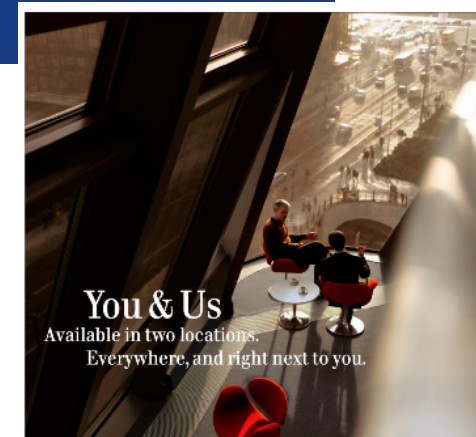


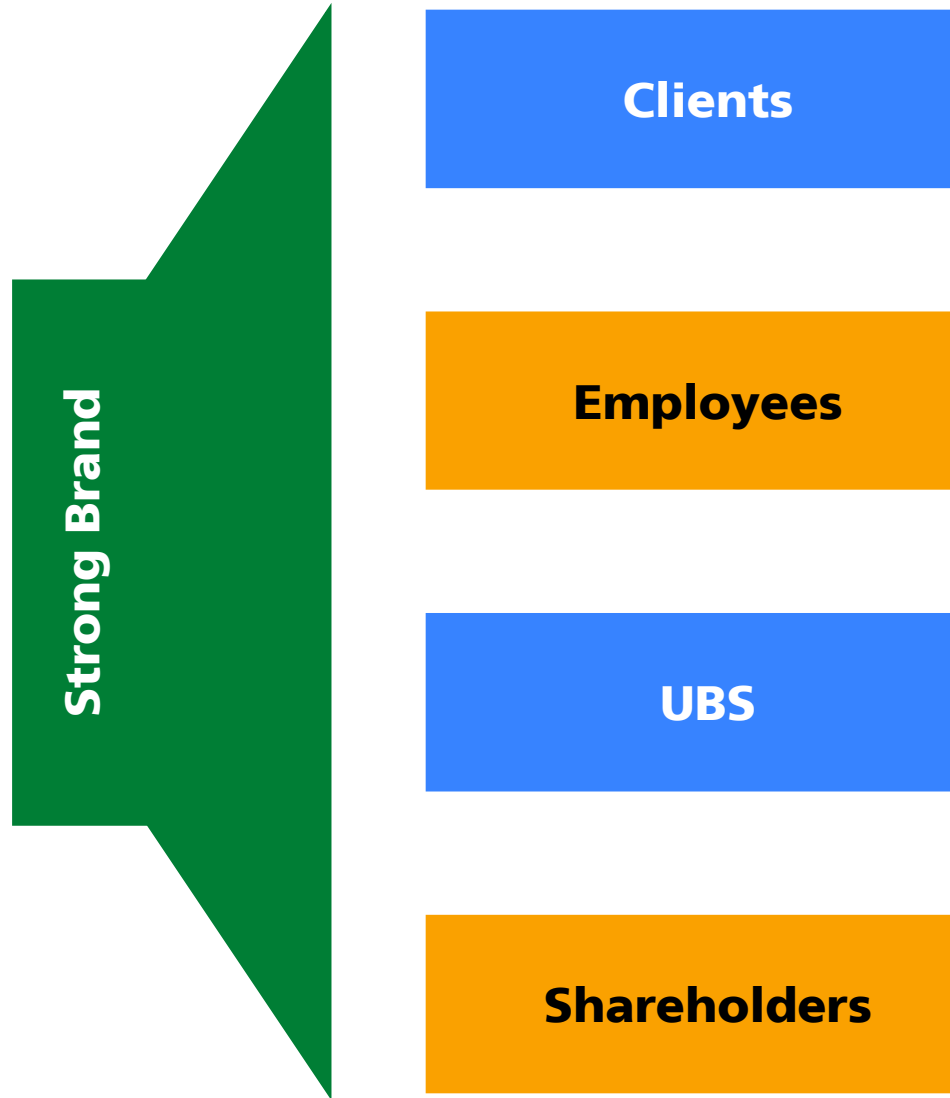
UBS Product Day – Zurich Branding at UBS

Tom Hill, Chief Communication Officer



June 1, 2006

Benefits of a strong brand for different stakeholders



Brands are promises

Great companies with strong brands know exactly what they stand for...



