



# Third Quarter Results 2003

Zurich, 11th November 2003

Peter Wuffli, CEO

Mark Branson, Chief Communication Officer

# Caution regarding forward-looking statements

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This communication contains statements that constitute “forward-looking statements”, including, but not limited to, statements relating to the implementation of strategic initiatives, such as the implementation of the European wealth management strategy, expansion of our corporate finance presence in the US and worldwide, and other statements relating to our future business development and economic performance.

While these forward-looking statements represent our judgments and future expectations concerning the development of our business, a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from our expectations.

These factors include, but are not limited to, (1) general market, macro-economic, governmental and regulatory trends, (2) movements in local and international securities markets, currency exchange rates and interest rates, (3) competitive pressures, (4) technological developments, (5) changes in the financial position or credit-worthiness of our customers, obligors and counterparties and developments in the markets in which they operate, (6) legislative developments, (7) management changes and changes to our business group structure in 2001, 2002 and 2003 and (8) other key factors that we have indicated could adversely affect our business and financial performance which are contained in other parts of this document and in our past and future filings and reports, including those filed with the SEC.

More detailed information about those factors is set forth elsewhere in this document and in documents furnished by UBS and filings made by UBS with the SEC, including UBS’s Annual Report on Form 20-F for the year ended 31 December 2002. UBS is not under any obligation to (and expressly disclaims any such obligations to) update or alter its forward-looking statements whether as a result of new information, future events, or otherwise.

# Continued strong results

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**6**% y-o-y operating income growth

Cost / income ratio down **8** percentage points y-o-y

YTD loan losses at **2** bps of total loan book

CHF **20** billion, net new money

**20**% ROE

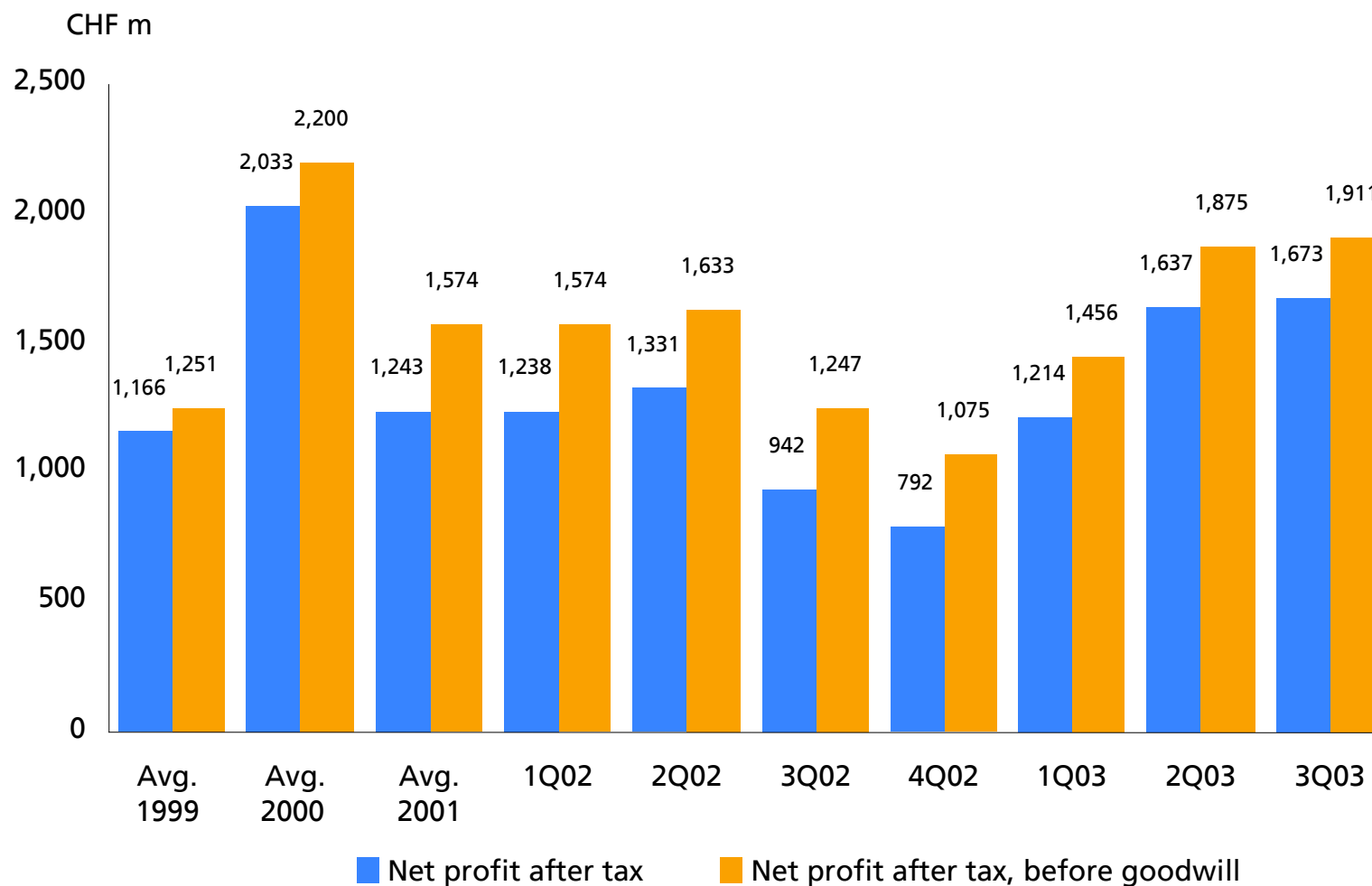
# Significant financial events

(CHF m)	3Q03	2Q03	3Q02
<b>Income</b>			
Gain on disposal of Correspondent Services Corp.	-	161	-
<b>Tax effect</b>	-	(159)	-
<b>Total</b>	-	2	-

No significant financial events in 3Q03, 3Q02

# Net profit

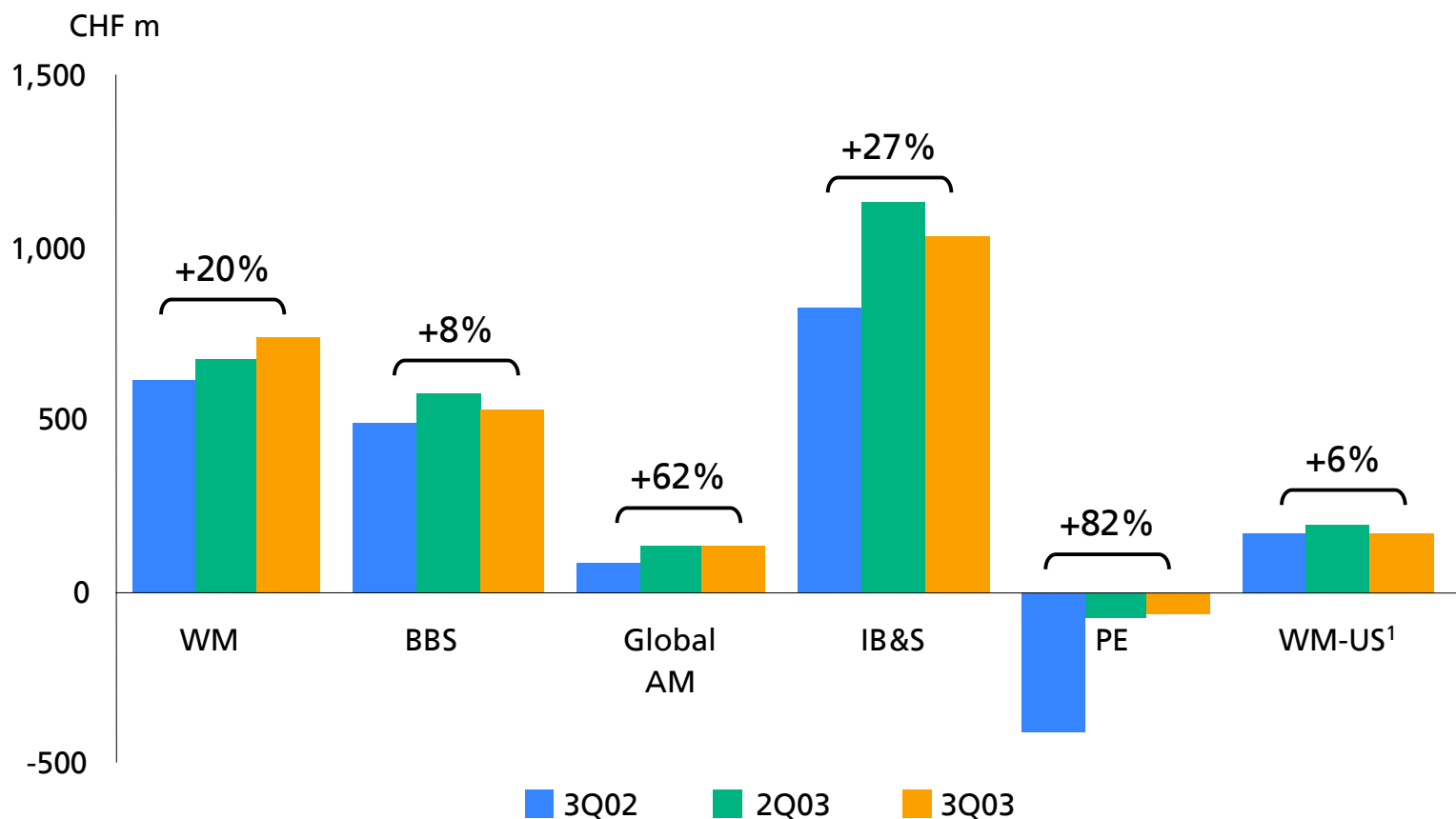
## Adjusted for significant financial events



# Improving bottom line for all business units

## Performance before tax

⌈ represents y-on-y % change

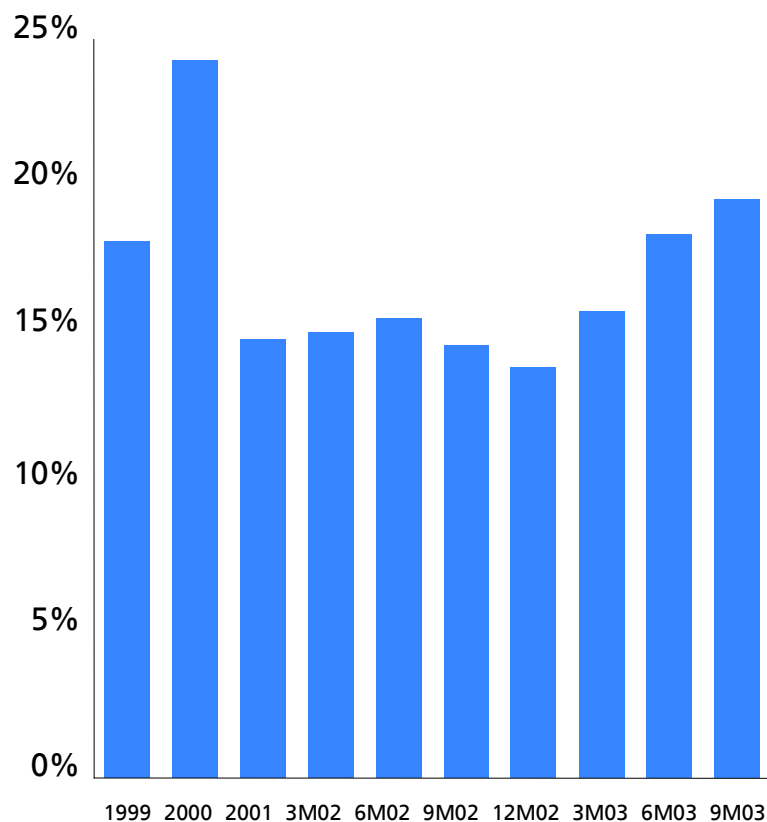


<sup>1</sup>Before acquisition costs



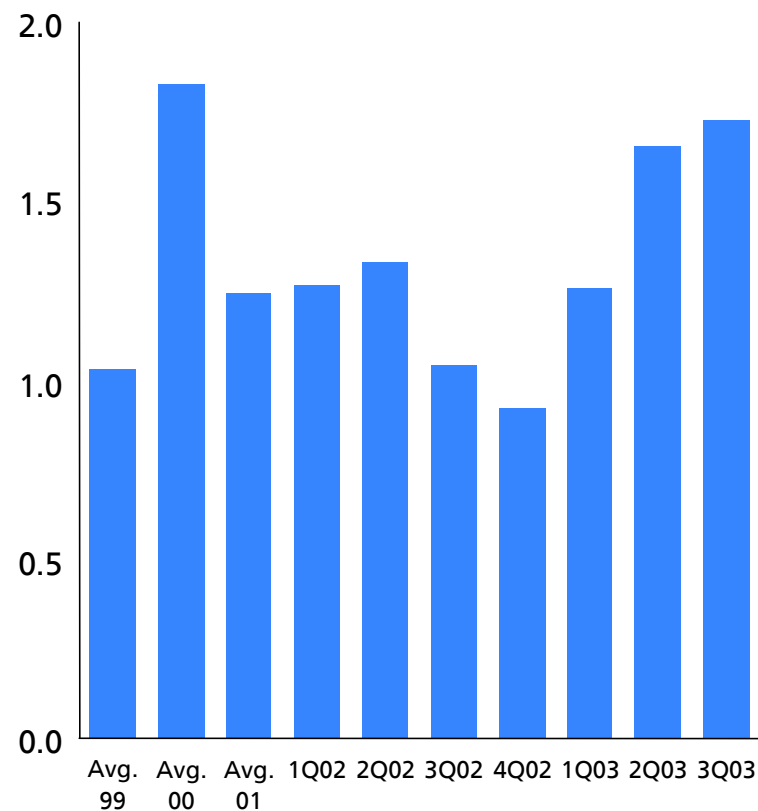
# Performance against targets

## ROE <sup>1</sup>



## Basic EPS <sup>2</sup>

(CHF)

