



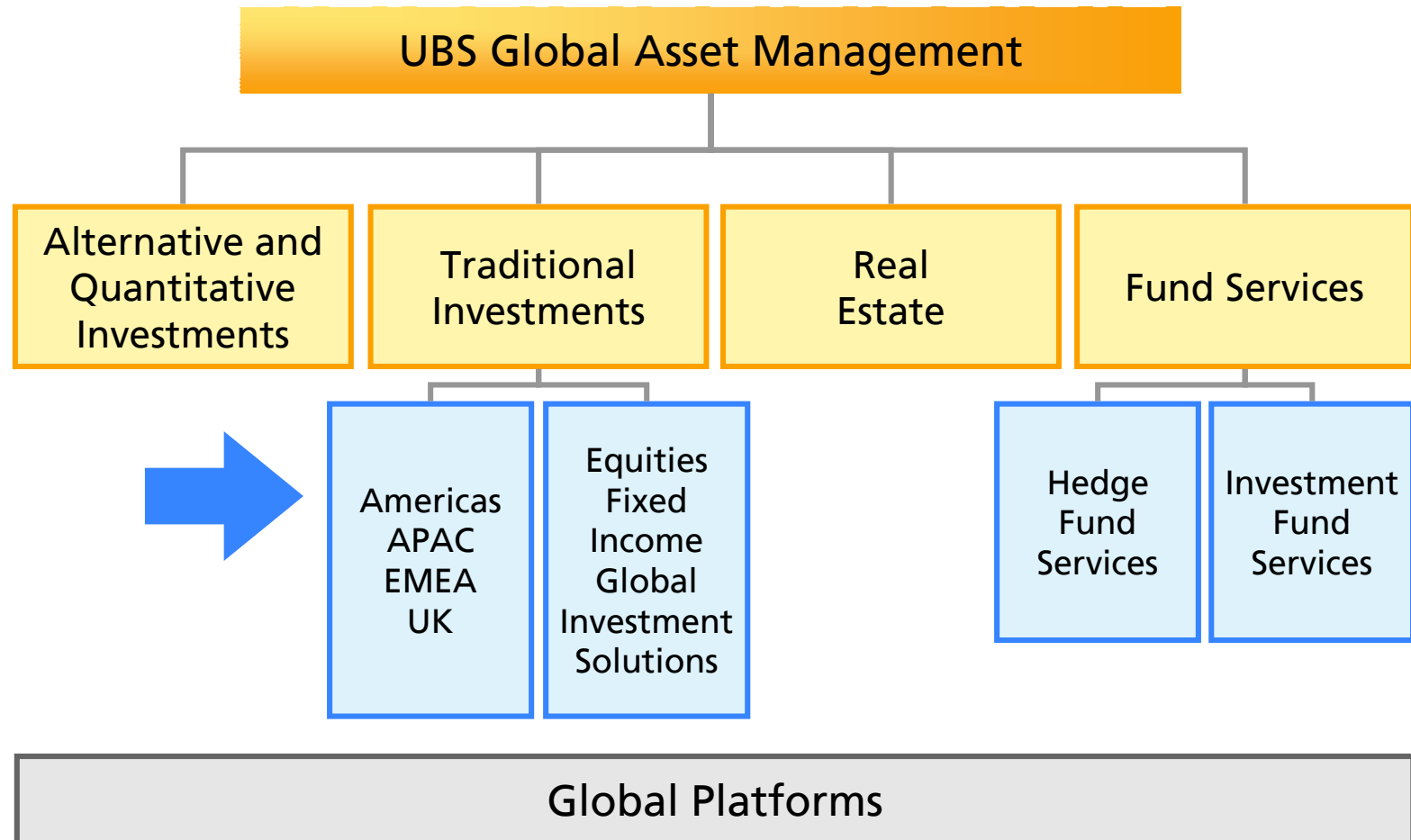
Product Day 2005 Global Asset Management