Irreverence



Magical Family
Entertainment



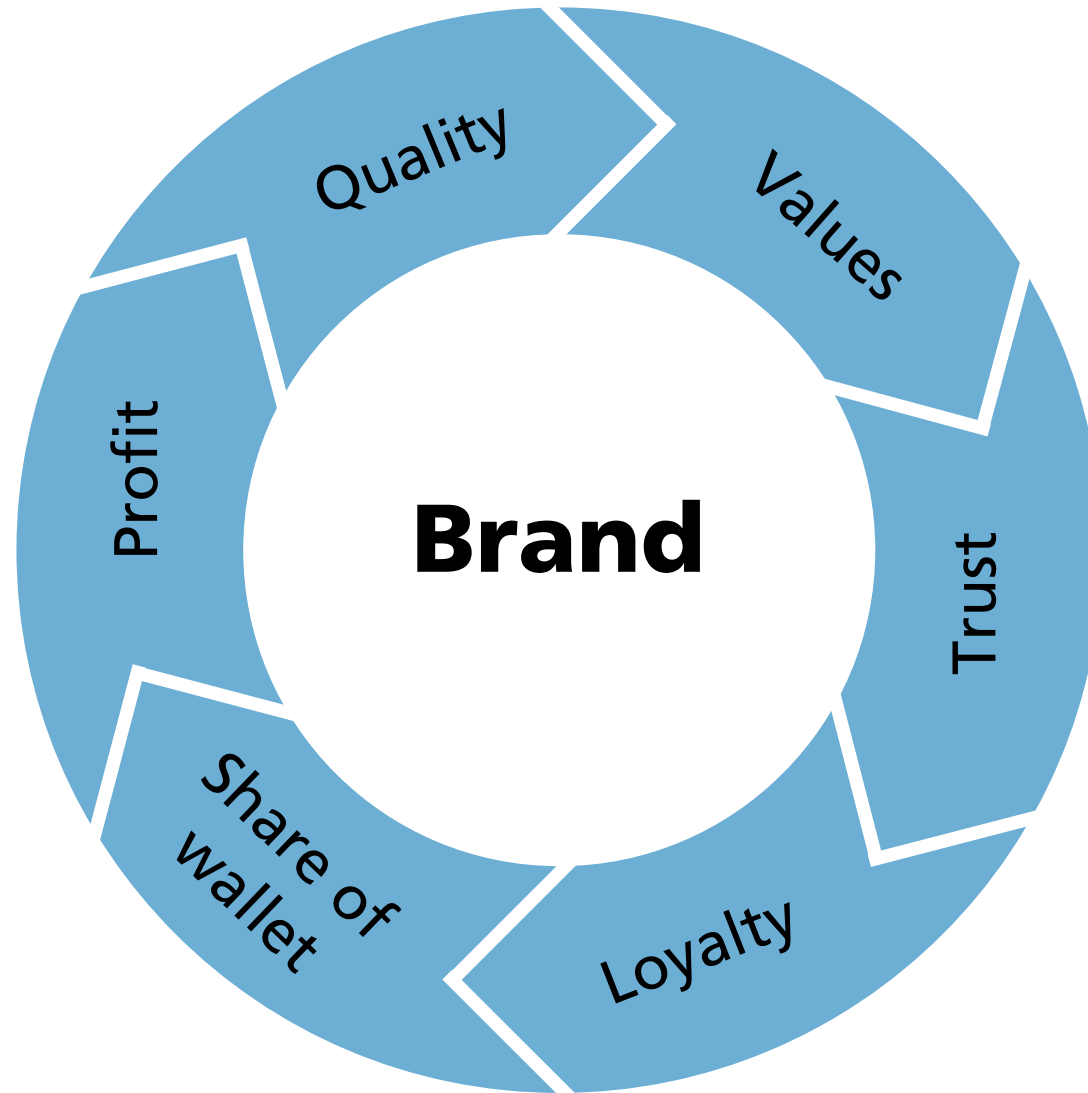
Driving
Performance



