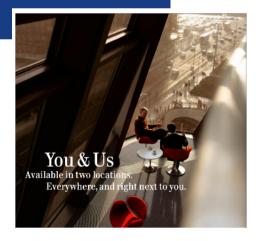


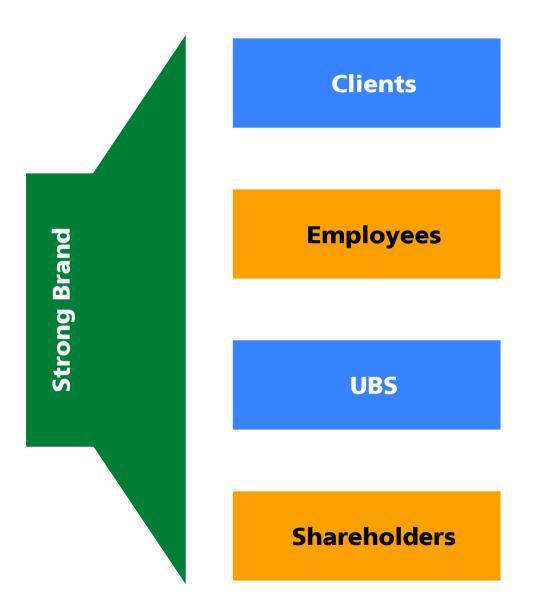
UBS Product Day – Zurich Branding at UBS