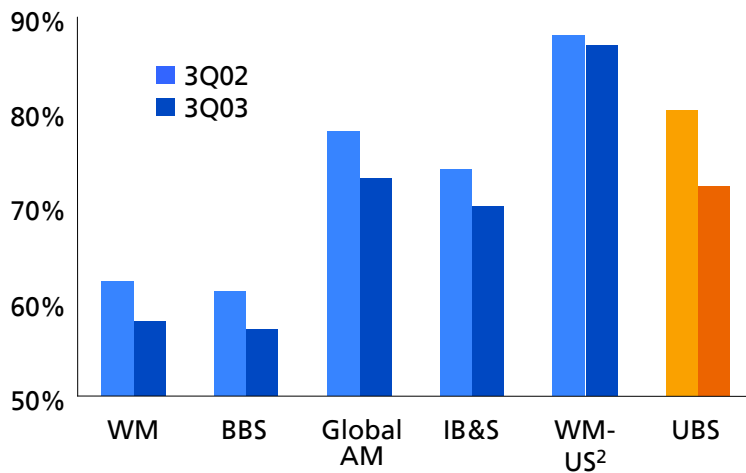
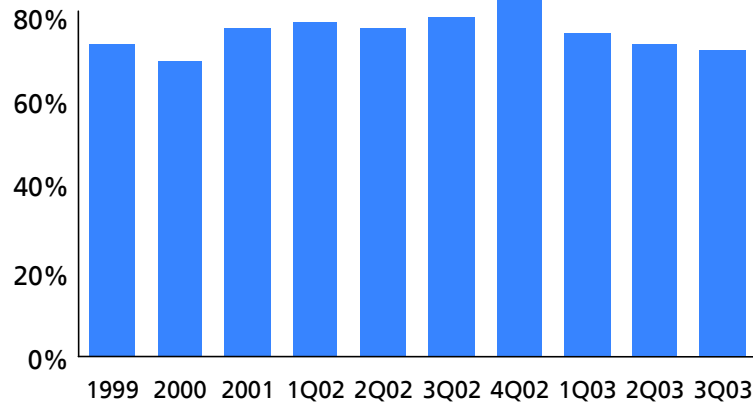


- 1 Year to date annualized net profit less the amortization of goodwill and other intangible assets and significant financial events (after tax)/average shareholders' equity less dividends
- 2 Net profit less the amortization of goodwill and other intangible assets and significant financial events (after tax)/weighted average shares outstanding

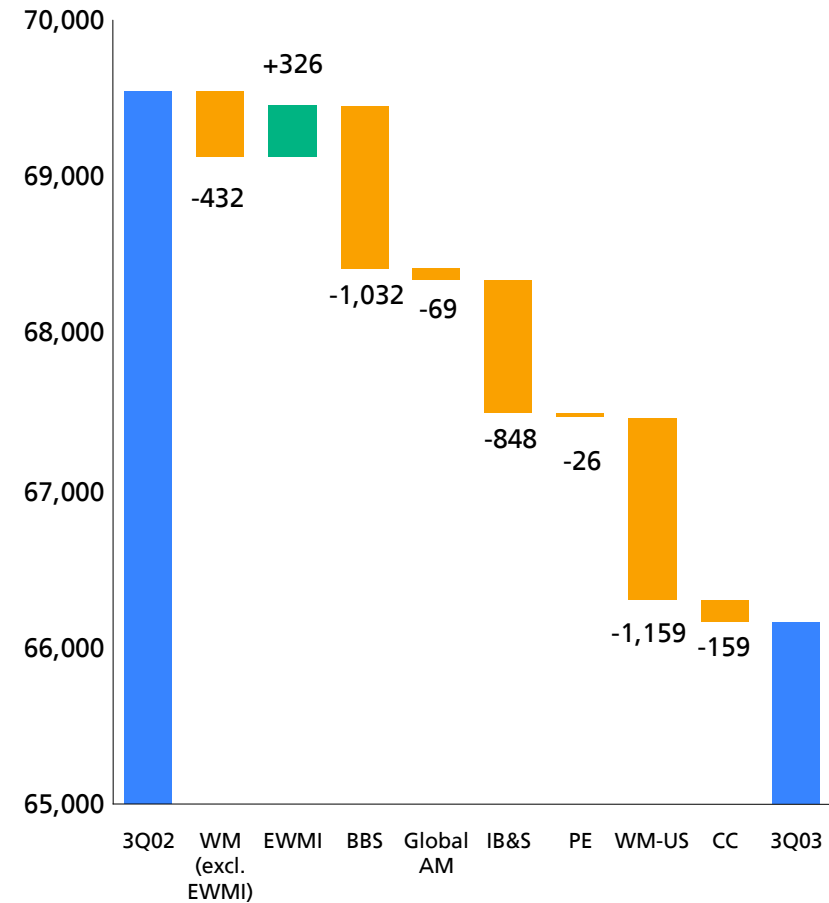


# Cost control across all areas

## Cost / Income<sup>1</sup>



## Headcount changes, year-on-year



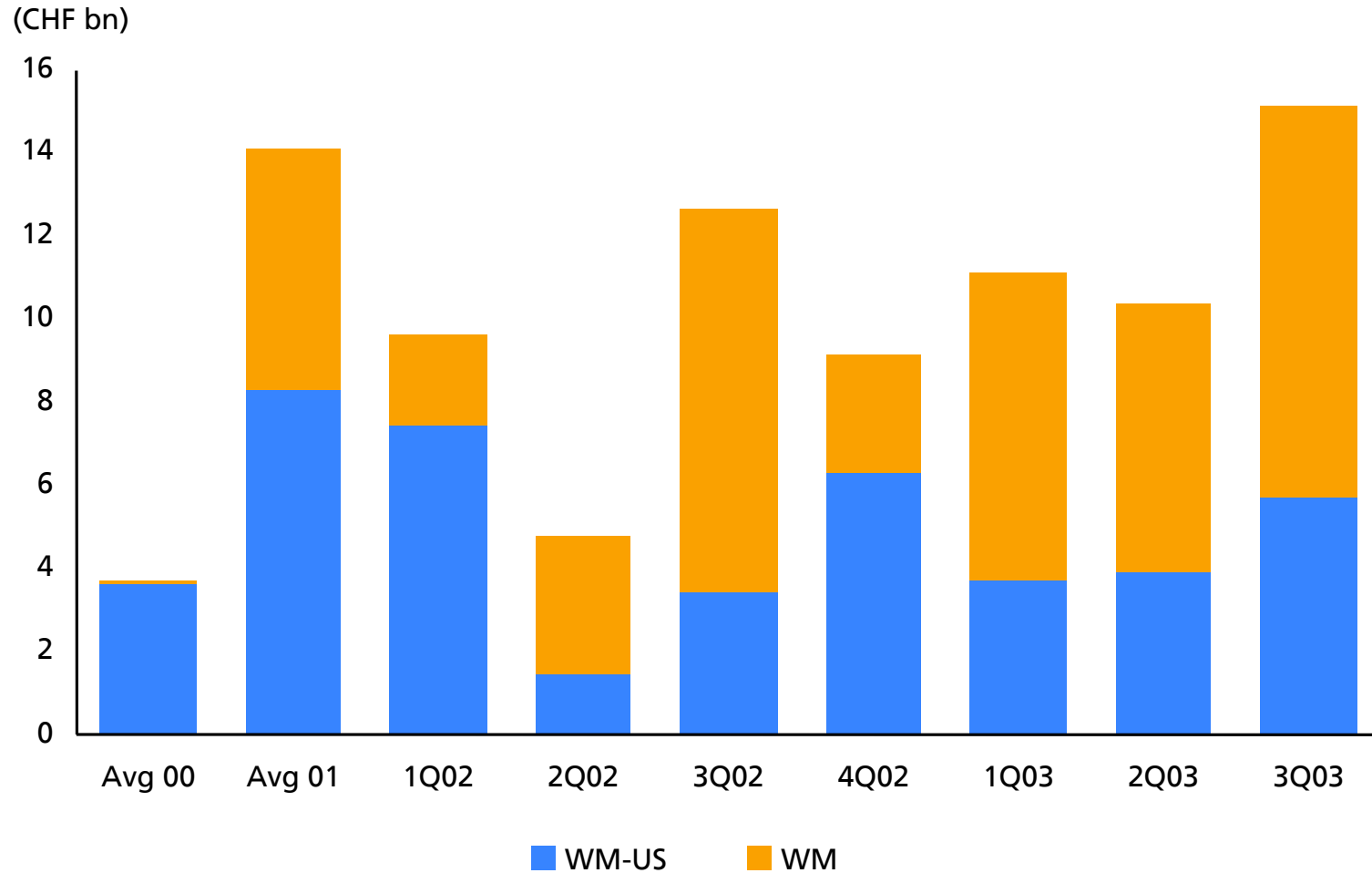
- 1 Operating expenses less the amortization of goodwill and other intangible assets and significant financial events / operating income less credit loss expense or recovery and significant financial events
- 2 Before acquisition costs





