0**	**10.0**
of which unsecured	0.0	5.2	4.0	9.2
of which secured [1]	0.8	0.0	0.0	0.8
Maturities / Redemptions	**12.4**	**0.0**	**11.1**	**23.5**
of which unsecured	10.2	0.0	11.1	21.3
of which secured [1]	2.2	0.0	0.0	2.2

Excludes structured notes.

1

Includes covered bonds.

As of the end of 2018, we had outstanding long-term debt of CHF 154.3 billion, which included senior and subordinated instruments. We had CHF 48.1 billion and CHF 17.2 billion of structured notes and covered bonds outstanding, respectively, as of the end of 2018 compared to CHF 51.5 billion and CHF 18.9 billion, respectively, as of the end of 2017.

Short-term borrowings decreased 15% to CHF 21.9 billion as of the end of 2018 compared to CHF 25.9 billion in 2017, mainly related to issuances and redemptions of commercial papers (CP).

> Refer to “Issuances and redemptions” in Capital management for further information on capital issuances, including low-trigger and high-trigger capital instruments.

Credit ratings

Our access to the debt capital markets and our borrowing costs depend significantly on our credit ratings. Rating agencies take many factors into consideration in determining a company’s rating, including, among others, earnings performance, business mix, market position, ownership, financial strategy, level of capital, risk management policies and practices, management team and the broader outlook for the financial services industry more generally. The rating agencies may raise, lower or withdraw their ratings, or publicly announce an intention to raise or lower their ratings, at any time.

Although retail and private bank deposits are generally less sensitive to changes in a bank's credit ratings, the cost and availability of other sources of unsecured external funding is generally a function of credit ratings. Credit ratings are especially important to us when competing in certain markets and when seeking to engage in longer-term transactions, including over-the-counter (OTC) derivative instruments.

A downgrade in credit ratings could reduce our access to capital markets, increase our borrowing costs, require us to post additional collateral or allow counterparties to terminate transactions under certain of our trading and collateralized financing and derivative contracts. This, in turn, could reduce our liquidity and negatively impact our operating results and financial position. Our internal liquidity barometer takes into consideration contingent events associated with a two-notch downgrade in our credit ratings. The maximum impact of a simultaneous one, two or three-notch downgrade by all three major rating agencies in the Bank's long-term debt ratings would result in additional collateral requirements or assumed termination payments under certain derivative instruments of CHF 0.2 billion, CHF 1.0 billion and CHF 1.3 billion, respectively, as of December 31, 2018, and would not be material to our liquidity and funding planning. If the downgrade does not involve all three rating agencies, the impact may be smaller.

Potential cash outflows on these derivative contracts associated with a downgrade of our long-term debt credit ratings, such as the requirement to post additional collateral to the counterparty, the loss of re-hypothecation rights on any collateral received and impacts arising from additional termination events, are monitored and taken into account in the calculation of our liquidity requirements. There are additional derivative related risks that do not relate to the downgrade of our long-term debt credit ratings and which may impact our liquidity position, including risks relating to holdings of derivatives collateral or potential movements in the valuation of derivatives positions. The potential outflows resulting across all derivative product types are monitored as part of the LCR scenario parameters and the internal liquidity reporting.

> Refer to "Investor information" in the Appendix for further information on Group and Bank credit ratings.

Cash flows from operating, investing and financing activities

As a global financial institution, our cash flows are complex and interrelated and bear little relation to our net earnings and net assets. Consequently, we believe that traditional cash flow analysis is less meaningful in evaluating our liquidity position than the liquidity and funding policies described above. Cash flow analysis may, however, be helpful in highlighting certain macro trends in our business.

For the year ended December 31, 2018, net cash provided by **operating activities** of continuing operations was CHF 12.8 billion, primarily reflecting an increase in net trading assets and liabilities and a decrease in other assets, partially offset by a decrease in other liabilities. Our operating assets and liabilities vary significantly in the normal course of business due to the amount and timing of cash flows. Management believes cash flows from operations, available cash balances and short-term and long-term borrowings will be sufficient to fund our operating liquidity needs.

Our **investing activities** primarily include originating loans to be held to maturity, other receivables and the investment securities portfolio. For the year ended December 31, 2018, net cash used in investing activities from continuing operations was CHF 7.4 billion, primarily due to an increase in loans, partially offset by a decrease in proceeds from sales of loans.

Our **financing activities** primarily include the issuance of debt and receipt of customer deposits. We pay annual dividends on our common shares. In 2018, net cash used in financing activities of continuing operations was CHF 15.1 billion, mainly reflecting the repayment of long-term debt, the repurchase of treasury shares, the decrease in short-term borrowings and the decrease in central bank funds purchased, securities sold under repurchase agreements and securities lending transactions, partially offset by the issuance of long-term debt and the sale of treasury shares.

Capital management

As of the end of 2018, our BIS CET1 ratio was 12.6% and our BIS tier 1 leverage ratio was 5.2%.

Capital strategy

Credit Suisse considers a strong and efficient capital position to be a priority. Through our capital strategy, our goal is to strengthen our capital position and optimize the use of risk-weighted assets (RWA), particularly in light of emerging regulatory capital requirements.

The overall capital needs of Credit Suisse reflect management's regulatory and credit rating objectives as well as our underlying risks. Our framework considers the capital needed to absorb losses, both realized and unrealized, while remaining a strongly capitalized institution. Multi-year projections and capital plans are prepared for the Group and its major subsidiaries and reviewed throughout the year with their regulators. These plans are subject to various stress tests, reflecting both macroeconomic and specific risk scenarios. Capital contingency plans are developed in connection with these stress tests to ensure that possible mitigating actions are consistent with both the amount of capital at risk and the market conditions for accessing additional capital.

Regulatory framework

Credit Suisse is subject to the Basel III framework, as implemented in Switzerland, as well as Swiss legislation and regulations for systemically important banks (Swiss Requirements), which include capital, liquidity, leverage and large exposure requirements and rules for emergency plans designed to maintain systemically relevant functions in the event of threatened insolvency.

The Basel framework describes a range of options for determining capital requirements in order to provide banks and supervisors the ability to select approaches that are most appropriate for their operations and their financial market infrastructure. In general, Credit Suisse has adopted the most advanced approaches, which align with the way that risk is internally managed and provide the greatest risk sensitivity.

References to phase-in and look-through included herein refer to Basel III capital requirements and Swiss Requirements. Phase-in reflects that, for the years 2014 – 2018, there was a five-year (20% per annum) phase-in of goodwill, other intangible assets and other capital deductions (e.g., certain deferred tax assets) and a phase-out of an adjustment for the accounting treatment of pension plans. For the years 2013 – 2022, there is a phase-out of certain capital instruments. Look-through assumes the full phase-in of goodwill and other intangible assets and other regulatory adjustments and the phase-out of certain capital instruments. Our capital metrics fluctuate during any reporting period in the ordinary course of business.

BIS Requirements

The BCBS, the standard setting committee within the Bank for International Settlements (BIS), issued the Basel III framework, with higher minimum capital requirements and conservation and countercyclical buffers, revised risk-based capital measures, a leverage ratio and liquidity standards. The framework was designed to strengthen the resilience of the banking sector and requires banks to hold more capital, mainly in the form of common equity. The new capital standards were phased in from 2013 through 2018 and became fully effective on January 1, 2019 for those countries that have adopted Basel III.

> Refer to the table "BIS phase-in requirements for Credit Suisse" for capital requirements and applicable effective dates during the phase-in period.

Under Basel III, the minimum common equity tier 1 (CET1) requirement is 4.5% of RWA. In addition, a 2.5% CET1 capital conservation buffer is required to absorb losses in periods of financial and economic stress.

A progressive buffer between 1% and 2.5% (with a possible additional 1% surcharge) of CET1, depending on a bank's systemic importance, is an additional capital requirement for global systemically important banks (G-SIBs). The Financial Stability Board (FSB) has identified Credit Suisse as a G-SIB and has advised that a progressive buffer of 1% will apply to Credit Suisse beginning in January 2019.

CET1 capital is subject to certain regulatory deductions and other adjustments to common equity, including the deduction of deferred tax assets for tax-loss carry-forwards, goodwill and other intangible assets.

In addition to the CET1 requirements, there is also a requirement for 1.5% of additional tier 1 capital and 2% of tier 2 capital. These requirements may also be met with CET1 capital. To qualify as additional tier 1 under Basel III, capital instruments must provide for principal loss absorption through a conversion into common equity or a write-down of principal feature. The trigger for such conversion or write-down must include a CET1 ratio of at least 5.125% as well as a trigger at the point of non-viability.

Basel III further provides for a countercyclical buffer that could require banks to hold up to 2.5% of CET1. This requirement is imposed by national regulators where credit growth is deemed to be excessive and leading to the build-up of system-wide risk.

Capital instruments that do not meet the strict criteria for inclusion in CET1 are excluded. Capital instruments that would no longer qualify as tier 1 or tier 2 capital will be phased out. In addition, instruments with an incentive to redeem prior to their stated maturity, if any, are phased out at their effective maturity date, which is generally the date of the first step-up coupon.

As of January 1, 2018, banks are required to maintain a tier 1 leverage ratio of 3%.

BIS phase-in requirements for Credit Suisse

For	2018	2019
Capital ratios		
CET1	4.5%	4.5%
Capital conservation buffer	1.875%[1]	2.5%
Progressive buffer for G-SIB	1.125%[1]	1.0%
Total CET1	**7.5%**	**8.0%**
Additional tier 1	1.5%	1.5%
Tier 1	**9.0%**	**9.5%**
Tier 2	2.0%	2.0%
Total capital	**11.0%**	**11.5%**
Phase-in deductions from CET1	100.0%	100.0%
Capital instruments subject to phase-out	Phased out over a 10-year horizon beginning 2013 through 2022	

1
Indicates phase-in period.

Swiss Requirements

The legislation implementing the Basel III framework in Switzerland in respect of capital requirements for systemically relevant banks, including Credit Suisse, goes beyond the Basel III minimum standards for systemically relevant banks.

The Swiss regulation framework includes certain requirements for Swiss banks classified as systemically important banks operating internationally, such as Credit Suisse. It contains two different minimum requirements for loss-absorbing capacity: G-SIBs must hold sufficient capital that absorbs losses to ensure continuity of service (going concern requirement), and they must issue sufficient debt instruments to fund an orderly resolution without recourse to public resources (gone concern requirement). Going concern capital and gone concern capital together form our total loss-absorbing capacity (TLAC). The going concern and gone concern requirements are generally aligned with the FSB's total loss-absorbing capacity standard. The Swiss requirements are subject to phase-in and grandfathering provisions for certain outstanding instruments, and have to be fully applied by January 1, 2020. Banks that do not maintain the minimum requirements may be limited in their ability to pay dividends and make discretionary bonus payments and other earnings distributions.

Going concern requirement

The going concern requirement applicable in 2020 for a G-SIB consists of (i) a base requirement of 12.86% of RWA and 4.5% of leverage exposure; and (ii) a surcharge, which reflects the G-SIB's systemic importance. For Credit Suisse, this currently translates into a going concern requirement of 14.3% of RWA, of which the minimum CET1 component is 10%, with the remainder to be met with a maximum of 4.3% additional tier 1 capital, which includes high-trigger capital instruments that would be converted into common equity or written down if the CET1 ratio falls below 7%. Under the going concern requirement, the Swiss leverage ratio must be 5%, of which the minimum CET1 component is 3.5%, with the remainder to be met with a maximum of 1.5% additional tier 1 capital, which includes high-trigger capital instruments.

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Gone concern requirement

The gone concern requirement of a G-SIB is equal to its total going concern requirement, which in 2020, consists of a base requirement of 12.86% of RWA and 4.5% of leverage exposure, plus any surcharges applicable to the relevant G-SIB. The gone concern requirement does not include any countercyclical buffers. Credit Suisse is currently subject to a gone concern requirement of 14.3% of RWA and a 5% Swiss leverage ratio and is subject to potential capital rebates for resolvability and for certain tier 2 low-trigger instruments recognized as gone concern capital.

The gone concern requirement should primarily be fulfilled with bail-in instruments that are designed to absorb losses after the write-down or conversion into equity of regulatory capital of a G-SIB in a restructuring scenario, but before the write-down or conversion into equity of other senior obligations of the G-SIB. Bail-in instruments do not feature capital triggers that may lead to a write-down and/or a conversion into equity outside of restructuring, but only begin to bear losses once the G-SIB is formally in restructuring proceedings and FINMA orders capital measures (i.e., a write-down and/or a conversion into equity) in the restructuring plan.

Bail-in instruments must fulfill certain criteria in order to qualify under the gone concern requirement, including FINMA approval. In addition to bail-in instruments, the gone concern requirement may further be fulfilled with other capital instruments, including CET1, additional tier 1 capital instruments or tier 2 capital instruments.

Grandfathering provisions

The Capital Adequacy Ordinance provides for a number of grandfathering provisions with regard to the qualification of previously issued additional tier 1 capital instruments and tier 2 capital instruments:

Additional tier 1 capital instruments with a low trigger qualify as going concern capital until their first call date. Additional tier 1 capital instruments that no longer qualify as going concern capital pursuant to this provision qualify as gone concern capital;

Tier 2 capital instruments with a high trigger qualify as going concern capital until the earlier of (i) their maturity date or first call date; and (ii) December 31, 2019. Tier 2 capital instruments that no longer qualify as going concern capital pursuant to this provision qualify as gone concern capital until one year before their final maturity; and

Tier 2 capital instruments with a low trigger also qualify as going concern capital until the earlier of (i) their maturity date or first call date; and (ii) December 31, 2019. Tier 2 capital instruments that no longer qualify as going concern capital pursuant to this provision qualify as gone concern capital until one year before their final maturity.

Both the going concern and the gone concern requirements are subject to a phase-in with gradually increasing requirements and have to be fully applied by January 1, 2020.

FINMA decrees

The SNB designated the Group as a financial group of systemic importance under applicable Swiss law. FINMA requires the Group to fully comply with the special requirements for systemically important banks operating internationally, which include capital adequacy requirements and also specify liquidity and risk diversification requirements.

In December 2013, FINMA issued a decree (2013 FINMA Decree), effective since February 2, 2014, specifying capital adequacy requirements for the Bank on a stand-alone basis (Bank parent company), and for the Bank and the Group, each on a consolidated basis, as systemically relevant institutions.

In October 2017, FINMA issued an additional decree with respect to the regulatory capital requirements of the Bank parent company (2017 FINMA Decree), specifying the treatment of investments in subsidiaries for capital adequacy purposes. This decree partially replaced certain aspects of the 2013 FINMA Decree, but all other aspects of that decree remain in force. The 2017 FINMA Decree was effective retroactively as of July 1, 2017. The changes aim to create a capital adequacy framework for the Bank parent company that is more comparable to relevant international frameworks and does not rely on exemptions from, or corrections of, the basic framework applicable to all Swiss banks. The changes only apply to the going concern capital requirements for the Bank parent company, which, as of July 1, 2017, amounted to 14.3% of RWA, of which the minimum CET1 component was 10%, with the remainder to be met with a maximum of 4.3% additional tier 1 capital, which includes high-trigger capital instruments. Additional effects from countercyclical buffers impact the CET1 minimum requirement. Under the going concern requirement, the Swiss leverage ratio must be 5%, of which the minimum CET1 component is 3.5%, with the remainder to be met with a maximum of 1.5% additional tier 1 capital, which includes high-trigger capital instruments. Unlike the Group requirements, the capital and leverage requirements for the Bank parent company are not subject to a transition period.

The 2017 FINMA Decree requires the Bank parent company to risk-weight both direct and indirect investments in subsidiaries, with the initial risk-weight set at 200%. Beginning in 2019, these risk-weights will gradually increase over 10 years to 250% for participations in subsidiaries in Switzerland and to 400% for participations in subsidiaries abroad.

The 2017 FINMA Decree also applies an adjustment (referred to as a regulatory filter) to any impact on CET1 capital arising from the upcoming accounting change under applicable Swiss banking rules for the Bank parent company's investments in subsidiaries from the current portfolio valuation method to the individual valuation method by 2020. The regulatory filter allows for the measurement of the regulatory capital position as if the Bank parent company had maintained the portfolio valuation method, which results in higher total participation values subject to risk weighting.

> Refer to credit-suisse.com/regulatorydisclosures for the Bank parent company's regulatory disclosures.

Other requirements

Requirements in Switzerland include an extended countercyclical buffer, which is based on the BIS countercyclical buffer that could require banks to hold up to 2.5% of RWA in the form of CET1 capital. The extended countercyclical buffer relates to a requirement that can be imposed by national regulators when credit growth is deemed to be excessive and leading to the build-up of system-wide risk.

The Swiss Federal Council has not activated the BIS countercyclical buffer for Switzerland but instead requires banks to hold CET1 capital in the amount of 2% of their RWA pertaining to mortgage loans that finance residential property in Switzerland (Swiss countercyclical buffer).

FINMA requirements include capital charges for mortgages that finance owner-occupied residential property in Switzerland (mortgage multiplier) that were phased in through January 1, 2019. The mortgage multiplier applies for purposes of both BIS and FINMA requirements.

Other regulatory disclosures

In connection with the implementation of Basel III, certain regulatory disclosures for the Group and certain of its subsidiaries are required. The Group's Pillar 3 disclosure, regulatory disclosures, additional information on capital instruments, including the main features and terms and conditions of regulatory capital instruments and total loss-absorbing capacity-eligible instruments that form part of the eligible capital base and total loss-absorbing capacity resources, G-SIB financial indicators, reconciliation requirements, leverage ratios and certain liquidity disclosures as well as regulatory disclosures for subsidiaries can be found on our website.

> Refer to "credit-suisse.com/regulatorydisclosures" for additional information.

Regulatory developments

In May 2018, the BCBS published the revised standard on simple, transparent and comparable (STC) securitizations. It includes the STC criteria developed for short-term securitizations and their preferential capital treatment. The new rules were effective immediately.

In July 2018, the BCBS issued a revised assessment methodology for G-SIBs. The revised methodology is expected to be implemented by national authorities by 2021 and is expected to determine a G-SIB's applicable higher loss absorbency requirements from January 2023.

In July 2018, FINMA published revised circulars on the further implementation of Basel III in Switzerland, which, in general, became effective on January 1, 2019. This revision package is one of the final steps in the Swiss implementation of the Basel III standards and includes the following circulars:

"Eligible capital – banks", which added final transitional guidelines for the calculation of regulatory capital related to the new current expected credit loss model under US GAAP, which will become effective for us as of January 1, 2020;

"Interest rate risks – banks", in which FINMA will not apply the optional standardized framework according to Basel III standards; instead it will broaden the scope of existing interest rate reporting arrangements; and

Other minor revisions to circulars, including new disclosure tables on key metrics and interest rate risks, total loss-absorbing capital, remuneration and value adjustments.

In October 2018, FINMA announced its reassessment of rebates for resolvability relating to the gone concern requirement. The eligibility for the rebates for resolvability is assessed on an annual basis. Effective July 1, 2018, the rebate for resolvability relating to the capital ratio was 1.424%, resulting in a gone concern requirement of 7.476%, and 0.48% relating to the leverage ratio, resulting in a gone concern leverage requirement of 2.52%.

In November 2018, the Swiss Federal Council issued a revision of the Capital Adequacy Ordinance. It includes changes to the gone-concern requirements and the treatment for the holding of bail-in instruments which are issued by third party banks. The revised standards became effective in January 2019.

In December 2018, BCBS published the updated framework on Pillar 3 disclosure requirements. These requirements, together with the updates published in January 2015 and March 2017, complete the Pillar 3 framework. The revised framework covers three elements. The first element, to be implemented by January 1, 2022, relates to revisions and additions arising from the finalization of the Basel III regulatory reforms in 2017. As a second element, the updated framework sets out new disclosure requirements on asset encumbrance. As a third element, the revised framework introduces new disclosure requirements relating to national supervisors imposing constraints on capital distributions. The second and third elements must be implemented by end-2020.

In January 2019, the BCBS released revisions to the minimum capital requirements for market risk, which included changes to the internal models approach and the standardized approach. The revisions also included amendments to the definition of the boundary between the trading book and the banking book. The revised standard will become effective in January 2022.

Capital instruments

Issuances and redemptions

end of 2018	Currency	Amount (million)	Interest rate (%)	Description	Due date
Issuances – callable bail-in instruments					
First quarter of 2018	USD	2,000	3.869	Senior notes	2029
	AUD	176	–	Zero coupon accreting senior notes	2038
	AUD	125	3.5	Senior notes	2024
	AUD	175	floating rate	Senior notes	2024
	USD	305	–	Zero coupon accreting senior notes	2048
Second quarter of 2018	USD	1,250	4.207	Senior notes	2024
	USD	750	floating rate	Senior notes	2024
	USD	145	–	Zero coupon accreting senior notes	2048
Third quarter of 2018	EUR	100	2.455	Senior notes	2034
	USD	190	–	Zero coupon accreting senior notes	2048
Fourth quarter of 2018	USD	100	–	Zero coupon accreting senior notes	2048
	USD	100	–	Zero coupon accreting senior notes	2048
2019 to date	USD	120	–	Zero coupon accreting senior notes	2049
	USD	120	–	Zero coupon accreting senior notes	2049
	USD	100	–	Zero coupon accreting senior notes	2049

	USD	1,050	floating rate	Senior notes	2024
Issuances – high-trigger capital instruments					
Third quarter of 2018	USD	2,000	7.5	Perpetual tier 1 contingent write-down capital notes	–
	CHF	300	3.5	Perpetual tier 1 contingent write-down capital notes	–
	USD	1,500	7.25	Perpetual tier 1 contingent write-down capital notes	–
Redemptions					
Third quarter of 2018	USD	1,000	3.3	Perpetual tier 1 capital notes	–
	CHF	290	6.0	Low-trigger perpetual tier 1 capital notes	–
Fourth quarter of 2018	USD	2,000	3.3	Perpetual tier 1 capital notes	–
	USD	1,720	9.5	High-trigger perpetual tier 1 capital notes	–
	USD	1,725	9.5	High-trigger perpetual tier 1 capital notes	–
	CHF	2,500	9.0	High-trigger perpetual tier 1 capital notes	–

Contingent convertible capital instruments

We have issued high-trigger and low-trigger capital instruments to meet our capital requirements. Our high-trigger instruments either mandatorily convert into our ordinary shares or their principal amount is written down to zero upon the occurrence of certain specified triggering events. These events include our CET1 ratio falling below 7% (or any lower applicable minimum threshold), or a determination by FINMA that conversion is necessary, or that we require public sector capital support, to prevent us from becoming insolvent, bankrupt or unable to pay a material amount of our debts, or other similar circumstances. Conversion can only be prevented if FINMA, at our request, is satisfied that certain conditions exist and conversion is not required. High-trigger instruments are designed to absorb losses before our other capital instruments, including the low-trigger capital instruments. The features of low-trigger capital instruments are described below. Contingent Capital Awards would not convert into common equity, but would be written down to zero upon a trigger event.

Higher Trigger Capital Amount

The capital ratio write-down triggers for certain of our outstanding capital instruments take into account the fact that other outstanding capital instruments that contain relatively higher capital ratios as part of their trigger feature are expected to convert into equity or be written down prior to the write-down of such capital instruments. The amount of additional capital that is expected to be contributed by such conversion into equity or write-down is referred to as the Higher Trigger Capital Amount.

The following tier 1 capital notes (collectively, Tier 1 Capital Notes), which have a trigger amount of 5.125% and qualify as low trigger capital instruments, were outstanding as of December 31, 2018:

USD 2.5 billion 6.25% tier 1 capital notes; and

USD 2.25 billion 7.5% tier 1 capital notes.

The following tier 2 capital notes (collectively, Tier 2 Capital Notes), which have a trigger amount of 5% and qualify as low trigger capital instruments, were outstanding as of December 31, 2018:

USD 2.5 billion 6.5% tier 2 capital notes; and

EUR 1.25 billion 5.75% tier 2 capital notes.

Each of the series of Tier 1 Capital Notes and Tier 2 Capital Notes qualify as low-trigger capital instruments and have a write-down feature, which means that the full principal amount of the notes will be permanently written down to zero upon the occurrence of specified triggering events. These events occur when the amount of our CET1 ratio, together with an additional ratio described below that takes into account other outstanding capital instruments, falls below 5.125% for the Tier 1 Capital Notes and 5% for the Tier 2 Capital Notes. The write-down can only be prevented if FINMA, at our request, is satisfied that certain conditions exist and determines a write-down is not required. The capital notes will also be written down upon a non-viability event, which occurs when FINMA determines that a write-down is necessary, or that we require extraordinary public sector capital support, to prevent us from becoming insolvent, bankrupt or unable to pay a material amount of our debts, or other similar circumstances.

With respect to the capital instruments that specify a trigger event if the CET1 ratio were to fall below 5.125%, the Higher Trigger Capital Amount was CHF 5.6 billion and the Higher Trigger Capital Ratio (i.e., the ratio of the Higher Trigger Capital Amount to the aggregate of all RWA of the Group) was 2.0%, both as of the end of 2018.

With respect to the capital instruments that specify a trigger event if the CET1 ratio were to fall below 5%, the Higher Trigger Capital Amount was CHF 10.2 billion and the Higher Trigger Capital Ratio was 3.6%, both as of the end of 2018.

> Refer to the table “BIS capital metrics – Group” for further information on the BIS metrics used to calculate such measures.

BIS capital metrics

Our CET1 ratio was 12.6% as of the end of 2018 compared to 13.5% as of the end of 2017, with lower CET1 capital and higher RWA. Our tier 1 ratio was 16.2% as of the end of 2018 compared to 18.9% the end of 2017. Our total capital ratio was 17.7% as of the end of 2018 compared to 20.8% as of the end of 2017.

BIS capital metrics – Group

			Phase-in			Look-through
end of	2018	2017	% change	2018	2017	% change
Capital and risk-weighted assets (CHF million)						
CET1 capital	35,824	36,711	(2)	35,824	34,824	3
Tier 1 capital	46,040	51,482	(11)	46,040	47,262	(3)
Total eligible capital	50,239	56,696	(11)	49,548	51,389	(4)
Risk-weighted assets	284,582	272,815	4	284,582	271,680	5
Capital ratios (%)						
CET1 ratio	12.6	13.5	–	12.6	12.8	–
Tier 1 ratio	16.2	18.9	–	16.2	17.4	–
Total capital ratio	17.7	20.8	–	17.4	18.9	–

Eligible capital – Group

	Phase-in			Look-through		
end of	2018	2017	% change	2018	2017	% change
Eligible capital (CHF million)						
Total shareholders' equity	**43,922**	**41,902**	5	**43,922**	**41,902**	5
Regulatory adjustments [1]	(643)	(576)	12	(643)	(576)	12
Adjustments subject to phase-in						
Accounting treatment of defined benefit pension plans	–	508	(100)	–	–	–
Common share capital issued by subsidiaries and held by third parties	–	44	(100)	–	–	–
Goodwill [2]	(4,762)	(3,792)	26	(4,762)	(4,740)	0
Other intangible assets [2]	(47)	(48)	(2)	(47)	(60)	(22)
Deferred tax assets that rely on future profitability	(1,647)	(1,770)	(7)	(1,647)	(2,213)	(26)
Shortfall of provisions to expected losses	(461)	(402)	15	(461)	(503)	(8)
Gains/(losses) due to changes in own credit on fair-valued liabilities	804	2,152	(63)	804	2,690	(70)
Defined benefit pension assets [2]	(1,374)	(1,337)	3	(1,374)	(1,672)	(18)
Investments in own shares	(32)	(13)	146	(32)	(16)	100
Other adjustments [3]	64	43	49	64	56	14
Deferred tax assets from temporary differences (threshold-based)	0	0	–	0	(44)	100
Adjustments subject to phase-in	**(7,455)**[4]	**(4,615)**	62	**(7,455)**	**(6,502)**	15
CET1 capital	**35,824**	**36,711**	(2)	**35,824**	**34,824**	3
High-trigger capital instruments (7% trigger)	5,615	7,575	(26)	5,615	7,575	(26)
Low-trigger capital instruments (5.125% trigger)	4,601	4,863	(5)	4,601	4,863	(5)
Additional tier 1 instruments	**10,216**	**12,438**	(18)	**10,216**	**12,438**	(18)
Additional tier 1 instruments subject to phase-out [5]	0	2,778	(100)	–	–	–
Deductions from additional tier 1 capital	–	(445)	100	–	–	–
Additional tier 1 capital	**10,216**	**14,771**	(31)	**10,216**	**12,438**	(18)
Tier 1 capital	**46,040**	**51,482**	(11)	**46,040**	**47,262**	(3)
Low-trigger capital instruments (5% trigger)	3,508	4,127	(15)	3,508	4,127	(15)
Tier 2 instruments	**3,508**	**4,127**	(15)	**3,508**	**4,127**	(15)
Tier 2 instruments subject to phase-out	691	1,138	(39)	–	–	–
Deductions from tier 2 capital	–	(51)	100	–	–	–

Tier 2 capital	**4,199**	**5,214**	(19)	**3,508**	**4,127**	(15)
Total eligible capital	**50,239**	**56,696**	(11)	**49,548**	**51,389**	(4)

1
Includes regulatory adjustments not subject to phase-in, including a cumulative dividend accrual.
2
Net of deferred tax liability.
3
Includes cash flow hedge reserve.
4
Reflects 100% phase-in deductions, including goodwill, other intangible assets and certain deferred tax assets.
5
Includes hybrid capital instruments that are subject to phase-out.

CET1 capital was CHF 35.8 billion as of the end of 2018 compared to CHF 36.7 billion as of the end of 2017. CET1 was impacted by an additional annual 20% phase-in of regulatory deductions from CET1 (from 80% to 100%), including goodwill, other intangible assets and certain deferred tax assets, and an additional annual 20% decrease in the adjustment for the accounting treatment of pension plans (from 20% to 0%), pursuant to phase-in requirements. CET1 capital was also affected by the cash component of a dividend accrual. These decreases were partially offset by net income attributable to shareholders and a regulatory adjustment of deferred tax assets.

Additional tier 1 capital was CHF 10.2 billion as of the end of 2018 compared to CHF 14.8 billion as of the end of 2017, mainly reflecting the redemption of several tier 1 capital notes. This reduction was partially offset by the issuance of several perpetual tier 1 capital notes and an additional annual 20% phase-in of regulatory deductions (from 20% to 0%), including goodwill, other intangible assets and other capital deductions.

Tier 2 capital was CHF 4.2 billion as of the end of 2018 compared to CHF 5.2 billion as of the end of 2017, mainly due to the impact of the prescribed amortization requirement as instruments move closer to their maturity date.

Total eligible capital as of the end of 2018 was CHF 50.2 billion compared to CHF 56.7 billion as of the end of 2017, primarily reflecting a decrease in additional tier 1 capital.

As of the end of 2018, the look-through CET1 ratio was 12.6% compared to 12.8% as of the end of 2017. As of the end of 2018, the look-through total capital ratio was 17.4% compared to 18.9% as of the end of 2017.

Capital movement – Group

		Phase-in		Look-through
	2018	2017	2018	2017
CET1 capital (CHF million)				
Balance at beginning of period	**36,711**	**36,576**	**34,824**	**30,783**
Net income/(loss) attributable to shareholders	2,024	(983)	2,024	(983)
Foreign exchange impact	(308)[1]	(807)	(266)	(736)
Impact of deductions relating to phase-in requirements	(1,843)	(2,650)	0	0
Issuance of common shares	0	4,096[2]	0	4,096
Regulatory adjustment of deferred tax assets	586	1,637[3]	586	2,487
Regulatory adjustment of own credit on fair-valued financial liabilities	(199)	(397)	(199)	2
Other	(1,147)[4]	(761)	(1,145)	(825)
Balance at end of period	**35,824**	**36,711**	**35,824**	**34,824**
Additional tier 1 capital (CHF million)				
Balance at beginning of period	**14,771**	**12,289**	**12,438**	**11,096**
Foreign exchange impact	109	(475)	97	(372)
Impact of deductions relating to phase-in requirements	445	853	0	0
Issuances	3,713	1,680	3,713	1,680
Redemptions	(9,081)	(180)	(6,139)	0
Regulatory adjustment of own credit on fair-valued financial liabilities	0	386	0	0
Other	259	218	107	34
Balance at end of period	**10,216**	**14,771**	**10,216**	**12,438**
Tier 2 capital (CHF million)				
Balance at beginning of period	**5,214**	**6,863**	**4,127**	**4,879**
Foreign exchange impact	(53)	(41)	(39)	3
Impact of deductions relating to phase-in requirements	50	50	0	0
Redemptions	0	(714)	0	(698)
Other	(1,012)[5]	(944)	(580)	(57)
Balance at end of period	**4,199**	**5,214**	**3,508**	**4,127**
Eligible capital (CHF million)				
Balance at end of period	**50,239**	**56,696**	**49,548**	**51,389**

1
Includes US GAAP cumulative translation adjustments and the foreign exchange impact on regulatory CET1 adjustments.
2
Represents the issuance of common shares in connection due to the rights offering.
3
Primarily reflects the impact of the re-assessment of deferred tax assets resulting from the US tax reform.
4
Includes the impact of a dividend accrual, the net effect of share-based compensation and pensions and a change in other regulatory adjustments.

5
Primarily reflects the impact of the prescribed amortization requirement as instruments move closer to their maturity date.
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Risk-weighted assets

Our balance sheet positions and off-balance sheet exposures translate into RWA, which are categorized as credit, market and operational RWA. When assessing RWA, it is not the nominal size, but rather the nature (including risk mitigation such as collateral or hedges) of the balance sheet positions or off-balance sheet exposures that determines the RWA.

Credit risk RWA reflect the capital requirements for the possibility of a loss being incurred as the result of a borrower or counterparty failing to meet its financial obligations or as a result of a deterioration in the credit quality of the borrower or counterparty. Under Basel III, certain regulatory capital adjustments are dependent on the level of CET1 capital (thresholds). The amount above the threshold is deducted from CET1 capital and the amount below the threshold is risk weighted. RWA subject to such threshold adjustments are included in credit risk RWA. For measuring the capital requirements related to credit risk, we received approval from FINMA to use the advanced internal ratings-based (A-IRB) approach. Under the A-IRB approach for measuring credit risk, risk weights are determined by using internal risk parameters for probability of default (PD), loss given default (LGD) and effective maturity. The exposure at default (EAD) is either derived from balance sheet values or by using models. For the capital requirements for counterparty credit risk, we implemented the advanced credit valuation adjustment (CVA), which covers the risk of mark-to-market losses on the expected counterparty risk arising from changes in a counterparty's credit spreads.

Market risk RWA reflect the capital requirements of potential changes in the fair values of financial instruments in response to market movements inherent in both balance sheet and off-balance sheet items. For calculating the capital requirements related to market risk, the internal models and standardized approaches are used. Within the Basel framework for FINMA regulatory capital purposes, we implemented risk measurement models, including an incremental risk charge (IRC), stressed value-at-risk (VaR) and risks not in VaR (RNIV).

The IRC is a regulatory capital charge for default and migration risk on positions in the trading books and is intended to complement additional standards being applied to the VaR modeling framework, including stressed VaR. Stressed VaR replicates a VaR calculation on the Group's current portfolio, taking into account a one-year observation period relating to significant financial stress and helps reduce the pro-cyclicality of the minimum capital requirements for market risk. RNIV and stressed RNIV are risks that are not currently implemented within the Group's VaR model, such as certain basis risks, higher order risks and cross risks. For capital purposes, FINMA, in line with BIS requirements, uses a multiplier to impose an increase in market risk capital for every regulatory VaR backtesting exception above four in the prior rolling 12-month period. In 2018, our market risk capital multiplier remained at FINMA and BIS minimum levels and we did not experience an increase in market risk capital.

> Refer to "Market risk review" in Risk management for further information.

Operational risk RWA reflect the capital requirements for the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. For calculating the capital requirements related to operational risk, we received approval from FINMA to use the advanced measurement approach (AMA). Under the AMA for measuring operational risk, we have identified key scenarios that describe our major operational risks using an event model.

Risk-weighted assets – Group

end of	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Strategic Resolution Unit	Corporate Center	Group
2018 (CHF million)								
Credit risk	63,280	26,604	27,102	35,380	20,498	5,834	16,201	**194,899**
Market risk	1,315	1,669	3,507	9,158	200	1,305	1,489	**18,643**
Operational risk	11,880	11,843	6,547	14,478	3,492	10,787	12,013	**71,040**
Risk-weighted assets – phase-in / look-through	**76,475**	**40,116**	**37,156**	**59,016**	**24,190**	**17,926**	**29,703**	**284,582**
2017 (CHF million)								
Credit risk	52,776	24,641	20,510	34,185	17,362	12,078	14,960	**176,512**
Market risk	737	1,101	5,128	11,334	121	1,875	994	**21,290**
Operational risk	12,059	12,514	5,836	13,339	2,575	19,660	9,030	**75,013**
Risk-weighted assets – phase-in	**65,572**	**38,256**	**31,474**	**58,858**	**20,058**	**33,613**	**24,984**	**272,815**
Look-through adjustment	–	–	–	–	–	–	(1,135)	**(1,135)**
Risk-weighted assets – look-through	**65,572**	**38,256**	**31,474**	**58,858**	**20,058**	**33,613**	**23,849**	**271,680**

Risk-weighted assets movements

RWA increased 4% to CHF 284.6 billion as of the end of 2018 from CHF 272.8 billion as of the end of 2017. The increase was primarily driven by increases in movements in risk levels and methodology and policy changes in credit risk and an increase relating to model and parameter updates in market risk and credit risk. These increases were partially offset by decreases in movements in risk levels in market risk and operational risk and methodology and policy changes in operational risk.

Excluding the foreign exchange impact, the increase in **credit risk** was primarily driven by increases related to movements in risk levels attributable to book size, methodology and policy changes and model and parameter updates. The increase in risk levels attributable to book size was mainly due to increases in lending risk exposures, primarily in Swiss Universal Bank, Asia Pacific and Global Markets. These increases were partially offset by the impact of hedging transactions executed in connection with managing the Group's RWA exposures in Global Markets, Swiss Universal Bank and Asia Pacific, decreases relating to derivative exposures in Global Markets and the Strategic Resolution Unit, decreases in lending risk exposures in the Strategic Resolution Unit and decreases in securitization exposures in International Wealth Management and the Strategic Resolution Unit. The increase resulting from methodology and policy changes was primarily due to an additional phase-in of the multiplier on income producing real estate (IPRE) and non-IPRE exposures, both within Swiss Universal Bank, increases reflecting the implementation of the new Basel III revised rules for banking book securitizations across the divisions and an additional phase-in of a multiplier on certain investment banking corporate exposures in Investment Banking & Capital Markets, Global Markets and Asia Pacific. The increase from model and parameter updates was primarily related to advanced CVA resulting from increased market volatility in the VaR model, primarily in the Strategic Resolution Unit and Swiss Universal Bank. The increase also reflected a phase-in of the RWA impact of an updated ship finance rating model in International Wealth Management.

Excluding the foreign exchange impact, the decrease in **market risk** was primarily driven by movements in risk levels, partially offset by increases resulting from model and parameter updates. The decrease in risk levels was primarily in Global Markets and Asia Pacific. The increase in model and parameter updates mainly reflected time series updates and model enhancements to VaR impacting Global Markets, International Wealth Management and Asia Pacific.

The decrease in **operational risk** was mainly driven by methodology and policy changes and movements in risk levels. The decrease in methodology and policy changes in the Corporate Center was in connection with the external transfer of our US private banking business. In addition, a new operational risk allocation key was agreed with FINMA, reducing RWA relating to operational risk in the Strategic Resolution Unit by CHF 8.9 billion and allocating this primarily to the Corporate Center, Global Markets, Investment Banking & Capital Markets and Asia Pacific. The decrease in risk levels was mainly due to increased insurance benefits attributable to the Corporate Center, Global Markets, Asia Pacific and Investment Banking & Capital Markets.

Risk-weighted asset movement by risk type – Group

2018	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Strategic Resolution Unit	Corporate Center	Total
Credit risk (CHF million)								
Balance at beginning of period	**52,776**	**24,641**	**20,510**	**34,185**	**17,362**	**12,078**	**14,960**	**176,512**
Foreign exchange impact	35	(134)	58	(168)	(31)	(2)	71	(171)
Movements in risk levels	5,522	645	4,094	1,451	2,849	(7,498)	1,304	8,367
of which credit risk – book size [1]	5,092	1,366	4,184	1,349	2,880	(7,524)	1,319	8,666
of which credit risk – book quality [2]	430	(721)	(90)	102	(31)	26	(15)	(299)
Model and parameter updates [3]	771	1,101	1,366	(703)	(979)	987	(146)	2,397
Methodology and policy changes [4]	4,176	351	1,074	615	1,297	269	12	7,794
Balance at end of period – phase-in	**63,280**	**26,604**	**27,102**	**35,380**	**20,498**	**5,834**	**16,201**	**194,899**
Market risk (CHF million)								
Balance at beginning of period	**737**	**1,101**	**5,128**	**11,334**	**121**	**1,875**	**994**	**21,290**
Foreign exchange impact	(23)	(30)	(61)	(128)	(3)	(24)	(34)	(303)
Movements in risk levels	583	(158)	(1,791)	(3,437)	84	(591)	417	(4,893)
Model and parameter updates [3]	18	759	246	1,413	(2)	50	116	2,600
Methodology and policy changes [4]	0	(3)	(15)	(24)	0	(5)	(4)	(51)
Balance at end of period – phase-in	**1,315**	**1,669**	**3,507**	**9,158**	**200**	**1,305**	**1,489**	**18,643**
Operational risk (CHF million)								
Balance at beginning of period	**12,059**	**12,514**	**5,836**	**13,339**	**2,575**	**19,660**	**9,030**	**75,013**
Movements in risk levels	6	6	(293)	(663)	(157)	0	(971)	(2,072)
Model and parameter updates [3]	0	0	0	0	0	0	577	577
Methodology and policy changes [4]	(185)	(677)	1,004	1,802	1,074	(8,873)	3,377	(2,478)
Balance at end of period – phase-in	**11,880**	**11,843**	**6,547**	**14,478**	**3,492**	**10,787**	**12,013**	**71,040**
Total (CHF million)								
Balance at beginning of period	**65,572**	**38,256**	**31,474**	**58,858**	**20,058**	**33,613**	**24,984**	**272,815**

Foreign exchange impact	12	(164)	(3)	(296)	(34)	(26)	37	(474)
Movements in risk levels	6,111	493	2,010	(2,649)	2,776	(8,089)	750	1,402
Model and parameter updates [3]	789	1,860	1,612	710	(981)	1,037	547	5,574
Methodology and policy changes [4]	3,991	(329)	2,063	2,393	2,371	(8,609)	3,385	5,265
Balance at end of period – phase-in / look-through	**76,475**	**40,116**	**37,156**	**59,016**	**24,190**	**17,926**	**29,703**	**284,582**

1
Represents changes in portfolio size.
2
Represents changes in average risk weighting across credit risk classes.
3
Represents movements arising from updates to models and recalibrations of parameters and internal changes impacting how exposures are treated.
4
Represents externally prescribed regulatory changes impacting how exposures are treated.
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Leverage metrics

Credit Suisse has adopted the BIS leverage ratio framework, as issued by the BCBS and implemented in Switzerland by FINMA. Under the BIS framework, the leverage ratio measures tier 1 capital against the end-of-period exposure. As used herein, leverage exposure consists of period-end balance sheet assets and prescribed regulatory adjustments. The look-through leverage exposure was CHF 881.4 billion as of the end of 2018, a decrease of 4% compared to CHF 916.5 billion as of the end of 2017. The decrease in leverage exposure was mainly due to a reduction in the Group's consolidated balance sheet, primarily reflecting lower operating activities, partially offset by the foreign exchange translation impact.

> Refer to "Balance sheet and off-balance sheet" for further information on the reduction in the Group's consolidated balance sheet.

Look-through leverage exposure – Group

end of	2018	2017
Look-through leverage exposure (CHF million)		
Swiss Universal Bank	255,480	257,054
International Wealth Management	98,556	99,267
Asia Pacific	106,375	105,585
Global Markets	245,664	283,809
Investment Banking & Capital Markets	40,485	43,842
Strategic Resolution Unit	29,579	59,934
Corporate Center	105,247	67,034
Leverage exposure	**881,386**	**916,525**

BIS leverage ratios – Group

The tier 1 leverage ratio was 5.2% as of the end of 2018, compared to 5.6% as of the end of 2017, reflecting lower tier 1 capital and lower leverage exposure. The CET1 leverage ratio was 4.1% as of the end of 2018 compared to 4.0% as of the end of 2017, reflecting lower leverage exposure and lower CET1 capital.

On a look-through basis, the tier 1 leverage ratio was 5.2% as of the end of 2018, stable compared to the end of 2017, reflecting lower leverage exposure and lower tier 1 capital. The look-through CET1 leverage ratio as of the end of 2018 was 4.1% compared to 3.8% as of the end of 2017, reflecting lower leverage exposure and higher CET1 capital.

Leverage exposure components – Group

			Phase-in			Look-through
end of	2018	2017	% change	2018	2017	% change
Leverage exposure (CHF million)						
Balance sheet assets	**768,916**	**796,289**	(3)	**768,916**	**796,289**	(3)
Adjustments						
Difference in scope of consolidation and tier 1 capital deductions [1]	(12,655)	(11,873)	7	(12,655)	(14,401)	(12)
Derivative financial instruments	73,110	85,210	(14)	73,110	85,210	(14)
Securities financing transactions	(32,278)	(27,138)	19	(32,278)	(27,138)	19
Off-balance sheet exposures	84,293	76,565	10	84,293	76,565	10
Total adjustments	**112,470**	**122,764**	(8)	**112,470**	**120,236**	(6)
Leverage exposure	**881,386**	**919,053**	(4)	**881,386**	**916,525**	(4)

1
Includes adjustments for investments in banking, financial, insurance or commercial entities that are consolidated for accounting purposes but outside the scope of regulatory consolidation and tier 1 capital deductions related to balance sheet assets.

BIS leverage metrics – Group

	Phase-in			Look-through		
end of	2018	2017	% change	2018	2017	% change
Capital and leverage exposure (CHF million)						
CET1 capital	35,824	36,711	(2)	35,824	34,824	3
Tier 1 capital	46,040	51,482	(11)	46,040	47,262	(3)
Leverage exposure	881,386	919,053	(4)	881,386	916,525	(4)
Leverage ratios (%)						
CET1 leverage ratio	4.1	4.0	–	4.1	3.8	–
Tier 1 leverage ratio	5.2	5.6	–	5.2	5.2	–

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Swiss metrics

Swiss capital metrics

As of the end of 2018, our Swiss CET1 ratio was 12.5%, our going concern capital ratio was 17.3%, our gone concern capital ratio was 12.5% and our TLAC ratio was 29.8%.

On a look-through basis, as of the end of 2018, our Swiss CET1 capital was CHF 35.7 billion and our Swiss CET1 ratio was 12.5%. Our going concern capital was CHF 45.9 billion and our going concern capital ratio was 16.1%. Our gone concern capital was CHF 37.9 billion and our gone concern capital ratio was 13.3% Our total loss-absorbing capacity was CHF 83.8 billion and our TLAC ratio was 29.4%.

> Refer to "Swiss Requirements" for further information on Swiss regulatory requirements.

Swiss capital metrics – Group

		Phase-in			Look-through	
end of	2018	2017	% change	2018	2017	% change
Swiss capital and risk-weighted assets (CHF million)						
Swiss CET1 capital	35,719	36,567	(2)	35,719	34,665	3
Going concern capital	49,443	53,131	(7)	45,935	47,102	(2)
Gone concern capital	35,678	35,712	0	37,909	35,226	8
Total loss-absorbing capacity	85,121	88,843	(4)	83,844	82,328	2
Swiss risk-weighted assets	285,193	273,436	4	285,193	272,265	5
Swiss capital ratios (%)						
Swiss CET1 ratio	12.5	13.4	–	12.5	12.7	–
Going concern capital ratio	17.3	19.4	–	16.1	17.3	–
Gone concern capital ratio	12.5	13.1	–	13.3	12.9	–
TLAC ratio	29.8	32.5	–	29.4	30.2	–

Swiss capital and risk-weighted assets – Group

		Phase-in			Look-through	
end of	2018	2017	% change	2018	2017	% change
Swiss capital (CHF million)						
CET1 capital – BIS	35,824	36,711	(2)	35,824	34,824	3
Swiss regulatory adjustments [1]	(105)	(144)	(27)	(105)	(159)	(34)
Swiss CET1 capital	**35,719**	**36,567**	(2)	**35,719**	**34,665**	3
Additional tier 1 high-trigger capital instruments	5,615	7,574	(26)	5,615	7,574	(26)
Grandfathered capital instruments	8,109	8,990	(10)	4,601	4,863	(5)
of which additional tier 1 low-trigger capital instruments	4,601	4,863	(5)	4,601	4,863	(5)
of which tier 2 low-trigger capital instruments	3,508	4,127	(15)	–	–	–
Swiss additional tier 1 capital	**13,724**	**16,564**	(17)	**10,216**	**12,437**	(18)
Going concern capital	**49,443**	**53,131**	(7)	**45,935**	**47,102**	(2)
Bail-in debt instruments	33,892	31,099	9	33,892	31,099	9
Additional tier 1 instruments subject to phase-out	–	2,778	(100)	–	–	–
Tier 2 instruments subject to phase-out	691	1,138	(39)	–	–	–
Tier 2 amortization component	1,095	1,193	(8)	509	–	–
Tier 2 low-trigger capital	–	–	–	3,508	4,127	(15)

instruments						
Deductions	–	(496)	100	–	–	–
Gone concern capital	**35,678**	**35,712**	0	**37,909**	**35,226**	8
Total loss-absorbing capacity	**85,121**	**88,843**	(4)	**83,844**	**82,328**	2
Risk-weighted assets (CHF million)						
Risk-weighted assets – BIS	284,582	272,815	4	284,582	271,680	5
Swiss regulatory adjustments [2]	611	621	(2)	611	585	4
Swiss risk-weighted assets	**285,193**	**273,436**	4	**285,193**	**272,265**	5

1
Includes adjustments for certain unrealized gains outside the trading book.
2
Primarily includes differences in the credit risk multiplier.
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Swiss leverage metrics – Group

	Phase-in			Look-through		
end of	2018	2017	% change	2018	2017	% change
Swiss capital and leverage exposure (CHF million)						
Swiss CET1 capital	35,719	36,567	(2)	35,719	34,665	3
Going concern capital	49,443	53,131	(7)	45,935	47,102	(2)
Gone concern capital	35,678	35,712	0	37,909	35,226	8
Total loss-absorbing capacity	85,121	88,843	(4)	83,844	82,328	2
Leverage exposure	881,386	919,053	(4)	881,386	916,525	(4)
Swiss leverage ratios (%)						
Swiss CET1 leverage ratio	4.1	4.0	–	4.1	3.8	–
Going concern leverage ratio	5.6	5.8	–	5.2	5.1	–
Gone concern leverage ratio	4.0	3.9	–	4.3	3.8	–
TLAC leverage ratio	9.7	9.7	–	9.5	9.0	–

Rounding differences may occur.

Swiss leverage metrics

The leverage exposure used in the Swiss leverage ratios is measured on the same period-end basis as the leverage exposure for the BIS leverage ratio. As of the end of 2018, our Swiss CET1 leverage ratio was 4.1%, our going concern leverage ratio was 5.6%, our gone concern leverage ratio was 4.0% and our TLAC leverage ratio was 9.7%. On a look-through basis, as of the end of 2018, our Swiss CET1 leverage ratio was 4.1%, our going concern leverage ratio was 5.2%, our gone concern leverage ratio was 4.3% and our TLAC leverage ratio was 9.5%.

Bank regulatory disclosures

The following capital, RWA and leverage disclosures apply to the Bank. The business of the Bank is substantially the same as that of the Group, including business drivers and trends relating to capital, RWA and leverage metrics.

> Refer to “BIS capital metrics”, “Risk-weighted assets”, “Leverage metrics”, “Swiss metrics” for further information.

BIS capital metrics – Bank

end of	2018	2017	Phase-in % change
Capital and risk-weighted assets (CHF million)			
CET1 capital	38,915	38,433	1
Tier 1 capital	48,231	52,378	(8)
Total eligible capital	52,431	57,592	(9)
Risk-weighted assets	286,081	272,720	5
Capital ratios (%)			
CET1 ratio	13.6	14.1	–
Tier 1 ratio	16.9	19.2	–
Total capital ratio	18.3	21.1	–

The Bank’s CET1 ratio was 13.6% as of the end of 2018 compared to 14.1% as of the end of 2017, mainly reflecting higher RWA. The Bank’s tier 1 ratio was 16.9% as of the end of 2018 compared to 19.2% as of the end of 2017. The Bank’s total capital ratio was 18.3% as of the end of 2018 compared to 21.1% as of the end of 2017.

CET1 capital was CHF 38.9 billion as of the end of 2018 compared to CHF 38.4 billion as of the end of 2017. CET1 was impacted by net income attributable to shareholders. This increase was partially offset by an additional annual 20% phase-in of regulatory deductions from CET1 (from 80% to 100%), including goodwill, other intangible assets and certain deferred tax assets, and an additional annual 20% decrease in the adjustment for the accounting treatment of pension plans (from 20% to 0%), pursuant to phase-in requirements.

Additional tier 1 capital was CHF 9.3 billion as of the end of 2018 compared to CHF 13.9 billion as of the end of 2017, mainly reflecting the redemption of several tier 1 capital notes, partially offset by the issuance of several perpetual tier 1 capital notes, an additional annual 20% phase-in of regulatory deductions (from 20% to 0%), including goodwill, other intangible assets and other capital deductions and a positive foreign exchange impact.

Eligible capital and risk-weighted assets – Bank

end of	2018	2017	Phase-in % change
Eligible capital (CHF million)			
Total shareholders' equity	**45,296**	**42,670**	6
Regulatory adjustments [1]	(49)	(46)	7
Adjustments subject to phase-in	(6,332)[2]	(4,191)	51
CET1 capital	**38,915**	**38,433**	1
Additional tier 1 instruments	9,316[3]	11,579	(20)
Additional tier 1 instruments subject to phase-out [4]	–	2,778	(100)
Deductions from additional tier 1 capital	–	(412)	100
Additional tier 1 capital	**9,316**	**13,945**	(33)
Tier 1 capital	**48,231**	**52,378**	(8)
Tier 2 instruments	3,508[5]	4,127	(15)
Tier 2 instruments subject to phase-out	692	1,138	(39)
Deductions from tier 2 capital	–	(51)	100
Tier 2 capital	**4,200**	**5,214**	(19)
Total eligible capital	**52,431**	**57,592**	(9)
Risk-weighted assets by risk type (CHF million)			
Credit risk	196,398	176,417	11

Market risk	18,643	21,290	(12)
Operational risk	71,040	75,013	(5)
Risk-weighted assets	**286,081**	**272,720**	5

1
Includes regulatory adjustments not subject to phase-in, including a cumulative dividend accrual.
2
Reflects 100% phase-in deductions, including goodwill, other intangible assets and certain deferred tax assets.
3
Consists of high-trigger and low-trigger capital instruments. Of this amount, CHF 5.6 billion consists of capital instruments with a capital ratio write-down trigger of 7% and CHF 3.7 billion consists of capital instruments with a capital ratio write-down trigger of 5.125%.
4
Includes hybrid capital instruments that are subject to phase-out.
5
Consists of low-trigger capital instruments with a capital ratio write-down trigger of 5%.

Tier 2 capital was CHF 4.2 billion as of the end of 2018 compared to CHF 5.2 billion as of the end of 2017, mainly due to the impact of the prescribed amortization requirement as instruments move closer to their maturity date.

The Bank's total eligible capital was CHF 52.4 billion as of the end of 2018 compared to CHF 57.6 billion as of the end of 2017.

RWA increased CHF 13.4 billion to CHF 286.1 billion as of the end of 2018 compared to CHF 272.7 billion as of the end of 2017.

