



UBS Investor Day 2004

Global Equities

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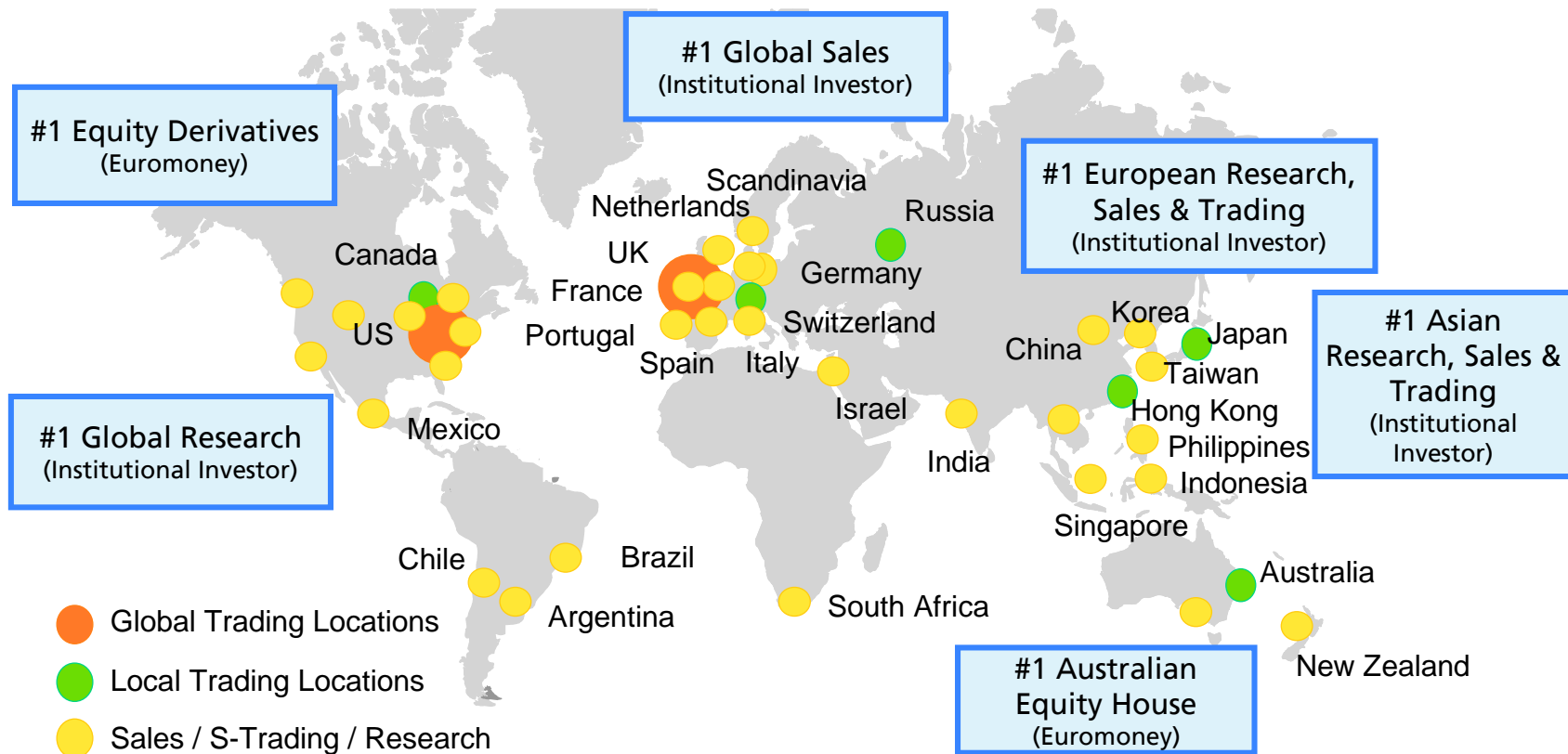
Section 3 Summary and 2004 focus

Global equities

SECTION 1

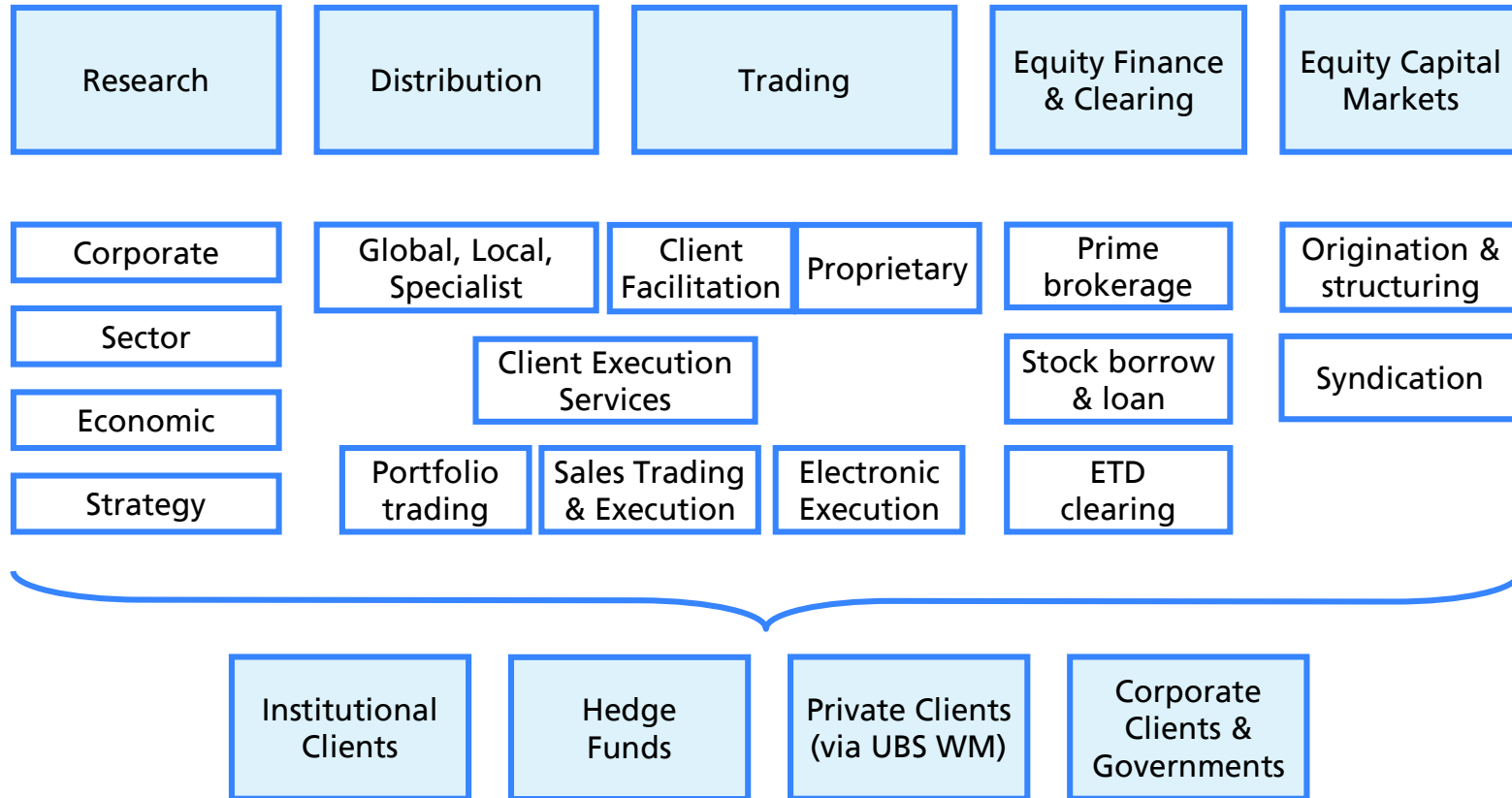
Market position: global scale, unique approach

#1 Global market share in Secondary Cash



UBS global equities

Broadly defined institutional equities business

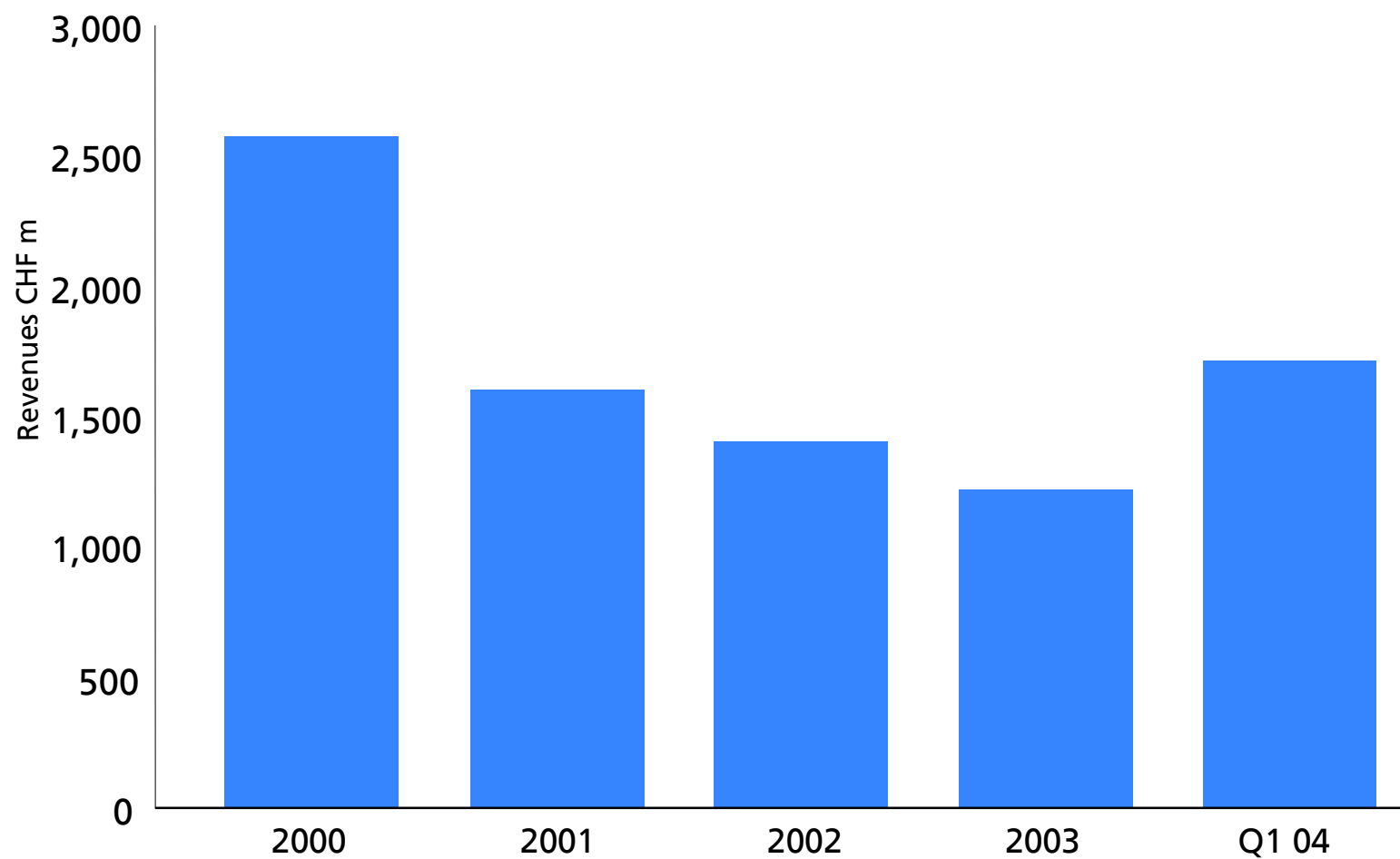


**Cash equity & listed derivatives,
equity-linked, and structured products**



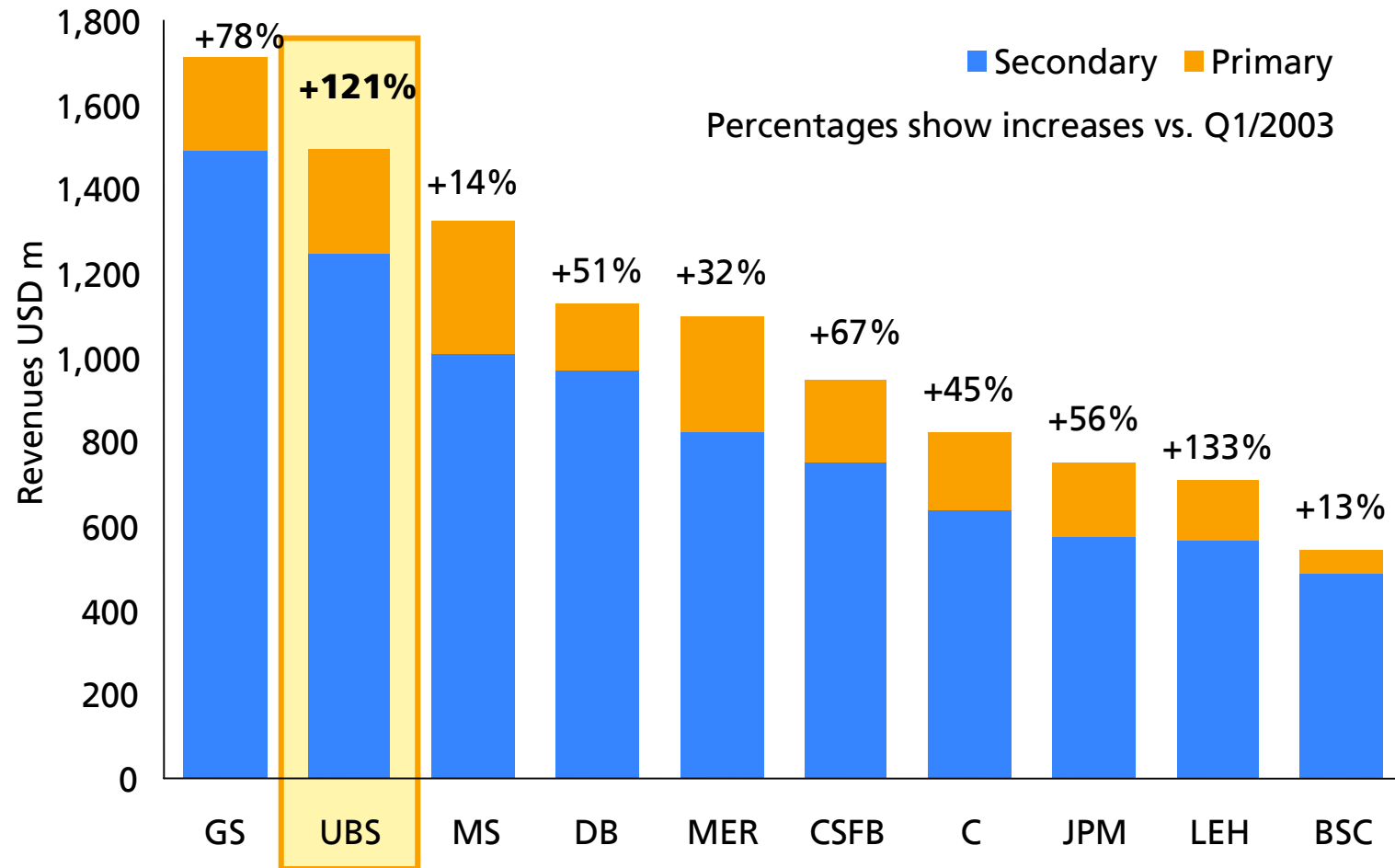
Equities revenues

Quarterly average revenues



Competitor revenue estimates

1Q04 primary & secondary equities



Source: UBS estimates (note GS, MS, LEH, BS end their quarter in Feb)
 Notes: 'Primary' includes 100% share. Secondary includes Clearing (GS + BS).
 Deutsche figures converted at daily average spot rates.