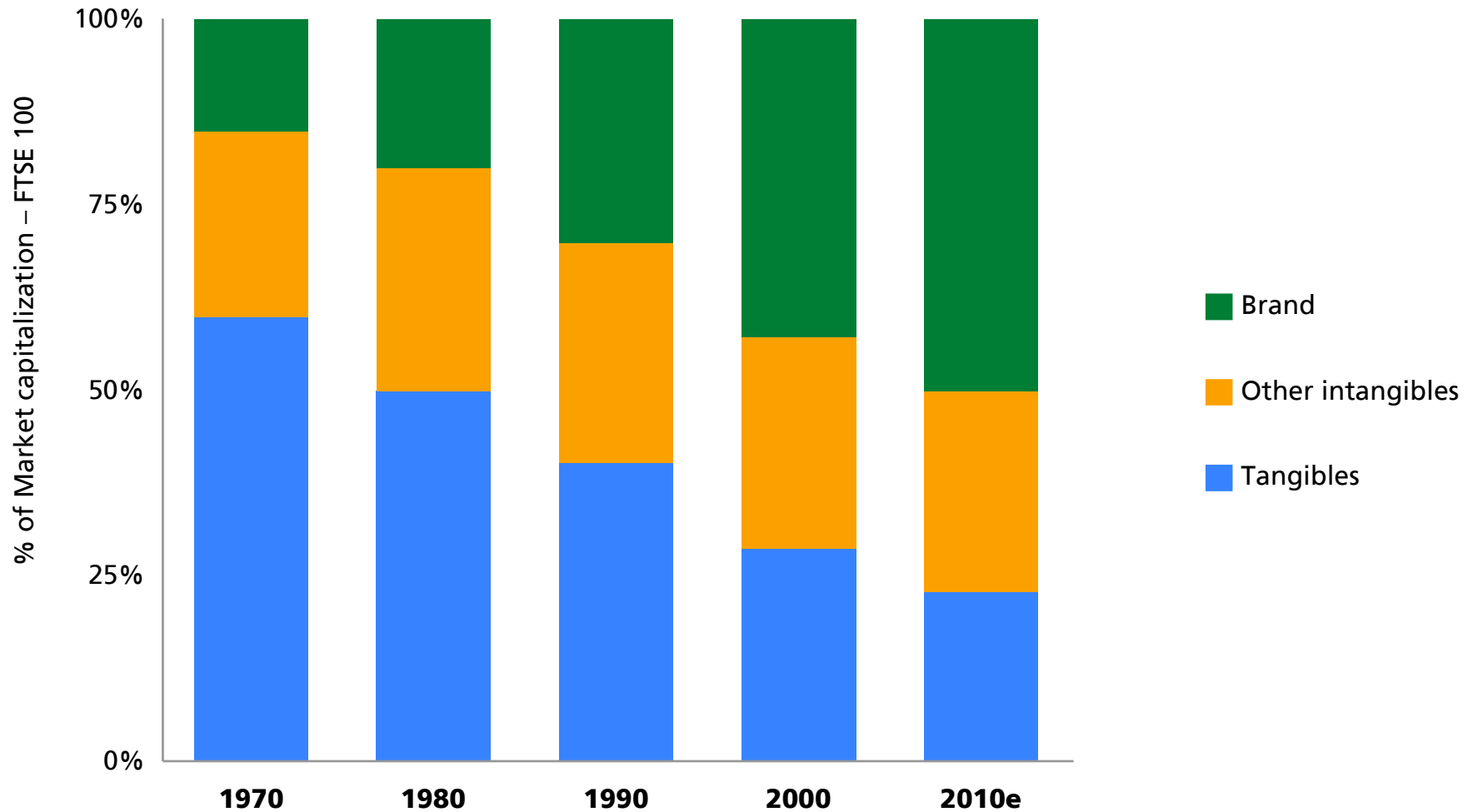
True to Sport

... and how to deliver on their promise

Strong brands increase company value

