

a b

UBS Investors' Day

e-services

Bill Johnson

14 December 1999

Contents

Section 1 Group Internet Initiatives

Section 2 e-services

a b

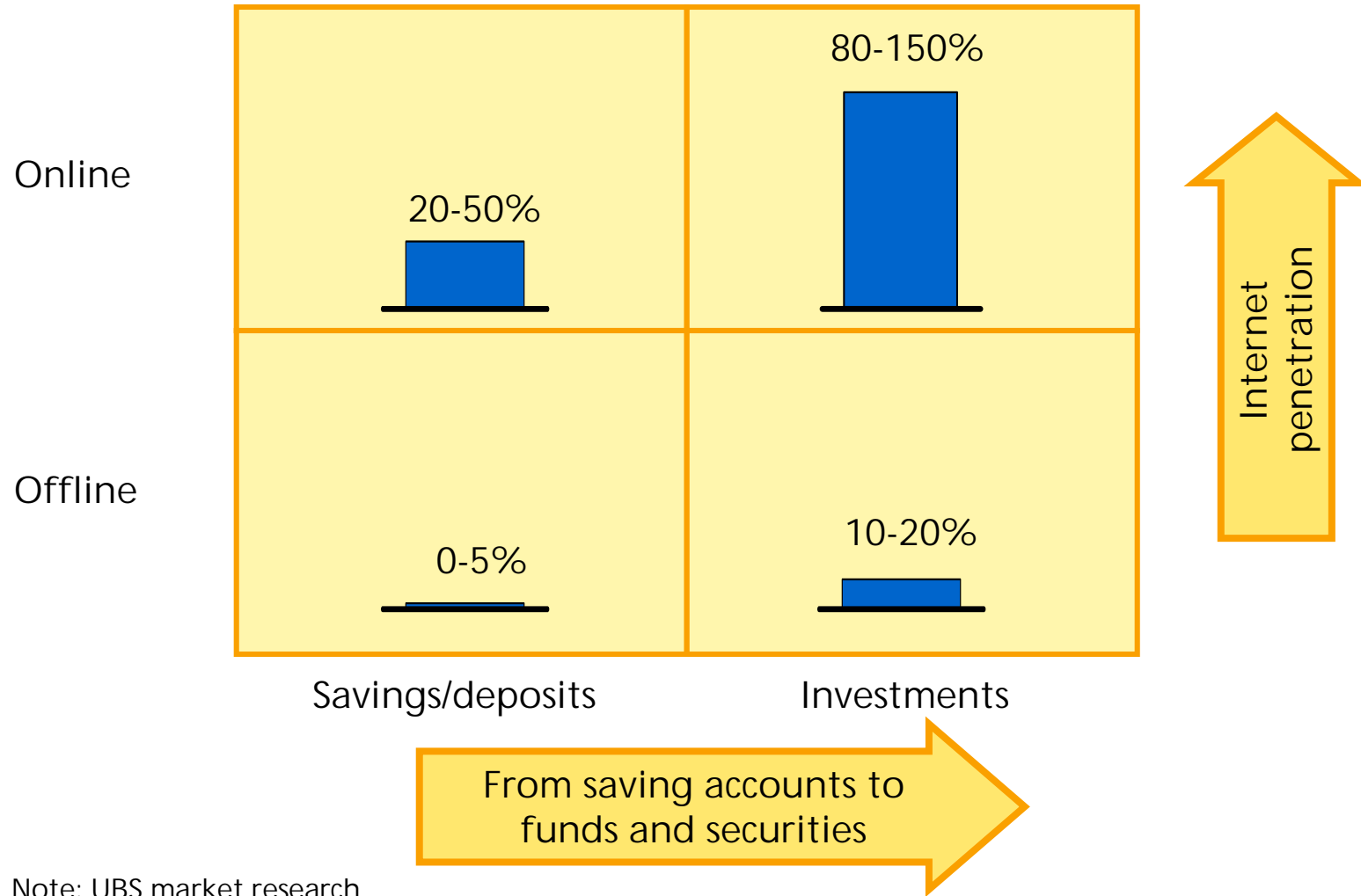


Group Internet Initiatives

SECTION 1

Two Trends Create New Market

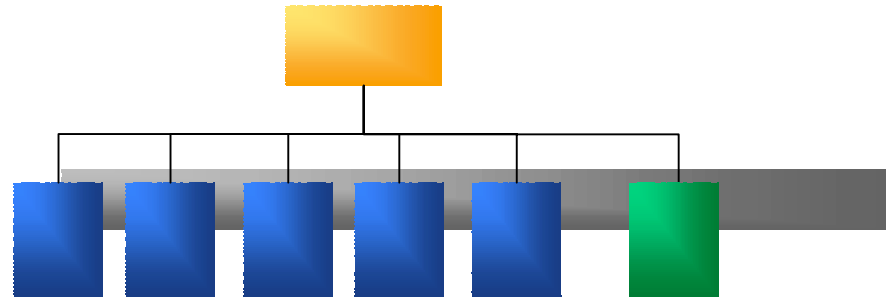
Europe, Personal Financial Assets, CAGR 99-02



Note: UBS market research

a b

UBS has a Portfolio of Internet Initiatives



Divisional Internet initiatives

- ◆ Internet-enable existing businesses
- ◆ Build new client franchises
- ◆ Create new specific products

e-services

- ◆ Build new business, addressing new market
- ◆ Stand-alone business unit, reports to Group Chief Executive Officer

Internet Business Council

- ◆ Set Group's Internet strategic direction
- ◆ Coordinate Group's Internet initiatives and promote communication/resource sharing
- ◆ Identify synergies
- ◆ Launch implementation initiatives

a b

Collaborative Technologies ...

The screenshot displays a desktop environment with several overlapping windows:

- Avistar Conference:** A video conference window showing three participants: two men and one woman. The interface includes a menu (File, Call, View, Participants, Options, Tools, Help) and a control bar with buttons for Call, Hangup, Hold, +User, Record, Play, Lv Msg, GetMsg, Share, and App Share.
- Shareboard - Untitled:** A data spreadsheet window with a menu (File, Call, Edit, Annotate, Options, Help). It contains a table with columns: Last, Cost, Shares, Mkt. Value. The data is as follows:

