



UBS Investor Day 2004
UBS Investment Bank: Delivering Success

John Costas, Chairman and CEO

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UBS Investment Bank success to date

SECTION 1

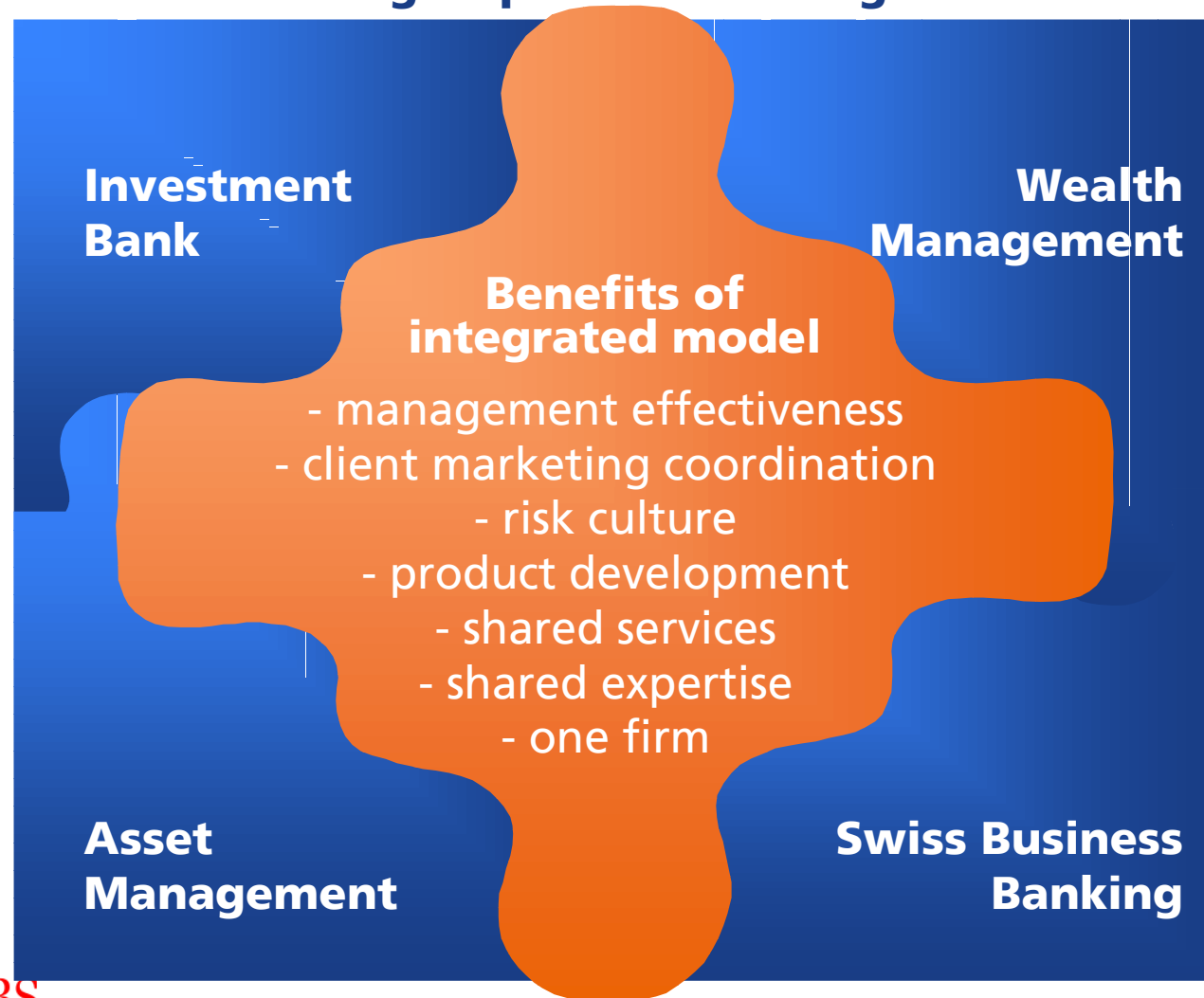
Our winning strategy

UBS Investment Bank is fully committed to pursuing our strategy

To be the global leader and the most profitable service provider for corporate clients, institutional investors and intermediaries and the leading diversified risk manager