Market environment *(vs. 1 year ago)*

Activity drivers (improving?)

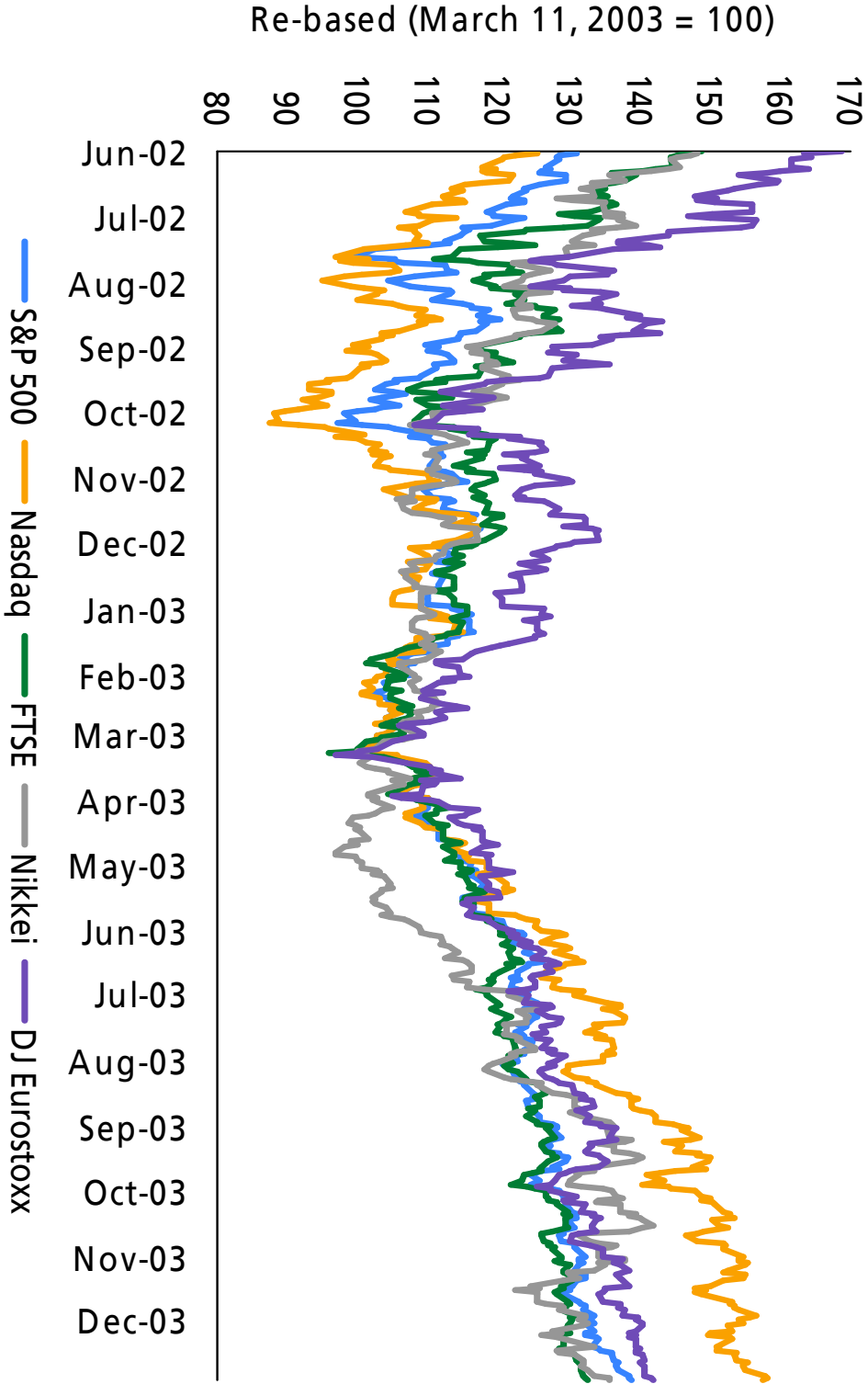
- ◆ Global economy
 - moderate recovery under way
 - investors & corporates less hesitant
 - Interest rates
- ◆ Market volumes
 - primary, M&A activity – signs of recovery
 - secondary turnover - significant improvements
- ◆ Competition
 - increasing
 - minimal consolidation among middle / smaller firms
 - specialised firms competing in a number of areas
- ◆ Market optimism?
 - share price recovery has faltered. is it over?
 - Retail activity increasing

Structural drivers (static?)

- ◆ Regulatory uncertainty
 - public and regulators have raised standards and level of scrutiny
 - research independence, hedge funds, bundling, softing, NYSE
- ◆ Asset allocation
 - Uncertainty about traditional risk/return assumptions
- ◆ Margins
 - margins continue to be under pressure
 - Focus on derivatives and hedge funds for higher margins
- ◆ Technological change
 - efficiency gains facilitating consolidation
 - clients still looking to cut costs

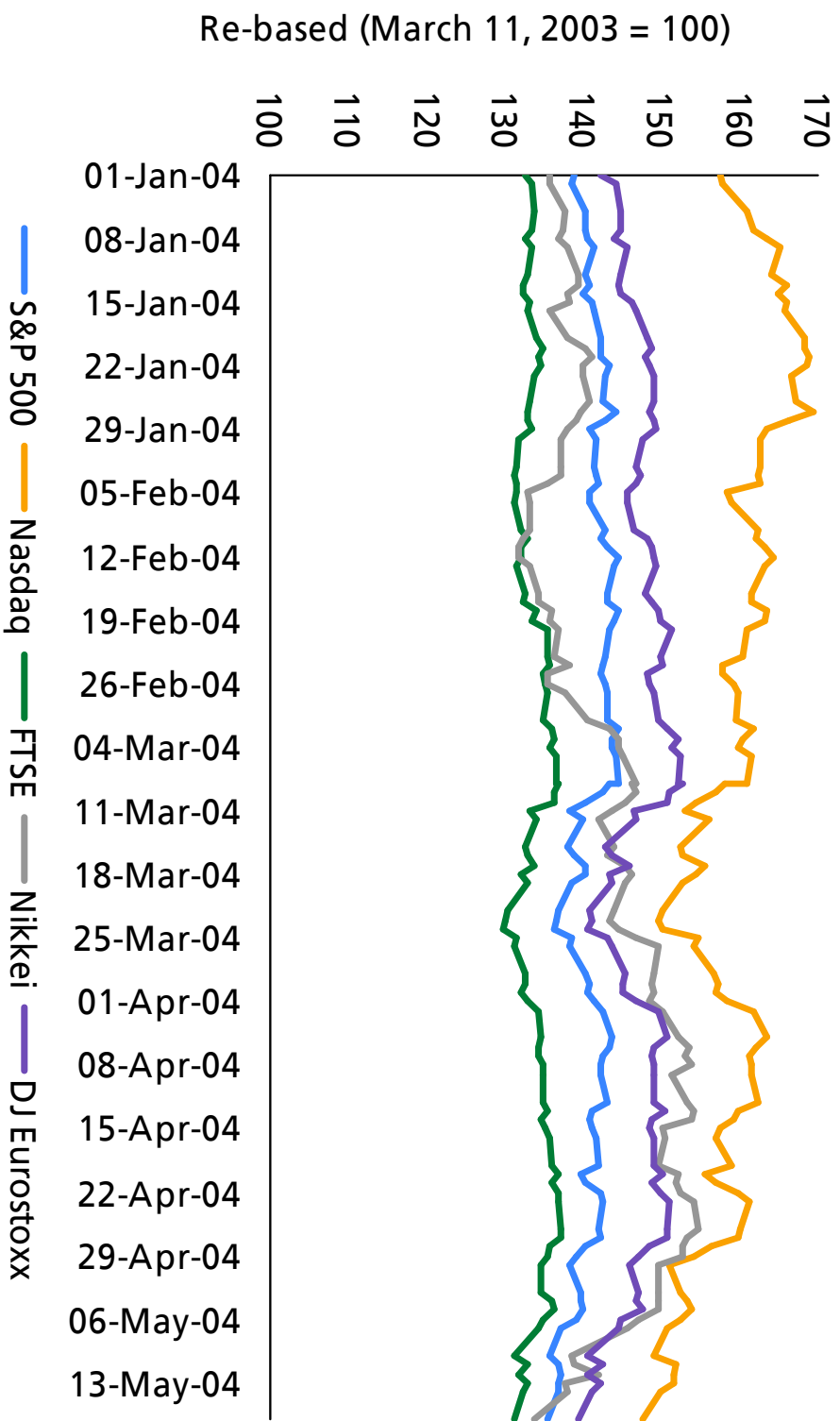
Secondary markets

Steady price recovery through December 2003



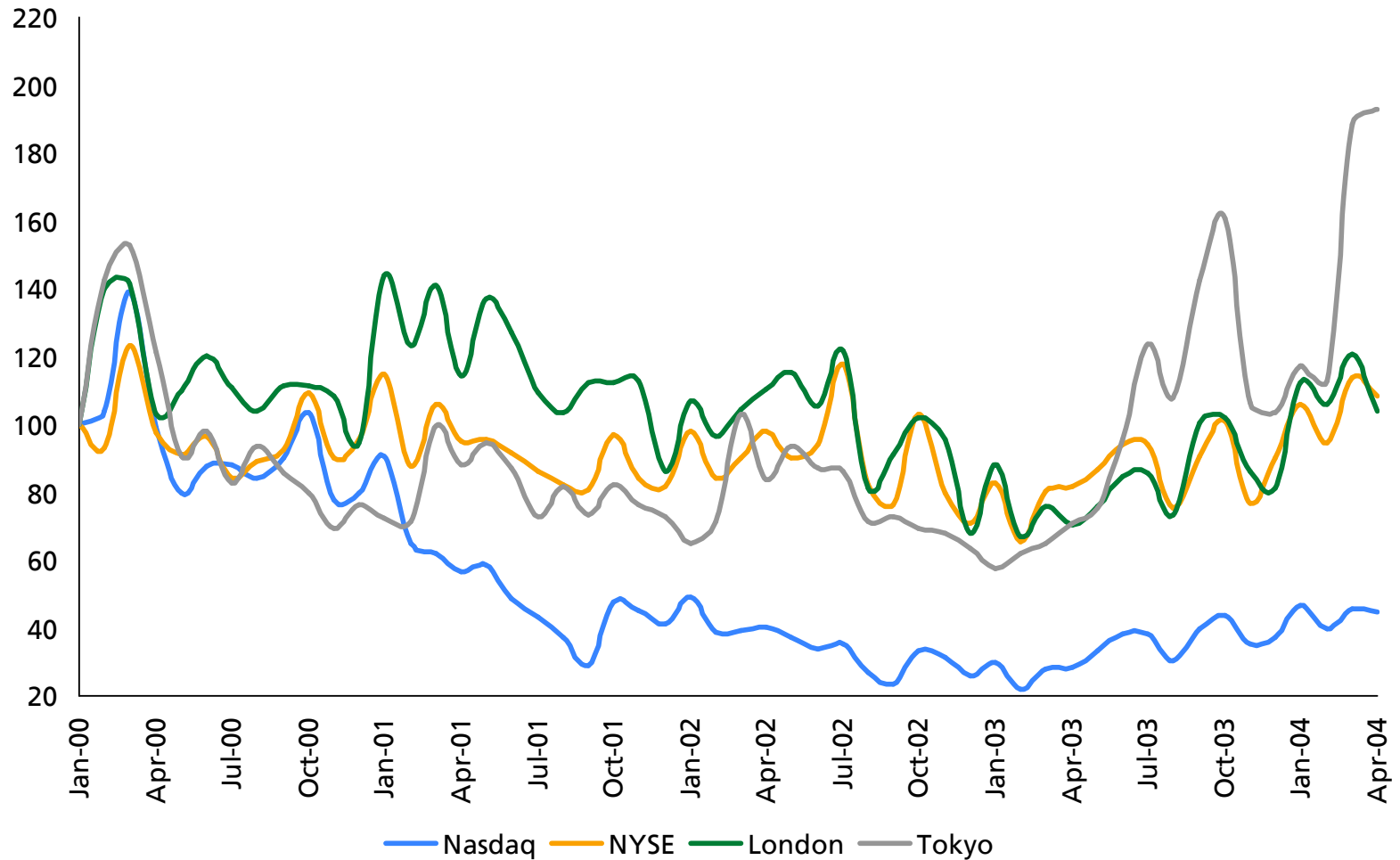
Secondary markets

2004 - markets begin to slow...