Swiss capital and risk-weighted assets – Bank

end of	2018	2017	Phase-in % change
Swiss capital (CHF million)			
CET1 capital – BIS	38,915	38,433	1
Swiss regulatory adjustments [1]	(105)	(145)	(28)
Swiss CET1 capital	**38,810**	**38,288**	1
Additional tier 1 high-trigger capital instruments	5,624	7,631	(26)
Grandfathered capital instruments	7,200	8,076	(11)
of which additional tier 1 low-trigger capital instruments	3,692	3,949	(7)
of which tier 2 low-trigger capital instruments	3,508	4,127	(15)
Swiss additional tier 1 capital	**12,824**	**15,707**	(18)
Going concern capital	**51,634**	**53,995**	(4)
Bail-in debt instruments	33,897	31,125	9
Additional tier 1 instruments subject to phase-out	–	2,778	(100)
Tier 2 instruments subject to phase-out	691	1,138	(39)
Tier 2 amortization component	1,095	1,193	(8)
Deductions	–	(463)	100
Gone concern capital	**35,683**	**35,771**	0
Total loss-absorbing capacity	**87,317**	**89,766**	(3)
Risk-weighted assets (CHF million)			
Risk-weighted assets – BIS	286,081	272,720	5
Swiss regulatory adjustments [2]	601	612	(2)
Swiss risk-weighted assets	**286,682**	**273,332**	5

1
Includes adjustments for certain unrealized gains outside the trading book.
2
Primarily includes differences in the credit risk multiplier.

Swiss capital metrics – Bank

end of	2018	2017	Phase-in % change
Swiss capital and risk-weighted assets (CHF million)			
Swiss CET1 capital	38,810	38,288	1
Going concern capital	51,634	53,995	(4)
Gone concern capital	35,683	35,771	0
Total loss-absorbing capacity	87,317	89,766	(3)
Swiss risk-weighted assets	286,682	273,332	5
Swiss capital ratios (%)			
Swiss CET1 ratio	13.5	14.0	–
Going concern capital ratio	18.0	19.8	–
Gone concern capital ratio	12.4	13.1	–
TLAC ratio	30.5	32.8	–

Rounding differences may occur.

Leverage exposure components – Bank

end of	2018	2017	Phase-in % change
Leverage exposure (CHF million)			

Balance sheet assets	**772,069**	**798,372**	(3)
Adjustments			
Difference in scope of consolidation and tier 1 capital deductions [1]	(11,493)	(11,569)	(1)
Derivative financial instruments	73,258	85,559	(14)
Securities financing transactions	(32,278)	(27,138)	19
Off-balance sheet exposures	84,298	76,569	10
Total adjustments	**113,785**	**123,421**	(8)
Leverage exposure	**885,854**	**921,793**	(4)

1
Includes adjustments for investments in banking, financial, insurance or commercial entities that are consolidated for accounting purposes but outside the scope of regulatory consolidation and tier 1 capital deductions related to balance sheet assets.

BIS leverage metrics – Bank

end of	2018	2017	Phase-in % change
Capital and leverage exposure (CHF million)			
CET1 capital	38,915	38,433	1
Tier 1 capital	48,231	52,378	(8)
Leverage exposure	885,854	921,793	(4)
Leverage ratios (%)			
CET1 leverage ratio	4.4	4.2	–
Tier 1 leverage ratio	5.4	5.7	–

Swiss leverage metrics – Bank

end of	2018	2017	Phase-in % change
Swiss capital and leverage exposure (CHF million)			
Swiss CET1 capital	38,810	38,288	1
Going concern capital	51,634	53,995	(4)
Gone concern capital	35,683	35,771	0
Total loss-absorbing capacity	87,317	89,766	(3)
Leverage exposure	885,854	921,793	(4)
Swiss leverage ratios (%)			
Swiss CET1 leverage ratio	4.4	4.2	–
Going concern leverage ratio	5.8	5.9	–
Gone concern leverage ratio	4.0	3.9	–
TLAC leverage ratio	9.9	9.7	–

Rounding differences may occur.

Shareholders' equity

Group

The Group's total shareholders' equity was CHF 43.9 billion as of the end of 2018 compared to CHF 41.9 billion as of the end of 2017. Total shareholders' equity was positively impacted by net income attributable to shareholders, gains on fair value elected liabilities relating to credit risk and an increase in the share-based compensation obligation. These movements were partially offset by transactions relating to the settlement of share-based compensation awards and dividends paid.

> Refer to the "Consolidated statements of changes in equity" in VI – Consolidated financial statements – Credit Suisse Group for further information on the Group's total shareholders' equity.

Bank

The Bank's total shareholders' equity was CHF 45.3 billion as of the end of 2018 compared to CHF 42.7 billion as of the end of 2017. Total shareholders' equity was positively impacted by net income attributable to shareholders, gains on fair value elected liabilities relating to credit risk and an increase in the share-based compensation obligation. These movements were partially offset by transactions relating to the settlement of share-based compensation awards and foreign exchange-related movements on cumulative translation adjustments.

> Refer to the "Consolidated statements of changes in equity" in VIII – Consolidated financial statements – Credit Suisse (Bank) for further information on the Bank's total shareholders' equity.

Shareholders' equity and share metrics

			Group			Bank
end of	2018	2017	% change	2018	2017	% change
Shareholders' equity (CHF million)						
Common shares	102	102	0	4,400	4,400	0
Additional paid-in capital	34,889	35,668	(2)	45,557	45,718	0
Retained earnings	26,973	24,973	8	10,179	8,484	20
Treasury shares, at cost	(61)	(103)	(41)	–	–	–
Accumulated other comprehensive income/(loss)	(17,981)	(18,738)	(4)	(14,840)	(15,932)	(7)
Total shareholders' equity	**43,922**	**41,902**	5	**45,296**	**42,670**	6
Goodwill	(4,766)	(4,742)	1	(4,056)	(4,036)	0
Other intangible assets	(219)	(223)	(2)	(219)	(223)	(2)
Tangible shareholders' equity [1]	**38,937**	**36,937**	5	**41,021**	**38,411**	7
Shares outstanding (million)						
Common shares issued	2,556.0	2,556.0	0	4,399.7	4,399.7	0
Treasury shares	(5.4)	(5.7)	(5)	–	–	–
Shares outstanding	**2,550.6**	**2,550.3**	0	**4,399.7**	**4,399.7**	0
Par value (CHF)						
Par value	**0.04**	**0.04**	0	**1.00**	**1.00**	0
Book value per share (CHF)						
Total book value per share	**17.22**	**16.43**	5	**10.30**	**9.70**	6
Goodwill per share	(1.87)	(1.86)	1	(0.92)	(0.92)	0
Other intangible assets per share	(0.08)	(0.09)	(11)	(0.06)	(0.05)	20
Tangible book value per share [1]	**15.27**	**14.48**	5	**9.32**	**8.73**	7

1

Management believes that tangible shareholders' equity and tangible book value per share, both non-GAAP financial measures, are meaningful as they are measures used and relied upon by industry analysts and investors to assess valuations and capital adequacy.

Foreign exchange exposure

Foreign exchange risk associated with investments in branches, subsidiaries and affiliates is managed within defined parameters that create a balance between the interests of stability of capital adequacy ratios and the preservation of Swiss franc shareholders' equity. The decisions regarding these parameters are made by CARMC and are regularly reviewed. Foreign exchange risk associated with the nonfunctional currency net assets of branches and subsidiaries is managed through a combination of forward-looking and concurrent backward-looking hedging activity, which is aimed at reducing the foreign exchange rate induced volatility of reported earnings.

Share repurchases

The Swiss Code of Obligations limits a corporation's ability to hold or repurchase its own shares. We may only repurchase shares if we have sufficient free reserves to pay the purchase price, and if the aggregate nominal value of the repurchased shares does not exceed 10% of our nominal share capital. Furthermore, we must create a special reserve in our parent company's financial statements in the amount of the purchase price of the acquired shares. In our consolidated financial statements, own shares are recorded at cost and reported as treasury shares, resulting in a reduction in total shareholders' equity. Shares repurchased by us do not carry any voting rights at shareholders' meetings.

For 2018, there was no publicly announced share repurchase program in place. We purchased 817 million treasury shares and sold or re-issued 771 million treasury shares in 2018 through open market transactions, predominantly for market-making purposes and facilitating customer orders as well as to meet the Group's delivery obligations with respect to share-based compensation. As of December 31, 2018, the Group held 5 million treasury shares.

For 2019, the Board of Directors of the Group approved a share buyback program of Group ordinary shares of up to CHF 1.5 billion. We expect to buy back at least CHF 1.0 billion in 2019, subject to market and economic conditions. For 2020, we expect a similar share buyback program as in 2019, subject to approval by the Board of Directors. The level of the share buyback for 2020 will be set in light of our capital plans and subject to prevailing market conditions, but is expected to be in line with our intention to distribute at least 50% of net income.

We commenced the 2019 share buyback program on January 14, 2019. We are acquiring our own shares on a second trading line on SIX Swiss Exchange, subject to deduction of applicable Swiss federal withholding tax. The repurchased shares are expected to be cancelled by means of a capital reduction to be proposed at a future Annual General Meeting (AGM) of shareholders.

> Refer to "Impact of share-based compensation on shareholders' equity" in V – Compensation – Group compensation for further information.

Purchases and sales of treasury shares

in	Number of shares (million)	Average price per share (CHF)
2018		
January	59.8	18.10
February	64.2	17.30
March	86.1	16.98
April	41.1	16.11
May	73.2	16.31
June	91.0	15.27
July	46.4	15.10
August	59.4	15.10
September	92.5	14.93
October	77.1	13.60
November	83.2	12.51
December	42.8	11.01
Total purchase of treasury shares	**816.8**	**–**
Total sale of treasury shares	**770.6**	**–**

Dividends and dividend policy

Under the Swiss Code of Obligations, dividends may be paid out only if and to the extent the corporation has distributable profits from previous business years, or if the free reserves of the corporation are sufficient to allow distribution of a dividend. In addition, at least 5% of the annual net profits must be retained and booked as general legal reserves for so long as these reserves amount to less than 20% of the paid-in share capital. Our reserves currently exceed this 20% threshold. Furthermore, dividends may be paid out only after shareholder approval at the AGM. The Board of Directors may propose that a dividend be paid out, but cannot itself set the dividend. In Switzerland, the auditors are required to confirm whether the appropriation of retained earnings is in accordance with Swiss law and the company's articles of incorporation. In practice, the shareholders usually approve the dividend proposal of the Board of Directors. Dividends are usually due and payable after the shareholders' resolution relating to the allocation of profits has been passed. Under the Swiss Code of Obligations, the statute of limitations in respect of claiming the payment of dividends that have been declared is five years.

The dividend payment made in 2018 for the financial year 2017 consisted of a distribution of CHF 0.25 per share payable out of capital contribution reserves in cash. The distribution was free of Swiss withholding tax and was not subject to income tax for Swiss resident individuals holding the shares as a private investment.

Our dividend payment policy seeks to provide investors with an efficient form of capital distribution relative to earnings. We have revised our dividend policy beginning in 2017 by discontinuing the proposal of a scrip alternative at the option of shareholders and by instead proposing to pay an all-cash dividend per share at a level similar to the cash component (as opposed to the stock component) per share of the total dividend that our shareholders elected in recent years, subject to performance and to the decision of the Board of Directors and approval of our shareholders in due course. We expect to generate a sustainable ordinary dividend for shareholders in 2019 and 2020, and to increase the ordinary dividend by at least 5% per annum.

Our Board of Directors will propose to the shareholders at the AGM on April 26, 2019 a distribution of CHF 0.2625 per share out of capital contribution reserves for the financial year 2018. The distribution will be free of Swiss withholding tax and will not be subject to income tax for Swiss resident individuals holding the shares as a private investment. The distribution will be payable in cash. The ex-dividend date has been set to May 3, 2019.

Reflecting our holding company structure, the Group is not an operating company and holds investments in subsidiaries. It is therefore reliant on the dividends of its subsidiaries to pay shareholder dividends and service its long-term debt. The subsidiaries of the Group are generally subject to legal restrictions on the amount of dividends they can pay. The amount of dividends paid by operating subsidiaries is determined after consideration of the expectations for future results and growth of the operating businesses.

> Refer to “Proposed distribution out of capital contribution reserves” in VII – Parent company financial statements – Credit Suisse Group – Proposed appropriation of retained earnings and capital distribution for further information on dividends.

Dividend per ordinary share

	USD[1]	CHF
Dividend per ordinary share for the financial year		
2017	0.25	0.25
2016	0.72	0.70
2015	0.72	0.70
2014	0.75	0.70
2013	0.79	0.70

1
Represents the distribution on each American Depositary Share. For further information, refer to credit-suisse.com/dividend.

Risk management

During 2018, we enhanced our risk data aggregation and reporting capabilities in line with BCBS 239 principles and passed the CCAR stress tests for our US intermediate holding company.

Key risk developments

The rise in protectionism and the implications of Fed monetary policy tightening, particularly for emerging countries, were the key risk developments which impacted the markets and the economy in 2018. Other significant risk developments were political and economic policy developments in the eurozone, the implementation of new sanctions against Russia, the process surrounding the expected withdrawal of the UK from the European Union and the global economic slowdown. There were also concerns over volatility and liquidity in the markets.

Trade tensions

The risk of global trade tensions became a major concern of global investors beginning in early 2018. The escalation of tensions between the US and China continued during the course of the year with both countries implementing tariffs. Trade tension concerns also widened to include a number of other economies, including the eurozone, with impacts on sectors exposed to international trade such as ship finance. The impact of a shift towards a more protectionist foreign trade policy by the US continues to be assessed in various stress tests run at the Group, divisional or legal entity level on a regular basis.

Emerging markets vulnerabilities

The tightening of US monetary policy, the appreciation of the US dollar and the announcement and implementation of new tariffs triggered capital outflows from emerging markets and the broad-based sell-off of emerging markets currencies. Those global factors, combined with some specific local vulnerabilities, led to economic and political crises in a number of emerging market countries. In addition, China’s economic slowdown appeared to have worsened in the final quarter of 2018. We closely monitor developments in China and in other emerging markets as well as the related risks in our portfolio and have implemented certain risk-reduction measures.

Policy interest rates and credit cycle

The Fed continued tightening its monetary policy throughout 2018. The ECB ended its asset purchase program and the Bank of England raised interest rates. In credit markets, there was some concern over leveraged loans, a segment where issuance has grown rapidly. We monitor potential risks associated with the monetary policy tightening paths of the Fed and other major central banks through our suite of stress scenarios. We also closely monitor the risks associated with any deterioration in the credit quality of the leverage loan portfolio.

European political landscape

After initial uncertainties, Germany formed a government coalition early in the year. Negotiations relating to the withdrawal of the UK from the EU remained a source of uncertainty in Europe in 2018. In addition, discussions between the new coalition in Italy and the European Commission over the 2019 budget brought some stress to Italian markets in the second half of 2018. We are continuing to monitor developments and assess the potential negative implications using a suite of stress scenarios.

Withdrawal of the UK from the EU

Uncertainty over the outcome of the negotiations surrounding the anticipated withdrawal of the UK from the EU persisted throughout 2018 and early 2019. That uncertainty had a significant negative impact on the UK economy in late 2018 and in early 2019 and was also a factor contributing to the economic slowdown in the eurozone. The withdrawal agreement between the EU and the UK has not yet been approved and it appears likely that there will be a delay of the UK’s withdrawal from the EU for a period of time beyond March 29, 2019, although it is still possible that the UK could leave the EU without such an agreement in place. We are continuing to closely monitor this situation and its potential impact on the Group.

Market liquidity and volatility

There has been significant structural change in the markets since the 2008/2009 financial crisis. The amount of inventory held by banks and broker-dealers has declined. The role in the markets of computer-driven investment strategies and of mutual funds and exchange-traded funds has significantly increased. Volatility in the markets is heavily influenced by the asset purchase programs of the major central banks and has become a significant investor concern, particularly since early February 2018 when equity markets fell, credit spreads widened and equity market volatility significantly increased. Such structural changes have increased the threat that liquidity shortages could quickly develop in periods of stress and trigger large moves in the markets. The potential for liquidity shortages in stress periods and for spikes in volatility are embedded in the market risk shocks which form part of the suite of multi-quarter stress scenarios we have developed. That suite of stress scenarios is assessed on a monthly basis.

Sanctions involving Russia

The US Department of the Treasury's Office of Foreign Assets Control (OFAC) imposed sanctions in 2018 against Russian individuals and companies. We identified impacted client relationships and transactions to ensure compliance; additionally, our sanctions compliance group closely monitors the developments in collaboration with the businesses and the risk management function. Unless there are specific restrictions in place, we continue serving Russian clients by applying enhanced due diligence procedures.

Cyber risk

The financial industry is increasingly reliant on technology and faces dynamic cyber threats from a variety of actors who are driven by monetary, political and other motivations. We continue to invest significantly in an information and cybersecurity program in order to strengthen our ability to anticipate, defend against, detect and recover from cyber attacks. We regularly assess the effectiveness of our key controls and conduct ongoing employee training and awareness activities, including for key management personnel, in order to embed resilience and a strong cyber risk culture.

Risk management oversight

Prudent risk taking in line with our strategic priorities is fundamental to our business. The primary objectives of risk management are to protect our financial strength and reputation, while ensuring that capital is well deployed to support business growth and activities. 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 senior management and Board involvement.

We continuously work to strengthen risk management across the Group in our efforts to meet the challenges resulting from a volatile market environment and increasing complexity driven by the changing regulatory landscape. Utilizing comprehensive risk management processes and sophisticated control systems, we continuously work to minimize the negative impact that may arise from risk concentrations.

Organizational development in 2019

On February 26, 2019, an organizational change relating to the compliance functions was announced, effective immediately. The regulatory affairs function was separated from the compliance organization and integrated into the office of the CEO with the Global Head of Regulatory Affairs now reporting directly to the CEO. The remaining functions within the compliance organization are managed by the Chief Compliance Officer (CCO), and that office continues to be represented on the Group’s Executive Board.

Risk governance

Effective risk governance sets a solid foundation for comprehensive risk management discipline. Our risk governance framework is based on a “three lines of defense” governance model, where each line has a specific role with defined responsibilities and works in close collaboration to identify, assess and mitigate risks.

The first line of defense is the front office, which is responsible for pursuing suitable business opportunities within the strategic risk objectives and compliance requirements of the Group. Its primary responsibility is to ensure compliance with relevant legal and regulatory requirements and maintain effective internal controls.

The second line of defense includes functions such as risk management, compliance, legal and product control. It articulates standards and expectations for the effective management of risk and controls, including advising on applicable legal and regulatory requirements and publishing related policies, and monitors and assesses compliance with regulatory and internal standards. The second line of defense is separate from the front office and includes independent control functions responsible for reviewing, measuring and challenging front office activities and producing independent assessments and risk management reporting for senior management and regulatory authorities.

The third line of defense is the internal audit function, which monitors the effectiveness of controls across various functions and operations, including risk management and governance practices.

Our operations are regulated by authorities in each of the jurisdictions in which we conduct business. Central banks and other bank regulators, financial services agencies, securities agencies and exchanges and self-regulatory organizations are among the regulatory authorities that oversee our businesses. FINMA is our primary regulator.

> Refer to "Regulation and supervision" in I – Information on the company for further information.

Our governance includes a committee structure and a comprehensive set of corporate policies which are developed, reviewed and approved by the Board, the Executive Board, their respective committees, the Group CRO, the Group CCRO, or the CCO since the organizational change on February 26, 2019, and the board of directors of significant subsidiaries, in accordance with their respective responsibilities and levels of authority.

> Refer to "Board of Directors" and "Executive Board" in IV – Corporate Governance for further information.

Board of Directors

The Board is responsible for our strategic direction, supervision and control, and for defining our overall tolerance for risk. For this purpose, the Board approves the risk management framework and sets overall risk appetite in consultation with its Risk Committee (Risk Committee).

The **Risk Committee** is responsible for assisting the Board in fulfilling its oversight responsibilities by periodically reviewing the Group's risk management function, its resources and key risks.

The **Audit Committee** is responsible for assisting the Board in fulfilling its oversight responsibilities by monitoring management's approach with respect to financial reporting, internal controls, accounting and legal and regulatory compliance. Additionally, the Audit Committee is responsible for monitoring the independence and performance of internal and external auditors.

In 2018, the Board decided to establish the **Conduct and Financial Crime Control Committee**, which became effective in 2019. The Conduct and Financial Crime Control Committee assists the Board in fulfilling its oversight duties with respect to the Group's exposure to financial crime risk. It is tasked with monitoring and assessing the effectiveness of financial crime compliance programs and initiatives.

Executive Board

The Executive Board is responsible for developing and implementing our strategic business plans, subject to approval by the Board. It further reviews and coordinates significant initiatives for the risk management function and establishes Group-wide risk policies. The Group CRO and CCRO, or the CCO since the organizational change on February 26, 2019, are members of the Executive Board and represent the risk management and compliance functions, respectively, reporting to the Group CEO and, at least annually, to the Board.

Executive Board committees

The Capital Allocation & Risk Management Committee (CARMC) is responsible for overseeing and directing our risk profile, recommending risk limits at the Group level to the Risk Committee and the Board, establishing and allocating risk appetite among the various businesses, reviewing new significant business strategies or changes in business strategies including business migrations, making risk-related decisions on escalations, and for applying measures, methodologies and tools to monitor and manage the risk portfolio. CARMC meets monthly and conducts reviews according to the following three rotating cycles. The asset & liability management cycle reviews the funding and balance sheet trends and activities, plans and monitors regulatory and business liquidity requirements and internal and regulatory capital adequacy, provides governance and oversight over all material business migrations and ensures that legal entity strategic initiatives are within the Group's risk appetite and appropriately supported and controlled. The market & credit risks cycle defines and implements risk management strategies for the Group businesses, sets and approves risk appetite within Board-approved limits and other appropriate measures to monitor and manage the risk profile of the Group and allocates liquidity resources and sets liquidity risk limits. The internal control system cycle monitors and analyzes significant operational, legal and compliance risks, reviews and approves the business continuity program's alignment with the corporate strategy on an annual basis, sets limits, caps and triggers on specific businesses to control significant operational risk exposure, and reviews and assesses the appropriateness and efficiency of the internal control systems.

The Valuation Risk Management Committee (VARMC) is responsible for establishing policies regarding the valuation of certain material assets and the policies and calculation methodologies applied in the valuation process. Further, VARMC is responsible for monitoring and assessing valuation risks, reviewing inventory valuation conclusions and directing the resolution of significant inventory valuation issues.

The Risk Processes & Standards Committee (RPSC) reviews major risk management processes, issues general instructions, standards and processes concerning risk management, approves material changes in market, credit and operational risk management standards, policies and related methodologies, and approves the standards of our internal models used for calculating regulatory capital.

The Reputational Risk & Sustainability Committee (RRSC) sets policies and reviews processes and significant cases relating to reputational risks and sustainability issues. It also ensures adherence to our reputational and sustainability policies and oversees their implementation.

Divisional and legal entity risk management committees

Divisional and legal entity risk management committees review risk, legal, compliance and internal control matters specific to the divisions and individual legal entities, respectively.

Risk organization

The risk management function is responsible for providing risk management oversight and establishing an organizational basis to manage risk matters. The risk management function challenges and proactively engages with the business divisions in shaping the divisions' and the Group's risk profiles.

Our risk organization supports the Group's strategy and divisional structure. The divisional chief risk officers, who also act as legal entity chief risk officers for the most significant legal entities in their respective regions, assume an important role in this organization. From a people and business management perspective, the organizational setup of the risk function builds on a matrix structure, unifying global functions and divisional/legal entity perspectives.

Our governance framework includes dedicated risk management committees for each division. The divisional and legal entity chief risk officer organizations have established granular risk appetite frameworks and reporting capabilities to cover the specific needs of their business divisions. The global risk functions drive our risk appetite, ensure globally harmonized models and methodologies, execute global regulatory deliverables, provide global limit frameworks and ensure risk conflict remediation.

The key elements of the risk organization include a matrix structure and central functions.

Matrix structure

Our matrix structure reflects the Group's business strategy and emphasizes the Group's legal entity considerations. The global functions comprise credit, market, enterprise and operational (including liquidity) as well as fiduciary risk management, and are accountable for functional risk oversight and the risk limit framework at the global and local legal entity level. They are also responsible for functional models, methodologies and policies and function-related regulatory change.

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The enterprise and operational risk management mandate is focused on the overarching risk framework, including risk appetite and stress testing, Group risk reporting, liquidity risk management, model risk management, operational risk management, business continuity management, risk-related regulatory management and coordination of our reputational risk-related activities.

The divisional chief risk officers for Swiss Universal Bank, International Wealth Management, Asia Pacific, Global Markets, Investment Banking & Capital Markets and (through December 2018) the Strategic Resolution Unit are responsible for ensuring alignment of the risk management function within our divisions.

The legal entity chief risk officers provide risk oversight for certain significant legal entities in the locations of our main operations. They define the local risk management and risk appetite frameworks and are responsible for meeting the legal-entity-specific regulatory requirements. The legal entity chief risk officer roles for our most significant legal entities are assumed by the divisional chief risk officers in their respective regions, except for Credit Suisse AG where the chief risk officer role is assumed by the Group CRO.

The heads of the global functions and the divisional/legal entity chief risk officers jointly manage the embedded functional teams.

Central functions

Risk and Finance Data Analytics, Reporting provides consistent reporting production, analytics and data management shared with finance functions. CRO Change is responsible for the portfolio of strategic change programs across the risk management function. The Group CRO’s chief operating officer facilitates business management within the risk management function. Credit Risk Review is a review function independent from credit risk management with a direct reporting line to the Board’s Risk Committee, administratively reporting to the Group CRO. Credit Risk Review assesses Credit Suisse’s credit exposures and credit risk management processes and practices. Until August 2018, the head of Credit Risk Review was responsible for our comprehensive capital analysis and review (CCAR) challenge function which supports the application of the CCAR framework for our US intermediate holding company (IHC) and provides independent assessments of the processes for the development of the US IHC’s capital plan. In August 2018, the CCAR challenge function responsibilities were transferred to the senior management of our US IHC. CCAR is a US regulatory framework introduced by the Fed to assess, regulate and supervise large financial institutions.

On June 28, 2018, the Fed released results of its annual CCAR stress tests, for the first time publicly releasing results for our US IHC. Our US IHC was projected to maintain capital ratios above minimum regulatory requirements in the adverse and severely adverse CCAR stress scenarios, and the Fed did not object to its proposed capital plan. As part of the stress testing requirements of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), our US IHC was also required to conduct a mid-cycle stress test using a set of internally developed macroeconomic scenarios and submit the results to the Fed in October 2018. As previously disclosed, our US IHC was projected to maintain capital ratios above minimum regulatory requirements under the internally developed severely adverse scenario.

Compliance

The compliance function is a proactive, independent function working with the businesses to continuously challenge practices to manage compliance risk. As a second line of defense function, responsibilities include independently assessing compliance risk, monitoring and testing and reporting on adherence to the compliance risk appetite and other material matters to the Board and senior management. It also oversees regulatory interactions of the Group and assesses potential impact and monitors implementation of regulatory developments.

Our compliance organization supports the Group’s strategy and divisional structure, with the involvement of the divisional chief compliance officers, who also provide compliance oversight for the most significant legal entities in their respective regions. The divisional chief compliance officers are responsible for providing independent oversight and control over the compliance and regulatory risks relating to their respective divisions and legal entities.

Central compliance functions

Central compliance functions, such as core compliance services, financial crime compliance and investigations, support all divisions by overseeing and managing global programs in partnership with the divisional chief compliance officers. The core compliance services function oversees framework design and establishes and monitors enterprise level standards and controls for compliance practices, surveillance and global programs (e.g., cross-border compliance, client tax compliance and conduct risk). The financial crime compliance function establishes and monitors compliance policies, guidelines, procedures and controls related to anti-money laundering, anti-corruption and sanctions. The investigations function is responsible for the identification and remediation of significant breaches in the Group's compliance processes and controls.

The regulatory affairs function, reporting directly to the CEO since the organizational change on February 26, 2019, supports the Group through management of regulatory relationships and interactions, including coordination of regulatory commitments on behalf of relevant divisions.

Risk culture

We base our business operations on conscious and disciplined risk-taking. We believe that independent risk management, compliance and audit processes with proper management accountability are critical to the interests and concerns of our stakeholders. Our risk culture is supported by the following principles:

We establish a clear risk appetite that sets out the types and levels of risk we are prepared to take;
Our risk management and compliance policies set out authorities and responsibilities for taking and managing risks;
We actively monitor risks and take mitigating actions where they fall outside accepted levels;
Breaches of risk limits are identified, analyzed and escalated, and large, repeated or unauthorized exceptions may lead to terminations, adverse adjustments to compensation or other disciplinary action; and
We seek to establish resilient risk constraints that promote multiple perspectives on risk and reduce the reliance on single risk measures.

We actively promote a strong risk culture where employees are encouraged to take accountability for identifying and escalating risks and for challenging inappropriate actions. The businesses are held accountable for managing all of the risks they generate, including those relating to employee behavior and conduct, in line with our risk appetite. Expectations on risk culture are regularly communicated by senior management, reinforced through policies and training, and considered in the performance assessment and compensation processes and, with respect to employee conduct, assessed by formal disciplinary review committees.

We seek to promote responsible behavior through the Group's Code of Conduct, which provides a clear statement on the conduct standards and ethical values that we expect of our employees and members of the Board, so that we maintain and strengthen our reputation for integrity, fair dealing and measured risk-taking. In addition, our six conduct and ethics standards, which include client focus, meritocracy, stakeholder management, accountability, partner and transparency, are a key part of our effort to embed our core ethical values into our business strategy and the fabric of our organization.

They are designed to encourage employees to act with responsibility, respect, honesty and compliance to secure the trust of our stakeholders. Initiatives in this area have provided employees with practical guidance on careful and considered behavior and the importance of acting ethically and learning from mistakes. Our employee performance assessment and compensation processes are linked to the conduct and ethics standards and the Group's Code of Conduct.

> Refer to "Conduct risk" in Risk coverage and management for further information.

BCBS 239

The BCBS published the "Principles for effective risk data aggregation and risk reporting" (BCBS 239) in 2013 in order to strengthen the risk data aggregation and risk reporting practices at banks and enhance their risk management and decision-making processes. Our program for implementing these principles regarding risk data aggregation and reporting at Credit Suisse was completed and operational as of December 31, 2018 and we are in the process of evidencing compliance with the BCBS 239 principles which we expect to complete in the first half of 2019.

Risk appetite framework

Overview

We maintain a comprehensive Group-wide risk appetite framework, which is governed by a global policy and provides a robust foundation for risk appetite setting and management across the Group. A key element of the framework is a detailed statement of the Board-approved risk appetite which is aligned to our financial and capital plans. The framework also encompasses the processes and systems for assessing the appropriate level of risk appetite required to constrain our overall risk profile.

Risk capacity is the maximum level of risk that we can assume given our current level of resources before breaching any constraints determined by capital and liquidity needs, the operational environment and our responsibilities to depositors, shareholders, investors and other stakeholders. Risk appetite expresses the aggregate level and types of risk we are willing to assume within our risk capacity to achieve our strategic objectives and business plan. Risk profile is a point-in-time assessment of our net risk exposures aggregated within and across each relevant risk category and is expressed in a variety of different quantitative risk metrics and qualitative risk observations. The size of our risk profile is restricted to the planned level of our risk appetite through the use of risk constraints, such as limits, guidelines, tolerances and targets.

Key aspects and process

The Group risk appetite framework is governed by an overarching global policy that encompasses the suite of specific policies, processes and systems with which the risk constraints are calibrated and the risk profile is managed. The framework is guided by the following strategic risk objectives:

- maintaining Group-wide capital adequacy above minimum regulatory requirements under both normal and stressed conditions;
- promoting stability of earnings to support performance in line with financial objectives;
- ensuring sound management of liquidity and funding risk in normal and stressed conditions;
- proactively controlling concentration risks;
- managing operational and compliance risk within our enterprise risk and control framework (ERCF) to ensure sustainable performance;
- minimizing reputational risk; and
- managing and mitigating conduct risk.

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Group-wide risk appetite is determined in partnership with the financial and capital planning process on an annual basis, based on bottom-up forecasts that reflect planned risk usage by the businesses and top-down, Board-driven strategic risk objectives and risk appetite. Scenario stress testing of financial and capital plans is an essential element in the risk appetite calibration process as a key means through which our strategic risk objectives, financial resources and business plans are aligned. The capital plans are also analyzed using our economic capital coverage ratio, which provides a further means of assessing bottom-up risk plans with respect to available capital resources. The risk appetite is approved through a number of internal governance forums, including joint approval by the Group CRO and the CFO, the Risk Appetite Review Committee (a sub-committee of CARMC), CARMC and, subsequently, by the Board.

The risk appetite statement is the formal plan, approved by the Board, for our Group-wide risk appetite. Key divisional allocations are cascaded from the Group and approved in divisional risk management committees. Legal entity risk appetites are set by the local legal entity board of directors within the limits established by the Group. The top-down and bottom-up risk appetite calibration process includes the following key steps:

Top-down:

Group-level strategic risk objectives are agreed by the Board in line with our financial and capital objectives.

Top-down risk capacities and risk appetites are determined with reference to available resources and key thresholds, such as minimum regulatory requirements.

A risk appetite statement is determined and approved annually by the Board, and is based on the strategic risk objectives, the comprehensive scenario stress testing of our forecasted financial results and capital requirements, and our economic capital framework. A semi-annual review of the risk appetite and capacity levels is performed. The risk appetite statement comprises quantitative and qualitative risk measures necessary for adequate control of the risk appetite across the organization. The review of the top-down and bottom-up risk appetite levels and their allocation between divisions and legal entities is performed by the Risk Appetite Review Committee.

Separate legal entity risk appetite frameworks aligned to local regulatory requirements are in place for material subsidiaries. An integrated year-end planning process ensures that individual legal entity risk appetites are consistent with Group levels.

Divisional risk committees are responsible for allocating risk appetite within the respective divisions based on individual business line reviews and requirements.

Bottom-up:

Planned risk levels and related risk appetite requirements are provided by front office business experts in conjunction with financial and capital plans in order to ensure consistency with the business strategy. Risk plans are reviewed by the relevant risk management committees.

Bottom-up risk forecasts are aggregated across businesses to assess divisional and Group-wide risk plans and to support management decisions on variations to existing risk appetite levels or the possible need for new risk appetite measures.

The effectiveness of risk appetite in support of business strategy execution and delivery against financial objectives is assessed via a risk appetite effectiveness framework. This framework assists senior management and the Board in ensuring that appropriate levels of risk appetite are set and that the subsequent risk constraints are appropriately calibrated.

Risk, financial and capital plans are jointly reviewed and approved by the Executive Board and the Board.

The chart “Risk appetite framework – key aspects” provides an overview of key Group-wide quantitative and qualitative aspects covered in our risk appetite statement for the Group and their connection to the division-specific risk appetite statements.

Thematic and exclusion risk appetite

As previously disclosed, in the second quarter of 2017 we amended and enhanced our risk appetite framework to provide additional governance and controls within our relevant transaction approval processes to distinguish between those types of business exposures held in the Strategic Resolution Unit that will be allowed for execution in our strategic divisions and those documented in our thematic and exclusion risk appetite framework that will be prohibited or for which we have limited risk appetite.

In the first quarter of 2018, CARMC approved the removal of 12 counterparties from the Group's thematic and exclusion risk appetite framework and the Risk Committee was subsequently notified of the risk appetite updates. The counterparties and associated trades were transferred from the Strategic Resolution Unit back to the Global Markets and Investment Banking & Capital Markets divisions in the first quarter of 2018. In the second quarter of 2018, after a business reassessment in connection with our planning relating to the withdrawal of the UK from the EU, the Audit Committee approved the transfer of assets and liabilities relating to Credit Suisse (Deutschland) Aktiengesellschaft from the Strategic Resolution Unit to the Investment Banking & Capital Markets division.

Risk constraints

A core aspect of our risk appetite framework is a sound system of integrated risk constraints to maintain our risk profile within our overall risk appetite. Our risk appetite framework utilizes a suite of different types of risk constraints to reflect the aggregate risk appetite of the Group and to further cascade risk appetite across our organization, including among business divisions and legal entities. The risk constraints restrict our maximum balance sheet and off-balance sheet exposure given the market environment, business strategy and financial resources available to absorb losses. Different levels of seniority are mapped to, and specific enforcement and breach response protocols are required for, each type of risk constraint. We define the following risk constraint categories:

Qualitative constraints represent constraints that are used to manage identified but unquantifiable or subjective risks, with adherence assessed by the appropriate level of constraint authority.

Quantitative constraints represent constraints that are used to manage identified quantifiable risks and exist in the form of limits, guidelines, tolerances, targets and flags.

Constraint authority for the risk constraints is determined by the relevant approving body and constraints are currently in effect for all key risk governance bodies and committees including the Board, its Risk Committee, the Executive Board and CARMC. The appropriateness of the constraint types for the various risk classes within our risk appetite, including market, credit, operational and liquidity risk, is determined considering the respective characteristics of the various risk constraint types. We define the following types of risk constraints:

Qualitative constraint statements are required for all qualitative constraints. Qualitative constraint statements need to be specific and to clearly define the respective risk to ensure that the risk profile for unquantifiable or subjective risks is readily assessable.

Limits, guidelines and tolerances are specific threshold levels for a given risk metric. Limits are binding thresholds that require discussion to avoid a breach and trigger immediate remediating action if a breach occurs. Guidelines are thresholds which, if breached, require an action plan to reduce risk below the guideline or to propose, justify and agree to adjust the guideline. Tolerances are designed as management thresholds to initiate discussion, and breach of a tolerance level triggers review by the relevant constraint authority.

Targets represent the level of risk that the Group intends to accept in pursuit of business objectives at a specific point in time in the future.

Flags are early warning indicators, which serve primarily as a business risk management and supervisory control tool for our front offices, Treasury and the risk management function. Flags can be set for any quantifiable risk and may be complementary to other types of constraints.

With respect to limits, guidelines and tolerances, established criteria are applied in the selection of the appropriate risk constraint, including the assessment of (i) the materiality of the respective risk metric with regard to its contribution to the overall Group risk appetite; (ii) the importance of the risk constraint to the organization from a qualitative perspective; (iii) the characteristic of the respective risk, e.g., risk concentrations or high priority risk for

the Group; and (iv) the availability of mitigating actions to manage the risk profile of the Group in relation to the respective risk.
We have established a constraint structure which manages the Group's risk profile using multiple metrics, including economic risk capital, VaR, scenario analysis and various exposure limits at the Group level. The overall risk limits for the Group are set by the Board in consultation with its Risk Committee and are binding. In the rare circumstance where a breach of these limits would occur, it would result in a notification to the Chair of the Board's Risk Committee and the Group CEO, and written notification to the full Board at its next meeting. Following notification, the Group CRO may approve positions that exceed the Board limits up to a predefined level and any such approval is reported to the full Board. Positions that exceed the Board limits by more than the predefined level may only be approved by the Group CRO and the full Board acting jointly. In 2018 and 2017, no Board limits were exceeded.
Dedicated constraints are also in place to cover the specific risk profiles of individual businesses and legal entities. In the context of the overall risk appetite of the Group, as defined by the limits set by the Board and its Risk Committee, CARMC is responsible for allocating divisional risk limits and more specific limits deemed necessary to control the concentration of risk within individual lines of business. The divisional risk management committees and the divisional and legal entity chief risk officers are responsible for allocating risk appetite further within the organization. For this purpose, they use a detailed framework of individual risk limits designed to control risk-taking at a granular level by individual businesses and in the aggregate. The risk constraints are intended to:
limit overall risk-taking to the Group's risk appetite;
trigger senior management discussions with the businesses involved, risk management and governance committees in case of substantial change in the overall risk profile;
ensure consistent risk measurement across businesses;
provide a common framework for the allocation of resources to businesses; and
provide a basis for protecting the Group's capital base and meeting strategic risk objectives.
The limit owners are responsible for reviewing warning triggers for risk limits. They may set warning triggers for potential limit excesses at any level lower than the approved limits as deemed appropriate after taking into account the nature of the underlying business. Strict escalation procedures apply to any limit breaches and, depending on the severity of the excess, the Group CRO or divisional chief executive officer's approval may be required. Serious excesses are highlighted in periodic Risk Committee meeting management summaries. An assessment by the disciplinary review committee and any disciplinary actions that may be taken are considered in the regular performance assessment and compensation processes.
Risk coverage and management
We use a wide range of risk management practices to address the variety of risks that arise from our business activities. Policies, processes, standards, risk assessment and measurement methodologies, risk appetite constraints, and risk monitoring and reporting are key components of our risk management practices. Our risk management practices complement each other in our analysis of potential loss, support the identification of interdependencies and interactions of risks across the organization and provide a comprehensive view of our exposures. We regularly review and update our risk management practices to ensure consistency with our business activities and relevance to our business and financial strategies. Risk management practices have evolved over time without a standardized approach within the industry, therefore comparisons across firms may not be meaningful. Our key risk types, definitions and key risk evaluation methods are summarized in the table "Key risk types overview".
It is important to both evaluate each risk type separately and assess their combined impact on the Group, which helps ensure that our overall risk profile remains within the Group-wide risk appetite.
The primary evaluation methods used to assess Group-wide quantifiable risks include economic risk capital and stress testing. Economic risk capital captures both position risk, such as market risk and credit risk, and non-position risk, such as operational risk, pension risk and certain business risks (e.g., expense risk, owned real estate risk and interest rate risk on treasury positions), and is a key component in our risk appetite framework with limits established to control aggregate risk. Stress testing also captures position and non-position risks and provides an evaluation method capable of capturing both historic and forward-looking scenarios to ensure that aggregate risks are managed within the Group-wide risk appetite also under stressed conditions.
The description of our economic risk capital methodology and our stress testing framework below is followed by a more detailed description of our key risk types.

> Refer to “Liquidity and funding management” for further information on liquidity and funding risks-related evaluation methods used in our liquidity risk management framework and for funding management.

Economic risk capital

Overview

Economic risk capital is used as a consistent and comprehensive tool for capital management, limit monitoring and performance management. Economic risk capital is our core Group-wide risk management tool for measuring and reporting the combined impact from quantifiable risks such as market, credit, operational, pension and expense risks, each of which has an impact on our capital position.

Under the Basel framework, we are required to maintain a robust and comprehensive framework for assessing capital adequacy, defining internal capital targets and ensuring that these capital targets are consistent with our overall risk profile and the current operating environment. Our economic risk capital model represents our internal view of the amount of capital required to support our business activities.

> Refer to “Capital strategy” and “Regulatory framework” in Capital management for further information on our capital management framework.

With effect from January 1, 2018, we implemented a revised economic risk capital framework. We redeveloped the position risk methodology by introducing new and enhancing previously used credit and market risk models. Our redesigned credit risk model is based on a multi-factor Monte-Carlo-simulation, compared to the single-factor model used previously. Our new market risk model incorporates new price and spread shocks for securitized products and illiquid private equity investments and uses historical simulation for equity and fixed income trading, compared to the combination of credit spread shocks and historical simulation used in previous models. In October 2018, we further developed the market risk framework, reflecting an improved recognition of hedging benefits between securitized products and underlying hedges, a recalibration of the 99.97% “gone concern” scalars for securitized products and certain traded risk, and an enhanced annualization approach. Market risks not covered by these models are captured using a risk-not-in-economic-risk-capital model, which is now also part of the market risk framework reflected in position risk. In addition, during the first quarter of 2018, we enhanced the granularity of credit conversion factors and data feeds for securitizations in our position risk model. Our position risk categories reflect the redeveloped position risk methodology and are described in the table "Position risk categories". In the operational risk model, we removed the US private banking losses from the data set, applied a discount to the RMBS losses to better reflect the internal view of the forward-looking risk profile and, as a result of these modifications, updated the divisional allocations. Further, in the other risks category, we improved our pension risk methodology to ensure that our pension plan assets and liabilities risk is modeled in line with the redeveloped position risk framework. Finally, we introduced an enhanced and newly calibrated correlation matrix to aggregate across all position, operational and other risk models, in order to make the correlations among risk categories more responsive to changes in the portfolio and in market conditions.

During 2018, we further embedded the new economic risk capital framework into our risk appetite and risk management framework. The new framework should enable us to better assess, monitor and manage capital adequacy and solvency risk in both "going concern" and "gone concern" scenarios. In a "going concern" scenario, we hold sufficient capital to absorb losses to ensure continuity of service. In a "gone concern" scenario, we hold sufficient capital to fund an orderly resolution without recourse to public resources.

> Refer to "Methodology and model developments" in Risk review and results – Economic risk capital review for further information.

Methodology and scope

Economic risk capital measures risks in terms of economic realities rather than regulatory or accounting rules and estimates the amount of capital needed to remain solvent and in business under extreme market, business and operating conditions over the period of one year, given our target financial strength (our long-term credit rating). Economic risk capital is set to a level needed to absorb unexpected losses at a confidence level of 99.97%. Our economic risk capital model is a set of methodologies used for measuring quantifiable risks associated with our business activities on a consistent basis. It is calculated separately for position risk (reflecting our exposure to market and credit risks), operational risk and other risks. Within each of these risk categories, risks are further divided into subcategories, for which economic risk capital is calculated using the appropriate specific methodology. Some of these methodologies are common to a number of risk subcategories, while others are tailored to the particular features of single, specific risk types included in position risk, operational risk and other risks. Economic risk capital is calculated by aggregating position, operational and other risks.

Position risk and diversification benefit

Position risk is the level of unexpected loss from our portfolio of balance sheet and off-balance sheet positions over a one-year holding period and includes market and credit risks. Position risk is calculated at a 99% confidence level for risk management purposes reflecting a "going concern" scenario. Position risk is also calculated at a 99.97% confidence level for capital management purposes reflecting a "gone concern" resolution scenario. Our position risks categories are described in the table "Position risk categories".

To determine our overall position risk, we consider the diversification benefit across risk types. Diversification benefit represents the reduction in risk that occurs when combining different, not perfectly correlated risk types in the same portfolio and is measured as the difference between the sum of position risk for the individual risk types and the position risk calculated for the combined portfolio. Hence, position risk for the combined portfolio is non-additive across risk types and is lower than the sum of position risk of its individual risk types due to risk reduction (or benefit) caused by portfolio diversification. When analyzing position risk for risk management purposes, we look at individual risk types before and after the diversification benefit.

As part of our overall risk management, we hold a portfolio of hedges. Hedges are impacted by market movements, similar to other trading securities, and may result in gains or losses which offset losses or gains on the portfolios they were designated to hedge. Due to the varying nature and structure of hedges, these gains or losses may not wholly offset the losses or gains on the portfolios.

Operational risk

Operational risk is the risk of financial loss arising from inadequate or failed internal processes, people and systems or from external events. We use an internal model to calculate the economic capital requirement for operational risk at a 99.97% confidence level and a one-year holding period. A loss distribution approach based on historical data on internal and relevant external losses of peers is used to generate a loss distribution for a range of potential operational risk loss scenarios, such as unauthorized trading incidents, business interruption, fraud or other material business disruptions. The parameters estimated through the quantitative model are reviewed by business experts and senior management in order to take account of the business environment and internal control factors and to reflect a forward-looking view in the estimate. The capital calculation also includes a component to reflect litigation events and insurance mitigation.

Position risk categories

	Risks captured
Credit risk	– Risk of counterparty defaults relating to investment banking credit exposures – Risk of counterparty defaults and potential changes in creditworthiness relating to private banking corporate and retail credit exposures
Non-traded credit spread risk	– Potential changes in creditworthiness relating to investment banking credit exposures
Securitized products	– Residential real estate activities, including residential mortgage-backed securities, residential mortgage loans and real estate acquired at auction – Commercial real estate activities, including commercial mortgage-backed securities, commercial loans and real estate acquired at auction – Other securitized products, including asset-backed securities and other trade receivables – Benefits from certain market risk hedges
Traded risk	– Interest rate levels and volatilities – Foreign exchange rates and volatilities – Equity prices and volatilities – Commodity prices and volatilities – Traded credit spreads – Equity risk arbitrage activities, in particular, the risk that an announced merger may not be completed – Illiquid hedge fund exposures – Life finance and litigation business activities – Risks currently not implemented in our economic risk capital models for traded risks, primarily for fixed income and equity trading, such as certain basis risks, higher order risks and cross risks between asset classes
Emerging markets country event risk	– Loss due to significant country events – Corporate counterparty defaults triggered by sovereign defaults – Risk of related disturbance in neighboring countries or countries in the same region
Equity investments	– Private equity and other illiquid equity investment exposures

Other risks

The other risks category includes the following:

Our expense risk measures the potential difference between expenses and revenues in a severe market event, excluding the elements captured by position risk and operational risk, using conservative assumptions regarding the earnings capacity and the ability to reduce the cost base in a crisis situation.

Pension risk is the risk that we, as a plan sponsor, are required to fund a deficit in employee pension schemes in an extreme event. It covers fluctuations in our pension plan assets and liabilities which can lead to potential funding shortfalls. Funding shortfalls can arise from a decline in asset values and/or an increase in the present value of liabilities. The shortfall would need to be funded using available resources. In order to recognize the potential for a funding shortfall, we apply an economic risk capital charge.

Owned real estate risk is defined as the capital at risk which arises from fluctuations in the value of buildings owned by the Group.

Foreign exchange risk is the risk arising from a currency mismatch between available economic capital and economic risk capital required.

Corporate interest rate risk is the interest rate risk on our treasury positions arising from discounting our client interest rate margins.

The impact from deferred share-based compensation awards captures the economic benefit that may result from covering our structural short obligations to deliver own shares through market purchases during times of falling market prices.

Available economic capital

Available economic capital is an internal view of the capital available to absorb losses based on the reported BIS look-through CET1 capital under Basel III, with economic adjustments applied to provide consistency with our economic risk capital. It enables a comparison between capital needs (economic risk capital) and capital resources (available economic capital).

Economic risk capital coverage ratio

Economic risk capital coverage ratio is defined as the ratio of capital available to absorb losses in a "gone concern" scenario (available economic capital) to capital needs (economic risk capital). The economic risk capital coverage ratio is primarily meant to provide an assessment of our solvency and reflects our best internal assessment of risk and loss absorbing capacity in an extreme scenario. Furthermore, the economic risk capital coverage ratio is embedded in our risk appetite framework through our capital adequacy objective. We also plan to incorporate the "going concern" economic risk capital coverage ratio into our risk appetite and risk management frameworks, to supplement the "gone concern" coverage ratio introduced in 2015.

The economic risk capital coverage ratio operates with a number of distinct bands that serve as key controls for monitoring and managing our operational solvency. An economic risk capital coverage ratio lower than 125% requires senior management review, followed by an action plan at a coverage ratio lower than 110%. Immediate actions such as risk reductions or capital measures would be triggered at a coverage ratio lower than 100%. The Board has set the minimum level for this coverage ratio at 80%.

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Governance

Our economic risk capital framework is governed and maintained by a dedicated steering committee, which regularly reviews, assesses and updates the economic risk capital methodology in light of market and regulatory developments, risk management practice and organizational changes. In addition, the steering committee approves new methodologies and prioritizes the implementation for its three components (position risk, operational risk and other risks).

Stress testing framework

Overview

Stress testing or scenario analysis provides an additional approach to risk management and formulates hypothetical questions, including what would happen to our portfolio if, for example, historic or adverse forward-looking events were to occur. A well-developed stress testing framework provides a powerful tool for senior management to identify these risks and also take corrective actions to protect the earnings and capital from undesired impacts.

Stress testing is a fundamental element of our Group-wide risk appetite framework included in overall risk management to ensure that our financial position and risk profile provide sufficient resilience to withstand the impact of severe economic conditions. Stress testing results are monitored against limits, and are used in risk appetite discussions and strategic business planning and to support our internal capital adequacy assessment. Within the risk appetite framework, CARMC sets Group-wide and divisional stressed position loss limits to correspond to minimum post-stress capital ratios. Currently, limits are set on the basis of look-through BIS CET1 capital ratios. Stress tests also form an integral part of the Group’s capital planning and the recovery and resolution plan (RRP) process. Within the RRP, stress tests provide the indicative scenario severity required to reach recovery and resolution capital levels.

Stress testing provides key inputs for managing the following objectives of the risk appetite framework:

Ensuring Group-wide capital adequacy on both a regulatory basis and under stressed conditions: We run a suite of scenarios on forecasted financial metrics such as revenues, expenses, pre-tax income and risk-weighted assets. The post-stress capital ratios are assessed against the risk appetite of the Group.

Maintaining stable earnings: We mainly use stress testing to quantitatively assess earnings stability risk. Earnings-loss-triggers are established and monitored to contain excessive risk-taking which could compromise our earnings stability.

We also conduct externally defined stress tests that meet the specific requirements of regulators. For example, as part of various regular stress tests and analysis, FINMA requires a semi-annual loss potential analysis that includes an extreme scenario that sees European countries experience a severe recession resulting from the worsening of the European debt crisis as well as a scenario focusing on a financial crisis in China and the US.

Methodology and scope of Group-wide stress testing

Stress tests are carried out to determine stressed position losses, earnings volatility and stressed capital ratios using historical, forward-looking and reverse stress testing scenarios. The scope of stress testing includes market, credit default, operational, business and pension risk. Stress tests also include the scenario impact on risk-weighted assets through changes to market, credit and operational components.

We use historical stress testing scenarios to consider the impact of market shocks from relevant periods of extreme market disturbance. Standardized severity levels allow comparability of severity across differing risk types. The calibration of bad day, bad week, severe event and extreme event scenarios involves the identification of the worst moves that have occurred in recent history. Severe flight to quality (SFTQ) is a key scenario used for Group-wide stress testing and risk appetite setting. It is a combination of market shocks and defaults that reflects conditions similar to what followed the 2008/2009 financial crisis. The SFTQ scenario assumes a severe crash across financial markets, along with stressed default rates.

We use forward-looking stress testing scenarios to complement historical scenarios. The forward-looking scenarios are centered on potential macroeconomic, geopolitical or policy threats. The Scenario Management Oversight Committee, comprised of internal economists, front office and representatives of the risk management and finance function, discusses the backdrop to several forward-looking scenarios. The Scenario Management Oversight Committee reviews a wide range of scenarios and selects those that are most relevant to the analysis of key macroeconomic shocks. Some examples of forward-looking scenarios include US and European country recessions, a so-called emerging markets economic “hard landing” and the impact of monetary policy changes by central banks. Various scenarios are also used to mitigate concentration risks across the entire firm, such as the credit concentration scenario. During 2018, the Group continued to focus on the following forward-looking scenarios:

Financial sector problems in the eurozone: the markets challenge the solvency of a systemically-important bank, which puts the overall European financial sector and selected eurozone countries under acute pressure. The European economy is forced into recession. Contagion from a European recession to the US and emerging market economies is assumed to be substantial.

An emerging markets "hard landing" scenario: there is a severe economic slowdown in China driven by a wave of defaults in the private non-financial and financial sectors. The problems in China negatively impact all large emerging markets through lower commodity prices, increased capital flight and reduced intra-regional foreign trade. There is also significant contagion to the economy in the US and in Europe.

Stress scenarios for the UK and for the US: the scenarios take into account the large increase in economic policy outlook uncertainties and the higher risk that inflation significantly accelerates, bringing about a disorderly rise in government bond yields. The UK stress scenario focuses on the risks which may materialize from the negotiations on leaving the EU. The US stress scenario focuses on the business risks which may materialize from more expansionary fiscal policies and from any shift toward more protectionist foreign trade practices.

The scenarios are reviewed and updated regularly as markets and business strategies evolve. In 2018, a one-in-three years likelihood scenario called "flight to quality lite" (FTQ Lite) was developed to reflect a scenario with a lower severity of impact than SFTQ but with a higher likelihood of occurrence. FTQ Lite is used to test the earnings robustness of the Group. In addition to these periodic scenario analyses, we also perform ad hoc scenario analyses, for example in respect of the devaluation of the Turkish lira in the first half of 2018, in connection with current events as a proactive risk management tool.

We use reverse stress testing scenarios to complement traditional stress testing and enhance our understanding of business model vulnerabilities. Reverse stress testing scenarios define a range of severe adverse outcomes and identify what could lead to these outcomes. The more severe scenarios include large counterparty failures, sudden shifts in market conditions, operational risk events, credit rating downgrades and the shutdown of wholesale funding markets.

Governance

Our stress testing framework is comprehensive and governed by a dedicated steering committee, the Scenario Steering Committee. The Scenario Steering Committee reviews the scenario methodology and approves changes to scenario frameworks. It is comprised of experts in stress methodologies representing various risk functions (market risk, liquidity risk, credit risk and operational risk) and also represents the Group divisions and major legal entities.

The Scenario Management Oversight Committee has received responsibility from CARMC for the Group-wide scenario calibration and analysis process, including the design of scenarios and the assessment and approval of scenario results. Stress tests are conducted on a regular basis and the results, trend information and supporting analysis are reported to the Board, senior management and regulators.