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



Driving Performance



Magical Family Entertainment

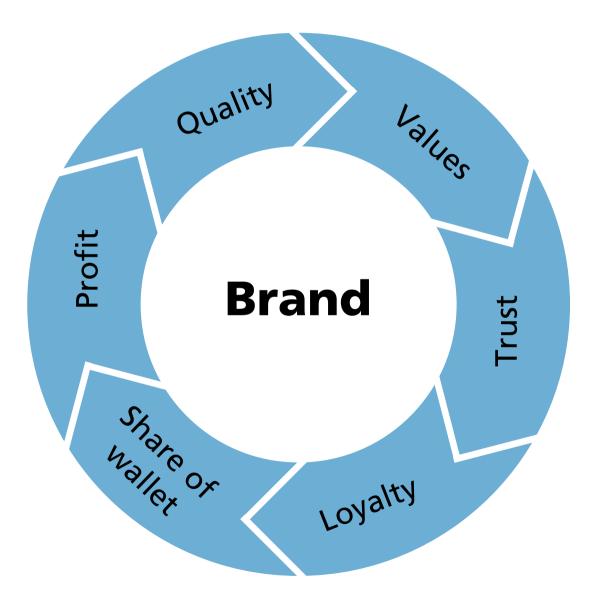


True to Sport

... and how to deliver on their promise

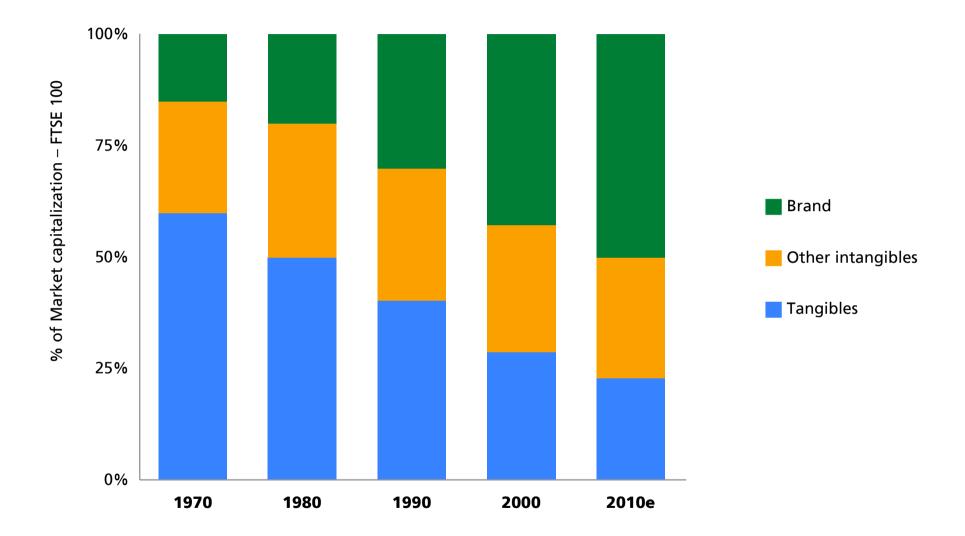


Strong brands increase company value





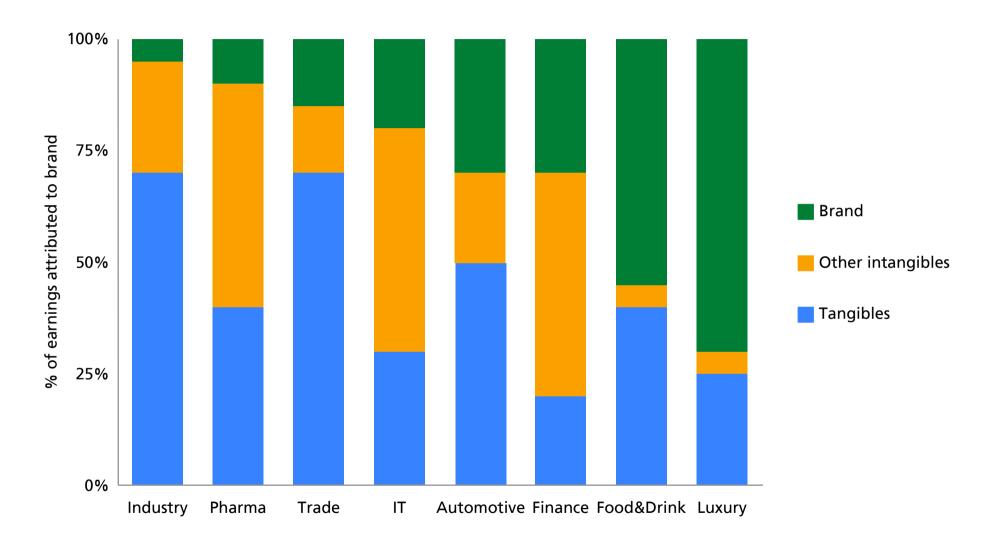
Brand value equals more than 1/3 of stock market value



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



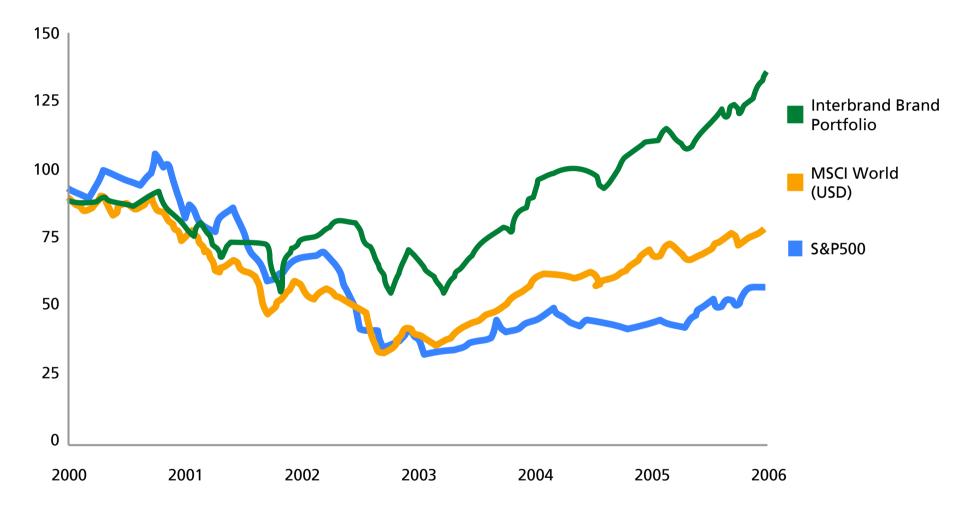
Not only for "luxury brands"



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?



What drives a client's relationship to their bank?