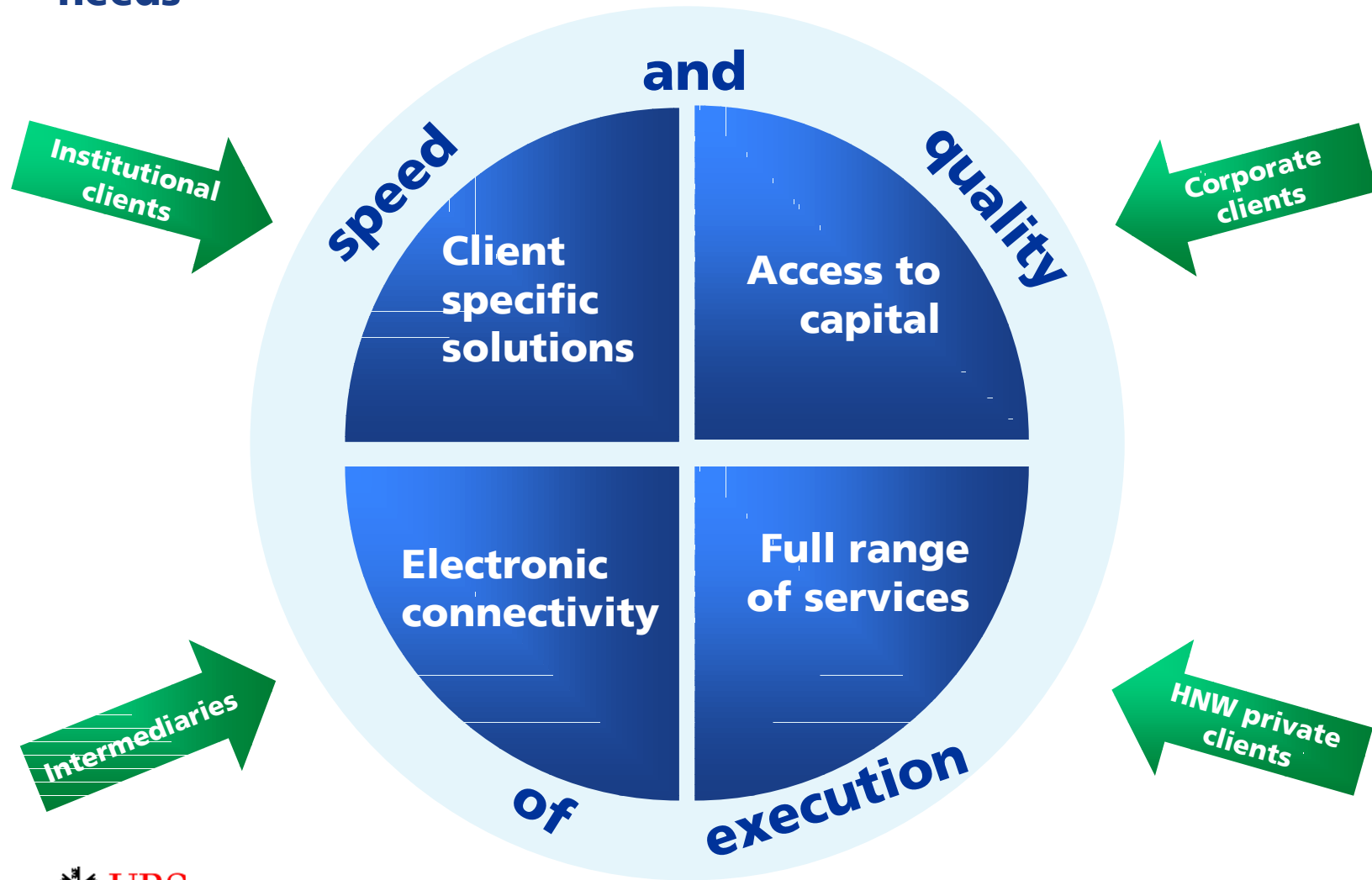
Leveraging group capabilities

We are delivering value through the business strength of each of the business groups and our integrated model...



Client Focus

... to fully satisfy the increasing convergence of our clients' needs



Building on competitive strengths

SECTION 2

Our execution advantages

Our success is not driven by any one product or region, but is based on the ability to deliver a full-service capability globally



Top quality talent globally

Our 16,000 employees are aligned with clients' needs around the world



Strategic hires over the past 3 years

We have made a significant number of key hires across sectors, regions and product areas since 2001, which has filled out our capabilities



Global heads within Investment Banking

Americas

Joint Head IBD — Ken Moelis
TMT — Jeff Sine
ECMG — Thomas Fox
M&A Americas — Cary Kochman
Real Estate — Jackson Hsieh
Chemicals — David Bradley
Energy — Stephen Trauber
FIG — Michael Martin
Banks - Oliver Sarkozy
Insurance – A. Przygoda-Aleksander

Europe

EMEA Joint Head — Jeff McDermott
Equity Finance – Alex Ehrlich
France — Pierre Paris
Italy — Alessandro Foti
Spain — Francisco Sanchez-Asiain
Financial Sponsors — Steve Conway
FIG - William Waldegrave
M&A — James Neissa
Switzerland — Martin Kesselring

APAC

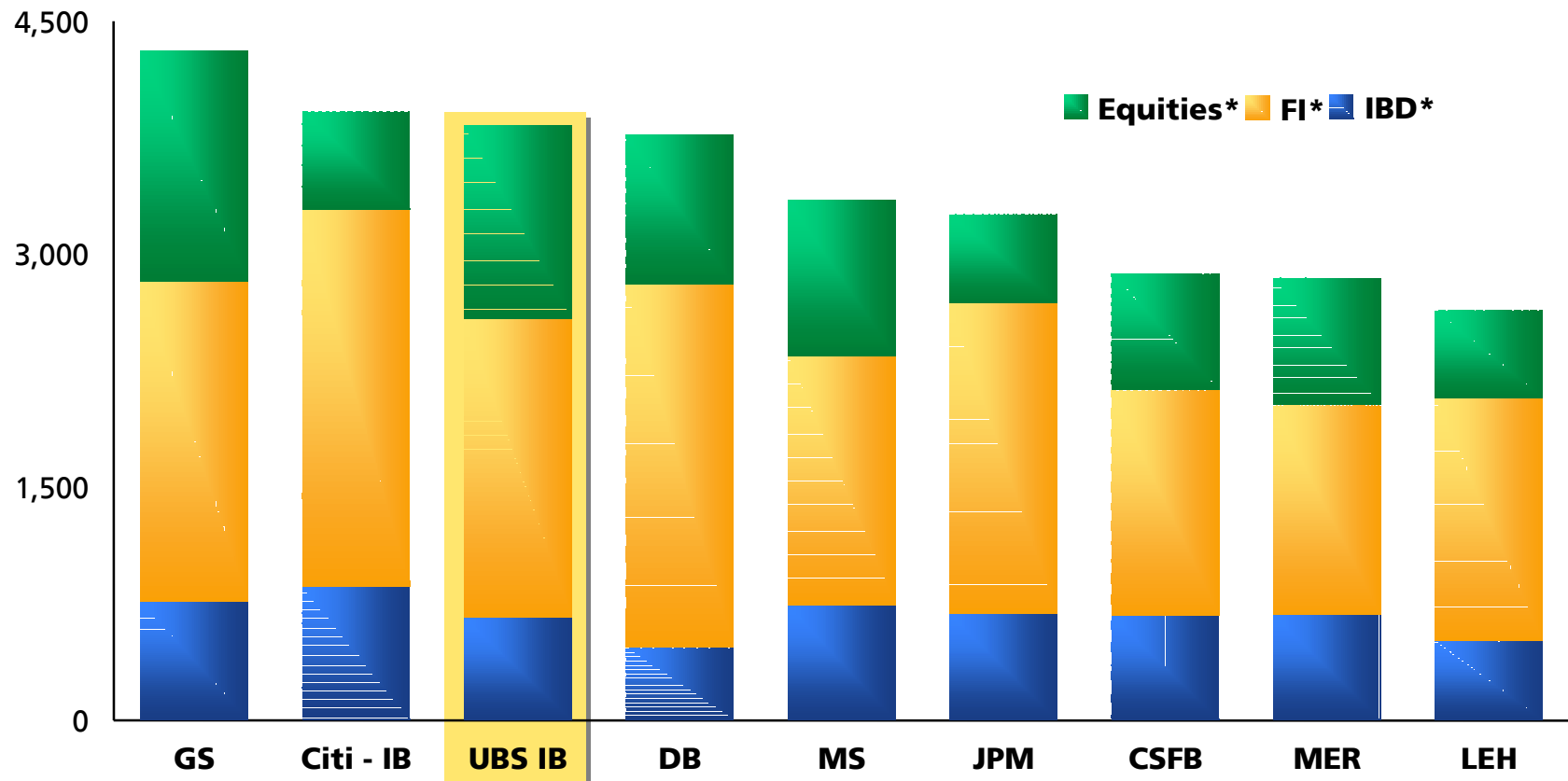
Taiwan – Felice Chen
Equity Finance – Masataka Iwata

Revenue by product

The UBS-IB portfolio is one of the most balanced of our peers



Revenue splits 1Q04 (USDm)