Market risk

Definition

Market risk is the risk of financial loss arising from movements in market risk factors. The movements in market risk factors that generate financial losses are considered to be adverse changes in interest rates, credit spreads, foreign exchange rates, equity and commodity prices and other factors, such as market volatility and the correlation of market prices across asset classes. A typical transaction or position in financial instruments may be exposed to a number of different market risk factors. Our trading portfolios (trading book) and non-trading portfolios (banking book) have different sources of market risk.

Sources of market risk

Market risks arise from both our trading and non-trading business activities. The classification of assets and liabilities into trading book and banking book portfolios determines the approach for analyzing our market risk exposure. This classification reflects the business and risk management perspective with respect to trading intent, and may be different from the classification of these assets and liabilities for financial reporting purposes.

Trading book

Market risks from our trading book relate to our trading activities, primarily in Global Markets (which includes International Trading Solutions), Asia Pacific and the Strategic Resolution Unit. Our trading book, as measured for risk management purposes, typically includes fair-valued positions only, primarily of the following balance sheet items: trading assets and trading liabilities, investment securities, other investments, other assets (mainly derivatives used for hedging, loans and real estate held-for-sale), short-term borrowings, long-term debt and other liabilities (mainly derivatives used for hedging).

We are active globally in the principal trading markets, using a wide range of trading and hedging products, including derivatives and structured products. Structured products are customized transactions often using combinations of derivatives and are executed to meet specific client or internal needs. As a result of our broad participation in products and markets, our trading strategies are correspondingly diverse and exposures are generally spread across a range of risks and locations.

The market risks associated with the entire portfolio, including the embedded derivative elements of our structured products, are actively monitored and managed on a portfolio basis as part of our overall trading book and are reflected in our VaR measures.

Banking book

Market risks from our banking book primarily relate to asset and liability mismatch exposures, equity participations and investments in bonds and money market instruments. Our businesses and the treasury function have non-trading portfolios that carry market risks, mainly related to changes in interest rates but also to changes in foreign exchange rates, equity prices and, to a lesser extent, commodity prices. Our banking book, as measured for risk management purposes, includes a majority of the following balance sheet items: loans, central bank funds sold, securities purchased under resale agreements and securities borrowing transactions, cash and due from banks, brokerage receivables, due to banks, customer deposits, central bank funds purchased, securities sold under repurchase agreements and securities lending transactions, brokerage payables, selected positions of short-term borrowings and long-term debt, hedging instruments and other assets and liabilities not included in the trading portfolio.

We assume interest rate risks in our banking book through lending and deposit-taking, money market and funding activities, and the deployment of our consolidated equity as well as other activities, including market making and trading activities involving banking book positions at the divisional level. Savings accounts and many other retail banking products have no contractual maturity date or direct market-linked interest rate and are risk-managed on a pooled basis using replication portfolios on behalf of our private banking, corporate and institutional businesses. The replication portfolios approximate the interest rate characteristics of the underlying products. This particular source of market risk is monitored on a daily basis.

The majority of non-trading foreign exchange risk is associated with our net investment in foreign branches, subsidiaries and affiliates denominated in currencies other than Swiss francs. This exposure is actively managed to hedge our capital and leverage ratios and is governed within our risk appetite framework.

Evaluation and management of market risk

We use market risk measurement and management methods capable of calculating comparable exposures across our many activities and employ focused tools that can model unique characteristics of certain instruments or portfolios. The tools are used for internal market risk management, internal market risk reporting and external disclosure purposes. Our principal market risk measurement for the trading book is VaR. In addition, our market risk exposures are reflected in scenario analysis, as included in our stress testing framework, position risk, as included in our economic risk capital, and sensitivity analysis. Each market risk measurement aims to estimate the potential loss that we can incur due to an adverse market movement with varying degrees of severity. VaR, scenario analysis, position risk and sensitivity analysis complement each other in our market risk assessment and are used to measure market risk at the Group level. Our risk management practices are regularly reviewed to ensure they remain appropriate.

The Group's overall limit framework encompasses specific limits on a large number of different products and risk type concentrations at the Group, divisional and legal entity levels. For example, there are controls over consolidated trading exposures, the mismatch of interest-earning assets and interest-bearing liabilities, private equity and seed capital. Risk limits are cascaded to lower organizational levels within the businesses. Risk limits are binding and generally set close to the planned risk profile to ensure that any meaningful increase in risk exposures is promptly escalated. The Group's Organizational Guidelines and Regulations and the Group's policies determine limit-setting authority, temporary modification of such limits in certain situations and required approval authority at the Group, Bank, divisional, business and legal entity levels for any instances that could cause such limits to be exceeded. For example, with respect to market risk limits, the divisional chief risk officers and certain other members of senior management have the authority to temporarily increase the divisional risk committee limits by an approved percentage for a specified maximum period. Market risk limit excesses are subject to a formal escalation procedure and the incremental risk associated with the excess must be approved by the responsible risk manager within market risk management, with escalation to senior management if certain thresholds are exceeded. The majority of the market risk limits are monitored on a daily basis. Limits for which the inherent calculation time is longer or for which the risk profile changes less often are monitored less frequently depending on the nature of the limit (weekly, monthly or quarterly). For example, limits relating to illiquid investments are monitored on a monthly basis. The business is mandated to remediate market risk limit excesses within three business days upon notification. Remediation actions which take longer than three days are subject to an out-of-policy remediation process with senior management escalation. All limit excesses identified in 2018 were resolved in line with applicable policy requirements.

For the purpose of this disclosure, market risk in the trading book is mainly measured using VaR and market risk in our banking book is mainly measured using sensitivity analysis on related market factors.

Value-at-risk

VaR is a risk measure which quantifies the potential loss on a given portfolio of financial instruments over a certain holding period and that is expected to occur at a certain confidence level. VaR can be calculated for all financial instruments with adequate price histories. Positions are aggregated by risk category rather than by product. For example, interest rate risk VaR captures potential losses driven by fluctuations of interest rates affecting a wide variety of interest rate products (such as interest rate and foreign exchange swaps or swaptions) as well as other products (such as foreign exchange, equity and commodity options) for which interest rate risk is not the primary market risk driver. The use of VaR allows the comparison of risk across different businesses. It also provides a means of aggregating and netting a variety of positions within a portfolio to reflect actual correlations between different assets, applying the concept of portfolio diversification benefit described above for position risk. Our VaR model is designed to take into account a comprehensive set of risk factors across all asset classes.

VaR is an important tool in risk management and is used for measuring quantifiable risks from our activities exposed to market risk on a daily basis. In addition, VaR is one of the main risk measures for limit monitoring, financial reporting, calculation of regulatory capital and regulatory backtesting.

Our VaR model is predominantly based on historical simulation which derives plausible future trading losses from the analysis of historical movements in market risk factors. The model is responsive to changes in market conditions through the use of exponential weighting, which applies a greater weight to more recent events, and the use of expected shortfall equivalent measures to ensure all extreme adverse events are considered in the model. We use the same VaR model for risk management (including limit monitoring and financial reporting), regulatory capital calculation and regulatory backtesting purposes, although confidence level,

holding period and the scope of financial instruments considered can be different.
For our risk management VaR, we use a two-year historical dataset, a one-day holding period and a 98% confidence level. This means that we would expect daily mark-to-market trading losses to exceed the reported VaR not more than twice in 100 trading days over a multi-year observation period. This measure captures risks in trading books only and includes securitization positions. It is closely aligned to the way we consider the risks associated with our trading activities and to the way we measure regulatory VaR for capital purposes. For internal risk management and limit monitoring purposes we add certain banking book positions to the scope of the risk management VaR calculation.
For regulatory capital purposes, we operate under the Basel III market risk framework which includes the following components for the calculation of regulatory capital: regulatory VaR, stressed VaR, IRC, RNIV and stressed RNIV. The regulatory VaR for capital purposes uses a two-year historical dataset, a ten-day holding period and a 99% confidence level. This measure captures all risks in the trading book and foreign exchange and commodity risks in the banking book and excludes securitization positions, as these are treated under the securitization approach for regulatory purposes. Stressed VaR replicates the regulatory VaR calculation on the Group's current portfolio over a continuous one-year observation period that results in the highest VaR. The historical dataset starting in 2006 avoids the smoothing effect of the two-year dataset used for our risk management and regulatory VaR, allows for the capturing of a longer history of potential loss events and helps reduce the pro-cyclicality of the minimum capital requirements for market risk. IRC is a regulatory capital charge for default and migration risk on positions in the trading books. RNIV captures a variety of risks, such as certain basis risks, higher order risks and cross risks between asset classes, not currently captured by the VaR model for example due to lack of sufficient or accurate data.
Backtesting VaR uses a two-year historical dataset, a one-day holding period and a 99% confidence level. This measure captures risks in the trading book and includes securitization positions. Backtesting VaR is not a component used for the calculation of regulatory capital but may have an impact through the regulatory capital multiplier if the number of backtesting exceptions exceeds regulatory thresholds.
Assumptions used in our market risk measurement methods for regulatory capital purposes are compliant with the standards published by the BCBS and other international standards for market risk management. We have approval from FINMA, as well as from other regulators for our subsidiaries, to use our regulatory VaR model in the calculation of market risk capital requirements. Ongoing enhancements to our VaR methodology are subject to regulatory approval or notification depending on their materiality, and the model is subject to regular reviews by regulators and the Group's independent model risk management function.
Information required under Pillar 3 of the Basel framework related to risk is available on our website.
> Refer to "credit-suisse.com/regulatorydisclosures" for further information.
> Refer to "Risk-weighted assets" in Capital management for further information on the use of our regulatory VaR model in the calculation of trading book market risk capital requirements.
VaR assumptions and limitations
The VaR model uses assumptions and estimates that we believe are reasonable, but VaR only quantifies the potential loss on a portfolio based on historical market conditions. The main assumptions and limitations of VaR as a risk measure are:
VaR relies on historical data to estimate future changes in market conditions. Historical scenarios may not capture all potential future outcomes, particularly where there are significant changes in market conditions, such as increases in volatilities and changes in the correlation of market prices across asset classes;
VaR provides an estimate of losses at a specified confidence level; the use of an expected shortfall equivalent measure allows all extreme adverse events to be considered in the model;
VaR is based on either a one-day (for internal risk management, backtesting and disclosure purposes) or a ten-day (for regulatory capital purposes) holding period. This assumes that risks can be either sold or hedged over the holding period, which may not be possible for all types of exposure, particularly during periods of market illiquidity or turbulence; it also assumes that risks will remain in existence over the entire holding period; and
VaR is calculated using positions held at the end of each business day and does not include intra-day changes in exposures.
To mitigate some of the VaR limitations and estimate losses associated with unusually severe market movements, we use other metrics designed for risk management purposes and described above, including stressed VaR, position risk and scenario analysis.

For some risk types there can be insufficient historical data for a calculation within the Group's VaR model. This often happens because underlying instruments may have traded only for a limited time. Where we do not have sufficient market data, either market data proxies or extreme parameter moves for these risk types are used. Market data proxies are selected to be as close to the underlying instrument as possible. Where neither a suitable market dataset nor a close proxy is available, extreme parameter moves are used.

We use a risk factor identification process to ensure that risks are identified and measured correctly. There are two parts to this process. First, the market data dependency approach systematically determines the risk requirements based on data inputs used by front-office pricing models and compares this with the risk types that are captured by the Group's VaR model and the RNIV framework. Second, the product-based approach is a qualitative analysis of product types undertaken in order to identify the risk types that those product types would be exposed to. A comparison is

again made with the risk types that are captured in the VaR and RNIV frameworks. This process identifies risks that are not yet captured in the VaR model or the RNIV framework. A plan for including these risks in one or the other framework can then be devised. RNIV is captured in our economic risk capital framework.
VaR backtesting
Backtesting is one of the techniques used to assess the accuracy and performance of the VaR model used by the Group for risk management and regulatory capital purposes and serves to highlight areas of potential enhancements. Backtesting is used by regulators to assess the adequacy of regulatory capital held by the Group, calculated using VaR.
Backtesting involves comparing the results produced by the VaR model with the hypothetical trading revenues on the trading book. Hypothetical trading revenues are defined in compliance with regulatory requirements and aligned with the VaR model output by excluding (i) non-market elements (such as fees, commissions, cancellations and terminations, net cost of funding and credit-related valuation adjustments) and (ii) gains and losses from intra-day trading. A backtesting exception occurs when a hypothetical trading loss exceeds the daily VaR estimate.
For capital purposes and in line with BIS requirements, FINMA increases the capital multiplier for every regulatory VaR backtesting exception above four in the prior rolling 12-month period, resulting in an incremental market risk capital requirement for the Group. VaR models with less than five backtesting exceptions are considered by regulators to be classified in a defined “green zone”. The “green zone” corresponds to backtesting results that do not themselves suggest a problem with the quality or accuracy of a bank’s model.
VaR governance
Like other models, our VaR model is subject to internal governance including validation by a team of modeling experts independent from the model developers. Validation includes identifying and testing the model’s assumptions and limitations, investigating its performance through historical and potential future stress events, and testing that the live implementation of the model behaves as intended. We employ a range of different control processes to help ensure that the models used for market risk remain appropriate over time. As part of these control processes, a dedicated Market Risk Quantitative Steering Committee meets regularly to review model performance and approve any new or amended models.
Sensitivity analysis
Market risks associated with our banking book positions are measured, monitored and limited using several tools, including economic risk capital, scenario analysis, sensitivity analysis and VaR. For the purpose of this disclosure, the aggregated market risks associated with our banking book positions are measured using sensitivity analysis.
Sensitivity analysis is a technique used to determine how different values of an independent variable will impact a particular dependent variable under a given set of assumptions. The sensitivity analysis for the banking book positions measures the potential change in economic value resulting from specified hypothetical shocks to market factors (e.g., interest rates). It is not a measure of the potential impact on reported earnings in the current period, since the banking book positions generally are not marked to market through the income statement.
Credit and debit valuation adjustments
Credit valuation adjustments are modifications to the measurement of derivative assets used to reflect the credit risk of counterparties. Debit valuation adjustments are modifications to the measurement of derivative liabilities used to reflect an entity’s own credit risk. VaR excludes the impact of changes in both counterparty and our own credit spreads on derivative products.
Credit risk
Definition
Credit risk is the risk of financial loss arising as a result of a borrower or counterparty failing to meet its financial obligations or as a result of deterioration in the credit quality of the borrower or counterparty. In the event of a default, a bank generally incurs a loss equal to the amount owed by the debtor, less any recoveries from foreclosure, liquidation of collateral, the restructuring of the debtor company or other recovery proceeds from the debtor. A change in the credit quality of a counterparty has an impact on the valuation of assets measured at fair value, with valuation changes recorded in the consolidated statements of operations.
Sources of credit risk
Credit risk arises from the execution of our business strategy in the divisions and reflects exposures directly held in the form of lending products (including loans and credit guarantees) or derivatives, shorter-term exposures such as

underwriting commitments, and settlement risk related to the exchange of cash or securities outside of typical delivery versus payment structures. For the divisions, the main sources of credit risk are presented in the table "Sources of credit risk by division".

Evaluation and management of credit risk

We use a credit risk management framework which provides for the consistent evaluation, measurement, and management of credit risk across the Group. Assessment of credit risk exposures for internal risk estimates and risk-weighted assets are calculated based on PD, LGD and EAD models approved by our main regulators. The credit risk framework incorporates the following core elements:

counterparty and transaction assessments: application of internal credit ratings (PD), assignment of LGD and EAD values in relation to counterparties and transactions;

credit limits: establishment of credit limits, subject to approval by delegated authority holders, to serve as primary risk controls on exposures and to prevent undue risk concentrations;

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Sources of credit risk by division

Division	Main sources of credit risk
Swiss Universal Bank	Lending against real estate and financial collateral as well as commercial lending and consumer finance
International Wealth Management	Lending against real assets (e.g., real estate, ships, aircraft) and financial collateral
Asia Pacific	Lending to corporate clients and lending to private clients against real estate and financial collateral
Global Markets	Corporate lending, derivatives and securities financing activities with institutional clients and counterparties, and asset finance
Investment Banking & Capital Markets	Loan underwriting commitments and corporate lending
Strategic Resolution Unit [1]	Legacy lending and derivatives exposures
Corporate Center	Money market exposures through balance sheet management

1
Beginning in 2019, the Strategic Resolution Unit has ceased to exist as a separate division of the Group. The residual portfolio remaining as of December 31, 2018 is now managed in an Asset Resolution Unit and will be separately disclosed within the Corporate Center.

risk mitigation: active management of risk mitigation provided in relation to credit exposures, including through the use of cash sales, participations, collateral or guarantees or hedging instruments; and

credit monitoring, impairments and provisions: processes to support the ongoing monitoring and management of credit exposures, supporting the early identification of deterioration and any subsequent impact.

Counterparty and transaction assessments

We evaluate and assess counterparties and clients to whom we have credit exposures, primarily using internal rating models that have been approved by our main regulators. We use these models to determine internal credit ratings which are intended to reflect the PD of each counterparty. For a majority of counterparties and clients, internal ratings are based on internally developed statistical models which are backtested against internal experience, validated by a function independent of model development, and approved by our main regulators for application in the regulatory capital calculation under the A-IRB approach of the Basel framework. Findings from backtesting serve as a key input for any future rating model developments.

Internal statistical rating models are based on a combination of quantitative factors (e.g., financial fundamentals and market data) and qualitative factors (e.g., credit history and economic trends).

For the remaining counterparties where statistical rating models are not used, internal credit ratings are assigned on the basis of a structured expert approach using a variety of inputs such as peer analyses, industry comparisons, external ratings and research as well as the judgment of expert credit officers.

In addition to counterparty ratings, credit risk management also assesses the risk profile of individual transactions and assigns transaction ratings which reflect specific contractual terms such as seniority, security and collateral.

Internal credit ratings may differ from external credit ratings, where available, and are subject to periodic review. Our internal ratings are mapped to a PD band associated with each rating which is calibrated to historical default experience using internal data and external data sources. Our internal masterscale for credit ratings is shown in the table “Credit Suisse counterparty ratings”.

LGD estimates the size of loss that may arise on a credit exposure in the event of a default. We assign LGD on credit exposures based on the structure of the transaction and credit mitigation such as collateral or guarantees. The LGD values are calibrated to reflect a downturn macroeconomic environment and include recovery costs.

EAD represents the expected amount of credit exposure in the event of a default and reflects the current drawn exposure and an expectation regarding the future evolution of the credit exposure. For loan exposures, a credit conversion factor is applied to project the additional drawn amount between current utilization and the approved facility amount. The credit exposure related to traded products such as derivatives is based on a simulation using statistical models.

We use internal rating methodologies consistently for the purposes of approval, establishment and monitoring of credit limits and credit portfolio management, credit policy, management reporting, risk-adjusted performance measurement, economic risk capital measurement and allocation and financial accounting.

Credit limits

Our credit exposures are managed at the counterparty and ultimate parent level in accordance with credit limits which apply in relation to current and potential future exposures. Credit limits to counterparties and groups of connected companies are subject to formal approval under delegated authority within the divisions where the credit exposures are generated, and where significant in terms of size or risk profile, are subject to further escalation to the Group chief credit officer or Group CRO.

Credit Suisse counterparty ratings

Ratings	PD bands (%)	Definition	S&P	Fitch	Moody's	Details
AAA	0.000–0.021	Substantially risk free	AAA	AAA	Aaa	Extremely low risk, very high long-term stability, still solvent under extreme conditions
AA+	0.021–0.027	Minimal risk	AA+	AA+	Aa1	Very low risk, long-term stability, repayment
AA	0.027–0.034		AA	AA	Aa2	sources sufficient under lasting adverse conditions, extremely high medium-term stability
AA-	0.034–0.044		AA-	AA-	Aa3	
A+	0.044–0.056	Modest risk	A+	A+	A1	Low risk, short- and medium-term stability, small adverse
A	0.056–0.068		A	A	A2	developments can be absorbed long term, short- and medium-term solvency preserved in the event of serious difficulties
A-	0.068–0.097		A-	A-	A3	
BBB+	0.097–0.167	Average risk	BBB+	BBB+	Baa1	Medium to low risk, high short-term stability, adequate
BBB	0.167–0.285		BBB	BBB	Baa2	substance for medium-term survival, very stable short term
BBB-	0.285–0.487		BBB-	BBB-	Baa3	
BB+	0.487–0.839	Acceptable risk	BB+	BB+	Ba1	Medium risk, only short-term stability, only capable of
BB	0.839–1.442		BB	BB	Ba2	absorbing minor adverse developments in the medium term, stable in the short term, no increased credit risks expected within the year
BB-	1.442–2.478		BB-	BB-	Ba3	
B+	2.478–4.259	High risk	B+	B+	B1	Increasing risk, limited capability to absorb
B	4.259–7.311		B	B	B2	further unexpected negative developments
B-	7.311–12.550		B-	B-	B3	
CCC+	12.550–21.543	Very high risk	CCC+	CCC+	Caa1	High risk, very limited capability to absorb
CCC	21.543–100.00		CCC	CCC	Caa2	further unexpected negative developments
CCC-	21.543–100.00		CCC-	CCC-	Caa3	
CC	21.543–100.00		CC	CC	Ca	
C	100	Imminent or actual loss	C	C	C	Substantial credit risk has materialized, i.e., counterparty
D1	Risk of default has materialized		D	D		is distressed and/or non-performing. Adequate specific provisions must be made as further adverse developments will result directly in credit losses.
D2						

Transactions rated C are potential problem loans; those rated D1 are non-performing assets and those rated D2 are non-interest earning.

In addition to counterparty and ultimate parent exposures, credit limits and tolerances are also applied at the portfolio level to monitor and manage risk concentrations such as to specific industries, countries or products. In addition, credit risk concentration is regularly supervised by credit and risk management committees.

Risk mitigation

We actively manage our credit exposure by taking financial and non-financial collateral supported by enforceable legal documentation, as well as by utilizing credit hedging techniques. Financial collateral in the form of cash, marketable securities (e.g., equities, bonds or funds) and guarantees serves to mitigate the inherent risk of credit loss and to improve recoveries in the event of a default. Financial collateral is subject to controls on eligibility and is supported by frequent market valuation depending on the asset class to ensure exposures remain adequately collateralized. Depending on the quality of the collateral, appropriate haircuts are applied for risk management purposes.

Non-financial collateral such as residential and commercial real estate, tangible assets (e.g., ships or aircraft), inventories and commodities are valued at the time of credit approval and periodically thereafter depending on the type of credit exposure and collateral coverage ratio.

In addition to collateral, we also utilize credit hedging in the form of protection provided by single-name and index credit default swaps as well as structured hedging and insurance products. Credit hedging is used to mitigate risks arising from the loan portfolio, loan underwriting exposures and counterparty credit risk. Hedging is intended to reduce the risk of loss from a specific counterparty default or broader downturn in markets that impact the overall credit risk portfolio. Credit hedging contracts are typically bilateral or centrally cleared derivative transactions and are subject to collateralized trading arrangements. We evaluate hedging risk mitigation to ensure that basis or tenor risk is appropriately identified and managed.

In addition to collateral and hedging strategies, we also actively manage our loan portfolio and may sell or sub-participate positions in the loan portfolio as a further form of risk mitigation.

Credit monitoring, impairments and provisions

A rigorous credit quality monitoring process provides an early identification of possible changes in the creditworthiness of clients and includes regular asset and collateral quality reviews, business and financial statement analysis, and relevant economic and industry studies. Regularly updated watch lists and review meetings are used for the identification of counterparties that could be subject to adverse changes in creditworthiness.

In the event of a default, credit exposures are transferred to recovery management functions within credit risk management and are subject to formal reporting to the quarterly recovery review committee. Changes in the exposure profile and expectations for recovery form the basis to determine the allowance for credit losses which are discussed with the Group chief credit officer. Any decision to make full or partial write-offs require the approval of the Group chief credit officer.

The review of the credit quality of clients and counterparties does not depend on the accounting treatment of the asset or commitment. Our credit portfolio & provisions review committee regularly reviews the appropriateness of allowances for credit losses.

Changes in the credit quality of loans held at fair value are reflected in valuation changes recorded directly in revenues, and therefore are not part of the impaired loans balance which only includes loans valued on an amortized cost basis. Impaired transactions are further classified as potential problem exposure, non-performing exposure, non-interest-earning exposure or restructured exposure, and the exposures are generally managed within credit recovery units.

We maintain specific valuation allowances on loans valued at amortized cost, which we consider a reasonable estimate of losses identified in the existing credit portfolio. We provide for loan losses based on a regular and detailed analysis of all counterparties, taking collateral value into consideration, where applicable. If uncertainty exists as to the repayment of either principal or interest, a specific valuation allowance is either created or adjusted accordingly. The specific allowance for loan losses is revalued by Group credit risk management at least annually or more frequently depending on the risk profile of the borrower or credit-relevant events.

An inherent loss allowance is estimated for all loans not specifically identified as impaired and that, on a portfolio basis, are considered to contain inherent losses. The method for determining the inherent loss in the lending portfolios of Global Markets and Investment Banking & Capital Markets is based on a market-implied model using long-term industry-wide historical default and recovery data taking into account the credit rating and industry of each counterparty. A separate component of the calculation reflects the current market conditions in the allowance for loan losses. Depending on the nature of the exposures, this method may also be applied for the lending portfolios in Swiss Universal Bank, International Wealth Management, Asia Pacific and the Strategic Resolution Unit. For all other exposures, inherent losses in the lending portfolios of these divisions are determined based on current internal risk ratings, collateral and exposure structure, applying historical default and loss experience in the ratings and loss parameters. Qualitative adjustments to reflect current market conditions or any other factors not captured by the model are approved by management and reflected in the allowance for loan losses. A provision for inherent losses on off-balance sheet lending-related exposure, such as contingent liabilities and irrevocable commitments, is also determined, using a methodology similar to that used for the loan portfolio.

Credit risk governance

Credit risk is managed and controlled by Group credit risk management, an independent function within the risk management area and governed by a comprehensive framework of policies and procedures. Key processes are reviewed through supervisory checks on a regular basis by credit risk management, including the Group chief credit officer.

The Group chief credit officer has established an executive governance and change committee to support overall management and oversight of the credit risk management function. The committee is comprised of senior personnel of key functions within credit risk management and divisional chief credit officers. The governance framework is based on a committee structure covering key areas of the credit risk framework including the credit risk appetite committee, credit risk policy committee, credit risk controls committee and various project and change related governance committees. The governance framework ensures appropriate oversight of the global credit risk management function and the maintenance of required global standards for the management of the Group's credit exposure.

Credit risk review

Governance and supervisory checks within credit risk management are supplemented by the credit risk review function. The credit risk review function is independent from credit risk management with a direct functional reporting line to the Risk Committee Chair, administratively reporting to the Group CRO. Credit risk review's primary responsibility is to provide timely and independent assessments of the Group's credit exposures and credit risk management processes and practices. Any findings and agreed actions are reported to senior management and, as necessary, to the Risk Committee.

Model risk

Like most other financial firms, we rely on advanced quantitative models across all business lines and legal entities to support a broad range of applications, including estimating various forms of financial risk, valuation of securities, stress testing, assessing capital adequacy, providing wealth management services to clients and to meet various reporting requirements.

Definition and sources of model risk

Model risk is the risk of adverse consequences from decisions made based on model results that may be incorrect, misinterpreted or used inappropriately. All quantitative models are imperfect approximations that are subject to varying degrees of uncertainty in their output depending on, among other factors, the model's complexity and its intended application. As a result, modeling errors are unavoidable and can result in inappropriate business decisions, financial loss, regulatory and reputational risk and incorrect or inadequate capital reporting. Model errors, intrinsic uncertainty and inappropriate use are the primary contributors to aggregate, Group-wide model risk.

Evaluation and management of model risk

Through our global model risk management and governance framework we seek to identify, measure and mitigate all significant risks arising from the use of models embedded within our global model ecosystem. Model risks can then be mitigated through a well-designed and robust model risk management framework, encompassing both model governance policies and procedures in combination with model validation best practices.

Robust model risk management is crucial to ensuring that the Group's model risk is assessed and managed in order to remain within a defined model risk appetite by focusing on identification, measurement and resolution of model limitations. Under the Group's model governance policies, the model risk management function validates and approves all new models and material changes to existing models before their implementation, in compliance with standards established by regulators. Developers, owners and model supervisors are responsible for identifying, developing, implementing and testing their models. Model supervisors are responsible for ensuring that models are submitted to model risk management for validation and approval and entered into the Group's model inventory. The model risk management function is structured to be independent from model users, developers and supervisors.

A rigorous validation practice should ensure that models are conceptually sound, correctly implemented by the model owners and developers and functioning as intended. To accomplish this, model risk management deploys a team of objective, well-informed subject matter experts (the model validators) who have the necessary skills and knowledge to pose effective challenge to all classes of models as a guiding principle for mitigating model risk.

Under the Group model governance policies, all models are risk-tiered according to an internal scoring method that combines complexity and materiality to assign models into one of four risk tiers. These rating tiers are used to prioritize models and allocate resources for initial validations, annual reviews and ongoing monitoring.

Governance

Governance is an important part of model risk management. Various model review committees within model risk management prepare aggregate model risk reports that serve to identify concentrations of model risk and to make recommendations for remediation. These reports are submitted regularly to a dedicated model risk governance committee which escalates issues as necessary to the Group's Model Risk Steering Committee and the Board's Risk Committee.

Model risk management reviews models annually, reports model limitations to key stakeholders, tracks remediation plans for validation findings and reports on model risk tolerance and metrics to senior management. Model risk management oversees controls to support a complete and accurate Group-wide model inventory and performs annual attestations affirming the completeness and accuracy of its model inventory.

Operational and compliance risk

The Group is required to have an adequate and effective risk and control framework in place to manage operational and compliance risks. Building on established, independent operational and compliance risk frameworks, the ERCF further integrates these frameworks and harmonizes the related processes in the Group recognizing the commonality and prevalence of operational and compliance risk in the non-financial risk domain. The ERCF establishes a consistent, unified approach to non-financial risk and control identification and assessment and sets common minimum standards across the Group for each key component with regard to processes and the policy framework.

Operational risk

Operational risk is the risk of financial loss arising from inadequate or failed internal processes, people or systems, or from external events. Operational risk does not include strategic and reputational risks. However, some operational risks can lead to reputational issues and as such operational and reputational risks may be closely linked.

Operational risk is inherent in most aspects of our business, including the systems and processes that support our activities. It comprises a large number of disparate risks that can manifest in a variety of ways. Examples of operational risk include the risk of damage to physical assets, business disruption, failures relating to third-party processes, data integrity and trade processing, cyber attacks and fraudulent or unauthorized transactions. Operational risk can arise from human error, inappropriate conduct, failures in systems, processes and controls, deliberate attack or natural and man-made disasters.

In addition to managing and mitigating operational risks under the ERCF through business- and risk-related processes and organization as described below under "The enterprise risk and control framework", we also transfer the risk of potential loss from certain operational risks to third-party insurance companies in certain instances.

Compliance and regulatory risk

Compliance and regulatory risk is the risk from the failure to comply with laws, regulations, rules or market standards that may have a negative effect on our franchise and clients we serve. It includes the risk that changes in laws, regulations, rules or market standards may limit our activities and have a negative effect on our business or our ability to implement strategic initiatives, or can result in an increase in operating costs for the business or make our products and services more expensive for clients. Examples of sources of compliance risks include cross-border activities, the risk of money laundering, improper handling of confidential information, conflicts of interest, improper gifts and entertainment and failure in duties to clients.

The enterprise risk and control framework

To effectively manage operational and compliance risks, the Group-wide ERCF was introduced in 2016 focusing on the early identification, recording, assessment, monitoring, prevention and mitigation of these risks, as well as timely and meaningful management reporting. Over the past three years, we have further improved the integration of previously separate operational risk processes, providing a more coherent and systematic approach to managing all aspects of the operational risk landscape. Under the ERCF, we integrated the operational risk framework and all of

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its components with the compliance risk components to further harmonize our approach to non-financial risk. The assessment processes for operational and compliance risks are closely coordinated, resulting in an enhanced risk and control self-assessment (RCSA) that covers both risk types in a more consistent manner. Also, standardized Group-wide role descriptions define the responsibilities for identifying, assessing, reporting and managing risks across the organization. In 2018, continued progress was made in rolling out a systematic key control activities framework as part of the ERCF. This framework applies consistent standards and approaches to the identification, documentation and assessment of key controls across the Group.

The ERCF provides a structured approach to managing operational and compliance risks. It seeks to apply consistent standards and techniques for evaluating risks across the Group while providing individual businesses with sufficient flexibility to tailor specific components to their own needs, as long as they meet Group-wide minimum standards. The main components of the ERCF are described below:

Governance and policies are fundamental to the ERCF. Effective governance processes establish clear roles and responsibilities for managing operational and compliance risk and define appropriate escalation processes for outcomes that are outside expected levels. We utilize a comprehensive set of policies and procedures that set out how employees are expected to conduct their activities.

Each business area takes responsibility for its operational and compliance risks and the provision of adequate resources and procedures for the management of those risks. Businesses are supported by designated second line of defense operational risk and compliance teams that are responsible for independent risk oversight, methodologies, tools and reporting within their areas as well as working with management on any operational and compliance risk issues that arise. Businesses and relevant control functions meet regularly to discuss operational and compliance risk issues and identify required actions to mitigate risks.

The operational risk management and compliance functions are jointly responsible for setting minimum standards with policies and procedures for operational and compliance risks. This includes ensuring the cohesiveness of policies, tools and practices throughout the Group particularly with regard to the identification, evaluation, mitigation, monitoring and reporting of these risks.

Operational and compliance risk exposures, metrics, issues and remediation efforts are discussed at quarterly CARMC meetings of the internal control system cycle and at divisional operational risk and compliance management committee meetings, which have senior representatives from all relevant functions.

ERCF risk appetite determines our approach to risk-taking and articulates the motivations for taking, accepting or avoiding certain types of risks or exposures. Senior management expresses their operational and compliance risk appetite in terms of quantitative tolerance levels that apply to operational risk incidents (which may also arise due to compliance issues) and qualitative statements covering outcomes that should be avoided. Senior management also defines market area and client risk appetites. In 2018, we further enhanced our conduct risk appetite. The risk appetites are defined with the relevant risk management committees in agreement with the operational risk management and compliance functions.

ERCF risk taxonomy represents a unified and standardized catalogue of inherent non-financial risk definitions across operational and compliance risk. It provides a consistent approach to the identification and classification of these risks across the Group.

ERCF key controls are documented and assessed under a common controls assessment framework, ensuring that key controls are identified, documented, executed and assessed consistently and comprehensively, with a focus on the Group's most significant risks and associated key controls. We utilize a comprehensive set of internal controls that are designed to ensure that our activities follow agreed policies and that processes operate as intended. Key controls are subject to independent testing to evaluate their effectiveness. The results of these tests are considered by other ERCF components, such as in the RCSA process.

ERCF metrics are risk and control indicators that are used to monitor identified operational risks, compliance risks and controls over time. A key risk indicator is defined as a metric used to provide early warning of increasing risk exposure and can be backward and forward looking in nature. A key control indicator is defined as a metric that assesses and monitors the effectiveness of one or several controls. Minimum standards apply to the identification, selection, risk mapping approval, monitoring and escalation of metrics that are linked to ERCF risk appetite and top ERCF risks which are reported to the CARMC internal controls system cycle and divisional, functional or legal entity risk management committees. Key risk and control indicators may also be used as inputs into scenario analysis and capital allocation.

Incidents describes the process in which we systematically collect, analyze and report data on operational and compliance risk incidents to ensure that we understand the reasons why they occurred and how controls can be improved to reduce the risk of future incidents. We focus both on incidents that result in economic losses and on events that provide information on potential control gaps, even if no losses occurred. We also collect and utilize available data on incidents at relevant peer firms to identify potential risks that may be relevant in the future, even if they have not impacted the Group. Incident data is also a key input for our operational risk capital models and other analytics.

Enterprise risk and control assessment consolidates the assessment, review and challenge activities for operational, compliance and legal risks across all divisions and functions into a single framework and consists of the elements RCSA, compliance risk assessment and any associated legal risk assessment:

Risk and control self-assessments are comprehensive, bottom-up assessments of the key operational and compliance risks in each business and control function. The process of preparing RCSAs comprises a self-assessment of the relevant business line or functional risk profile based on the Group-wide ERCF risk taxonomy classifying risks under a standardized approach. It covers an assessment of the inherent risks of each business and control function, provides an evaluation of the effectiveness of the controls in place to mitigate these risks, determines the residual risk ratings and requires a decision to either accept or remediate any residual risks. In the case of remediation, mitigating actions are defined and approved by management. While these are self-assessments, they are subject to independent review and challenge by relevant risk management functions to ensure that they have been conducted appropriately. RCSAs utilize other components of the ERCF, such as ERCF metrics and incidents, and they generate outputs that are used to manage and monitor risks.

Compliance risk assessment is the Group's formal, proactive dynamic process which provides the framework for the independent second line compliance function to formally assess the overall compliance and regulatory risks associated with a particular business unit or business activity. The results are used to identify potential or actual areas of risk in the business which also assists compliance management in planning the compliance objectives to mitigate risks identified. This risk assessment consists of an analysis of the inherent risk and control effectiveness aligned to the compliance risk categories and is performed at the level of a risk unit. Quantitative metrics are leveraged wherever possible, supplementing the qualitative assessments. Upon completion of the assessment, overall risk unit ratings are established through a compliance divisional and Group-wide review and mitigating actions are identified as appropriate. The results of the compliance risk assessment are presented to the Board and the Group's Audit Committee.

Legal risk assessment is a sub-assessment of the Group's RCSA with the objective to conduct an enhanced assessment of legal risks across the Group. The legal risk assessment is based on the principles defined for the RCSA program. The General Counsel function reviews the results of the legal risk assessments performed by business units across the Group. The legal risk assessment complements the RCSA process in providing an independent review and challenge process by the second line of defense.

Top ERCF risks are identified at the Group, divisional and corporate function levels and represent the most significant risks requiring senior management attention. They are generated through a combination of top-down assessment by senior management and a bottom-up process collating the main themes arising from the RCSA and compliance risk assessment processes. Where appropriate, remediation plans are put in place with ownership by senior management.

Issues and action management encompasses a structured approach to responding to operational and compliance risk incidents and breaches of ERCF quantitative and qualitative risk appetite or metrics, as well as continuous monitoring of remediation actions against identified control issues. It is applicable to business divisions and corporate functions globally. Further, the compliance and regulatory responses function consolidates and monitors Group-wide issues and actions including audit, regulatory, self-identified and second line identified issues and actions. The operational risk incident management component includes a defined process for identifying, categorizing, investigating, escalating and remediating incidents. These reviews seek to assess the causes of control weaknesses, establish appropriate remediation actions and ascertain whether events have implications for other businesses or could have a potential impact in the future. They can result in recommendations to impose restrictions on businesses while operational risk management processes and

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controls are improved. The breach component provides a methodology for evaluating breaches of quantitative and qualitative ERCF risk appetite statements. Its goal is to provide senior management with the information needed to make decisions on how to best remediate issues that fall outside agreed risk appetite levels.

Where appropriate, major strategic change programs may also undergo independent **ERCF change assessments** by the operational risk function, leveraging the ERCF assessment framework to determine the potential impact of the change activity on the overall operational risk profile of the impacted area both during and after implementation.

ERCF scenario analysis is focused on operational and compliance risks and is used to identify and measure exposure to a range of adverse events, such as unauthorized trading, transaction processing errors and compliance issues. These scenarios help businesses assess the suitability of controls in light of potential losses, and they are also an input to the internal models used by the Group to calculate stressed loss projections as well as economic and regulatory capital. More specifically, the **ERCF stress testing** is a sub-component of the Group-wide stress testing framework and it focuses on the evaluation of potential operational risk impacts of macro-economic scenarios on net income and regulatory capital across a number of operational risk categories. The macro-economic scenarios are provided as part of regulatory processes, such as CCAR and loss potential analysis, or internal processes, such as financial planning and risk appetite setting. **Capital modelling** is based on an advanced measurement approach (AMA) and utilizes both historical data as well as scenario analysis to estimate capital requirements for the Group, as further described below. Finally, **ERCF reverse stress testing** is an additional complementary tool that introduces a more forward-looking element into the RCSA process. It assumes that a business has suffered an adverse outcome, such as a large operational risk loss, and requires consideration of the events that could have led to the result. As such, it allows for the consideration of risks beyond normal business expectations and it challenges common assumptions about the risk profile, the emergence of new risks or interactions between existing risks, as well as the performance of expected control and mitigation strategies.

Operational risk regulatory capital measurement

We have used an internal model to calculate the regulatory capital requirement for operational risk under the AMA approach since 2008. This model was replaced with an enhanced AMA internal model in 2014, which has been approved by FINMA.

The model is based on a loss distribution approach that uses historical data on internal and relevant external losses of peers to generate frequency and severity distributions for a range of potential operational risk loss scenarios, such as an unauthorized trading incident or a material business disruption. Business experts and senior management review, and may adjust, the parameters of these scenarios to take account of business environment and internal control factors, such as RCSA results and risk and control indicators, to provide a forward-looking assessment of each scenario. Insurance mitigation is included in the regulatory capital requirement for operational risk where appropriate, by considering the level of insurance coverage for each scenario and incorporating haircuts as appropriate. The internal model then uses the adjusted parameters to generate an overall loss distribution for the Group over a one-year time horizon. The AMA capital requirement represents the 99.9th percentile of this overall loss distribution. We use a risk-sensitive approach to allocating the AMA capital requirement to businesses that is designed to be forward-looking and incentivize appropriate risk management behaviors.

In 2018, we updated the treatment of historic losses relating to divested businesses in the model, particularly those relating to the private banking business in the US that we exited. In addition, we increased the coverage provided by our operational risk insurance policy. These changes resulted in a decrease of our operational risk capital requirements.

Conduct risk

The Group considers conduct risk to be the risk that improper behavior or judgment by our employees may result in a negative financial, non-financial or reputational impact to our clients, employees or the Group, or negatively impact the integrity of the financial markets. Conduct risk may arise from a wide variety of activities and types of behaviors. A Group-wide definition of conduct risk supports the efforts of our employees to have a common understanding of and consistently manage, minimize and mitigate our conduct risk. Further, it promotes standards of responsible conduct and ethics in our employees. Managing conduct risk includes consideration of the risks generated by each business and the strength of the associated mitigating controls. Conduct risk is also assessed by reviewing and learning from past incidents within the Group and at other firms in the financial services sector. Compliance oversees conduct risk for the Group.

The ongoing focus and investment in a strong risk culture is fundamental to the management of conduct risk. The Group's Code of Conduct provides a clear statement on our conduct expectations and ethical values, supported by our conduct and ethics standards.

> Refer to "Risk culture" in Risk management oversight and to "Corporate governance framework" in IV – Corporate Governance – Overview for further information on our Code of Conduct.

Technology risk

Technology risk deserves particular attention given the complex technological landscape that covers our business model. Ensuring that confidentiality, integrity and availability of information assets are protected is critical to our operations.

Technology risk is the risk that technology-related failures, such as service outages or information security incidents, may disrupt business. Technology risk is inherent not only in our IT assets, but also in the people and processes that interact with them including

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through dependency on third-party suppliers and the worldwide telecommunications infrastructure. We seek to ensure that the data used to support key business processes and reporting is secure, complete, accurate, available, timely and meets appropriate quality and integrity standards. We require our critical IT systems to be identified, secure, resilient and available and support our ongoing operations, decision-making, communications and reporting. Our systems must also have the capability, capacity, scalability and adaptability to meet current and future business objectives, the needs of our customers and regulatory and legal expectations. Failure to meet these standards and requirements may result in adverse events that could subject us to reputational damage, fines, litigation, regulatory sanctions, financial losses or loss of market share.

Technology risks are managed through our technology risk management program, business continuity management plan and business contingency and resiliency plans. Technology risks are included as part of our overall enterprise risk and control assessment based upon a forward-looking approach focusing on the most significant risks in terms of potential impact and likelihood.

Cyber risk

Cyber risk, which is part of technology risk, is the risk that we will be compromised as a result of cyber attacks, security breaches, unauthorized access, loss or destruction of data, unavailability of service, computer viruses or other events that could have an adverse security impact. Any such event could subject us to litigation or cause us to suffer a financial loss, a disruption of our businesses, liability to our clients, regulatory intervention or reputational damage. We could also be required to expend significant additional resources to modify our protective measures or to investigate and remediate vulnerabilities or other exposures.

We recognize that cyber risk represents a rapidly evolving external risk landscape. The financial industry continues to face cyber threats from a variety of actors who are driven by monetary, political and other motivations. We actively monitor external incidents and threats and assess and respond accordingly to any potential vulnerabilities that this may reveal. We are also an active participant in industry forums and information exchange initiatives and engage in regulatory consultation on this subject.

We have an enterprise-wide cybersecurity strategy to provide strategic guidance as part of our efforts to achieve an optimized end-to-end security and risk competence that enables a secure and innovative business environment, aligned with the Group’s risk appetite. Our technology security team leverages a wide array of leading technology solutions and industry best practices to support our ability to maintain a secure perimeter and detect and respond to threats in real time.

We regularly assess the effectiveness of our key controls and we conduct ongoing employee training and awareness activities, including for key management personnel, in order to embed a strong cyber risk culture. As part of the ERCF, the Executive Board as well as divisional and legal entity risk management committees are given updates on the broader technology risk exposure.

Senior management, including the Board and its Risk Committee, are actively engaged and regularly informed on the extent of the threats and mitigations in place to manage cyber incidents. Related business continuity and response plans are rehearsed regularly at all levels, up to and including the Executive Board. Notable incidents are escalated to the Risk Committee together with lessons learned and mitigation plans.

Legal risk

Legal risk is the risk of loss or imposition of damages, fines, penalties or other liability or any other material adverse impact arising from circumstances including the failure to comply with legal obligations, whether contractual, statutory or otherwise, changes in enforcement practices, the making of a legal challenge or claim against us, our inability to enforce legal rights or the failure to take measures to protect our rights.

Reputational risk

Reputational risk is the risk that negative perception by our stakeholders, including clients, counterparties, employees, shareholders, regulators and the general public, may adversely impact client acquisition and damage our business relationships with clients and counterparties, affecting staff morale and reducing access to funding sources. Reputational risk may arise from a variety of sources, including, but not limited to, the nature or purpose of a proposed transaction or service, the identity or activity of a potential client, the regulatory or political climate in which the business will be transacted, and the potentially controversial environmental or social impacts of a transaction or significant public attention surrounding the transaction itself. The risk may also arise from reputational damage in the aftermath of an operational risk incident, such as cyber crime or the failure by employees to meet expected conduct

and ethical standards.
Reputational risk is included in the Group's risk appetite framework to ensure that risk-taking is aligned with the approved risk appetite. We highly value our reputation and are fully committed to protecting it through a prudent approach to risk-taking and a responsible approach to business. This is achieved through the use of dedicated processes, resources and policies focused on identifying, evaluating, managing and reporting potential reputational risks. This is also achieved by applying the highest standards of personal accountability and ethical conduct as set out in the Group's Code of Conduct and the Group's approach to conduct and ethics. Reputational risk potentially arising from proposed business transactions and client activity is assessed in the reputational risk review process. The Group's global policy on reputational risk requires employees to be conservative when assessing potential reputational impact and, where certain indicators give rise to potential reputational risk, the relevant business

proposal or service must be submitted through the reputational risk review process. This involves a submission by an originator (any employee), approval by a business area head or designee, and its subsequent referral to one of the assigned reputational risk approvers, each of whom is an experienced and high-ranking senior manager, independent of the business divisions, who has authority to approve, reject or impose conditions on our participation in the transaction or service.

The RRSC, on a global level, and the reputational risk committees, on a divisional or legal entity level, are the governing bodies responsible for the oversight and active discussion of reputational risk and sustainability issues. At the Board level, the Risk Committee and Audit Committee jointly assist the Board in fulfilling its reputational risk oversight responsibilities by reviewing and approving the Group's risk appetite framework as well as assessing the adequacy of the management of reputational risks.

In order to inform our stakeholders about how we manage some of the environmental and social risks inherent to the banking business, we publish our *Corporate Responsibility Report*, in which we also describe our efforts to conduct our operations in a manner that is environmentally and socially responsible and broadly contributes to society.

> Refer to "credit-suisse.com/responsibility" for our Corporate Responsibility Report.

Fiduciary risk

Fiduciary risk is the risk of financial loss arising when the Group or its employees, acting in a fiduciary capacity as trustee, investment manager or as mandated by law, do not act in the best interest of the client in connection with the advice and management of our client's assets including from a product-related market, credit, liquidity, counterparty and operational risk perspective.

Assessing investment performance and reviewing forward-looking investment risks in our discretionary client portfolios and investment funds is central to our oversight program. Areas of focus include:

Measuring investment performance of discretionary client portfolios and investment funds and comparing the returns against benchmarks to understand sources and drivers of the returns.

Assessing risk measures such as exposure, sensitivities, stress scenarios, expected volatility and liquidity across our portfolios to ensure that we are managing the assets in line with the clients' expectations and risk tolerance.

Treating clients with a prudent standard of care, which includes information disclosure, subscriptions and redemptions processes, trade execution and requiring the highest ethical conduct.

Ensuring discretionary portfolio managers' investment approach is in line with client expectations and in accordance with prospectus and guidelines.

Monitoring client investment guidelines or investment fund limits. In certain cases, internal limits or guidelines are also established and monitored.

Sound governance is essential for all discretionary management activities including trade execution and the investment process. Our program targets daily, monthly or quarterly monitoring of all portfolio management activities with independent analysis provided to senior management. Formal review meetings are in place to ensure that investment performance and risks are in line with expectations and adequately supervised.

Strategic risk

Strategic risk is the risk of financial loss or reputational damage arising from inappropriate strategic decisions, ineffective implementation of business strategies or an inability to adapt business strategies in response to changes in the business environment. Strategic risk may arise from a variety of sources, including:

an inadequate or inaccurate understanding of our existing capabilities and competitive positioning;

an inadequate or inaccurate analysis of current and prospective operating conditions in our markets, including the macroeconomic environment, client and competitor behaviors and actions, regulatory developments and technological impacts;

inappropriate strategic decisions, such as those pertaining to which activities we will undertake, which markets and client segments we will serve, which organizational structure we will adopt and how we will position ourselves relative to competitors;

ineffective implementation and execution of chosen business strategies and related organizational changes;

the inability to properly identify and analyze key changes in our operating environment, and to adapt strategies accordingly; and

the inability to properly monitor progress against strategic objectives.

A wide variety of financial, risk, client and market analyses are used to monitor the effectiveness of our strategies and the performance of our businesses against their strategic objectives. These include an analysis of current and expected operating conditions, an analysis of current and target market positioning, and detailed scenario planning.

Strategic plans are developed by each division annually and aggregated into a Group plan, which is reviewed by the Group CRO, CFO and CEO before presentation to the full Executive Board. Following approval by the Executive Board, the Group plan is submitted for review and approval to the Board. In addition, there is an annual strategic review at which the Board evaluates the Group's performance against strategic objectives and sets the overall strategic direction for the Group. From time to time, the Board and the Executive Board conduct more fundamental in-depth reviews of the Group's strategy.

> Refer to "Strategy" in I – Information on the company for further information.

To complement the annual cycle, each division presents a more detailed individual analysis to review key dimensions of its strategy at various points during the year. Additionally, the CEO, the Executive Board and individual business heads regularly assess

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the performance of each business against strategic objectives through a series of strategic business reviews conducted throughout the year. The reviews include assessments of business strategy, overall operating environment, including our competitive position, financial performance and key business risks.

Climate-related risks

Following the publication of recommendations from the FSB's Task Force on Climate-related Financial Disclosures (TCFD) in June 2017, climate risk is emerging as an important area of focus for the economy. The final TCFD report establishes a high-level framework for considering climate-related risks and opportunities in a firm's strategy and is applicable to listed corporations across all sectors globally.

In response to the TCFD recommendations, we have established a climate change program with the overall goal of addressing recommendations related to external disclosures of climate-linked risks and opportunities. The program team has worked to formalize climate-related governance and definitions in our key policies and to define the principles for climate risk strategy and management. The TCFD presented its recommendations in the four categories of governance, strategy, risk management and metrics and targets. We are in the process of assessing and implementing certain measures to address these recommendations, as summarized below.

Governance

We have updated the Risk Committee charter to include specific responsibility for climate risk management. The market & credit risk cycle of CARMC is now mandated to ensure that the capabilities for the management of relevant long-term risk trends, including climate change, are put in place. The RRSC has assumed responsibility for overall climate change strategy and policy. We have also updated key policies, including the reputational risk policy and the sustainability management policy, to incorporate important elements of climate risk management.

Strategy

We have identified several key risks and opportunities, originating from either the physical or the transition effects of climate change. Physical risks can arise from climate and weather-related events (e.g., heatwaves, droughts, floods, storms and sea-level rise) and can potentially result in material financial losses, impairing asset values and the creditworthiness of borrowers. Transition risks can arise from the process of adjustment towards a low-carbon economy through changes in climate policy, technological developments and disruptive business models, and shifting investor and consumer sentiment. Physical and transition climate risks can affect us as an organization either directly, through our physical assets, costs and operations, or indirectly, through our financial relationships with our clients.

We ultimately aim to leverage existing risk management processes and capabilities for the management of climate risk exposures, potentially including financial planning and strategy setting, by mapping the underlying climate risks to our existing risk types.

In line with the TCFD recommendations, we have developed a 2°C and a 4°C scenario as part of our plan to assess the resilience of our strategy towards climate change. We are pursuing a range of pilot studies to investigate the impact of these scenarios on our business.

We are engaged in a range of activities which may support the transition to a lower carbon and more climate-resilient economy. Our green finance solutions are designed to achieve a positive impact on the environment while also creating financial value for our clients, drawing upon the expertise of various specialist departments across our divisions.

In 2018, Credit Suisse supported clients in raising over USD 6 billion of green bonds globally. Since 2013 we have supported the issuance of USD 15 billion of green bonds for our clients. We are also active in the sustainability lending market and during 2018 we participated in a total of over USD 14 billion worth of sustainability-linked loans from a range of European borrowers. Credit Suisse actively supports clean and renewable energy businesses and, until the end of 2018, had been involved in over 110 transactions in this field with a value of more than USD 94 billion since 2010. We offer a number of funds focused on sustainability, green bond investments and sustainable real estate as well as products and services in conservation finance, for example our CS Real Estate Green Property Fund and CS Green Bond Fund. We also participate in sustainable finance through our Impact Advisory and Finance department.

Risk management

Historically we have considered climate change-related impacts mainly in connection with our management of reputational and operational risks. Risk management of climate change exposure from our financial relationships presents a challenge owing to the long-term nature of the climate impacts versus the relatively shorter-term nature of banking portfolios. The climate risk identification process relies on our existing risk identification and assessment process, but also leverages a newly established climate risk and opportunities inventory. Climate risk is now embedded in our firm-wide risk taxonomy, and we expect to continue to develop the climate inventory as industry best practice and consensus on climate risks and opportunities evolve.

Metrics and targets

We measure our balance sheet assets and credit risk-weighted assets across the following fossil fuel industry sectors: oil and gas, power generation and coal mining. In addition, we are developing a set of internal metrics to assess our climate risk-related financial exposures, and we are managing and disclosing greenhouse gas emissions from our own operations on the basis of an ISO 14001-certified environmental management system.

> Refer to "credit-suisse.com/responsibility" for our Corporate Responsibility Report.

Risk review and results

Economic risk capital review

Methodology and model developments

We regularly review and update our economic risk capital methodology in order to ensure that the model remains relevant as markets and business strategies evolve. In the event of material methodology changes and dataset and model parameter updates, prior-period balances are restated in order to show meaningful trends.

> Refer to “Economic risk capital” in Risk coverage and management for further information on the 2018 economic risk capital methodology changes.

The net impact of the methodology changes and updates implemented in the first quarter of 2018, including the revised economic risk capital methodology implemented with effect from January 1, 2018, on economic risk capital for the Group as of December 31, 2017 was a decrease of CHF 1.5 billion, or 4.4%.

The net impact of the methodology changes and updates implemented in the fourth quarter of 2018 on economic risk capital for the Group as of December 31, 2017 was a decrease of CHF 2.5 billion, or 7.6%.

The combined net impact of all methodology changes and updates implemented in the first and fourth quarter of 2018 on economic risk capital for the Group as of the end of December 31, 2017 was a decrease of CHF 4.0 billion, or 12.0%, to CHF 29.1 billion. Prior periods have been restated.