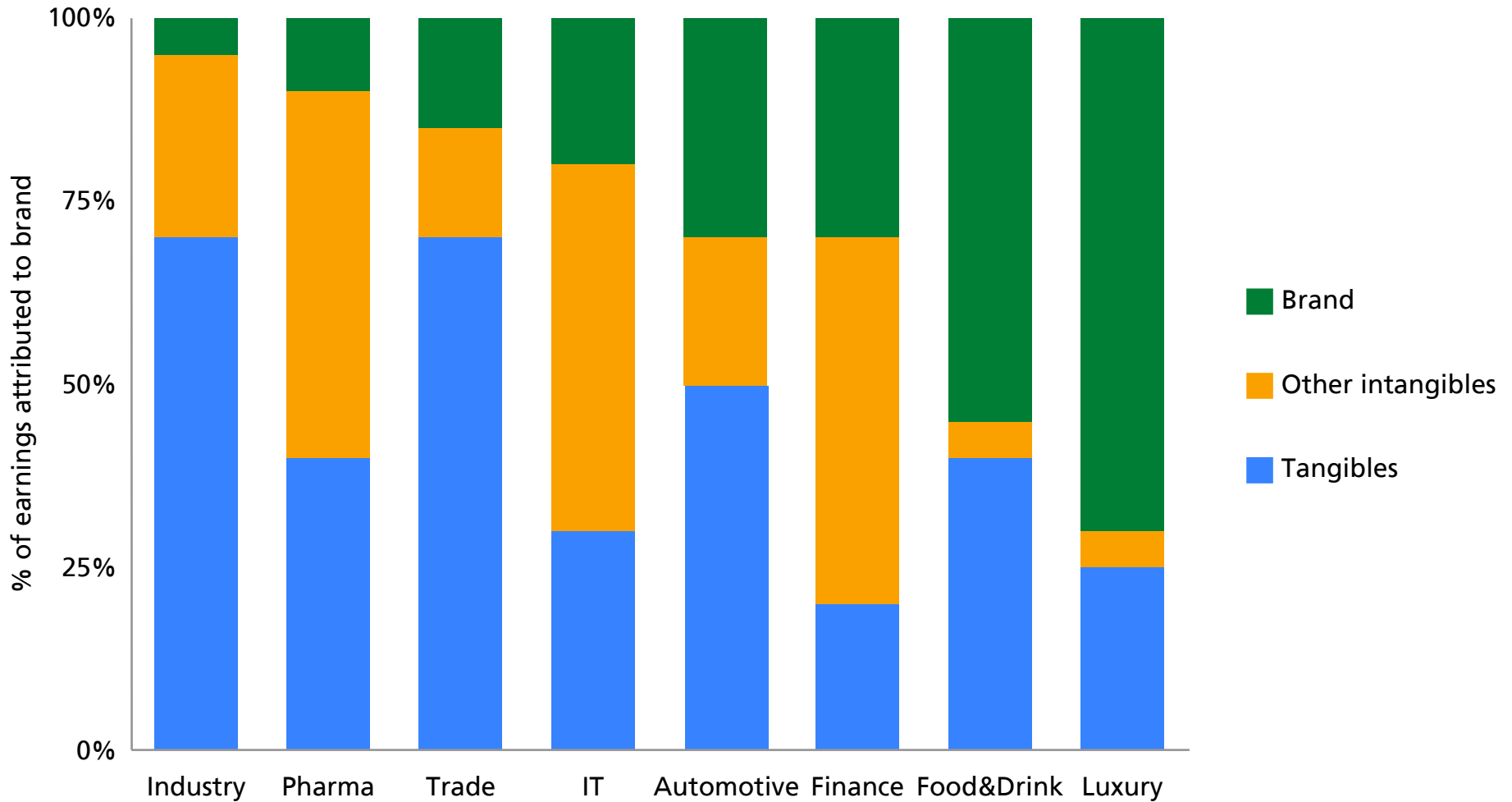


Brand value equals more than 1/3 of stock market value



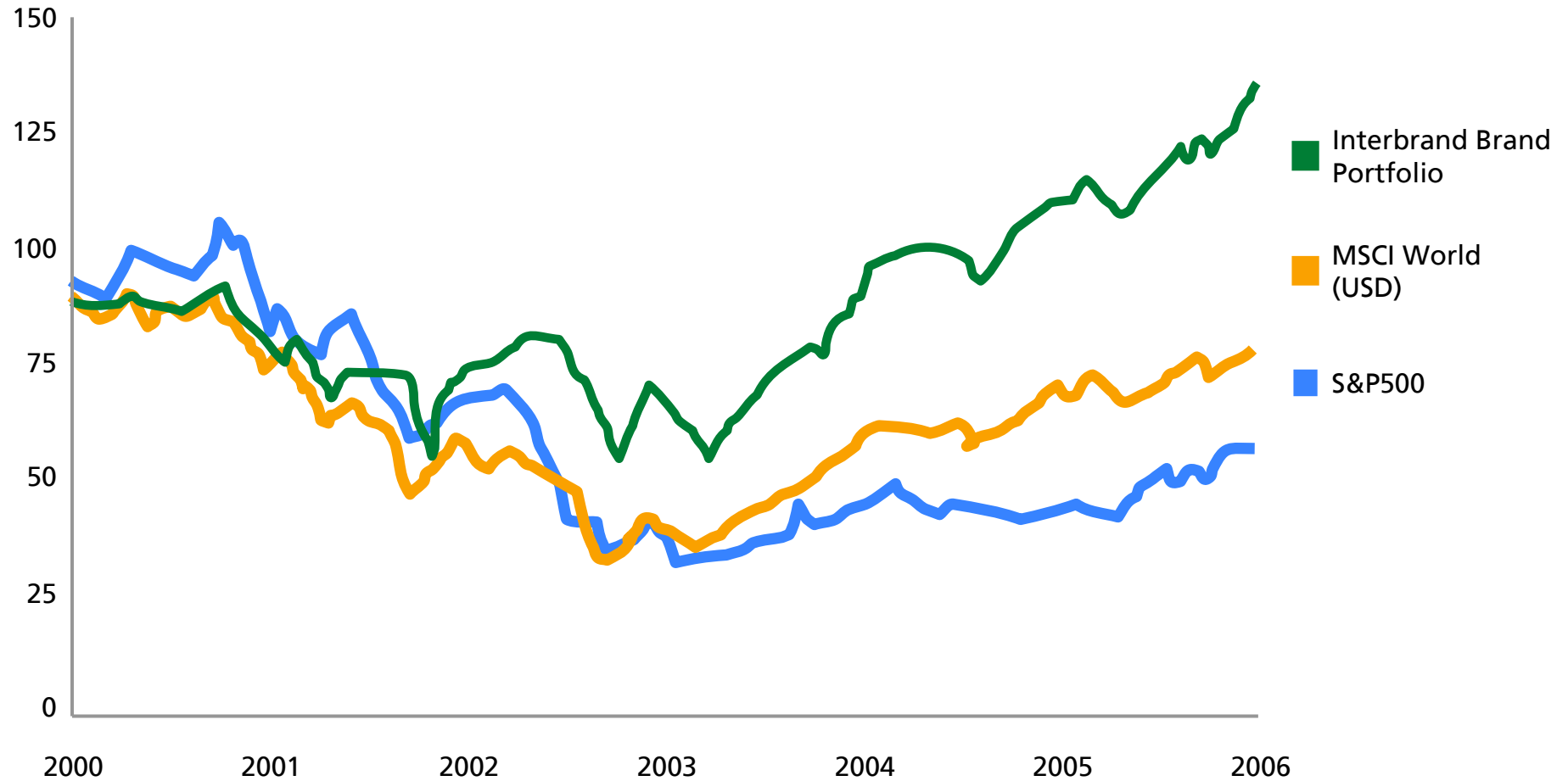
Source: Interbrand/Business Week/JP Morgan, 2002
(unlisted and non-monobrand companies excluded from this analysis)