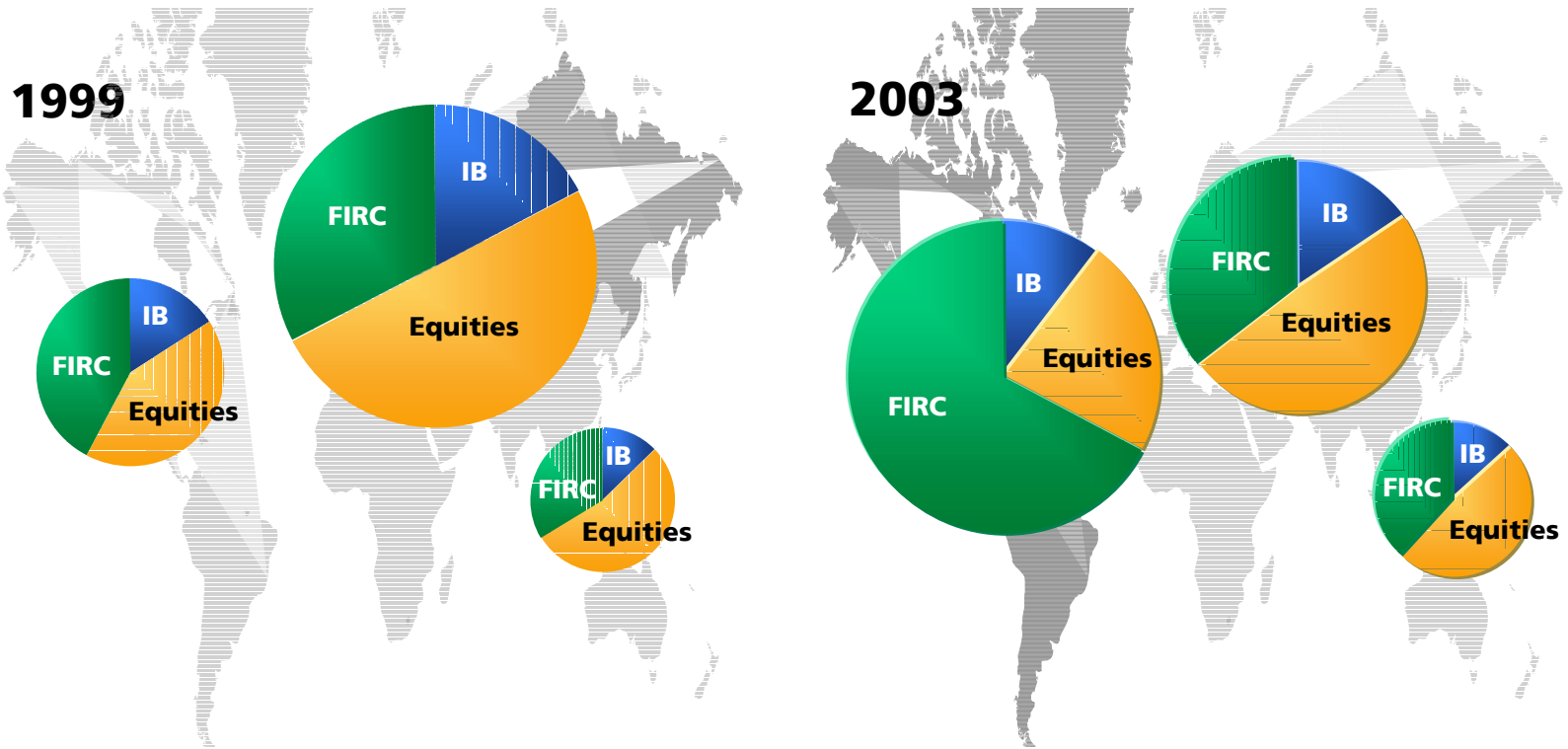
Source: Quarterly reports, UBS IB Analysis, PSR

Note: * Equities and FI include institutional revenues only. IBD includes gross corporate revenues only



Balanced and diversified business mix

We have shown that we can build significant capabilities in all businesses to capture changing market opportunities



Source: UBS IB disclosed financials (excluding Private Equity), 1999 (full year), 2003 (full year)

Note: Bubble size shows relative size of revenue in USD.

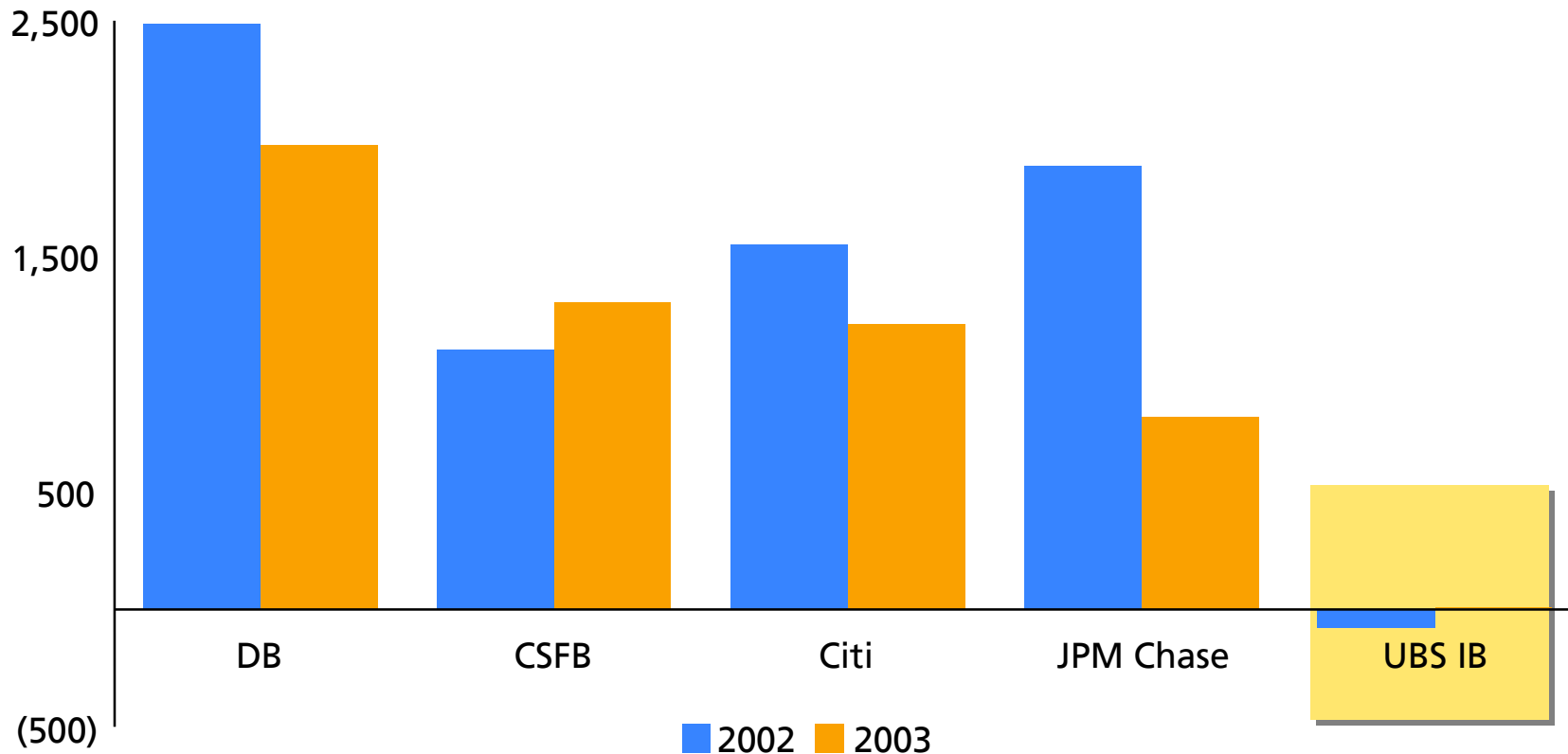


Superior credit risk results

Excellence in risk management has resulted in superior and consistent credit risk results