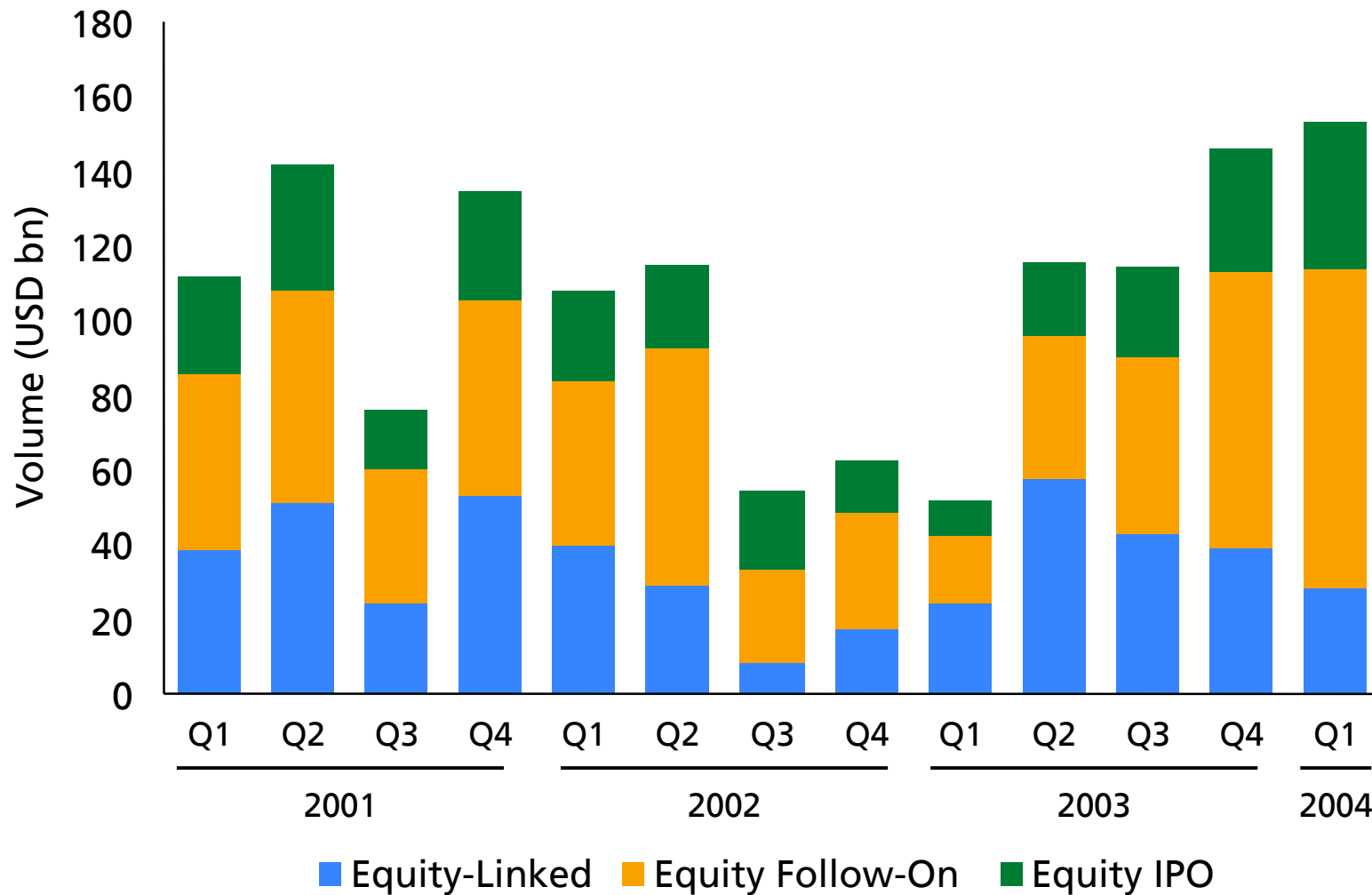
Secondary market volumes

Turnover starting to decrease but varies by region



Source: FIBV (local currency turnover values, rebased to 100 at January 2000).

Primary volumes

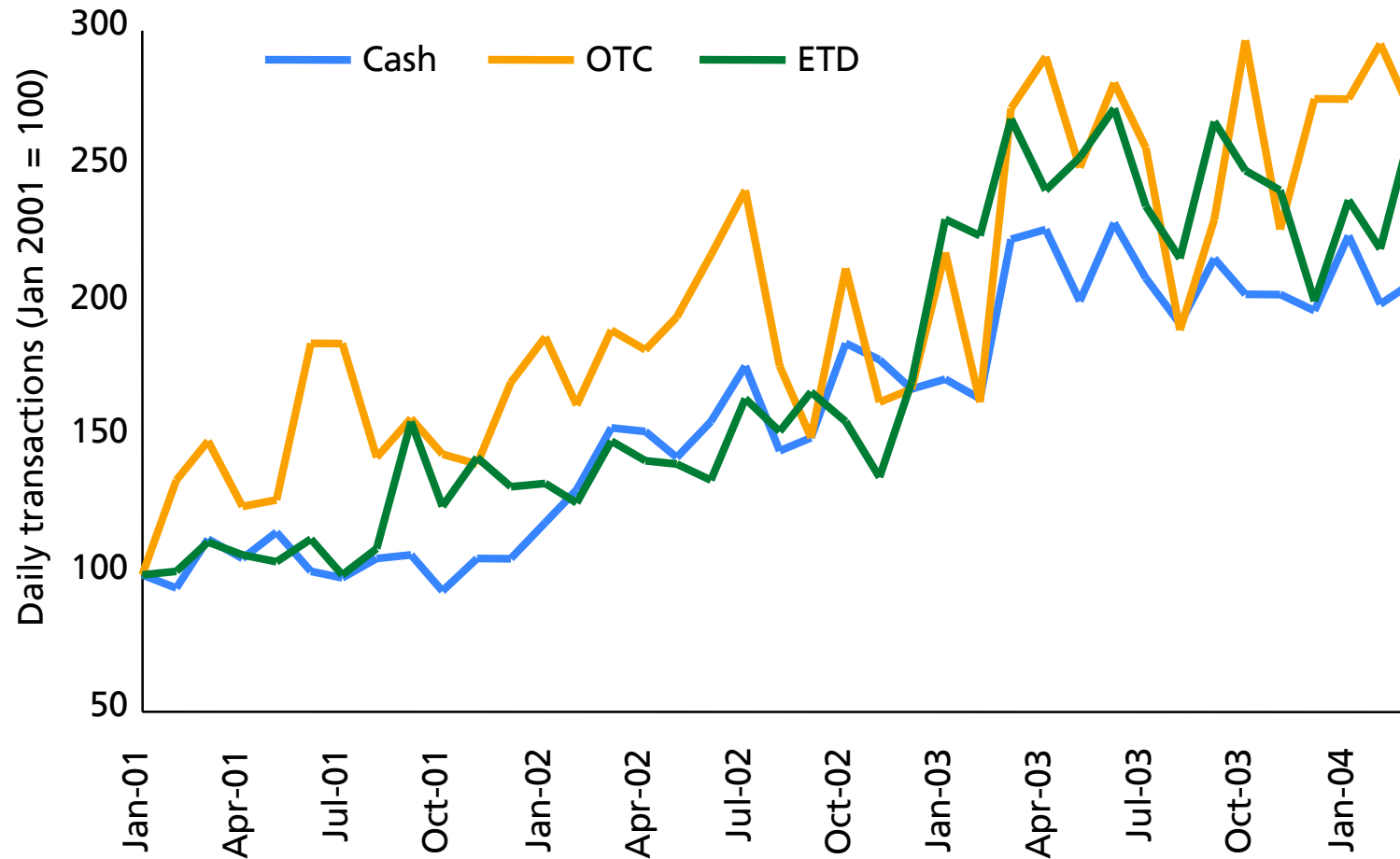


Source: UBS estimates



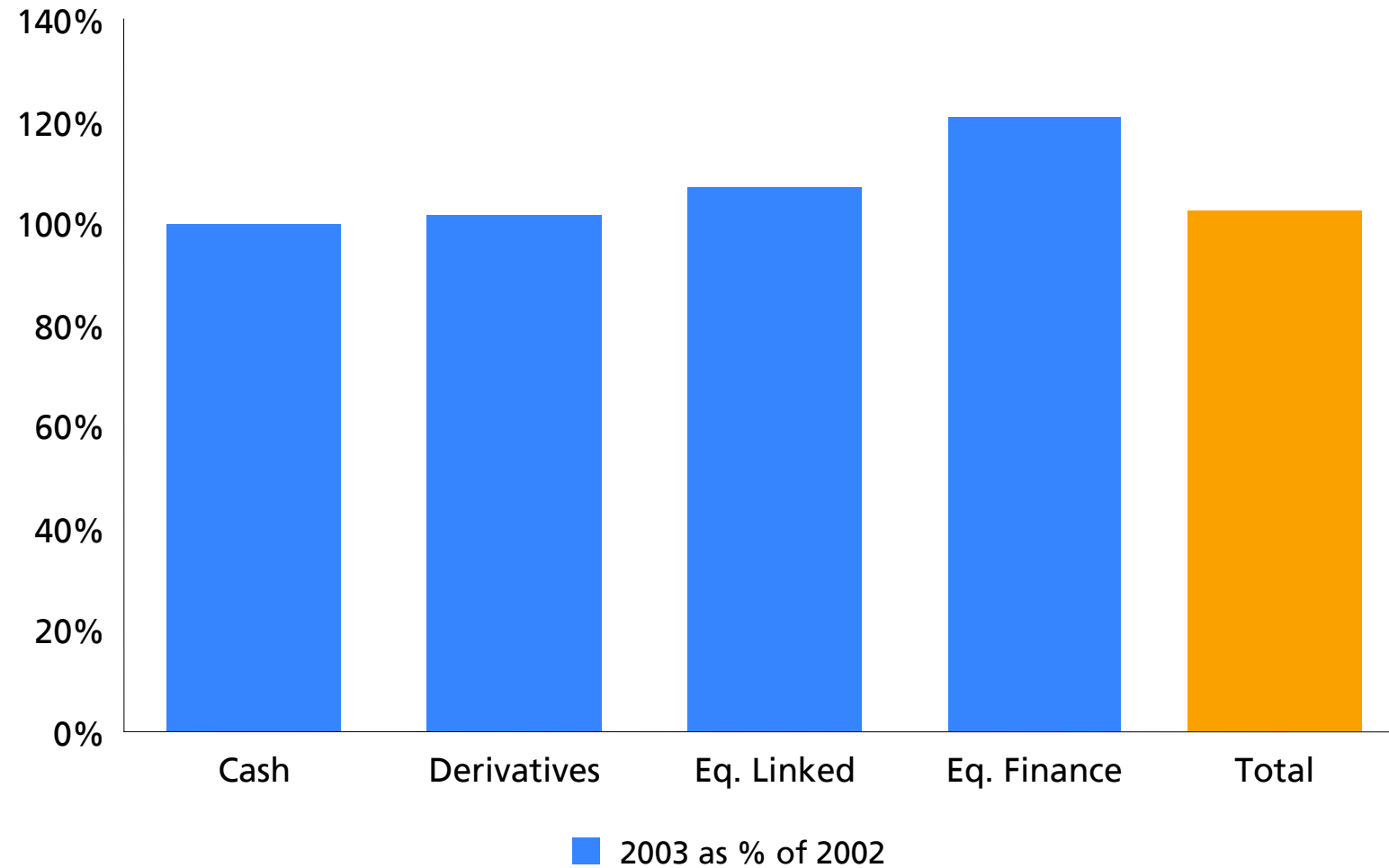
Structural changes have driven volume explosion