Available economic capital trends

As of December 31, 2018, our available economic capital for the Group was CHF 49.2 billion, a decrease of CHF 1.1 billion from December 31, 2017. BIS look-through CET1 capital increased CHF 1.0 billion, mainly reflecting net income attributable to shareholders, partially offset by the cash component of a dividend accrual and a negative foreign exchange impact. Economic adjustments decreased CHF 2.1 billion, mainly driven by the redemption of CHF 5.9 billion of high-trigger tier 1 capital instruments, partially offset by new issuances.

Economic risk capital and coverage ratio

end of	2018	2017	% change
Available economic capital (CHF million, except where indicated)			
BIS look-through CET1 capital (Basel III)	35,824	34,824	3
Economic adjustments [1]	13,355	15,460	(14)
Available economic capital	**49,179**	**50,284**	(2)
Position risk			
Credit risk	2,155	2,735	(21)
Non-traded credit spread risk	3,463	2,631	32
Securitized products	1,706	945	81
Traded risk	1,574	1,121	40
Emerging markets country event risk	697	450	55
Equity investments	417	358	16
Diversification benefit [2]	(1,195)	(897)	33
Position risk (99% confidence level for risk management purposes)	**8,817**	**7,343**	20
Economic risk capital			
Position risk (99.97% confidence level for capital management purposes)	19,471	18,481	5
Operational risk	6,702	6,936	(3)
Other risks [3]	3,248	3,692	(12)
Economic risk capital	**29,421**	**29,109**	1
Economic risk capital coverage ratio (%) [4]	**167**	**173**	–

1

Includes primarily high- and low-trigger capital instruments, adjustments to unrealized gains on owned real estate, reduced recognition of deferred tax assets and adjustments to treatment of pension assets and obligations. Economic adjustments are made to BIS look-through

CET1 capital to enable comparison between economic risk capital and available economic capital under the Basel III framework.

2

Reflects the net difference between the sum of the position risk categories and the position risk on the total portfolio.

3

Includes owned real estate risk, expense risk, pension risk, foreign exchange risk between available economic capital and economic risk capital, interest rate risk on treasury positions, diversification benefits and the impact from deferred share-based compensation awards.

4

Ratio of available economic capital to economic risk capital.

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Economic risk capital by division

	End of period			Average		
	2018	2017	% change	2018	2017	% change
CHF million						
Swiss Universal Bank	5,562	5,694	(2)	5,634	5,603	1
International Wealth Management	3,128	3,288	(5)	3,206	3,084	4
Asia Pacific	4,499	3,820	18	3,965	3,836	3
Global Markets	7,819	6,764	16	7,491	6,729	11
Investment Banking & Capital Markets	3,815	3,148	21	3,384	2,790	21
Strategic Resolution Unit	3,006	4,669	(36)	3,837	6,053	(37)
Corporate Center [1]	1,592	1,726	(8)	1,718	1,655	4
Economic risk capital	**29,421**	**29,109**	1	**29,235**	**29,750**	(2)

1
Includes primarily operational risk and expense risk.

Economic risk capital trends

Compared to December 31, 2017, our economic risk capital increased 1% to CHF 29.4 billion as of December 31, 2018, mainly due to a 5% increase in position risk, partially offset by a 12% decrease in other risks and a 3% decrease in operational risk. The increase in position risk was primarily driven by higher non-traded credit spread risk due to a reduced benefit from hedges in Investment Banking & Capital Markets and new loan commitments in the US in Global Markets, higher securitized products risk, primarily reflecting a reduced benefit from hedges in Global Markets, and higher traded risk, primarily reflecting increased higher order risks in equity derivatives in the US in Global Markets. These increases were partially offset by lower credit risk, mainly due to decreased trading book exposures in the US in Global Markets, reduced counterparty exposures in Europe in the Strategic Resolution Unit and a LGD parameter update, which primarily impacted Global Markets, Investment Banking & Capital Markets and the Strategic Resolution Unit. The decrease in other risks was mainly due to lower pension risk related to the Swiss pension plan in International Wealth Management and Swiss Universal Bank, driven by a reduction in equity investments as part of portfolio rebalancing as well as a recalibration of real estate parameters. The decrease in operational risk was mainly due to increased coverage provided by our operational risk insurance policy.

Market risk review

Trading book

Development of trading book risks

The tables entitled "One-day, 98% risk management VaR" and "Average one-day, 98% risk management VaR by division" show our trading-related market risk exposure, as measured by one-day, 98% risk management VaR in Swiss francs and US dollars. As we measure trading book VaR for internal risk management purposes using the US dollar as the base currency, the VaR figures were translated into Swiss francs using daily foreign exchange translation rates. VaR estimates are computed separately for each risk type and for the whole portfolio using the historical simulation methodology. The different risk types are grouped into five categories including interest rate, credit spread, foreign exchange, commodity and equity.

We regularly review our VaR model to ensure that it remains appropriate given evolving market conditions and the composition of our trading portfolio. In 2018, there were no material changes to our VaR methodology.

Average one-day, 98% risk management VaR by division

in	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Strategic Resolution Unit	Diversi-fication benefit[1]	Credit Suisse
CHF million							
2018	0	2	15	22	3	(13)	29
2017	0	4	13	21	6	(18)	26

2016	3	2	16	26	13	(27)	33
USD million							
2018	0	2	15	23	4	(15)	29
2017	0	4	13	21	6	(18)	26
2016	3	2	17	27	14	(29)	34

Excludes risks associated with counterparty and own credit exposures. Investment Banking & Capital Markets has only banking book positions.

1

Difference between the sum of the standalone VaR for each division and the VaR for the Group.

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One-day, 98% risk management VaR

in / end of	Interest rate	Credit spread	Foreign exchange	Commodity	Equity	Diversi-fication benefit	Total
CHF million							
2018							
Average	17	20	4	1	11	(24)	29
Minimum	11	17	3	1	8	+	22
Maximum	26	23	14	2	24	+	36
End of period	16	19	3	1	14	(23)	30
2017							
Average	16	19	6	2	10	(27)	26
Minimum	11	16	4	1	8	+	21
Maximum	23	23	12	6	13	+	31
End of period	15	19	5	1	10	(22)	28
2016							
Average	14	28	8	2	16	(35)	33
Minimum	9	20	4	1	10	+	24
Maximum	20	44	18	3	38	+	65
End of period	15	21	7	1	13	(28)	29
USD million							
2018							
Average	18	20	5	1	12	(27)	29
Minimum	11	17	3	1	9	+	22
Maximum	26	24	14	3	24	+	36
End of period	16	19	3	1	14	(23)	30
2017							
Average	16	19	6	2	10	(27)	26
Minimum	11	17	4	1	8	+	22
Maximum	23	23	12	7	13	+	33
End of period	15	19	5	1	10	(21)	29
2016							
Average	14	28	9	2	17	(36)	34
Minimum	9	21	3	1	10	+	23
Maximum	20	44	18	3	38	+	65
End of period	15	21	6	1	13	(28)	28

Excludes risks associated with counterparty and own credit exposures.

1

As the maximum and minimum occur on different days for different risk types, it is not meaningful to calculate a portfolio diversification benefit.

We measure VaR in US dollars, as the majority of our trading activities are conducted in US dollars.

Period-end risk management VaR of USD 30 million as of December 31, 2018 remained largely stable compared to USD 29 million as of December 31, 2017. Average risk management VaR of USD 29 million in 2018 increased USD 3 million compared to 2017, mainly due to increased interest rate risk exposures and increased credit positions in Global Markets.

The chart entitled “Daily risk management VaR” shows the aggregated market risk in our trading book on a consolidated basis.

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The histogram entitled "Actual daily trading revenues" compares the actual daily trading revenues for 2018 with those for 2017 and 2016. The dispersion of trading revenues indicates the day-to-day volatility in our trading activities. In 2018, we had nine trading loss days compared to two trading loss days in 2017, each with a trading loss not exceeding CHF 25 million.

For capital purposes and in line with BIS requirements, FINMA increases the capital multiplier for every regulatory VaR backtesting exception above four in the prior rolling 12-month period, resulting in an incremental market risk capital requirement for the Group. For 2018 we had one backtesting exception in our regulatory VaR model, compared to no backtesting exceptions in 2017 and two backtesting exceptions in 2016, remaining in the regulatory "green zone" for all three periods.

> Refer to "Risk-weighted assets" in Capital management for further information on the use of our regulatory VaR model in the calculation of trading book market risk capital requirements.

Banking book

Development of banking book interest rate risks

Interest rate risk on banking book positions is measured by estimating the impact resulting from a one basis point parallel increase in yield curves on the present value of interest rate-sensitive banking book positions. In the course of 2018, we updated our internal methodology for measuring interest rate risk on banking book positions in anticipation of new FINMA rules, which became effective on January 1, 2019. For regulatory purposes, we now exclude from the Group's exposure calculation non-interest-bearing assets and liabilities comprising the sum of shareholders' equity less deferred tax assets, goodwill and premises and equipment. We have also updated the client margin measurement on our Swiss private banking lending portfolio. The Group's strategy for managing interest rate risk on banking book positions has not been affected. The prior-period balance has been restated to reflect these methodology updates. As of December 31, 2018, the interest rate sensitivity of a one basis point parallel increase in yield curves was negative CHF 1.5 million, compared to positive CHF 0.2 million as of December 31, 2017. The change was mainly driven by the issuance of new high-trigger tier 1 capital notes and the related interest rate hedges as well as the aging effect arising from the overall portfolio of outstanding capital instruments.

One basis point parallel increase in yield curves by currency – banking book positions

end of	CHF	USD	EUR	GBP	Other	Total
2018 (CHF million)						
Impact on present value	0.0	(1.6)	0.1	(0.1)	0.1	(1.5)
2017 (CHF million)						
Impact on present value	0.4	(0.4)	(0.1)	0.0	0.3	0.2

Interest rate risk on banking book positions is also assessed using other measures, including the potential value change resulting from a significant change in yield curves. The table "Interest rate scenario results – banking book positions" shows the impact of immediate 100 basis point and 200 basis point moves in the yield curves.

As of December 31, 2018, the most adverse impact of a 200 basis point upward or downward move in yield curves on the present value of banking book positions was a loss of CHF 183 million, compared to a gain of CHF 3 million as of December 31, 2017. The monthly analysis of the potential impact resulting from a significant change in yield curves indicated that as of the end of 2018 and 2017, the most adverse impact of a 200 basis point upward or downward move in yield curves on the present value of interest rate-sensitive banking book positions in relation to total eligible regulatory capital was significantly below the 20% threshold used by regulators to identify banks that potentially run excessive levels of interest rate risk in the banking book. In 2018, we also commenced our internal monitoring of the Group's exposure calculation in anticipation of the new FINMA rules for measuring interest rate risk on banking book positions.

Interest rate scenario results – banking book positions

end of	CHF	USD	EUR	GBP	Other	Total
2018 (CHF million)						
Increase (+)/decrease (–) in interest rates						
+200 bp	17	(266)	61	(8)	13	(183)
+100 bp	6	(145)	20	(5)	7	(117)
–100 bp	0	169	0	7	(9)	167
–200 bp	6	362	20	15	(18)	385
2017 (CHF million)						
Increase (+)/decrease (–) in interest rates						
+200 bp	77	(38)	2	1	49	91
+100 bp	42	(30)	(2)	(1)	25	34
–100 bp	(48)	50	9	4	(26)	(11)
–200 bp	(101)	119	25	12	(52)	3

Development of banking book equity risks

Our equity portfolios of the banking book include positions in private equity, hedge funds, strategic investments and other instruments. These positions may not be strongly correlated with general equity markets. Equity risk on banking book positions is measured using sensitivity analysis that estimates the potential change in value resulting from a 10% decline in the equity markets of developed nations and a 20% decline in the equity markets of emerging market nations. The estimated impact of this scenario would have been a decrease of CHF 312 million in the value of the banking book portfolio as of December 31, 2018, compared to a decrease of CHF 391 million as of December 31, 2017.

Development of banking book commodity risks

Our commodity portfolios of the banking book include mainly precious metals, primarily gold. Commodity risk on banking book positions is measured using sensitivity analysis that estimates the potential change in value resulting from a 20% weakening in commodity prices. The estimated impact of this scenario on the value of the banking book portfolio would have been a decrease of CHF 0.1 million as of December 31, 2018 and 2017.

Credit and debit valuation adjustments

VaR excludes the impact of changes in both counterparty and our own credit spreads on derivative products. As of December 31, 2018, the estimated sensitivity implies that a one basis point increase in credit spreads, both counterparty and our own, would have resulted in a CHF 0.8 million gain on the overall derivatives position in the investment banking businesses. In addition, a one basis point increase in our own credit spread on our fair valued structured notes portfolio (including the impact of hedges) would have resulted in a CHF 25.3 million gain as of December 31, 2018.

Credit risk review

Credit risk overview

All transactions that are exposed to potential losses arising as a result of a borrower or counterparty failing to meet its financial obligations or as a result of deterioration in the credit quality of the borrower or counterparty are subject to credit risk exposure measurement and management.

> Refer to "Impaired loans" in VI – Consolidated financial statements – Credit Suisse Group – Note 19 – Loans, allowance for loan losses and credit quality for information on credit quality and aging analysis of loans.

For regulatory capital purposes, credit risk comprises several regulatory categories where credit risk measurement and related regulatory capital requirements are subject to different measurement approaches under the Basel framework. Details on regulatory credit risk categories, credit quality indicators and credit risk concentration are available in our disclosures required under Pillar 3 of the Basel framework related to risk, which will be available on our website.

> Refer to "credit-suisse.com/regulatorydisclosures" for further information.

Loans and irrevocable loan commitments

The following table provides an overview of loans and irrevocable loan commitments by division in accordance with accounting principles generally accepted in the US and are not comparable with the regulatory credit risk exposures presented in our disclosures required under Pillar 3 of the Basel framework.

Loans and irrevocable loan commitments

end of	2018	2017	% change
CHF million			
Gross loans	288,596	280,137	3
Irrevocable loan commitments	116,074	106,401	9
Total loans and irrevocable loan commitments	**404,670**	**386,538**	5
of which Swiss Universal Bank	178,595	174,386	2
of which International Wealth Management	56,013	54,378	3
of which Asia Pacific	48,087	47,145	2
of which Global Markets	73,940	61,649	20
of which Investment Banking & Capital Markets	46,001	43,692	5
of which Strategic Resolution Unit	1,591	4,623	(66)

Loans held-for-sale and traded loans

As of December 31, 2018 and 2017, loans held-for-sale included CHF 29 million and CHF 61 million, respectively, of seasoned US subprime residential mortgages from consolidated variable interest entities (VIE). Traded loans included US subprime residential mortgages of CHF 761 million and CHF 1,067 million as of December 31, 2018 and 2017, respectively.

Loans

The table "Loans" provides an overview of our loans by loan classes, impaired loans, the related allowance for loan losses and selected loan metrics by business division. The carrying values of loans and related allowance for loan losses are presented in accordance with generally accepted accounting standards in the US and are not comparable with the regulatory credit risk exposures presented in our disclosures required under Pillar 3 of the Basel framework.

Compared to December 31, 2017, gross loans increased CHF 8.5 billion to CHF 288.6 billion as of December 31, 2018, mainly due to higher commercial and industrial loans, higher loans to financial institutions, higher consumer mortgages and the translation impact from the US dollar. These increases were partially offset by lower consumer finance loans and the translation impact from the euro. The net increase of CHF 4.0 billion in commercial and industrial loans reflected increases in Swiss Universal Bank, Global Markets, International Wealth Management and Investment Banking & Capital Markets, partially offset by decreases in the Strategic Resolution Unit and Asia Pacific. The net increase of CHF 2.8 billion in loans to financial institutions was mainly driven by increases in Global Markets and Asia Pacific, partially offset by decreases in the Strategic Resolution Unit and Swiss Universal Bank. Consumer mortgages increased CHF 1.8 billion, mainly driven by an increase in Swiss Universal Bank. Consumer finance loans decreased CHF 0.3 billion, primarily due to a decrease in International Wealth Management.

On a divisional level, increases in gross loans of CHF 4.7 billion in Global Markets, CHF 3.4 billion in Swiss Universal Bank, CHF 1.2 billion in International Wealth Management, CHF 0.8 billion in Investment Banking & Capital Markets and CHF 0.7 billion in Asia Pacific were partially offset by a decrease of CHF 2.3 billion in the Strategic Resolution Unit.

> Refer to "Note 19 – Loans, allowance for loan losses and credit quality" in VI – Consolidated financial statements – Credit Suisse Group for further information.

Loans

end of	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Strategic Resolution Unit	Credit Suisse[1]
2018 (CHF million)							
Mortgages	102,358	3,979	1,435	0	0	73	107,845
Loans collateralized by securities	6,978	19,416	14,161	0	1,444	35	42,034
Consumer finance	3,298	508	3	13	0	83	3,905
Consumer	112,634	23,903	15,599	13	1,444	191	153,784
Real estate	22,902	2,109	1,273	184	242	17	26,727
Commercial and industrial loans	30,291	24,095	21,938	5,182	3,567	458	85,698
Financial institutions	2,294	1,592	4,175	9,080	632	521	18,494
Governments and public institutions	694	245	843	1,876	0	235	3,893
Corporate & institutional	56,181[2]	28,041[3]	28,229[4]	16,322	4,441	1,231	134,812
Gross loans	**168,815**	**51,944**	**43,828**	**16,335**	**5,885**	**1,422**	**288,596**
of which held at fair value	37	85	5,263	7,572	1,221	695	14,873
Net (unearned income) / deferred expenses	82	(118)	(33)	(32)	(11)	(1)	(113)
Allowance for loan losses [5]	(504)	(131)	(82)	(60)	(69)	(56)	(902)
Net loans	**168,393**	**51,695**	**43,713**	**16,243**	**5,805**	**1,365**	**287,581**
2017 (CHF million)							
Mortgages	100,498	4,106	1,309	0	0	126	106,039
Loans collateralized by securities	6,934	18,848	14,731	0	1,409	94	42,016
Consumer finance	3,174	941	25	17	0	85	4,242
Consumer	110,606	23,895	16,065	17	1,409	305	152,297
Real estate	23,158	1,968	720	302	403	48	26,599
Commercial and industrial loans	28,230	22,669	22,499	3,576	2,834	1,731	81,670
Financial institutions	2,749	1,917	2,912	6,432	422	1,059	15,697
Governments and public institutions	707	246	977	1,355	0	589	3,874
Corporate & institutional	54,844[2]	26,800[3]	27,108[4]	11,665	3,659	3,427	127,840
Gross loans	**165,450**	**50,695**	**43,173**	**11,682**	**5,068**	**3,732**	**280,137**
of which held at fair value	33	150	4,837	6,743	1,483	2,061	15,307
Net (unearned income) / deferred expenses	56	(113)	(19)	(17)	(12)	(1)	(106)
Allowance for loan losses [5]	(465)	(108)	(74)	(44)	(55)	(136)	(882)
Net loans	**165,041**	**50,474**	**43,080**	**11,621**	**5,001**	**3,595**	**279,149**

1
Includes the Corporate Center, in addition to the divisions disclosed.
2
The values of financial collateral and mortgages related to secured loans, considered up to the amount of the related loans, were CHF 10,834 million and CHF 33,533 million, respectively, as of December 31, 2018, and

CHF 11,201 million and CHF 32,704 million, respectively, as of December 31, 2017.

3

The values of financial collateral and mortgages related to secured loans, considered up to the amount of the related loans, were CHF 22,040 million and CHF 2,151 million, respectively, as of December 31, 2018, and CHF 20,485 million and CHF 1,809 million, respectively, as of December 31, 2017.

4

The values of financial collateral and mortgages related to secured loans, considered up to the amount of the related loans, were CHF 17,220 million and CHF 183 million, respectively, as of December 31, 2018, and CHF 19,566 million and CHF 138 million, respectively, as of December 31, 2017.

5

Allowance for loan losses is only based on loans that are not carried at fair value.

As of December 31, 2018, 97% of the aggregate Swiss residential mortgage loan portfolio of CHF 108.5 billion had a loan-to-value (LTV) ratio equal to or lower than 80%. As of December 31, 2017, 97% of the aggregate Swiss residential mortgage loan portfolio of CHF 105.1 billion had an LTV ratio equal to or lower than 80%. For substantially all Swiss residential mortgage loans originated in 2018 and 2017, the average LTV ratio was equal to or lower than 80% at origination. Our LTV ratios are based on the most recent appraised value of the collateral.

Impaired loans

end of	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Strategic Resolution Unit	Credit Suisse[1]
2018 (CHF million)							
Non-performing loans	365	534	183	29	37	55	1,203
Non-interest-earning loans	245	43	0	0	0	12	300
Non-performing and non-interest-earning loans	610	577	183	29	37	67	1,503
Restructured loans	76	130	0	5	8	80	299
Potential problem loans	247	128	2	9	0	4	390
Other impaired loans	323	258	2	14	8	84	689
Gross impaired loans [2]	**933**	**835**[3]	**185**	**43**	**45**	**151**	**2,192**
of which loans with a specific allowance	842	308	100	38	37	145	1,470
of which loans without a specific allowance	91	527	85	5	8	6	722
2017 (CHF million)							
Non-performing loans	413	327	92	32	36	148	1,048
Non-interest-earning loans	161	16	0	0	0	46	223
Non-performing and non-interest-earning loans	574	343	92	32	36	194	1,271
Restructured loans	66	95	0	0	0	129	290
Potential problem loans	129	103	29	9	0	279	549
Other impaired loans	195	198	29	9	0	408	839
Gross impaired loans [2]	**769**	**541**[3]	**121**	**41**	**36**	**602**	**2,110**
of which loans with a specific allowance	694	245	91	41	36	569	1,676
of which loans without a specific allowance	75	296	30	0	0	33	434

1
Includes the Corporate Center, in addition to the divisions disclosed.
2
Impaired loans are only based on loans that are not carried at fair value.
3
Includes gross impaired loans of CHF 62 million and CHF 111 million as of December 31, 2018 and 2017, respectively, which are mostly secured by guarantees provided by investment-grade export credit agencies.

Impaired loans and allowance for loan losses

Compared to December 31, 2017, gross impaired loans increased CHF 82 million to CHF 2.2 billion as of December 31, 2018, mainly driven by higher non-performing loans in International Wealth Management and Asia Pacific and higher non-interest-earning loans in Swiss Universal Bank, partially offset by lower potential problem loans in the Strategic Resolution Unit.

In International Wealth Management, gross impaired loans increased CHF 294 million, primarily driven by newly impaired positions in ship finance and European mortgages, partially offset by reductions in export finance. In Swiss Universal Bank, gross impaired loans increased CHF 164 million, mainly reflecting newly impaired positions in the commodity trade finance and the small and medium-sized enterprises business areas. In Asia Pacific, gross impaired loans increased CHF 64 million, mainly driven by newly impaired positions in ship finance and the default of an Indian infrastructure development company, partially offset by reductions in impaired loans for several private individuals. Gross impaired loans in Investment Banking & Capital Markets increased CHF 9 million, mainly driven by the transfer of a restructured loan from the Strategic Resolution Unit. In the Strategic Resolution Unit, gross impaired loans decreased CHF 451 million, primarily driven by reductions in ship finance and Swiss real estate leasing.

> Refer to “Impaired loans” in VI – Consolidated financial statements – Credit Suisse Group – Note 19 – Loans, allowance for loan losses and credit quality for information on categories of impaired loans.

Allowance for loan losses

end of	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Strategic Resolution Unit	Credit Suisse[1]
2018 (CHF million)							
Balance at beginning of period [2]	**465**	**108**	**74**	**44**	**55**	**136**	**882**
of which individually evaluated for impairment	340	75	56	24	27	132	654
of which collectively evaluated for impairment	125	33	18	20	28	4	228
Transfers and reclassifications	0	0	0	1	2	(3)	0
Net movements recognized in statements of operations	121	35	34	9	3	(1)	201
Gross write-offs	(124)	(19)	(35)	(4)	0	(87)	(269)
Recoveries	34	2	1	9	8	4	58
Net write-offs	(90)	(17)	(34)	5	8	(83)	(211)
Provisions for interest	8	6	7	1	2	6	30
Foreign currency translation impact and other adjustments, net	0	(1)	1	0	(1)	1	0
Balance at end of period [2]	**504**	**131**	**82**	**60**	**69**	**56**	**902**
of which individually evaluated for impairment	358	91	47	27	30	55	608
of which collectively evaluated for impairment	146	40	35	33	39	1	294

1
Includes the Corporate Center, in addition to the divisions disclosed.
2
Allowance for loan losses is only based on loans that are not carried at fair value.

The following tables provide an overview of changes in impaired loans and related allowance for loan losses by loan portfolio segment.

Gross impaired loans by loan portfolio segment

	Consumer	Corporate & institutional	Total
2018 (CHF million)			
Balance at beginning of period	**632**	**1,478**	**2,110**
New impaired loans	470	997	1,467
Increase in existing impaired loans	30	44	74
Reclassifications to performing loans	(202)	(104)	(306)
Repayments [1]	(121)	(250)	(371)
Liquidation of collateral, insurance or guarantee payments	(47)	(208)	(255)
Sales [2]	0	(263)	(263)
Write-offs	(79)	(182)	(261)
Foreign currency translation impact and other adjustments, net	(6)	3	(3)

Balance at end of period	**677**	**1,515**	**2,192**

1
Full or partial principal repayments.
2
Includes transfers to loans held-for-sale for intended sales of held-to-maturity loans.
177

Allowance for loan losses by loan portfolio segment

	Consumer	Corporate & institutional	Total
2018 (CHF million)			
Balance at beginning of period	**220**	**662**	**882**
of which individually evaluated for impairment	179	475	654
of which collectively evaluated for impairment	41	187	228
Net movements recognized in statements of operations	19	182	201
Gross write-offs	(85)	(184)	(269)
Recoveries	21	37	58
Net write-offs	(64)	(147)	(211)
Provisions for interest	11	19	30
Foreign currency translation impact and other adjustments, net	1	(1)	0
Balance at end of period	**187**	**715**	**902**
of which individually evaluated for impairment	146	462	608
of which collectively evaluated for impairment	41	253	294

Loan metrics

end of	Swiss Universal Bank	International Wealth Management	Asia Pacific	Global Markets	Investment Banking & Capital Markets	Strategic Resolution Unit	Credit Suisse[1]
2018 (%)							
Non-performing and non-interest-earning loans / Gross loans	0.4	1.1	0.5	0.3	0.8	9.2	0.5
Gross impaired loans / Gross loans	0.6	1.6	0.5	0.5	1.0	20.8	0.8
Allowance for loan losses / Gross loans	0.3	0.3	0.2	0.7	1.5	7.7	0.3
Specific allowance for loan losses / Gross impaired loans	38.4	10.9	25.4	62.8	66.7	36.4	27.7
2017 (%)							
Non-performing and non-interest-earning loans / Gross loans	0.3	0.7	0.2	0.6	1.0	11.6	0.5
Gross impaired loans / Gross loans	0.5	1.1	0.3	0.8	1.0	36.0	0.8
Allowance for loan losses / Gross loans	0.3	0.2	0.2	0.9	1.5	8.1	0.3
Specific allowance for loan losses / Gross impaired loans	44.2	13.9	46.3	58.5	75.0	21.9	31.0

Gross loans and gross impaired loans exclude loans carried at fair value and the allowance for loan losses is only based on loans that are not carried at fair value.

1

Includes the Corporate Center, in addition to the divisions disclosed.

Derivative instruments

We enter into derivative contracts in the normal course of business for market making, positioning and arbitrage purposes, as well as for our own risk management needs, including mitigation of interest rate, foreign exchange and credit risk.

Derivatives are either privately negotiated OTC contracts or standard contracts transacted through regulated exchanges. The most frequently used derivative products include interest rate swaps, cross-currency swaps and credit default swaps (CDS), interest rate and foreign exchange options, foreign exchange forward contracts, and foreign exchange and interest rate futures.

The replacement values of derivative instruments correspond to their fair values at the dates of the consolidated balance sheets and arise from transactions for the account of individual customers and for our own account. Positive replacement values (PRV) constitute an asset, while negative replacement values (NRV) constitute a liability. Fair value does not indicate future gains or losses, but rather premiums paid or received for a derivative instrument at inception, if applicable, and unrealized gains and losses from marking to market all derivatives at a particular point in time. The fair values of derivatives are determined using various methodologies, primarily observable market prices where available and, in their absence, observable market parameters for instruments with similar characteristics and maturities, net present value analysis or other pricing models as appropriate.

The following table illustrates how credit risk on derivatives receivables is reduced by the use of legally enforceable netting agreements and collateral agreements. Netting agreements allow us to net balances from derivative assets and liabilities transacted with the same counterparty when the netting agreements are legally enforceable. Replacement values are disclosed net of such agreements in the consolidated balance sheets. Collateral agreements are entered into with certain counterparties based upon the nature of the counterparty and/or the transaction and require the placement of cash or securities with us as collateral for the underlying transaction. The carrying values of derivatives are presented in accordance with generally accepted accounting standards in the US and are not comparable with the derivatives metrics presented in our disclosures required under Pillar 3 of the Basel framework.

Derivative instruments by maturity

	2018				2017			
end of / due within	Less than 1 year	1 to 5 years	More than 5 years	Positive replacement value	Less than 1 year	1 to 5 years	More than 5 years	Positive replacement value
CHF billion								
Interest rate products	8.0	19.1	42.6	69.7	9.6	26.5	50.9	87.0
Foreign exchange products	14.8	7.5	5.6	27.9	16.3	8.0	6.2	30.5
Equity/index-related products	5.5	5.8	0.2	11.5	5.4	6.6	0.1	12.1
Credit derivatives	0.6	2.9	1.9	5.4	0.6	5.3	1.8	7.7
Other products [1]	0.7	0.0	1.0	1.7	0.4	0.2	1.0	1.6
OTC derivative instruments	**29.6**	**35.3**	**51.3**	**116.2**	**32.3**	**46.6**	**60.0**	**138.9**
Exchange-traded derivative instruments				12.2				9.5
Netting agreements [2]				(110.1)				(128.8)
Total derivative instruments				**18.3**				**19.6**
of which recorded in trading assets				18.3				19.6
of which recorded in other assets				0.0				0.0

1
Primarily precious metals, commodity and energy products.
2
Taking into account legally enforceable netting agreements.

Derivative transactions exposed to credit risk are subject to a credit request and approval process, ongoing credit and counterparty monitoring and a credit quality review process. The following table represents the rating split of our credit exposure from derivative instruments.

Derivative instruments by counterparty credit rating

end of	2018	2017
CHF billion		
AAA	1.3	1.5
AA	5.9	5.7
A	3.3	4.1
BBB	5.5	5.7
BB or lower	1.7	1.7
OTC derivative instruments	**17.7**	**18.7**
Exchange-traded derivative instruments [1]	0.6	0.9
Total derivative instruments [1]	**18.3**	**19.6**

1
Taking into account legally enforceable netting agreements.

Derivative instruments by maturity and by counterparty credit rating for the Bank are not materially different, neither in absolute amounts nor in terms of movements, from the information for the Group presented above.

Derivative instruments are categorized as exposures from trading activities (trading) and those qualifying for hedge accounting (hedging). Trading includes activities relating to market making, positioning and arbitrage. It also includes

economic hedges where the Group enters into derivative contracts for its own risk management purposes, but where the contracts do not qualify for hedge accounting under US GAAP. Hedging includes contracts that qualify for hedge accounting under US GAAP, such as fair value hedges, cash flow hedges and net investment hedges.
> Refer to “Note 27 – Offsetting of financial assets and financial liabilities” in VI – Consolidated financial statements – Credit Suisse Group for further information on offsetting of derivatives.
> Refer to “Note 32 – Derivatives and hedging activities” in VI – Consolidated financial statements – Credit Suisse Group for further information on derivatives, including an overview of derivatives by products categorized for trading and hedging purposes.
Forwards and futures
We enter into forward purchase and sale contracts for mortgage-backed securities, foreign currencies and commitments to buy or sell commercial and residential mortgages. In addition, we enter into futures contracts on equity-based indices and other financial instruments, as well as options on futures contracts. These contracts are typically entered into to meet the needs of customers, for trading and for hedging purposes.
On forward contracts, we are exposed to counterparty credit risk. To mitigate this credit risk, we limit transactions by counterparty, regularly review credit limits and adhere to internally established credit extension policies.
For futures contracts and options on futures contracts, the change in the market value is settled with a clearing broker in cash each day. As a result, our credit risk with the clearing broker is limited to the net positive change in the market value for a single day.

Swaps

Our swap agreements consist primarily of interest rate swaps, CDS, currency and equity swaps. We enter into swap agreements for trading and risk management purposes. Interest rate swaps are contractual agreements to exchange interest rate payments based on agreed upon notional amounts and maturities. CDS are contractual agreements in which the buyer of the swap pays a periodic fee in return for a contingent payment by the seller of the swap following a credit event of a reference entity. A credit event is commonly defined as bankruptcy, insolvency, receivership, material adverse restructuring of debt, or failure to meet payment obligations when due. Currency swaps are contractual agreements to exchange payments in different currencies based on agreed notional amounts and currency pairs. Equity swaps are contractual agreements to receive the appreciation or depreciation in value based on a specific strike price on an equity instrument in exchange for paying another rate, which is usually based on an index or interest rate movements.

Options

We write options specifically designed to meet the needs of customers and for trading purposes. These written options do not expose us to the credit risk of the customer because, if exercised, we and not our counterparty are obligated to perform. At the beginning of the contract period, we receive a cash premium. During the contract period, we bear the risk of unfavorable changes in the value of the financial instruments underlying the options. To manage this market risk, we purchase or sell cash or derivative financial instruments. Such purchases and sales may include debt and equity securities, forward and futures contracts, swaps and options.

We also purchase options to meet customer needs, for trading purposes and for hedging purposes. For purchased options, we obtain the right to buy or sell the underlying instrument at a fixed price on or before a specified date. During the contract period, our risk is limited to the premium paid. The underlying instruments for these options typically include fixed income and equity securities, foreign currencies and interest rate instruments or indices. Counterparties to these option contracts are regularly reviewed in order to assess creditworthiness.

Selected European credit risk exposures

The scope of our disclosure of European credit risk exposure includes all countries of the EU which are rated below AA or its equivalent by at least one of the three major rating agencies and where our gross exposure exceeds our quantitative threshold of EUR 0.5 billion. We believe this external rating is a useful measure in determining the financial ability of countries to meet their financial obligations, including giving an indication of vulnerability to adverse business, financial and economic conditions.

Monitoring of selected European credit risk exposures

Our credit risk exposure to these European countries is managed as part of our overall risk management process. The Group makes use of country limits and performs scenario analyses on a regular basis, which include analyses of our indirect sovereign credit risk exposures from our exposures to selected European financial institutions. This assessment of indirect sovereign credit risk exposures includes analysis of publicly available disclosures of counterparties' exposures to the European countries within the defined scope of our disclosure. We monitor the concentration of collateral underpinning our OTC derivative and reverse repurchase agreement exposures through monthly reporting. We also monitor the impact of sovereign rating downgrades on collateral eligibility. Strict limits on sovereign collateral from G7 and non-G7 countries are monitored monthly. Similar disclosure is part of our regular risk reporting to regulators.

As part of our global scenario framework, the counterparty credit risk stress testing framework measures counterparty exposure under scenarios calibrated to the 99th percentile for the worst one month and one year moves observed in the available history, as well as the absolutely worst weekly move observed in the same dataset. The scenario results are aggregated at the counterparty level for all our counterparties, including all European countries to which we have exposure. Furthermore, counterparty default scenarios are run where specific entities are set to default. In one of these scenarios, a European sovereign default is investigated. This scenario determines the maximum exposure that we have to this country in the event of its default and serves to identify those counterparties where exposure will rise substantially as a result of the modeled country defaulting.

The scenario framework also considers a range of other severe scenarios, including a specific eurozone crisis scenario which assumes the default of selected European countries, currently modeled to include Greece, Ireland, Italy, Portugal and Spain. It is assumed that the sovereigns, financial institutions and corporates within these countries default, with a 100% loss of sovereign and financial institutions exposures and a 0% to 100% loss of corporates depending on their credit ratings. As part of this scenario, we additionally assume a severe market sell-off involving an equity market crash, widening credit spreads, a rally in the price of gold and a devaluation of the euro. In addition, the eurozone crisis scenario assumes the default of a small number of our market counterparties that we believe would be severely affected by a default across the selected European countries. These counterparties are assumed to default as we believe that they would be the most affected institutions because of their direct presence in the relevant countries and their direct exposures. Through these processes, revaluation and redenomination risks on our exposures are considered on a regular basis by our risk management function.

Presentation of selected European credit risk exposures

The basis for the presentation of the country exposure is our internal risk domicile view. The risk domicile view is based on the domicile of the legal counterparty, i.e., it may include exposure to a legal entity domiciled in the reported country even if its parent is located outside of the country.

The credit risk exposure in the table is presented on a risk-based view before deduction of any related allowance for loan losses. We present our credit risk exposure and related risk mitigation for the following distinct categories:

Gross credit risk exposure includes the principal amount of loans drawn, letters of credit issued and undrawn portions of committed facilities, the PRV of derivative instruments after consideration of legally enforceable netting agreements, the notional value of investments in money market funds and the market values of securities financing transactions and the debt cash trading portfolio (short-term securities) netted at the issuer level.

Risk mitigation includes CDS and other hedges, at their net notional amount, guarantees, insurance and collateral (primarily cash, securities and, to a lesser extent, real estate, mainly for exposures of our private banking, corporate and institutional businesses to corporates & other). Collateral values applied for the calculation of the net exposure are determined in accordance with our risk management policies and reflect applicable margining considerations.

Net credit risk exposure represents gross credit risk exposure net of risk mitigation.

Inventory represents the long inventory positions in trading and non-trading physical debt and synthetic positions, each at market value, all netted at the issuer level. Physical debt is non-derivative debt positions (e.g., bonds), and synthetic positions are created through OTC contracts (e.g., CDS purchased and/or sold and total return swaps).

CDS presented in the risk mitigation column are purchased as a direct hedge to our OTC exposure and the risk mitigation impact is considered to be the notional amount of the contract for risk purposes, with the mark-to-market fair value of CDS risk-managed against the protection provider. Net notional amounts of CDS reflect the notional amount of CDS protection purchased less the notional amount of CDS protection sold and are based on the origin of the CDS reference credit, rather than that of the CDS counterparty. CDS included in the inventory column represent contracts recorded in our trading books that are hedging the credit risk of the instruments included in the inventory column and are disclosed on the same basis as the value of the fixed income instrument they are hedging.

We do not have any tranched CDS positions on these European countries and only an insignificant amount of indexed credit derivatives is included in inventory.

The credit risk of CDS contracts themselves, i.e., the risk that the CDS counterparty will not perform in the event of a default, is managed separately from the credit risk of the reference credit. To mitigate such credit risk, generally all CDS contracts are collateralized. In addition, they are executed with counterparties with whom we have an enforceable International Swaps and Derivatives Association (ISDA) master agreement that provides for daily margining.

Development of selected European credit risk exposures

On a gross basis, before taking into account risk mitigation, our risk-based sovereign credit risk exposure to Cyprus, Croatia, Greece, Ireland, Italy, Malta, Portugal and Spain increased 11% to EUR 3,350 million as of December 31, 2018, compared to EUR 3,008 million as of December 31, 2017. Our net exposure to these sovereigns was EUR 2,640 million, 80% higher compared to EUR 1,463 million as of December 31, 2017. Our non-sovereign risk-based credit risk exposure in these countries as of December 31, 2018 included net exposures to financial institutions of EUR 2,462 million, 30% higher compared to December 31, 2017, and net exposures to corporates and other counterparties of EUR 2,869 million, 20% higher compared to December 31, 2017.

A significant majority of the purchased credit protection is transacted with central counterparties or banks outside of the disclosed countries. For credit protection purchased from central counterparties or banks in the disclosed countries, such credit risk is reflected in the gross and net exposure to each respective country.

Sovereign debt rating developments

From year-end 2017 through February 28, 2019, the long-term sovereign debt ratings of the countries listed in the table changed as follows: Standard & Poor's increased Croatia's rating from BB to BB+, increased Cyprus' rating from BB+ to BBB-, increased Greece's rating from B- to B+ and increased Spain's rating from BBB+ to A-. Fitch increased Croatia's rating from BB to BB+, increased Cyprus' rating from BB to BBB-, increased Greece's rating from B- to BB-, increased Malta's rating from A to A+ and increased Spain's rating from BBB+ to A-. Moody's increased Cyprus' rating from BA3 to BA2, increased Greece's rating from CAA2 to B3, decreased Italy's rating from BAA2 to BAA3, increased Portugal's rating from BA1 to BAA3 and increased Spain's rating from BAA2 to BAA1. These rating changes did not have a significant impact on the Group's financial position, result of operations, liquidity or capital resources.

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Selected European credit risk exposures

December 31, 2018	Gross credit risk exposure	Risk mitigation CDS	Risk mitigation Other[1]	Net credit risk exposure	Inventory[2]	Net synthetic inventory[3]	Total credit risk exposure Gross	Total credit risk exposure Net
Croatia (EUR million)								
Sovereign	0	0	0	0	6	6	6	6
Corporates & other	50	0	0	50	0	0	50	50
Total	**50**	**0**	**0**	**50**	**6**	**6**	**56**	**56**
Cyprus								
Sovereign	0	0	0	0	2	0	2	2
Financial institutions	9	0	8	1	0	0	9	1
Corporates & other	1,151	0	1,077	74	0	0	1,151	74
Total	**1,160**	**0**	**1,085**	**75**	**2**	**0**	**1,162**	**77**
Greece								
Financial institutions	154	0	153	1	0	0	154	1
Corporates & other	470	0	430	40	0	(13)	470	40
Total	**624**	**0**	**583**	**41**	**0**	**(13)**	**624**	**41**
Ireland								
Sovereign	2,004	0	0	2,004	0	0	2,004	2,004
Financial institutions	1,274	0	249	1,025	28	(14)	1,302	1,053
Corporates & other	951	0	347	604	22	(114)	973	626
Total	**4,229**	**0**	**596**	**3,633**	**50**	**(128)**	**4,279**	**3,683**
Italy								
Sovereign	984	617	93	274	0	(324)	984	274
Financial institutions	1,509	2	655	852	1	(113)	1,510	853
Corporates & other	4,208	81	3,072	1,055	34	(162)	4,242	1,089
Total	**6,701**	**700**	**3,820**	**2,181**	**35**	**(599)**	**6,736**	**2,216**
Malta								
Financial institutions	72	0	0	72	0	0	72	72
Corporates & other	533	0	511	22	0	0	533	22
Total	**605**	**0**	**511**	**94**	**0**	**0**	**605**	**94**
Portugal								
Sovereign	0	0	0	0	30	36	30	30
Financial institutions	185	0	175	10	7	(9)	192	17
Corporates & other	314	13	224	77	2	(191)	316	79
Total	**499**	**13**	**399**	**87**	**39**	**(164)**	**538**	**126**
Spain								
Sovereign	324	0	0	324	0	(49)	324	324
Financial institutions	964	12	489	463	2	(40)	966	465
Corporates & other	2,061	8	1,198	855	34	21	2,095	889
Total	**3,349**	**20**	**1,687**	**1,642**	**36**	**(68)**	**3,385**	**1,678**
Total								
Sovereign	3,312	617	93	2,602	38	(331)	3,350	2,640

Financial institutions	4,167	14	1,729	2,424	38	(176)	4,205	2,462
Corporates & other	9,738	102	6,859	2,777	92	(459)	9,830	2,869
Total	**17,217**	**733**	**8,681**	**7,803**	**168**	**(966)**	**17,385**	**7,971**

1
Includes other hedges (derivative instruments), guarantees, insurance and collateral.
2
Represents long inventory positions netted at issuer level.
3
Substantially all of which results from CDS; represents long positions net of short positions.
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Balance sheet and off-balance sheet

As of the end of 2018, total assets of CHF 768.9 billion decreased 3% and total liabilities of CHF 724.9 billion decreased 4% compared to the end of 2017, primarily reflecting lower operating activities, partially offset by a positive foreign exchange translation impact.

The majority of our transactions are recorded on our balance sheet. However, we also enter into transactions that give rise to both on and off-balance sheet exposure.

Balance sheet

Total assets were CHF 768.9 billion as of the end of 2018, a decrease of CHF 27.4 billion, or 3%, compared to the end of 2017. Excluding the foreign exchange translation impact, total assets decreased CHF 29.6 billion. Trading assets decreased CHF 24.1 billion, or 15%, primarily reflecting decreases in debt and equity securities. Cash and due from banks decreased CHF 9.8 billion, or 9%, mainly driven by lower cash positions at the SNB, the ECB and the Fed. Brokerage receivables decreased CHF 8.1 billion, or 17%, primarily due to open trades with banks and customers and a decrease in margin lending. Net loans increased CHF 8.4 billion, or 3%, mainly due to higher loans to financial institutions, higher commercial and industrial loans and higher consumer mortgages. Central bank funds sold, securities purchased under resale agreements and securities borrowing transactions increased CHF 1.7 billion, or 2%, primarily due to an increase in reverse repurchase transactions from banks and customers, partially offset by a decrease in cash collateral. All other assets increased CHF 4.4 billion, or 5%, including an increase of CHF 3.6 billion in securities received as collateral, partially offset by a decrease of CHF 1.1 billion in other investments.

Balance sheet summary

			end of		% change
	2018	2017	2016	18 / 17	17 / 16
Assets (CHF million)					
Cash and due from banks	100,047	109,815	121,161	(9)	(9)
Central bank funds sold, securities purchased under resale agreements and securities borrowing transactions	117,095	115,346	134,839	2	(14)
Trading assets	132,203	156,334	165,150	(15)	(5)
Net loans	287,581	279,149	275,976	3	1
Brokerage receivables	38,907	46,968	33,431	(17)	40
All other assets	93,083	88,677	89,304	5	(1)
Total assets	**768,916**	**796,289**	**819,861**	(3)	(3)
Liabilities and equity (CHF million)					
Due to banks	15,220	15,413	22,800	(1)	(32)
Customer deposits	363,925	361,162	355,833	1	1
Central bank funds purchased, securities sold under repurchase agreements and securities lending transactions	24,623	26,496	33,016	(7)	(20)
Trading liabilities	42,169	39,119	44,930	8	(13)
Long-term debt	154,308	173,032	193,315	(11)	(10)
Brokerage payables	30,923	43,303	39,852	(29)	9
All other liabilities	93,729	95,575	87,804	(2)	9
Total liabilities	**724,897**	**754,100**	**777,550**	(4)	(3)
Total shareholders' equity	**43,922**	**41,902**	**41,897**	5	0
Noncontrolling interests	97	287	414	(66)	(31)
Total equity	**44,019**	**42,189**	**42,311**	4	0
Total liabilities and equity	**768,916**	**796,289**	**819,861**	(3)	(3)

Total liabilities were CHF 724.9 billion as of the end of 2018, a decrease of CHF 29.2 billion, or 4%, compared to the end of 2017. Excluding the foreign exchange translation impact, total liabilities decreased CHF 32.2 billion.

Long-term debt decreased CHF 18.7 billion, or 11%, primarily reflecting maturities of senior and subordinated debt, partially offset by issuances of senior and subordinated debt and valuation adjustments. Brokerage payables decreased CHF 12.4 billion, or 29%, primarily due to open trades with banks and customers and a decrease in margin lending. Central bank funds purchased, securities sold under repurchase agreements and securities lending transactions decreased CHF 1.9 billion, or 7%, mainly reflecting decreases in cash collateral and repurchase transactions with banks, partially offset by an increase in repurchase transactions with customers. Due to banks and customer deposits were stable. Trading liabilities increased CHF 3.1 billion, or 8%, primarily reflecting an increase in short positions.

All other liabilities decreased CHF 1.8 billion, or 2%, including decreases of CHF 4.0 billion, or 15%, in short-term borrowings and CHF 1.5 billion, or 5%, in other liabilities, partially offset by an increase of CHF 3.6 billion, or 10%, in obligation to return securities received as collateral.

> Refer to “Liquidity and funding management” and “Capital management” for more information, including our funding of the balance sheet and the leverage ratio.

Off-balance sheet

We enter into off-balance sheet arrangements in the normal course of business. Off-balance sheet arrangements are transactions or other contractual arrangements with, or for the benefit of, an entity that we do not consolidate. These transactions include derivative instruments, guarantees and similar arrangements, retained or contingent interests in assets transferred to an unconsolidated entity in connection with our involvement with special purpose entities (SPEs), and obligations and liabilities (including contingent obligations and liabilities) under variable interests in unconsolidated entities that provide financing, liquidity, credit and other support.

Derivative instruments

We enter into derivative contracts in the normal course of business for market making, positioning and arbitrage purposes, as well as for our own risk management needs, including mitigation of interest rate, foreign exchange and credit risk.

> Refer to “Derivative instruments” in Risk management – Risk review and results – Credit risk review and “Note 32 – Derivatives and hedging activities” and “Note 35 – Financial instruments” in VI – Consolidated financial statements – Credit Suisse Group for further information.

Guarantees and similar arrangements

In the ordinary course of business, guarantees and indemnifications are provided that contingently obligate us to make payments to a guaranteed or indemnified party based on changes in an asset, liability or equity security of the guaranteed or indemnified party. We may be contingently obligated to make payments to a guaranteed party based on another entity’s failure to perform, or we may have an indirect guarantee of the indebtedness of others. Guarantees provided include, but are not limited to, customary indemnifications to purchasers in connection with the sale of assets or businesses; to investors in private equity funds sponsored by us regarding potential obligations of their employees to return amounts previously paid as carried interest; and to investors in our securities and other arrangements to provide gross-up payments if there is a withholding or deduction because of a tax assessment or other governmental charge.

In connection with the sale of assets or businesses, we sometimes provide the acquirer with certain indemnification provisions. These indemnification provisions vary by counterparty in scope and duration and depend upon the type of assets or businesses sold. They are designed to transfer the potential risk of certain unquantifiable and unknowable loss contingencies, such as litigation, tax and intellectual property matters, from the acquirer to the seller. We closely monitor all such contractual agreements in order to ensure that indemnification provisions are adequately provided for in our consolidated financial statements.

US GAAP requires disclosure of our maximum potential payment obligations under certain guarantees to the extent that it is possible to estimate them and requires recognition of a liability for the fair value of obligations undertaken for guarantees issued or amended after December 31, 2002.

> Refer to “Note 33 – Guarantees and commitments” in VI – Consolidated financial statements – Credit Suisse Group for disclosure of our estimated maximum payment obligations under certain guarantees and related information.

Representations and warranties on residential mortgage loans sold

In connection with the Global Markets division's sale of US residential mortgage loans, we have provided certain representations and warranties relating to the loans sold. We have provided these representations and warranties relating to sales of loans to institutional investors, primarily banks, and non-agency, or private label, securitizations. The loans sold are primarily loans that we have purchased from other parties. The scope of representations and warranties, if any, depends on the transaction, but can include: ownership of the mortgage loans and legal capacity to sell the loans; loan-to-value ratios and other characteristics of the property, the borrower and the loan; validity of the liens securing the loans and absence of delinquent taxes or related liens; conformity to underwriting standards and completeness of documentation; and origination in compliance with law. If it is determined that representations and warranties were breached, we may be required to repurchase the related loans or indemnify the investors to make them whole for losses. Whether we will incur a loss in connection with repurchases and make whole payments depends on:

the extent to which claims are made; the validity of such claims made within the statute of limitations (including the likelihood and ability to enforce claims); whether we can successfully claim against parties that sold loans to us and made representations and warranties to us; the residential real estate market, including the number of defaults; and whether the obligations of the securitization vehicles were guaranteed or insured by third parties.

> Refer to "Representations and warranties on residential mortgage loans sold" in Note 33 – Guarantees and commitments in VI – Consolidated financial statements – Credit Suisse Group for further information.

Involvement with special purpose entities

In the normal course of business, we enter into transactions with, and make use of, SPEs. An SPE is an entity in the form of a trust or other legal structure designed to fulfill a specific limited need of the company that organized it and is generally structured to isolate the SPE's assets from creditors of other entities, including the Group. The principal uses of SPEs are to assist us and our clients in securitizing financial assets and creating investment products. We also use SPEs for other client-driven activity, such as to facilitate financings, and for Group tax or regulatory purposes.

> Refer to "Note 34 – Transfers of financial assets and variable interest entities" in VI – Consolidated financial statements – Credit Suisse Group for further information.

From time to time, we may issue subordinated and senior securities through SPEs that lend the proceeds to the Group.

Contractual obligations and other commercial commitments

In connection with our operating activities, we enter into certain contractual obligations and commitments to fund certain assets. Our contractual obligations and commitments include short and long-term on-balance sheet obligations as well as future contractual interest payments and off-balance sheet obligations. Total obligations decreased CHF 30.1 billion in 2018 to CHF 637.9 billion, primarily reflecting decreases in long-term debt of CHF 18.7 billion to CHF 154.3 billion, in brokerage payables of CHF 12.4 billion to CHF 30.9 billion and in short-term borrowings of CHF 4.0 billion to CHF 21.9 billion. The decreases were partially offset by increases in trading liabilities of CHF 3.1 billion to CHF 42.2 billion and in customer deposits of CHF 2.8 billion to CHF 363.9 billion.

> Refer to "Note 25 – Long-term debt" and "Note 33 – Guarantees and commitments in VI – Consolidated financial statements – Credit Suisse Group for further information.

Contractual obligations and other commercial commitments

					2018	2017
Payments due within	Less than 1 year	1 to 3 years	3 to 5 years	More than 5 years	Total	Total
On- and off-balance sheet obligations (CHF million)						
Due to banks	14,880	226	0	114	15,220	15,413
Customer deposits	362,284	708	126	807	363,925	361,162
Short-term borrowings	21,926	0	0	0	21,926	25,889
Long-term debt [1]	26,471	37,291	32,955	57,591	154,308 [2]	173,032 [2]
Contractual interest payments [3]	956	881	794	930	3,561 [4]	4,637 [5]
Trading liabilities	42,169	0	0	0	42,169	39,119
Brokerage payables	30,923	0	0	0	30,923	43,303
Operating lease obligations	501	776	567	1,980	3,824	5,234
Purchase obligations	978	563	312	187	2,040	1,183
Total obligations [6]	**501,088**	**40,445**	**34,754**	**61,609**	**637,896**	**668,972**

1
Refer to "Debt issuances and redemptions" in Liquidity and funding management and "Note 25 – Long-term debt" in VI – Consolidated financial statements – Credit Suisse Group for further information on long-term debt.

2
Includes non-recourse liabilities from consolidated VIEs of CHF 1,764 million and CHF 863 million as of December 31, 2018 and 2017, respectively.

3

Includes interest payments on fixed rate long-term debt, fixed rate interest-bearing deposits (excluding demand deposits) and fixed rate short-term borrowings, which have not been effectively converted to variable rate on an individual instrument level through the use of swaps.

4

Due to the non-determinable nature of interest payments, the following notional amounts have been excluded from the table: variable rate long-term debt of CHF 68,443 million, variable rate short-term borrowings of CHF 18,474 million, variable rate interest-bearing deposits and demand deposits of CHF 146,477 million, fixed rate long-term debt and fixed rate interest-bearing deposits converted to variable rate on an individual instrument level through the use of swaps of CHF 83,763 million and CHF 4,023 million, respectively.

5

Prior period has been corrected.

6

Excludes total accrued benefit liability for pension and other post-retirement benefit plans of CHF 508 million and CHF 533 million as of December 31, 2018 and 2017, respectively, recorded in other liabilities in the consolidated balance sheets, as the accrued liability does not represent expected liquidity needs. Refer to "Note 31 – Pension and other post-retirement benefits" in VI – Consolidated financial statements – Credit Suisse Group for further information on pension and other post-retirement benefits.

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Corporate Governance

The Group's corporate governance reflects our commitment to safeguarding the interests of our stakeholders.

Overview

The Group's corporate governance complies with internationally accepted standards, and we recognize the importance of good corporate governance. We know that transparent disclosure of our governance helps stakeholders assess the quality of the Group's corporate governance and assists investors in their investment decisions.