Stamford, 12th May 2005
Kai Sotorp, Head of the Americas



You & Us

Business structure



Market drivers

Low return environment

Convergence

Commoditization

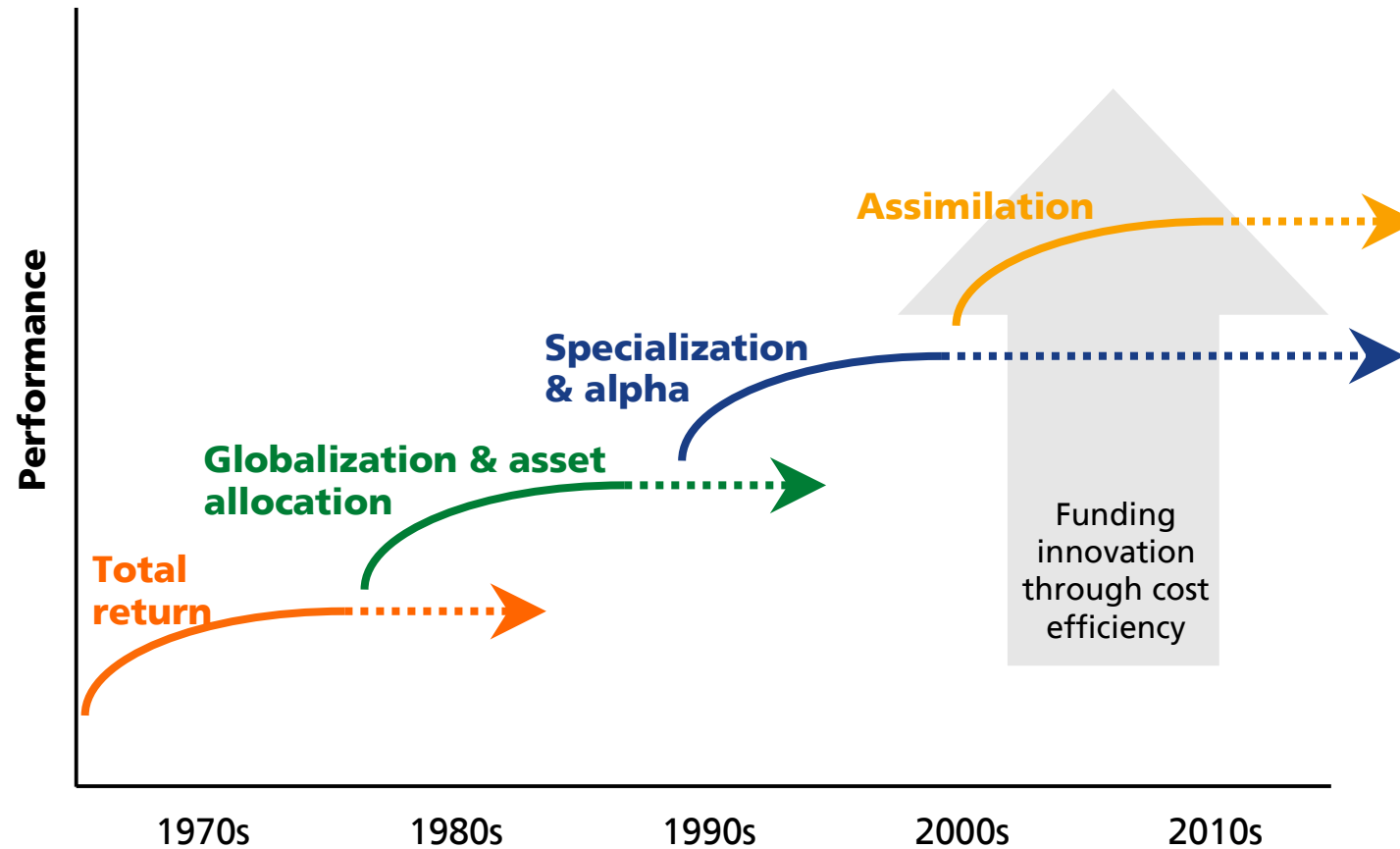
Advanced risk management