Not only for "luxury brands"



Source: Interbrand; Brand Valuation, 1997

Investors are willing to pay more for strong brands



An investment in the world's 100 strongest brands over the last six years has yielded a return of about 34%

Source: Interbrand, Bluevalor

Why a single brand?

S.G.WARBURG



Warburg Dillon Read

PaineWebber

Dillon Read

2000

phillips & drew

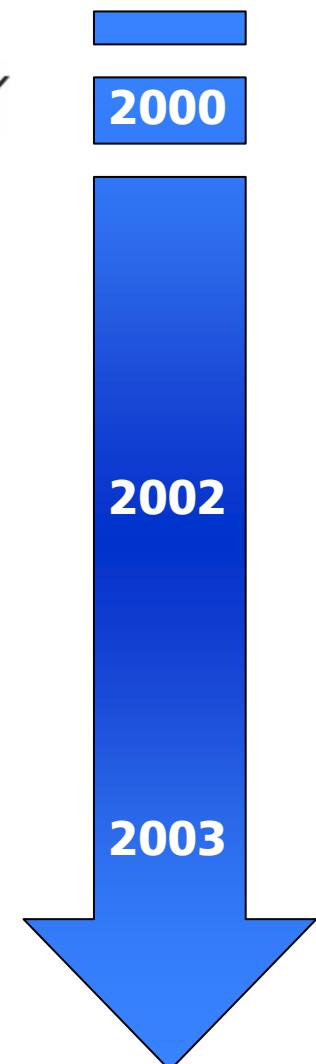
BRINSON PARTNERS
A member of UBS Asset Management



2002



2003



What drives a client's relationship to their bank?



Our brand promise



Key Benefit:

Confidence in my financial decisions

The idea behind “You & Us”



Is this the world's most powerful two-person financial firm? You and us.

A global financial firm that works with you like a two-person organization? At UBS, this is what our business is all about. It's an adviser who actually takes the time to understand your needs and goals. It's confident decision-making, governed by unfetterable concepts like thoroughness, thoughtfulness, intelligence and rigor. It's having ready access to all the resources of one of the world's largest wealth management firms, as well as our premier global asset management business and our award-winning investment bank. It's a two-person financial powerhouse called you and us. www.ubs.com

Health Management | Global Asset Management | Investment Bank

You & Us 

Intimacy

Power

Personal service

Global scale

Client benefit:
Feeling understood, UBS takes time to understand my needs

“I’m confident in my financial decisions”

Proof:
World’s largest wealth manager, most awarded bank, highest credit rating etc.