Corporate Governance developments

During 2018, the Group's corporate governance continued to align with the implementation of the Group's strategy and risk and control framework. The key corporate governance developments for the Group in 2018 and in early 2019 included:

- The election of two new Group Board of Directors (Board) members, Michael Klein and Ana Paula Pessoa, at the 2018 Annual General Meeting (AGM);
- The appointment of Board member Andreas Gottschling as the new Risk Committee Chair, succeeding Richard E. Thornburgh, effective as of the 2018 AGM;
- The selection and nomination of two new Board member candidates, Christian Gellerstad and Shan Li, for election at the 2019 AGM;
- The appointment of two new Executive Board members, Lydie Hudson as Chief Compliance Officer and Antoinette Poschung as Global Head of Human Resources, succeeding Peter Goerke, and the appointment of Executive Board member Lara Warner to the role of Chief Risk Officer, succeeding Joachim Oechslin. These changes to the Executive Board became effective on February 26, 2019;
- The Board's decision to establish a new Board committee, the Conduct and Financial Crime Control Committee, effective as of January 1, 2019, which will oversee the Group's financial crime compliance programs and the related initiatives aimed at ensuring that the highest standards of conduct and vigilance are maintained throughout the Group. The Board has appointed Urs Rohner to chair the Conduct and Financial Crime Control Committee;
- The Board's decision to propose PricewaterhouseCoopers AG to succeed KPMG AG as the Group's new statutory auditor at the 2020 AGM, effective for the fiscal year ending December 31, 2020, concluding a tender for the Group audit mandate conducted by the Audit Committee in the second half of 2018;
- The wind-down of the Strategic Resolution Unit as a separate division as of December 31, 2018, having achieved its targets;
- The creation of a new role of conduct and ethics ombudsperson to ensure appropriate senior management awareness of and attention to claims of sexual harassment, which is accountable to the CEO and the Group Conduct and Ethics Board; and
- Continued progress in aligning and developing the governance of the Group's major subsidiaries, including changes in the non-executive chairs of the boards of the Group's major subsidiaries in the US, the UK and Switzerland, in the context of board succession planning at the subsidiary level.

We regularly monitor developments in corporate governance guidelines, regulations and best practice standards in all jurisdictions relevant to our business operations. In 2018, the Swiss parliament continued to debate the proposed revisions to Swiss corporate law, which include proposals that impact executive compensation, carrying over the regulations of the Swiss Ordinance Against Excessive Compensation with respect to Listed Corporations (Compensation Ordinance) into general Swiss corporate law, shareholder meetings and gender diversity at the board and executive board levels. In July 2018, the Financial Reporting Council published a revised UK Corporate Governance Code, which became effective January 1, 2019. The revised code sets standards of good governance practice, including in the areas of board leadership and effectiveness, remuneration, shareholder relations and corporate culture.

Corporate Governance framework

The Group's corporate governance framework consists of its governing bodies and its corporate governance policies and procedures, which define the competencies of the governing bodies and other corporate governance rules, as well as the practices to be followed throughout the Group, in line with Swiss corporate law and international best practice standards for corporate governance. The governing bodies of the Group are:

- the General Meeting of Shareholders;
- the Board of Directors;

- the Executive Board; and
- the external auditors.

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The shareholders elect the members of the Board and the external auditors on an annual basis and approve required resolutions at the AGM, such as the consolidated financial statements, capital increases and Board and Executive Board compensation. The Board is responsible for the overall strategic direction, supervision and control of the Group and appoints the members of the Executive Board. The Executive Board is responsible for the day-to-day operational management of the Group's business and for developing and implementing business plans.

The Group is engaged in the banking business and is structured into five business divisions – Swiss Universal Bank; International Wealth Management; Asia Pacific; Global Markets; and Investment Banking & Capital Markets. In the fourth quarter of 2015, we formed the Strategic Resolution Unit to oversee the effective wind-down of businesses and positions that did not fit our strategic direction in the most efficient manner possible. Beginning in 2019, the Strategic Resolution Unit has ceased to exist as a separate division of the Group. The residual portfolio remaining as of December 31, 2018 is now managed in an Asset Resolution Unit (ARU) and will be separately disclosed within the Corporate Center. The divisions are supported by corporate functions that provide infrastructure and services and have internal control responsibilities. The Group's banking business is carried out through its legal entities, which are operational in various jurisdictions and subject to the governance rules and supervision of the regulators in those jurisdictions. The Group has identified certain major subsidiary companies, which, in aggregate, account for a significant proportion of the Group's business operations. These major subsidiaries are Credit Suisse (Schweiz) AG, Credit Suisse Holdings (USA) Inc., Credit Suisse International and Credit Suisse Securities (Europe) Ltd., all subsidiaries of Credit Suisse AG. Corporate governance at these major subsidiaries is closely aligned with the Group's corporate governance.

The Group's corporate governance framework is depicted in the chart above. The duties and responsibilities of the governing bodies are described in further detail in the sections below.

The Group's corporate governance policies and procedures, adopted by the Board, are defined in a series of documents, all of which are available on our website at *credit-suisse.com/governance*, and include:

Articles of Association (AoA): define the purpose of the business, the capital structure and the basic organizational framework. The AoA of Credit Suisse Group AG (Group) are dated June 6, 2017, and the AoA of Credit Suisse AG (Bank) are dated September 4, 2014. The Group's and the Bank's AoAs are available on our website at *credit-suisse.com/articles.*

Code of Conduct: defines the Group's ethical values and professional standards that the Board and all employees are required to follow, including adherence to all relevant laws, regulations and policies in order to maintain and strengthen our reputation for integrity, fair dealing and measured risk taking. Our Code of Conduct is available on our website at *credit-suisse.com/code* in ten languages.

Organizational Guidelines and Regulations (OGR): define the organizational structure of the Group and the responsibilities and sphere of authority of the Board, its committees and the various senior management bodies within the Group, as well as the relevant reporting procedures.

Board charter: outlines the organization and responsibilities of the Board. The Board charter is available on our website at: *credit-suisse.com/boardcharter*.

Board committee charters: define the organization and responsibilities of the committees.

Compensation policy: provides a foundation for the development of sound compensation plans and practices. The Group's compensation policy is available on our website at *credit-suisse.com/compensationpolicy*.

The summaries herein of the material provisions of our AoA and the Swiss Code of Obligations do not purport to be complete and are qualified in their entirety by reference to the AoA and the Swiss Code of Obligations.

Credit Suisse Group AG and Credit Suisse AG are registered companies in Switzerland. The Group's shares are listed on the SIX Swiss Exchange (SIX) and – in the form of American Depositary Shares (ADS), as evidenced by American Depositary Receipts – on the New York Stock Exchange (NYSE). The business purpose of the Group, as set forth in Article 2 of its AoA, is to hold direct or indirect interests in all types of businesses in Switzerland and abroad, in particular in the areas of banking, finance, asset management and insurance. The business purpose of the Bank, as set forth in Article 2 of its AoA, is to operate as a bank, with all related banking, finance, consultancy, service and trading activities in Switzerland and abroad. The AoA of the Group and the Bank set forth their powers to establish new businesses, acquire a majority or minority interest in existing businesses and provide related financing and to acquire, mortgage and sell real estate properties both in Switzerland and abroad.

Employee relations

As of December 31, 2018, we had 45,680 employees worldwide, of which 15,840 were in Switzerland and 29,840 were abroad. Our corporate titles include managing director, director, vice president, assistant vice president and non-officer staff. The majority of our employees do not belong to unions. We have not experienced any significant strikes, work stoppages or labor disputes in recent years. We consider our relations with our employees to be good.

> Refer to "Credit Suisse" in II – Operating and financial review for further information on our responsibility as an employer.

Company details

	Group	Bank
Legal name	Credit Suisse Group AG	Credit Suisse AG
Business purpose	Operate as a holding company	Operate as a bank
Registration details	Commercial register of the Canton of Zurich as of March 3, 1982; No. CHE-105.884.494	Commercial register of the Canton of Zurich as of April 27, 1883; No. CHE-106.831.974
Date incorporated, with unlimited duration	March 3, 1982	July 5, 1856
Registered office	Paradeplatz 8 8001 Zurich Switzerland	Paradeplatz 8 8001 Zurich Switzerland
Equity listing	SIX Swiss Exchange SIX number 1213853 NYSE in the form of ADS	–
Authorized representative in the US	Credit Suisse (USA), Inc., 11 Madison Avenue, New York, New York, 10010	Credit Suisse (USA), Inc., 11 Madison Avenue, New York, New York, 10010

> Refer to "II – Operating and financial review" for a detailed review of our operating results.

> Refer to "Note 40 – Significant subsidiaries and equity method investments" in VI – Consolidated financial statements – Credit Suisse Group for a list of significant subsidiaries and associated entities.

Code of Conduct

At Credit Suisse, we are convinced that our responsible approach to business is a decisive factor in determining our long-term success. We therefore expect all of our employees and members of the Board to observe the professional standards and ethical values set out in our Code of Conduct, including our commitment to complying with all applicable laws, regulations and policies in order to safeguard our reputation for integrity, fair dealing and measured risk-taking. The Code of Conduct also implements requirements stipulated under the US Sarbanes-Oxley Act of 2002 (SOX) by including provisions on ethics for our CEO and our principal financial and accounting officers and other persons performing similar functions. No waivers or exceptions are permissible under our Code of Conduct.

> Refer to "credit-suisse.com/code" for our Code of Conduct.

Corporate Responsibility

For Credit Suisse, corporate responsibility is about creating sustainable value for clients, shareholders, employees and other stakeholders. We strive to comply with the ethical values and professional standards set out in our Code of Conduct in every aspect of our work, including in our relationship with stakeholders. We do so based on a broad understanding of our duties as a financial services provider and employer and as an integral part of the economy and society. This approach also reflects our commitment to protecting the environment. We publish a Corporate Responsibility Report each year and aim to focus our corporate responsibility reporting activities on topics that are relevant to our business and our stakeholders, including through a materiality assessment that we undertake in order to identify critical economic, environmental and social issues.

The Group's reporting on corporate responsibility reflects the GRI Standards for sustainability reporting (Core option) while also providing information on the progress we have made in implementing the Ten Principles of the United Nations (UN) Global Compact as well as examples of how we can contribute to the realization of the UN Sustainable Development Goals. Our Corporate Responsibility Report 2018 will be voluntarily reported to the SIX in accordance with the opting-in regulation for companies issuing sustainability reports.

Our approach to corporate responsibility is broad and considers our respective responsibilities toward clients, shareholders, employees, the environment and society as a whole, which we believe is essential for our long-term success. Competence, client focus, compliance, diligence and responsible conduct from qualified and motivated employees are key to the success of our business. As a global bank, we see ourselves as an integral part of the economy and society. Through our role as a financial intermediary, the Group supports entrepreneurship and economic growth and makes an economic contribution as an employer, taxpayer and contractual partner. We also support various humanitarian and charitable organizations and projects as well as cultural and sporting events. The Group supports environmental sustainability, for example, through the development of sustainable and impact investment products and services.

We publish a Statement on Sustainability, which is available on our website. Our understanding of corporate responsibility is illustrated in the chart and further details, including highlights from 2018 activities, can be found in our Corporate Responsibility Report.

> Refer to "credit-suisse.com/responsibility" for our Corporate Responsibility Report.

Shareholders

Capital structure

Our total issued share capital as of December 31, 2018 was CHF 102,240,469 divided into 2,556,011,720 shares, with a nominal value of CHF 0.04 per share. On December 12, 2018, the Group announced that the Board had approved a share buyback program for 2019 to purchase up to CHF 1.5 billion of Group ordinary shares and the expectation of a buyback of at least CHF 1.0 billion in 2019, subject to market and economic conditions. The launch of a similar share buyback program is expected for 2020, subject to approval by the Board; the level of the buyback for 2020 will be set in light of the Group's capital plans and subject to prevailing market conditions, but is expected to be in line with our intention to distribute at least 50% of net income.

> Refer to "Share repurchases" in III – Treasury, Risk, Balance sheet and Off-balance sheet – Capital management for further information.

> Refer to "Note 15 – Share capital, conditional, conversion and authorized capital of Credit Suisse Group" in VII – Parent company financial statements – Credit Suisse Group and our AoA (Articles 26, 26c and 27) for information on changes to our capital structure during the year.

Shareholder information

Shareholder base

We have a broad shareholder base, with the majority of shares owned directly or indirectly by institutional investors outside Switzerland. As of December 31, 2018, 112,411 shareholders were registered in our share register with 1,475,529,019 shares, representing 58% of the total shares issued. The remaining 42% of shares are not registered in our share register. As of December 31, 2018, 99,907,263 or 3.9%, of the issued shares were in the form of ADS. The information provided in the following tables reflects the distribution of Group shares as registered in our share register as of December 31, 2018.

Distribution of Group shares

end of				2018				2017
	Number of shareholders	%	Number of shares	%	Number of shareholders	%	Number of shares	%
Distribution of Group shares								
Private investors	109,205	97	201,455,312	8	108,856	97	178,205,123	7
of which								
Switzerland	99,472	88	178,240,134	7	99,164	88	157,977,712	6
of which foreign	9,733	9	23,215,178	1	9,692	9	20,227,411	1
Institutional investors	3,206	3	1,274,073,707	50	3,283	3	1,266,696,202	50
of which								
Switzerland	2,773	2	291,385,944	11	2,827	3	290,518,357	11
of which foreign [1]	433	0	982,687,763	38	456	0	976,177,845	38
Shares registered in share register	**112,411**	100	**1,475,529,019**	58	**112,139**	100	**1,444,901,325**	57
of which								
Switzerland	102,245	91	469,626,078	18	101,991	91	448,496,069	18
of which Europe	9,178	8	623,937,087	24	9,175	8	610,345,374	24
of which US [1]	144	0	356,918,183	14	162	0	362,822,676	14
of which other	844	1	25,047,671	1	811	1	23,237,206	1
Shares not registered in share register	**–**	–	**1,080,482,701**	42	**–**	–	**1,111,110,395**	43
Total shares issued	**–**	–	**2,556,011,720**	100	**–**	–	**2,556,011,720**	100

1
Includes shares issued in the form of ADS.

Distribution of institutional investors in share register by industry

end of			2018				2017	
	Number of shareholders	%	Number of shares	%	Number of shareholders	%	Number of shares	%
Institutional investors by industry								
Banks	21	1	1,235,285	0	20	1	795,084	0
Insurance companies	83	3	17,129,086	1	77	2	16,310,918	1
Pension funds	431	13	62,737,967	5	449	14	60,280,116	5
Investment trusts	371	12	207,173,146	16	391	12	233,752,140	18
Other trusts	524	16	9,247,355	1	552	17	9,160,647	1
Governmental institutions	22	1	646,705	0	23	1	648,134	0
Other [1]	1,642	51	157,040,518	12	1,657	50	161,226,970	13
Direct entries	**3,094**	97	**455,210,062**	36	**3,169**	97	**482,174,009**	38
Fiduciary holdings	**112**	3	**818,863,645**	64	**114**	3	**784,522,193**	62
Total institutional investors	**3,206**	100	**1,274,073,707**	100	**3,283**	100	**1,266,696,202**	100

Rounding differences may occur.

1

Includes various other institutional investors for which a breakdown by industry type was not available.

Through the use of an external global market intelligence firm, we regularly gather additional information on the composition of our shareholder base, including information on shares that are not registered in our share register. According to this data, our shareholder base as of December 31, 2018 comprised 88% institutional investors, with around half of such investors located in North America. The distribution of Group shareholdings by investor type and region is shown as follows:

Shareholder engagement

The Group engages regularly with its shareholders and proxy advisors. The purpose of such engagements is to understand the perspectives of its shareholders, exchange views about the Group's strategy, financial performance, corporate governance and compensation and other matters of importance to the Group or its shareholders. Shareholder engagement meetings may be attended by the Chairman of the Board (Chairman), the Compensation Committee Chair, the CEO, CFO and other members of the Board or senior management. The responsibility for shareholder engagement is overseen by our Investor Relations department. The Group aims to ensure that all shareholders receive the relevant information they need to keep abreast of current Group developments and make informed decisions.

Information policy

We are committed to an open and fair information policy with our shareholders and other stakeholders. Our Investor Relations and Corporate Communications departments are responsible for addressing inquiries received. All Group shareholders registered in our share register receive an invitation to our AGM, including an order form to receive the annual report and other reports. Each registered shareholder may elect to receive the quarterly reports on our financial performance. All of these reports and other information can be accessed on our website at *credit-suisse.com/investors*.

Notices required under Swiss law

Notices to shareholders required under Swiss law are made by publication in the Swiss Official Gazette of Commerce. The Board may designate further means of communication for publishing notices to shareholders. Notices required under the listing rules of the SIX will either be published in two Swiss newspapers in German and French and sent to the SIX or otherwise communicated to the SIX in accordance with applicable listing rules. The SIX may further disseminate the relevant information.

Significant shareholders

Under the Swiss Federal Act on Financial Market Infrastructure and Market Conduct in Securities and Derivative Trading (FMIA), anyone holding shares in a company listed on the SIX is required to notify the company and the SIX if their holding reaches, falls below or exceeds the following thresholds: 3%, 5%, 10%, 15%, 20%, 25%, 33⅓%, 50% or 66⅔% of the voting rights entered into the commercial register, whether or not the voting rights can be exercised (that is, notifications must also include certain derivative holdings such as options or similar instruments). Following receipt of such notification, the company has an obligation to inform the public. In addition, pursuant to the Swiss Code of Obligations, a company must disclose in the notes to its annual consolidated financial statements the identity of any shareholders

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who own in excess of 5% of its shares. The following provides an overview of the holdings of our significant shareholders, including any rights to purchase or dispose of shares, based on the most recent disclosure notifications. In line with the FMIA requirements, the percentages indicated below were calculated in relation to the share capital reflected in the AoA at the time of the disclosure notification. As shareholders are only required to notify the company and the SIX if their holding reaches, falls below or exceeds the thresholds listed above, the percentage holdings of our significant shareholders may vary at any given time compared to the date of submission of the most recent notification for these respective shareholders. The full text of all notifications can be found on our website at *credit-suisse.com/shareholders*. Each share entitles the holder to one vote, except as described below.

> Refer to "Note 3 – Business developments, significant shareholders and subsequent events" in VI – Consolidated financial statements – Credit Suisse Group for further information on significant shareholders.

The Group also holds positions in its own shares, including shares acquired through the share buyback program described above, which are subject to the same disclosure requirements as significant external shareholders. These positions fluctuate and, in addition to the activity from our share buyback program, primarily reflect activities related to market making, facilitating client orders and satisfying the obligations under our employee compensation plans. Shares held by the Group have no voting rights. As of December 31, 2018, our holdings amounted to 2.78% purchase positions (0.15% registered shares and 2.636% share acquisition rights) and 4.87% sales positions (disposal rights), mainly related to the Group's outstanding tier 1 capital instruments, which would be converted into Group ordinary shares upon the occurrence of certain specified triggering events. As a result of the share buyback program for 2019, the Group's purchase positions in its own shares are expected to increase steadily during 2019.

> Refer to "Issuances and redemptions" in III – Treasury, Risk, Balance sheet and Off-balance sheet – Capital management for further information.

Cross shareholdings

The Group has no cross shareholdings in excess of 5% of capital or voting rights with any other company.

Significant shareholders

	Group publication of notification	Number of shares (million)	Approximate shareholding %[1]	Purchase rights %
December 31, 2018 or the most recent notification date				
Qatar Investment Authority (registered entity – Qatar Holding LLC)	September 6, 2018	133.2	5.21	0.39[2]
Norges Bank	February 15, 2018	127.4	4.98	–
The Olayan Group (registered entity – Competrol Establishment)	December 12, 2018	126.0	4.93	0.07[3]
BlackRock Inc.	September 2, 2017	86.9	4.17	–
Harris Associates L.P.	November 9, 2013[4]	81.5	5.17	–
Dodge & Cox	December 28, 2018[5]	78.2	3.06	–
Silchester International Investors LLP	December 7, 2018	77.4	3.03	–
December 31, 2017 or the most recent notification date				
Norges Bank	February 15, 2018	127.4	4.98	–
Qatar Investment Authority (registered entity – Qatar Holding LLC)	August 16, 2017	126.2	4.94	10.97
The Olayan Group (registered entity – Crescent Holding GmbH)	June 2, 2017	106.6	4.93	5.29

BlackRock Inc.	September 2, 2017	86.9	4.17	–
Harris Associates L.P.	November 9, 2013	81.5	5.17	–
Capital Group Companies, Inc.	October 31, 2017	76.6	3.01	–
December 31, 2016 or the most recent notification date				
The Olayan Group (registered entity – Crescent Holding GmbH)	September 16, 2016	111.3	5.41	5.31
Norges Bank	December 3, 2016	104.4	4.99	–
Qatar Investment Authority (registered entity – Qatar Holding LLC)	November 16, 2016	103.0	4.93	12.81
Capital Group Companies, Inc.	January 28, 2017	96.7	4.91	–
Harris Associates L.P.	November 9, 2013	81.5	5.17	–
BlackRock Inc.	January 25, 2013	38.6	3.01	–

1
The approximate shareholding percentages were calculated in relation to the share capital at the time of the relevant disclosure notification. They therefore do not reflect changes in such percentages that would result from changes in the number of outstanding shares, following the date of the disclosure notification.
2
Credit Suisse Group (Guernsey) II Limited redeemed its CHF 2.5 billion 9.0% and USD 1.72 billion 9.5% high-trigger tier 1 capital instruments (perpetual security with mandatory contingent conversion into shares) for redemption on October 23, 2018. As a result of this transaction, the 10.97% purchase rights for Qatar Investment Authority disclosed in the prior year no longer exist. The 0.39% purchase rights relate to put options.
3
Credit Suisse Group (Guernsey) II Limited redeemed its USD 1.725 billion 9.5% high-trigger tier 1 capital instruments (perpetual security with mandatory contingent conversion into shares) for redemption on October 23, 2018. As a result of this transaction, 5.24% of the 5.29% purchase rights for The Olayan Group disclosed in the prior year no longer exist. The 0.07% purchase rights relate to put options and perpetual tier 1 contingent convertible capital notes.
4
This position includes the reportable position of Harris Associates Investment Trust (4.97% shares), as published by the SIX on August 1, 2018.
5
This position includes the reportable position of Dodge & Cox International Stock Fund (3.09% shares), as published by SIX on February 5, 2019.
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Shareholder rights

We are fully committed to the principle of equal treatment of all shareholders. The following information summarizes certain shareholder rights at the Group.

Voting rights and transfer of shares

There is no limitation under Swiss law or the AoA on the right to own Group shares.

In principle, each share represents one vote at the AGM. Shares held by the Group have no voting rights. Shares for which a single shareholder or shareholder group can exercise voting rights may not exceed 2% of the total outstanding share capital, unless one of the exemptions discussed below applies. The restrictions on voting rights do not apply to:

- the exercise of voting rights by the independent proxy as elected by the AGM;
- shares in respect of which the shareholder confirms to us that the shareholder has acquired the shares in the shareholder's name for the shareholder's own account and in respect of which the disclosure requirements in accordance with the FMIA and the relevant ordinances and regulations have been fulfilled; or
- shares that are registered in the name of a nominee, provided that this nominee is willing to furnish us, on request, the name, address and shareholdings of any beneficial owner or group of related beneficial owners on behalf of whom the nominee holds 0.5% or more of the total outstanding share capital of the Group.

To execute voting rights, shares need to be registered in the share register directly or in the name of a nominee. In order to be registered in the share register, the purchaser must file a share registration form with the depository bank. The registration of shares in the share register may be requested at any time. Failing such registration, the purchaser may not vote or participate in shareholders' meetings. However, each shareholder, whether registered in the share register or not, is entitled to receive dividends or other distributions approved at the AGM. Transfer restrictions apply regardless of the way and the form in which the registered shares are kept in the accounts and regardless of the provisions applicable to transfers. The transfer of intermediated securities based on Group shares, and the pledging of these intermediated securities as collateral, is based on the provisions of the Swiss Federal Intermediated Securities Act. The transfer or pledging of shares as collateral by means of written assignment is not permitted.

Annual General Meeting

We encourage shareholders to participate at our AGM. Under Swiss law, the AGM must be held within six months of the end of the fiscal year. Notice of an AGM, including agenda items and proposals submitted by the Board and by shareholders, must be published in the Swiss Official Gazette of Commerce at least 20 days prior to the AGM. Shares only qualify for voting at an AGM if they are registered in the share register with voting rights no later than three days prior to the AGM.

Convocation of shareholder meetings

The AGM is convened by the Board or, if necessary, by the statutory auditors, with 20 days' prior notice. The Board is further required to convene an Extraordinary General Meeting (EGM) if so resolved at a shareholders' meeting or if so requested by shareholders holding in aggregate at least 10% of the nominal share capital. The request to call an EGM must be submitted in writing to the Board, and, at the same time, Group shares representing at least 10% of the nominal share capital must be deposited for safekeeping. The shares remain in safekeeping until the day after the EGM.

Request to place an item on the agenda

Shareholders holding shares with an aggregate nominal value of at least CHF 40,000 have the right to request that a specific item be placed on the agenda and voted upon at the AGM. The request to include a particular item on the agenda, together with a relevant proposal, must be submitted in writing to the Board no later than 45 days before the meeting and, at the same time, Group shares with an aggregate nominal value of at least CHF 40,000 must be deposited for safekeeping. The shares remain in safekeeping until the day after the AGM.

Quorum requirements

The AGM may, in principle, pass resolutions without regard to the number of shareholders present at the meeting or represented by proxy, except as discussed below. Resolutions and elections generally require the approval of a majority of the votes represented at the meeting, except as otherwise provided by mandatory provisions of law or by the AoA.

Shareholders' resolutions that require a vote by a majority of the votes represented include:

- amendments to the AoA, unless a supermajority is required;

election of members of the Board, the Chairman, the members of the Compensation Committee, the independent proxy and statutory auditors;
approval of the compensation of the members of the Board and the Executive Board;
approval of the annual report and the statutory and consolidated accounts;
discharge of the acts of the members of the Board and Executive Board; and
determination of the appropriation of retained earnings.

A quorum of at least two-thirds of the votes represented is required for resolutions on:
change of the purpose of the company;
creation of shares with increased voting powers;
implementation of transfer restrictions on shares;
increase in conditional and authorized capital;
increase of capital by way of conversion of capital surplus or by contribution in kind;

restriction or suspension of pre-emptive rights;
change of location of the principal office; and
dissolution of the company without liquidation.

A quorum of at least half of the total share capital and approval by at least three-quarters of the votes represented is required for resolutions on:
the conversion of registered shares into bearer shares;
amendments to the AoA relating to registration and voting rights of nominee holders; and
the dissolution of the company.

A quorum of at least half of the total share capital and the approval of at least seven-eighths of the votes cast is required for amendments to provisions of the AoA relating to voting rights.

Say on pay

In accordance with the Swiss Code of Best Practice for Corporate Governance, the Group submitted the compensation report (contained in the Compensation section of the Annual Report) for a consultative vote by shareholders at the 2018 AGM. In accordance with the Compensation Ordinance, the Group will submit the following Board and Executive Board compensation recommendations for binding votes by shareholders at the 2019 AGM:

For the Board: a maximum amount of compensation for the Board for the period from the 2019 AGM to the 2020 AGM;

For the Executive Board: an aggregate amount of variable compensation in the form of short-term incentive (STI) awards to be granted to Executive Board members for the 2018 financial year;

For the Executive Board: a maximum amount of fixed compensation for the Executive Board for the period from the 2019 AGM to the 2020 AGM; and

For the Executive Board: an aggregate amount of variable compensation in the form of long-term incentive (LTI) awards to be granted to Executive Board members for the 2019 financial year (based on fair value at grant).

In line with current practice, the Group will continue to submit the compensation report for a consultative vote by shareholders.

> Refer to "V – Compensation" for further information on the binding vote.

Discharge of the acts of the Board and the Executive Board

According to Swiss law, the AGM has the power to discharge the actions of the members of the Board and the Executive Board. The 2018 AGM granted discharge to the members of the Board and the Executive Board for the 2017 financial year.

Pre-emptive rights

Under Swiss law, any share issue, whether for cash or non-cash consideration or no consideration, is subject to the prior approval of the shareholders. Shareholders of a Swiss corporation have certain pre-emptive rights to subscribe for new issues of shares in proportion to the nominal amount of shares held. A resolution adopted at a shareholders' meeting with a supermajority may, however, limit or suspend pre-emptive rights in certain limited circumstances.

Duty to make an offer

Swiss law provides that anyone who, directly or indirectly or acting in concert with third parties, acquires 33⅓% or more of the voting rights of a listed Swiss company, whether or not such rights are exercisable, must make an offer to acquire all of the listed equity securities of such company, unless the AoA of the company provides otherwise. Our AoA does not include a contrary provision. This mandatory offer obligation may be waived under certain circumstances by the Swiss Takeover Board or the Swiss Financial Market Supervisory Authority FINMA (FINMA). If no waiver is granted, the mandatory offer must be made pursuant to procedural rules set forth in the FMIA and implementing ordinances.

Clauses on changes in control

To the best of our knowledge, there are no agreements in place that could lead to a change in control of the Group. Subject to certain provisions in the Group's employee compensation plans, which allow for the Compensation Committee or Board to determine the treatment of outstanding awards for all employees, including the Executive Board members, in the case of a change in control, there are no provisions that require the payment of extraordinary benefits in the agreements and plans benefiting members of the Board and the Executive Board or any other members of senior management. Specifically, there are no contractually agreed severance payments in the case of a change in control of the Group.

> Refer to “Contract lengths, termination and change in control provisions” in V – Compensation – Executive Board compensation for 2017 for further information on the clauses on changes in control.

Borrowing and raising funds

Neither Swiss law nor our AoA restrict our power to borrow and raise funds in any way. The decision to borrow funds is passed by or under the direction of our Board, with no shareholders’ resolution required.

Liquidation

Under Swiss law and our AoA, the Group may be dissolved at any time by a shareholders’ resolution which must be passed by:

- a supermajority of at least three-quarters of the votes cast at the meeting in the event the Group were to be dissolved by way of liquidation; and
- a supermajority of at least two-thirds of the votes represented and an absolute majority of the par value of the shares represented at the meeting in other cases.

Dissolution by order of FINMA is possible if we become bankrupt. Under Swiss law, any surplus arising out of liquidation (after the settlement of all claims of all creditors) is distributed to shareholders in proportion to the paid-up par value of shares held.

Board of Directors

General information

Membership and qualifications

The AoA provide that the Board shall consist of a minimum of seven members. The Board currently consists of 12 members. We believe that the size of the Board must be such that the committees can be staffed with qualified members. At the same time, the Board must be small enough to ensure an effective and rapid decision-making process. Board members are elected at the AGM by our shareholders individually for a period of one year and are eligible for re-election. Shareholders will also elect a member of the Board as the Chairman and each of the members of the Compensation Committee for a period of one year. One year of office is understood to be the period of time from one AGM to the close of the next AGM. Members of the Board shall generally retire after having served on the Board for 12 years. Under certain circumstances, the Board may extend the limit of terms of office for a particular Board member for a maximum of three additional years.

An overview of the Board and the committee membership is shown in the following table. The composition of the Boards of the Group and the Bank is identical.

Board composition and succession planning

The Governance and Nominations Committee (formerly Chairman's and Governance Committee) regularly considers the composition of the Board as a whole and in light of staffing requirements for the committees. The Governance and Nominations Committee recruits and evaluates candidates for Board membership based on criteria as set forth by the OGR. The Governance and Nominations Committee may also retain outside consultants with respect to the identification and recruitment of potential new Board members. In assessing candidates, the Governance and Nominations Committee considers the requisite skills and characteristics of Board members as well as the composition of the Board as a whole. Among other considerations, the Governance and Nominations Committee takes into account skills, management experience, independence and diversity in the context of the needs of the Board to fulfill its responsibilities. The Governance and Nominations Committee also considers other activities and commitments of an individual in order to be satisfied that a proposed member of the Board can devote enough time to a Board position at the Group.

> Refer to "Mandates" for further information.

Members of the Board of Directors

	Board member since	Independence	Governance and Nominations Committee	Audit Committee	Compensation Committee	Conduct and Financial Crime Committee[1]	Risk Committee
Elected at 2018 AGM							
Urs Rohner, Chairman	2009	Independent	Chair	–	–	Chair	–
Iris Bohnet	2012	Independent	–	–	Member	–	–
Andreas Gottschling	2017	Independent	Member	Member	–	–	Chair
Alexander Gut	2016	Independent	–	Member	–	–	–
Michael Klein	2018	Independent	–		–	–	Member
Andreas N. Koopmann	2009	Independent	–	–	Member	–	–
Seraina Macia	2015	Independent	–	–	–	–	Member
Kai S. Nargolwala	2013	Independent	Member	–	Chair	Member	–
Ana Paula Pessoa	2018	Independent	–	Member	–	Member	–
Joaquin J. Ribeiro	2016	Independent	–	Member	–	–	–
Severin Schwan, Vice-Chair and Lead Independent Director	2014	Independent	Member	–	–	–	Member
John Tiner	2009	Independent	Member	Chair	–	Member	Member
Alexandre Zeller [2]	2017	Independent	Member	–	Member	Member	–

1

Establishment effective as of January 1, 2019.
2
Alexandre Zeller stepped down from the Board as of February 28, 2019.
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The background, skills and experience of our Board members are diverse and broad and include holding or having held top management positions at financial services and other companies in Switzerland and abroad, as well as leading positions in government, academia and international organizations. The Board is composed of individuals with wide-ranging professional expertise in key areas including finance and financial management, risk management, audit, innovation and technology, legal, compliance and regulatory affairs, advertising, marketing and media, and human resources and incentive structures. Diversity of culture, experience and opinion are important aspects of Board composition, as well as gender diversity. While the ratio of female-to-male Board members may vary in any given year, the Board is committed to maintaining a good gender balance over the long term. The collective experience and expertise of our Board members as of the end of 2018 across those key areas considered particularly relevant for the Group is illustrated in the following chart.

In areas where the Board's collective experience and expertise may require strengthening, the Board may either decide to nominate a new Board member candidate with specialist expertise, engage outside experts or take other measures. For example, after former Board member and technology expert Sebastian Thrun stepped down from the Board in 2016, the Board established the interdisciplinary Innovation and Technology Committee as an advisory body to further the Group's strategic goals with respect to innovation and technology. Mr. Thrun was retained in an advisory capacity to chair the committee, which includes an external cybersecurity expert and regularly engages internal technology experts.

To maintain a high degree of expertise, diversity and independence in the future, the Board has a succession planning process in place to identify potential candidates for the Board at an early stage. With this process, we are well prepared when Board members rotate off the Board. The objectives of the succession planning process are to ensure adequate representation of key Board competencies and a Board composition that is well-suited to address future challenges, while maintaining the stability and professionalism of the Board. Potential candidates are evaluated according to criteria defined to assess the candidates' expertise and experience, which include the following:

- proven track record as an executive with relevant leadership credentials gained in an international business environment in financial services or another industry;
- relevant functional skills and credentials in the key areas listed above;
- understanding of global banking, financial markets and financial regulation;
- broad international experience and global business perspective, with a track record of having operated in multiple geographies;
- ability to bring insight and clarity to complex situations and to both challenge and constructively support management;
- high level of integrity and affinity with the Group's values and corporate culture; and
- willingness to commit sufficient time to prepare for and attend Board and committee meetings.

The evaluation of candidates also considers formal independence and other criteria for Board membership, consistent with legal and regulatory requirements and the Swiss Code of Best Practice for Corporate Governance. Furthermore, we believe that other aspects, including team dynamics and personal reputation of Board members, play a critical role in ensuring the effective functioning of the Board. This is why the Group places the utmost importance on the right mix of personalities who are also fully committed to making their blend of specific skills and experience available to the Board.

While the Board is continually engaged in considering potential candidates throughout the year, succession planning for the next year is typically kicked off at the Board's annual strategy offsite, which is held mid-year. In addition to its discussions of the Group's strategy, the Board holds a dedicated session on corporate governance, at which, among other topics, current Board composition and future needs are discussed, including the needs for suitable Board committee composition. Based on the outcome of these discussions, the interest and availability of certain candidates will be explored further. The Board's discussions will continue at its annual self-assessment session, which usually takes place at year-end, and it will consider specific changes in Board composition to be proposed at the next AGM. The Board will ultimately approve candidates to be nominated as new Board members for election at the AGM at its February or March meetings, shortly before the publication of this report.

New members and continuing training

Any newly appointed member is required to participate in an orientation program to become familiar with our organizational structure, strategic plans, significant financial, accounting and risk issues and other important matters relating to the governance of the Group. The orientation program is designed to take into account the new Board member's individual background and level of experience in each specific area. Moreover, the program's focus is aligned with any committee memberships of the person concerned. Board members are encouraged to engage in continuing training. The Board and the committees of the Board regularly ask specialists within the Group to speak about specific topics in order to enhance the Board members' understanding of issues that already are, or may become, of particular importance to our business.

Meetings

In 2018, the Board held six meetings in person and four additional meetings. In addition, the Board held a two and a half-day strategy session. The members of the Board are encouraged to attend all meetings of the Board and the committees on which they serve.

All members of the Board are expected to spend the necessary time outside of these meetings needed to discharge their responsibilities appropriately. The Chairman calls the meeting with sufficient notice and prepares an agenda for each meeting. However, any other Board member has the right to call an extraordinary meeting, if deemed necessary. The Chairman has the discretion to invite members of management or others to attend the meetings. Generally, the members of the Executive Board attend part of the meetings to ensure effective interaction with the Board. The Board also holds separate private sessions without management present. Minutes are kept of the proceedings and resolutions of the Board.

From time to time, the Board may make certain decisions via circular resolution, unless a member asks that the matter be discussed in a meeting and not decided upon by way of written consent.

Meeting attendance – Board and Board committees

	Board of Directors[1]	Governance and Nominations Committee[2]	Audit Committee[3]	Compensation Committee[4]	Risk Committee[5]
in 2018					
Total number of meetings held	11	9	18	9	6
Number of members who missed no meetings	12	6	5	2	6
Number of members who missed one meeting	2	0	1	1	1
Number of members who missed two or more meetings	0	1	1	1	0
Meeting attendance, in %	98	93	97	92	97

Meeting attendance is shown for the calendar year 2018, which spans two Board periods. While there were 12 members prior to the 2018 AGM and 13 members thereafter, there were a total of 14 individuals who served as Board members during 2018.

1
The Board consisted of 12 and 13 members at the beginning of the year and the end of the year, respectively, with 2 members joining the Board (Michael Klein and Ana Paula Pessoa) and 1 member leaving the Board (Richard E. Thornburgh).

2
The Governance and Nominations Committee consisted of 6 members at the beginning and at the end of the year, with 1 member joining the committee (Andreas Gottschling) and 1 member leaving the committee (Richard E. Thornburgh).

3
The Audit Committee consisted of 5 members at the beginning and the end of the year, with 2 members joining the committee (Andreas Gottschling and Ana Paula Pessoa) and 2 members leaving the committee (Richard E. Thornburgh and Seraina Macia).

4
The Compensation Committee consisted of four members at the beginning and the end of the year.

5
The Risk Committee consisted of 5 members at the beginning and at the end of the year, with 2 members joining the committee (Seraina Macia and Michael Klein) and 2 members leaving the committee (Richard E. Thornburgh and Andreas N. Koopmann).

Meeting attendance – individual Board members

Attendance (%)	< 75	75–84	85–94	95–100
Board member				
Urs Rohner, Chairman				
Iris Bohnet				
Andreas Gottschling				
Alexander Gut				
Michael Klein [1]				
Andreas N. Koopmann				
Seraina Macia				
Kai S. Nargolwala				
Ana Paula Pessoa [1]				
Joaquin J. Robeiro				
Severin Schwan				
John Tiner				

Alexandre Zeller [2]

Includes Board and Committee meeting attendance.

1

Board member as of the 2018 AGM.

2

Alexandre Zeller stepped down from the Board as of February 28, 2019.

Mandates

Our Board members may assume board or executive level or other roles in companies and organizations outside of the Group, which are collectively referred to as mandates. The Compensation Ordinance sets out that companies must include provisions in their articles of association to define the activities that fall within the scope of a mandate and set limits on the number of mandates that board members and executive management may hold. According to the Group's AoA, mandates include activities in the most senior executive and management bodies of listed companies and all other legal entities that are obliged to obtain an entry in the Swiss commercial register or a corresponding foreign register.

The limitations on mandates assumed by Board members outside of the Group are summarized in the table below.

Type of mandate and limitation – Board

Type of mandate	Limitation
Listed companies	No more than four other mandates
Other legal entities [1]	No more than five mandates
Legal entities on behalf of the Group [2]	No more than ten mandates
Charitable legal entities [3]	No more than ten mandates

1

Includes private non-listed companies.

2

Includes memberships in business and industry associations.

3

Also includes honorary mandates in cultural or educational organizations.

No Board member holds mandates in excess of these restrictions. The restrictions shown above do not apply to mandates of Board members in legal entities controlled by the Group such as subsidiary boards.

> Refer to "Audit Committee" in Board committees for further information on limits on Audit Committee service.

Independence

The Board consists solely of non-executive directors within the Group, of which at least the majority must be determined to be independent. In its independence determination, the Board takes into account the factors set forth in the OGR, the committee charters and applicable laws and listing standards. Our independence standards are also periodically measured against other emerging best practice standards.

The Governance and Nominations Committee performs an annual assessment of the independence of each Board member and reports its findings to the Board for the final determination of independence of each individual member. The Board has applied the independence criteria of the SIX Exchange Directive on Information relating to Corporate Governance, FINMA, the Swiss Code of Best Practice for Corporate Governance and the rules of the NYSE and the Nasdaq Stock Market (Nasdaq) in determining the definition of independence.

Independence criteria applicable to all Board members

In general, a director is considered independent if the director:

- is not, and has not been for the prior three years, employed as an executive officer or in another function at the Group or any of its subsidiaries;
- is not, and has not been for the prior three years, an employee or affiliate of our external auditor; and
- does not maintain a material direct or indirect business relationship with the Group or any of its subsidiaries.

Whether or not a relationship between the Group or any of its subsidiaries and a member of the Board is considered material depends in particular on the following factors:

- the volume and size of any transactions concluded in relation to the financial status and credit standing of the Board member concerned or the organization in which he or she is a partner, significant shareholder or executive officer;
- the terms and conditions applied to such transactions in comparison to those applied to transactions with counterparties of a similar credit standing;
- whether the transactions are subject to the same internal approval processes and procedures as transactions that are concluded with other counterparties;
- whether the transactions are performed in the ordinary course of business; and
- whether the transactions are structured in such a way and on such terms and conditions that the transaction could be concluded with a third party on comparable terms and conditions.

Moreover, a Board member is not considered independent if the Board member is, or has been at any time during the prior three years, part of an interlocking directorate in which a member of the Executive Board serves on the compensation committee of another company that employs the Board member. Significant shareholder status is generally also not considered a criterion for independence unless the shareholding exceeds 10% of the Group's share capital or in instances where the shareholder may otherwise influence the Group in a significant manner. Board members with immediate family members who would not qualify as independent are also not considered independent.

Specific independence considerations

Board members serving on the Audit Committee are subject to independence requirements in addition to those required of other Board members. None of the Audit Committee members may be an affiliated person of the Group or may, directly or indirectly, accept any consulting, advisory or other compensatory fees from us other than their regular compensation as members of the Board and its committees.

For Board members serving on the Compensation Committee, the independence determination considers all factors relevant to determining whether a director has a relationship with the Group that is material to that director's ability to be independent from management in connection with the duties of a Compensation Committee member, including, but not limited to:

- the source of any compensation of the Compensation Committee member, including any consulting, advisory or other compensatory fees paid by the Group to such director; and
- whether the Compensation Committee member is affiliated with the Group, any of its subsidiaries or any affiliates of any of its subsidiaries.

Other independence standards

While the Group is not subject to such standards, the Board acknowledges that some proxy advisors apply different standards for assessing the independence of our Board members, including the length of tenure a Board member has served, the full-time status of a Board Member, annual compensation levels of Board members within a comparable range to executive pay or a Board member's former executive status for periods further back than the preceding three years.

Independence determination

As of December 31, 2018, all members of the Board were determined by the Board to be independent.

Board leadership

Chairman of the Board

The Chairman is a non-executive member of the Board, in accordance with Swiss banking law, and performs his role on a full-time basis, in line with the practice expected by FINMA, our main regulator. The Chairman:

- coordinates the work within the Board;
- works with the committee chairmen to coordinate the tasks of the committees;
- ensures that the Board members are provided with the information relevant for performing their duties;

drives the Board agenda;

drives key Board topics, especially regarding the strategic development of the Group, succession planning, the structure and organization of the Group, corporate governance, as well as compensation and compensation structure, including the performance evaluation and compensation of the CEO and the Executive Board;

chairs the Board, the Governance and Nominations Committee, the Conduct and Financial Crime Control Committee and the Shareholder Meetings;

takes an active role in representing the Group to key shareholders, investors, regulators and supervisors, industry associations and other external stakeholders;

has no executive function within the Group;

with the exception of the Governance and Nominations Committee and the Conduct and Financial Crime Control Committee, is not a member of any of the other Board standing committees; and

may attend all or parts of selected committee meetings as a guest without voting power.

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Vice-Chair

The Vice-Chair:

- is a member of the Board;
- is a designated deputy to the Chairman; and
- assists the Chairman by providing support and advice to the Chairman, assuming the Chairman's role in the event of the Chairman's absence or indisposition and leading the Board accordingly.

There may be one or more Vice-Chairs. Severin Schwan currently serves as Vice-Chair.

Lead Independent Director

According to the Group's OGR, the Board may appoint a Lead Independent Director. If the Chairman is determined not to be independent by the Board, the Board must appoint a Lead Independent Director. The Lead Independent Director:

- may convene meetings without the Chairman being present;
- takes a leading role among the Board members, particularly when issues between a non-independent Chairman and the independent Board members arise (for example, when the non-independent Chairman has a conflict of interest);
- leads the Board's annual assessment of the Chairman; and
- ensures that the work of the Board and Board-related processes continue to run smoothly.

Severin Schwan currently also serves as the Lead Independent Director.

Segregation of duties

In accordance with Swiss banking law, the Group operates under a dual board structure, which strictly segregates the duties of supervision, which are the responsibility of the Board, from the duties of management, which are the responsibility of the Executive Board. The roles of the Chairman (non-executive) and the CEO (executive) are separate and carried out by two different people.

Board responsibilities

In accordance with the OGR, the Board delegates certain tasks to Board committees and delegates the management of the company and the preparation and implementation of Board resolutions to certain management bodies or executive officers to the extent permitted by law, in particular Article 716a and 716b of the Swiss Code of Obligations, and the AoA.

With responsibility for the overall direction, supervision and control of the company, the Board:

- regularly assesses our competitive position and approves our strategic and financial plans and risk appetite statement and overall risk limits;
- receives a status report at each ordinary meeting on our financial results, capital, funding and liquidity situation;
- receives, on a monthly basis, management information packages, which provide detailed information on our performance and financial status, as well as quarterly risk reports outlining recent developments and outlook scenarios;
- is provided by management with regular updates on key issues and significant events, as deemed appropriate or requested;
- has access to all information concerning the Group in order to appropriately discharge its responsibilities;
- reviews and approves significant changes in our structure and organization;
- approves the annual variable compensation pools for the Group and the divisions and recommends total compensation of the Board and Executive Board for shareholder approval at the AGM;
- provides oversight on significant projects including acquisitions, divestitures, investments and other major projects; and
- along with its committees, is entitled, without consulting with management and at the Group's expense, to engage external legal, financial or other advisors, as it deems appropriate, with respect to any matters within its authority.

Governance of Group subsidiaries

The Board assumes oversight responsibility for establishing appropriate governance for Group subsidiaries. The governance of the Group is based on the principles of an integrated oversight and management structure with global scope, which enables management of the Group as one economic unit. The Group sets corporate governance standards to ensure the efficient and harmonized steering of the Group. In accordance with the OGR, the Board appoints or dismisses the chairperson and the members of the board of directors of the major subsidiaries of the Group and approves their compensation. A policy naming the subsidiaries in scope and providing guidelines for the nomination and compensation process is periodically reviewed by the Board. The governance of the major subsidiaries, subject to compliance with all applicable local laws and regulations, should be consistent with the corporate governance principles of the Group, as reflected in the OGR and other corporate governance documents. In order to facilitate consistency and alignment of Group and subsidiary governance, it is the Group's policy for the Board to appoint at least one Group director to each of the boards of its major subsidiaries. Directors and officers of the Group and its major subsidiaries are committed to ensuring transparency and collaboration throughout the Group.

Board evaluation

The Board performs a self-assessment once a year, where it reviews its own performance against the responsibilities listed in its charter and the Board's objectives and determines future objectives, including any special focus objectives for the coming year. The Chairman does not participate in the discussion of his own performance. As part of the self-assessment, the Board evaluates its effectiveness with respect to a number of different aspects, including board structure and composition, communication and reporting, agenda setting and continuous improvement. From time to time, the Board may also mandate an external advisor to facilitate the evaluation process. The Board last mandated an external firm to perform a board effectiveness evaluation toward the end of 2016, which included a comprehensive review of Board processes and documentation, interviews by the external assessor with the Chairman and the individual Board members and the participation of the external assessor as an observer in Board and Board committee meetings. The results were presented to the Board in 2017 and the Board continued to monitor progress on the various recommendations made from the external evaluation during 2018. The Board agreed to target performing an external board effectiveness evaluation every three years.

Board changes

At the 2018 AGM, Michael Klein and Ana Paula Pessoa were elected as new members of the Board. Richard E. Thornburgh stepped down from the Board. The Board proposes Christian Gellerstad, former CEO of Pictet Wealth Management, and Shan Li, CEO of Silk Road Finance Corporation Limited, for election as new non-executive Board members at the AGM on April 26, 2019. Andreas Koopmann will not stand for re-election and Alexandre Zeller stepped down from the Board with effect from February 28, 2019. The Board proposes that all other current members of the Board be re-elected to the Board, proposes the re-election of Urs Rohner as Chairman and proposes Iris Bohnet, Christian Gellerstad, Kai S. Nargolwala and Michael Klein as members of the Compensation Committee.

Board – 2018 activities

During 2018, the Board focused on a number of key areas, including but not limited to the activities described below. Specifically, the Board:

- continued to closely supervise the Group's strategy implementation in the final year of the three-year restructuring program, with particular focus in 2018 on achieving profitability targets, execution of the cost savings program and the successful wind-down of the Strategic Resolution Unit by year-end 2018;
- held its annual strategy workshop with the Executive Board to assess the strategic ambitions of each of the business divisions for 2019 and beyond;
- conducted strategic business reviews, including a review of our Asia Pacific Wealth Management & Connected business and opportunities for increasing the collaboration between our investment banking and wealth management businesses;
- closely monitored progress of the Group's strategic EU program in an effort to ensure a smooth transition of all impacted business areas in anticipation of the UK's expected withdrawal from the EU in 2019;
- reviewed and approved the Group's key financial targets for 2019 and the launch of a share buyback program, as announced at the 2018 Investor Day;
- approved the establishment of a new Board committee, the Conduct and Financial Crime Control Committee, which will further focus the Board's ongoing oversight of the effectiveness of the Group's financial crime compliance programs;
- continued to monitor progress on management's implementation of the global Conduct and Ethics program, including enhanced oversight activities of the Conduct and Ethics Board (CEB), extensive employee engagement sessions and the development of a Group-wide Conduct and Ethics measurement dashboard;
- held a comprehensive session on the Group's talent management strategy, including key initiatives within the areas of recruitment, training and diversity and inclusion;
- reviewed and approved variable compensation for the 2017 financial year for the Group and for the Executive Board; recommended the proposals for Executive Board compensation to the 2018 AGM for approval;
- continued to focus on corporate governance at the Group's major subsidiaries and held the third annual board leadership event, involving board members of the Group and each of the major subsidiaries;
- reviewed and approved the Group's risk appetite for 2019 and the risk management framework, following an assessment by the Risk Committee;

took the decision in December 2018 to propose PricewaterhouseCoopers AG as the new statutory auditor at the 2020 AGM, following a comprehensive evaluation process during 2018 led by the Audit Committee;

conducted an in-depth session on the scope and key elements of the Group's cybersecurity programs, the evolving technology risk landscape and an assessment of the Group's protection, detection and response capabilities; and

maintained Board-level focus on innovation and technology through the Board's advisory Innovation and Technology Committee, including receiving updates from internal and external technology experts regarding emerging trends.

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Board committees

The Board has five standing committees: the Governance and Nominations Committee, the Audit Committee, the Compensation Committee, the Risk Committee and the Conduct and Financial Crime Control Committee, which became effective in 2019. In addition, the Board retains an advisory committee, the Innovation and Technology Committee. Except for the Compensation Committee members, who are elected by the shareholders on an annual basis, the committee members are appointed by the Board for a term of one year.

At each Board meeting, the Chairs of the committees report to the Board about the activities of the respective committees. In addition, the minutes and documentation of the committee meetings are accessible to all Board members.

Each committee has its own charter, which has been approved by the Board. Each standing committee performs a self-assessment once a year, where it reviews its own performance against the responsibilities listed in its charter and the committee's objectives and determines any special focus objectives for the coming year.

Governance and Nominations Committee

The Governance and Nominations Committee consists of the Chairman, the Vice-Chair and the Chairs of the committees of the Board and other members appointed by the Board. It may include non-independent Board members. Our Governance and Nominations Committee currently consists of five members, following Alexandre Zeller's departure from the Board as of February 28, 2019. All of our Governance and Nominations Committee members are independent.

The Governance and Nominations Committee generally meets on a monthly basis and the meetings are usually attended by the CEO. It may also ask other members of management or specialists to attend a meeting.

As part of its main duties and responsibilities, the Governance and Nominations Committee:

acts as counselor to the Chairman and supports him in the preparation of the Board meetings;

addresses the corporate governance issues affecting the Group and develops and recommends to the Board corporate governance principles and such other corporate governance-related documents as it deems appropriate for the Group;

reviews the independence of the Board members annually and recommends its assessment to the Board for final determination;

is responsible for setting selection criteria for Board membership, which shall reflect the requirements of applicable laws and regulations, and identifying, evaluating and nominating candidates for Board membership;

guides the Board's annual performance assessment of the Chairman, the CEO and the members of the Executive Board;

proposes to the Board the appointment, replacement or dismissal of members of the Executive Board as well as other appointments requiring endorsement by the Board; and

reviews succession plans with the Chairman and the CEO relating to Executive Board positions and keeps informed on other top management succession plans.

Governance and Nominations Committee – 2018 activities

During 2018, the Governance and Nominations Committee focused on a number of key areas, including but not limited to the activities described below. Specifically, the Governance and Nominations Committee:

received regular updates from and continued to support the CEO on the execution of the Group's three-year strategic restructuring plan announced in October 2015;

supported the Chairman in planning for the Board's annual strategy workshop in 2018, which was focused on defining the Group's strategic priorities following completion of the restructuring at the end of 2018;

assessed potential new Board member candidates during 2018 and recommended that Christian Gellerstad and Shan Li be proposed as new Board members for election at the 2019 AGM;

advised on the set-up of the new Conduct and Financial Crime Control Committee;

reviewed and endorsed board succession plans for our major subsidiary boards, including the appointments of new non-executive chairs of our major US and UK subsidiaries;

provided guidance for the annual performance assessments of the Chairman and the CEO; and

prepared the annual independence assessment of the Board members and recommended its approval by the Board.

Audit Committee

The Audit Committee consists of at least three members, all of whom must be independent. The Chair of the Risk Committee is generally appointed as one of the members of the Audit Committee. Our Audit Committee currently consists of five members, all of whom are independent.

The Audit Committee charter stipulates that all Audit Committee members must be financially literate. In addition, they may not serve on the Audit Committee of more than two other companies, unless the Board deems that such membership would not impair their ability to serve on our Audit Committee.

Furthermore, the US Securities and Exchange Commission (SEC) requires disclosure about whether a member of the Audit Committee is an audit committee financial expert within the meaning of SOX. The Board has determined that John Tiner is an audit committee financial expert.

Pursuant to its charter, the Audit Committee holds meetings at least once each quarter, prior to the publication of our consolidated financial statements. Typically, the Audit Committee convenes for a number of additional meetings and workshops throughout the year. The meetings are attended by management representatives, as appropriate, the Head of Internal Audit and senior representatives of the external auditor. A private session with Internal Audit and the external auditors is regularly scheduled to provide them with an opportunity to discuss issues with the Audit Committee without management being present. The Head of Internal Audit reports directly to the Audit Committee Chair.