Derivatives acceptability

Pension regulations changing

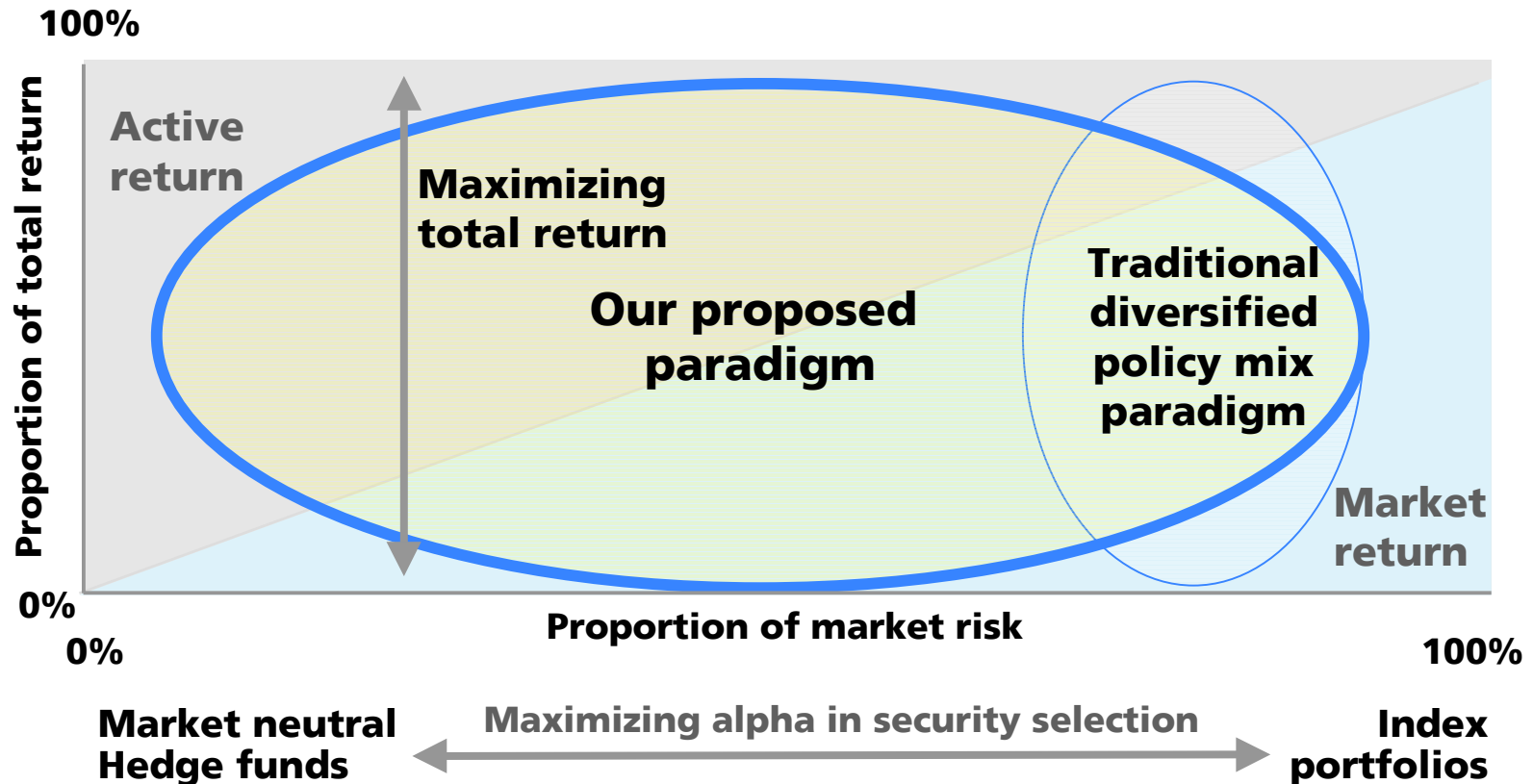
Evolving to meet clients' demands

Our challenge is the timely development of innovative investment solutions within the existing business structure