Sponsoring



World of Alinghi



Golf



Orchestral Music



Contemporary Art

Teamwork
Innovation through technology



Confidence



Collaboration



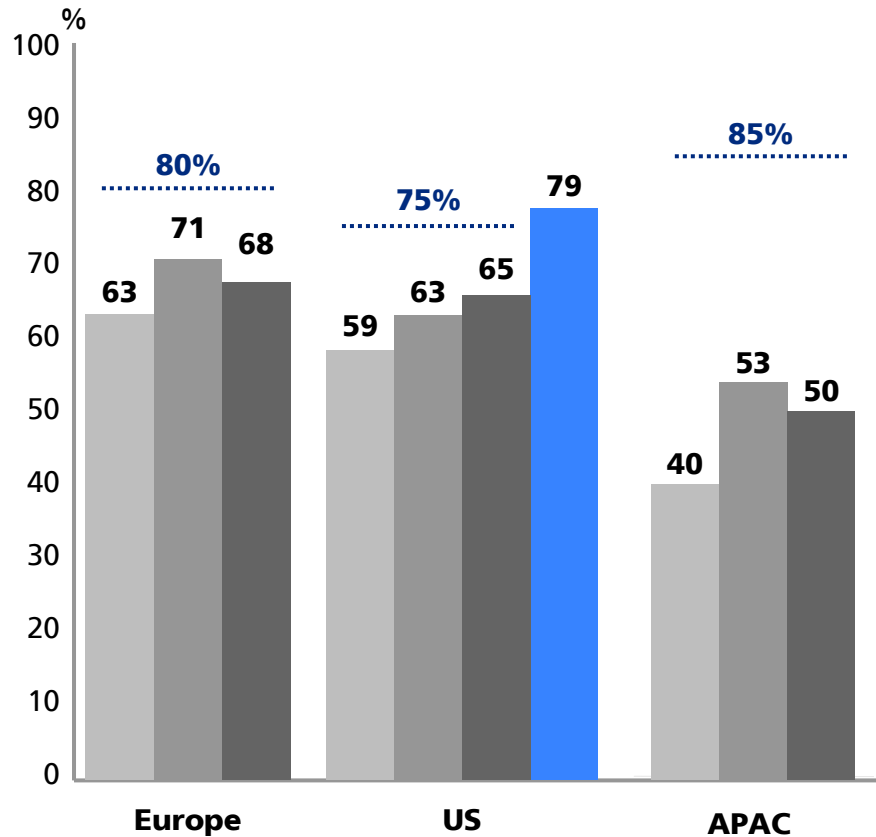
New perspectives



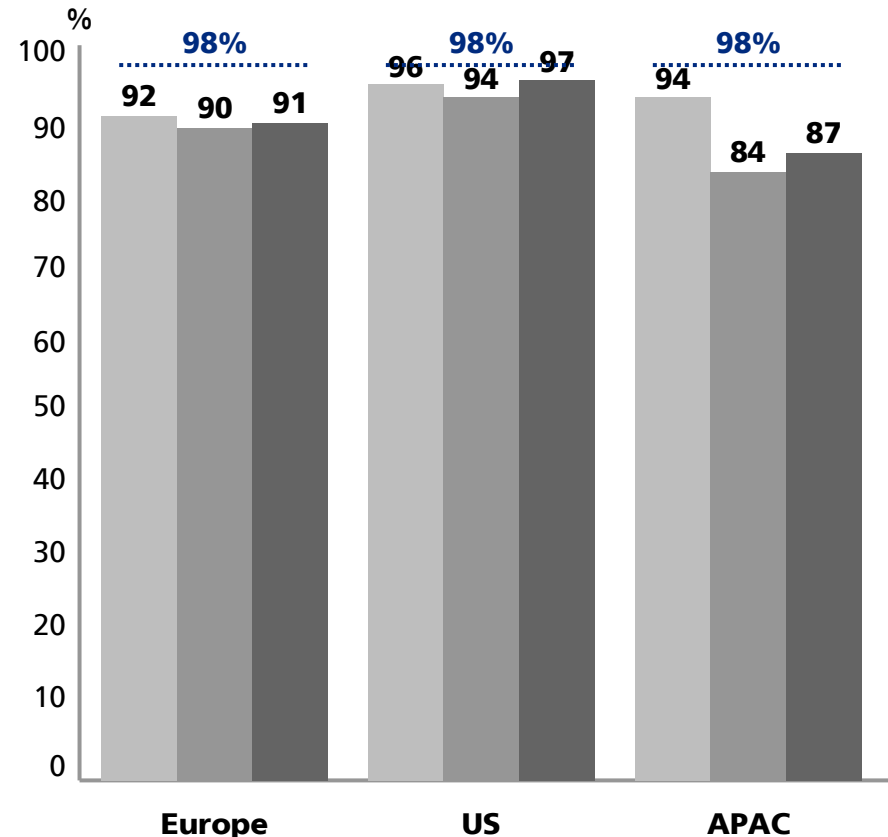
Results

Our brand communication has impact

Consumers



Business



June 04
 January 05
 June 05
 January 06 (US only interim wave)

% Brand awareness targets per region

Business Week - World's 100 most valuable brands

2005: UBS's brand value increases 16% over 2004 to \$7.6bn

The **100** Top Brands

RANK 2005 / 2004	2005 BRAND VALUE \$MILLIONS	2004 BRAND VALUE \$MILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	
1 1	COCA-COLA	67,525	67,394	0%	U.S.
2 2	MICROSOFT	59,941	61,372	-2%	U.S.
3 3	IBM	53,376	53,791	-1%	U.S.
12 13	CITI	19,967	19,971	0%	U.S.
25 26	MERRILL LYNCH	12,018	11,499	5%	U.S.
29 33	HSBC	10,429	8,671	20%	Britain
34 30	JPMORGAN	9,455	9,782	-3%	U.S.
37 37	GOLDMAN SACHS	8,495	7,954	7%	U.S.
44 45	UBS	7,565	6,526	16%	Switzerland
46 41	HARLEY-DAVIDSON	7,346	7,057	4%	U.S.

THE BIG WINNERS

High tech and finance got it right in this year's ranking. America's electronic flea market, eBay, has ended up on top, a few rungs above Apple. Samsung repeats from last year, as does HSBC. Joining the megabank is financial powerhouse UBS.

Marketing funnel - Consumers

	Awareness		Familiarity		Consideration		Preference		Client
	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute
Europe									
UBS	68%	39%	26%	88%	23%	40%	9%	11%	1%
Ave. of leading 3 competitors	86%	49%	40%	87%	32%	47%	14%	22%	4%