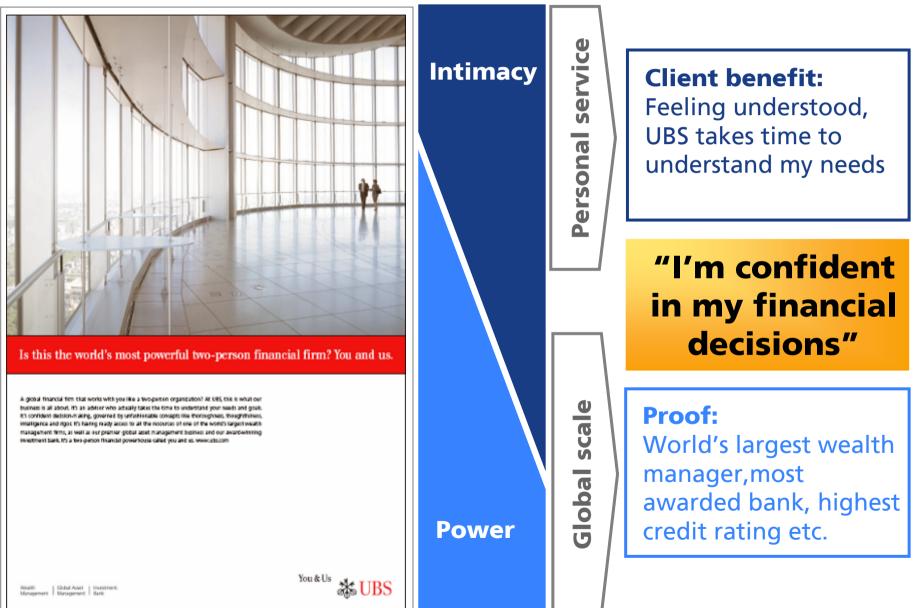
Values	Confidence to succeed in the future	Strong connection with friends Successful in life Accomplishing all I hoped to accomplish	Tranquil and contented Sense of fulfillment Ability to enjoy life to the fullest			
	Peace of mind / security	Optimistic about my future Respect for myself Enjoy life to the fullest	Independent Confident in the decisions I make Sense of making and achieving my goals			
	Proud of myself Able to care for my family	Strong sense of connection with family Peace of mind	Opportunity to the fun things I like best Respect for myself Positive sense of myself and my abilities			
Emotional consequences	Confident in my abi Can provide for self (family	Have money to buy what I want Financially capable	Do not feel scared Feel valued			
consequences	Connected to advisor / company	Meet my investment goals Have money for retirement Satisfied Can sleep at night Less worry	Happy Good quality of life Excitement and vitality Feel respected Made a wise decision			
	Can pay bills Feel knowledgeable / educated	Less worry Less stress Secure in my decisions	Philanthropic / altruistic Relaxed			
Functional consequences	Less work for me Can do things quick y	Operates in 'real time' Make good investment decisions	Confidence in advisor Will have balanced information			
consequences	Confidence in advisor	Confidence in company	Saves time I can be more involved in investment decisio Saves me money Can consolidate investments I have knowledge / info			
	Helps me make investment decisions Trust advisor	Can increase my portfolio Will continue with this advisor / co.	Can operate from anywhere			
Attributes	Timely information , recommendations Clear statements / reports	Offer niche products / unique products Knowledgeable / competent advisors	Breadth of products and services Recommended by friend / relative			
	Good advisor relationship	Honest advisor	^s Good reputation / stable company			
	Friendly advisors Offer niche products / unique products Accurate statements	Breadth of products and services	Convenient location(s) Good advice / recommendations No scandals / no negative publicity			
	Accessible Good track record / performance Global co.	Top quality advisor	Resolve problems quickly Established company Personalized service Proactively provides information / makes suggestions			
	Local co.	Explains investment options clearly				

Our brand promise



Key Benefit: Confidence in my financial decisions

The idea behind "You & Us"