As part of its main duties and responsibilities, the Audit Committee:

- monitors and assesses the overall integrity of the financial statements as well as disclosures of the financial condition, results of operations and cash flows;
- monitors the adequacy of the financial accounting and reporting processes and the effectiveness of internal controls over financial reporting;
- monitors processes designed to ensure compliance by the Group in all significant respects with legal and regulatory requirements, including disclosure controls and procedures;
- monitors the adequacy of the management of operational risks jointly with the Risk Committee, including the assessment of the effectiveness of internal controls that go beyond the area of financial reporting;
- monitors the adequacy of the management of reputational risks, jointly with the Risk Committee; and
- monitors the qualifications, independence and performance of the external auditors and of Internal Audit.

The Audit Committee is regularly informed about significant projects and initiatives aimed at further improving processes and receives regular updates on significant legal, compliance, disciplinary, tax and regulatory matters.

Furthermore, the Audit Committee has established procedures for the receipt, retention and treatment of complaints of a significant nature regarding accounting, internal accounting controls, auditing or other matters alleging potential misconduct, including a whistleblower hotline to provide the option to report complaints on a confidential, anonymous basis.

Audit Committee – 2018 activities

During 2018, the Audit Committee focused on a number of key areas, including but not limited to the activities described below. Specifically, the Audit Committee:

- performed its regular review of the quarterly and annual financial results and related accounting, reporting and internal control matters;
- held specific reviews on certain accounting and reporting matters of particular relevance in 2018, such as Group tax matters, including the assessment of the US base erosion and anti-abuse tax;
- maintained a focus on compliance topics through briefings at every regular meeting by the Chief Compliance and Regulatory Affairs Officer at the time on key compliance risks and associated internal controls;
- conducted a comprehensive session on the Group’s anti-money laundering compliance framework and related processes and controls;
- reviewed the Group’s whistleblowing processes and governance, as well as select cases and their resolution;
- conducted a comprehensive review of the Group’s External Asset Manager business and the related risk management framework;
- continued to monitor the Strategic Resolution Unit, with a particular focus on its wind-down and the subsequent transfer of the residual portfolio to the newly established ARU, separately disclosed within the Group’s Corporate Center;

reviewed, jointly with the Risk Committee, the governance, compliance and control framework at smaller business locations;

reviewed, jointly with the Risk Committee, the Group's data management framework and related commitments made to regulators;

received regular updates by the Head of Internal Audit on key audit findings and held a dedicated workshop with the Internal Audit senior leadership team about their risk assessments for the organization and emerging risk and control themes;

led the tender of the Group audit mandate and recommended to the Board that PricewaterhouseCoopers AG be proposed as the new statutory auditor at the 2020 AGM.

Internal Audit

Our Internal Audit function comprises a team of around 350 professionals, substantially all of whom are directly involved in auditing activities. The Head of Internal Audit reports directly to the Audit Committee Chair and the Audit Committee oversees the activities of the Internal Audit function.

Internal Audit performs an independent and objective assurance function that is designed to add value to our operations. Using a systematic and disciplined approach, the Internal Audit team evaluates and enhances the effectiveness of our risk management, control and governance processes.

Internal Audit is responsible for carrying out periodic audits in line with the Charter for Internal Audit approved by the Audit Committee. It regularly and independently assesses the risk exposure of our various business activities, taking into account industry trends, strategic and organizational decisions, best practice and regulatory matters. Based on the results of its assessment, Internal Audit develops detailed annual audit objectives, defining key risk themes and specifying resource requirements for approval by the Audit Committee.

As part of its efforts to achieve best practice, Internal Audit regularly benchmarks its methods and tools against those of its peers. In addition, it submits periodic internal reports and summaries thereof to the management teams as well as the Chairman and the Audit Committee Chair. The Head of Internal Audit reports to the Audit Committee at least quarterly and more frequently as appropriate. Internal Audit coordinates its operations with the activities of the external auditor for maximum effect.

The Audit Committee annually assesses the performance and effectiveness of the Internal Audit function. For 2018, the Audit Committee concluded that the Internal Audit function was effective.

External Audit

The Audit Committee is responsible for the oversight of the external auditor. The external auditor reports directly to the Audit Committee and the Board with respect to its audit of the Group’s financial statements and is ultimately accountable to the shareholders. The Audit Committee pre-approves the retention of, and fees paid to, the external auditor for all audit and non-audit services.

> Refer to “External audit” in Additional information for further information.

External Auditor rotation

A tender of the Group audit mandate was conducted in the second half of 2018. All critical aspects of the tender, including the selection of audit firms to invite, the nature and extent of information sharing with the participating firms, as well as the evaluation criteria and process, were determined by the Audit Committee at the outset of the tender and subject to Audit Committee oversight during execution.

In advance of the tender, a review was undertaken by the Audit Committee to ensure impartiality among all individuals who would be involved in the process. As a precaution, one member of the Audit Committee was recused from participating in all aspects of the tender due to a potential conflict of interest.

A structured approach to evaluating the participating firms’ proposals was followed using a robust and objective set of assessment criteria that was shared with participating audit firms at the outset of the tendering process to provide transparency over how they would be evaluated.

At the conclusion of its evaluation, the Audit Committee recommended to the Board of Directors, and the Board of Directors approved, that PricewaterhouseCoopers be proposed as the new statutory auditor to the AGM in April 2020. The appointment is proposed to be effective for the fiscal year ending December 31, 2020 and is subject to shareholder approval.

Compensation Committee

The Compensation Committee consists of at least three members of the Board, all of whom must be independent. Our Compensation Committee currently consists of three members following Alexandre Zeller's departure from the Board as of February 28, 2019, and will again consist of four members, subject to the election of the proposed Compensation Committee members at the 2019 AGM. All of our Compensation Committee members are independent.

Pursuant to its charter, the Compensation Committee holds at least four meetings per year. Additional meetings may be scheduled at any time. The meetings are attended by management representatives, as appropriate.

As part of its main duties and responsibilities, the Compensation Committee:

- reviews the Group's compensation policy;
- establishes new compensation plans or amending existing plans and recommends them to the Board for approval;
- reviews the performance of the Group and the divisions and recommends the variable compensation pools for the Group and the divisions to the Board for approval;
- proposes individual compensation for the Board members to the Board;
- discusses and recommends to the Board a proposal for the CEO's compensation;
- discusses and recommends to the Board the Executive Board members' compensation based on proposals by the CEO; and
- reviews and recommends to the Board the compensation for individuals being considered for an Executive Board position.

In accordance with the Compensation Ordinance, all compensation proposals for members of the Board and the Executive Board are subject to AGM approval.

The Compensation Committee is authorized to retain outside advisors, at the Group's expense, for the purpose of providing guidance to the Compensation Committee as it carries out its responsibilities. Prior to their appointment, the Compensation Committee conducts an independence assessment of the advisors pursuant to the rules of the SEC and the listing standards of the NYSE and Nasdaq.

> Refer to "The Compensation Committee" in V – Compensation – Compensation governance for information on our compensation approach, principles and objectives and outside advisors.

Compensation Committee – 2018 activities

During 2018, the Compensation Committee focused on a number of key areas, including but not limited to the activities described below. Specifically, the Compensation Committee:

- continued to engage extensively with shareholders on compensation, including holding numerous meetings with shareholders involving the Chairman, the Compensation Committee Chair and the Chief Human Resources Officer at the time; feedback and key issues resulting from these meetings were addressed regularly by the full committee;
- reviewed and approved the Executive Board compensation design for 2019, which remained consistent with the 2018 compensation design, and recommended the performance metrics and targets for the 2019 STI and LTI awards, reflecting the Group's strategy and financial goals for 2019;
- conducted the annual review of the Group's compensation framework and determined that it remains fit for purpose and aligned with our compensation objectives overall;
- assessed the Group's performance and determined the variable compensation pools for 2018, taking into account the input from the Group's risk and control functions, including the Conduct and Ethics boards;
- previewed the proposed variable compensation amounts for specific groups of employees, in line with regulatory guidance and the Group's compensation policy, including any disciplinary issues and/or points of positive recognition;
- received and assessed periodic reports on industry and regulatory developments, including executive pay trends, competitor practices and key corporate governance developments and regulatory themes with implications for compensation; and
- reviewed and approved the 2018 edition of the Group's Compensation Policy and Implementation Standards and continued to focus on ensuring comprehensive and transparent disclosure in the Group's compensation report.

Risk Committee

The Risk Committee consists of at least three members. It may include non-independent members. The Chair of the Audit Committee is generally appointed as one of the members of the Risk Committee. Our Risk Committee currently consists of five members, all of whom are independent.

Pursuant to its charter, the Risk Committee holds at least four meetings a year. In addition, the Risk Committee usually convenes for additional meetings throughout the year in order to appropriately discharge its responsibilities. The meetings are attended by management representatives, as appropriate.

The Risk Committee is responsible for assisting the Board in fulfilling its oversight responsibilities by periodically reviewing the Group's risk management function, its resources and key risks.

As part of its main duties and responsibilities, the Risk Committee:

reviews and assesses the integrity and adequacy of the risk management function of the Group;

reviews and calibrates risk appetite at the Group level and at the level of key businesses, considering capital, liquidity, funding, credit, market, climate and, jointly with the Audit Committee, operational and reputational risk;

reviews and calibrates major risk concentrations;

reviews and assesses, jointly with the Audit Committee, the status of major infrastructure and committed change programs;

reviews and assesses, jointly with the Audit Committee, the internal control environment of the Group, including business continuity management, the enterprise risk and control framework and the firm-wide risk management framework as well as the control functions' input into remuneration; and

reviews the Group's policy in respect of corporate responsibility and sustainable development.

The Risk Committee is regularly informed about the risk profile of the Group, including major risk topics and key initiatives aimed at responding to regulatory change and further improving risk management across the Group.

The Risk Committee furthermore looks to ensure that key risk developments are addressed appropriately, such as the evolving cyber risk landscape. Senior management, including the Board and its Risk Committee, is actively engaged and regularly informed on the extent of the threats and mitigations in place to manage cyber incidents. Related business continuity and response plans are rehearsed regularly at all levels, up to and including the Executive Board. Significant incidents are escalated to the Risk Committee together with lessons learned and mitigation plans.

Risk Committee – 2018 activities

During 2018, the Risk Committee focused on a number of key areas, including but not limited to the activities described below. Specifically, the Risk Committee:

maintained its focus on supporting the Board in reviewing strategically important topics, including adequacy of capital, liquidity and funding and the allocation of capital to Group businesses and major legal entities;

received regular updates on key change programs in line with regulatory expectations including the Basel Committee on Banking Supervision 239 principles for effective risk data aggregation and risk reporting;

reviewed and endorsed the 2019 risk appetite framework, including the risk appetite statement for the Group, based on an integrated risk and financial planning process;

oversaw the Group's responses to key risk developments, including sanctions, reputational risks and various country risks;

monitored aspects of the Group's risk management framework, for example, with respect to liquidity risk, stress testing and the control framework;

conducted focused credit risk reviews for a number of risk concentrations, including key lending businesses, collateral concentrations and unsecured exposures;

regularly monitored the risk profile and risk appetite for various businesses, including our commodity trade finance, asset management and income producing real estate businesses;

monitored the migration of certain business activities between Group entities with a focus on capital and risk management;

reviewed, jointly with the Audit Committee, risks related to customer risk, data management and conduct risk; and

reviewed the Group's policy and position with respect to reputational risk and sustainability, with particular focus on changes made to our reputational risk framework and policy in 2018, reputational risk assessments conducted in the divisions and international policy developments in the area of sustainability, such as in connection with the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures and our sustainability risk review process.

Conduct and Financial Crime Control Committee

In 2018, the Board decided to establish the Conduct and Financial Crime Control Committee, which became effective in 2019, reflecting the Group's priority to rigorously address financial crime risk and ensure that the highest standards of conduct and vigilance are maintained throughout the Group. The Conduct and Financial Crime Control Committee consists of at least three members. It may include non-independent members. The Chair of the Audit Committee is generally appointed as one of the members of the Conduct and Financial Crime Control Committee. The Conduct and Financial Crime Control Committee currently consists of five members, all of whom are independent.

Pursuant to its charter, the Conduct and Financial Crime Control Committee holds at least four meetings a year. The Conduct and Financial Crime Control Committee may convene for additional meetings throughout the year in order to appropriately discharge its responsibilities. The meetings are attended by management representatives and representatives of Internal Audit and the Group's external auditors, as appropriate.

The Conduct and Financial Crime Control Committee assists the Board in fulfilling its oversight duties with respect to the Group's exposure to financial crime risk. It is tasked with monitoring and assessing the effectiveness of financial crime compliance programs and initiatives focused on improving conduct and vigilance within the context of combatting financial crime.

As part of its main duties and responsibilities, the Conduct and Financial Crime Control Committee:

- reviews and assesses the Group's overall compliance framework for addressing financial crime risk, including policies, procedures and organizational set-up;
- monitors and assesses the effectiveness of financial crime compliance programs, including those with respect to the following areas: anti-money laundering, client identification and know-your-client procedures, client on and off boarding, politically exposed persons, economic and trade sanctions, anti-bribery, anti-corruption and client tax compliance;
- reviews the status of the relevant policies and procedures and the implementation of significant initiatives focused on improving conduct and vigilance within the context of combatting financial crime, including employee awareness and training programs;
- reviews and monitors investigations into allegations of financial crime or other reports of misconduct pertaining to the areas specified above;
- provides input, as relevant and appropriate, for the Group's compensation process with respect to financial crime compliance and related conduct matters; and
- reviews jointly with the Audit Committee and/or Risk Committee any matters for which a joint review is determined to be appropriate, including the annual compliance risk assessment and the Group's framework for addressing conduct risk.

The Conduct and Financial Crime Control Committee is regularly updated by management and, as appropriate, by external experts, on regulatory, legislative and industry specific developments with respect to financial crime compliance.

The responsibilities assumed by the new Conduct and Financial Crime Control Committee were previously performed by the Audit Committee in the context of its oversight role over significant compliance matters.

Innovation and Technology Committee

The Board established an Innovation and Technology Committee as an interdisciplinary advisory group in 2015. The group acts as a senior platform to discuss internal progress in relation to innovation and technology initiatives, as well as relevant industry-wide technology trends. The Innovation and Technology Committee is chaired by former Group Board member Sebastian Thrun in his role as senior advisor. Participants in the Innovation and Technology Committee include Board members, members of management, internal technology experts and a senior cybersecurity advisor. In 2018, the Innovation and Technology Committee held three meetings. Committee activities included a review of selected innovation projects in the area of online banking and the digital transformation within our compliance function and an assessment of the Group's cyber and information security-related operations and future outlook, which supplemented a cybersecurity review performed by the Board earlier in the year. The committee was regularly briefed about the activities and progress of Credit Suisse Labs, a business wholly owned and operated by Credit Suisse, which focuses on the development of new business and technology concepts, products and platforms for use by Credit Suisse and potentially the broader banking industry. The committee also received updates on emerging technology and cybersecurity trends.

Biographies of the Board members

Urs Rohner
Born 1959
Swiss Citizen
Board member since 2009
Chairman of the Board

Professional history

2004–present	Credit Suisse Chairman of the Board and the Governance and Nominations Committee (2011–present) Chair of the Conduct and Financial Crime Control Committee (2019–present) Member of the Innovation and Technology Committee (2015–present) Member of the board of Credit Suisse (Schweiz) AG (Swiss subsidiary) (2015–present) Vice-Chair of the Board and member of the Governance and Nominations Committee (2009–2011) Member of the Risk Committee (2009–2011) Chief Operating Officer (2006–2009) General Counsel (2004–2009) Member of the Executive Board (2004–2009)
2000–2004	ProSiebenSat.1 Media AG, Chairman of the Executive Board and CEO
1983–1999	Lenz & Staehelin Partner (1992–1999) Attorney (1983–1988; 1990–1992)
1988–1989	Sullivan & Cromwell LLP, New York, attorney

Education

1990	Admission to the bar of the State of New York
1986	Admission to the bar of the Canton of Zurich
1983	Master in Law (lic.iur.), University of Zurich, Switzerland

Other activities and functions

GlaxoSmithKline plc, board member
Swiss Bankers Association, vice-chairman[1]
Swiss Finance Council, board member[1]
Institute of International Finance, board member[1]
European Banking Group, member[1]
European Financial Services Roundtable, member[1]
University of Zurich Department of Economics, chairman of the advisory board
Lucerne Festival, board of trustees member

1 Mr. Rohner performs functions in these organizations in his capacity as Chairman of the Group.

Iris Bohnet
Born 1966
Swiss Citizen
Board member since 2012

Professional history

2012–present	Credit Suisse Member of the Compensation Committee (2012–present) Member of the Innovation and Technology Committee (2015–present)

1998–present	Harvard Kennedy School Academic Dean (2018–present, 2010–2014) Albert Pratt Professor of Business and Government (2018–present) Director of the Women and Public Policy Program (2008–present) Professor of public policy (2006–2018) Associate professor of public policy (2003–2006) Assistant professor of public policy (1998–2003)
1997–1998	Haas School of Business, University of California at Berkeley, visiting scholar

Education

1997	Doctorate in Economics, University of Zurich, Switzerland
1992	Master’s degree in Economic History, Economics and Political Science, University of Zurich, Switzerland

Other activities and functions

Applied, board member
Economic Dividends for Gender Equality (EDGE), advisory board member
We share tech, advisory board member
Women in Banking and Finance, patron
UK Government's Equalities Office/BIT, advisor
Take The Lead Women, advisor
genEquality, advisor
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Andreas Gottschling
Born 1967
German Citizen
Board member since 2017

Professional history

2017–present	Credit Suisse Chair of the Risk Committee (2018–present) Member of the Governance and Nominations Committee (2018–present) Member of the Audit Committee (2018–present) Member of the Risk Committee (2017–present) Member of the board of Credit Suisse International and Credit Suisse Securities (Europe) Limited (UK subsidiaries) (2018–present)
2013–2016	Erste Group Bank, Vienna, Chief Risk Officer and Member of the Management Board
2012–2013	McKinsey and Company, Zurich, Senior Advisor Risk Practice
2005–2012	Deutsche Bank, London, Frankfurt and Zurich Member of the Risk Executive Committee & Divisional Board (2005–2012) Global Head Operational Risk (2006-2010)
2003–2005	LGT Capital Management, Switzerland, Head of Quant Research
2000–2003	Euroquants, Germany, Consultant
1997–2000	Deutsche Bank, Frankfurt, Head of Quantitative Analysis

Education

1997	Doctorate in Economics, University of California, San Diego, USA
1991	Postgraduate Studies in Physics, Mathematics and Economics, Harvard University, Cambridge, US
1990	Degrees in Mathematics and Economics, University of Freiburg, Germany

Other activities and functions

Mr. Gottschling currently does not hold directorships in other organizations.

Alexander Gut
Born 1963
Swiss and British Citizen
Board member since 2016

Professional history

2016–present	Credit Suisse Member of the Audit Committee (2016–present) Member of the Innovation and Technology Committee (2017–present) Member of the board of Credit Suisse (Schweiz) AG (Swiss subsidiary) (2016–present)
2007–present	Gut Corporate Finance AG, managing partner
2003–2007	KPMG Switzerland Member of the Executive Committee, Switzerland (2005–2007) Partner and Head of Audit Financial Services, Switzerland (2004–2007) and region Zurich (2003–2004)
2001–2003	

	Ernst & Young, partner of the Transaction Advisory Services practice
1991–2001	KPMG Switzerland
	Senior Manager, Audit Financial Services
	Senior Manager, Banking Audit
	Banking auditor

Education

1996	Swiss Certified Accountant, Swiss Institute of Certified Accountants and Tax Consultants
1995	Doctorate in Business Administration, University of Zurich
1990	Masters degree in Business Administration, University of Zurich

Other activities and functions

Adecco Group Ltd., board member and chairman of the governance and nomination committee
SIHAG Swiss Industrial Holding Ltd, board member

Michael Klein
Born 1963
US Citizen
Board member since 2018

Professional history

2018–present	Credit Suisse Member of the Risk Committee (2018–present)
2010–present	M Klein & Company, Managing Partner
1985–2008	Citigroup Vice Chairman Chairman Institutional Clients Group Chairman & Co-CEO Markets & Banking Co-President Markets & Banking CEO, Global Banking CEO Markets and Banking EMEA Various senior management positions

Education

1985	Bachelors of Science in Economics (Finance and Accounting), The Wharton School, University of Pennsylvania

Other activities and functions

Churchill Capital Corporation, co-founder and chairman of the board
TBG Limited, member of the board
Akbank, member of the international advisory board
Harvard Global Advisory Council, member
Peterson Institute for International Economics, board member
The World Food Programme, investment advisory board member
Conservation International, board member
Horace Mann School, board of trustees member

Andreas N. Koopmann
Born 1951
Swiss and French Citizen
Board member since 2009

Professional history

2009–present	Credit Suisse Member of the Compensation Committee (2013–present) Member of the Risk Committee (2009–2018) Member of the board of Credit Suisse (Schweiz) AG (Swiss subsidiary) (2015–2017)
1982–2009	Bobst Group S.A., Lausanne Group CEO (1995–2009) Member of the board (1998–2002) Executive Vice President (1994–1995) Member of the Group Executive Committee, head of manufacturing (1991–1994) Management positions in engineering and manufacturing (1982–1991)
Prior to 1982	Bruno Piatti AG and Motor Columbus AG, various positions

Education

1978	MBA, International Institute for Management Development, Switzerland
1976	Master’s degree in Mechanical Engineering, Swiss Federal Institute of Technology, Switzerland

Other activities and functions

Georg Fischer AG, chairman of the board
CSD Group, vice-chairman of the board
Sonceboz SA, board member
Swiss Board Institute, member of the board of trustees
Economiesuisse, board member
EPFL, Lausanne, Switzerland, strategic advisory board member
EPFL+ Foundation, member of the board of trustees
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Seraina Macia
Born 1968
Swiss and Australian Citizen
Board member since 2015

Professional history

2015–present	Credit Suisse Member of the Risk Committee (2018–present) Member of the Audit Committee (2015–2018)
2017–present	Blackboard U.S. Holdings, Inc. (AIG Corporation) Executive vice president & CEO of Blackboard (AIG technology-focused subsidiary; formerly Hamilton USA)
2016–2017	Hamilton Insurance Group CEO Hamilton USA
2013–2016	AIG Corporation Executive vice-president and CEO Regional Management & Operations of AIG, New York (2015–2016) CEO and President of AIG EMEA, London (2013–2016)
2010–2013	XL Insurance North America, chief executive
2002–2010	Zurich Financial Services President Specialties Business Unit, Zurich North America Commercial, New York (2007–2010) CFO, Zurich North America Commercial, New York (2006–2007) Various positions, among others: head of the joint investor relations and rating agencies management departments; head of rating agencies management; senior investor relations officer (2002–2008)
2000–2002	NZB Neue Zuercher Bank, founding partner and financial analyst
1990–2000	Swiss Re Rating agency coordinator, Swiss Re Group (2000) Senior underwriter and deputy head of financial products, Melbourne (1996–1999) Various senior underwriting and finance positions, Zurich (1990–1996)

Education

2001	Chartered Financial Analyst (CFA), CFA Institute, US
1999	MBA, Monash Mt Eliza Business School, Australia
1997	Post-graduate certificate in Management, Deakin University, Australia

Other activities and functions

BanQu, chair
CFA Institute, member
Food Bank for New York City, board member

Kai S. Nargolwala
Born 1950
Singaporean Citizen
Board member since 2013

Professional history

2008–present	Credit Suisse Member of the Conduct and Financial Crime Control Committee (2019–present) Chair of the Compensation Committee (2017–present)

	Member of the Governance and Nominations Committee (2017-present)
	Member of the Innovation and Technology Committee (2015–present)
	Member of the Compensation Committee (2014–present)
	Member of the Risk Committee (2013–2017)
	Non-executive chairman of Credit Suisse's Asia-Pacific region (2010–2011)
	Member of the Executive Board (2008–2010)
	CEO of Credit Suisse Asia Pacific region (2008–2010)
1998–2007	Standard Chartered plc, main board executive director
Prior to 1998	Bank of America
	Group executive vice president and head of Asia Wholesale Banking group in Hong Kong (1990–1995)
	Head of High Technology Industry group in San Francisco and New York (1984–1990)
	Various management and other positions in the UK (1976–1984)
	Peat Marwick Mitchell & Co., London, accountant (1970–1976)

Education

1974	Fellow of the Institute of Chartered Accountants (FCA), England and Wales
1969	BA in Economics, University of Delhi

Other activities and functions

Prudential plc, board member
Prudential Corporation Asia Limited, director and non-executive chairman
PSA International Pte. Ltd. Singapore, board member
Clifford Capital Pte. Ltd., director and non-executive chairman
Duke-NUS Graduate Medical School, Singapore,
chairman of the governing board
Singapore Institute of Directors, Fellow

Ana Paula Pessoa
Born 1967
Brazilian Citizen
Board member since 2018

Professional history

2018–present	Credit Suisse Member of the Conduct and Financial Crime Control Committee (2019–present) Member of the Audit Committee (2018–present) Member of the Innovation and Technology Committee (2018–present)
2017–present	Kunumi AI, Partner, Investor and Chair
2015–2017	Olympic & Paralympic Games 2016, CFO of Organising Committee
2012–2015	Brunswick Group, Managing partner of Brazilian Branch
2001–2011	Infoglobo Newspaper Group, CFO and Innovation Director
1993–2001	Globo Organizations, Senior Management positions in several media divisions

Education

1991	MA, FRI (Development Economics), Stanford University, California
1988	BA, Economics and International Relations, Stanford University, California

Other activities and functions

Aegea Saneamento SA, board member
Vinci Group, board member
News Corporation, board member
Instituto Atlántico de Gobierno, advisory board member
The Nature Conservancy, advisory board member
Stanford Alumni Brasil Association (SUBA), board member
Fundação Roberto Marinho, member of the audit committee
Global Advisory Council for Stanford University, member

Joaquin J. Ribeiro
Born 1956
US Citizen
Board member since 2016

Professional history

2016–present	Credit Suisse Member of the Audit Committee (2016–present)
1997–2016	Deloitte LLP (USA) Vice chairman (2010–2016) Chairman of Global Financial Services Industry practice (2010–2016) Head of US Financial Services Industry practice (2003–2010) Head of Global Financial Services Industry practice in Asia (1997–2003) Head of South East Asian Corporate Restructuring practice (1997–2000)
2005–2010	World Economic Forum, senior advisor to Finance Governor's Committee

Education

1996	Executive Business Certificate, Columbia Business School, New York
1988	MBA in Finance, New York University, New York
1980	Certified Public Accountant, New York
1978	Bachelor degree in Accounting, Pace University, New York

Other activities and functions

Pace University, member of the board of trustees and chair of the audit committee

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Severin Schwan
Born 1967
Austrian and German Citizen
Board member since 2014
Vice-Chair of the Board
Lead Independent Director

Professional history

2014–present	Credit Suisse Vice-Chair and Lead Independent Director (2017–present) Member of the Governance and Nominations Committee (2017–present) Member of the Risk Committee (2014–present) Member of the board of Credit Suisse (Schweiz) AG (Swiss subsidiary) (2015–2017)
1993–present	Roche Group CEO (2008–present) Member of the board of Roche Holding Ltd. (2013–present) CEO, Division Roche Diagnostics (2006–2008) Head Asia Pacific Region, Roche Diagnostics Singapore (2004–2006) Head Global Finance & Services, Roche Diagnostics Basel (2000–2004) Various management and other positions with Roche Germany, Belgium and Switzerland (1993–2000)

Education

1993	Doctor of Law, University of Innsbruck, Austria
1991	Master's degrees in Economics and Law, University of Innsbruck, Austria

Other activities and functions

International Federation of Pharmaceutical Manufacturers & Associations (IFPMA), vice-president
International Business Leaders Advisory Council for the Mayor of
Shanghai, member

John Tiner
Born 1957
British Citizen
Board member since 2009

Professional history

2009–present	Credit Suisse Member of the Conduct and Financial Crime Control Committee (2019–present) Chair of the Audit Committee (2011–present) Member of the Governance and Nominations Committee (2011–present) Member of the Risk Committee (2011–present) Member of the Audit Committee (2009–present) Member of the board of Credit Suisse Holdings (USA), Inc. / Credit Suisse (USA), Inc. / Credit Suisse Securities (USA), LLC (US subsidiaries) (2015–present)
2008–2013	Resolution Operations LLP, CEO
2001–2007	Financial Services Authority (FSA) CEO (2003–2007) Managing director of the investment, insurance and consumer directorate (2001–2003)
Prior to 2001	Arthur Andersen, UK

	Managing partner, UK Business Consulting (1998–2001) Managing partner, Worldwide Financial Services practice (1997–2001) Head of UK Financial Services practice (1993–1997) Partner in banking and capital markets (1988–1997) Auditor and consultant, Tansley Witt (later Arthur Andersen UK) (1976–1988)

Education

2010	Honorary Doctor of Letters, Kingston University, London
1980	UK Chartered Accountant, Institute of Chartered Accountants in England and Wales

Other activities and functions

Ardonagh Group Limited, chairman
Salcombe Brewery Limited, chairman
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Alexandre Zeller
Born 1961
Swiss Citizen
Board member 2017–2019

Professional history

2016–2019	Credit Suisse[1] Member of the Governance and Nominations Committee (2017–2019) Member of the Compensation Committee (2017–2019) Member of the Innovation and Technology Committee (2018–2019) Chairman of the board of Credit Suisse (Schweiz) AG (Swiss subsidiary) (2016–2019)
2013–2016	SIX Group AG, Chairman of the Board
2008–2012	HSBC Private Bank (Suisse) CEO, Country Manager Switzerland (2008–2012) Regional CEO Global Private Banking EMEA (2010–2012)
2002–2008	Banque Cantonale Vaudoise (BCV), CEO
1987–2002	Credit Suisse CEO Private Banking Switzerland (2002) Member of the Executive Board Private Banking Switzerland (1999–2002) Various management positions, including Head French speaking Switzerland and Vaud Region, Credit Suisse Private Banking and Head Corporate Clients (1987–1999)
1984–1987	Nestlé SA, Switzerland, International Operational Auditor

Education

1999	Advanced Management Program, Harvard Business School, US
1989	Corporate Finance and Capital Markets, International Bankers School, US
1982	Degree in Economics (Business Administration), University of Lausanne, Switzerland

Other activities and functions

Kudelski S.A., board member
Maus Frères S.A., board member
Swiss Finance Council, chairman[2]
Swiss Board Institute, advisory council member
Schweizer Berghilfe, foundation board member
Studienzentrum Gerzensee, foundation board member

1 Mr. Zeller stepped down from the Board as of February 28, 2019.
2 Mr. Zeller performed functions in this organization in his former capacity as chairman of Credit Suisse (Schweiz) AG.

Honorary Chairman of Credit Suisse Group AG

Rainer E. Gut, born 1932, Swiss Citizen, was appointed Honorary Chairman of the Group in 2000 after he retired as Chairman, a position he had held from 1986 to 2000. Mr. Gut was a member of the board of Nestlé SA, Vevey, from 1981 to 2005, where he was vice-chairman from 1991 to 2000 and chairman from 2000 to 2005.

As Honorary Chairman, Mr. Gut does not have any function in the governance of the Group and does not attend the meetings of the Board.

Secretaries of the Board

Joan E. Belzer
Roman Schaerer

Executive Board

Membership

The Executive Board is the most senior management body of the Group. Its members are appointed by the Board. Prior to the appointment of an Executive Board member, the terms and conditions of the individual's employment contract with the Group are reviewed by the Compensation Committee. The Executive Board currently consists of twelve members. The composition of the Executive Board of the Group and the Bank is identical, with the exception of Thomas Gottstein, who is a member of the Executive Board of the Group, but not the Bank. There were no changes in the composition of the Executive Board during 2018. The individual members of the Executive Board are listed in the tables below.

Members of the Executive Board as of December 31, 2018

	Executive Board member since	Role
December 31, 2018		
Tidjane Thiam, Chief Executive Officer	2015	Group CEO
James L. Amine, CEO Investment Banking & Capital Markets	2014	Divisional Head
Pierre-Olivier Bouée, COO	2015	Corporate Function Head
Romeo Cerutti, General Counsel	2009	Corporate Function Head
Brian Chin, CEO Global Markets	2016	Divisional Head
Peter Goerke, Chief Human Resources Officer	2015	Corporate Function Head
Thomas P. Gottstein, CEO Swiss Universal Bank	2015	Divisional Head
Iqbal Khan, CEO International Wealth Management	2015	Divisional Head
David R. Mathers, Chief Financial Officer	2010	Corporate Function Head
Joachim Oechslin, Chief Risk Officer	2014	Corporate Function Head
Helman Sitohang, CEO Asia Pacific	2015	Divisional Head
Lara J. Warner, Chief Compliance and Regulatory Affairs Officer	2015	Corporate Function Head

Executive Board changes

On February 26, 2019, the Group announced several changes to the Executive Board with immediate effect. Lydie Hudson and Antoinette Poschung were appointed as new Executive Board members in the roles of Chief Compliance Officer and Global Head of Human Resources, respectively. Lara Warner, who previously held the role of Chief Compliance and Regulatory Affairs Officer, was appointed Chief Risk Officer. Peter Goerke, former Chief Human Resources Officer, and Joachim Oechslin, former Chief Risk Officer, stepped down from the Executive Board.

Members of the Executive Board as of February 26, 2019

	Executive Board member since	Role
February 26, 2019		
Tidjane Thiam, Chief Executive Officer	2015	Group CEO
James L. Amine, CEO Investment Banking & Capital Markets	2014	Divisional Head
Pierre-Olivier Bouée, COO	2015	Corporate Function Head
Romeo Cerutti, General Counsel	2009	Corporate Function Head
Brian Chin, CEO Global Markets	2016	Divisional Head

Thomas P. Gottstein, CEO Swiss Universal Bank	2015	Divisional Head
Lydie Hudson, Chief Compliance Officer	2019	Corporate Function Head
Iqbal Khan, CEO International Wealth Management	2015	Divisional Head
David R. Mathers, Chief Financial Officer	2010	Corporate Function Head
Antoinette Poschung, Global Head of Human Resources	2019	Corporate Function Head
Helman Sitohang, CEO Asia Pacific	2015	Divisional Head
Lara J. Warner, Chief Risk Officer	2015	Corporate Function Head

Responsibilities

The Executive Board is responsible for the day-to-day operational management of the Group under the leadership of the CEO.

As part of its main duties and responsibilities, the Executive Board:

establishes the strategic business plans for the Group overall as well as for the principal businesses, subject to approval by the Board;

regularly reviews and coordinates significant initiatives, projects and business developments in the divisions and the corporate functions, including important risk management matters;

regularly reviews the consolidated and divisional financial performance, including progress on key performance indicators, as well as the Group's capital and liquidity positions and those of its major subsidiaries;

appoints and dismisses senior managers, with the exception of managers from Internal Audit, and periodically reviews senior management talent across the Group and talent development programs;

reviews and approves business transactions, including mergers, acquisitions, establishment of joint ventures and establishment of subsidiary companies; and

approves key policies for the Group.

Executive Board committees

The Executive Board has several standing committees, which are chaired by an Executive Board member and meet periodically throughout the year and/or as required. These committees are:

Capital Allocation & Risk Management Committee (CARMC): CARMC is responsible for overseeing and directing our risk profile, recommending risk limits at the Group level to the Risk Committee and the Board, establishing and allocating risk appetite among the various businesses, reviewing new significant business strategies or changes in business strategies including business migrations, making risk-related decisions on escalations and for applying measures, methodologies and tools to monitor and manage the risk portfolio. CARMC meets monthly and conducts reviews according to three rotating cycles: the asset & liability management cycle (chaired by the CFO), the market & credit risks cycle (chaired by the Chief Risk Officer (CRO)) and the internal control system cycle (jointly chaired by the CRO and the Chief Compliance and Regulatory Affairs Officer (CCRO) or the Chief Compliance Officer (CCO) since the organizational change on February 26, 2019).

Valuation Risk Management Committee (VARMC): the VARMC (chaired by the CFO) is responsible for establishing policies regarding the valuation of certain material assets and the policies and calculation methodologies applied in the valuation process. Additionally, the VARMC is responsible for monitoring and assessing valuation risks, reviewing inventory valuation conclusions and directing the resolution of significant valuation issues.

Risk Process & Standards Committee (RPSC): the RPSC (chaired by the CRO) reviews major risk management processes, issues general instructions, standards and processes concerning risk management, approves material changes in market, credit and operational risk management standards, policies and related methodologies and approves the standards of our internal models used for calculating regulatory capital.

Reputational Risk & Sustainability Committee (RRSC): the RRSC (chaired by the CRO) sets policies and reviews processes and significant cases relating to reputational risks and sustainability issues. It also reviews adherence to our reputational and sustainability policies and oversees their implementation.

Group Conduct and Ethics Board: the Group CEB (co-chaired by the Chief Human Resources Officer and the CCRO or the Global Head of Human Resources and the CCO since the organizational change on February 26, 2019) is responsible for overseeing how conduct and ethics matters are handled within the divisions and corporate functions and ensuring consistency and alignment of practices across the Group. The Group CEB conducts reviews of employee sanctions and may perform subsequent evaluations for specific matters that have been escalated by the CEBs established for each division and the corporate functions. The Group CEB also oversees the activities of the newly established role of the conduct and ethics ombudsperson.

In July 2018, the new role of conduct and ethics ombudsperson was created as a result of a review of the Group's global approach to handling claims of sexual harassment. The review was initiated by our Chief Executive Officer in March 2018 and led by our General Counsel and our Chief Compliance and Regulatory Affairs Officer and our Chief Human Resources Officer at the time. The ombudsperson is accountable directly to the Chief Executive Officer and the Group Conduct and Ethics Board. The ombudsperson's role is to serve as a point of immediate escalation when sexual harassment claims arise and to ensure there is appropriate awareness of and attention to such claims. The ombudsperson works with our Compliance, General Counsel and Human Resources functions as well as our business divisions to review our relevant global training programs, policies and protocols, so that they can be further enhanced as part of our efforts to prevent sexual harassment at work and to make sure all cases are managed in a fair, accurate and consistent way within our global framework.

> Refer to "Risk management" in III – Treasury, Risk, Balance sheet and Off-balance sheet for information on our risk management oversight.

Executive Board mandates

Our Executive Board members may, similar to our Board members, assume board or executive level or other roles in companies and organizations outside of the Group, which are collectively referred to as mandates. According to the Group's AoA, the number of mandates Executive Board members may hold in listed companies and other organizations outside of the Group is subject to certain restrictions, in order to comply with the Compensation Ordinance and to ensure that our Executive Board members dedicate sufficient time to fulfil their executive roles. The limitations on mandates assumed by Executive Board members outside of the Group are summarized in the table below.

Type of mandate and limitation – Executive Board

Type of mandate	Limitation
Listed Companies	No more than one other mandate
Other legal entities [1]	No more than two mandates
Legal entities on behalf of the Group [2]	No more than ten mandates
Charitable legal entities [3]	No more than ten mandates

1
Includes private non-listed companies.
2
Includes memberships in business and industry associations.
3
Also includes honorary mandates in cultural or educational organizations.

No Executive Board member holds mandates in excess of these restrictions. The restrictions shown above do not apply to mandates of Executive Board members in legal entities controlled by the Group, such as subsidiary boards.

> Refer to "Mandates" in Board of Directors for further information.

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Biographies of the Executive Board members

Tidjane Thiam
Born 1962
French and Ivorian Citizen
Member since 2015
Chief Executive Officer

Professional history

2015–present	Credit Suisse Chief Executive Officer of the Group (2015–present) Member of the board of Credit Suisse (Schweiz) AG (Swiss subsidiary) (2016–present)
2008–2015	Prudential plc Group Chief Executive (2009–2015) Chief Financial Officer (2008–2009)
2002–2008	Aviva Chief Executive, Europe (2006–2008) Managing director, International (2004–2006) Group strategy & development director (2002–2004)
2000–2002	McKinsey & Co, partner, Paris
1998–1999	Minister of planning and development, Côte d’Ivoire
1994–1999	National Bureau for Technical Studies & Development, Côte d’Ivoire, Chairman and Chief Executive
Prior to 1994	McKinsey & Co, consultant, Paris, London and New York

Education

1988	Master of Business Administration, INSEAD
1986	Advanced Mathematics and Physics, Ecole Nationale Supérieure des Mines de Paris
1984	Ecole Polytechnique, Paris

Other activities and functions

21st Century Fox, board member
Group of Thirty (G30), member
International Business Council of the World Economic Forum, member
Swiss-American Chamber of Commerce, board member

James L. Amine
Born 1959
US Citizen
Member since 2014
CEO
Investment Banking
& Capital Markets

Professional history

1997–present	Credit Suisse CEO Investment Banking & Capital Markets (2015–present) Member of the board of Credit Suisse Holdings (USA), Inc. / Credit Suisse (USA), Inc. / Credit Suisse Securities (USA) LLC (US subsidiaries) (2014–present)

	Joint Head of Investment Banking, responsible for the Investment Banking Department (2014–2015) Head of Investment Banking Department (2012–2015) Member of the executive board of Credit Suisse Holdings (USA), Inc. (2010–2015) Co-Head of Investment Banking Department, responsible for the Americas and Asia Pacific (2010–2012) Co-Head of Investment Banking Department, responsible for EMEA and Asia Pacific and Head of Global Market Solutions Group (2008–2010) Head of European Global Markets Solutions Group and Co-Head of Global Leveraged Finance (2005–2008) Head of European Leveraged Finance (1999–2000; 2003–2005), Co-Head (2000–2003) Various functions within High-Yield Capital Markets of Credit Suisse First Boston (1997–1999)
Prior to 1997	Cravath, Swaine & Moore, attorney

Education

1984	JD, Harvard Law School
1981	BA, Brown University

Other activities and functions

Brown University, President's Advisory Council on Economics
New York Cares, board member
Americas Diversity Council, member
Leadership Committee of Lincoln Center Corporate Fund, member
Caramoor Center for Music and the Arts, board member
Harvard Law School, dean’s advisory board member
Credit Suisse Americas Foundation, board member

Pierre-Olivier Bouée
Born 1971
French Citizen
Member since 2015
Chief Operating Officer

Professional history

2015–present	Credit Suisse Chief Operating Officer (2015–present) Member of the Innovation and Technology Committee (2017–present) Chief of Staff (2015)
2008–2015	Prudential plc Group Risk Officer (2013–2015) Managing director, CEO office (2009–2013) Business representative Asia (2008–2013)
2004–2008	Aviva Director, Central & Eastern Europe (2006–2008) Director, Group strategy (2004–2006)
2000–2004	McKinsey & Company Associate principal (2004) Engagement manager (2002–2004) Associate (2000–2002)
1997–2000	French Government Ministry of Economy and Finance, Treasury Department Deputy General Secretary of the Paris Club Deputy Head, International Debt office (F1)

Education

1997	Master in Public Administration, Ecole Nationale d'Administration (ENA)
1991	Master in Business and Finance, Hautes Etudes Commerciales (HEC)
1991	Master in Corporate Law, Faculté de Droit Paris XI, Jean Monnet

Other activities and functions

Mr. Bouée currently does not hold directorships in other organizations.

Romeo Cerutti
Born 1962
Swiss and Italian Citizen
Member since 2009
General Counsel

Professional history

2006–present	Credit Suisse General Counsel (2009–present) Global Co-Head of Compliance (2008–2009) General Counsel, Private Banking (2006–2009)
1999–2006	Lombard Odier Darier Hentsch & Cie Partner of the Group Holding (2004–2006) Head of Corporate Finance (1999–2004)

1995–1999	Homburger Rechtsanwälte, Zurich, attorney-at-law
Prior to 1995	Latham and Watkins, Los Angeles, attorney-at-law

Education

1998	Post-doctorate degree in Law (Habilitation), University of Fribourg
1992	Admission to the bar of the State of California
1992	Master of Law (LLM), University of California, Los Angeles
1990	Doctorate in Law, University of Fribourg
1989	Admission to the bar of the Canton of Zurich
1986	Master in Law (lic.iur.), University of Fribourg

Other activities and functions

Vifor Pharma Ltd., board member
Swiss Finance Institute (SFI), chairman
American-Swiss Chamber of Commerce, legal group member
Ulrico Hoepli Foundation, board of trustees member

Brian Chin
Born 1977
US Citizen
Member since 2016
CEO
Global Markets

Professional history

2003–present	Credit Suisse CEO Global Markets (2016–present) Member of the board of Credit Suisse Holdings (USA), Inc. / Credit Suisse (USA), Inc. / Credit Suisse Securities (USA) LLC (US subsidiaries) (2016–present) Co-Head of Credit Pillar within Global Markets (2015–2016) Global Head of Securitized Products and Co-Head of Fixed Income, Americas (2012–2016) Other senior positions within Investment Banking (2003–2012)
2000–2003	Deloitte & Touche LLP, senior analyst, Securitization Transaction Team
Prior to 2000	PriceWaterhouseCoopers LLP, Capital Markets Advisory Services The United States Attorney's Office, Frauds division

Education

2000	BS in Accounting, Rutgers University

Other activities and functions

Credit Suisse Americas Foundation, board member

Peter Goerke
Born 1962
Swiss Citizen
Member 2015–2019
Chief Human Resources Officer

Professional history

2015–present	Credit Suisse Chief Human Resources Officer (2017–2019) Head of Human Resources, Communications & Branding (2015–2017)
2011–2015	Prudential plc Group Human Resources director and member of the Group Executive Committee (2011–2015) Chairman of the Group Head Office Management Committee (2012–2015) Director of Corporate Property (2012–2015)
2005–2010	Zurich Financial Services, AG, Switzerland, Group Head of Human Resources and Member of the Group Management Board
2000–2005	Egon Zehnder International, Switzerland, Head of Global Insurance Practice
1997–2000	McKinsey & Company, Zurich and Chicago, Senior engagement manager
1989–1996	

	Abegglen Management Consultants, Switzerland, Various positions up to partner

Education

2002	Advanced Management Program (AMP), University of Pennsylvania – The Wharton School
1998	lic.oec., University of St. Gallen

Other activities and functions

Credit Suisse Foundation, board member

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Thomas P. Gottstein
Born 1964
Swiss Citizen
Member since 2015
CEO
Swiss Universal Bank

Professional history

1999–present	Credit Suisse CEO Credit Suisse (Schweiz) AG (2016-present) CEO Swiss Universal Bank (2015–present) Member of the Executive Board of Credit Suisse AG (2015-2016) Head of Premium Clients Switzerland & Global External Asset Managers (2014–2015) Head of Investment Banking Coverage Switzerland (2010–2013) Co-Head of Equity Capital Markets EMEA (2007–2009) Head of Equity Capital Markets Switzerland, Austria and Scandinavia, London (2005–2007) Head of Equity Capital Markets Switzerland, Zurich (2002–2005) Investment Banking Department Switzerland (1999–2002)
Prior to 1999	UBS, Telecoms Investment Banking and Equity Capital Markets

Education

1996	Doctoral degree in Finance and Accounting, University of Zurich
1989	Degree in Business Administration and Economics, University of Zurich

Other activities and functions

Pension Fund of Credit Suisse Group (Switzerland), member of the foundation board and investment committee
Credit Suisse Foundation, member of the foundation board
Private Banking Steering Committee of the Swiss Banking Association, member
FINMA Private Banking Panel, member
Swiss Entrepreneurs Foundation, member of the foundation board
Opernhaus Zurich, board member

Lydie Hudson
Born 1979
US Citizen
Member since 2019
Chief Compliance Officer

Professional history

2008–present	Credit Suisse Chief Compliance Officer (2019–present) Chief Operating Officer, Global Markets (2015–2019) Chief Operating Officer, Global Equities (2014–2015) Various management and strategy roles in Equities, Fixed Income and Asset Management (2008–2014)
2006–2008	The Boston Consulting Group, consultant
2001–2004	Lehman Brothers, associate, analyst, Global Real Estate Group

Education

2006	Master in Business Administration (MBA), Harvard Business School
2001	Bachelor of Arts, International Politics and Economics, Middlebury College

Other activities and functions

Good Shepherd Services, board member
World Economic Forum, Young Global Leader
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Iqbal Khan
Born 1976
Swiss Citizen
Member since 2015
CEO
International Wealth Management

Professional history

2013–present	Credit Suisse CEO International Wealth Management (2015–present) CFO Private Banking & Wealth Management (2013–2015)
2001–2013	Ernst & Young, Switzerland Managing Partner Assurance and Advisory Services – Financial Services (2011-2013) Member of Swiss Management Committee (2011–2013) Industry Lead Partner Banking and Capital Markets, Switzerland and EMEA Private Banking (2009-2011) Various positions (2001–2009)

Education

2012	Advanced Master of International Business Law (LLM), University of Zurich
2004	Certified Financial Analyst
2002	Swiss Certified Public Accountant
1999	Swiss Certified Trustee

Other activities and functions

Credit Suisse Foundation, board member

David R. Mathers
Born 1965
British Citizen
Member since 2010
Chief Financial Officer

Professional history

1998–present	Credit Suisse Chief Financial Officer (2010–present) CEO of Credit Suisse International and Credit Suisse Securities (Europe) Limited (UK subsidiaries) (2016–present) Head of Strategic Resolution Unit (2015–2018) Head of IT and Operations (2012–2015) Head of Finance and COO of Investment Banking (2007–2010) Senior positions in Credit Suisse's Equity business, including Director of European Research and Co-Head of European Equities (1998–2007)
Prior to 1998	HSBC Global head of equity research (1997–1998) Research analyst, HSBC James Capel (1987–1997)

Education

1991	Associate Certification, Society of Investment Analysis
1991	MA in Natural Sciences, University of Cambridge, England
1987	BA in Natural Sciences, University of Cambridge, England

Other activities and functions

European CFO Network, member
Academic awards and grants at Robinson College, Cambridge, sponsor
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Joachim Oechslin
Born 1970
Swiss Citizen
Member 2014–2019
Chief Risk Officer

Professional history

2014–present	Credit Suisse Chief Risk Officer (2014–2019) Member of the board of Credit Suisse Holdings (USA), Inc. / Credit Suisse (USA), Inc. / Credit Suisse Securities (USA) LLC (US subsidiaries) (2016–2019)
2007–2013	Munich Re Group, Chief Risk Officer
2007	AXA Group, deputy Chief Risk Officer
2001–2006	Winterthur Swiss Insurance Company Member of the executive board (2006) Chief Risk Officer (2003–2006) Head of risk management (2001–2003)
1998–2001	McKinsey & Company, consultant

Education

1998	Licentiate/Master of Science in Mathematics, Swiss Federal Institute of Technology (ETH), Zurich
1994	Engineering degree, Higher Technical Institute (HTL), Winterthur

Other activities and functions

International Financial Risk Institute, member
Credit Suisse Foundation, board member

Antoinette Poschung
Born 1956
Swiss Citizen
Member since 2019
Global Head of Human Resources

Professional history

2008–present	Credit Suisse Global Head of Human Resources (2019-present) Conduct and ethics ombudsperson (2018–present) Head of Human Resources for Corporate Functions (2018–2019) Head of Talent Development & Organizational Effectiveness (2015–2017) Head of Compensation, Benefits & Payroll (2012–2014) Head of Human Resources Shared Services (2008–2012)
2007–2008	AXA-Winterthur, member of the Executive Board and Head of Human Resources
2003–2007	Winterthur Swiss Insurance Group, Head of Human Resources
2001–2003	Canton Zurich, Head of Human Resources for the Cantonal Administration
1998–2001	Baloise Group, Head of Human Resources Basler Insurance

Education

2016	Certificate of Organizational and Executive Coaching, Columbia University
1989	Master in Education, Psychology and Philosophy, University of Zurich

Other activities and functions

Ms. Poschung currently does not hold directorships in other organizations.
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Helman Sitohang
Born 1965
Indonesian Citizen
Member since 2015
CEO
Asia Pacific

Professional history

1999–present	Credit Suisse
	CEO Asia Pacific (2015–present)
	Regional CEO APAC (2014–2015)
	Head of Investment Banking Asia Pacific (2012–2015)
	Co-Head of the Emerging Markets Council (2012–2015)
	CEO of South East Asia (2010–2015)
	Co-Head of the Investment Banking Department - Asia Pacific (2009–2012)
	Co-Head of the Global Markets Solutions Group - Asia Pacific (2009–2012)
	Country CEO, Indonesia (1999–2010)
Prior to 1999	Bankers Trust, derivatives group

Education

1989	BS in Engineering, Bandung Institute of Technology

Other activities and functions

Credit Suisse Foundation, board member
Room to Read Singapore Ltd., advisory board member

Lara J. Warner
Born 1967
Australian and US Citizen
Member since 2015
Chief Risk Officer

Professional history

2002–present	Credit Suisse
	Chief Risk Officer (2019–present)
	Chief Compliance and Regulatory Affairs Officer (2015–2019)
	Chief Operating Officer, Investment Banking (2013–2015)
	Chief Financial Officer, Investment Banking (2010–2015)
	Head of Global Fixed Income Research (2009–2010)
	Head of US Equity Research (2004–2009)
	Senior Equity Research Analyst (2002–2004)
1999–2001	Lehman Brothers, equity research analyst
Prior to 1999	AT&T
	Director of Investor Relations (1997–1999)
	Chief Financial Officer, Competitive Local Exchange Business (1995-1997)
	Various finance and operating roles (1988-1995)

Education

1988	Bachelor of Science – Finance, Pennsylvania State University

Other activities and functions

Pennsylvania State University Board of Visitors, member

Women’s Leadership Board of Harvard University’s John F. Kennedy
School of Government, chair emeritus
Aspen Institute’s Business and Society Program, board member
Harvard Kennedy School – Dean's Executive Committee, board member
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Additional information

Banking relationships with Board and Executive Board members and related party transactions

The Group is a global financial services provider. Many of the members of the Board and the Executive Board, their close family members or companies associated with them maintain banking relationships with us. The Group or any of its banking subsidiaries may from time to time enter into financing and other banking agreements with companies in which current members of the Board or the Executive Board have a significant influence as defined by the SEC, such as holding executive and/or board level roles in these companies. With the exception of the transactions described below, relationships with members of the Board or the Executive Board and such companies are in the ordinary course of business and are entered into on an arm's length basis. Also, unless otherwise noted, all loans to members of the Board, members of the Executive Board, their close family members or companies associated with them were made in the ordinary course of business, were made on substantially the same terms, including interest rates and collateral, as those prevailing at the time for comparable transactions with other persons and did not involve more than the normal risk of collectability or present other unfavorable features. As of December 31, 2018, 2017 and 2016, there were no loan exposures to such related parties that were not made in the ordinary course of business and at prevailing market conditions.

> Refer to "Board loans" and "Executive Board loans (audited)" in V – Compensation – Board of Directors compensation and – Executive Board compensation for 2018, respectively, for the outstanding loans to members of the Board and the Executive Board.

Related party transactions

Tier 1 capital instruments

Beginning in February 2011, the Group entered into agreements with entities affiliated with Qatar Investment Authority (QIA) and The Olayan Group, each of which has significant holdings of Group shares and other Group financial products, to purchase tier 1 high-trigger capital instruments. The agreements were subsequently amended in 2012 and 2013.

In October 2018, the Group redeemed the following tier 1 high-trigger capital instruments:

- USD 1.725 billion, 9.5%, held by an affiliate of The Olayan Group;
- USD 1.72 billion, 9.5%, held by an affiliate of QIA; and
- CHF 2.5 billion, 9.0%, held by an affiliate of QIA.

At the time of the original transaction, the Group determined that this was a material transaction and deemed QIA and The Olayan Group to be related parties of our then Board members Jassim Bin Hamad J.J. Al Thani and Aziz R.D. Syriani for purposes of evaluating the terms and corporate governance of the original transaction. At that time, the Board (except for Mr. Bin Hamad J.J. Al Thani and Mr. Syriani, who abstained from participating in the determination process) determined that the terms of the original transaction, given its size, the nature of the contingent capital instrument, for which there was no established market, and the terms of the notes issued and held by QIA and The Olayan Group, were fair. As of April 26, 2013 and April 28, 2017, respectively, Mr. Syriani and Mr. Bin Hamad J.J. Al Thani retired from the Board and no other person affiliated with The Olayan Group or with QIA has been elected as a Board member.

> Refer to "Note 30 – Related parties" in VI – Consolidated financial statements – Credit Suisse Group for further information on related party transactions.

Other

In December 2018, a subsidiary of the Group executed a transaction with an affiliate to sell a minority interest in a trading platform for a gain of approximately USD 80 million.