US									
UBS	75%	31%	24%	76%	18%	12%	2%	23%	0.5%
Ave. of leading 3 competitors	98%	68%	67%	73%	48%	28%	14%	43%	6%
APAC									
UBS	50%	32%	16%	85%	14%	40%	5%	19%	1%
Ave. of leading 3 competitors	88%	59%	52%	86%	45%	55%	26%	17%	7%

Awareness base small relative to competitors
 We are weaker on converting into familiarity..
 ...therefore familiarity base much smaller
 Though conversion from familiarity to consideration high
 We have already lost potential to make competitive numbers into the consideration and preference set

Marketing funnel - Business

	Awareness		Familiarity		Consideration		Preference		Client
	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute
Europe									
UBS	91%	59%	53%	98%	52%	47%	25%	21%	5%
Ave. of leading 3 competitors	97%	66%	64%	91%	56%	51%	28%	37%	9%
US									
UBS	97%	84%	81%	99%	80%	40%	32%	14%	4%
Ave. of leading 3 competitors	100%	95%	95%	95%	90%	62%	55%	47%	26%
APAC									
UBS	87%	70%	61%	96%	58%	55%	32%	18%	6%
Ave. of leading 3 competitors	97%	78%	75%	93%	69%	54%	37%	27%	10%

Awareness base high

But we are weaker on converting into familiarity..

...therefore base starts to reduce

Our conversion from familiarity > consideration very high...

..and in the business market we do better on consideration to preference...but we have already lost a lot of potential!



Match brand to business strategy



...one firm, one brand

This is what it's all about



Usually big company ads are pure B.S. This one is **true!** Even better, I get the whole team. I appreciate you all.

Questions.....