Actual credit loss expense (USD m)

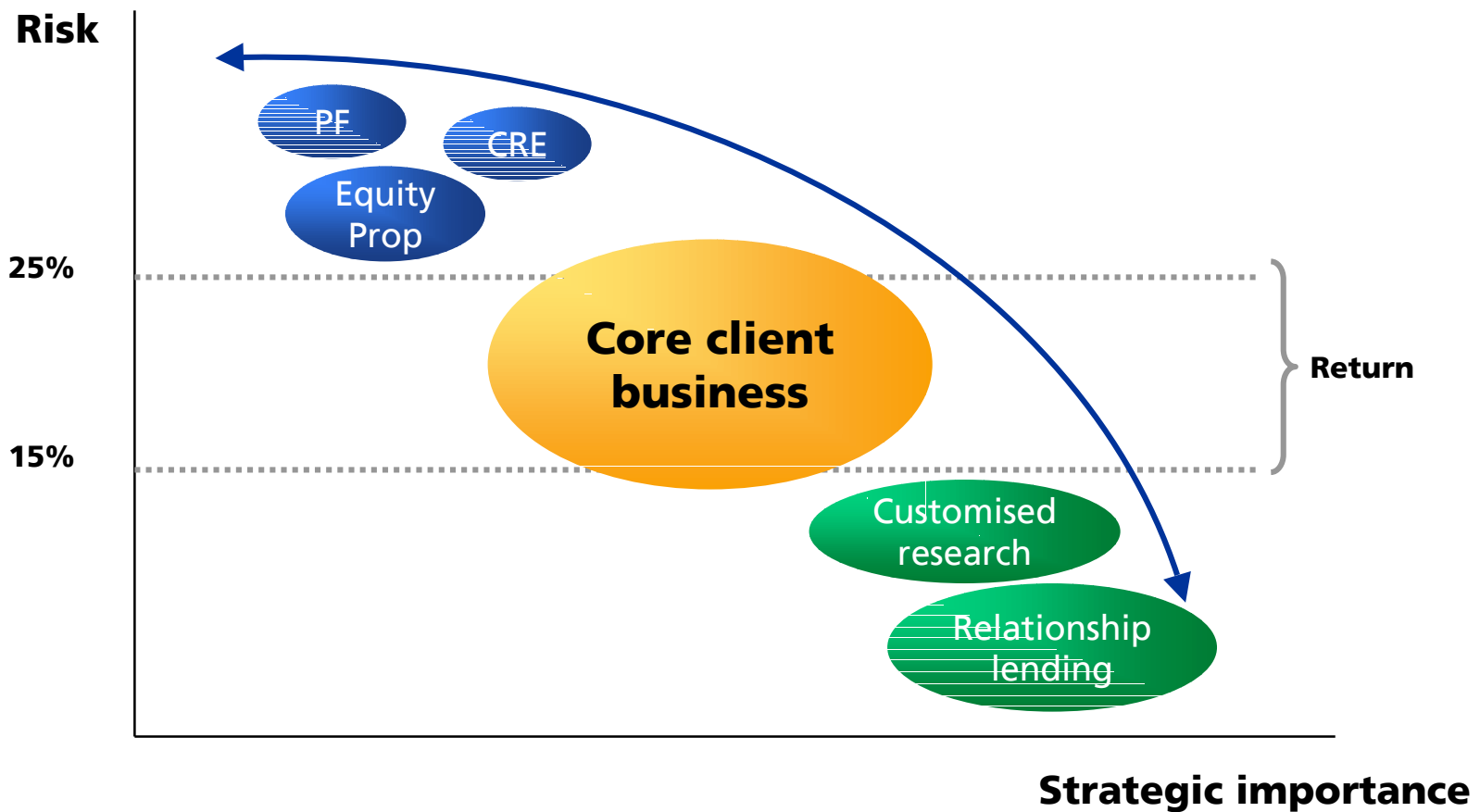


Notes: Annual Reports 2003: Citi (Net Corporate credit losses), DB (data for the whole group), CS – CSFB segment data for net write-offs, JPMorgan Chase – Commercial segment net charge-offs.