External Audit

> Refer to "Audit Committee" in Board of Directors – Board committees for further information on the responsibilities of the audit committee.

External audit forms an integral part of the Group's corporate governance framework and plays a key role by providing an independent assessment of our operations and internal controls.

The AGM elects the external auditors annually. Our statutory auditor is KPMG AG (KPMG), Badenerstrasse 172, 8004 Zurich, Switzerland. The mandate was first given to KPMG for the business year 1989/1990. The lead audit partners are subject to periodic rotation requirements. The lead Group engagement partners are Anthony Anzevino, Global Lead Partner (since 2012) and Nicholas Edmonds, Group Engagement Partner (since 2016).

In 2018, upon the recommendation of the Audit Committee, the Board proposed PricewaterhouseCoopers as the new statutory auditor at the 2020 AGM, effective for the fiscal year ending December 31, 2020 and subject to shareholder approval.

In addition, we have mandated BDO AG, Fabrikstrasse 50, 8031 Zurich, Switzerland, as special auditor for the purposes of issuing the legally required report for capital increases in accordance with Article 652f of the Swiss Code of Obligations, mainly relating to the valuation of companies in consideration of the qualified capital increases involving contributions in kind.

Audit committee pre-approval policy

The Audit Committee monitors and pre-approves the fees to be paid to KPMG for its services. It has developed and approved a policy on the engagement of public accounting firms that is designed to help ensure that the independence of the external auditor is maintained at all times.

The policy limits the scope of services that the external auditor may provide to us or any of our subsidiaries in connection with its audit and stipulates certain permissible types of non-audit services, including audit-related services, tax services and other services that have been pre-approved by the Audit Committee. The

Audit Committee pre-approves all other services on a case-by-case basis. The external auditor is required to report periodically to the Audit Committee about the scope of the services it has provided and the fees for the services it has performed to date.

Fees paid to external auditors

in	2018	2017	% change
Fees paid to external auditors (CHF million)			
Audit services [1]	49.8	51.4	(3)
Audit-related services [2]	5.7	7.2	(21)
Tax services [3]	3.0	3.3	(9)

1
Audit services include the integrated audit of the Group's consolidated and statutory financial statements, interim reviews and comfort and consent letters. Additionally they include all assurance and attestation services related to the regulatory filings of the Group and its subsidiaries. Audit fees exclude value-added taxes.

2
Audit-related services are primarily in respect of: (i) reports related to the Group's compliance with provisions of agreements or calculations required by agreements; (ii) accounting advice; (iii) audits of private equity funds and employee benefit plans; and (iv) regulatory advisory services.

3
Tax services are in respect of tax compliance and consultation services, including: (i) preparation and/or review of tax returns of the Group and its subsidiaries;
(ii) assistance with tax audits and appeals; and (iii) confirmations relating to the Qualified Intermediary status of Group entities.

KPMG attends all meetings of the Audit Committee and reports on the findings of its audit and/or interim review work. The Audit Committee reviews KPMG's audit plan on an annual basis and evaluates the performance of KPMG and its senior representatives in fulfilling their responsibilities. Moreover, the Audit Committee recommends to the Board the appointment or replacement of the external auditor, subject to shareholder approval as required by Swiss law.

KPMG provides a report as to its independence to the Audit Committee at least once a year. In accordance with our pre-approval policy and as in prior years, all KPMG non-audit services provided in 2018 were pre-approved. KPMG is required to report to the Audit Committee periodically regarding the extent of services provided by KPMG and the fees for the services performed as of that date.

Other information

Complying with rules and regulations

We fully adhere to the principles set out in the Swiss Code of Best Practice for Corporate Governance, dated August 28, 2014, including its appendix stipulating recommendations on the process for setting compensation for the Board and the Executive Board.

In connection with our primary listing on the SIX, we are subject to the SIX Directive on Information relating to Corporate Governance, dated March 20, 2018. Our shares are also listed on the NYSE in the form of ADS and certain of the Group's exchange traded notes are listed on Nasdaq. As a result, we are subject to certain US rules and regulations. We adhere to the NYSE's and Nasdaq's corporate governance listing standards (NYSE and Nasdaq standards), with a few exceptions where the rules are not applicable to foreign private issuers.

The following are the significant differences between our corporate governance standards and the corporate governance standards applicable to US domestic issuers listed on the NYSE and Nasdaq:

Approval of employee benefit plans: NYSE and Nasdaq standards require shareholder approval of the establishment of, and material revisions to, certain equity compensation plans. We comply with Swiss law, which requires that shareholders approve the creation of conditional capital used to allow for the issuance of shares for employee benefit plans and other equity compensation plans, but does not require shareholders to approve the terms of those plans.

Risk assessment and risk management: NYSE standards allocate to the Audit Committee responsibility for the discussion of guidelines and policies governing the process by which risk assessment and risk management is undertaken, while at the Group these duties are assumed by the Risk Committee. Whereas our Audit Committee members satisfy the NYSE as well as Nasdaq independence requirements, our Risk Committee may include non-independent members.

Independence of nominating and corporate governance committee: NYSE and Nasdaq standards require that all members of the nominating and corporate governance committee be independent. The Group's Governance and Nominations Committee is currently composed entirely of independent members, but according to its charter, may include non-independent members.

Reporting: NYSE standards require that certain board committees report specified information directly to shareholders, while under Swiss law only the Board reports directly to the shareholders and the committees submit their reports to the full Board.

Appointment of the external auditor: NYSE and Nasdaq standards require that an Audit Committee of a listed company comply with and have the authority necessary to comply with the requirements of Rule 10A-3 of the Securities Exchange Act of 1934. Rule 10A-3 requires the Audit Committee to be directly responsible for the appointment, compensation, retention and oversight of the external auditor unless there is a conflicting requirement under home country law. Under Swiss law, the appointment of the external auditor must be approved by the shareholders at the AGM based on the proposal of the Board, which receives the advice and recommendation of the Audit Committee.

Audit Committee charter: Nasdaq standards require the Audit Committee to review and assess the adequacy of its charter on an annual basis, while our Audit Committee's charter only requires review and assessment from time to time.

Executive sessions: NYSE and Nasdaq standards require the board of directors to meet regularly in executive sessions composed solely of independent directors. Our Board meets regularly in executive sessions comprising all directors, including any directors determined to be not independent. If any item discussed at the meeting raises a conflict of interest for any of our directors, however, such director does not participate in the related decision making. In line with Swiss law, the Board does not include any directors who are also members of management.

Quorums: Nasdaq standards require that the company's by-laws provide for a quorum of at least 33⅓% of the outstanding shares of the company's common stock for any meeting of the holders of common stock. The Group's AoA call for a quorum in certain instances, but do not require a quorum of 33 1⁄3% or greater of the holders of the outstanding shares of common stock for any meeting of shareholders.

Independence: NYSE and Nasdaq independence standards specify thresholds for the maximum permissible amount of (i) direct compensation that can be paid by the company to a director or an immediate family member thereof, outside of such director's directorship fees and other permitted payments; and (ii) payments between the company and another company at which such director or an immediate family member thereof is an executive officer, controlling shareholder, partner or employee. Our independence standards do not specify thresholds for direct compensation or cross-company revenues, but consider these facts in the overall materiality of the business relationship determination for independence purposes.

Fiduciary duties and indemnification

The Swiss Code of Obligations requires directors and members of senior management to safeguard the interests of the corporation and, in connection with this requirement, imposes the duties of care and loyalty on directors and members of senior management. While Swiss law does not have a general provision on conflicts of interest, the duties of care and loyalty are generally understood to disqualify directors and members of senior management from participating in decisions that could directly affect them. Directors and members of senior management are personally liable to the corporation for any breach of these provisions.

The Group's AoA and the Bank's AoA do not contain provisions regarding the indemnification of directors and officers. According to Swiss statutory law, an employee has a right to be indemnified by the employer against losses and expenses incurred by such person in the execution of such person's duties under an employment agreement, unless the losses and expenses arise from the employee's gross negligence or willful misconduct. It is our policy to indemnify current and former directors and/or employees against certain losses and expenses in respect of service as a director or employee of the Group, one of the Group's affiliates or another entity that we have approved, subject to specific conditions or exclusions. We maintain directors' and officers' insurance for our directors and officers.

Fees and charges for holders of ADS

In November 2016, the Group entered into a deposit agreement with The Bank of New York Mellon as depositary for the ADS (Depositary). In accordance with the deposit agreement, the Depositary may charge holders of our ADS, either directly or indirectly, fees or charges up to the amounts described below.

The Depositary collects its fees and related expenses for the delivery and surrender of ADS directly from investors depositing or surrendering ADS for the purpose of withdrawal or from intermediaries acting for them. The Depositary collects fees and expenses for making distributions to holders by deducting those fees and expenses from the amounts distributed or by selling a portion of distributable property to pay the fees and expenses. The Depositary may generally refuse to provide fees and expenses until its fees for those services are paid.

Fees and charges for holders of ADS

Fees	
USD 5 (or less) per 100 ADS (or portion thereof)	For the issuance of ADS, including issuances resulting from a distribution of shares, share dividends, share splits and other property; for ADS issued upon the exercise of rights; and for the surrender of ADS for cancellation and withdrawal of shares.
USD 0.05 (or less) per ADS	For any distribution of cash to ADS registered holders, including upon the sale of rights or other entitlements.
Registration or transfer fees	For the transfer and registration of shares on our share register to or from the name of the Depositary or its agent when the holder deposits or withdraws shares.
Charges	
Expenses of the Depositary	For cable and facsimile transmissions (when expressly provided in the deposit agreement); and for converting foreign currency to US dollars.
Taxes and other governmental charges	Paid, as necessary, to the Depositary or the custodian who pays certain charges on any ADS or share underlying an ADS, for example, stock transfer taxes, stamp duty or applicable interest or penalty thereon.
Other charges	Paid, as necessary, to the Depositary or its agents for servicing the deposited shares.

Amounts paid by the Depositary to the Group

In 2018, in accordance with the deposit agreement, the Depositary made payments to the Group in an aggregated amount of USD 400 million, including for the reimbursement of expenses relating to its ADS program. The Depositary has also contractually agreed to provide certain ADS program-related services free of charge.

Under certain circumstances, including removal of the Depositary or termination of the ADS program by the Group, the Group is required to repay certain amounts paid to the Group and to compensate the Depositary for payments made or services provided on behalf of the Group.

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Compensation

Letter from the Chair of the Compensation Committee

Kai S. Nargolwala

Chair of the Compensation Committee

Dear shareholders

As Chair of the Compensation Committee of the Board of Directors (Compensation Committee), I am pleased to present to you the 2018 Compensation Report. The changes that we introduced last year to the structure and presentation of the report were well received, and we have retained and built on this approach for the 2018 Compensation Report.

Key compensation and performance highlights

For 2018, the Compensation Committee reviewed not only the performance during the year, but also the level of achievement of the three-year restructuring program over the years 2016, 2017 and 2018. When the program was announced in October 2015, there were three main objectives. Firstly, there were some urgent matters to be addressed, namely the capital position, the absolute level of risk, and the cost base. Secondly, the Group defined a strategy to be a leading wealth manager with strong investment banking capabilities for sustainable, compliant and profitable growth. Thirdly, the goal was to significantly upgrade our risk and compliance controls and to improve our culture. Some of the ways in which senior management has successfully addressed these objectives are reflected in the table and charts below, as well as in the following Group performance highlights:

Achieved first annual post-tax profit since 2014, with CHF 2.02 billion of net income attributable to shareholders;

Significantly strengthened the Group's capital position, with a look-through common equity tier 1 (CET1) ratio of 12.6% at the end of 2018 compared with 11.4% at the end of 2015, and as demonstrated by the launch of the Group's share buyback program of up to CHF 1.5 billion for 2019;

Reduced the adjusted operating cost base by CHF 4.6 billion since 2015, exceeding the target of costs below CHF 17 billion for 2018. This protected the Group's returns and profitability as revenues came under pressure in the second half of 2018 due to market conditions;

Successfully closed the Strategic Resolution Unit and significantly de-risked the Global Markets businesses, which positioned the Group well to weather the widening of credit spreads in the fourth quarter of 2018;

Rebalanced the Group's activities to shift capital towards the Wealth Management-related and Investment Banking & Capital Markets businesses, which typically generate higher returns and are less volatile; and

Took a number of steps to improve risk and compliance controls, including increasing our headcount in compliance, decreasing the number of high severity compliance incidents, implementing a single client view, and introducing other measures focused on further enhancing the conduct and ethics culture of the Group.

Key financial and strategic achievements in 2018

	2018	2017	Change	Change
Financial performance (in CHF billion)				
Reported income before taxes	3.4	1.8	+1.6	+88%
Adjusted income before taxes	4.2	2.8	+1.4	+52%
Adjusted net revenues	20.8	20.9	-0.1	0%
of which Wealth Management-related [1]	13.2	12.9	+0.3	+2%
Adjusted operating cost base	16.5	18.0	-1.5	-8%
Net new assets from Wealth Management [2]	34.4	37.2	-2.8	-8%

Adjusted results are non-GAAP financial measures which exclude certain items included in our reported results. Refer to "Reconciliation of adjusted results" in I – Information on the company – Strategy and II – Operating and financial review – Credit Suisse for further information.

1 References to our Wealth Management-related businesses mean our Swiss Universal Bank division, our International Wealth Management division and our Wealth Management & Connected business within our Asia Pacific division or their combined results.

2 Referring to the combined net new assets of Private Clients within Swiss Universal Bank, Private Banking within International Wealth Management and Private Banking within Wealth Management & Connected in Asia Pacific.

> Adjusted results are non-GAAP financial measures which exclude certain items included in our reported results. Refer to “Reconciliation of adjusted results” in I – Information on the company – Strategy and II – Operating and financial review – Credit Suisse for further information. 2015 adjusted income before taxes excludes a goodwill impairment of CHF 3,797 million, major litigation provisions of CHF 820 million, restructuring expenses of CHF 355 million, a positive fair value impact from movements in own credit spreads of CHF 298 million, real estate gains of CHF 95 million and gains from business sales of CHF 34 million.

The Group’s key financial and strategic achievements and overall performance during 2018 were taken into consideration by the Board of Directors (Board) in its approval of the following compensation decisions for the Group and the Executive Board:

- Group variable incentive compensation pool of CHF 3,195 million, stable compared with the prior year, while taking the opportunity to increase the level of differentiation for high performers;
- Total aggregate Executive Board compensation of CHF 93.49 million, 17% higher than the prior year (before the 40% voluntary reduction in the 2017 long-term incentive (LTI) maximum opportunity); and
- Total CEO compensation of CHF 12.65 million, 13% higher than the prior year (before the 40% voluntary reduction in the 2017 LTI maximum opportunity).

2018 compensation decisions

Group compensation

The Group takes a total compensation approach, whereby fixed and variable compensation are assessed in total at the individual level to determine an appropriate balance between the two components. Overall Group compensation and benefits expense for 2018 decreased by 7%, from CHF 10,367 million in 2017 to CHF 9,620 million.

In addition to the Group’s financial performance in 2018, the Compensation Committee considered a range of other factors in determining the Group’s variable incentive compensation pool. These included progress made against strategic objectives, relative performance, market position and market trends, as well as control, risk, compliance and ethical considerations. Taking all of these factors into account, the Board approved a total Group variable incentive compensation pool of CHF 3,195 million, stable compared with 2017.

Market conditions in the second half of 2018 became more challenging for the financial services industry, with a significant drop in client activity resulting from a combination of factors including increasing trade tensions, rising US interest rates and greater geopolitical uncertainty. Against the backdrop of these conditions, the Compensation Committee decided to keep the Group variable incentive compensation pool stable to the previous year, notwithstanding an increase in adjusted income before taxes of 52% over the same period, to protect returns and profitability in light of downward pressure on revenues during the second half of the year.

> Refer to the “Group compensation and benefits expense” table and “Determination of variable incentive compensation pools” in Group Compensation for further information.

The Group variable incentive compensation pool includes the amounts for the Executive Board and the CEO. Although the overall pool is stable compared with the previous year, differentiation has been made such that high-performing employees received year-on-year increases in variable incentive compensation to reflect their contribution to the Group’s improved financial performance. In addition, as a result of high deferral rates and the granting of share-based deferred awards, the realized compensation of senior employees and the Executive Board members is aligned with shareholders’ interests.

Executive Board compensation

Total aggregate Executive Board compensation for 2018 is CHF 93.49 million, which is comprised of:

CHF 29.20 million total fixed compensation;

CHF 30.56 million total 2018 short-term incentive (STI) award, subject to shareholder approval at the 2019 AGM;

CHF 33.73 million total 2018 LTI award at fair value at the time of grant, with a maximum opportunity of CHF 58.5 million, as approved at the 2018 AGM.

> Refer to “Executive Board compensation for 2018” for further information.

Compared with the amount for 2017, before the voluntary 40% reduction in the LTI maximum opportunity, total compensation for 2018 is 17% higher than the prior year. The main drivers of this change are improved performance in exceeding the cost target and significantly higher profitability as reflected in the 2018 STI awards, increases to the maximum opportunities for certain selected Executive Board members based on role expansion and scope of responsibilities, and a higher fair value for the 2018 LTI awards calculated by one of the major international accounting firms. It is important to note that taking the Executive Board as a whole (excluding the CEO), maximum opportunities average 54% of the STI cap of 2.5 times base salary and 55% of the LTI cap of 4.25 times base salary.

The year-on-year change in Executive Board compensation disclosed for 2018 is largely driven by the 2018 LTI award, which was approved at the 2018 AGM. The drivers of the higher LTI award amount are the return to the LTI opportunity levels before the voluntary 40% reduction that was reflected in the 2017 LTI award, increases to the maximum opportunities of selected Executive Board members and a higher fair valuation of the awards.

As part of the annual review and assessment of market benchmarking data, the maximum opportunities of certain individual members were adjusted to better reflect the expansion of their roles and responsibilities, and in a small number of cases, to more closely align with the increased market value of such roles. While the review of benchmarking data is an annual process, adjustments to maximum opportunities are made selectively and do not happen frequently for individual Executive Board members.

The STI award amount is determined based on performance against financial and non-financial metrics. The financial metrics (66⅔% weighting) consist of pre-defined performance levels for adjusted income before taxes and a cost target, and the Group’s financial performance in 2018 resulted in a payout of approximately 85% of the maximum opportunity for the financial performance component. The non-financial metrics (33⅓% weighting) cover strategic repositioning, client focus/quality of business/innovation, talent management, risk and regulatory, conduct and ethics, and teamwork and leadership. As described in more detail later in this report, the Compensation Committee considered the performance of each Executive Board member against individual metrics related to the above mentioned six broad categories, and determined that as a whole, the Executive Board (excluding the CEO) achieved approximately 89% of the maximum opportunity for the non-financial performance component of the total STI award pool. The overall amount represents, on average, 87% of the pre-defined maximum opportunity of each Executive Board member.

> Refer to “Executive Board compensation for 2018” for further information on the 2018 STI award financial and non-financial performance assessments.

For the Executive Board compensation framework, the variable compensation elements are comprised of STI and LTI opportunities, which at their maximum potential value represent 78% of total compensation. To align with the Group’s longer-term strategy, approximately two-thirds of the variable maximum opportunity is in the form of the LTI award and one-third in the form of the STI award. The cash-based STI award achievement level is assessed against pre-determined financial and non-financial performance targets applicable to the financial year. The share-based LTI award utilizes metrics which are aligned to longer-term shareholder objectives, including relative total shareholder return (RTSR), return on tangible equity (RoTE) and tangible book value per share (TBVPS) performance targets over a three-year period. The number of shares that may vest is determined based on achievement of performance targets at the end of the performance period, and cannot exceed the maximum number of shares granted. The value of the LTI award is further subject to the prevailing share price on the dates the shares are settled.

We believe this framework closely aligns the value delivered under these awards to the shareholder experience over the same time period, as illustrated by the vesting percentages and current value in shares of the 2016 LTI award where 41% of the maximum number of shares were earned after the end of the performance period.

> Refer to the “2016 LTI awards in the 2016-2018 performance cycle” in Executive Board compensation for 2018 for further information.

CEO compensation

Following a review of Executive Board compensation at the beginning of 2018, the Compensation Committee considered the overall Executive Board compensation design to be appropriate, but recommended an adjustment, which was approved by the Board, to increase the Group CEO's STI maximum opportunity by CHF 1.0 million, from 1.5 times base salary to 1.83 times base salary for 2018. This adjustment is designed to acknowledge the strong performance of Mr. Thiam over the course of his tenure to date and the successful execution of the three-year restructuring program. It represents the first change to Mr. Thiam's maximum opportunity levels since his appointment in 2015. Aside from the CEO, no changes were made to the overall cap on the 2018 STI maximum opportunity for the Executive Board.

Mr. Thiam's proposed total compensation for 2018 of CHF 12.65 million is 13% higher than it was for the prior year, before the voluntary reduction in his 2017 LTI award. This is mainly driven by improved performance, the increase in his STI award maximum opportunity and the higher fair value for the 2018 LTI award, with no change to the LTI maximum opportunity.

> Refer to "Compensation of the CEO and the highest paid Executive Board member" in Executive Board compensation for 2018 for further information.

Board of Directors compensation

No changes were made to the Board's compensation framework for 2018, which continues to be based on a fixed fee structure with pre-defined fees for Board membership, committee membership and chairing a committee. The fee amounts are set at levels comparable with those at other leading Swiss companies and global financial services firms. With the exception of the Chairman, 50% of the Group-level Board fees are paid in Group shares, subject to blocking restrictions for four years. In line with industry practice, Board fees are not linked to the financial performance of the Group. Fees for specific Board leadership roles are reviewed periodically and adjusted as required. Base Board fees have been unchanged for over 10 years. In the past few years, the Chairman has voluntarily waived all or part of his chair fee. For the 2018 AGM to 2019 AGM period, the Chairman's compensation has returned to the previously approved level, in light of the completion of the Group's restructuring program and return to profitability. Total board fees, including subsidiary board fees, for the 2018 AGM to 2019 AGM period are within the approved amount and 2% higher than the prior period, primarily reflecting an additional Board member.

> Refer to "Board of Directors compensation" for further information.

Annual review of our compensation framework

During 2018, the Compensation Committee conducted its annual review of the overall compensation framework at Credit Suisse, to ensure that it remains fit for purpose and aligned with the objectives of our compensation strategy. In particular, the Compensation Committee assessed the extent to which the framework (i) aligns pay and performance, (ii) supports a performance culture based on merit, (iii) attracts, retains, rewards and motivates the talented individuals needed for our long-term success as a client-focused and capital-efficient business, (iv) recognizes and rewards excellent short- and long-term performance, and (v) aligns with the Group's values. In addition, the Compensation Committee reviewed market developments to assess whether current practices remain appropriately competitive. As a result of this review, it determined that the overall compensation framework continues to be appropriate for 2019. No changes to its structure are therefore proposed, aside from updating some of the STI performance metrics and performance target levels for the STI and LTI awards in relation to the Executive Board.

2019 STI and LTI awards

For the 2019 STI awards, we have updated the measures to more appropriately reflect the Group's strategy after the restructuring period and the achievement of our previously communicated cost target in 2018. As such, the performance criteria for the 2019 STI awards will consist of adjusted income before taxes (33⅓% weighting), reported RoTE (33⅓% weighting) and a non-financial assessment (33⅓% weighting). RoTE is a key measure of return generation and therefore its inclusion as a performance metric for the STI award, focused on the 2019 financial year, complements the RoTE measure in the LTI award which is measured as an average over a three-year period. Following the successful completion of our three-year cost reduction program, cost management remains an important aspect of our strategy and will be captured by the adjusted income before taxes metric rather than a specific cost target. This update of the performance metrics ensures that management is focused on, and will be rewarded for, successful delivery of our key priorities for 2019.

For the 2019 LTI awards, no changes have been made to the design or the performance metrics, since they continue to reflect the longer-term strategy of the Group. However, the AGM proposal put forward for shareholder approval will be based on the fair value of the 2019 LTI awards at grant date, instead of the maximum opportunity. The rationale for using fair value as the basis for shareholder approval is to align the proposal with the disclosure of Executive Board compensation in the Compensation Report. In addition, the fair value of the LTI awards is closer to the historical vesting of such awards than the maximum opportunity. The AGM invitation and accompanying materials will continue to contain the same level of information regarding the LTI award proposal as provided previously.

Following the recently announced changes to the composition of the Executive Board, the aggregate maximum opportunity for the 2019 LTI awards will be CHF 57.5 million, slightly below the 2018 level, resulting from modifications to the scope of the roles for the incoming members. Further, the two departing Executive Board members will not be granted any entitlements they have with respect to the 2019 STI and LTI awards in their roles as Executive Board members.

2019 AGM say on pay proposals

At the 2019 AGM on April 26, 2019, we plan to submit the following proposals related to Executive Board and Board of Directors compensation:

- Maximum aggregate amount of CHF 31.0 million in total fixed compensation for the Executive Board for the 2019 AGM to 2020 AGM period – no change compared with the prior year's proposal approved at the 2018 AGM;
- CHF 30.6 million total 2018 STI award to be granted to the Executive Board – 20% higher compared with the prior year's amount approved for the 2017 STI award;
- CHF 30.2 million total 2019 LTI award at fair value at the time of grant, with a maximum opportunity of CHF 57.5 million – CHF 1 million less than the maximum opportunity approved at the 2018 AGM; and
- Maximum aggregate amount of CHF 12.0 million in total compensation for the Board for the 2019 AGM to 2020 AGM period – no change compared with the prior year's proposal approved at the 2018 AGM.

Shareholder engagement

During 2017, we undertook several rounds of consultation to listen to shareholders and receive feedback on our compensation arrangements. Taking on board the views that we heard, we announced a number of changes in our 2017 Compensation Report to address some key themes on compensation design for the Executive Board and Board of Directors raised by shareholders during this process. The consultative vote on the 2017 Compensation Report received 81% of votes in favor at our 2018 AGM, a material year-on-year increase.

We are of course conscious that there remains room for improvement. With this in mind, we continued to engage with key shareholders and external stakeholders during 2018, both to listen to their views on the changes made in 2018, and to understand any thoughts they had on areas of focus for the Compensation Committee in future years. Going forward, shareholder engagement will remain a key pillar of our annual compensation design process, with discussions on potential future changes in the third quarter, further consultation towards the end of the year, and communication of the compensation framework and proposals in the lead up to the AGM.

On behalf of the Compensation Committee, I would like to thank you for your support and feedback, which we will continue to seek as we review and refine our compensation practices to ensure that they remain fully compliant with all regulatory requirements and aligned with the interests of our shareholders.

Kai S. Nargolwala
Chair of the Compensation Committee
Member of the Board of Directors
March 2019

Compensation design

Compensation strategy and objectives

Consistent with prior years, our key compensation objectives are to maintain compensation practices that:

- foster a **performance culture** based on merit that differentiates and rewards excellent performance;
- **attract and retain employees**, and motivate them to achieve results with integrity and fairness;
- **balance the mix of fixed and variable** compensation to appropriately reflect the value and responsibility of the role performed, and to influence appropriate behaviors and actions;
- promote **effective risk management** practices that are aligned with the Group's compliance and control cultures;
- create a culture that adheres **to high conduct and ethics standards** through a system of applying both malus and rewards;
- encourage **teamwork and collaboration** across the Group;
- achieve a **balanced distribution of profitability between shareholders and employees** over the long term, subject to Group performance and market conditions; and
- take into account the long-term performance of the Group, in order to **create sustainable value for shareholders**.

Executive Board compensation framework for 2018: key elements

The key changes introduced for 2018 include:

- **Revised metrics** for assessing Executive Board performance, including **removal of capital-based performance metrics** and use of **only Group-level metrics**
- **Reduced STI and LTI payout levels** for achievement of target performance
- **Reduced payout for below median RTSR ranking** and zero payout for a bottom quartile ranking
- **Increased shareholding requirements** (500,000 shares for the CEO and 300,000 shares for other Executive Board members)

> Refer to "Executive Board compensation for 2018" for further information.

Determination of Group variable incentive compensation pool

The Group variable incentive compensation pool for all employees including the CEO and the Executive Board is determined on an annual basis, with accruals made throughout the year. The process for determining variable incentive compensation is performed at the Group level, as well as the divisional and functional levels, as shown in the illustrative example below.

> Refer to "Determination of variable incentive compensation pools" in Group compensation – Compensation framework for further information.

Group employees' compensation framework for 2018: key elements

The overall structure and design remains the same as the prior year.

> Refer to "Group compensation" for further information.

Compensation governance

The Compensation Committee

The Compensation Committee is the supervisory and governing body for compensation policies, practices and plans. In designing and setting compensation, the Compensation Committee aims to make decisions in the best interests of the Group and also to align the interests of the Group's employees to those of shareholders. The Compensation Committee reviews proposals regarding Group, Executive Board and Board compensation, and makes recommendations to the Board for approval. Total Executive Board compensation and Board compensation are also subject to shareholder approval pursuant to the Swiss Ordinance Against Excessive Compensation with respect to Listed Stock Corporations (Compensation Ordinance) and the Articles of Association of Credit Suisse Group AG (AoA).

The Compensation Committee consists of at least three members of the Board, all of whom must be independent. The members during 2018 were Kai S. Nargolwala (Chair), Iris Bohnet, Andreas N. Koopmann and Alexandre Zeller. The Board has applied the independence criteria of the SIX Swiss Exchange Directive on Information relating to Corporate Governance, Swiss Financial Market Supervisory Authority FINMA (FINMA), the Swiss Code of Best Practice for Corporate Governance, and the listing standards of the New York Stock Exchange (NYSE) and the Nasdaq Stock Market (Nasdaq), in determining that all of these individuals are independent.

> Refer to "Independence" in IV – Corporate Governance – Board of Directors for more information on how the Group determines the independence of its Board members.

Compensation Committee activities

The Chairman and the CEO may attend the Compensation Committee meetings, and the Compensation Committee Chair determines the attendance of other Board members, Executive Board members, senior management, compensation advisers and external legal counsel, as appropriate. The Chairman, CEO, Executive Board members and senior management do not participate in discussions which relate to their own compensation.

In addition to the 26 investor meetings held by the Compensation Committee Chair, during 2018, the Compensation Committee held 9 meetings and calls, with an overall attendance rate of 92%. The Compensation Committee's focus areas in 2018 are summarized in the following table:

Compensation Committee activities in 2018

	Jan	Feb	Mar	Apr	Jun	Jul	Aug	Oct	Dec
Compensation governance, design and disclosure									
Review of compensation policy and charter updates									
Review of Compensation Report									
Review and refinement of Executive Board compensation design									
Review of Group compensation structure and award plans									
Compensation Committee self-assessment and focus areas									
Risk and regulatory									
Review of input from control functions									
Review of any disciplinary events/potential application of malus									
Review of regulatory developments									
Annual compensation review									
Accruals and full year forecast of									

variable incentive compensation
pools
Performance assessment and
overall Group pool
recommendation
CEO and Executive Board
performance objectives and target
setting
CEO and Executive Board
performance assessment and
awards
Review of Board fees

External
Review of shareholder engagement
and feedback
Review of market trends
Review of benchmarking data
239

Advisers to the Compensation Committee

The Compensation Committee is authorized to retain external advisers to provide support as it carries out its responsibilities. Deloitte LLP (Deloitte) has been retained to assist the Compensation Committee in ensuring that the Group's compensation programs remain competitive, responsive to regulatory developments and in line with the compensation policy. Deloitte has appointed a senior consultant to advise the Compensation Committee. Apart from assisting the Compensation Committee, this senior consultant does not provide any other services to the Group. The Compensation Committee also obtained external legal advice during 2018 on various matters relating to compensation policy and design. Prior to appointment, the Compensation Committee conducted an independence assessment of its advisers pursuant to the rules of the US Securities and Exchange Commission (SEC) and the listing standards of the NYSE and the Nasdaq.

Other aspects of compensation governance

Compensation policy

The compensation policy applies to all employees and compensation plans of the Group. It contains a detailed description of the Group's compensation principles and objectives as well as the compensation programs. It also sets out the standards and processes relating to the development, management, implementation and governance of compensation. The compensation policy is available at *credit-suisse.com/compensationpolicy*.

Approval authority

The approval authorities for setting the compensation policy and compensation for different groups of employees are defined in the Group's Organizational Guidelines and Regulations (OGR) and the Compensation Committee charter available at *credit-suisse.com/governance*.

Action	Compensation Committee	Board
Establish or change the Group's compensation policy	R	A
Establish or change compensation plans	R	A
Set variable incentive compensation pools for the Group and the divisions	R	A
Determine Executive Board compensation, including for the CEO	R	A[1]
Determine Board compensation, including for the Chairman	R	A[1]
Determine compensation for the Head of Internal Audit	A[2]	n/a
Determine compensation for MRTC and other selected members of management	A	n/a

R = recommendation; A = approval

1

Subject to shareholder approval requirement pursuant to the Compensation Ordinance and the AoA.

2

In consultation with the Audit Committee Chair.

Risk and control considerations

During its annual review of the Group's performance, the Compensation Committee considers input from the Risk Committee Chair with respect to risk considerations, and the Audit Committee Chair with respect to internal control considerations. The Compensation Committee also considers input from various corporate functions including Compliance and Regulatory Affairs, General Counsel, Human Resources, Internal Audit, Product Control and Risk Management, regarding control and compliance issues and any breaches of relevant rules and regulations or the Group's Code of Conduct.

To meet regulatory guidelines regarding employees engaged in risk-taking activities, the Compensation Committee reviews and approves the compensation for employees identified as Material Risk Takers and Controllers (MRTC). The Risk Committee is involved in the review process for MRTC compensation.

> Refer to "Focus on risk and control" in Group compensation for further information.

In order to ensure that the above functions can perform their oversight of risk and control activities effectively, the total amount of the variable incentive compensation pool for the corporate functions is not linked to the performance of the particular divisions that employees of the corporate functions support or oversee, but takes into account the

Group-wide financial performance, measured in the form of Group economic contribution and non-financial factors. Therefore, employees working in the corporate functions, including those performing control functions, are remunerated independently from the performance of the businesses they oversee and support. As with the business divisions, the assessment of the corporate functions takes into account risk, control, compliance and ethical considerations and relative performance compared to peers, as well as the market and regulatory environment.

> Refer to "Determination of the variable incentive compensation pools" in Group compensation for further information.

Performance criteria and target setting

At the beginning of the year, as part of the annual compensation review, the Compensation Committee defines the performance criteria and performance targets that will be applied to determine the Executive Board's variable incentive compensation. For the STI awards, the performance criteria and performance levels are set on an annual basis, and are designed to reward progress towards the achievement of the Group's annual objectives in the financial and strategic plan. For the LTI awards, the performance criteria and performance levels are set for a prospective three-year period, designed to reward achievement of the longer term business plan and the enhancement of shareholder returns. In setting the threshold, target and maximum performance levels, the Compensation Committee takes into account the Group's ambitious financial plan, prior-year performance, analyst expectations and any publicly stated targets, in order to set performance levels which are challenging and motivating for the Executive Board. The performance criteria and performance levels are presented to the Board for approval before implementation.

Executive Board compensation for 2018

Compensation outcomes for 2018

2018 STI awards

The 2018 STI awards were designed to reward the achievement of annual objectives based on performance in 2018. The STI award payout amount is determined based on pre-defined financial criteria and performance levels which are linked to our strategic plan, as well as non-financial criteria related to topics such as delivery of strategic initiatives, leadership and culture and risk and compliance. Taking into account the quantitative achievements against the target performance levels, as well as the qualitative assessment outlined further in this section, the Compensation Committee recommended a total STI award amount of CHF 30.56 million for the Executive Board. This represents, on average, 87% of the STI maximum opportunity pre-defined for each Executive Board member. The 2018 STI compensation will be submitted for shareholder approval at the 2019 AGM.

Assessment of performance against financial criteria

The financial criteria and corresponding 2018 outcomes are shown in the following table and can be summarized as follows:

Adjusted income before taxes of CHF 4.2 billion was up 52% compared with the prior year, and between the target and maximum performance levels; and

Adjusted operating cost base of CHF 16.2 billion at average 2017 foreign exchange rates (as defined further in footnote 1 of the table below), surpassing the maximum performance level which had been set at CHF 16.9 billion.

STI awards: quantitative performance assessment

	Weighting		Performance levels		2018 actual	Payout
		Threshold	Target	Maximum		
Financial criteria (CHF billion)						
Adjusted income before taxes	331/3%	2.2	4.1	5.5	4.2	69%
Adjusted operating cost base	331/3%	18.0	17.4	16.9	16.2[1]	100%
Subtotal	**662/3%**					**85%**
Non-financial criteria (average)						
Non-financial metrics	331/3%			See separate description	–	91%
Total	**100%**					**87%**

Adjusted results are non-GAAP financial measures which exclude certain items included in our reported results. Refer to "Reconciliation of adjusted results" in I – Information on the company – Strategy and II – Operating and financial review – Credit Suisse for further information.

1

The performance levels relating to adjusted operating cost base were set on the basis of average 2017 foreign exchange rates rather than constant 2015 foreign exchange rates. Therefore, the adjusted operating cost base for 2018 before a foreign exchange adjustment of CHF 16,200 million was adjusted by a foreign exchange impact of CHF 35 million for a total of CHF 16,235 million.

Assessment of performance against non-financial criteria

The Compensation Committee considered a range of quantitative and qualitative metrics for each of the non-financial categories for assessing the Executive Board's performance, and the key achievements against these metrics are summarized below. In particular, the Compensation Committee noted the profitable growth during 2018, as well as market-share gains, reflecting the successful execution of the Group's strategy and collaboration amongst the divisions. The Executive Board also continued to drive the emphasis on conduct and ethics within their respective divisions and functions, as well as promote the recruitment, development and retention of talent through various Group-wide initiatives. As such, the Compensation Committee determined that, as a group, the Executive Board had achieved 91% of the maximum opportunity with respect to the non-financial assessment. The Executive Board's non-financial performance evaluation was based on pre-defined criteria according to the following six categories.

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Non-financial assessment for the Executive Board

Strategic Repositioning

Achieved net new assets from Wealth Management (relating to Swiss Universal Bank Private Clients, International Wealth Management Private Banking and Asia Pacific Private Banking within Wealth Management & Connected) of CHF 34.4 billion for 2018

Reduced adjusted operating expenses in the majority of business divisions and corporate functions compared with 2017 to meet their cost savings objectives, contributing to the successful achievement of the Group's adjusted operating cost base target of below CHF 17 billion, measured at constant 2015 foreign exchange rates

Achieved a return on regulatory capital from the Core businesses of 11.1% compared with 9.3% in 2017

Closed the Strategic Resolution Unit at the end of 2018, with a significantly reduced impact on profits, risk-weighted assets and leverage exposure

Client Focus/Quality of Business/Innovation

Received various industry awards that acknowledge excellence in client service, including Euromoney Awards for Best Bank in Switzerland, Best Investment Bank in Switzerland, Best Bank for Wealth Management in Western Europe, Central and Eastern Europe, the Middle East and Latin America, Best Investment Bank in Asia, and a Global Award for Best Emerging Markets Bank

Achieved high client satisfaction survey results, especially in International Wealth Management

Expanded client footprint, as well as maintained top two position in Global Leveraged Finance and top three in Global Financial Sponsors (Dealogic)

Maintained #1 position in US securitization (Thomson Reuters) and in European Prime Brokerage (EuroHedge) and various awards such as "Most Innovative Bank for Securitization" from The Banker and "Overall Best Securitization Bank" from GlobalCapital

Maintained #1 position in Swiss Investment Banking for Mergers & Acquisitions (Dealogic), Debt Capital Markets (Thomson Reuters) and Equity Capital Markets (Dealogic)

Improved optimization of IT resources, including decommissioning of approximately 1,300 applications since 2015 and approximately 33% fewer change-related incidents over the period 2016 to 2018

Talent Management

Implemented several programs for the development of talent and the next generation of leaders

Improved employee engagement scores, with 94% of respondents agreeing with the statement "I am proud to work at Credit Suisse" (based on an internal Conduct and Ethics Pulse Survey)

Increased the ratio of women promoted to the Assistant Vice President, Vice President and Director levels from 36% in 2017 to 38% in 2018

Risk and Regulatory

Actively supported and contributed to the building and improvement of relationships with key regulators

Continued to improve models and systems in our efforts to better assess and monitor risks

Actively managed operational and business risks

Conduct and Ethics

Strengthened the global conduct and ethics culture throughout the organization through the implementation of training programs, system and process control improvements, and through leading by example

Reduced the number of compliance incidents with a high severity rating

Implemented several Group-wide initiatives to ensure consistent emphasis and approach to conduct and ethics topics

Teamwork and Leadership

Continued progress to deepen the collaboration amongst the businesses, including a strong International Trading Solutions (ITS) business model

> Adjusted results are non-GAAP financial measures which exclude certain items included in our reported results. Refer to "Reconciliation of adjusted results" in I – Information on the company – Strategy and II – Operating and financial review – Credit Suisse for further information.

2018 LTI awards

The 2018 LTI awards approved by shareholders at the 2018 AGM have a total maximum opportunity of CHF 58.5 million. This represents the maximum amount payable, based on share price at grant, if all the maximum performance levels under the financial measures (33⅓% weighting each for three-year average reported RoTE and TBVPS) are achieved, and if the Group's RTSR (33⅓% weighting) is ranked within the top five of the peer group at the end of the three-year average performance measurement period. Performance will be measured and disclosed at the end of the three-year performance period. The awards provide for a target payout of 67% of the maximum opportunity, which was reduced from the 2017 LTI award target payout of 80% of the maximum opportunity. The fair value of the 2018 LTI awards at the time of grant was CHF 33.73 million, as determined by one of the major international accounting firms.

> Refer to "Compensation design" and the 2017 Annual Report for further information on the 2018 LTI awards.

Compensation of the CEO and highest paid Executive Board member

As part of the review of Executive Board compensation conducted at the beginning of the year, the Board of Directors approved the Compensation Committee's recommendation to increase the CEO's 2018 STI maximum opportunity by CHF 1.0 million, to 1.83 times base salary, compared with 1.50 times base salary for 2017. This adjustment took into account the strong performance of Mr. Thiam over the course of his tenure to date, and represents the first change to Mr. Thiam's maximum opportunity levels since 2015.

The compensation awarded to the CEO and highest paid Executive Board member, Tidjane Thiam, comprised of CHF 3.00 million base salary, which remained unchanged compared with the prior year, a 2018 STI award of CHF 4.94 million representing 90% of the maximum opportunity and a 2018 LTI award with a maximum opportunity of CHF 7.50 million and a fair value of CHF 4.36 million at the time of grant. In terms of realized compensation for 2018, Mr. Thiam received a base salary of CHF 3.00 million, pension and other benefits of CHF 0.35 million, and a CHF 2.47 million 2018 STI award in non-deferred cash. No dividend equivalents were paid.

The assessment of Mr. Thiam's performance against the financial criteria is based on the same criteria and outcomes as described earlier for the Executive Board. In terms of the non-financial criteria, the same six broad categories as described earlier for the Executive Board also apply to the CEO.

Executive Board compensation (audited)

in	Base salaries and role-based allowances	Dividend equivalents[1]	Pension and other benefits[2]	Total fixed compen-sation	STI awards (Non-deferred)[3]	STI awards (Deferred)[4]	Total STI awards	LTI awards fair value (Deferred)[5]	Total variable compen-sation	Total compen-sation[6,7]
2018 (CHF million)										
12 members	26.35	0.77	2.08	**29.20**	15.10	15.46	**30.56**	**33.73**	**64.29**	**93.49**
% of total compensation				**32%**			**33%**	**35%**	**68%**	
of which CEO: Tidjane Thiam	3.00	0.00	0.35	**3.35**	2.47	2.47	**4.94**	**4.36**	**9.30**	**12.65**
% of total compensation				**26%**			**39%**	**35%**	**74%**	
2017 (CHF million)										
12 members	26.34	0.56	1.99	**28.89**	12.54	12.92	**25.46**	**15.55**	**41.01**	**69.90**
% of total compensation				**42%**			**36%**	**22%**	**58%**	
of which CEO: Tidjane Thiam	3.00	0.22	0.25	**3.47**	1.99	1.99	**3.98**	**2.25**	**6.23**	**9.70**
% of total compensation				**36%**			**41%**	**23%**	**64%**	

1
Dividend equivalents were paid in cash, consistent with dividends paid on actual shares.

2
Other benefits consist of housing allowances, expense allowances and relocation allowances.

3
STI non-deferred awards for 2018 comprised CHF 14.74 million (for 2017 CHF 12.16 million) cash, with a further CHF 0.36 million (for 2017 CHF 0.38 million) granted as blocked shares to Mr. Mathers, to comply with regulatory requirements given that he was categorized as UK PRA Code Staff during 2018 and 2017.

4
STI deferred awards for 2018 comprised CHF 14.93 million (for 2017 CHF 12.34 million) in deferred cash awards as well as CHF 0.53 million (for 2017 CHF 0.58 million) granted as share awards to Mr. Mathers, to comply with regulatory requirement

given that he was categorized as UK PRA Code Staff during 2018 and 2017.

5

The fair value of the LTI awards as of the date of grant is determined using a probabilistic valuation method applied by one of the major international accounting firms. The awards have a total maximum opportunity of CHF 58.50 million for 2018 and CHF 31.2 million (post the 40% voluntary reduction) for 2017, which were the amounts approved by shareholders at the 2018 AGM and 2017 AGM, respectively.

6

For the total compensation awarded to the members of the Executive Board, the Group made payments of CHF 3.2 million in 2018 and CHF 3.05 million in 2017 to cover the mandatory employer social security contributions as required under the social security laws applicable to the individual Executive Board members based on their domicile and employment status. These contributions do not form part of the Executive Board members' compensation.

7

No guaranteed bonuses, sign-on or replacement awards were paid to Executive Board members for 2018 and 2017.

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STI awards: 2018 non-financial assessment for the CEO

In assessing Mr. Thiam's performance, the Compensation Committee considered a range of quantitative and qualitative metrics for each of the non-financial categories. In particular, the Compensation Committee noted his leadership in the restructuring of the Group, creating a client-focused and compliant culture and steering the Group towards a significant turnaround in performance. The Compensation Committee determined that Mr. Thiam had achieved the maximum performance level and his key achievements against the non-financial metrics are summarized below.

Non-financial assessment for the CEO

Strategic Repositioning

Mr. Thiam has led the rebalancing of the Group's activities, including the right-sizing of the Global Markets division and the shift of capital towards the higher growth and less volatile Wealth Management-related and Investment Banking & Capital Markets businesses

He has continued to oversee the maintenance of the Group's strong capital position, and has supervised the successful closure of the Strategic Resolution Unit

Client Focus/Quality of Business/Innovation

Mr. Thiam has continued to drive a culture of client focus, reflected by high client satisfaction results and positive net new assets in each quarter of 2018

He has overseen the growth of the investment banking businesses in key segments, with a top five market position in Initial Public Offerings and top two in Leveraged Finance (Dealogic)

Under his leadership, the Impact Advisory and Finance (IAF) department, which aims to facilitate initiatives for clients which have a positive economic and social impact, has reached USD 7.1 billion of assets under administration invested according to sustainability criteria and surpassed USD 1 billion in Asia in 2018

He has received industry recognition for his leadership and focus on excellence in client service, named as Banker of the Year 2018 by Euromoney

Talent management

Mr. Thiam has been instrumental in driving several people development and diversity initiatives

Since his appointment to the role of CEO, the female Managing Director promotion ratio has increased by 47%

Risk and Regulatory

Mr. Thiam has continued to strengthen the relationships with the Group's key regulators

Under his leadership, there have been steady reductions in the number of adverse risk, regulatory and sustainability risk events

Conduct and Ethics

Mr. Thiam has continued to strengthen the global conduct and ethics culture through a formalized conduct and ethics framework and Group-wide training programs

He has overseen the significant upgrade of the Group's compliance and control framework, with greater investment in compliance talent, implementation of new compliance tools such as Single Client View and trader/relationship manager surveillance tools, as well as more than 10,000 control issues and improvements closed across all Group-wide risks since his appointment

He has led by example in terms of personal commitment to the Group's conduct and ethics standards

Teamwork and Leadership

Mr. Thiam has fostered a spirit of teamwork and collaboration amongst the Executive Board members, which has filtered throughout the organization

He has continued to steer an integrated approach between the wealth management and investment banking businesses, as evidenced by the strong ITS business model

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Utilization of Executive Board compensation approved at the 2018 AGM

At the 2018 AGM, shareholders approved a maximum aggregate amount of fixed compensation to be paid to members of the Executive Board for the period from the 2018 AGM to the 2019 AGM of CHF 31.0 million. By the time of the 2019 AGM, a total of approximately CHF 29.3 million will have been paid to Executive Board members with respect to fixed compensation. Fixed compensation includes base salaries, role-based allowances, dividend equivalents, pension and other benefits.

At the 2018 AGM, shareholders also approved an aggregate maximum amount of LTI compensation to be granted to members of the Executive Board for the 2018 financial year with a maximum amount of CHF 58.5 million, which was subsequently awarded to the Executive Board members. The amount of the 2018 LTI award earned by each of the Executive Board members can only be determined after the completion of the three-year performance period.

In line with the Compensation Ordinance and as specified in the AoA, if new members join the Executive Board or members of the Executive Board are promoted during a period for which compensation has already been approved by shareholders, a further 30% of the aggregate amounts already approved may be used for the compensation of such members. No such additional amount was required in 2018.

Supplementary information

Cash settlement of share awards

The Executive Board members are permitted to elect, subject to minimum shareholding requirements, at a predefined date in advance of settlement, to receive their vested share-based awards in the form of shares, cash or 50% in the form of shares and 50% in cash, in each case based on the Group share price at the time of settlement. An election to receive cash is subject to reversal if at the time of settlement the Group share price is less than 75% of the share price at the time of election. The timing and pricing of settlement will be the same as under the previous award plan and as under the plans of the non-Executive Board population.

Contract lengths, termination and change in control provisions

All members of the Executive Board have employment contracts with the Group which are valid until terminated. The notice period for termination of employment by either the Group or the respective Executive Board member is six months. Executive Board members may be held to a non-compete period of up to one year and may be compensated for this period of time by mutual agreement. In the event of termination, there are no contractual provisions that allow for the payment of severance awards to Executive Board members beyond the regular compensation awarded during the notice period. Pre-defined conditions for all employees, including Executive Board members, apply for the payment of outstanding deferred compensation awards, depending on whether the termination of employment was voluntary, involuntary or the result of a change in control. There are no other contracts, agreements or arrangements with the members of the Executive Board that provide for other types of payments or benefits in connection with termination of employment that are not generally available to other employees of the Group.

In the case of a change in control, the treatment of outstanding awards for all employees, including Executive Board members, will be determined by the Board upon recommendation of the Compensation Committee with the aim of maximizing shareholder value, subject to circumstances and prevailing market conditions. There are no provisions in the employment contracts of Executive Board members or any other pre-determined arrangements that require the payment of any type of extraordinary benefits, including special severance awards or transaction premia, in the case of a change in control.

Former Executive Board members (audited)

During 2018, no former Executive Board member received any compensation for services they continued to perform after they stepped down from the Executive Board, compared with CHF 1.4 million in 2017. Further, no payments were made to former Executive Board members pursuant to non-compete arrangements. Some former members of the Group's most senior executive body who no longer provide services to the Group are still eligible to receive office infrastructure and secretarial support. These services are based on existing resources and are not used on a regular basis.

Other outstanding awards

As of December 31, 2018, the outstanding cash-based deferred compensation awards granted to certain Executive Board members in prior years comprised of the Capital Opportunity Facility (COF), CCA, LTI plan (2013) and deferred STI cash awards. The cumulative value of such cash-based awards at their grant dates was CHF 28.9 million compared with CHF 29.3 million as of December 31, 2018. These amounts also include the cash value of dividend

equivalents related to unvested share awards at their respective grant dates and at December 31, 2018.
Minimum shareholding requirements
As of December 31, 2018, the CEO and all Executive Board members fulfilled the minimum shareholding requirements of 500,000 shares and 300,000 shares, respectively, as measured against the number of shares owned plus the number of unvested awards calculated on the basis of maximum opportunity.

Executive Board holdings and values of deferred share-based awards by individual

end of	Number of owned shares[1]	Number of unvested awards (at maximum opportunity)[2]	Number of owned shares and unvested awards (at maximum opportunity)	Value (CHF) of unvested awards at grant date (at maximum opportunity)	Value (CHF) of unvested awards at year end (at fair value)[3]
2018					
Tidjane Thiam	64,302	990,706	1,055,008	16,430,736	6,923,084
James L. Amine	426,726	1,046,190	1,472,916	17,300,812	7,049,362
Pierre-Olivier Bouée	74,079	512,085	586,164	8,287,028	4,019,900
Romeo Cerutti	269,373	389,685	659,058	6,423,655	2,734,410
Brian Chin	431,274	1,137,731	1,569,005	18,494,683	8,600,260
Peter Goerke	21,953	342,324	364,277	5,655,877	2,438,237
Thomas Gottstein	118,976	402,042	521,018	6,752,150	2,831,436
Iqbal Khan	70,060	519,389	589,449	8,757,970	3,530,037
David R. Mathers	84,360	793,632	877,992	13,180,647	5,973,132
Joachim Oechslin	61,092	406,852	467,944	6,771,566	2,779,441
Helman Sitohang	264,737	822,060	1,086,797	13,497,946	5,857,016
Lara Warner	2,036	469,641	471,677	7,989,249	3,102,330
Total	**1,888,968**	**7,832,337**	**9,721,305**	**129,542,319**	**55,838,645**
2017					
Tidjane Thiam	1,967	1,132,835	1,134,802	20,298,771	13,941,708
James L. Amine	382,106	1,098,488	1,480,594	18,110,327	11,694,777
Pierre-Olivier Bouée	38,204	439,832	478,036	7,200,011	5,345,214
Romeo Cerutti	199,630	410,871	610,501	6,945,908	4,389,711
Brian Chin	234,328	1,098,757	1,333,085	17,798,557	16,800,518
Peter Goerke	21,953	282,112	304,065	4,750,031	2,985,514
Thomas Gottstein	–	354,275	354,275	6,009,654	3,639,767
Iqbal Khan	25,135	379,846	404,981	6,412,346	4,016,413
David R. Mathers	52,672	704,359	757,031	11,723,886	7,726,820
Joachim Oechslin	–	386,390	386,390	6,627,551	4,027,112
Helman Sitohang	394,737	826,572	1,221,309	13,516,027	9,278,836
Lara Warner	2,036	325,449	327,485	5,501,327	3,445,577
Total	**1,352,768**	**7,439,786**	**8,792,554**	**124,894,396**	**87,291,967**

1
Includes shares that were initially granted as deferred compensation and have vested.
2
Includes unvested shares originating from LTI awards calculated on the basis of maximum opportunity for awards that have not reached the end of their three-year performance period, given that the actual achievement level and associated number of unvested shares cannot be determined until the end of the performance period.
3
Includes the value of unvested LTI awards, which was determined based on the number of shares at fair value at the time of grant, multiplied by the share price at the end of the year.

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Executive Board outstanding deferred compensation awards

in / end		Total outstanding end of 2017	Granted in 2018	Paid out in 2018	Ex post explicit adjustments	Ex post implicit adjustments	Total outstanding end of 2018	% of which exposed to ex post explicit adjustments
Executive Board (CHF million)								
CCAs	Cash-based	7	–	(3)	–	(1)	3	100%
Other cash awards [1]	Cash-based	7	12	(3)	(1)	0	15	100%
Share awards [2]	Share-based	90	57	(10)	0	(51)	86	100%
Performance share awards	Share-based	16	–	(10)	–	(2)	3	100%
CCA share awards	Share-based	24	–	(6)	(1)	(6)	10	100%
Total		**143**	**69**	**(33)**	**(1)**	**(61)**	**117**	

1
Includes the deferred cash portion of STI awards.
2
Includes outstanding LTI awards at maximum opportunity.

Executive Board loans (audited)

The majority of loans outstanding to Executive Board members are mortgages or loans against securities. Such loans are made on the same terms available to employees under the Group's employee benefit plans. Pursuant to the AoA, each Executive Board member may be granted individual credit facilities or loans up to a maximum of CHF 20 million. As of December 31, 2018, 2017 and 2016, outstanding loans to Executive Board members amounted to CHF 33 million, CHF 26 million and CHF 25 million, respectively. The number of individuals with outstanding loans at the beginning and the end of 2018 was 8 and 9, respectively, and the highest loan outstanding was CHF 6 million to Mr. Sitohang.