	Last	Cost	Shares	Mkt. Value
IBM	119.313	119.875	2000	238625.00
MSFT	84.250	85.000	4000	337000.00
DELL	41.250	38.375	3500	144375.00
YHOO	114.188	114.000	1500	171281.25
GM	71.188	71.500	5000	355937.50
EK	67.375	67.250	7800	603525.00
				1802400.00
- Microsoft Excel - Book1:** A spreadsheet window with a menu (File, Insert, Go, Setup, Help) and tabs for Yahoo Search, Analysis, Monitor, Charting, Treasuries, and Excel. It displays a table with columns: Last, Cost, Shares, Mkt. Value. The data is as follows:

	Last	Cost	Shares	Mkt. Value
IBM	119.313	119.875	2000	238625.00
MSFT	84.250	85.000	4000	337000.00
DELL	41.250	38.375	3500	144375.00
YHOO	114.188	114.000	1500	171281.25
GM	71.188	71.500	5000	355937.50
EK	67.375	67.250	7800	603525.00
				1802400.00
- Reuters Plus:** A window showing a list of stock tickers and their changes: HERBA (+26%), ATIS (+10%), TCPI (+9%), TFONY (-2%), and DF (+4%).
- Charting:** A window displaying a line chart for 'PRICE' over '201 Days'. The chart shows a peak for 'EK' at 10% and a peak for 'GM' at 17%.

... transform client interaction

a b

Collaborative Technologies

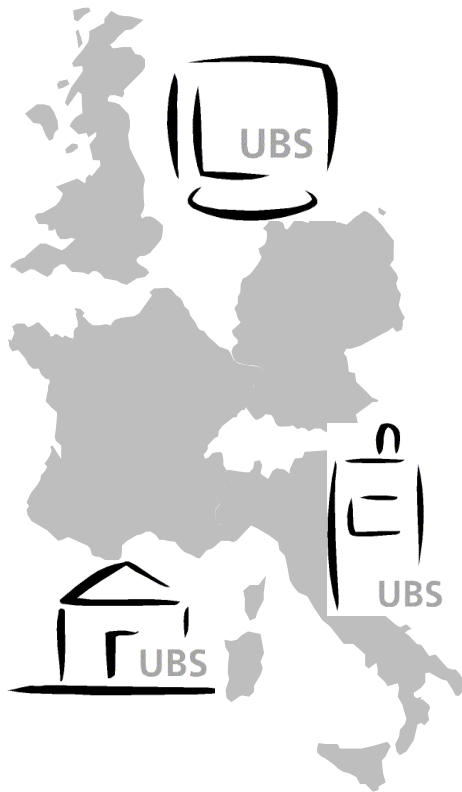
- ◆ Collaborative technologies as key enabler to enhancing UBS client franchise
- ◆ Integrate specialized buckets of knowledge on behalf of the client
- ◆ Transform interaction between clients and UBS
- ◆ Provide convenient, ubiquitous communication