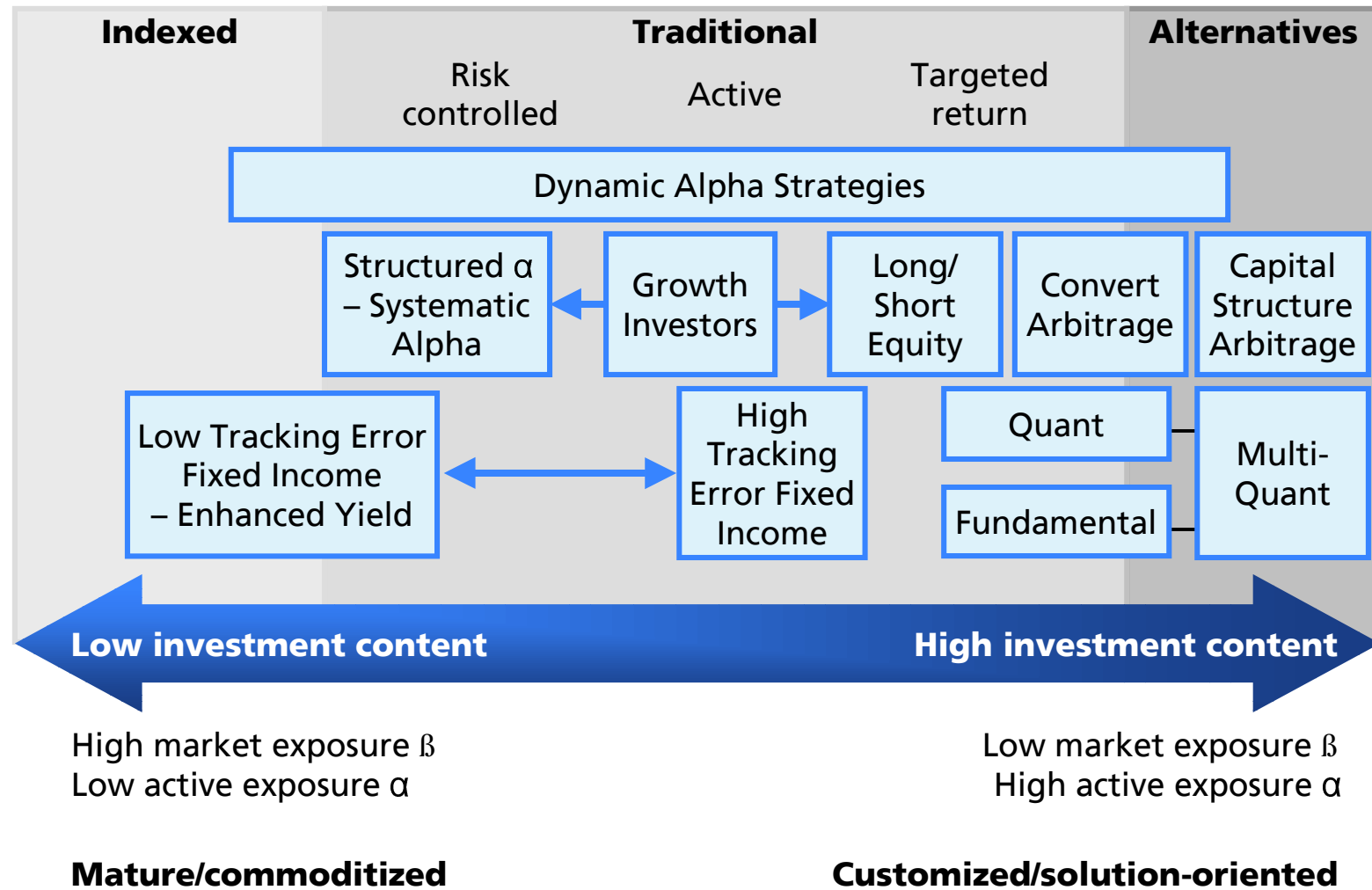
Defining the market

Through proportions of active and market returns

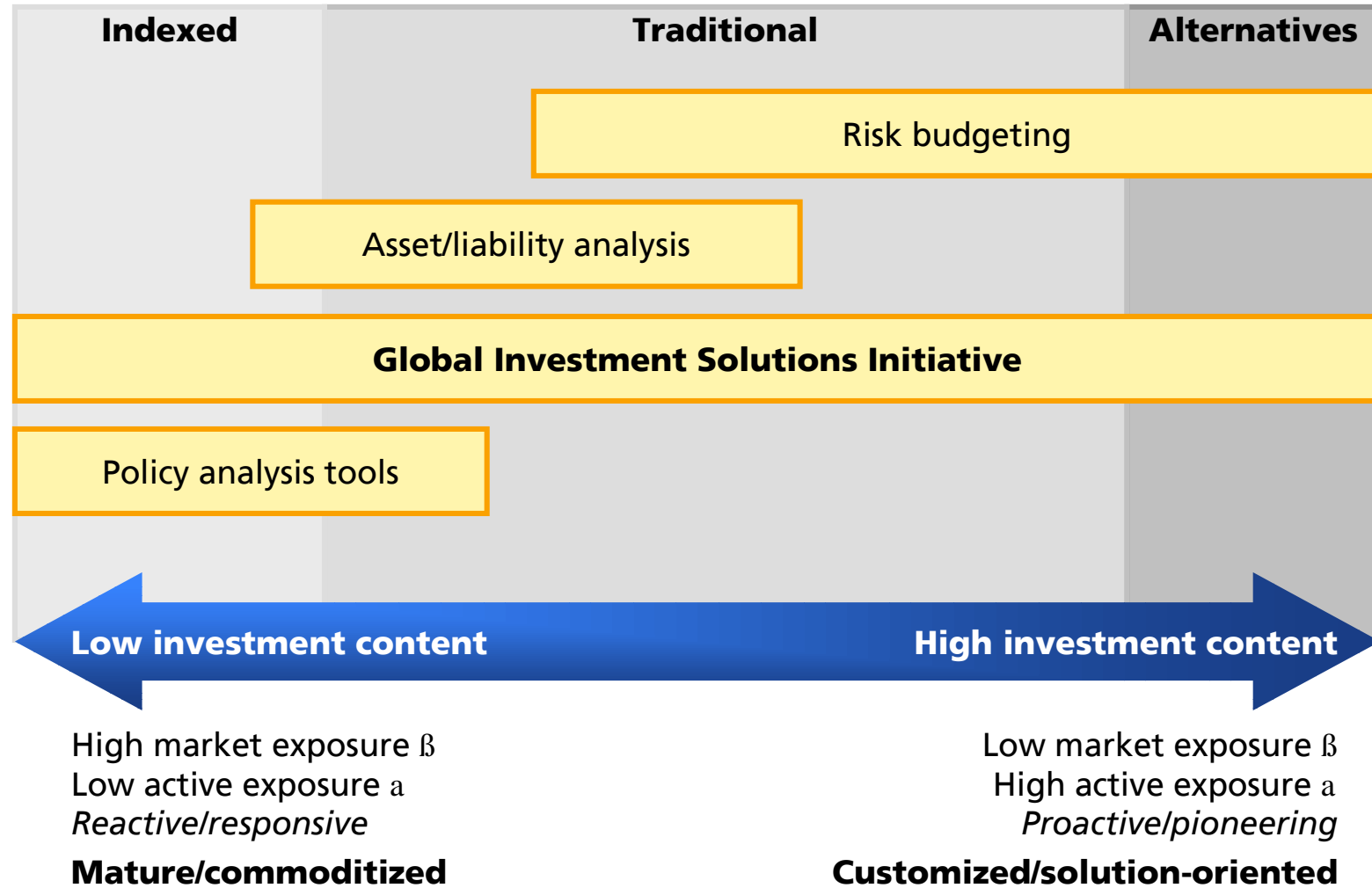


Return opportunities are not static

Broadening our alpha set



Developing advisory services