UBS volumes experience significant growth from 2001 – present



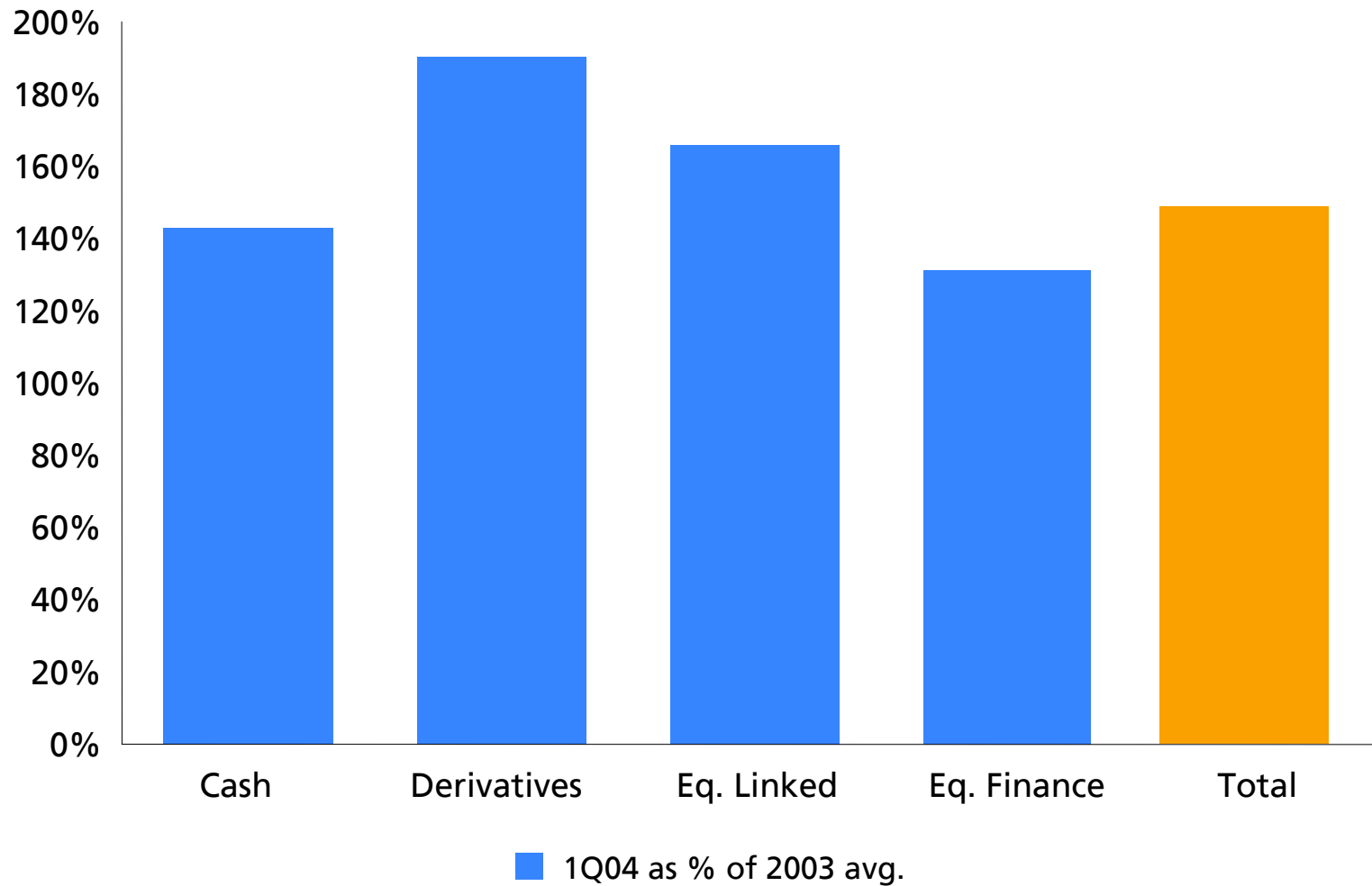
UBS equity revenues by product – 2003

Solid performance across the board



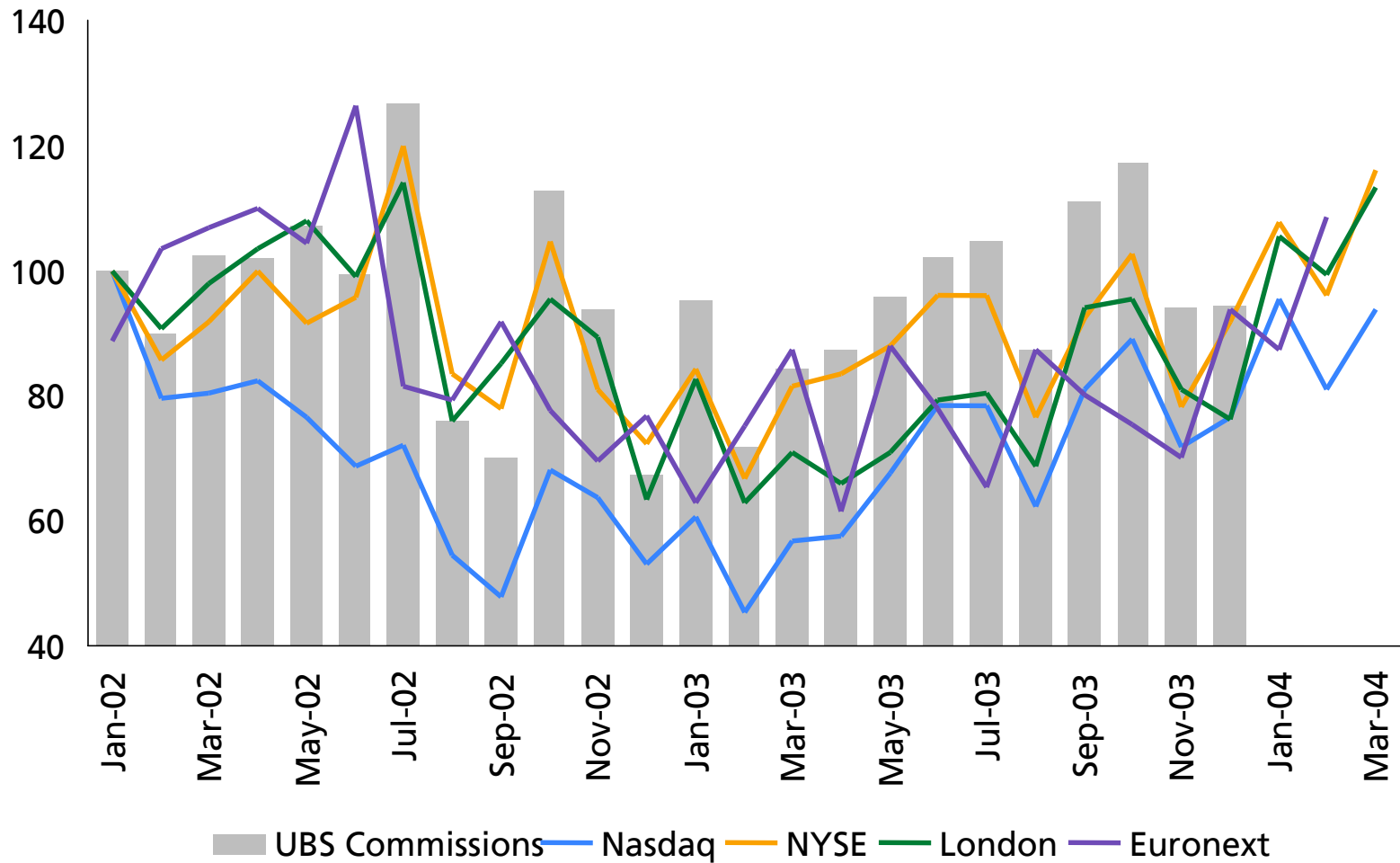
UBS equity revenues by product – 1Q04

Derivative, equity-linked and cash products driving revenues



UBS commissions vs. exchange turnover

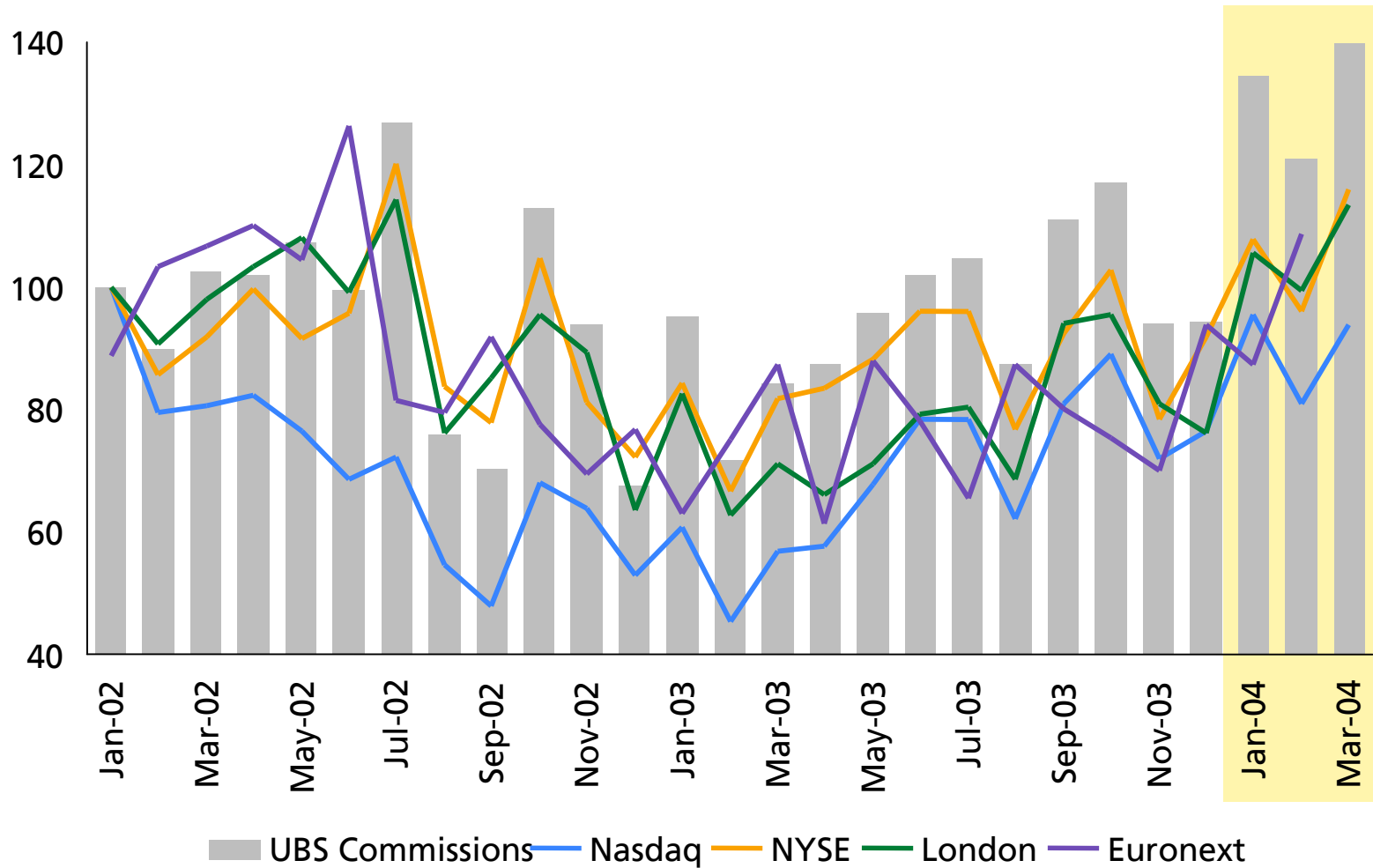
Are Q1 commissions keeping pace with turnover?



Source: FIBV, Consol (commissions exclude ETD revenues)

UBS commissions vs. exchange turnover

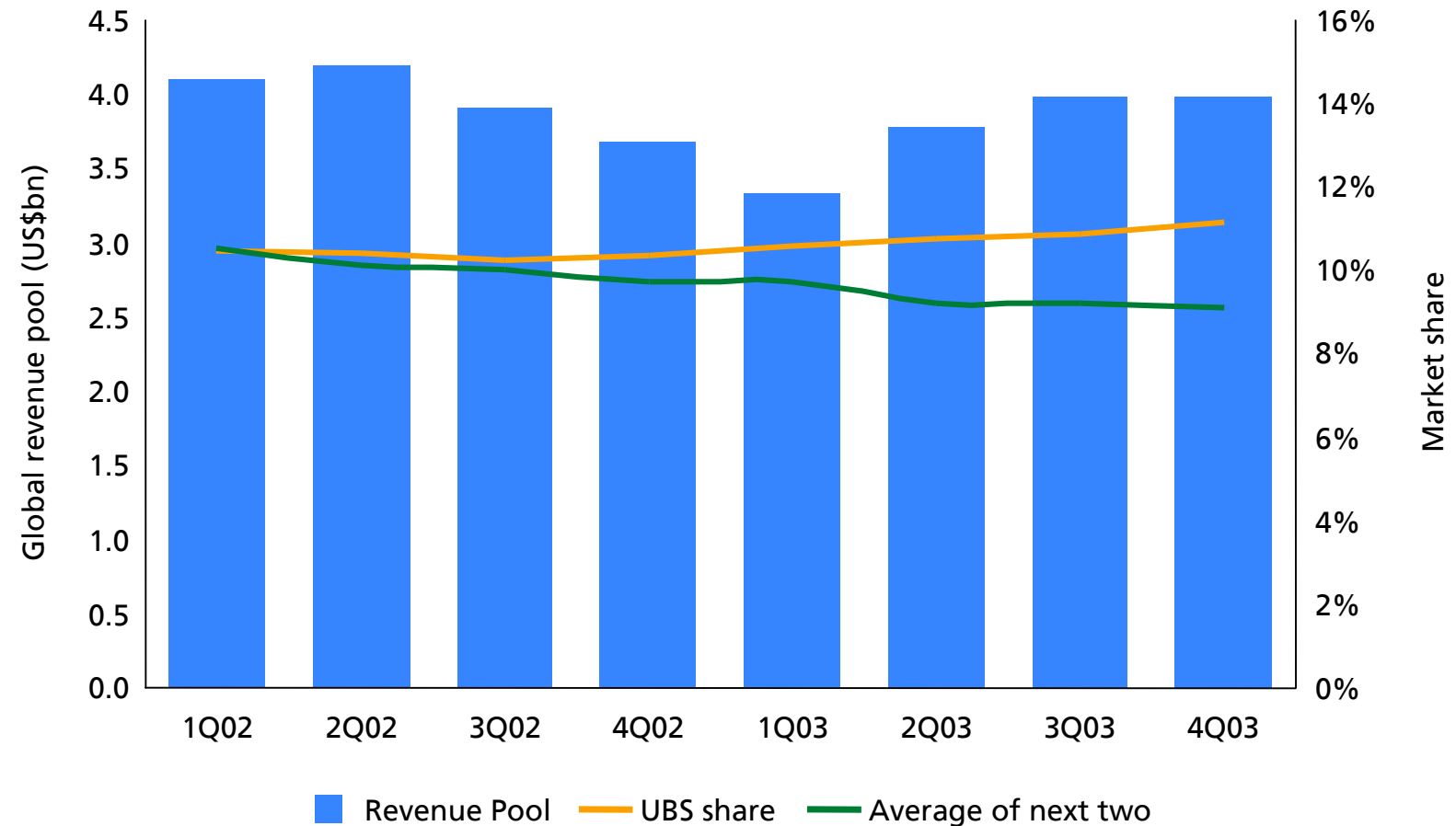
Commissions rebound during Q1



Source: FIBV, Consol (commissions exclude ETD revenues)