e-services

SECTION 2

Onshore Personal Investment Institution



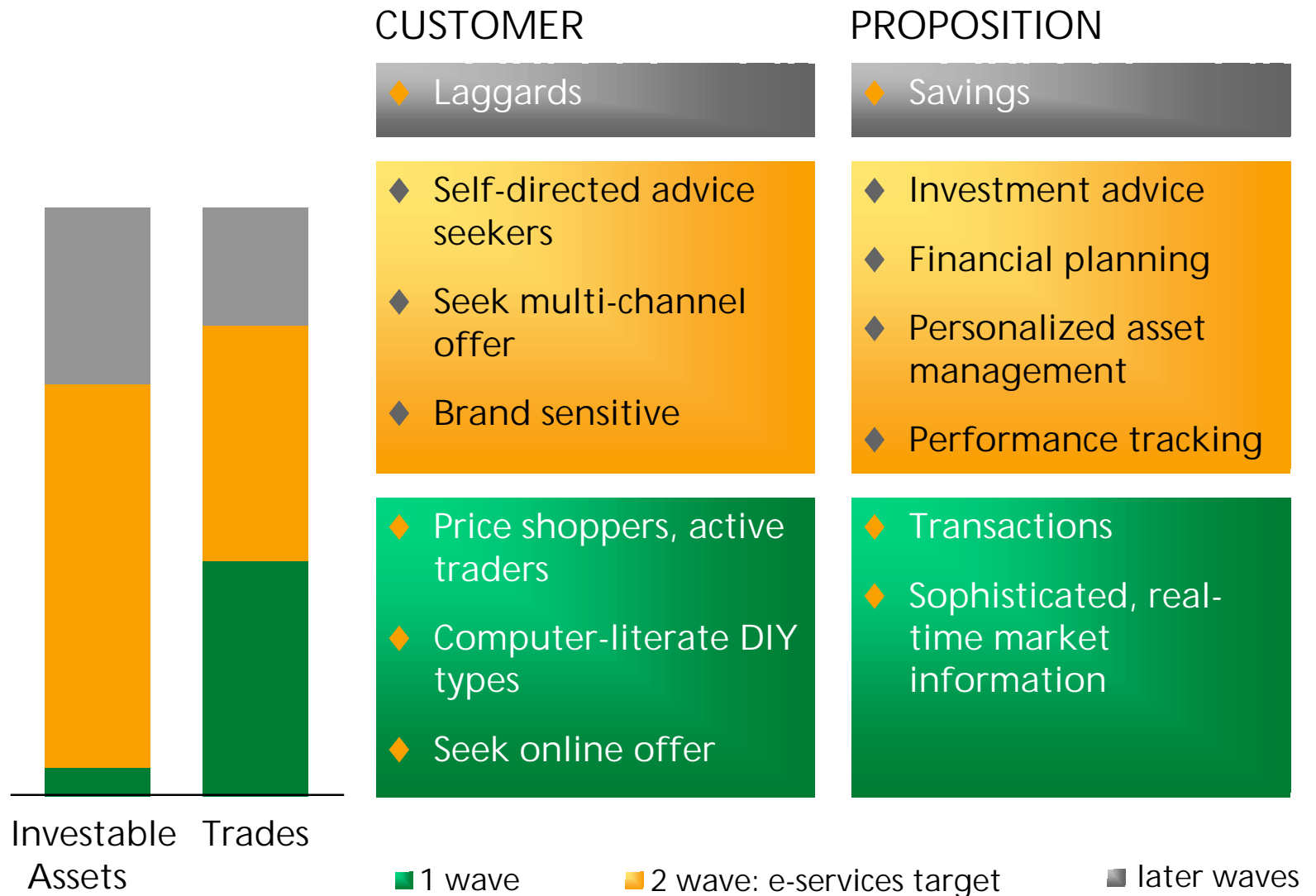
Markets	Germany, UK, France, Italy ...
Customers	Affluent
Channels	Investment centers, online channels, telephone service centers
Services	Financial planning tools, financial analysis, asset allocation, decision support ...
Products	Cash management account, own and third-party funds, securities, pensions ...
Pricing	Competitive