# Performance against targets

## Wealth management units net new money <sup>1</sup>



<sup>1</sup> Excludes interest and dividend income

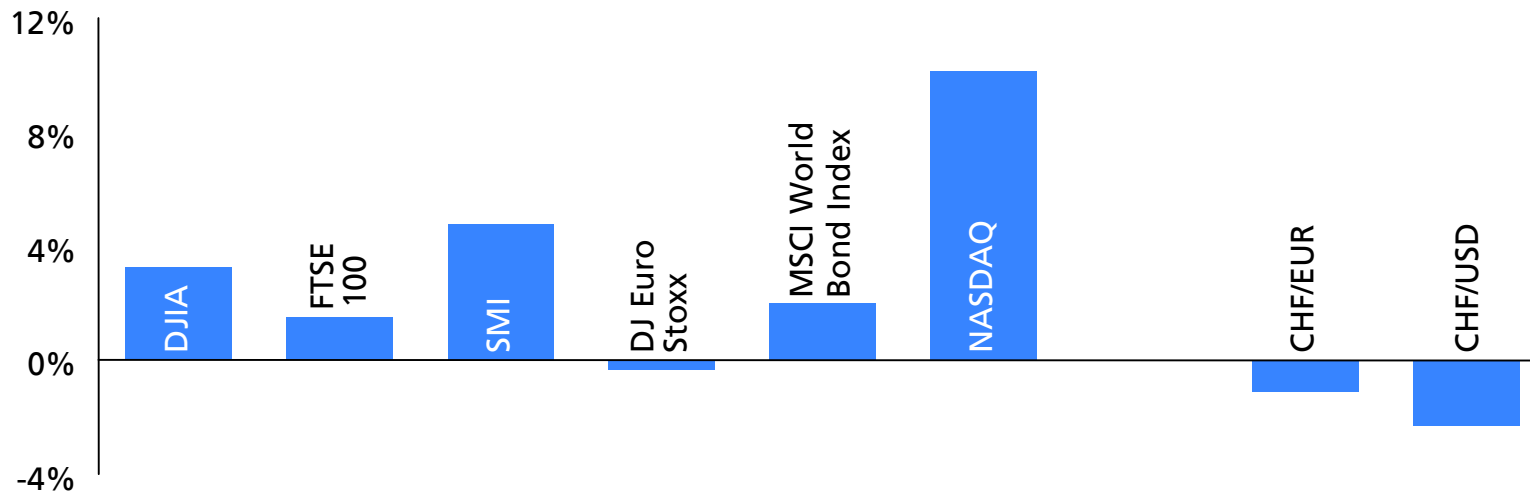


# Invested assets

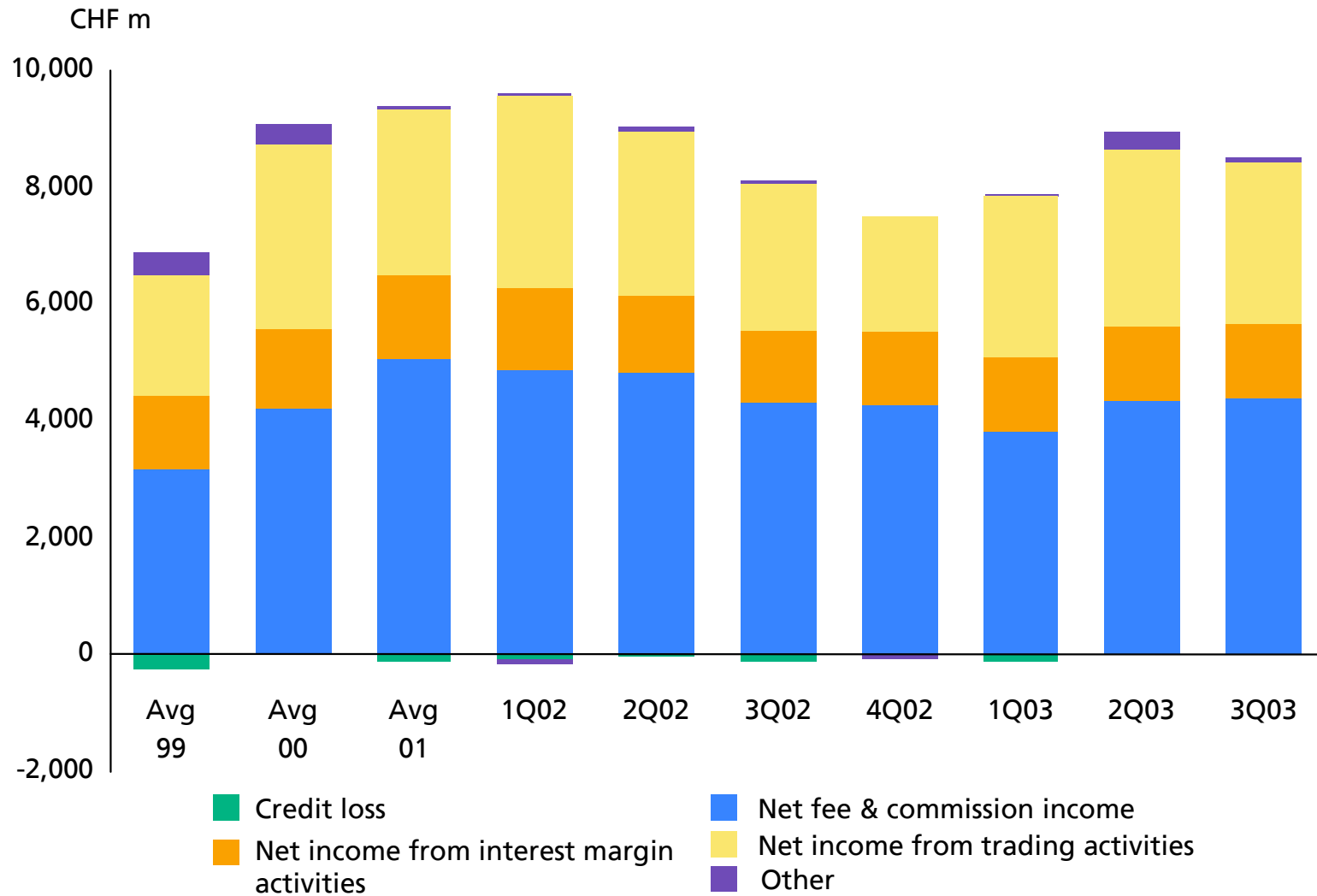
## 3Q03 vs. 2Q03

(CHFbn)	WM&BB		Global AM		IB	WM-US	Corp.Center	Total
	WM	BBS	Inst.	Wholesale			PB's & GAM	
Total opening	691	209	297	270	3	622	76	2168
Net New Money	9.4	-2.4	6.3	-1.4	0.2	5.7	2.4	20.2
Performance & currency	-7	1	2	-2	0	-2	2	-6
Total closing	693	208	305	267	3	626	80	2182

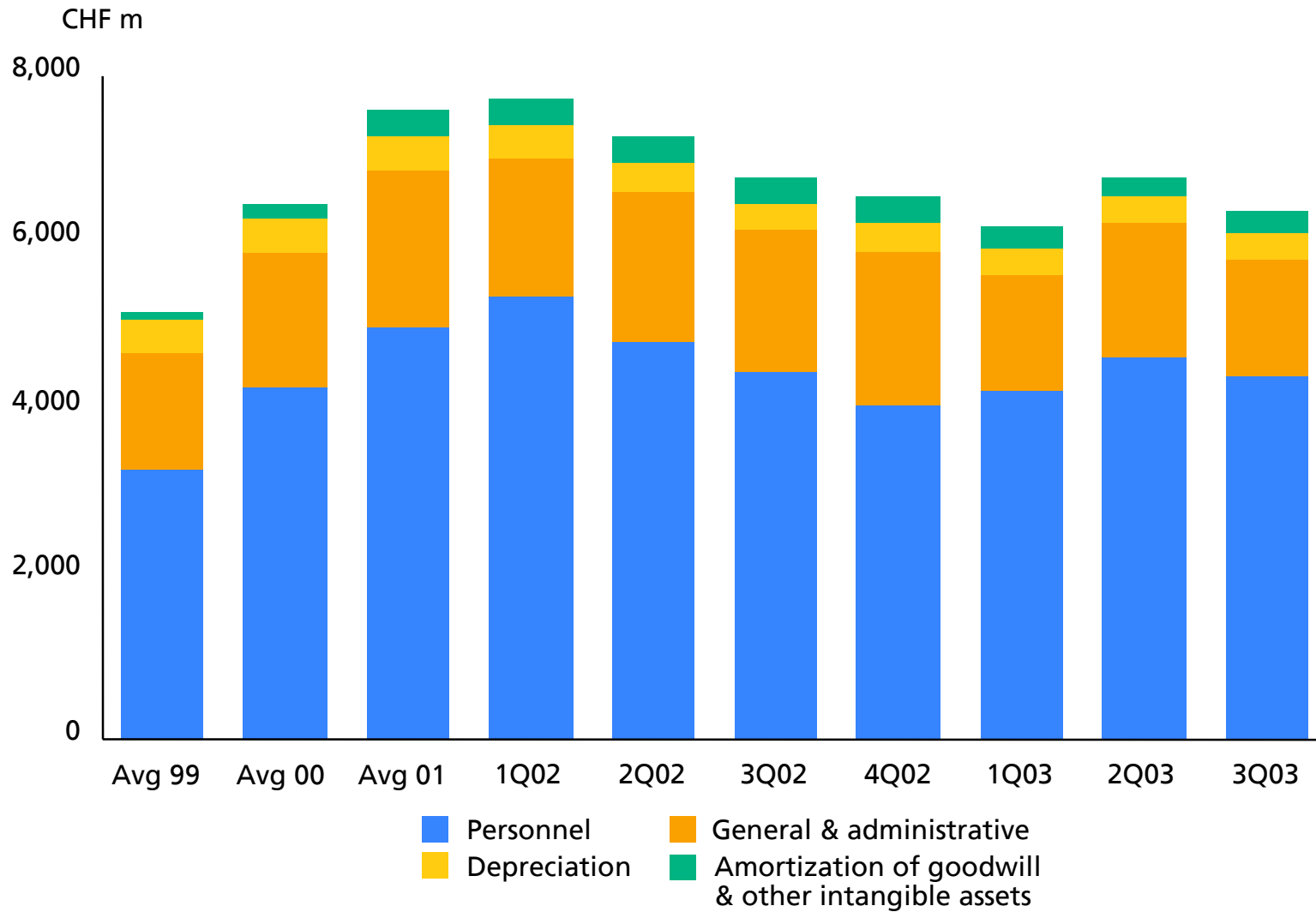
## Market performance - 3Q03



# Revenue trends



# Cost trends



# Employee stock options

## Stock option awards should represent...

### Recognition

of past contributions and future potential of key leaders

### Incentive

to contribute to the creation of sustainable growth

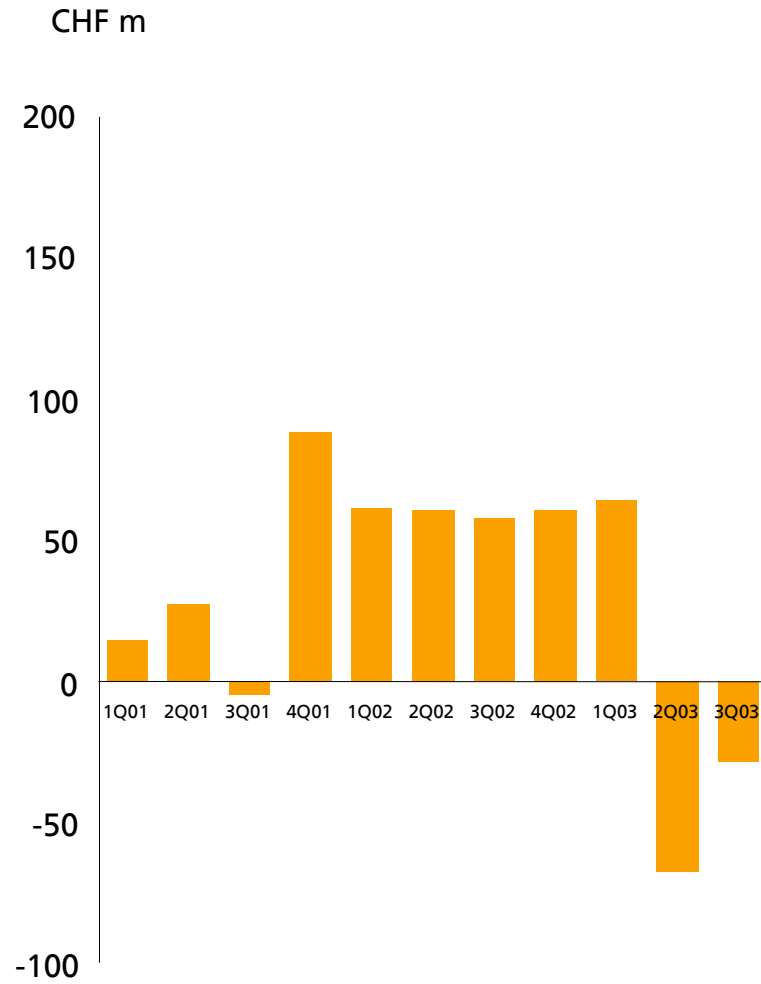
### Message

that key leaders and employees are accountable for the long-term implications for shareholders of decisions and actions taken today.