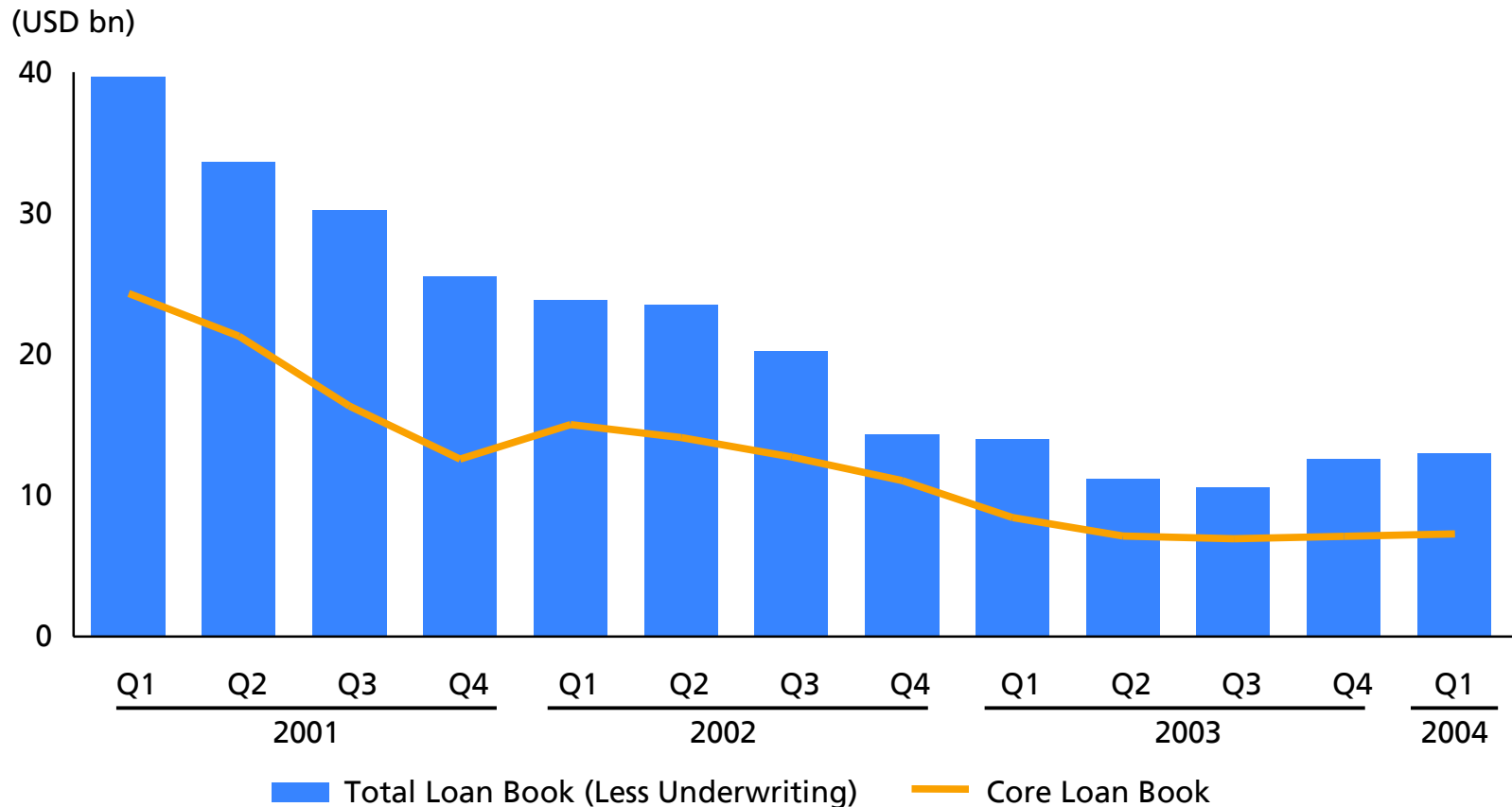
Dynamic capital allocation

We focus on creating a diverse portfolio of risk/return businesses that does not exclude opportunistic risk-taking or strategic investment



Commitment to relationship lending

We have significantly reduced our lending exposure, but maintain a commitment to core clients



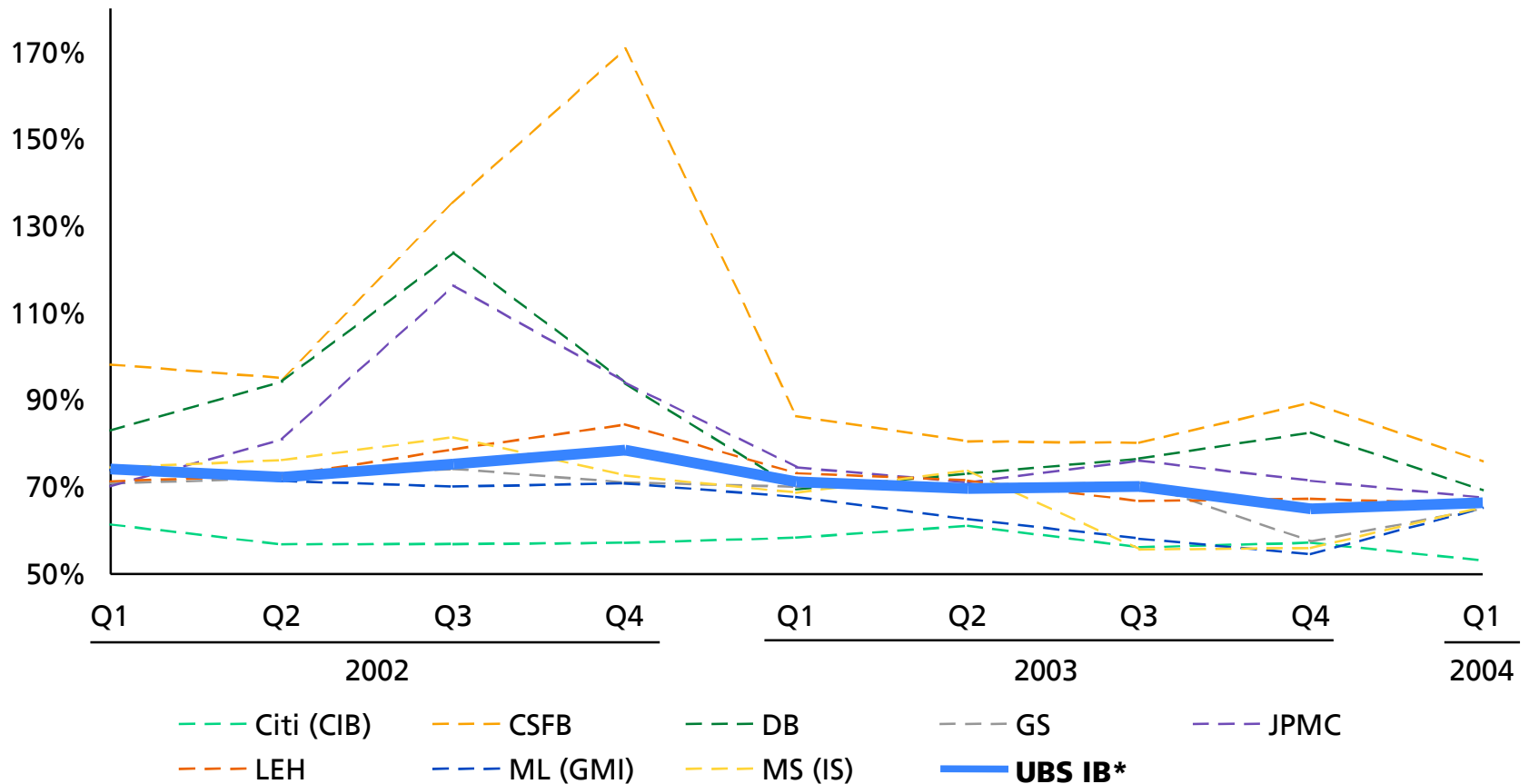
**We lead with our advisory and execution skills
and not with our balance sheet**



Best-in-class resource management

UBS Investment Bank has one of the most consistent cost / income ratios among peers

Cost / income



Source: Quarterly reports, UBS IB Analysis.

Note: *UBS IB ratio is based on Total Operating Income before expected credit loss. UBS IB figures exclude Private Equity.