Building our offering

2004 – 2005

Add-ons and lift-outs

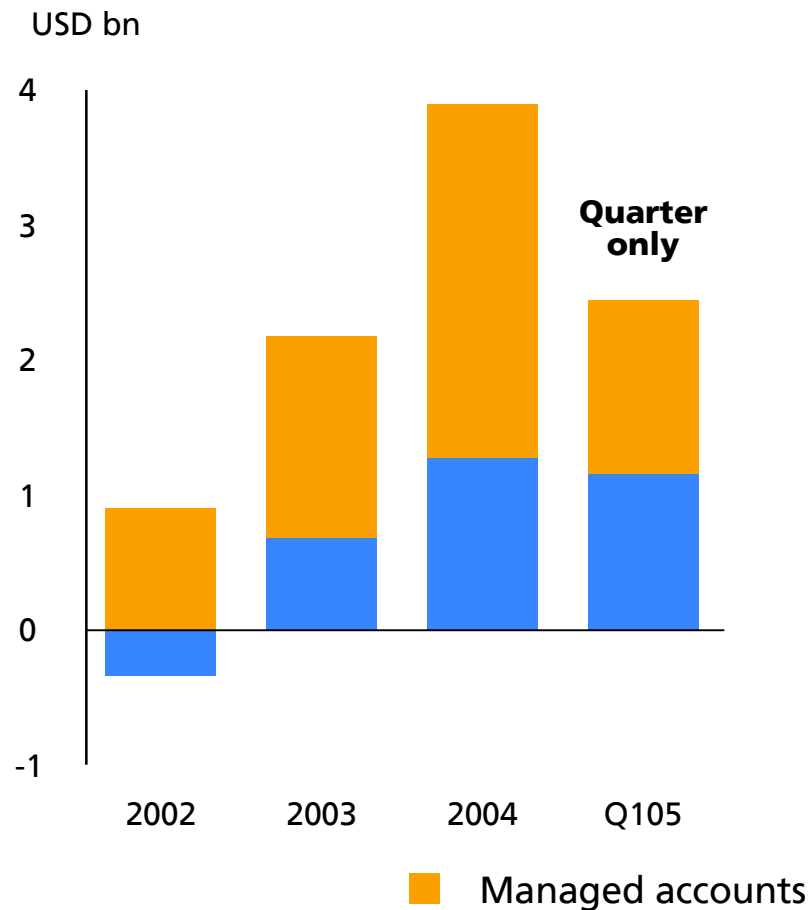
- ◆ Established European real estate team as well as acquisition of 51% stake in property investment management business of Siemens in Germany
- ◆ Systematic Alpha team from JPMorgan Chase
- ◆ Fixed Income team in Frankfurt from Deutsche Bank
- ◆ Collateralised Debt Obligations team
- ◆ Hedge Fund Services, Dublin
- ◆ Joint venture fund management company with Chinese State Development Investment Corporation