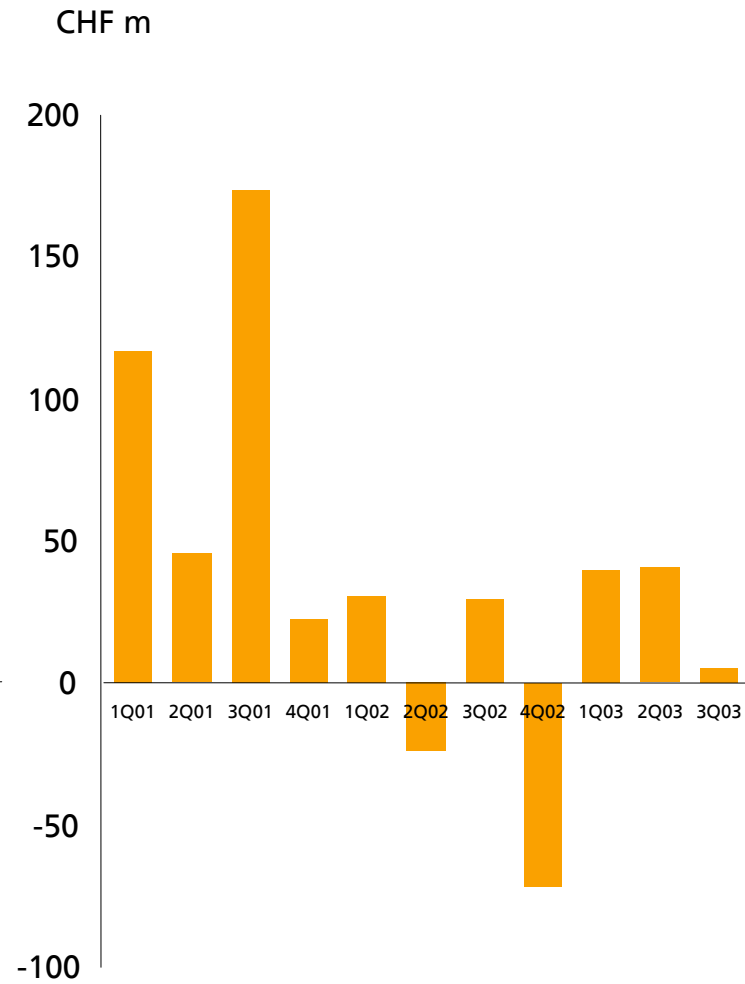
Strategic rather than formulaic awards

# Actual credit loss expense

## WM&BB

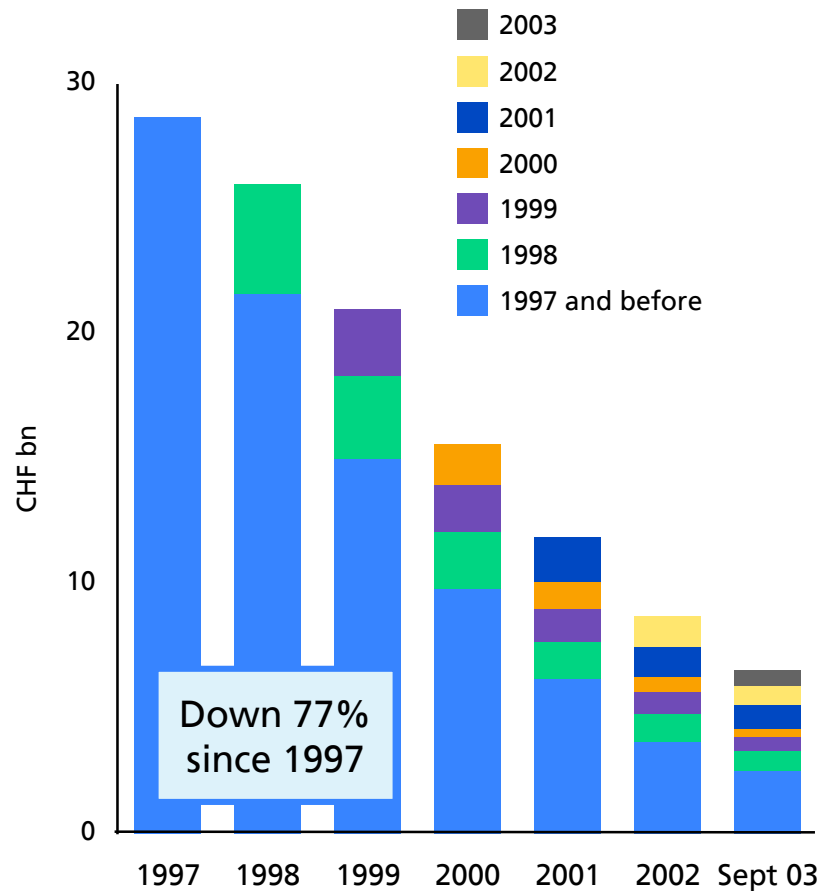


## Investment Bank

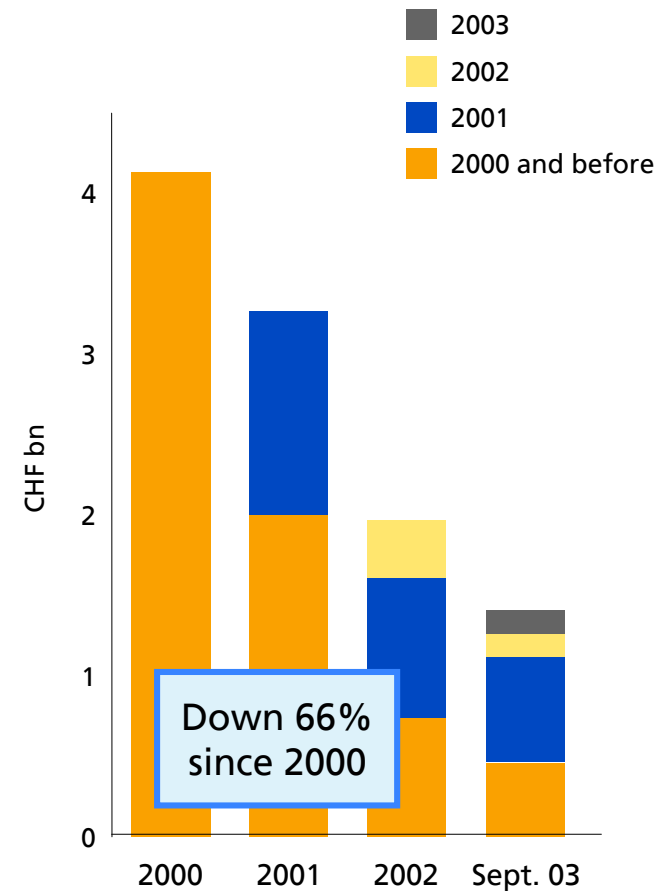


# Impaired loans

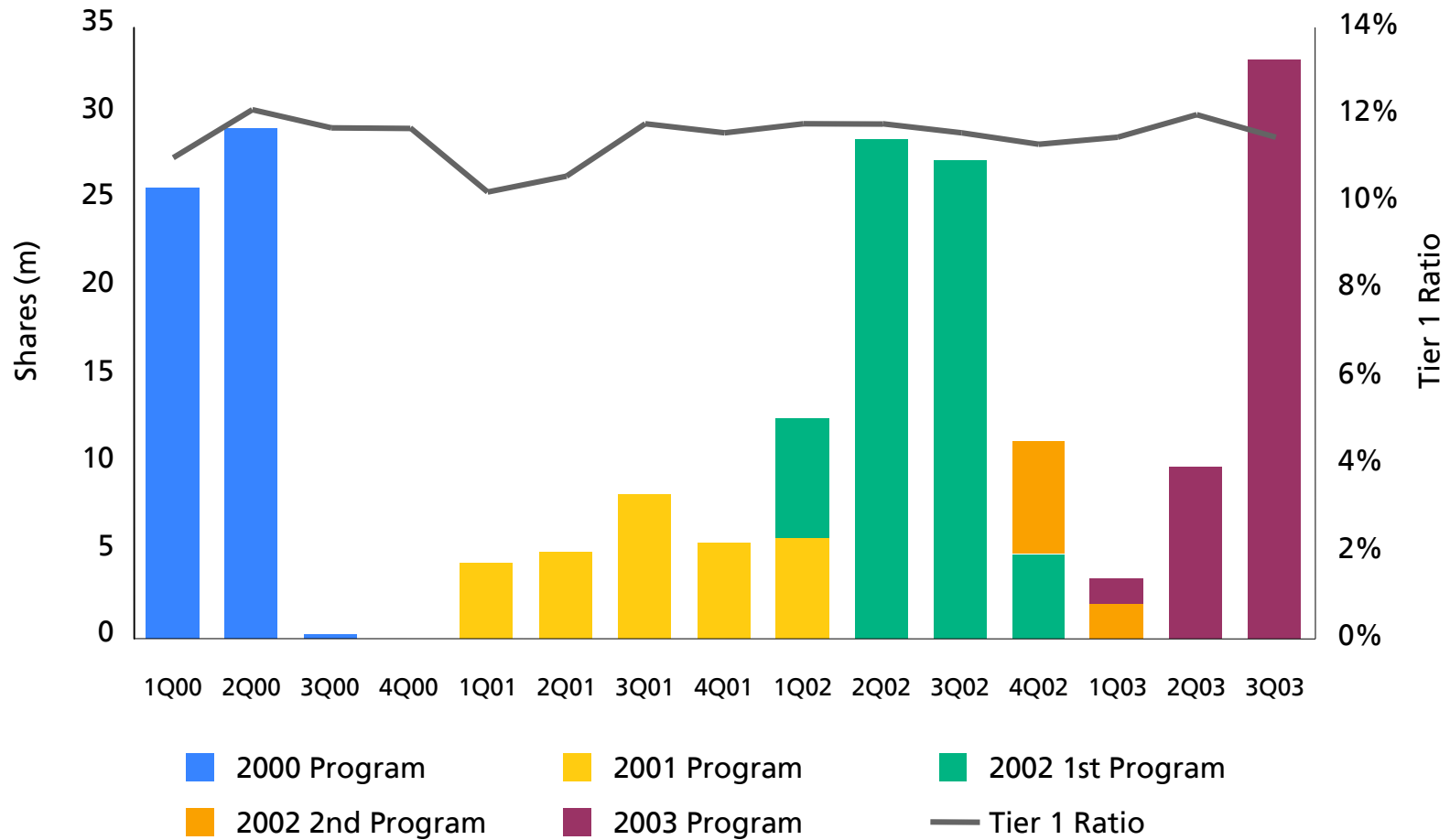
## WM&BB recovery portfolio



## Investment Bank impaired loans



# Share buyback & Tier 1 ratio



Note: Share repurchase programs run for 12 months from early March.