All mortgage loans to Executive Board members are granted either with variable or fixed interest rates over a certain period. Typically, mortgages are granted for periods of up to ten years. Interest rates applied are based on refinancing costs plus a margin, and interest rates and other terms are consistent with those applicable to other employees. Loans against securities are granted at interest rates and on terms applicable to such loans granted to other employees. The same credit approval and risk assessment procedures apply to Executive Board members as for other employees. Unless otherwise noted, all loans to Executive Board members were made in the ordinary course of business and substantially on the same terms, including interest rates and collateral, as those prevailing at the time for comparable transactions with other persons and in consideration of the terms which apply to all Group employees. These loans did not involve more than the normal risk of collectability or present other unfavorable features.

> Refer to "Banking relationships with Board and Executive Board members and related party transactions" in IV – Corporate Governance – Additional information for further information.

2016 LTI awards in the 2016-2018 performance cycle

As disclosed in the 2015 Compensation Report, we introduced a three-year performance-based LTI award in 2016 with a combination of Group and division-specific financial metrics, as well as an RTSR component (40% weighting). The initial number of shares granted was calculated by dividing the LTI maximum opportunity by the volume-weighted average share price for the 10 trading days following the release of the 2015 annual results, consistent with all other share awards granted to Group employees. Reflecting the share price under-performance over the 2016-2018 performance measurement period, the RTSR component resulted in zero payout, and taking into consideration the performance against the financial criteria, the number of shares earned based on performance conditions represents 41% of the maximum opportunity for the Executive Board, in aggregate. For the CEO, the number of shares earned based on performance conditions over the three-year period (payout level) represents 36% of his maximum opportunity, and for the divisional and function heads, the payout levels range from 36% to 62% of the individual maximum opportunities. The impact of share price movements since the grant date is illustrated in the diagram below, with the value of the 2016 LTI award based on the share price at the end of 2018 being 25% of the maximum opportunity. The LTI award vests in three equal tranches on the third, fourth and fifth anniversaries of the grant date. The final value of the awards at delivery may differ from the value at the end of 2018 due to subsequent share price movements.

2016 LTI awards: performance against targets

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Executive Board compensation design for 2019

The overall compensation structure and design for the Executive Board in 2019 builds upon the existing framework. Aside from refinements to the STI award financial criteria, reflecting the end of the restructuring period and feedback from shareholders and other external stakeholders, all the design changes implemented in 2018 will remain in place for 2019, as summarized in the following table.

The threshold, target and maximum performance levels for the STI and LTI awards are pre-determined and set by the Compensation Committee, taking into account the Group's financial plan, prior year performance, analyst expectations and any publicly stated targets, in order to set performance levels which are challenging and motivating for the Executive Board. The financial plan is set at aspirational levels, and in combination with publicly disclosed targets, forms the basis for the maximum performance levels, with no additional upside payout beyond the maximum opportunities. The target performance levels are risk-adjusted, take into consideration analyst expectations and represent a significant increase compared with the prior year. The threshold performance levels are set taking into account prior year performance, as well as various internal scenarios.

Board of Directors compensation

Compensation structure

Board members receive fees which reflect their respective role, time commitment and scope of responsibility on the Board. The fee amounts are set at levels to attract and retain highly qualified and experienced individuals, taking into consideration levels at comparable leading Swiss companies. The base board and committee membership fees for the period from one AGM to the next are paid 50% in cash and 50% in Group shares in arrears in two equal installments, except for the Chairman and committee chairs as described below. The Group shares awarded are blocked and non-transferable for a period of four years. This ensures that the interests of Board members are closely aligned to the interests of shareholders. The fee amounts for the 2018 AGM to 2019 AGM Board period are shown in the table below, and are consistent with the prior year, except that the Risk Committee Chair fee has been reduced to CHF 400,000 (from CHF 420,000) as previously disclosed.

Membership fees: 2018 AGM – 2019 AGM

Role	Base fees	Chair fees[1]	Committee fees
CHF			
Chairman	3,000,000	1,500,000	–
Board member [2]	250,000	–	–
Audit Committee (AC)	–	480,000	150,000
Compensation Committee (CC)	–	300,000	100,000
Governance and Nominations Committee (GNC)	–	No additional fee	50,000
Risk Committee (RC)	–	400,000	100,000

1

Committee chairs do not receive committee fees in addition to their chair fees.

2

The Vice-Chair and Lead Independent Director does not receive additional compensation for these roles.

It is the intention of the Board to leave these fee amounts unchanged for the next Board compensation period, except that a new committee fee of CHF 75,000 will be introduced for membership of the newly established Conduct and Financial Crime Control Committee, which will be paid for the first time for the period from the 2019 AGM to the 2020 AGM.

Compensation of the Chairman

The Chairman's role is a full-time appointment. He is paid an annual base board fee of CHF 3.0 million in cash (divided into 12 monthly payments) plus a chair fee of CHF 1.5 million in Group shares delivered in one installment at the end of the current board period. In the past few years, the Chairman has voluntarily waived all or part of his chair fee. For the 2018 AGM to 2019 AGM period, the Chairman's compensation has returned to the previously approved level, in light of the successful completion of the Group's restructuring program. The Chairman may also receive benefits from and make contributions to the Group pension fund in line with local market practice for the Group. The total compensation paid to the Chairman reflects his full-time status and active role in shaping the Group's strategy, governing the Group's affairs, engaging and maintaining a close working relationship with the CEO and senior management, and providing counsel and support, where appropriate. The Chairman coordinates the Board's activities, works with the committee chairs to coordinate the tasks of the committees and ensures that Board members are provided with sufficient information to perform their duties. The Chairman drives the Board agenda on key topics such as the strategic development of the Group, corporate culture, succession planning and the structure and organization of the Group. The Chairman also steers the agenda on compensation and compensation structure, including the performance evaluation and compensation of the CEO and the Executive Board. He chairs the Board, the Governance and Nominations Committee and the shareholder meetings and takes an active role in representing the Group to regulators and supervisors, key shareholders, investors, and other external stakeholders. Moreover, he is a member of several Swiss and international industry associations on behalf of the Group, including the Swiss Bankers

Association, the Swiss Finance Council, the Institute of International Finance and the European Banking Group.
Compensation of the committee chairs
The committee chair fees are fixed in advance and are not linked to the Group's financial performance. The chair fees are paid 50% in cash and 50% in Group shares in one installment at the end of the current board period. In addition to the greater time commitment required to prepare and lead the committee work, the chair fees reflect the engagement of the three committee chairs throughout the year with regulators, shareholders, the business divisions and corporate functions and other stakeholders. Regulatory developments in the banking industry in recent years have put increasing demands on the Risk and Audit Committee Chairs, in particular, increasing the frequency of interaction with the Group's main regulators on internal control, risk, capital and other matters under the supervision of these committees. Similarly, the greater focus of shareholders and regulators on compensation has resulted in an increased number of engagements between the Compensation Committee Chair and key shareholders and shareholder proxy advisers, as well as with regulators. The Compensation Committee held 9 meetings and calls during 2018. The Audit Committee Chair fee also considers the greater number of meetings required of the Audit Committee for the review and approval of the quarterly financial results and related filings and the Audit Committee Chair's supervisory role over the Internal Audit function. The Audit Committee held 18 meetings and calls during 2018. The Risk Committee Chair fee considers the regular interaction required between the Risk Committee Chair and the Group chief risk officer and other senior managers in the risk management function, as well as the oversight role over the Credit Risk Review function, which reports directly to the Risk Committee Chair. The Risk Committee held 6 meetings during 2018, and in addition, the Risk Committee Chair held numerous meetings with regulators and other stakeholders.
> Refer to the table "Members of the Board and Board committees" in IV – Corporate Governance – Board of Directors for further information.
> Refer to "Credit risk governance" in III – Treasury, Risk, Balance sheet and Off-balance sheet – Risk management – Risk coverage and management – Credit risk for further information on the Credit Risk Review function.

Utilization of Board compensation approved at the 2018 AGM

At the 2018 AGM, shareholders approved an aggregate amount of compensation to be paid to members of the Board for the period from the 2018 AGM to the 2019 AGM of CHF 12.0 million. Of this amount, a total of CHF 11.7 million will have been paid to Board members by the time of the 2019 AGM, of which CHF 10.4 million related to fees for Group Board memberships and CHF 1.3 million related to fees paid to certain Board members for subsidiary board membership. Total Group Board compensation is 6% higher compared with the prior period, and aggregate Board and subsidiary board compensation for Board members is 2% higher, primarily reflecting an additional Board member.

Board compensation from the 2018 AGM to the 2019 AGM (audited)

										Group		Subsidiari
	GNC	AC	CC	RC	Base board fee	Committee fee	Chair fee	Pension and other benefits	Total	Of which awarded in Group shares[1]	Subsidiary board fee[2]	Pensi ar oth benef
CHF												
Urs Rohner, Chairman [4]	C				3,000,000		1,500,000	217,437	**4,717,437**	1,500,000		
Iris Bohnet			M		250,000	100,000			**350,000**	175,000		
Andreas Gottschling	M	M		C	250,000	200,000	400,000		**850,000**	425,000	100,000	
Alexander Gut		M			250,000	150,000			**400,000**	200,000	150,000	
Michael Klein				M	250,000	100,000			**350,000**	175,000		
Andreas N. Koopmann			M		250,000	100,000			**350,000**	175,000		
Seraina Macia				M	250,000	100,000			**350,000**	175,000		
Kai S. Nargolwala	M		C		250,000	50,000	300,000		**600,000**	300,000		
Ana Paula Pessoa		M			250,000	150,000			**400,000**	200,000		
Joaquin J. Ribeiro		M			250,000	150,000			**400,000**	200,000		
Severin Schwan	M			M	250,000	150,000			**400,000**	200,000		
John Tiner	M	C		M	250,000	150,000	480,000		**880,000**	440,000	220,500	
Alexandre Zeller [5]	M		M		208,333	125,000			**333,333**	166,667	666,667	180,9
Total					**5,958,333**	**1,525,000**	**2,680,000**	**217,437**	**10,380,770**	**4,331,667**	**1,137,167**	**180,9**

GNC = Governance and Nominations Committee; AC = Audit Committee; CC = Compensation Committee; RC = Risk Comm
M = Member

1

As of December 31, 2018, one-half of the Board member fees to be awarded in Group shares have been delivered to Board mer applicable Group share price was CHF 13.03. The remaining shares will be delivered to Board members at or around the date c and the share price for this second share delivery will be determined at that time. Group shares are subject to a four-year blocki

2

Subsidiary board fees were awarded for the following subsidiary board roles: i) Mr. Gottschling serves as non-executive directo of the risk commitee and advisory remuneration committee of the UK subsidiaries Credit Suisse International and Credit Suisse

(Europe) Limited; ii) Mr. Gut serves as non-executive director and audit committee chair of the Swiss subsidiary Credit Suisse
iii) Mr. Tiner serves as non-executive board member of the US subsidiares Credit Suisse Holdings (USA), Inc. and Credit Suis
(USA) LLC; in the case of Mr. Tiner, these fees were agreed prior to the cap of CHF 100,000 being adopted for Group Board n
on subsidiary boards; and iv) Mr. Zeller served as non-executive board member and chairman of Credit Suisse (Schweiz) AG.

3

At the 2018 AGM, shareholders approved a maximum amount of total compensation to be awarded to Board members until the
CHF 12 million. For the total compensation awarded to members of the Board, the Group will make payments of CHF 0.6 mill
/ 2019 Board period to cover the mandatory employer social security contributions as required under the social security laws ap
individual Board members based on their domicile and employment status. These contributions do not form part of the Board n
compensation.

4

The Chair fee of the Chairman is set at CHF 1.5 million to be awarded as 100% Group shares. The total compensation of the C
benefits for the period from the 2018 AGM to the 2019 AGM of CHF 217,437, including pension and health insurance benefits

5

Mr. Zeller stepped down as Group board member and board member and chairman of the board of directors of the subsidiary C
(Schweiz) AG effective February 28, 2019. Accordingly, Mr. Zeller's Board compensation has been pro-rated for the period fro
AGM to February 28, 2019. During this period, Mr. Zeller was eligible for pension and health insurance benefits in connection
chairman and member of the board of Credit Suisse (Schweiz) AG, but not for his role as member of the Group Board.

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Board compensation from the 2017 AGM to the 2018 AGM (audited)

										Group		Subsidiaries
	GNC	AC	CC	RC	Base board fee	Committee fee	Chair fee	Pension and other benefits	Total	Of which awarded in Group shares[1]	Subsidiary board fee	Pension and other benefits
CHF												
Urs Rohner, Chairman[3]	C				3,000,000	–	1,050,000	216,823	**4,266,823**	1,050,000	–	
Iris Bohnet			M		250,000	100,000	–	–	**350,000**	175,000	–	
Andreas Gottschling				M	250,000	100,000	–	–	**350,000**	175,000	33,333	
Alexander Gut		M			250,000	150,000	–	–	**400,000**	200,000	150,000	
Andreas N. Koopmann			M	M	250,000	200,000	–	–	**450,000**	225,000	–	
Seraina Macia		M			250,000	150,000	–	–	**400,000**	200,000	–	
Kai S. Nargolwala	M		C		250,000	50,000	300,000	–	**600,000**	300,000	–	
Joaquin J. Ribeiro		M			250,000	150,000	–	–	**400,000**	200,000	–	
Severin Schwan	M			M	250,000	150,000	–	–	**400,000**	200,000	–	
Richard E. Thornburgh	M	M		C	250,000	200,000	420,000	–	**870,000**	435,000	271,600	
John Tiner	M	C		M	250,000	150,000	480,000	–	**880,000**	440,000	218,250	
Alexandre Zeller	M		M		250,000	150,000	–	–	**400,000**	200,000	800,000	216,823
Total					**5,750,000**	**1,550,000**	**2,250,000**	**216,823**	**9,766,823**	**3,800,000**	**1,473,183**	**216,823**

GNC = Governance and Nominations Committee; AC = Audit Committee; CC = Compensation Committee; RC = Risk Comm
Chair; M = Member

1
As of December 31, 2017, one-half of the Board member fees to be awarded in Group shares have been delivered to Board mer
applicable Group share price was CHF 16.11. The remaining shares will be delivered to Board members at or around the date c
AGM and the share price for this second share delivery will be determined at that time. Group shares are subject to a four-year
period.

2
At the 2017 AGM, shareholders approved a maximum amount of total compensation to be awarded to Board members until the
CHF 12 million. For the total compensation awarded to members of the Board, the Group will make payments of CHF 0.5 mill
2017/2018 Board period to cover the mandatory employer social security contributions as required under the social security lav
the individual Board members based on their domicile and employment status. These contributions do not form part of the Boa
compensation.

3
The Chair fee of the Chairman is set at CHF 1.5 million to be awarded as 100% Group shares. For the period from the 2017 AC
AGM, the Chairman proposed to voluntarily waive 30% or CHF 0.45 million of his Chair fee and this proposal was approved b
The total compensation of the Chairman includes benefits for the period from the 2017 AGM to the 2018 AGM of CHF 216,82
pension and health insurance benefits.

4

Mr. Zeller was eligible for pension and health insurance benefits in connection with his role as board member and chairman of directors of the subsidiary Credit Suisse (Schweiz) AG, but not for his role as a member of the Group Board.

Compensation of Board members serving on subsidiary boards

A number of Board members also serve as members on the boards of Group subsidiary companies. This practice is consistent with the Group's legal entity governance principles, which aim to foster a close alignment of the Group's governance practices and those of its significant subsidiary companies.

> Refer to the "Governance of Group subsidiaries" and "Biographies of the Board members" in IV – Corporate Governance – Board of Directors for further information.

With the exception of the Chairman, Board members may receive separate fees for serving on subsidiary boards, in addition to their Board fees, which are paid in cash. These fees are approved by the respective subsidiary boards and are subject to ratification by the Board. All subsidiary board fees are included in the total amount of compensation of the members of the Board proposed for approval by shareholders at the AGM. The Chairman does not receive separate fees for board memberships in other Group companies, as this is considered to be included as part of the Chairman's compensation.

The Board members newly appointed to serve on subsidiary boards receive a flat subsidiary board membership fee of CHF 100,000 (or higher amounts if a Board member serves as the chair of the subsidiary board or a committee). This amount is generally less than that received by other external subsidiary board members, given that Board members are already familiar with the Group's entities and activities. Serving on a subsidiary board is nevertheless a significant additional commitment for these Board members, reflected, for example, in the number of subsidiary board meetings held throughout the year as shown in the following table.

Number of subsidiary board meetings

	Board	Committee[1]	Total
Subsidiary			
Credit Suisse (Schweiz) AG	12	16	**28**
Credit Suisse International (CSI) / Credit Suisse Securities (Europe) Ltd. (CSSEL)	13	12	**25**
Credit Suisse Holdings (USA), Inc.	19	21	**40**

1
Includes meetings of the respective subsidiary board's audit and risk committees.

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Supplementary information

Board shareholdings

The table below discloses the shareholdings of the Board members, their immediate family and companies in which they have a controlling interest. As of December 31, 2018 and 2017, there were no Board members with outstanding options.

Board shareholdings by individual

end of	2018	2017
December 31 (shares) [1]		
Urs Rohner	268,250	189,956
Iris Bohnet	61,311	49,451
Andreas Gottschling	19,210	5,432
Alexander Gut	37,707	24,152
Michael Klein [2]	6,713	–
Andreas N. Koopmann	131,231	117,900
Seraina Macia	49,827	37,231
Kai S. Nargolwala	299,872	280,883
Ana Paula Pessoa [2]	7,672	–
Joaquin J. Ribeiro	37,705	24,150
Severin Schwan	129,957	116,402
John Tiner	244,317	216,645
Alexandre Zeller	79,763	6,208
Total	**1,373,535**	**1,068,410** [3]

1

Includes Group shares that are subject to a blocking period of up to four years; includes shareholdings of immediate family members.

2

Michael Klein and Ana Paula Pessoa were newly elected at the 2018 AGM.

3

Excludes 196,766 shares held by Richard E. Thornburgh as of December 31, 2017, who did not stand for re-election to the Board as of April 27, 2018.

Board loans

The majority of loans outstanding to members of the Board are mortgages or loans against securities. Such loans are made to Board members on the same terms available to third-party clients. Pursuant to the AoA, each member of the Board may be granted individual credit facilities or loans up to a maximum of CHF 20 million at market conditions. As of December 31, 2018, 2017 and 2016, outstanding loans to Board members amounted to CHF 10 million, CHF 11 million, and CHF 10 million, respectively.

Board members with loans, including the Chairman, do not benefit from employee conditions, but are subject to conditions applied to clients with a comparable credit standing. Unless otherwise noted, all loans to Board members are made in the ordinary course of business and substantially on the same terms, including interest rates and collateral, as those prevailing at the time for comparable transactions with other persons. Such loans do not involve more than the normal risk of collectability or present other unfavorable features. In addition to the loans listed below, the Group or any of its banking subsidiaries may enter into financing and other banking agreements with companies in which current Board members have a significant influence as defined by the SEC. Examples include holding executive and/or board level roles in these companies. Unless otherwise noted, loans extended by the Group to such companies are also made in the ordinary course of business and at prevailing market conditions. As of December 31, 2018, 2017 and 2016, there was no loan exposure to such related party companies that was not made in the ordinary course of business and at prevailing market conditions.

> Refer to "Banking relationships with Board and Executive Board members and related party transactions" in IV – Corporate Governance – Additional information for further information.

Board loans by individual (audited)

end of	2018	2017
December 31 (CHF)		
Urs Rohner	4,660,000	4,745,000
Alexander Gut	30,000	30,000
Andreas N. Koopmann	4,122,750	5,197,600
Seraina Macia	960,000	968,000
Total	**9,772,750**	**10,940,600**

Includes loans to immediate family members and companies, in which the respective Board member has an ownership stake of 50% or higher.

Former members of the Board

Two former members of the Board are eligible to receive office infrastructure and secretarial support. These services are based on existing resources and are not used on a regular basis. No additional fees, severance payments or other forms of compensation were paid to former members of the Board or related parties during 2018 and 2017.

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Group compensation

Compensation framework

The key elements of our current Group employees' compensation framework and how they applied to various employee categories are shown below.

Base salaries

All employees are paid a base salary. Salary levels are based on the skills, qualifications and relevant experience of the individual, the responsibilities required by the role and external market factors.

Role-based allowances

Role-based allowances are a component of fixed compensation awarded to certain employees identified as Prudential Regulation Authority (PRA) Code Staff under UK regulatory requirements or material risk-takers under other EU regulatory requirements. These role-based allowances are determined based on the role and organizational responsibility of the individuals. Role-based allowances are deemed to be fixed compensation for the purposes of calculating the cap of variable incentive compensation as required by the Capital Requirements Directive IV (CRD IV) and Capital Requirements Regulation (CRR). Role-based allowances for 2018 were paid entirely in cash on a non-deferred basis.

Variable incentive compensation

For 2018, variable incentive compensation was paid in cash unless the total compensation awarded to an employee for 2018 was greater than or equal to CHF 250,000 or the local currency equivalent or USD 250,000 for employees whose total compensation is denominated in US dollars. In these cases a portion was paid in cash and the balance was deferred, vesting at a later date.

Generally, employees receive the cash portion of their variable incentive compensation at a regular payroll settlement date close to the grant date. To comply with CRD IV requirements, employees who hold material risk-taker roles in respect of certain Group subsidiaries in the EU receive shares for 50% of the non-deferred portion of variable incentive compensation that would have been paid to them as cash. These shares are vested at the time of grant but remain blocked, that is, subject to transfer restrictions, for a period of 12 months.

To enable closer alignment with market practice and local variations, two deferral tables have been applied since 2015: one for the Americas and another for the rest of the world. For 2018, the deferral rates ranged from 17.5% to 80% of variable incentive compensation for employees located in the Americas, and 17.5% to 85% of variable incentive compensation for employees located elsewhere. The amount of variable incentive compensation paid in cash for 2018 was capped at CHF 2 million or the local currency equivalent (or USD 2 million for employees whose total compensation is denominated in US dollars) per employee.

Compensation components by employee category

Deferred compensation: key features

Potential downward adjustments of performance share awards

As described in the above table, performance share awards may be subject to negative adjustments in the event of a divisional loss. The amount of potential negative adjustment is shown in the table below.

Downward adjustment if division incurs a loss

Division pre-tax loss (in CHF billion)	Downward adjustment on award balance (in %)
1.00	15
2.00	30
3.00	45
4.00	60
5.00	75
6.00	90
6.67	100

Determination of the variable incentive compensation pools

In determining the pools, the Compensation Committee aims to balance the distribution of the Group's profits between shareholders and employees. The primary driver of the pool amounts is the Group's financial performance in terms of economic contribution, measured as adjusted income before taxes excluding variable incentive compensation expenses, after deducting a capital usage charge. Non-financial factors are also considered in the determination of the pool amounts, including progress on the achievement of strategic objectives, market position and trend, risk-related issues, relative performance compared to peers, and any extraordinary events, such as, but not limited to, company reorganizations, major legacy settlements or any other exceptional circumstances. In this regard, the Compensation Committee can apply discretion to make positive and negative adjustments to the variable incentive compensation pools.

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The variable incentive compensation pools are determined on an annual basis, with accruals made on a quarterly basis throughout the year. The Compensation Committee regularly reviews the accruals and related financial information and applies adjustments in exceptional circumstances to ensure that the overall size of the pools is consistent with the Group's compensation objectives. The total amount of the pool for the corporate functions is not linked to the performance of the particular divisions that employees of the corporate functions support or oversee, but takes into account the Group-wide financial performance, measured in the form of Group economic contribution and non-financial factors. Therefore, employees working in the corporate functions, including those performing control functions, are remunerated independently from the performance of the businesses they oversee and support. As with the business divisions, risk, control, compliance and ethical considerations and relative performance compared to peers, as well as the market and regulatory environment, are taken into account.

For 2018, the Compensation Committee noted the 52% increase in Group adjusted income before taxes, from CHF 2.8 billion in 2017 to CHF 4.2 billion in 2018, and acknowledged that the Group had successfully delivered against its strategic priorities, including a strengthened capital position since 2015, achievement of its target for adjusted operating cost base, closure of the Strategic Resolution Unit, de-risking of the Global Markets activities, and greater allocation of capital to the Wealth Management-related and Investment Banking & Capital Markets businesses, which typically generate higher returns and are less volatile. The Compensation Committee also considered a range of other factors such as relative performance versus peers, market position and market trends, as well as control, risk and ethical considerations. In terms of the market environment however, the Compensation Committee noted that conditions in the second half of 2018 became more challenging for the financial services industry, with a significant drop in client activity resulting from a combination of factors including increasing trade tensions, rising US interest rates and greater geopolitical uncertainty. Against the backdrop of these conditions, the Compensation Committee decided to keep the Group variable compensation pool stable to the previous year, notwithstanding an increase in adjusted income before taxes of 52% over the same period. As such, to protect returns and profitability in light of downward pressure on revenues during the second half of the year, the Compensation Committee proposed an overall Group pool of CHF 3,195 million, which was approved by the Board.

> Adjusted results are non-GAAP financial measures which exclude certain items included in our reported results. Refer to "Reconciliation of adjusted results" in I – Information on the company – Strategy and II – Operating and financial review – Credit Suisse for further information.

Competitive benchmarking

The assessment of the economic and competitive environment is an important element of the compensation process as the Group strives for market-informed, competitive compensation levels. Internal expertise and the services of compensation consulting firms are used to benchmark compensation levels against relevant peers, taking into account geographical variations. The Compensation Committee is provided with regular reports from an independent compensation adviser on industry and market trends, including competitor performance and pay trends. The peers considered for the purposes of Group peer benchmarking are Bank of America, Barclays, Citigroup, Deutsche Bank, Goldman Sachs, JPMorgan Chase, Morgan Stanley and UBS. Specific benchmarking may include other peers, depending on the business area or geographic location, as appropriate.

For consideration of European and local practices, the Compensation Committee also references a cross-industry peer group of Europe-headquartered multinational companies selected on the basis of comparability to Credit Suisse in size, scale, global scope of operations and economic influence. In addition to the companies already listed above and those included as part of the Executive Board LTI award RTSR peer group, peers considered for Executive Board compensation include: AstraZeneca, Commerzbank, HSBC, Investor AB, Merck KGaA, Novartis, Standard Life Aberdeen and UniCredit.

Focus on risk and control

Risk and control considerations are an integral part of the performance assessment and compensation processes. This ensures that the Group's approach to compensation includes a focus on risk and internal control matters and discourages excessive risk taking. Senior management from the Group's corporate functions, including Compliance and Regulatory Affairs, General Counsel, Human Resources, Internal Audit, Product Control and

Risk Management, provide the Compensation Committee with comprehensive feedback on regulatory, audit, disciplinary and risk-related issues or trends across the Group, relevant to the assessment of the Group's risk and control culture. Divisions are assessed against risk and conduct measures for the year, and the consolidated findings are presented to the Compensation Committee and the CEO. Based on these assessments, the Compensation Committee may approve adjustments to the divisional pool levels as proposed by the CEO.

Aside from risk considerations, disciplinary events may also impact compensation decisions. Conduct and Ethics Boards (CEBs) review all disciplinary events and decide on disciplinary sanctions proposed by the recommendation teams, which include representatives from the control functions. CEBs have been established at the Group-wide level, as well as for each business division and the corporate functions overall. The Group CEB meets on a quarterly basis to ensure that sanctions applied are in line with the Group's risk appetite, market practice and regulatory requirements.

Malus and clawback provisions

All deferred compensation awards granted contain malus provisions that enable the Group to reduce or cancel the awards prior to settlement if the participant engages in certain detrimental conduct. Malus provisions were enforced during the course of 2018. All variable incentive compensation granted to UK PRA Code Staff and employees regulated by the Bank of Italy are subject to clawback. Other EU-regulated employees are also subject to clawback provisions as required by applicable legal or regulatory requirements.

Covered Employees (including 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.

Compensation outcomes for 2018

Of the total variable incentive compensation awarded across the Group for 2018, 50% was deferred, compared with 45% in 2017, and subject to certain conditions including future service, performance, market and malus criteria.

Total compensation awarded

			2018			2017
For	Unrestricted	Deferred	Total	Unrestricted	Deferred	Total
Fixed compensation (CHF million)						
Salaries	5,235	99	5,334	5,504	90	5,594
Social security	652	–	652	671	–	671
Other [1]	748	–	748	790[2]	–	790
Total fixed compensation	**6,635**	**99**	**6,734**	**6,965**	**90**	**7,055**
Variable incentive compensation (CHF million)						
Cash	1,555	–	1,555	1,708	–	1,708
Share awards	35	638	673	38	613	651
Performance share awards	–	532	532	–	478	478
Contingent Capital Awards	–	299	299	–	241	241
Other cash awards	–	136	136	–	112	112
Total variable incentive compensation	**1,590**	**1,605**	**3,195**	**1,746**	**1,444**	**3,190**
Other variable compensation (CHF million)						
Severance awards	34	0	34	1	–	1
Other [3]	23	99	122	26	244	270[4]
Total other variable compensation	**57**	**99**	**156**	**27**	**244**	**271**
Total compensation awarded (CHF million)						
Total compensation awarded	**8,282**	**1,803**	**10,085**	**8,738**	**1,778**	**10,516**
of which guaranteed bonuses	26	33	59	49	72	121

1

Includes pension and other post-retirement expense of CHF 411 million and CHF 432 million in 2018 and 2017, respectively.

2

In 2018, the Group adopted a new US GAAP accounting standard which resulted in a restatement that increased compensation and benefits and reduced general and administrative expenses by CHF 190 million.

3

Includes replacement awards to compensate employees for the equivalent fair value of deferred awards cancelled by previous employers, as well as retention awards and sign-on payments.

4

Includes CHF 65 million of cash retention awards in Asia Pacific.

Number of employees awarded variable incentive and other compensation

			2018			2017
	MRTC[1]	Other employees	Total	MRTC[1]	Other employees	Total
Number of employees awarded variable incentive compensation						
Variable incentive compensation	**1,003**	**41,210**	**42,213**	**1,070**	**41,614**	**42,684**
of which cash	977	40,996	41,973	1,070	41,614	42,684
of which share awards	944	6,004	6,948	983	6,011	6,994
of which performance share awards	952	873	1,825	990	859	1,849
of which Contingent Capital Awards	933	4,843	5,776	963	4,833	5,796
of which other cash awards	69	431	500	41	240	281
Number of employees awarded other variable compensation						
Severance awards	1	217	218	2	181	183
Guaranteed bonuses	4	129	133	16	162	178
Other[2]	34[3]	590	624	44[3]	821	865

Excluding Executive Board members who were in office on December 31, 2018.

1

Excludes individuals who may have been classified as MRTC according to regulatory requirements of jurisdictions outside of Switzerland, particularly US-based revenue producers in Global Markets and Investment Banking & Capital Markets, who were classified as Covered Employees by the US Federal Reserve.

2

Includes replacement awards to compensate employees for the equivalent fair value of deferred awards cancelled by previous employers, as well as retention awards and sign-on payments.

3

For 2018 and 2017, sign-on payments were paid to 5 and 3 MRTC, respectively.

Compensation awarded to Material Risk Takers and Controllers

			2018			2017
For	Unrestricted	Deferred	Total	Unrestricted	Deferred	Total
Fixed compensation (CHF million)						
Total fixed compensation[1]	**514**	**58**	**572**	**536**	**59**	**595**
Variable incentive compensation (CHF million)						
Cash	230	–	230	298	–	298
Share awards	35	192	227	38	177	215
Performance share awards	–	328	328	–	299	299
Contingent Capital Awards	–	128	128	–	116	116
Other cash awards	–	40	40	–	35	35
Total variable incentive compensation	**265**	**688**	**953**	**336**	**627**	**963**
Other variable compensation (CHF million)						
Severance awards	1	–	1	1	–	1
Other[2]	4[3]	22	26	8[3]	88	96
Total other variable compensation	**5**	**22**	**27**	**9**	**88**	**97**
Total compensation (CHF million)						

Total compensation	**784**	**768**	**1,552**	**881**	**774**	**1,655**
of which guaranteed bonuses	1	3	4	10	25	35

Excluding Executive Board members who were in office on December 31, 2018. Of the total compensation awarded to MRTC for 2018 and 2017, 49% and 47%, respectively, was deferred. Of the total variable incentive compensation awarded to MRTC for 2018 and 2017, 72% and 65%, respectively, was deferred.

1
The number of MRTCs receiving fixed compensation for 2018 and 2017 was 1,030 and 1,102, respectively.

2
Includes replacement awards to compensate employees for the equivalent fair value of deferred awards cancelled by previous employers, as well as retention awards and sign-on payments.

3
For 2018 and 2017, sign-on payments paid to MRTC amounted to CHF 1 million and CHF 5 million, respectively.

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Group compensation and benefits expense

Compensation and benefits expenses recognized in the current year income statement include salaries, role-based allowances, variable compensation, benefits and employer taxes on compensation. Variable compensation expense generally reflects the variable incentive cash compensation for the current year, amortization of deferred compensation awards granted in prior years, as well as severance payments, commission payments, replacement awards, retention awards, and sign-on payments. Deferred variable incentive compensation granted for the current year is expensed in future periods during which it is subject to future service, performance and malus criteria and other restrictive covenants.

Group compensation and benefits expense

			2018			2017
in	Current compen-sation	Deferred compen-sation	Total	Current compen-sation	Deferred compen-sation	Total
Fixed compensation expense (CHF million)						
Salaries	5,235	85[1]	5,320	5,504	52[1]	5,556
Social security [2]	652	–	652	671	–	671
Other [3]	748	–	748	790[4]	–	790
Total fixed compensation expense	**6,635**	**85**	**6,720**	**6,965**	**52**	**7,017**
Variable incentive compensation expense (CHF million)						
Cash	1,555	–	1,555	1,708	–	1,708
Share awards	35	526[5]	561	38	525[5]	563
Performance share awards	–	382	382	–	348	348
Contingent Capital Awards	–	154	154	–	280	280
Contingent Capital share awards	–	2	2	–	18	18
Capital Opportunity Facility awards	–	12	12	–	14	14
2008 Partner Asset Facility awards [6]	–	–	–	–	7	7
Other cash awards	–	178	178	–	392	392
Total variable incentive compensation expense	**1,590**	**1,254**	**2,844**	**1,746**	**1,584**	**3,330**
Other variable compensation expense (CHF million)						
Severance payments	34	–	34	1	–	1
Other [7]	22	–	22	19	–	19
Total other variable compensation expense	**56**	**–**	**56**	**20**	**–**	**20**
Total compensation expense (CHF million)						
Total compensation expense	**8,281**	**1,339**	**9,620**	**8,731**	**1,636**	**10,367**

Restructuring expenses in connection with the strategic review of the Group are disclosed separately and are not part of the total compensation expenses. These restructuring expenses included cash severance expenses of CHF 169 million and CHF 192 million relating to 1,647 and 1,774 employees in 2018 and 2017, respectively.

1

Includes fixed deferred expense of CHF 85 million for other cash awards for 2018; and CHF 4 million for share awards and CHF 48 million for other cash awards for 2017.

2

Represents the Group's portion of employees' mandatory social security.

3
Includes pension and other post-retirement expense of CHF 411 million and CHF 432 million in 2018 and 2017, respectively.
4
In 2018, the Group adopted a new US GAAP accounting standard which resulted in a restatement that increased compensation and benefits and reduced general and administrative expenses by CHF 190 million.
5
Includes CHF 22 million and CHF 34 million of compensation expense associated with replacement share awards granted in 2018 and 2017, respectively.
6
Includes the change in the underlying fair value of the indexed assets during the period.
7
Includes replacement awards to compensate employees for the equivalent fair value of deferred awards cancelled by previous employers, as well as retention awards and sign-on payments.

Supplementary information

Equal pay and the gender pay gap

Equal pay for equal work has always been and will continue to be an important focus for us. Our philosophy is to provide a discrimination-free compensation system for all employees based on their contribution and regardless of their background, including gender.

We design our compensation system to be compliant with applicable laws regarding equal and gender pay. In the UK, we publish the gender pay gap report in line with regulatory requirements and we are implementing measures to address this gap. We were one of the first banks signing up to HM Treasury's Women in Finance Charter, promising support for transitioning women into senior roles. We are also involved in numerous opportunities to promote gender diversity and talent including Women on Board, Women in Banking and Finance and Modern Muse and Tech She Can.

Equal pay for our employees is set forth in our Group Compensation policy which states that 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 the profitability of the Group or the division and department of the individual, and the strategic needs of the Group.

Group estimated unrecognized compensation expense

The following table shows the estimated compensation expense that has not yet been recognized through the income statement for deferred compensation awards granted for 2018 and prior years that were outstanding as of December 31, 2018, with comparative information for 2017. These estimates were based on the fair value of each award on the grant date, taking into account the current estimated outcome of relevant performance criteria and estimated future forfeitures. No estimate has been included for future mark-to-market adjustments.

Group estimated unrecognized compensation expense

	Deferred compensation		2018	Deferred compensation		2017
end of	For 2018	For prior-year awards	Total	For 2017	For prior-year awards	Total
Estimated unrecognized compensation expense (CHF million)						
Share awards	629	466[1]	1,095	569	472[1]	1,041
Performance share awards	521	167	688	445	158	603
Contingent Capital Awards	273	141	414	229	119	348
Contingent Capital share awards	–	0	0	–	3	3
Other cash awards	136	179	315	112	194	306
Total estimated unrecognized compensation expense	**1,559**	**953**	**2,512**	**1,355**	**946**	**2,301**

1

Includes CHF 38 million and CHF 71 million of estimated unrecognized compensation expense associated with replacement share awards granted to new employees in 2018 and 2017, respectively, not related to prior years.

Limitations on share-based awards

The Group prohibits employees from entering into transactions to hedge the value of outstanding share-based awards but allows employees to hedge awards that have already vested. Employee pledging of unvested, or vested and undistributed share-based awards is also prohibited, except with the approval of the Compensation Committee. These provisions also apply to Executive Board members.

Impact of share-based compensation on shareholders' equity

In general, the income statement expense recognition of share-based awards on a pre-tax basis has a neutral impact on shareholders' equity because the reduction to shareholders' equity from the expense recognition is offset by the obligation to deliver shares, which is recognized as an increase to equity by a corresponding amount. Shareholders' equity includes, as additional paid-in capital, the tax benefits associated with the expensing and subsequent settlement

of share-based awards.
In 2018, the Group's share delivery obligations were covered by shares purchased in the market. The Group intends to continue to cover its future share delivery obligations through market purchases.
Share-based awards outstanding
At the end of 2018, there were 138.3 million share-based awards outstanding, of which 83.2 million were share awards, 51.7 million were performance share awards and 3.4 million were CCA share awards.
> Refer to "Note 28 – Employee deferred compensation" in VI – Consolidated financial statements – Credit Suisse Group for further information.
Subsequent activity
In early 2019, the Group granted approximately 55.6 million new share awards and 46.1 million new performance share awards with respect to performance in 2018. Further, the Group awarded CHF 299 million of deferred variable incentive compensation in the form of CCA pursuant to the Group's compensation policy.
In the first half of 2019, the Group plans to settle 62.9 million deferred awards from prior years, including 36.3 million share awards and 23.2 million performance share awards. The Group plans to meet this delivery obligation through market purchases.

> Refer to "Capital management" in III – Treasury, Risk, Balance sheet and Off-balance sheet for more information.

Changes to the value of outstanding deferred awards

Employees experience changes to the value of their deferred compensation awards during the vesting period due to both implicit and explicit value changes. Implicit value changes primarily reflect market-driven effects, such as changes in the Group share price, changes in the value of the COF, CCA and foreign exchange rate movements. Explicit value changes reflect risk adjustments triggered by conditions related to negative performance in the performance share awards, forfeiture, or the malus provisions in all deferred awards. The final value of an award will only be determined at settlement.

> Refer to "Note 28 – Employee deferred compensation" in VI – Consolidated financial statements – Credit Suisse Group for further information.

The following table provides a comparison of the outstanding deferred compensation awards at the end of 2017 and 2018, indicating the value of changes due to ex post implicit and ex post explicit adjustments. For 2018, the change in value for the outstanding deferred compensation awards was mainly due to implicit adjustments driven primarily by changes in the Group share price, foreign exchange rate movements and changes in the value of CCA.

Outstanding deferred compensation awards

in / end		Total outstanding end of 2017	Granted in 2018	Paid out in 2018	Ex post explicit adjustments	Ex post implicit adjustments	Total outstanding end of 2018	% of which exposed to ex post explicit adjustments
Group (CHF million) [1]								
CCAs	Cash-based	745	241	(314)	(31)	(94)	547	100%
Other cash awards	Cash-based	402	125	(235)	(14)	(2)	276	100%
Share awards	Share-based	1,477	740	(665)	(65)	(589)	898	100%
Performance share awards	Share-based	943	450	(441)	(37)	(358)	557	100%
CCA share awards	Share-based	146	–	(81)	(1)	(28)	36	100%
Total		**3,713**	**1,556**	**(1,736)**	**(148)**	**(1,071)**	**2,314**	
Material Risk Takers and Controllers (CHF million) [2]								
CCAs	Cash-based	281	113	(106)	–	(44)	244	100%
Other cash awards	Cash-based	149	34	(90)	–	(3)	90	100%
Share awards	Share-based	425	216	(200)	–	(176)	265	100%
Performance share awards	Share-based	458	267	(201)	–	(199)	325	100%
CCA share awards	Share-based	38	–	(24)	–	(6)	8	100%
Total		**1,351**	**630**	**(621)**	**–**	**(428)**	**932**	

1

Includes MRTCs and Executive Board members who were in office on December 31, 2018.

2

Excludes Executive Board members who were in office on December 31, 2018.

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Report of the Statutory Auditor

Report of the Statutory Auditor To the General Meeting of Shareholders of Credit Suisse Group AG, Zurich

____We have audited the accompanying compensation report dated March 22, 2019 of Credit Suisse Group AG (the “Group”) for the year ended December 31, 2018. The audit was limited to the information according to articles 14-16 of the Ordinance against Excessive Compensation in Stock Exchange Listed Companies (the “Ordinance”) contained in the sections marked with (audited) on pages 243 to 254 of the compensation report.Responsibility of the Board of DirectorsThe Board of Directors is responsible for the preparation and overall fair presentation of the compensation report in accordance with Swiss law and the Ordinance. The Board of Directors is also responsible for designing the compensation system and defining individual compensation packages. Auditor's ResponsibilityOur responsibility is to express an opinion on the accompanying compensation report. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the compensation report complies with Swiss law and articles 14 16 of the Ordinance.An audit involves performing procedures to obtain audit evidence on the disclosures made in the compensation report with regard to compensation, loans and credits in accordance with articles 14 16 of the Ordinance. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatements in the compensation report, whether due to fraud or error. This audit also includes evaluating the reasonableness of the methods applied to value components of compensation, as well as assessing the overall presentation of the compensation report.We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. OpinionIn our opinion, the compensation report for the year ended December 31, 2018 of the Group complies with Swiss law and articles 14 16 of the Ordinance.KPMG AGNicholas EdmondsRalph DichtLicensed Audit ExpertLicensed Audit ExpertAuditor in ChargeZurich, SwitzerlandMarch 22, 2019

Report of the Independent Registered Public Accounting Firm

Report of the Independent Registered Public Accounting FirmTo the shareholders and Board of DirectorsCredit Suisse Group AG, Zurich____Opinion on the Consolidated Financial StatementsWe have audited the accompanying consolidated balance sheets of Credit Suisse Group AG and subsidiaries (the “Group”) as of December 31, 2018 and 2017, and the related consolidated statements of operations, comprehensive income, changes in equity, and cash flows for each of the years in the three year period ended December 31, 2018, and the related notes (collectively, the “consolidated financial statements”). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Group as of December 31, 2018 and 2017, and the results of its operations and its cash flows for each of the years in the three-year period ended December 31, 2018, in conformity with U.S. generally accepted accounting principles.We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (“PCAOB”), the Group’s internal control over financial reporting as of December 31, 2018, based on criteria established in Internal Control Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission, and our report dated March 22, 2019 expressed an unqualified opinion on the effectiveness of the Group’s internal control over financial reporting.Basis for OpinionThese consolidated financial statements are the responsibility of the Group’s management and the Board of Directors. Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Group in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that our audits provide a reasonable basis for our opinion.KPMG AGNicholas EdmondsAnthony AnzevinoLicensed Audit ExpertGlobal Lead PartnerAuditor in ChargeWe have served as the Group’s auditor since 1989.Zurich, SwitzerlandMarch 22, 2019

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Consolidated financial statements

Consolidated statements of operations

in	Note	2018	2017	2016
Consolidated statements of operations (CHF million)				
Interest and dividend income	5	19,613	17,057	17,374
Interest expense	5	(12,604)	(10,500)	(9,812)
Net interest income	5	7,009	6,557	7,562
Commissions and fees	6	11,890	11,817	11,092
Trading revenues	7	624	1,317	313
Other revenues	8	1,397	1,209	1,356
Net revenues		**20,920**	**20,900**	**20,323**
Provision for credit losses	9	**245**	**210**	**252**
Compensation and benefits	10	9,620	10,367	10,652
General and administrative expenses	11	5,798	6,645	9,690
Commission expenses		1,259	1,430	1,455
Restructuring expenses	12	626	455	540
Total other operating expenses		7,683	8,530	11,685
Total operating expenses		**17,303**	**18,897**	**22,337**
Income/(loss) before taxes		**3,372**	**1,793**	**(2,266)**
Income tax expense	28	1,361	2,741	441
Net income/(loss)		**2,011**	**(948)**	**(2,707)**
Net income/(loss) attributable to noncontrolling interests		(13)	35	3
Net income/(loss) attributable to shareholders		**2,024**	**(983)**	**(2,710)**
Earnings/(loss) per share (CHF)				
Basic earnings/(loss) per share	13	0.79	(0.41)	(1.27)
Diluted earnings/(loss) per share	13	0.77	(0.41)	(1.27)

Consolidated statements of comprehensive income

in	2018	2017	2016
Comprehensive income/(loss) (CHF million)			
Net income/(loss)	2,011	(948)	(2,707)
Gains/(losses) on cash flow hedges	(10)	(27)	(20)
Foreign currency translation	(325)	(1,031)	515
Unrealized gains/(losses) on securities	(17)	(13)	1
Actuarial gains/(losses)	(391)	695	394
Net prior service credit/(cost)	(135)	(121)	36
Gains/(losses) on liabilities related to credit risk	1,654	(1,976)	(1,043)
Other comprehensive income/(loss), net of tax	776	(2,473)	(117)
Comprehensive income/(loss)	**2,787**	**(3,421)**	**(2,824)**
Comprehensive income/(loss) attributable to noncontrolling interests	(15)	28	(2)
Comprehensive income/(loss) attributable to shareholders	**2,802**	**(3,449)**	**(2,822)**

The accompanying notes to the consolidated financial statements are an integral part of these statements.

Consolidated balance sheets

end of	Note	2018	2017
Assets (CHF million)			
Cash and due from banks		100,047	109,815
of which reported at fair value		115	212
of which reported from consolidated VIEs		173	232
Interest-bearing deposits with banks		1,142	726
Central bank funds sold, securities purchased under resale agreements and securities borrowing transactions	15	117,095	115,346
of which reported at fair value		81,818	77,498
Securities received as collateral, at fair value		41,696	38,074
of which encumbered		25,711	23,632
Trading assets, at fair value	16	132,203	156,334
of which encumbered		32,452	49,237
of which reported from consolidated VIEs		1,616	1,348
Investment securities	17	2,911	2,191
of which reported at fair value		2,911	2,191
of which reported from consolidated VIEs		1,432	381
Other investments	18	4,890	5,964
of which reported at fair value		2,434	3,506
of which reported from consolidated VIEs		1,505	1,833
Net loans	19	287,581	279,149
of which reported at fair value		14,873	15,307
of which encumbered		230	186
of which reported from consolidated VIEs		387	267
allowance for loan losses		(902)	(882)
Premises and equipment	20	4,838	4,686
of which reported from consolidated VIEs		39	151
Goodwill	21	4,766	4,742
Other intangible assets	22	219	223
of which reported at fair value		163	158
Brokerage receivables		38,907	46,968
Other assets	23	32,621	32,071
of which reported at fair value		7,263	9,018
of which encumbered		279	134
of which reported from consolidated VIEs		2,010	2,398
Total assets		**768,916**	**796,289**

The accompanying notes to the consolidated financial statements are an integral part of these statements.

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Consolidated balance sheets (continued)

end of	Note	2018	2017
Liabilities and equity (CHF million)			
Due to banks	24	15,220	15,413
of which reported at fair value		406	197
Customer deposits	24	363,925	361,162
of which reported at fair value		3,292	3,511
Central bank funds purchased, securities sold under repurchase agreements and securities lending transactions	15	24,623	26,496
of which reported at fair value		14,828	15,262
Obligation to return securities received as collateral, at fair value		41,696	38,074
Trading liabilities, at fair value	16	42,169	39,119
of which reported from consolidated VIEs		3	3
Short-term borrowings		21,926	25,889
of which reported at fair value		8,068	11,019
of which reported from consolidated VIEs		5,465	6,672
Long-term debt	25	154,308	173,032
of which reported at fair value		63,935	63,628
of which reported from consolidated VIEs		1,764	863
Brokerage payables		30,923	43,303
Other liabilities	23	30,107	31,612
of which reported at fair value		9,001	8,624
of which reported from consolidated VIEs		277	441
Total liabilities		**724,897**	**754,100**
Common shares		102	102
Additional paid-in capital		34,889	35,668
Retained earnings		26,973	24,973
Treasury shares, at cost		(61)	(103)
Accumulated other comprehensive income/(loss)	26	(17,981)	(18,738)
Total shareholders' equity		**43,922**	**41,902**
Noncontrolling interests		97	287
Total equity		**44,019**	**42,189**
Total liabilities and equity		**768,916**	**796,289**

end of	Note	2018	2017
Additional share information			
Par value (CHF)		0.04	0.04
Authorized shares [1]		3,271,129,950	3,271,129,950
Common shares issued	26	2,556,011,720	2,556,011,720
Treasury shares	26	(5,427,691)	(5,757,666)
Shares outstanding	26	2,550,584,029	2,550,254,054

1
Includes issued shares and unissued shares (conditional, conversion and authorized capital).

The accompanying notes to the consolidated financial statements are an integral part of these statements.

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Consolidated statements of changes in equity

	Attributable to shareholders							
	Common shares	Additional paid-in capital	Retained earnings	Treasury shares, at cost	AOCI	Total share-holders' equity	Non-controlling interests	Total equity
2018 (CHF million)								
Balance at beginning of period	**102**	**35,668**	**24,973**	**(103)**	**(18,738)**	**41,902**	**287**	**42,189**
Purchase of subsidiary shares from non- controlling interests, not changing ownership [1, 2]	–	–	–	–	–	–	(69)	(69)
Sale of subsidiary shares to noncontrolling interests, changing ownership	–	2	–	–	–	2	(2)	–
Sale of subsidiary shares to noncontrolling interests, not changing ownership [2]	–	–	–	–	–	–	30	30
Net income/(loss)	–	–	2,024	–	–	2,024	(13)	2,011
Cumulative effect of accounting changes, net of tax	–	–	(24)	–	(21)	(45)	–	(45)
Total other comprehensive income/(loss), net of tax	–	–	–	–	778	778	(2)	776
Sale of treasury shares	–	(28)	–	11,721	–	11,693	–	11,693
Repurchase of treasury shares	–	–	–	(12,441)	–	(12,441)	–	(12,441)
Share-based compensation, net of tax	–	(120)	–	762	–	642	–	642
Financial instruments indexed to own shares [3]	–	28	–	–	–	28	–	28
Dividends paid	–	(661)[4]	–	–	–	(661)	(5)	(666)
Changes in scope of consolidation, net	–	–	–	–	–	–	(129)	(129)
Balance at end of period	**102**	**34,889**	**26,973**	**(61)**	**(17,981)**	**43,922**	**97**	**44,019**
2017 (CHF million)								
Balance at beginning of period	**84**	**32,131**	**25,954**	**0**	**(16,272)**	**41,897**	**414**	**42,311**
	–	–	–	–	–	–	(163)	(163)

Purchase of subsidiary shares from non- controlling interests, not changing ownership								
Sale of subsidiary shares to noncontrolling interests, not changing ownership	–	–	–	–	–	–	65	65
Net income/(loss)	–	–	(983)	–	–	(983)	35	(948)
Cumulative effect of accounting changes, net of tax	–	–	2	–	–	2	–	2
Total other comprehensive income/(loss), net of tax	–	–	–	–	(2,466)	(2,466)	(7)	(2,473)
Issuance of common shares	18	5,195	–	–	–	5,213	–	5,213
Sale of treasury shares	–	1	–	12,033	–	12,034	–	12,034
Repurchase of treasury shares	–	–	–	(12,757)	–	(12,757)	–	(12,757)
Share-based compensation, net of tax	–	36	–	621	–	657	–	657
Financial instruments indexed to own shares	–	19	–	–	–	19	–	19
Dividends paid	–	(1,546)	–	–	–	(1,546)	(4)	(1,550)
Changes in scope of consolidation, net	–	–	–	–	–	–	(41)	(41)
Other	–	(168)	–	–	–	(168)	(12)	(180)
Balance at end of period	**102**	**35,668**	**24,973**	**(103)**	**(18,738)**	**41,902**	**287**	**42,189**

1
Distributions to owners in funds include the return of original capital invested and any related dividends.
2
Transactions with and without ownership changes related to fund activity are all displayed under "not changing ownership".
3
Includes certain call options the Group purchased on its own shares to economically hedge share-based compensation awards. In accordance with US GAAP, these call options were designated as equity instruments and, as such, were initially recognized in shareholders' equity at their fair values and not subsequently remeasured.
4
Paid out of capital contribution reserves.
The accompanying notes to the consolidated financial statements are an integral part of these statements.
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Consolidated statements of changes in equity (continued)

	Attributable to shareholders							
	Common shares	Additional paid-in capital	Retained earnings	Treasury shares, at cost	AOCI	Total share-holders' equity	Non-controlling interests	Total equity
2016 (CHF million)								
Balance at beginning of period	**78**	**31,925**	**29,139**	**(125)**	**(16,635)**	**44,382**	**636**	**45,018**
Purchase of subsidiary shares from non- controlling interests, changing ownership	–	(13)	–	–	–	(13)	(6)	(19)
Purchase of subsidiary shares from non- controlling interests, not changing ownership	–	–	–	–	–	–	(103)	(103)
Sale of subsidiary shares to noncontrolling interests, not changing ownership	–	–	–	–	–	–	112	112
Net income/(loss)	–	–	(2,710)	–	–	(2,710)	3	(2,707)
Cumulative effect of accounting changes, net of tax	–	–	(475)	–	475	–	–	–
Total other comprehensive income/(loss), net of tax	–	–	–	–	(112)	(112)	(5)	(117)
Issuance of common shares	6	1,661	–	–	–	1,667	–	1,667
Sale of treasury shares	–	7	–	16,160	–	16,167	–	16,167
Repurchase of treasury shares	–	–	–	(16,197)	–	(16,197)	–	(16,197)
Share-based compensation, net of tax	–	178	–	162	–	340	–	340
Financial instruments indexed to own shares	–	(164)	–	–	–	(164)	–	(164)
Dividends paid	–	(1,435)	–	–	–	(1,435)	–	(1,435)
Changes in scope of consolidation	–	–	–	–	–	–	(194)	(194)
Other	–	(28)	–	–	–	(28)	(29)	(57)
Balance at end of period	**84**	**32,131**	**25,954**	**0**	**(16,272)**	**41,897**	**414**	**42,311**

The accompanying notes to the consolidated financial statements are an integral part of these statements.

Consolidated statements of cash flows			
in	2018	2017	2016
Operating activities (CHF million)			
Net income/(loss)	**2,011**	**(948)**	**(2,707)**
Adjustments to reconcile net income/(loss) to net cash provided by/(used in) operating activities (CHF million)			
Impairment, depreciation and amortization	936	894	937
Provision for credit losses	245	210	252
Deferred tax provision/(benefit)	800	2,238	(193)
Share of net income/(loss) from equity method investments	(111)	(153)	(65)
Trading assets and liabilities, net	25,413	4,652	21,100
(Increase)/decrease in other assets	3,453	(15,597)	9,611
Increase/(decrease) in other liabilities	(14,294)	(1,931)	(1,255)
Other, net	(5,693)		