Impact

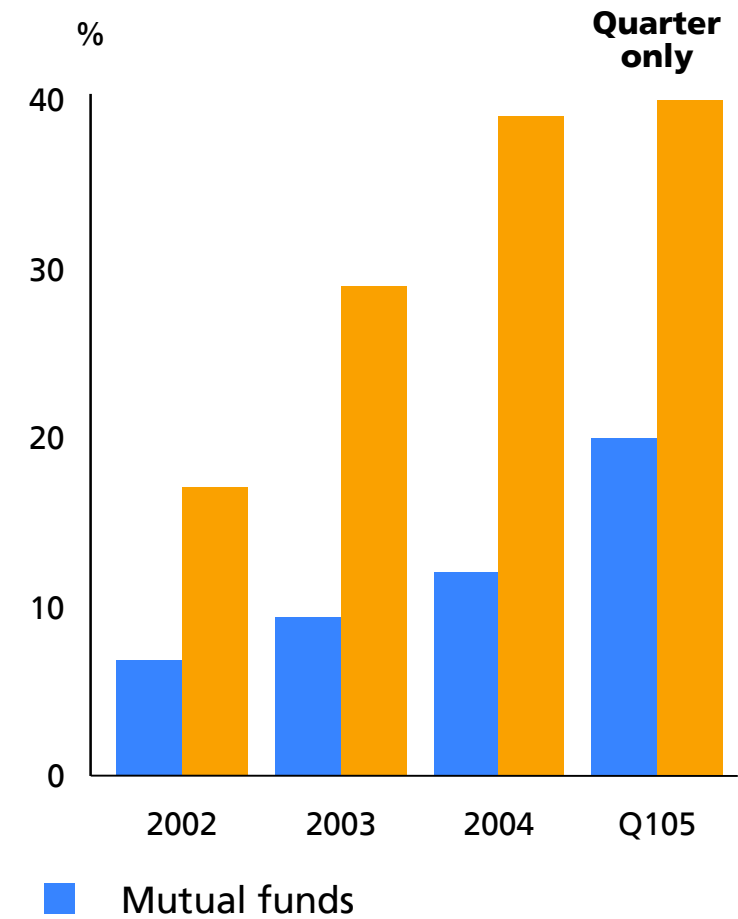
- ◆ UBS established as one of the leading players in growing European real estate investment market
- ◆ Expands equity investment management capability
- ◆ Strengthens German business
- ◆ Presence in specialist and growing market
- ◆ Entry into expanding European hedge fund market
- ◆ Major step forward in UBS's China strategy

Wealth Management USA: The opportunity within

Global AM's sales to WM-US



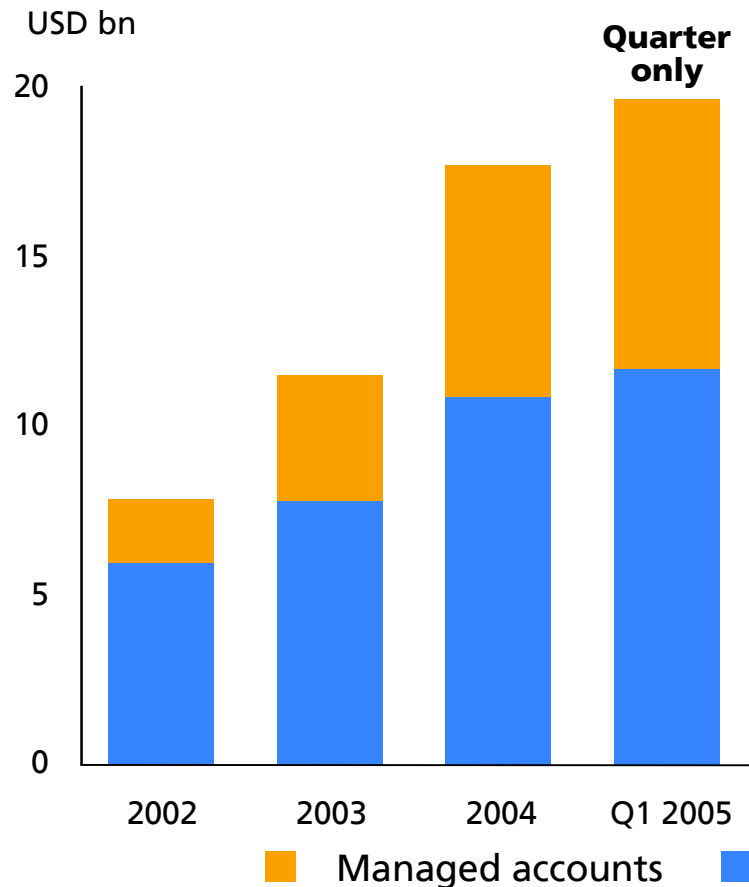
Global AM's market share of WM-US sales¹