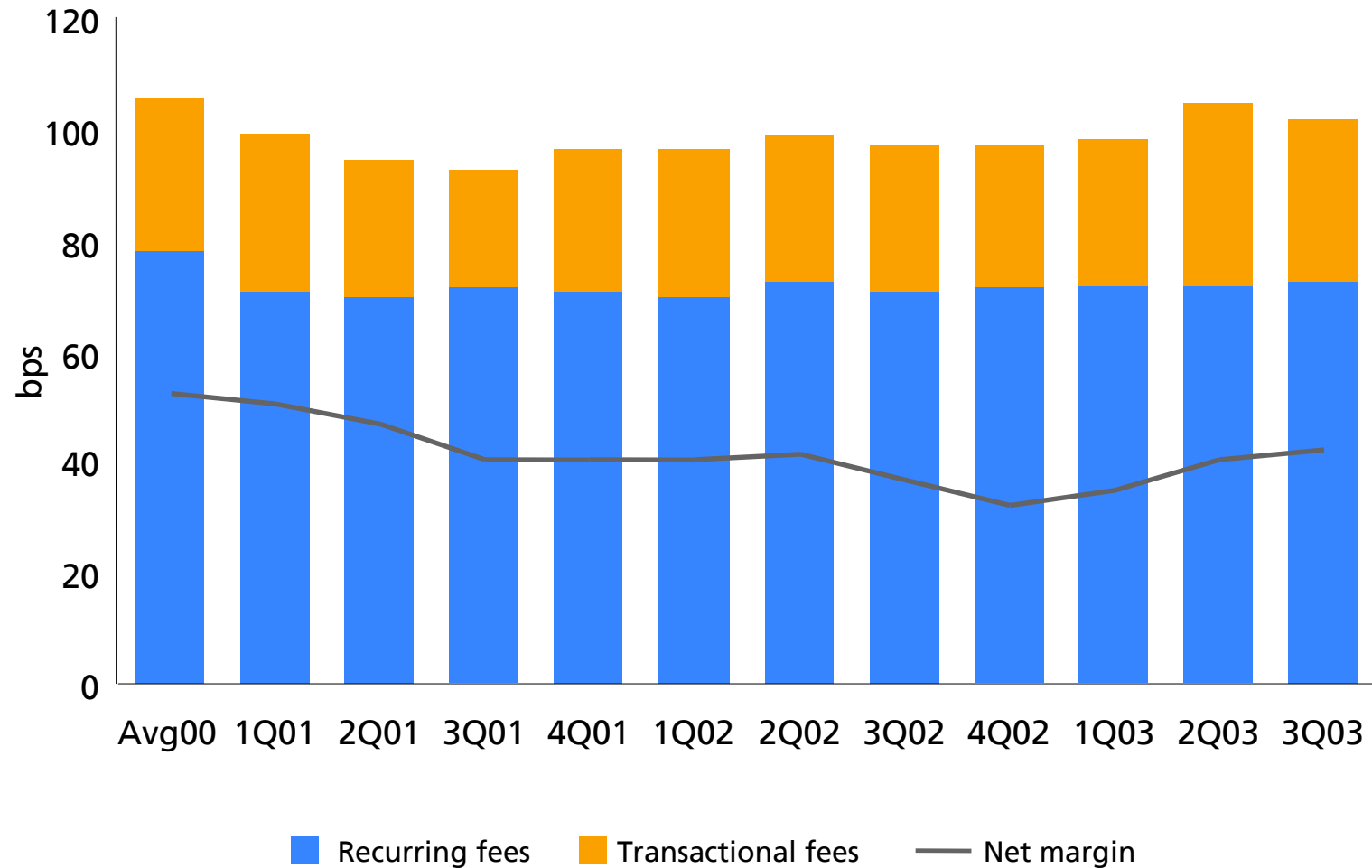




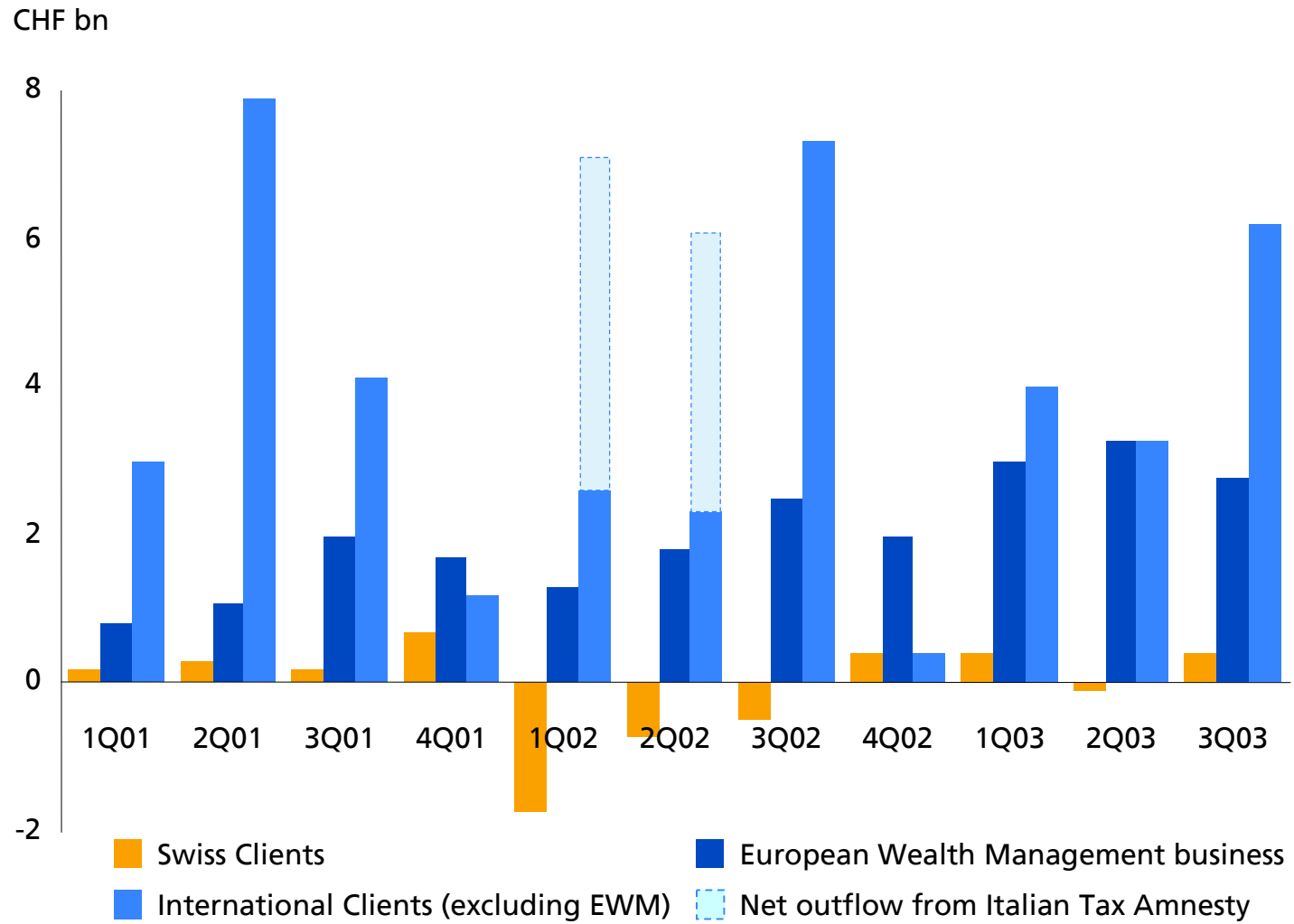
# Business unit results

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# Continued strong, stable margins