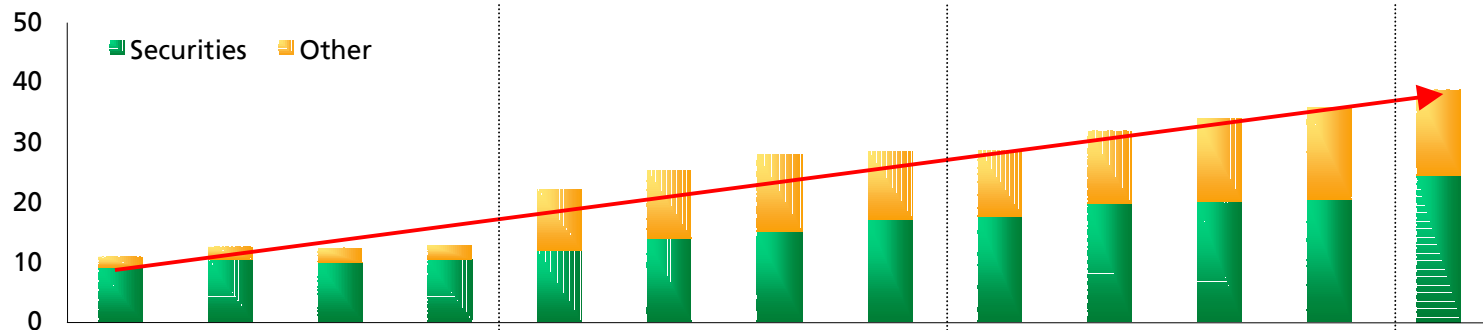


Cost efficiency - operations

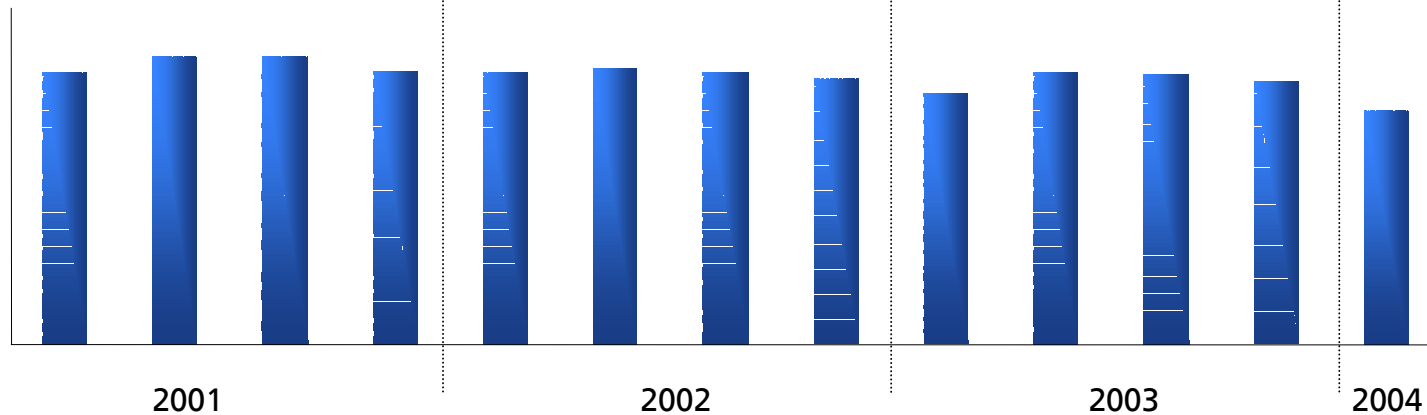
We have maintained stable costs whilst our processed volumes continued to rise, reaching 620,000 per day



Quarterly volumes (m)



Quarterly fully loaded costs (USD m)



UBS-IB leading edge technology

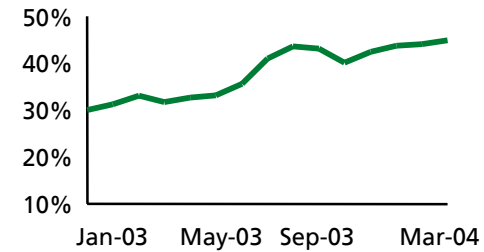
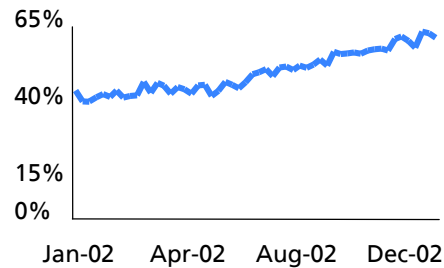
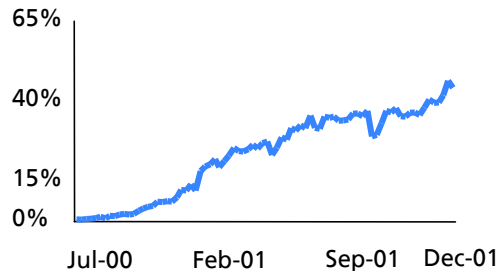
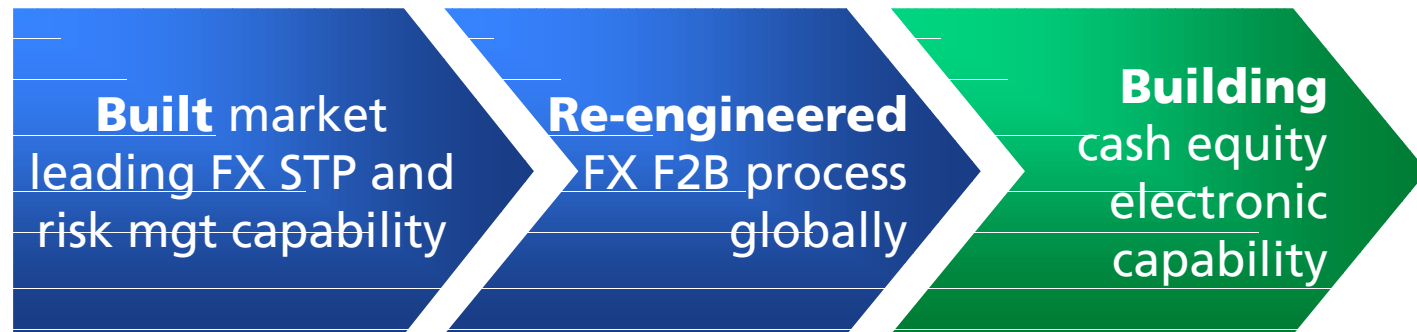
Our e-platform has delivered greater efficiency and increased client connectivity for our FX business and is transforming our securities businesses