Equity business: #1 and gaining share

Global secondary equity commission pool and UBS market share

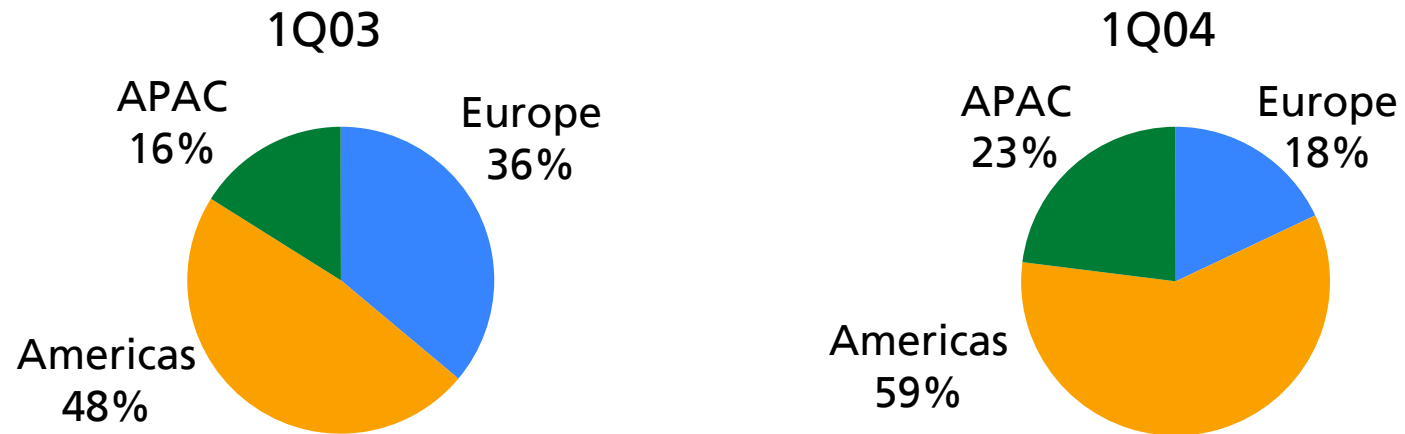


Source: Independent survey



Equity capital markets

1Q04 regional breakdown; Deal flow starting to increase in Asia



UBS moved to 4th with 7.7% share; up from 8th with 4.6% share in 1Q 03

Source: Dealogic

Q1 2004 global ECMG volume rankings

Rank	Bookrunner	Value \$m	Deals	Vol. Share
1	Morgan Stanley	20	62	13.0%
2	Goldman Sachs	15	44	9.8%
3	Citigroup	14	74	9.6%
4	UBS	12	54	7.7%
5	Merrill Lynch	12	52	7.6%
6	Deutsche Bank	9	40	6.1%
7	Lehman Brothers	7	37	4.9%
8	JP Morgan	7	37	4.4%
9	CSFB	7	37	4.4%
10	Nomura	5	52	3.3%



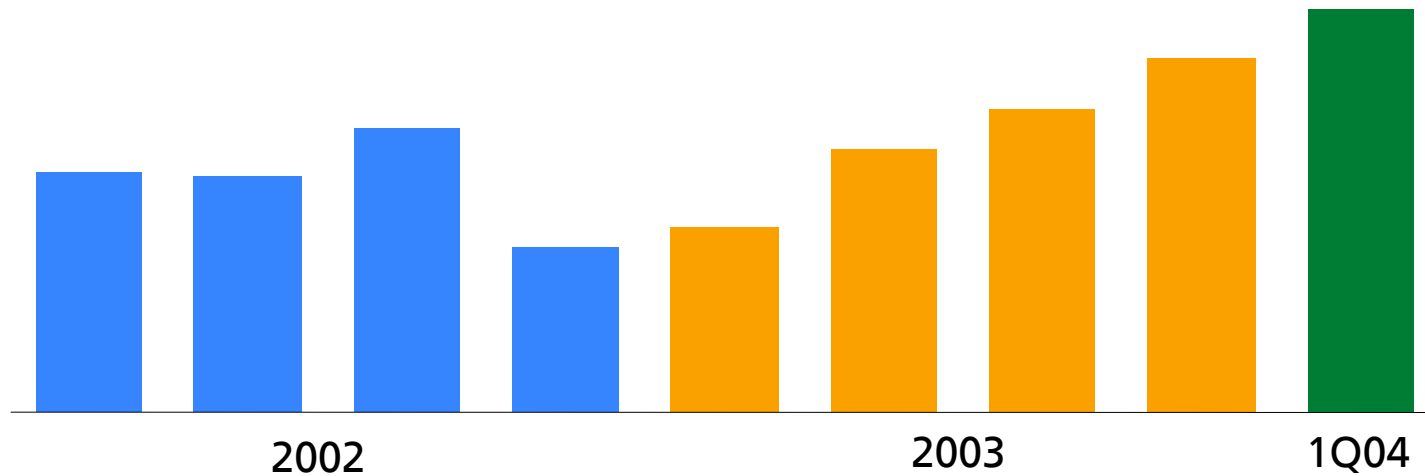
Regional and functional overview

SECTION 2

Asia Pacific

Asia-Pacific financials

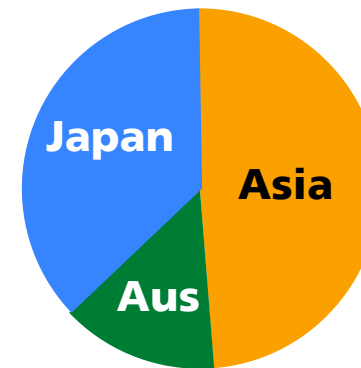
Quarterly revenues (USD m)



1Q04 revenue by business (USD m)



1Q04 revenue by region (USD m)

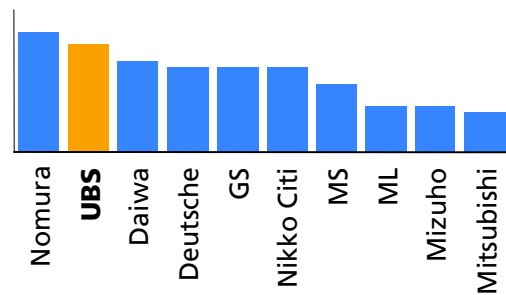


Outstanding achievements



2004 Institutional Investor - Japan

UBS ranked #1 global house, #2 overall (#5 in 2003) just behind Nomura in this year's II Japan survey



2004 Institutional Investor – All Asia Research Survey (Asia and Australia ex-Japan)

#1 3 years in a row

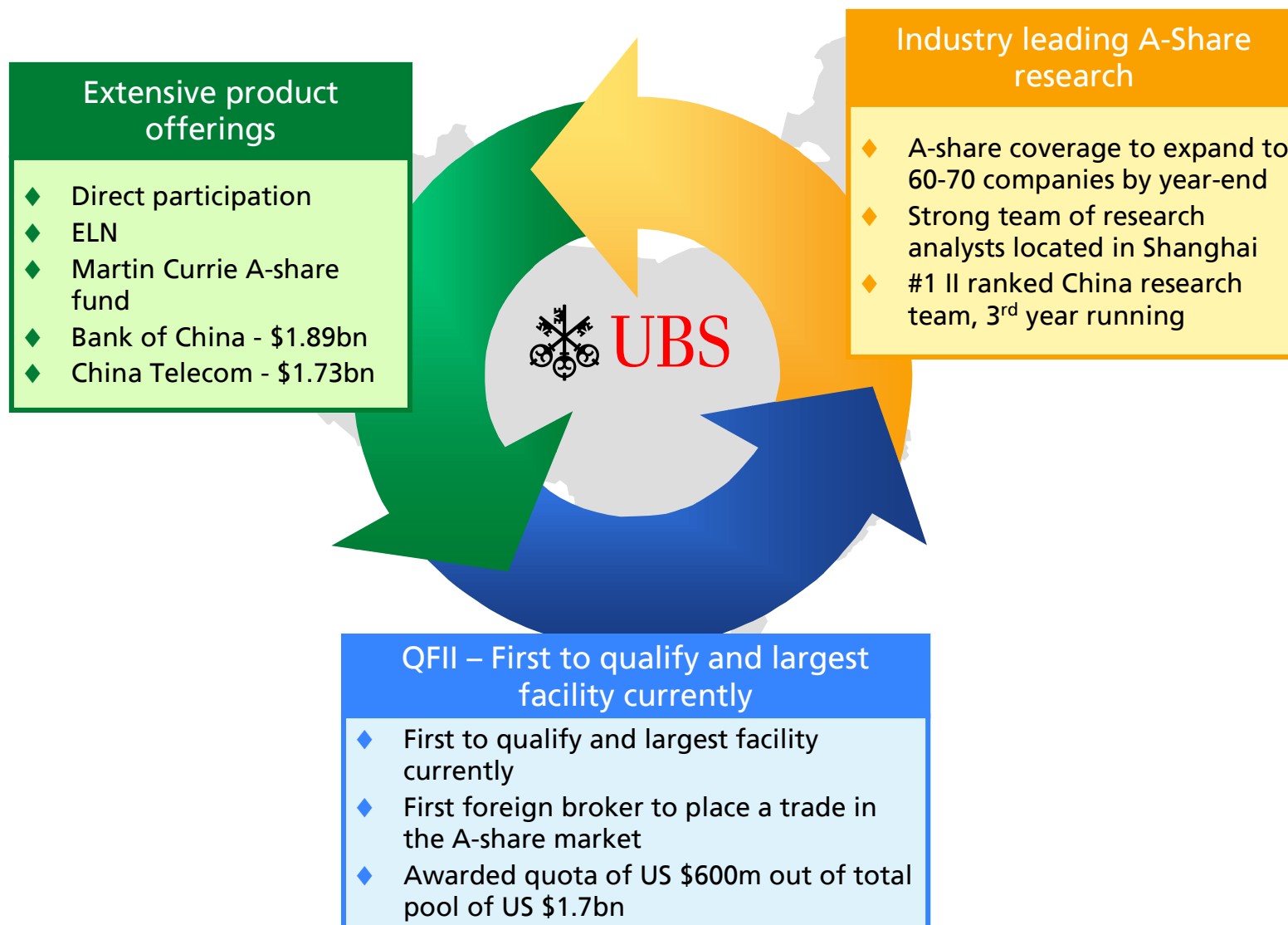


2003 IFR Australian Equity House of the Year

#1 7 years in a row



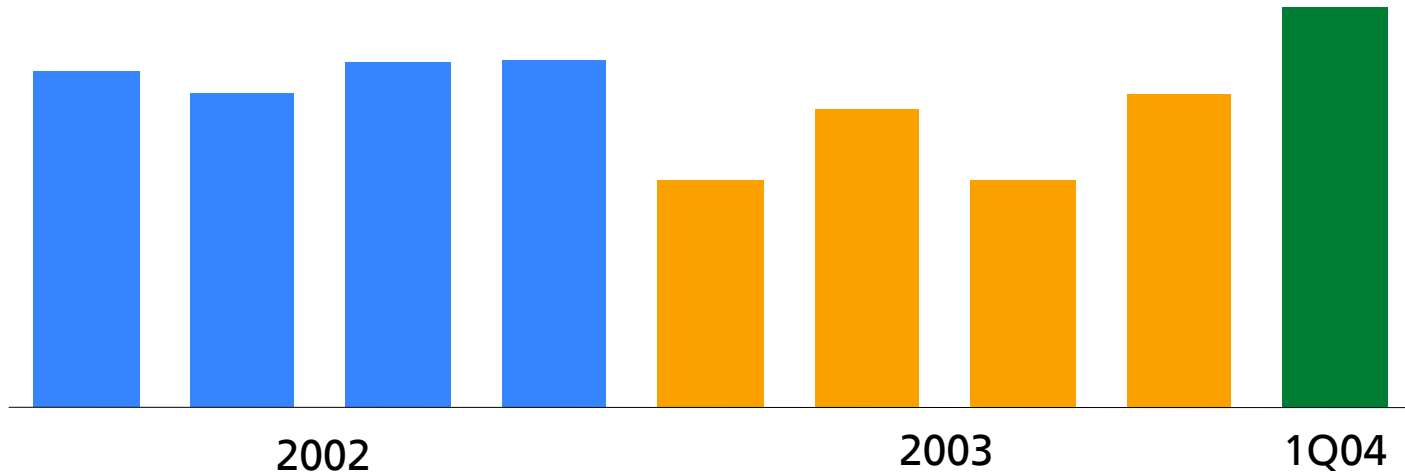
The China opportunity



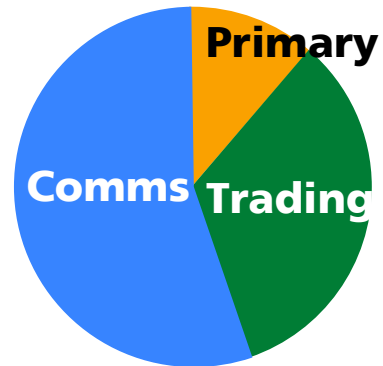
Americas

Americas financials – 1Q

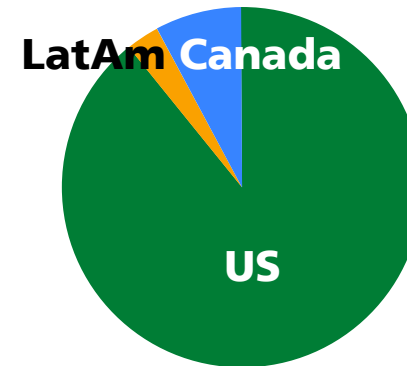
Quarterly revenues (USD m)