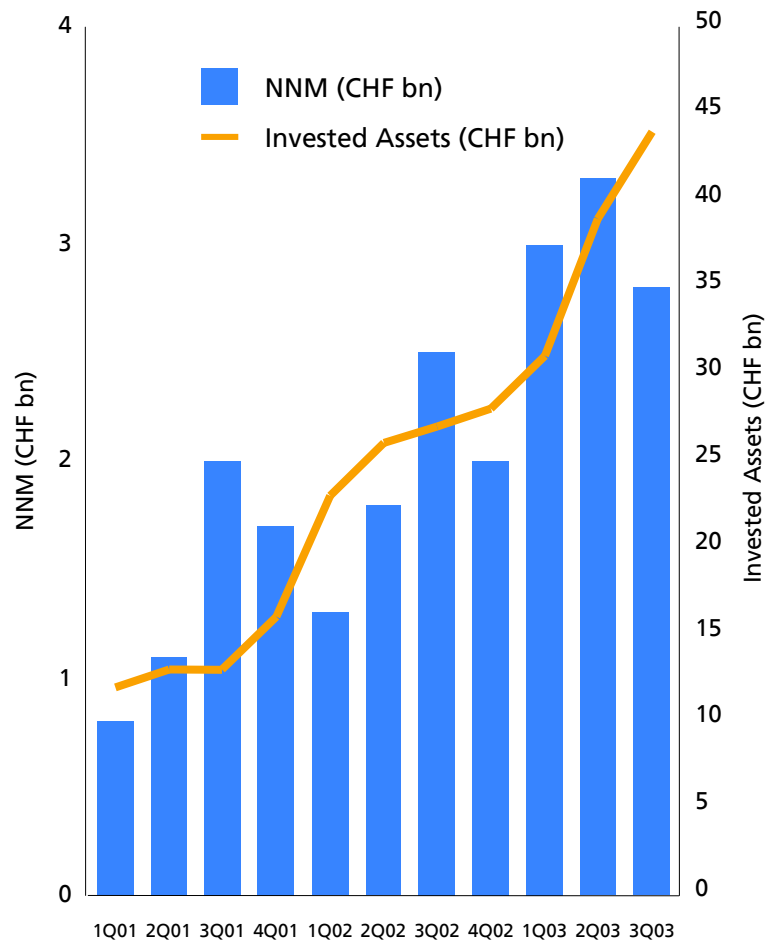


# Net new money

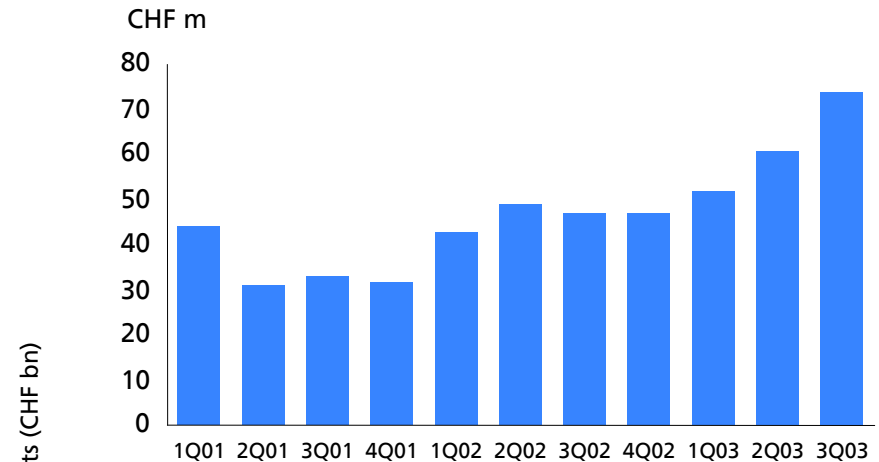


# Progress in European domestic initiative

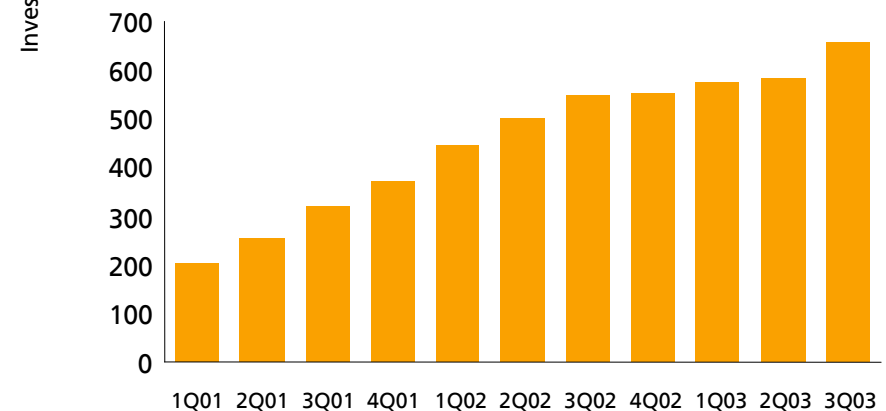
## NNM, Invested assets



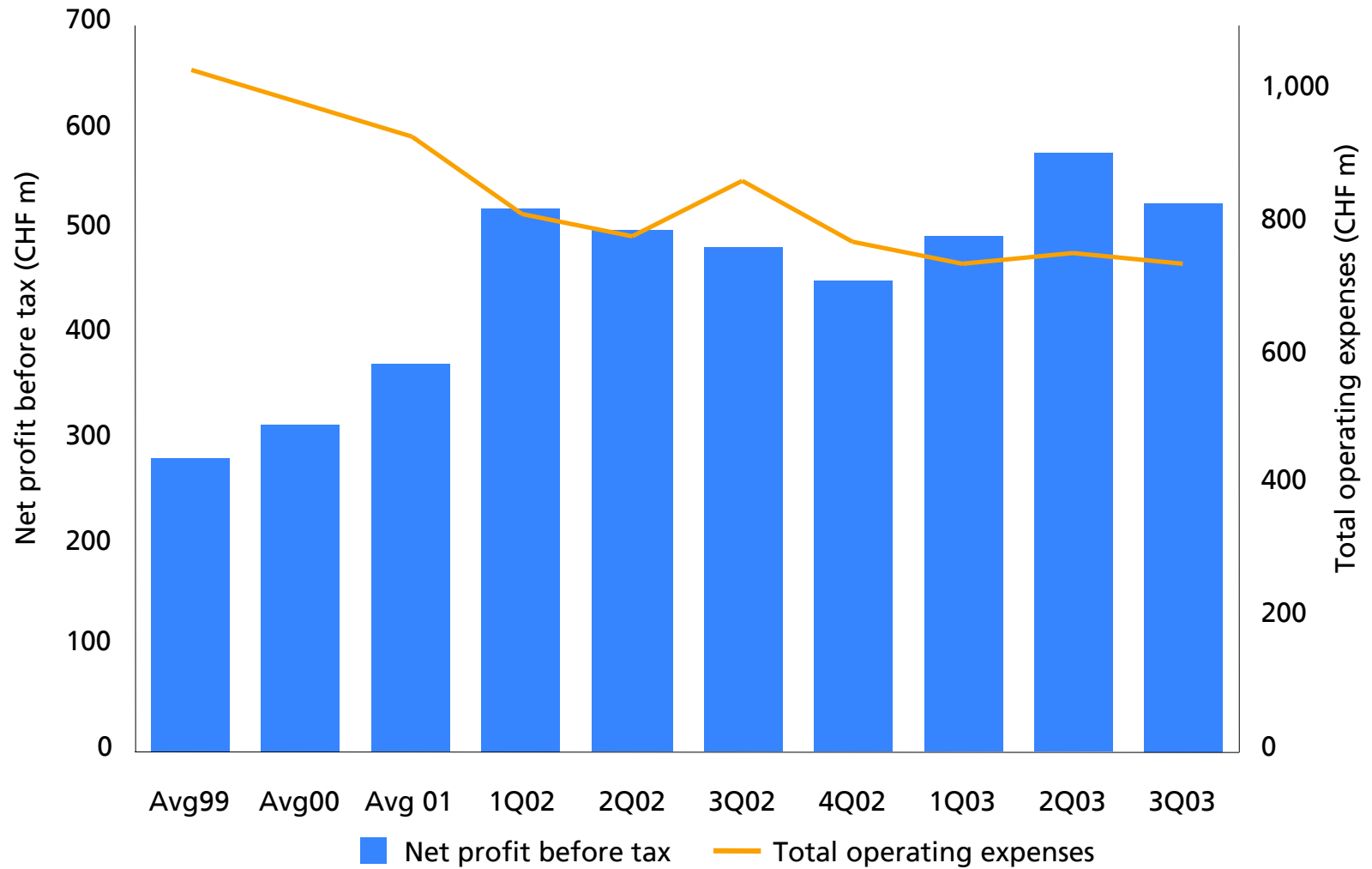
## Revenues



## Client advisors

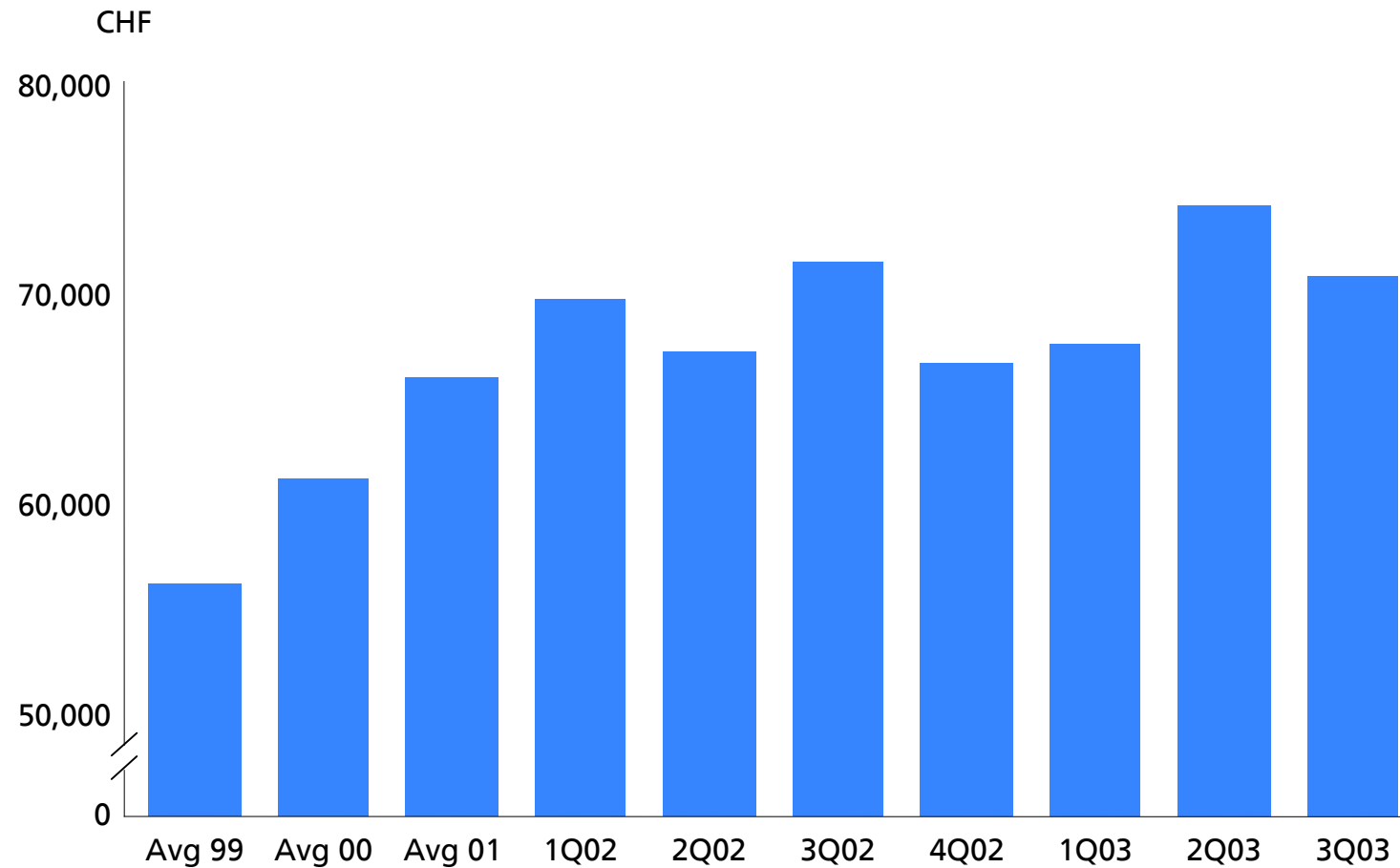


# Continued strong profitability



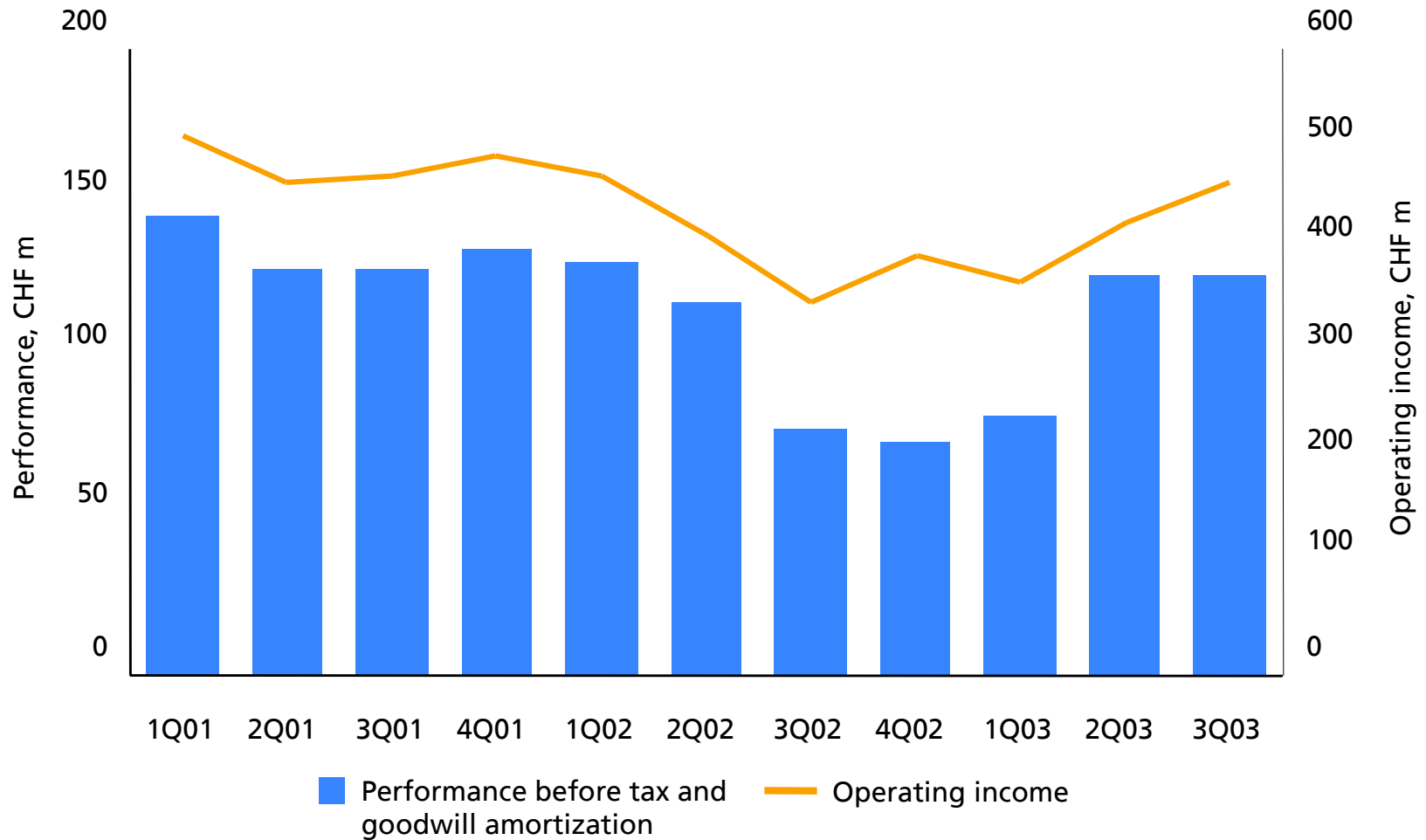
# Improving productivity

## Operating income per employee



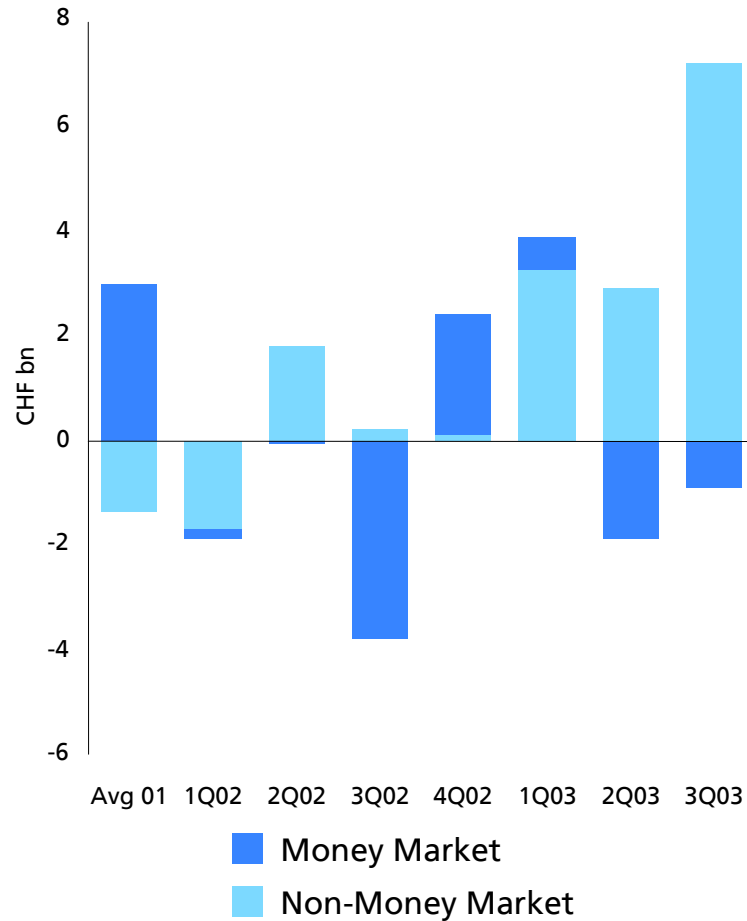