2001

2002

2003

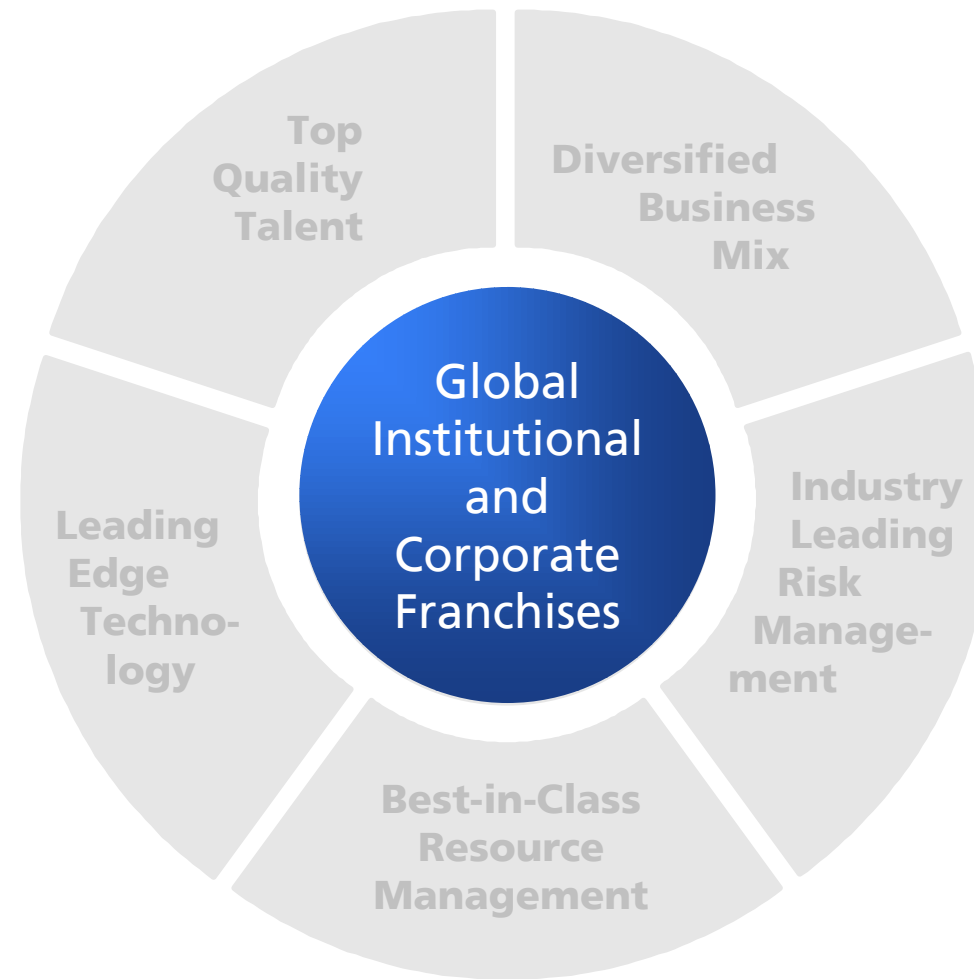


Source: UBS IB Analysis

— e-ratio UBS-IB



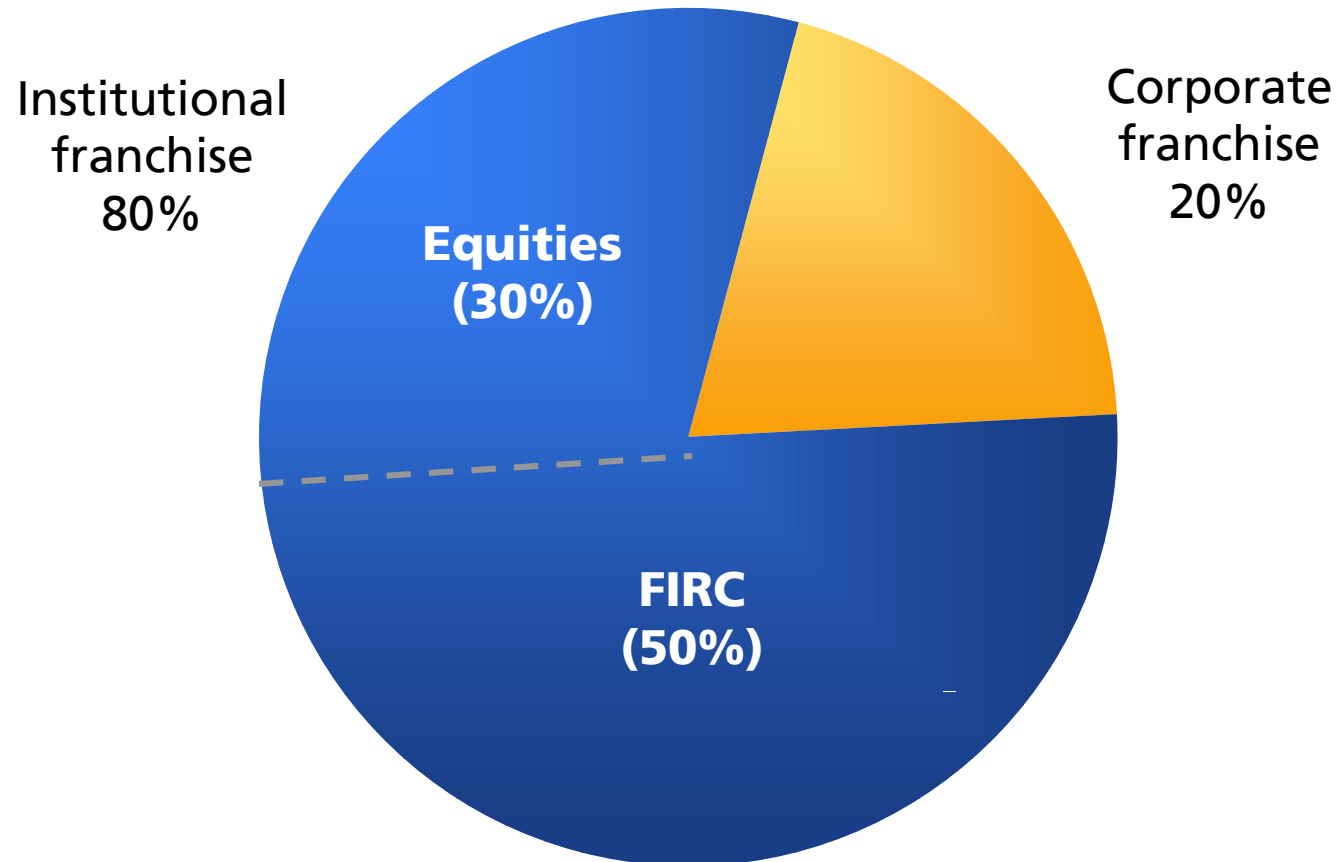
Our franchises



Our franchises

While our corporate franchise is growing, the bulk of our business is still generated by our institutional franchise

2003 revenues (USD)