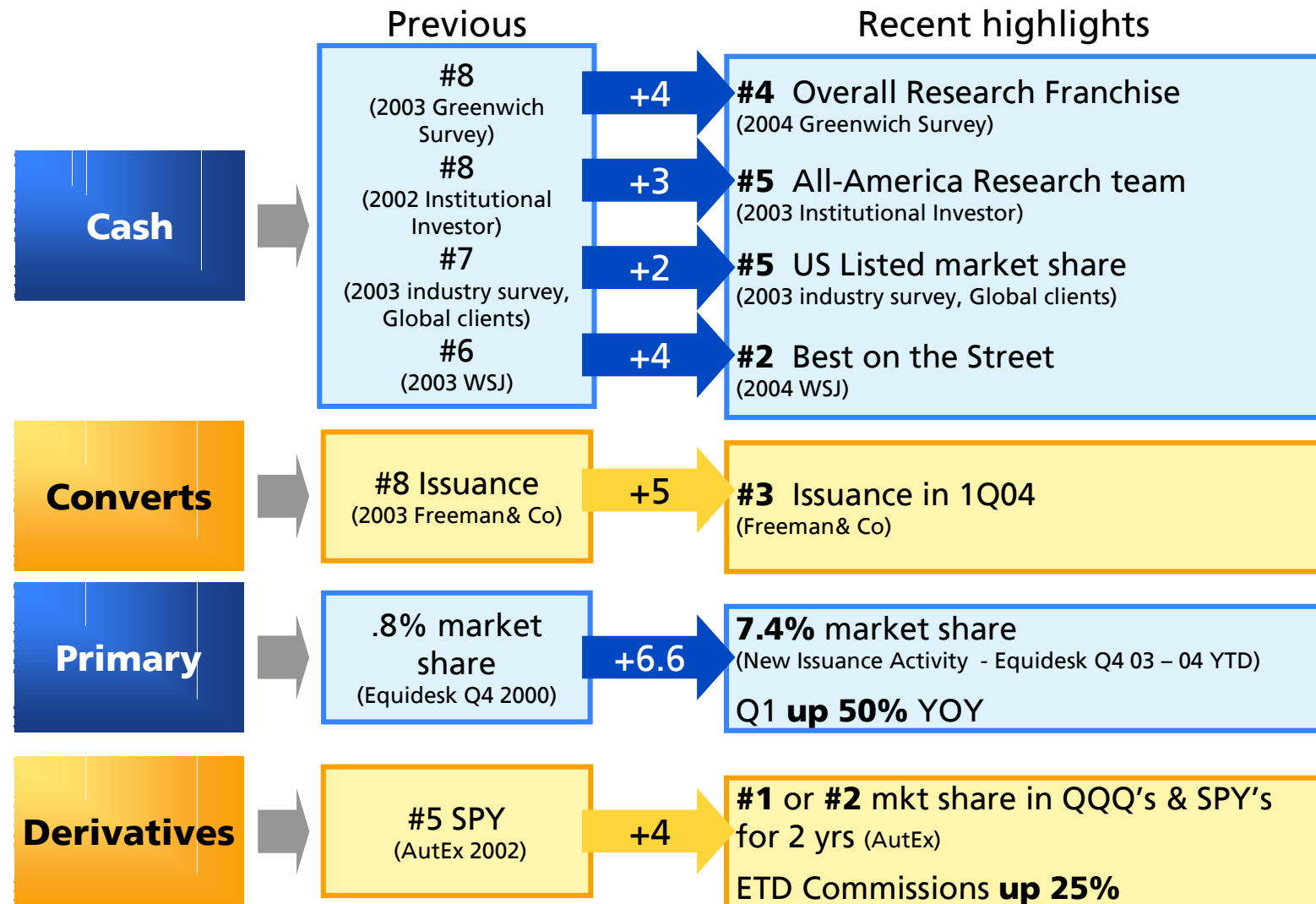
1Q04 revenue by business (USD m)



1Q04 revenue by region (USD m)



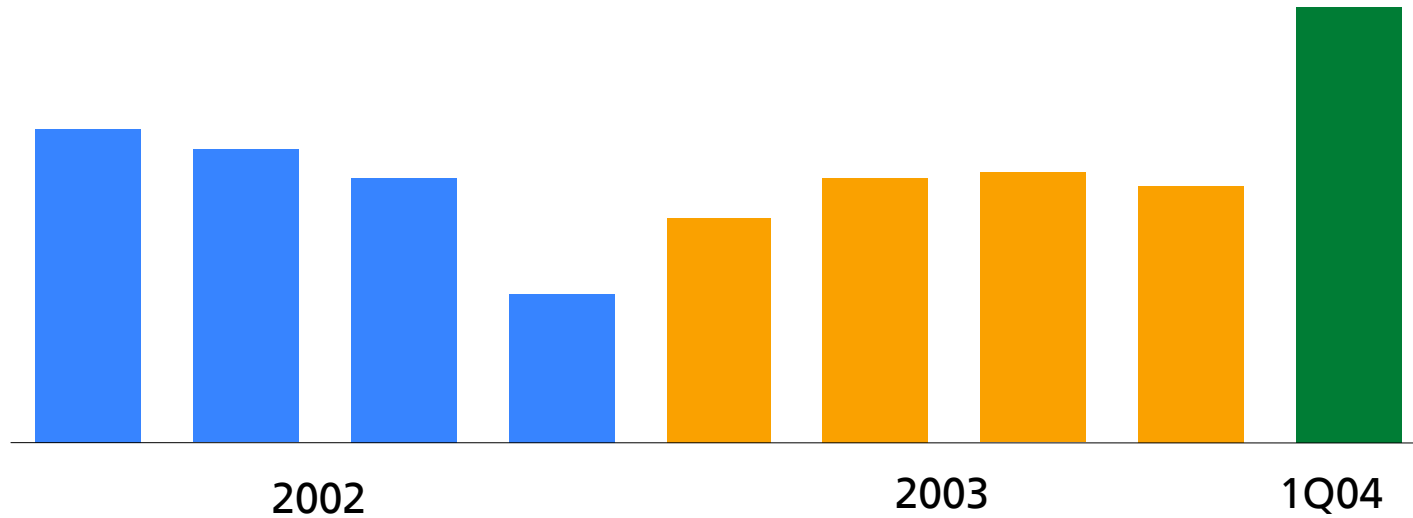
Momentum building – US equities



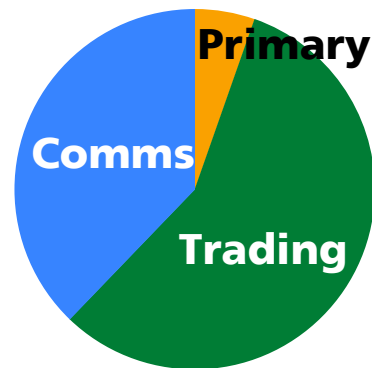
Europe

EMEA financials

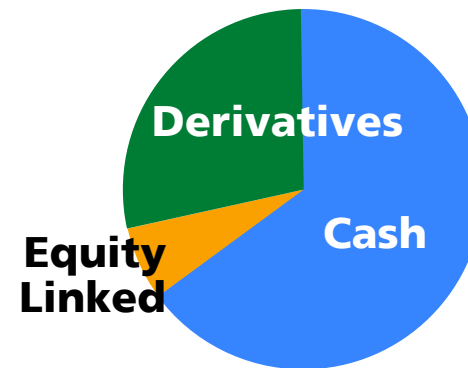
Quarterly revenues (USD m)



1Q04 revenue by business (USD m)

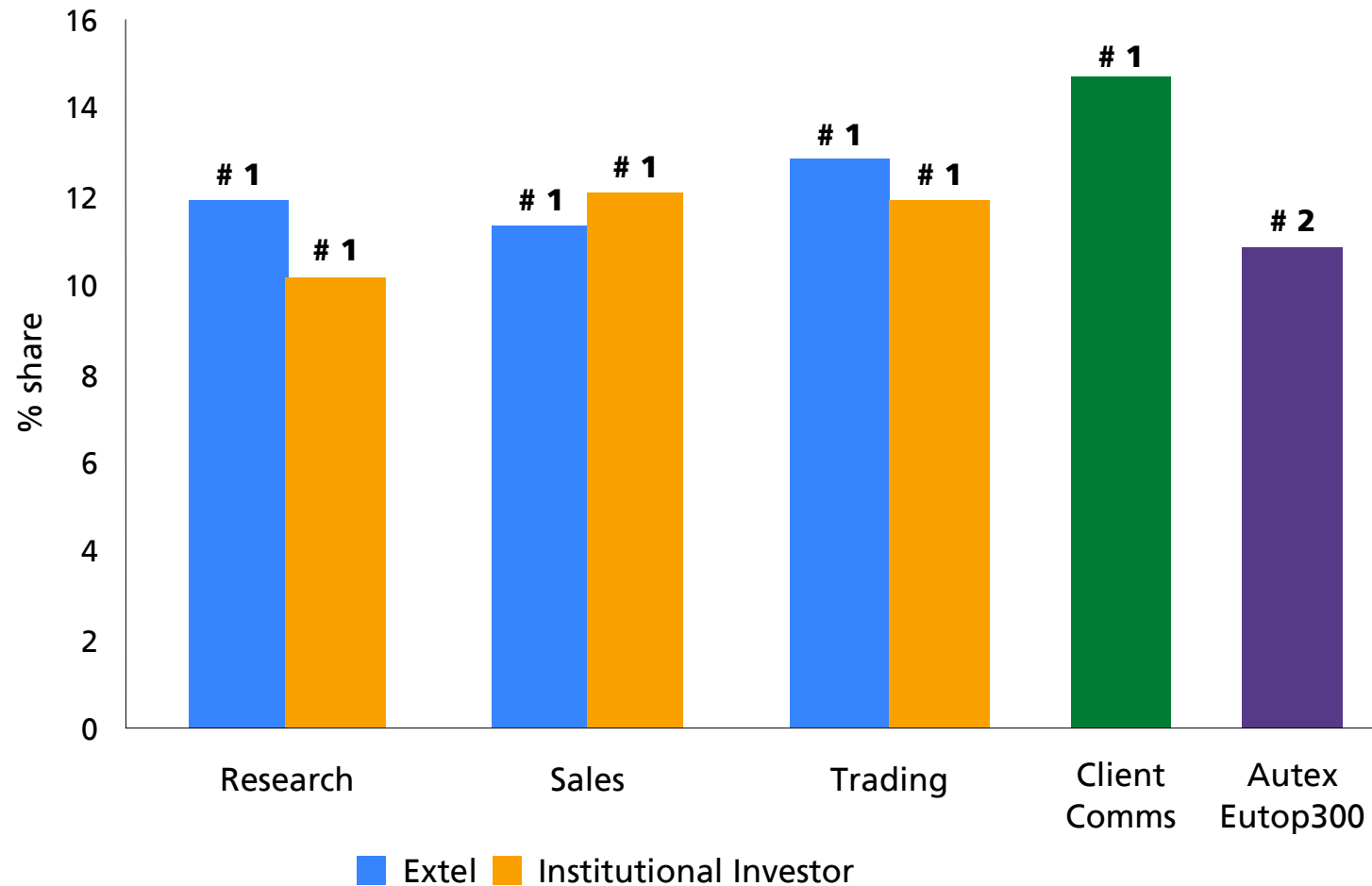


1Q04 revenue by product (USD m)



Overall - our position in Europe

We are dominant in all areas...

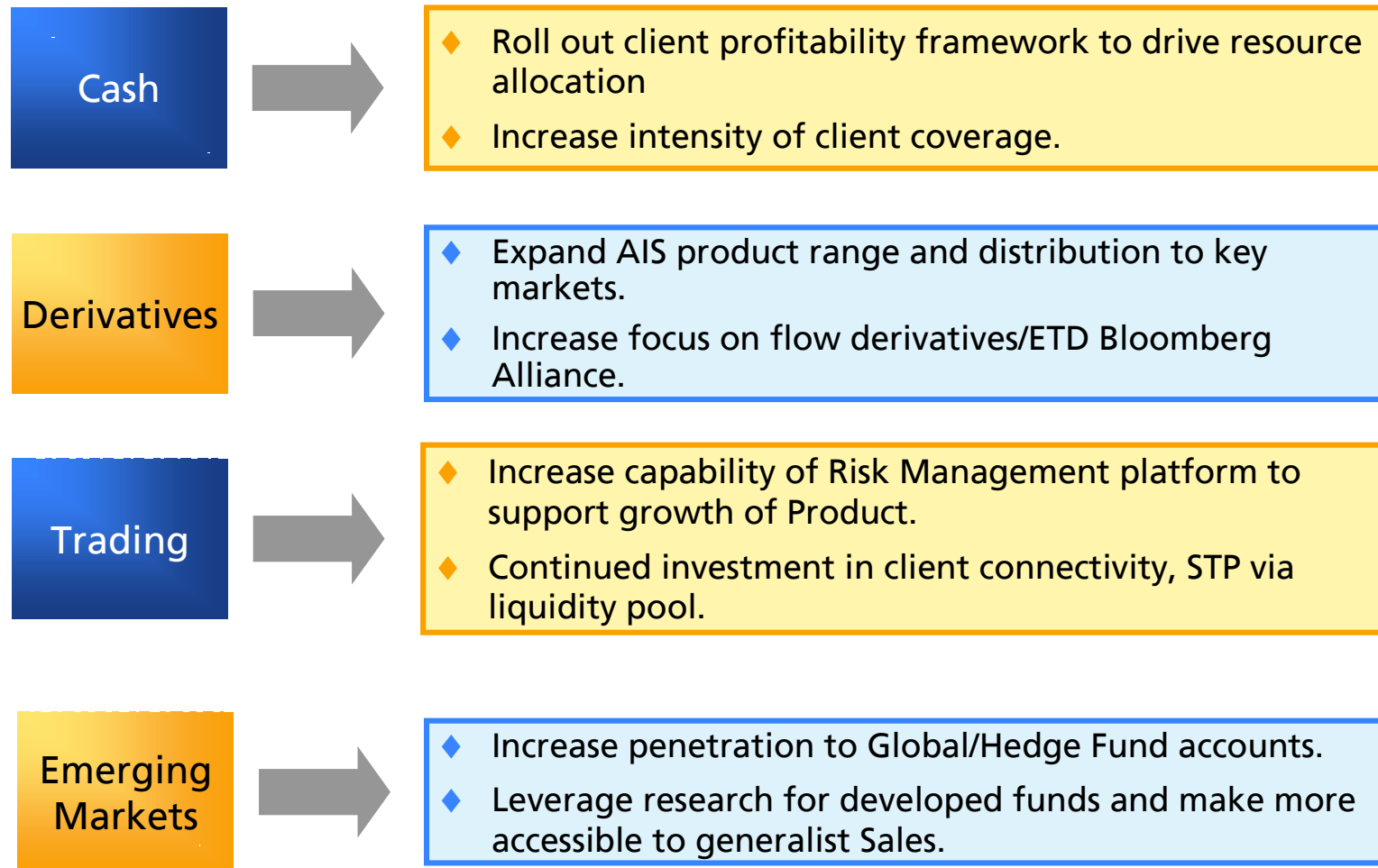


Source: Extel(2003)/II (2004) surveys, Autex (Dec 03 YTD), leading survey (Q4'03), IRAG (2003)