# Improving profitability

## Performance before tax

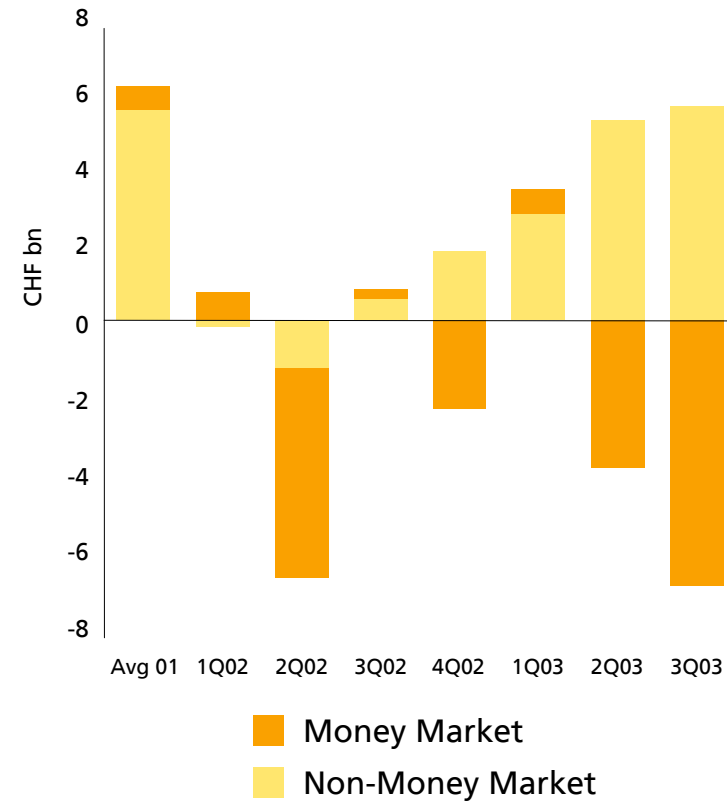


# Net new money

## Institutional



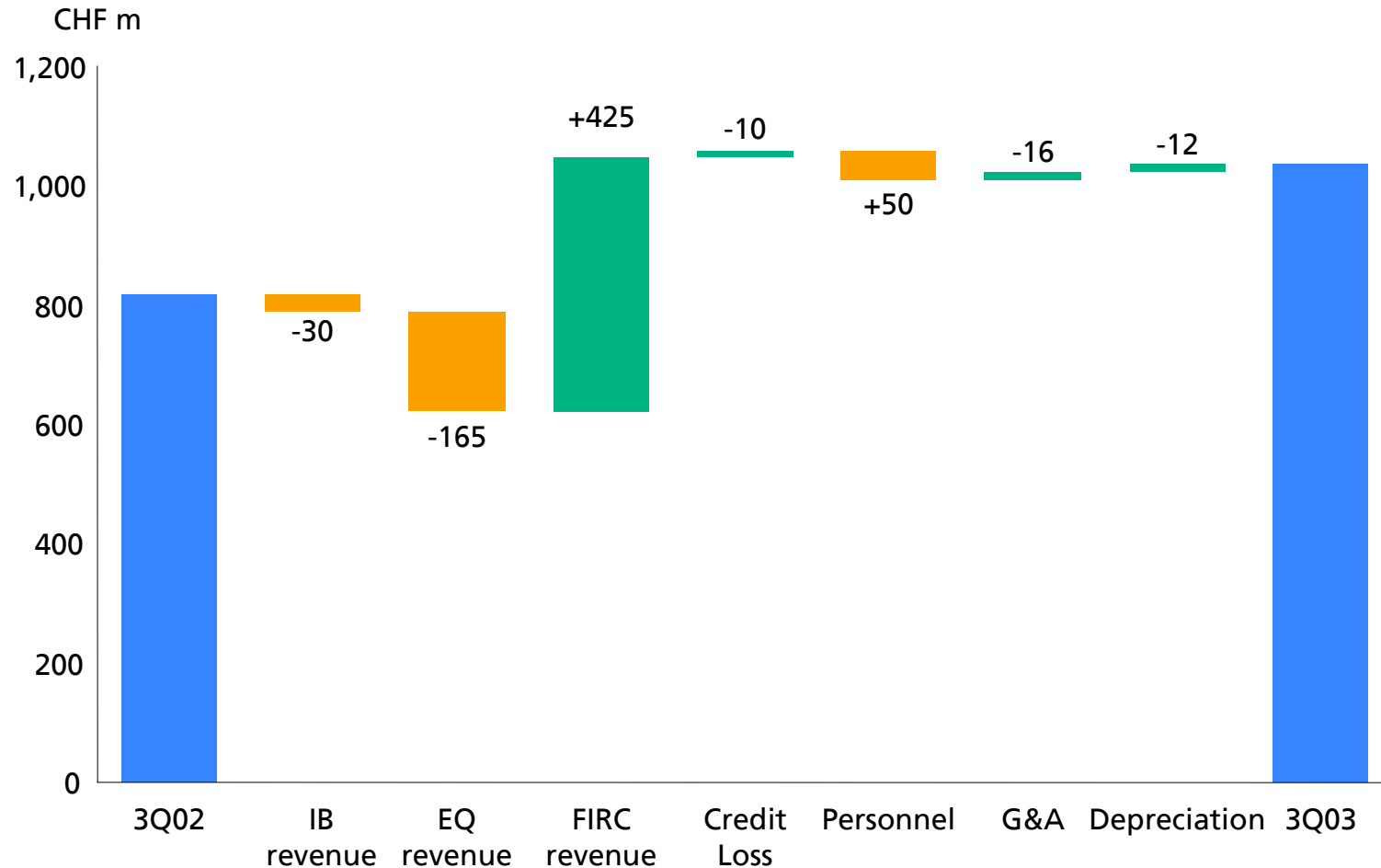
## Wholesale intermediary





# Profitability drivers

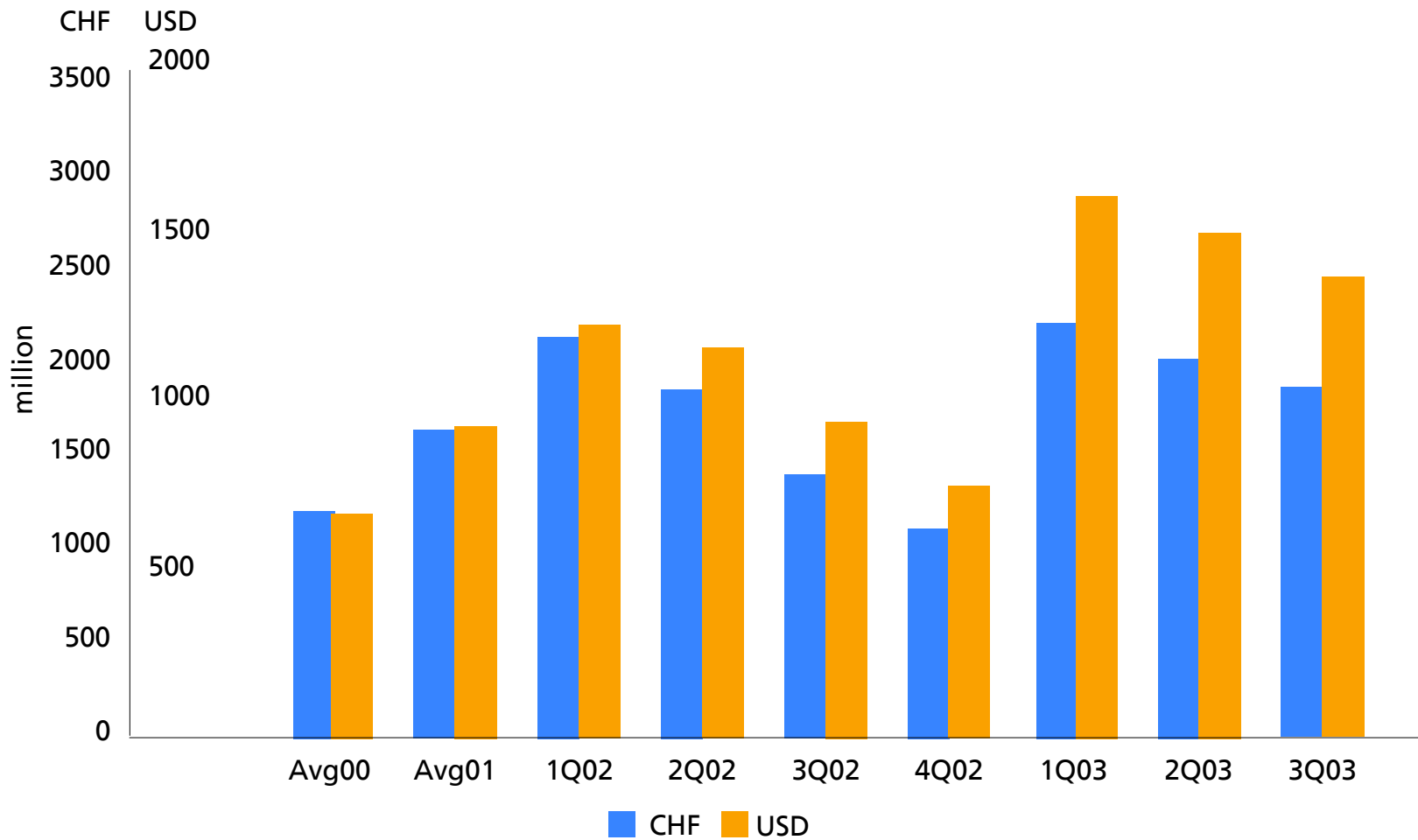
## Year-on-year change in performance<sup>1</sup>



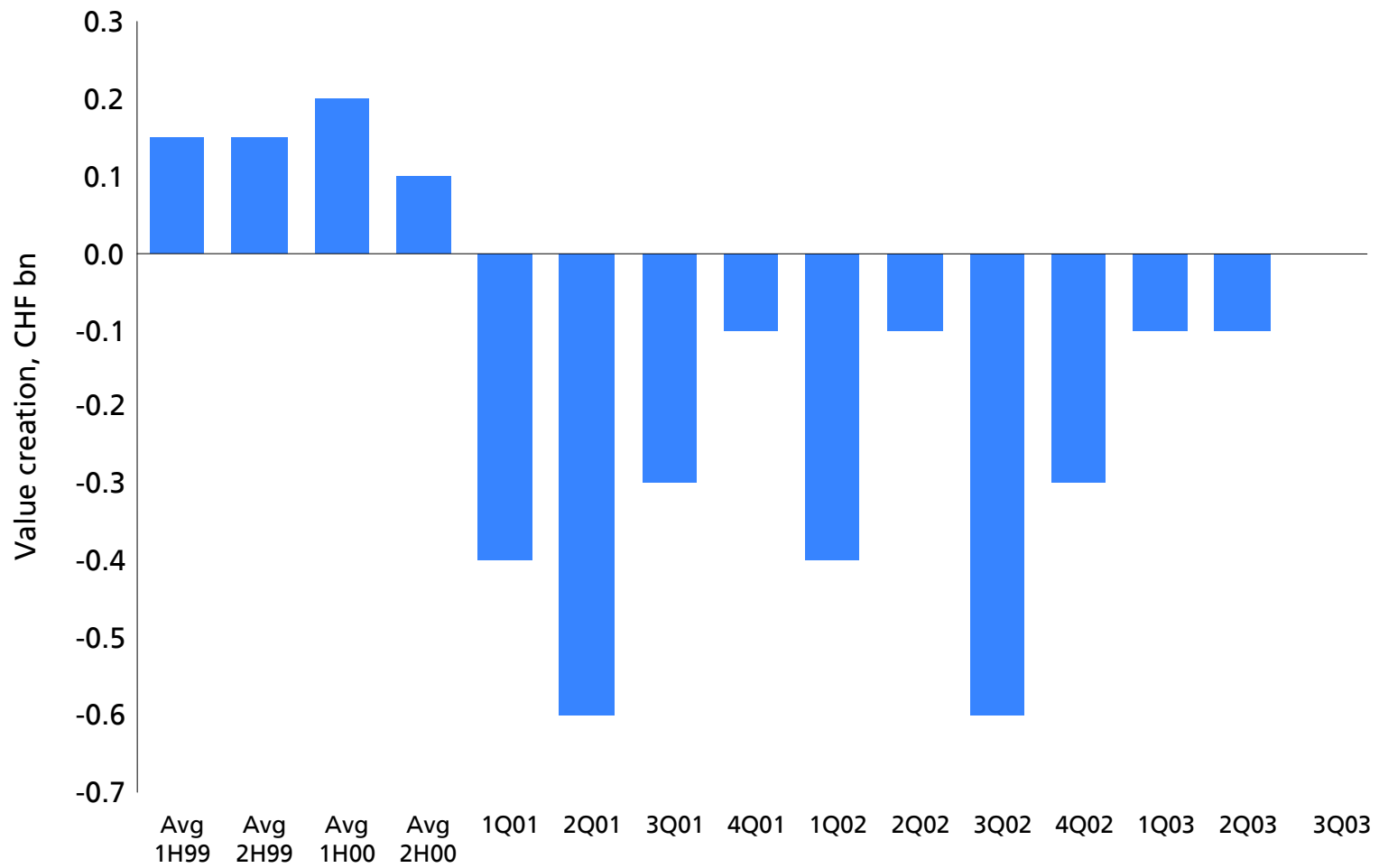
<sup>1</sup> Business unit performance before tax and amortization of goodwill and other intangible assets