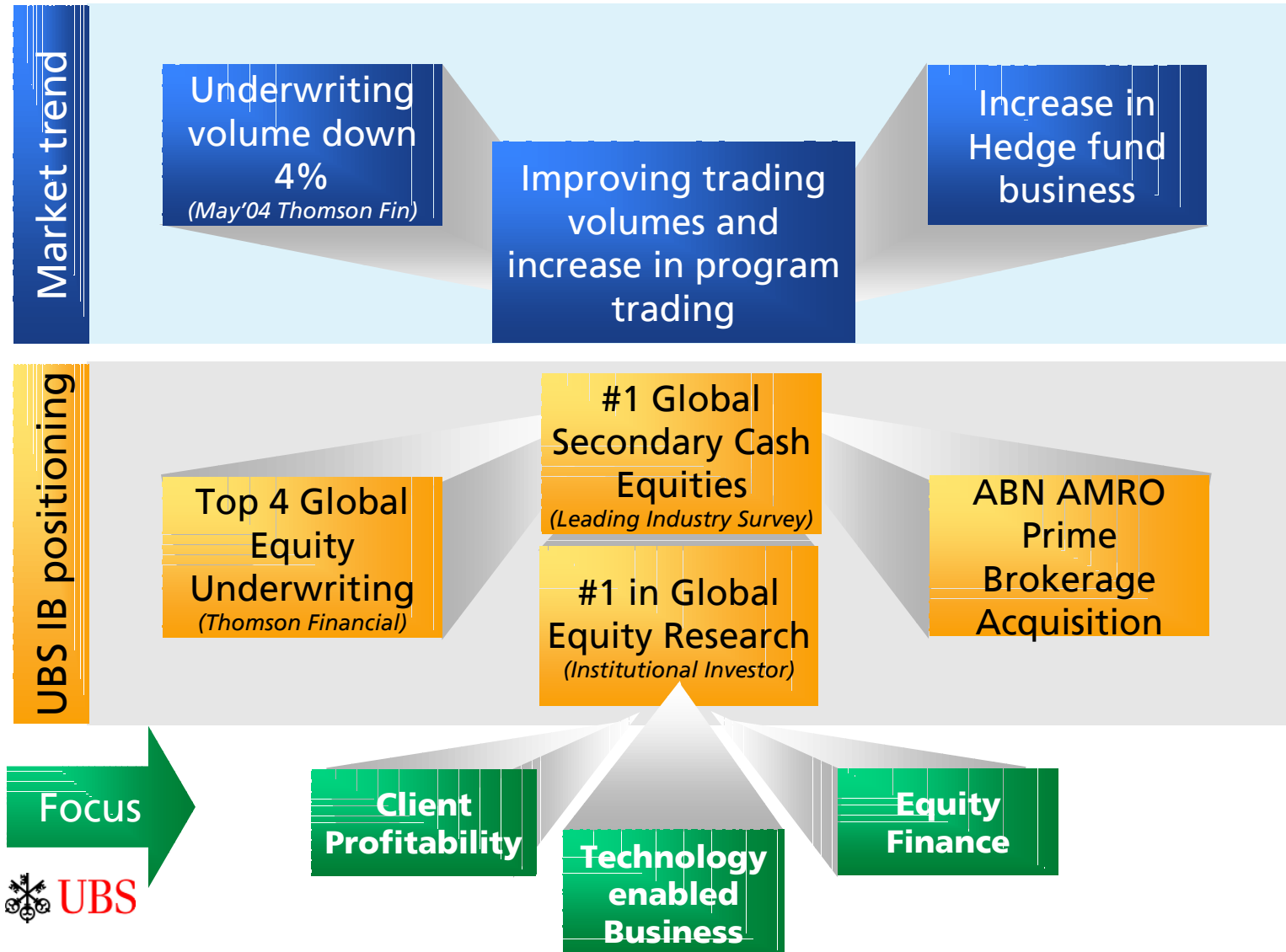


Source: UBS internal analysis, Corporate franchise includes 100% primary share



Equity business strategic focus

Equity related businesses are strong and gaining momentum



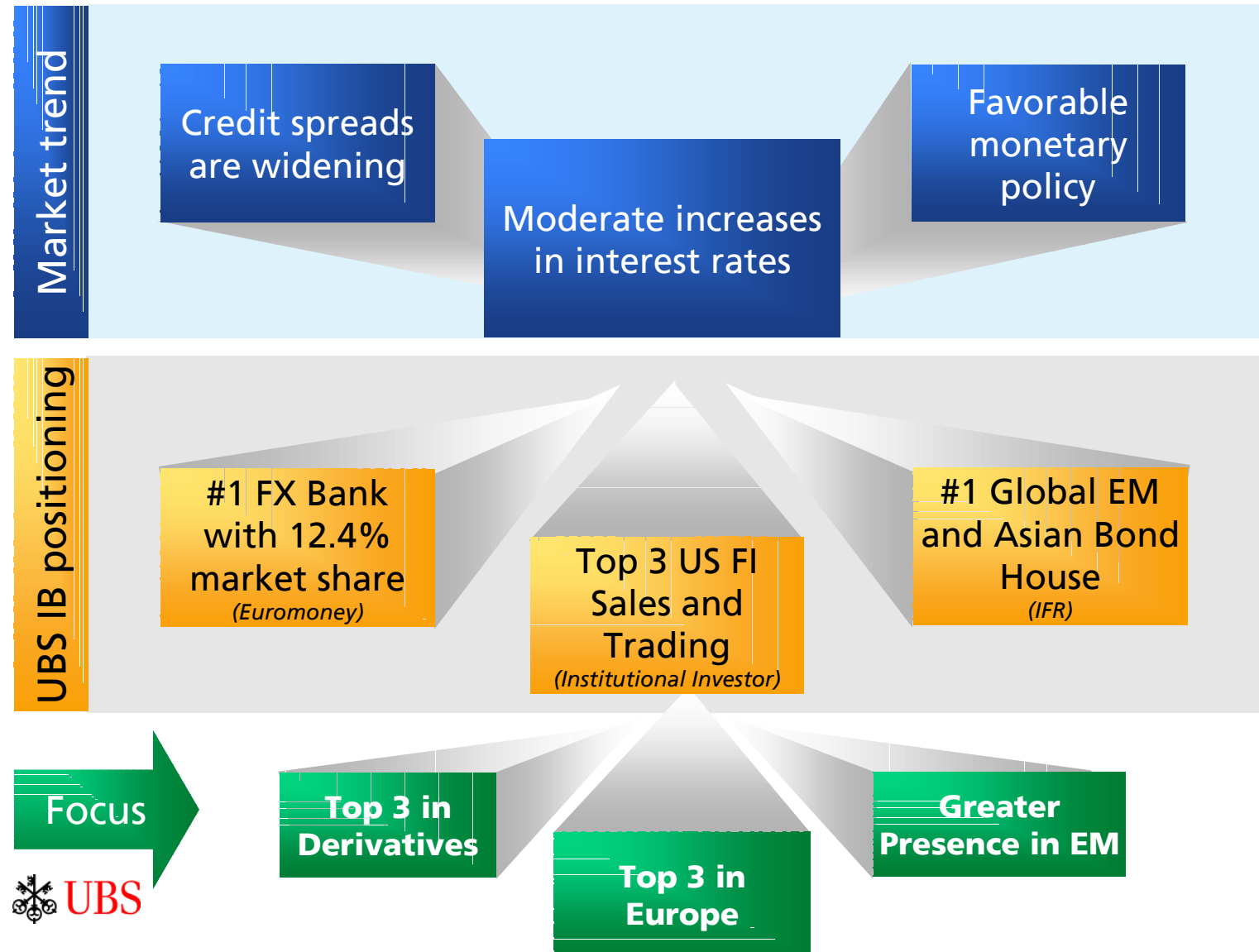
IBD strategic focus

IBD environment is positioned for increased activity in 2004



FIRC Strategic Focus

Debt trading and underwriting still offer real opportunities



A winning growth strategy

SECTION 3

Delivering success via organic growth

We will continue to grow our business and business mix , as markets evolve and opportunities arise



Our winning culture

Success is built around strong shared values and a culture that actively reinforces them

**We succeed if our
clients succeed**