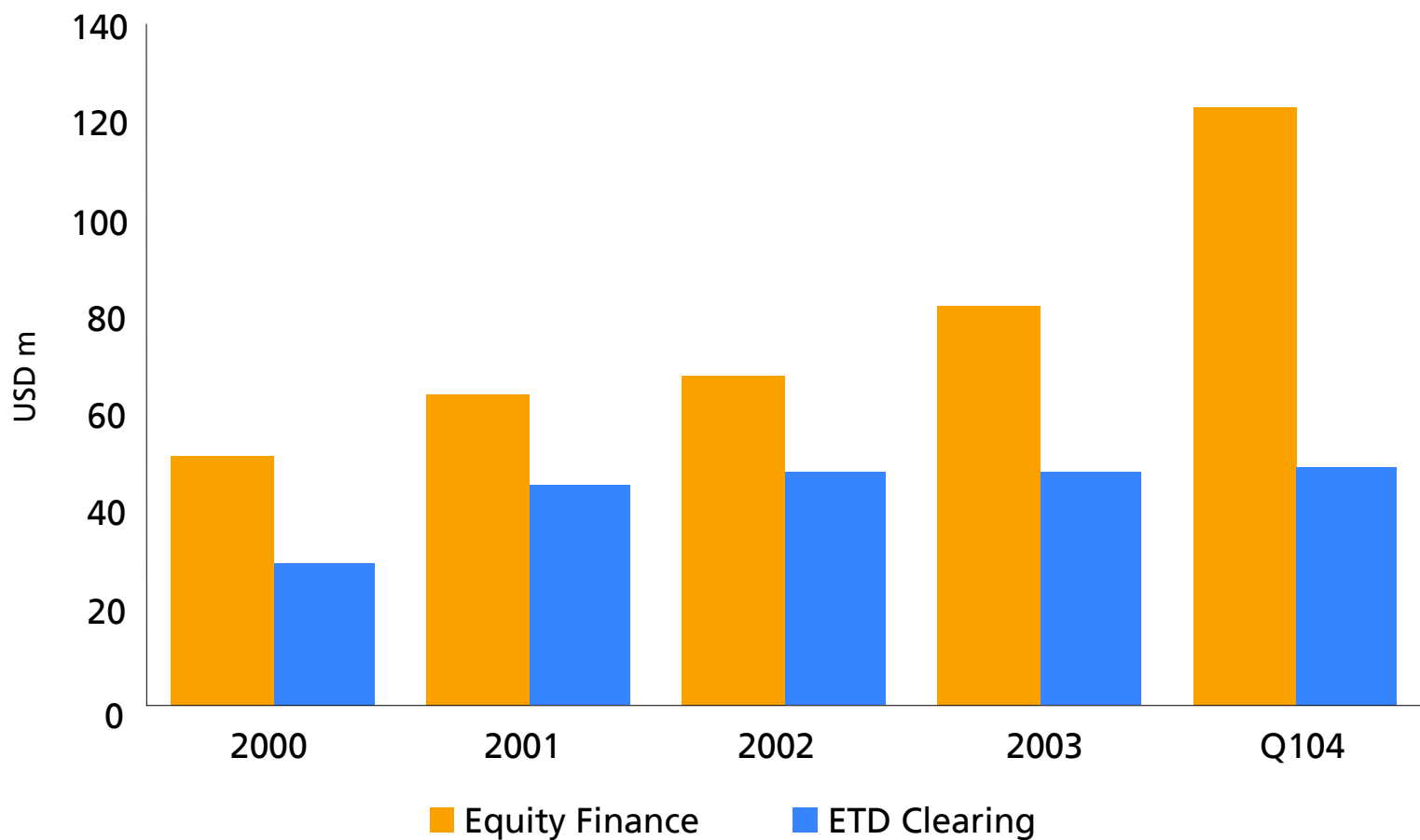
Maintaining #1

Plan to stay on top by....



Equity finance

Equity finance & clearing revenues

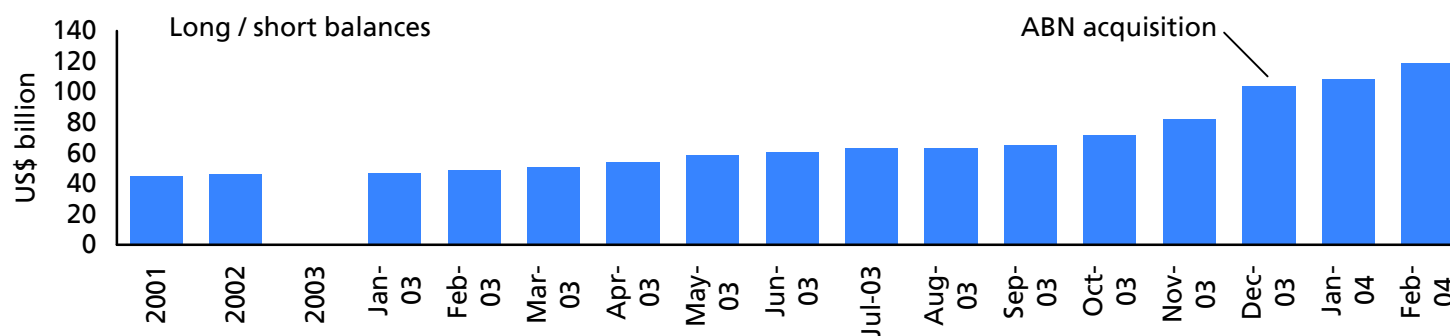


Equity finance represented 4% of 2000 equities revenues and is expected to represent 12% in 2004

UBS Hedge Fund Services

A formidable player in the prime brokerage marketplace

- ◆ UBS had a well-known brand, global scale, and robust equities platform
- ◆ Acquisition of ABN AMRO's prime brokerage group
 - Added the #1 ranked PB for funds <\$100MM
 - Increased our market share, ranking us among the top 5 PBs in the world
 - Doubled client base
 - Filled product gaps
 - Integrated portfolio management technology platform
 - Integrated trading platform with real-time P&L
 - Turn-key office space solutions, locations in major cities across the country
 - 30+ year history of successfully helping new hedge funds launch and grow



UBS Hedge Fund Services

Why we are winning business in the US

We offer a full range of products and services that meet the needs of hedge funds at all stages of their life cycle.

Start-ups

- ◆ Turnkey real estate, technology and telecom solutions in NY, Boston, Dallas, Atlanta and San Francisco
- ◆ Recognized consistently as top ranked PB for ***Client Service, Operations Support, Technology, Securities Lending, Financing, and Reporting*** for funds in the start-up sector
- ◆ Proprietary technology recognized as among the best in the industry
- ◆ Experienced Capital Introductions

Mature funds

- ◆ Sophisticated swaps team, FX, ETDs, and Fixed Income PB platforms
- ◆ UBS' impressive balance sheet and global scope offers unique leverage solutions and access to all world markets
- ◆ UBS offers one of the most powerful securities lending pools in the industry



Research

Consistently #1

Innovative products, breakthrough ideas and speed to market.....

	2000	2001	2002	2003	2004
Global Sectors	4	1	4	1	
Asia	3	2	1	1	
Europe	3	4	1	1	1
Lat Am	6	5	3	1	
Japan	6	6	6	5	2
US	17	8	8	5	

European II



Top All-Europe Research Team
(February 2004)

Most Independent Research
Most Useful Research
Most Improved International
House



Extel



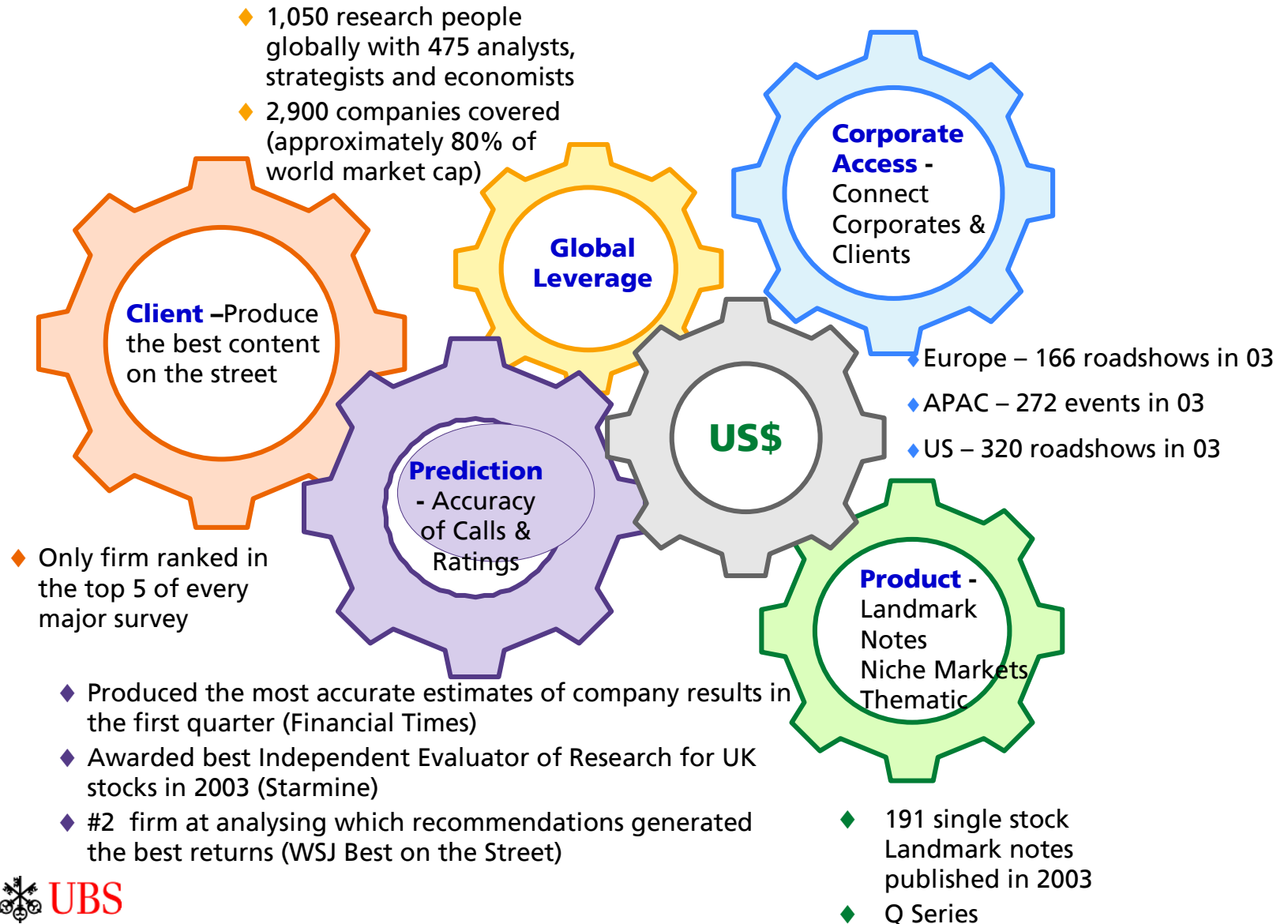
Best Brokerage Firm for Equity
Research (2003)

Euromoney



Best Equity House (September
2003)

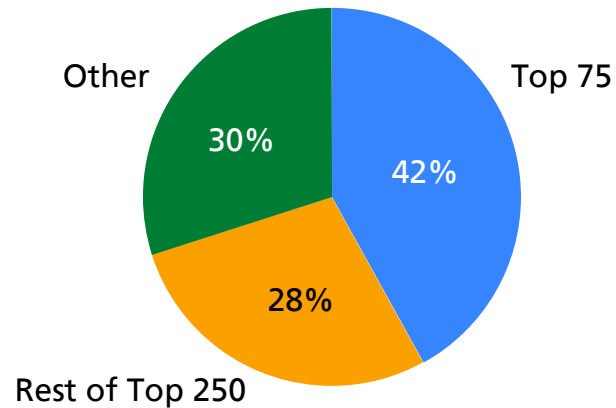
Focus for 2004



Our Clients

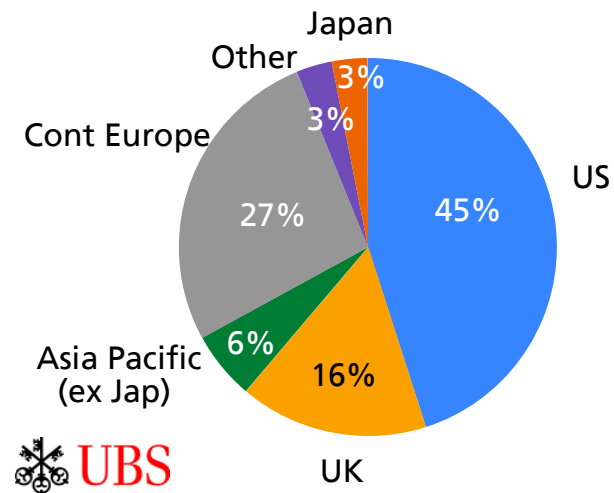
Key client segments...