# Strong fixed income performance

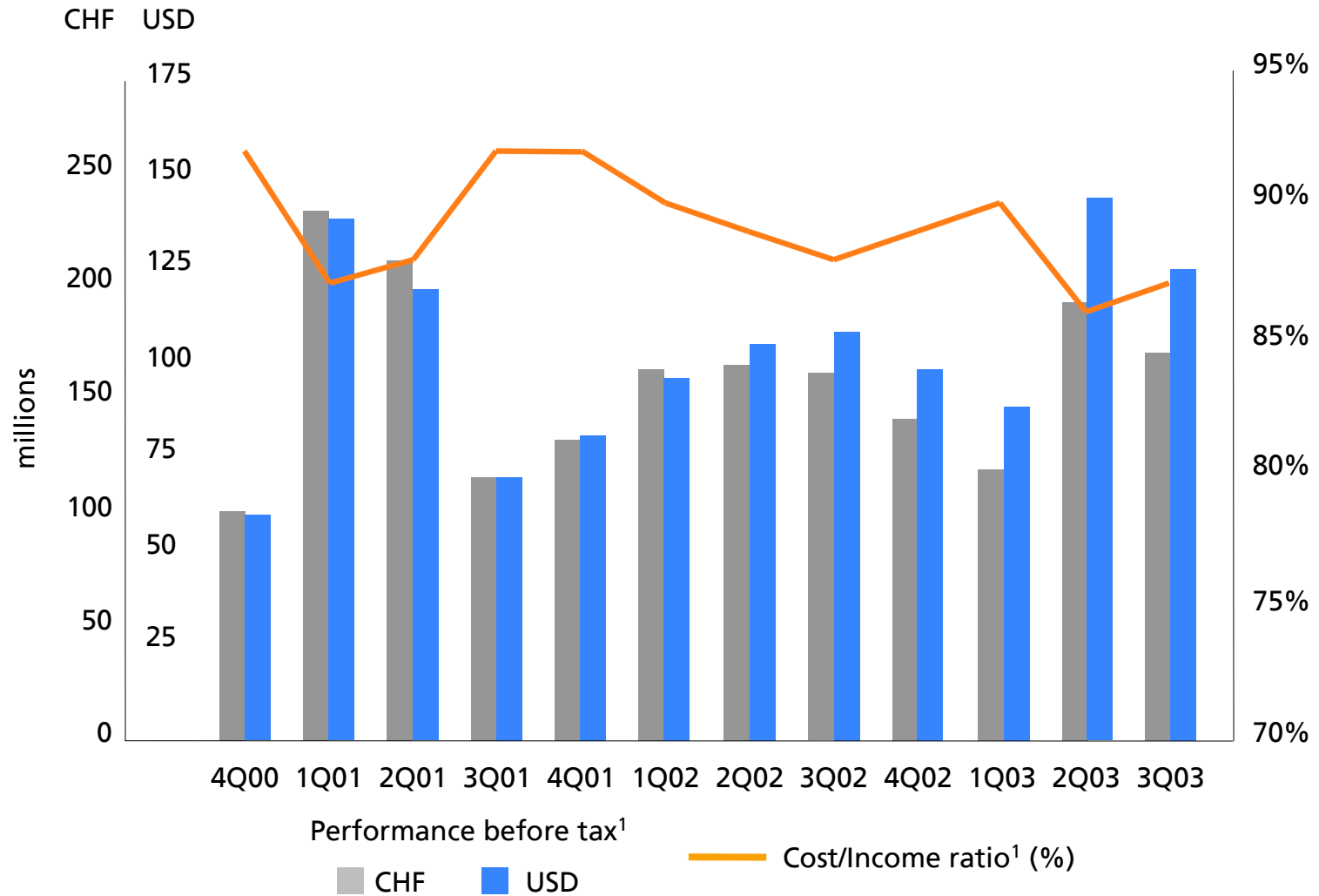
## FIRC Revenues



# Private equity



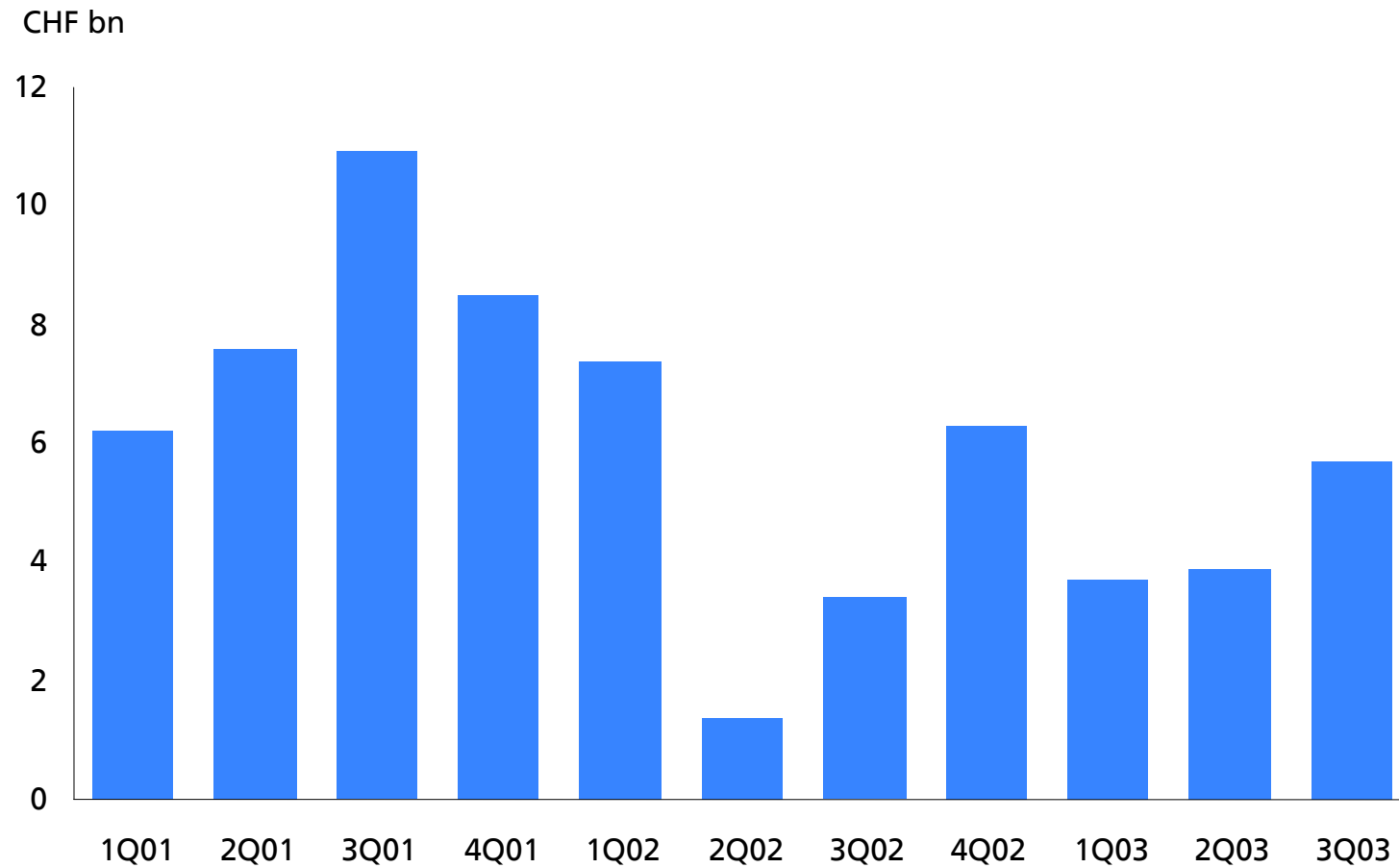
# Strong Profitability



<sup>1</sup>Before acquisition costs

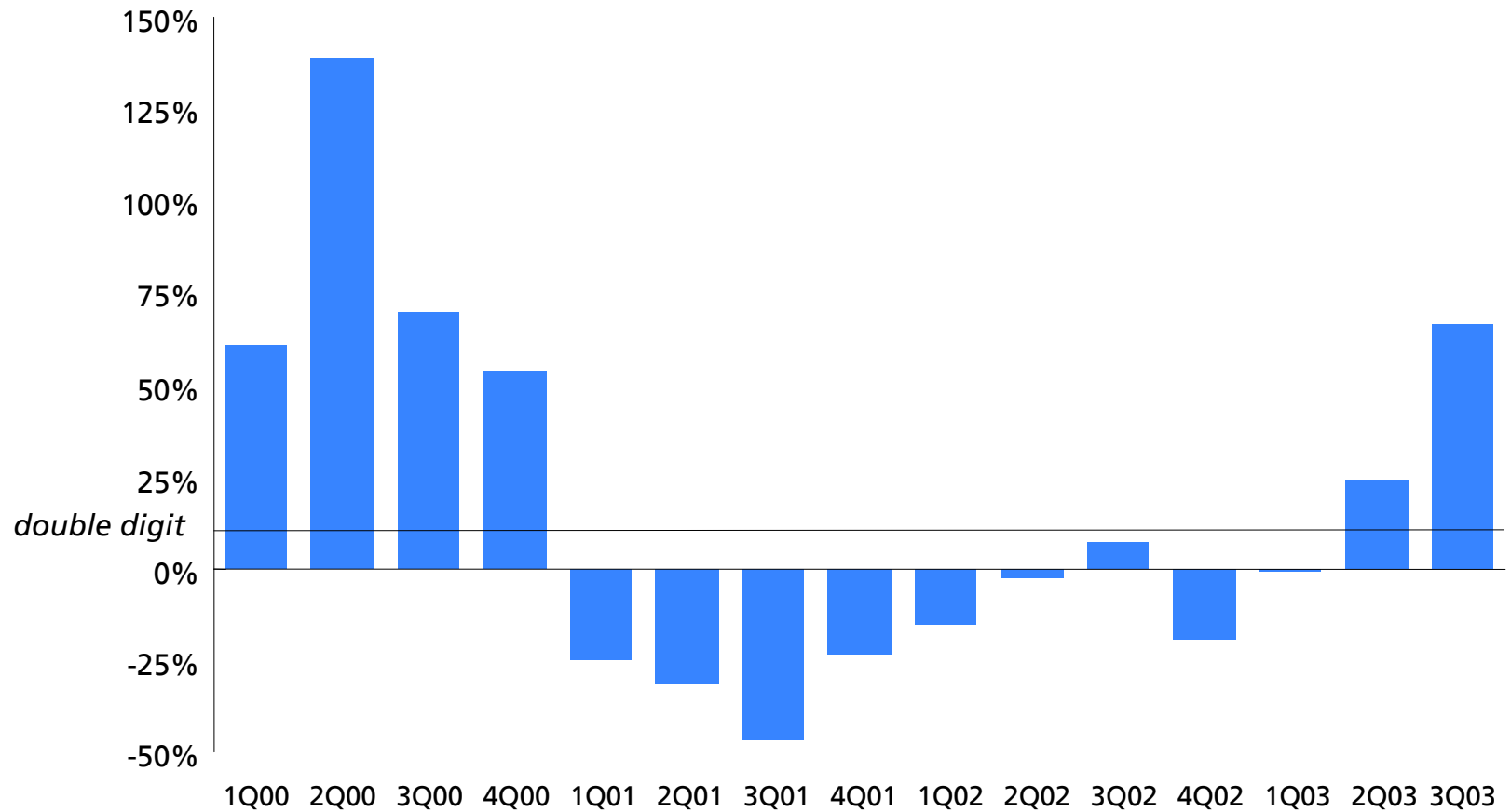


# Net new money



# Outlook

## y-on-y % change in EPS





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