a b

Aspiration to Shape European Affluent Banking

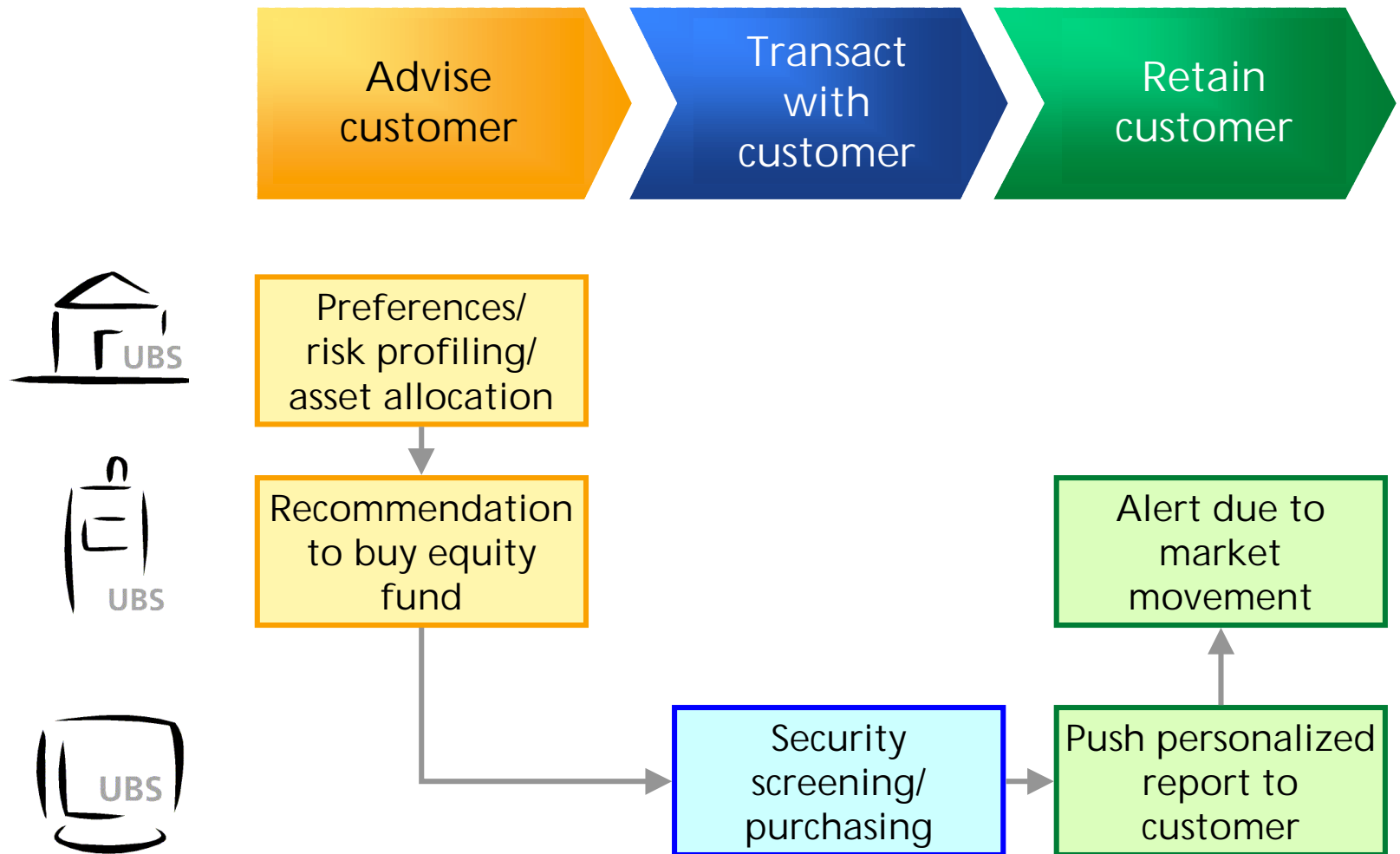
- ◆ e-services' aspiration is to become the leading pan-European personal investment institution for affluent individuals
- ◆ e-services will act as a UBS growth platform in Europe
 - selected acquisitions can be integrated in e-services
- ◆ UBS has built a strong and successful Internet business in Switzerland and is heavily committed to replicating that success on a pan-European scale
- ◆ Separate business unit will allow explicit performance tracking
- ◆ Financial update with our Q1 2000 results