By size of client account

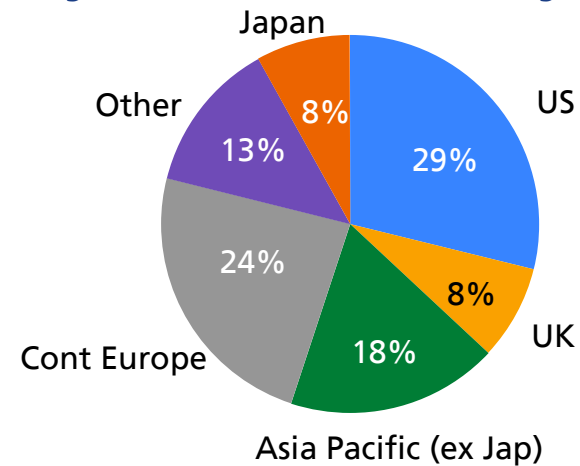


Focus on the largest investors has been key to growing market share and profitability

By nationality of client

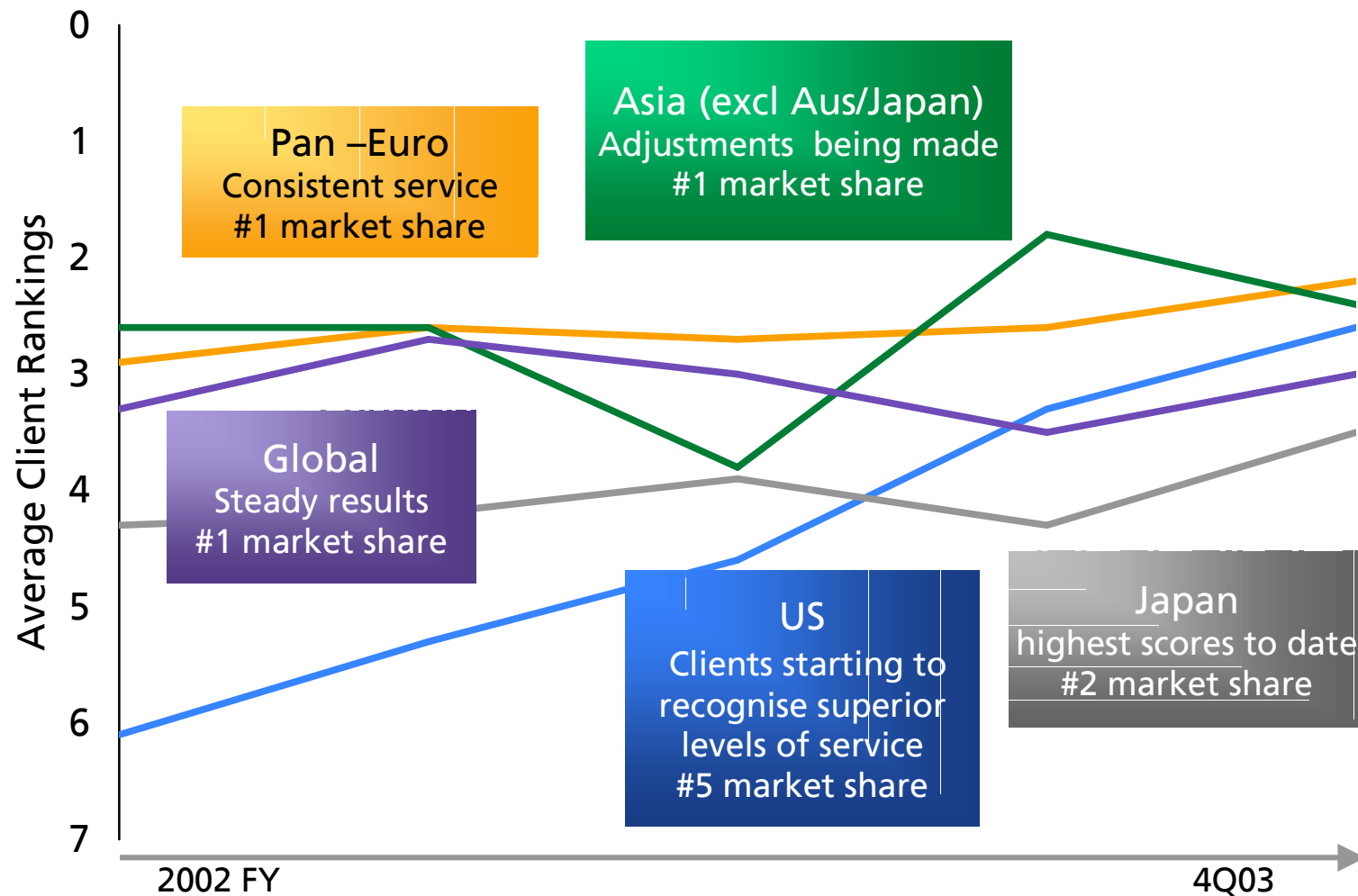


By market of security

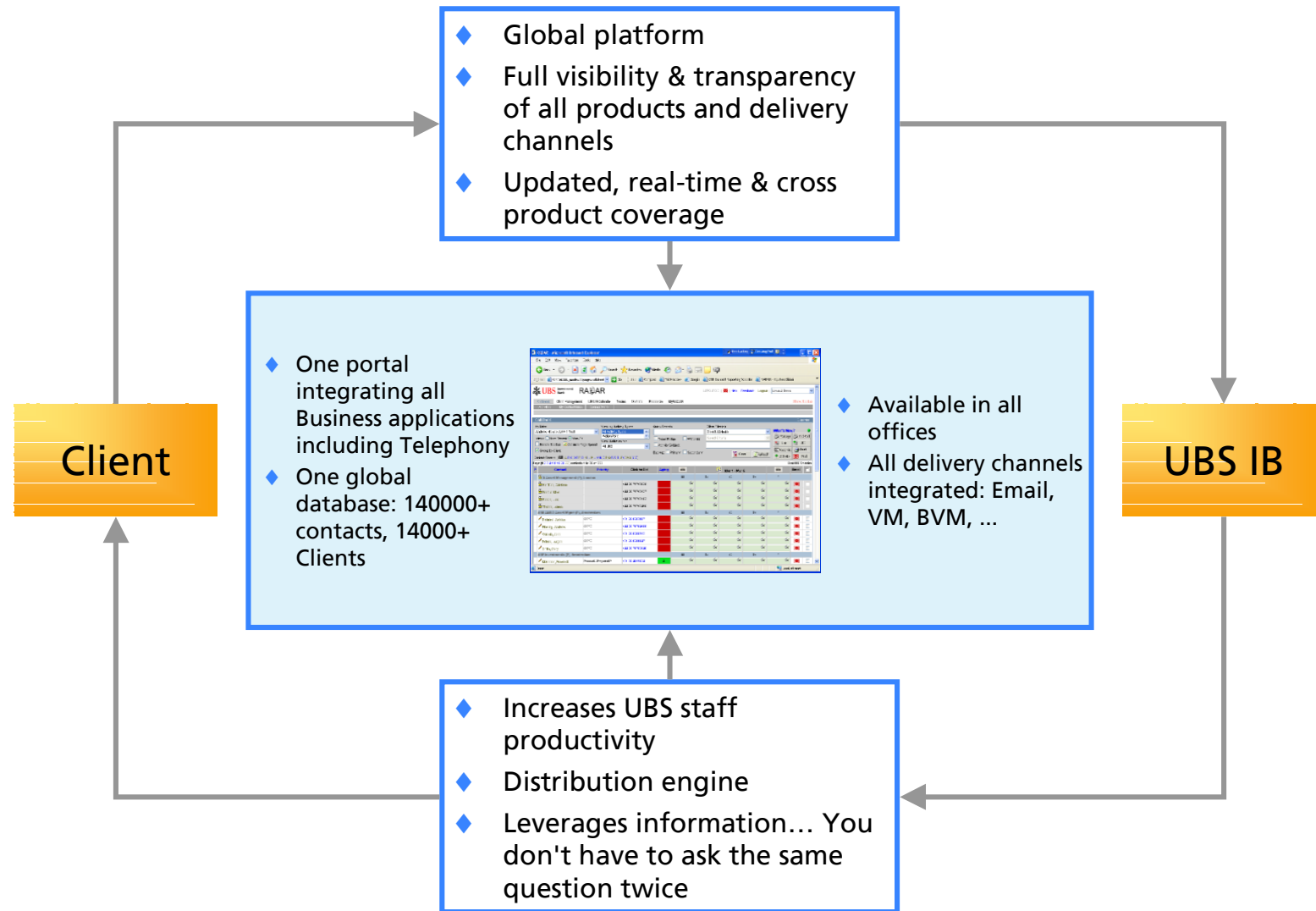


Broker reviews

Clients recognize UBS efforts; scores improve in most regions



Radar/CRM platform drives client service



Summary and 2004 Focus

SECTION 3

1Q04 Summary

1Q04 results



- ◆ Exceptional results due to strong performance across all business areas and regions; particularly APAC resurgence
- ◆ Is this sustainable?

Markets



- ◆ Steady recovery during Q1
- ◆ Market has corrected significantly vs 02

Business Areas



- ◆ Cash and derivatives both performing well
- ◆ Hedge fund growth; ABN integration has exceeded expectations

Competition



- ◆ Intensifying
- ◆ More differentiation between leading firms

Global Equities: value proposition

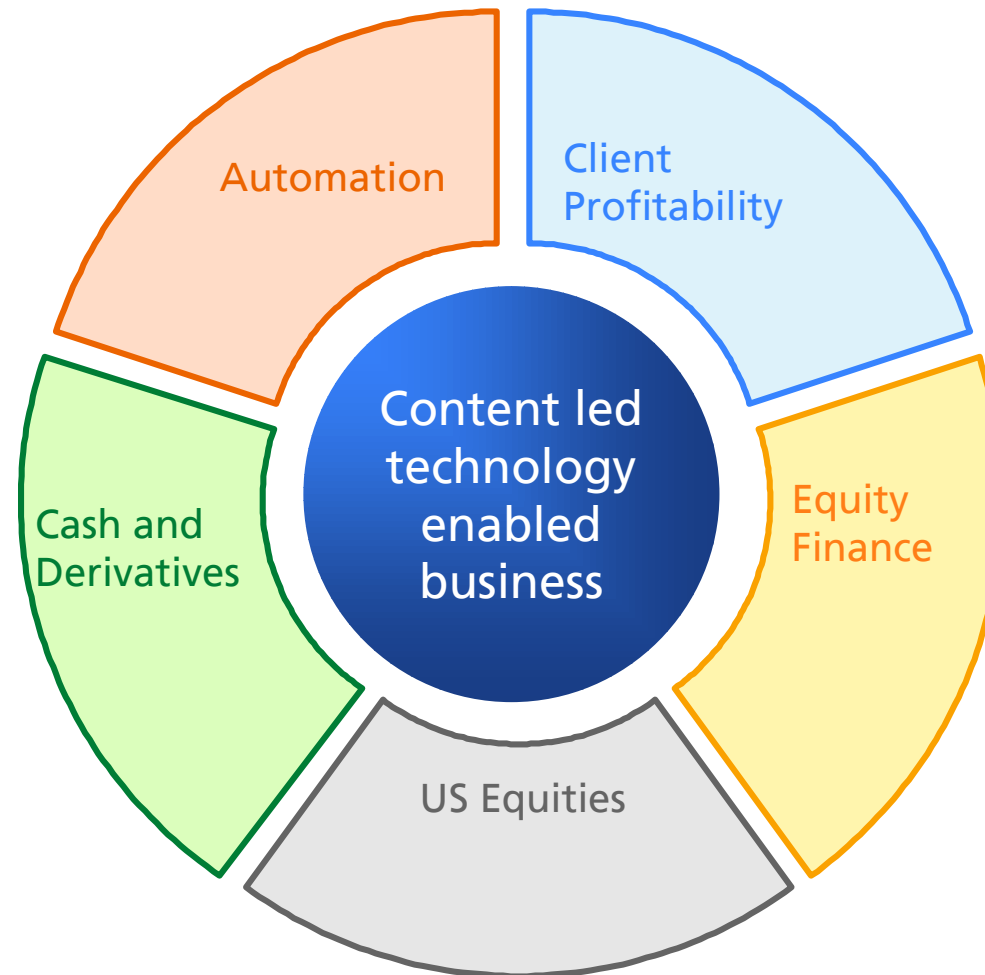
'Differentiated Global Equities Platform' means ...

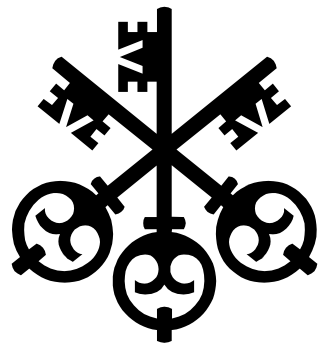
Global Scale	Exceptional Service Menu	Unique Approach
Reach 3,450 equity client facing staff in over 60 local offices	Research driven Consistently recognised for excellence across all categories	Coordination Seamless integration across time zones and products
Execution 82 exchange/ECN memberships in 31 countries	Derivatives Solutions for private, institutional and corporate clients	Technology Powerful innovation in client connectivity and e-commerce
Liquidity Leading trading share across every major market	Hedge Fund Services Delivering UBS' natural strengths to alternative asset managers	Diverse team Blended heritage of many firms; many countries
Strength UBS' \$26 billion capital base and top credit rating	Primary Consistently bringing high quality deals to the market	Multi-local model Local expertise communicated into global framework



Focus for 2004

We continue to invest in resources, technology and growing business areas to offer best in class products and services for our clients.





UBS

Investment
Bank