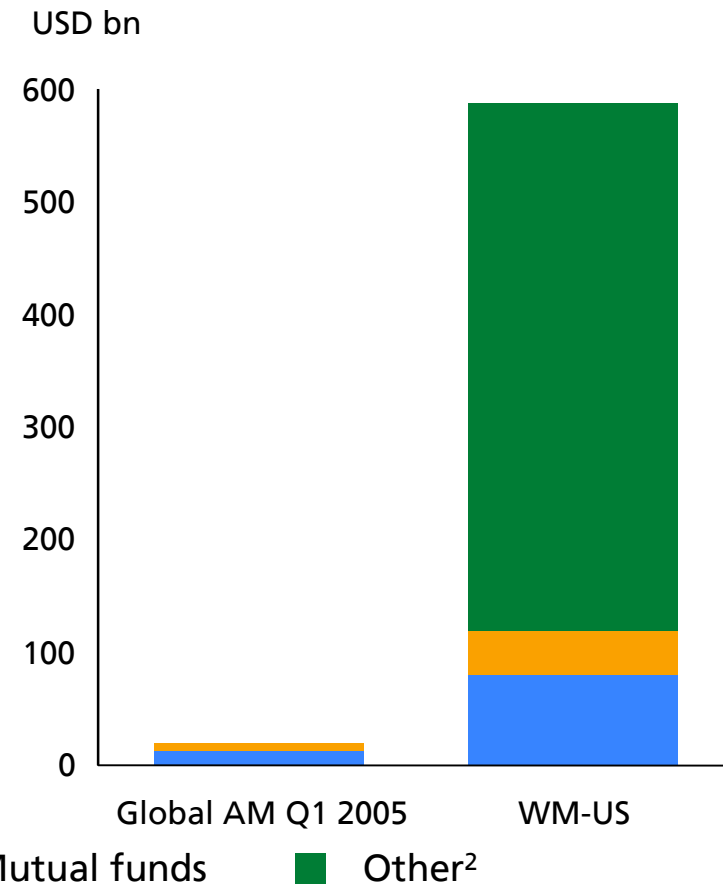
¹ Source WM-US Monthly Mutual Fund Report (2002-2005)

Wealth Management USA: The opportunity within

Global AM's invested assets from WM-US



Global AM's market share of WM invested assets¹



¹ WM-US Database Marketing and Analysis

² Other = client investments outside of mutual funds and separately managed accounts

Investment Bank: The opportunity outside

Close collaboration with IB and WM-US

Key actions for success

Top 200 plans	<ul style="list-style-type: none">◆ Significant, IB-minded focus on top plans, especially large corporates◆ Introduce broad spectrum of capabilities◆ Multiple, coordinated touch-points across UBS
Existing clients	<ul style="list-style-type: none">◆ Cross-sell new alpha mandates (e.g., Dynamic Alpha Strategies, Absolute Return Bond, long/short)◆ Cross-sell into Defined Contribution (DC) platforms where we currently manage Defined Benefit (DB) only
Next 201-1000 plan sponsors	<ul style="list-style-type: none">◆ Continue to work with emerging consulting firms, in addition to “bulge bracket”◆ DB and DC focus
Middle markets	<ul style="list-style-type: none">◆ Chicago/midwest pilot◆ Leverage WM-US channel in < USD500m plan size segment

1 Ex retrocessions; probability-weighted



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