Target Investment-Oriented Individuals



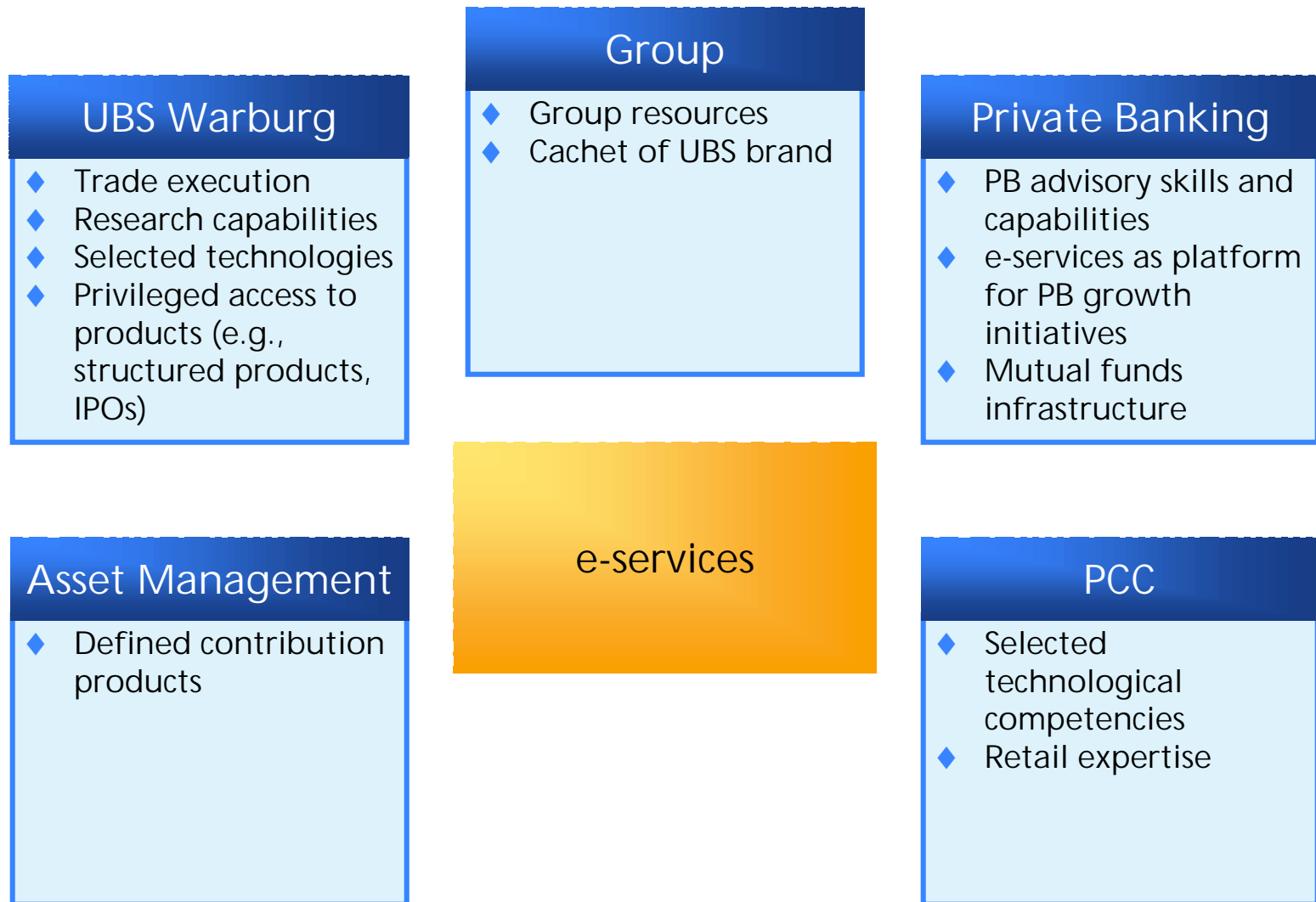
a b

Leverage UBS Advisory Skills



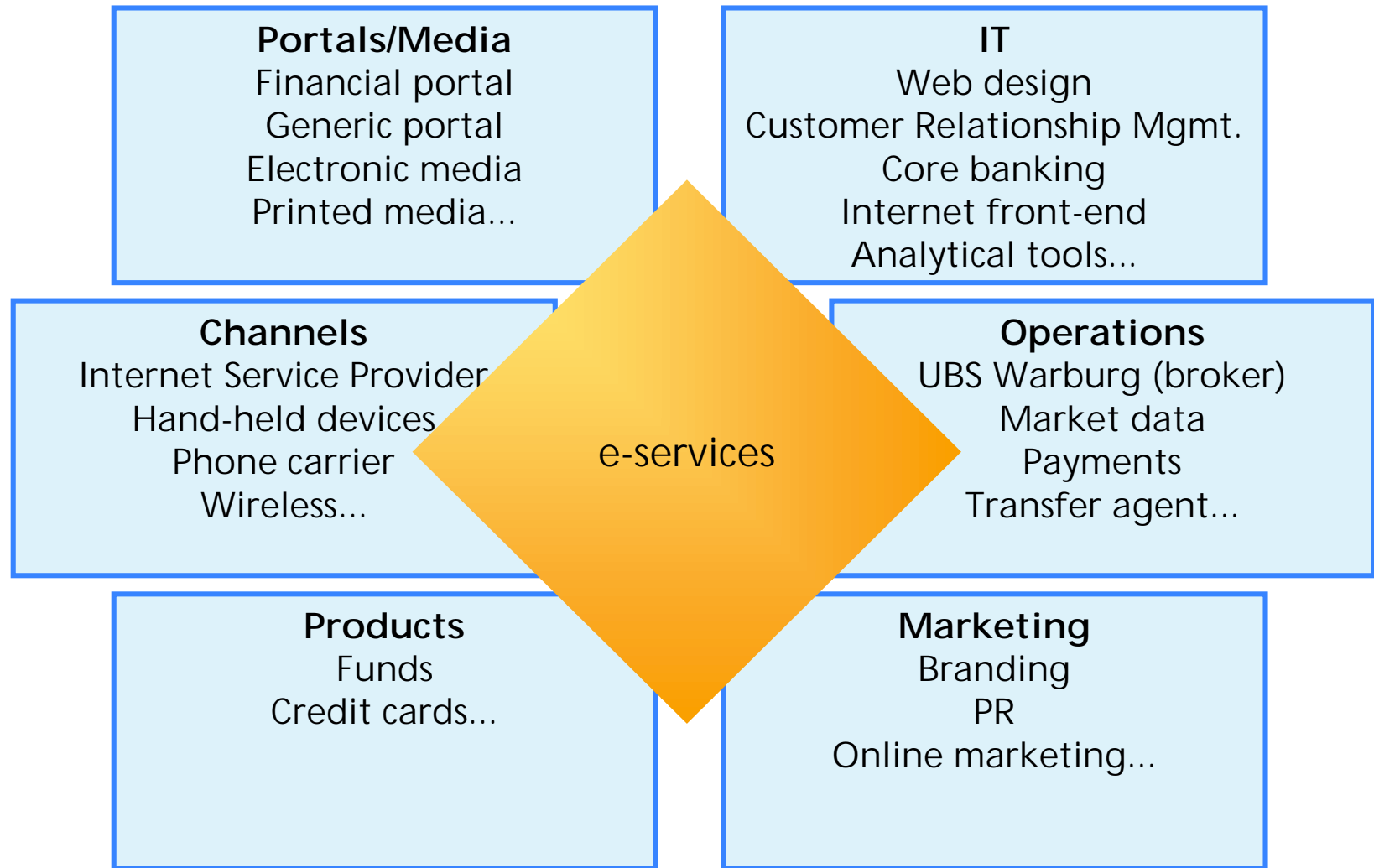
a b

Benefit of UBS Group Skills and Resources



Networked Business Model with Multiple Specialists

e-services web



a b

Human Resources and Governance Keys to Success

Management Team

- ◆ Rich mix of skills
- ◆ From UBS, other financial institutions and other industries
- ◆ International

Project Team

- ◆ Over 100 analysts, developers, marketers, product managers,...
- ◆ Flat organization

Governance

- ◆ Independent unit
- ◆ Reports to CEO

Culture

- ◆ Start-up, rapid execution mindset
- ◆ Success-based compensation

First Results Available

Completed to date

- ◆ Marketing approach
- ◆ Brand
- ◆ Product and service catalogue
- ◆ Functional prototype
- ◆ IT architecture
- ◆ Installation of key components
- ◆ Preliminary functional release
- ◆ Selection of key service providers



Launch planned
for Autumn 2000

a b