Sponsoring



World of Alinghi



Orchestral Music

Contemporary Art

Teamwork Innovation through technology

HE Las

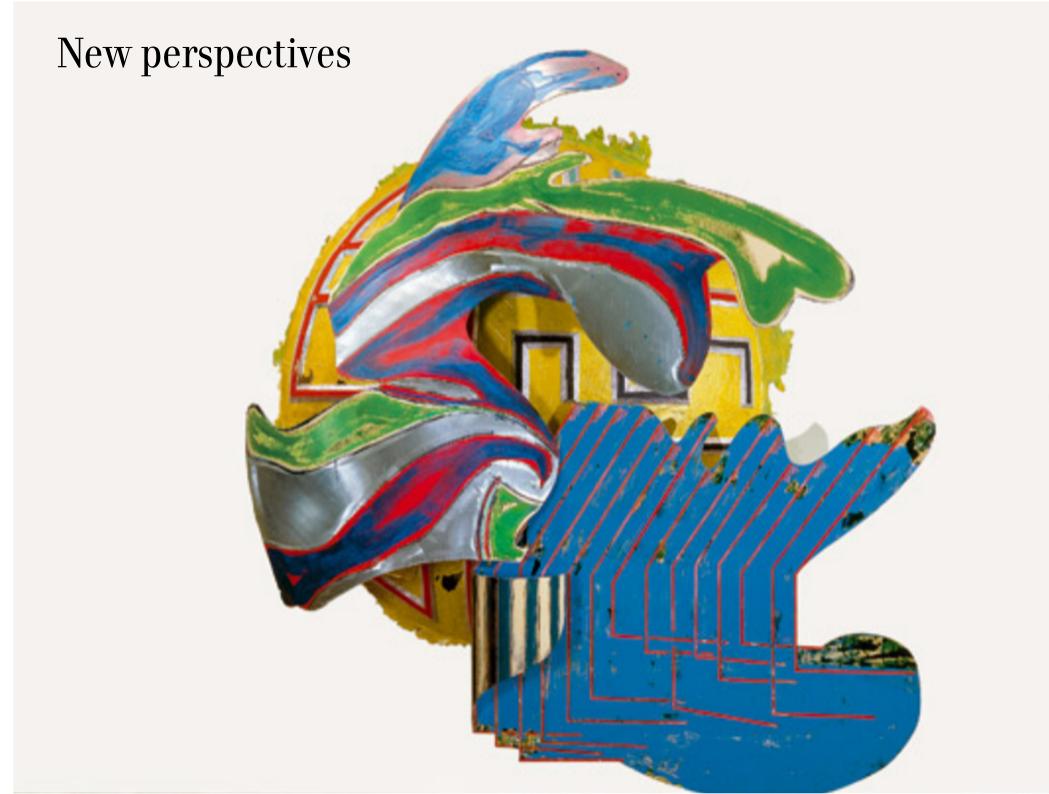
HAX A

Jintanat

VESPHESSO

Confidence

Collaboration



Our brand communication has impact

Business % % 96 98% 97 100[′]1 **98% 98%** 100 94 92 90 91 90 90 85% 87 84 80% 79 80 75% 80 71 68 70 70 65 63 63 59 60 60 53 50 50 50 40 40 40 30 30 20 20 10 10 0 0 US Europe APAC US APAC Europe % January 06 January 05 June 04 June 05 Brand awareness targets per region (US only interim wave)

Consumers

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	
1 1	COCA-COLA	67,525	67,394	0%	U.S.
<mark>2</mark> 2	MICROSOFT	59,941	61,372	-2%	U.S.
<mark>3</mark> 3	IBM	53,376	53,791	-1%	U.S.
12 13	СІТІ	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

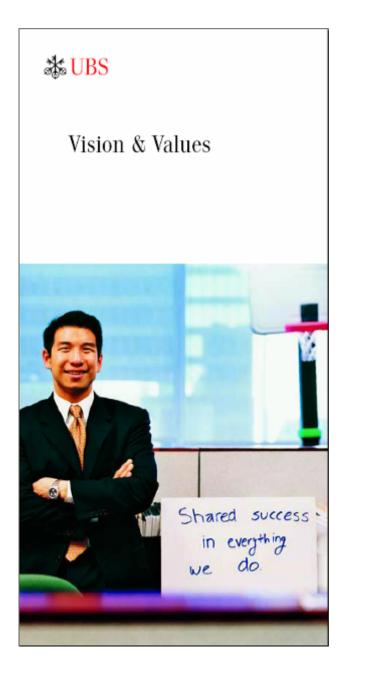
	Awareness		Familiarity		onsideration F		Preference		Client	
Europe	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	
UBS	68%	39%	26%	88%	23%	40%	9%	11%	1%	
Ave. of leading 3 competitors	86%	49%	40%	87%	32%	47%	14%	22%	4%	
JS										
UBS	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%	
IDC	Awareness base small relative to competitors	We are weaker on converting into familiarity	therefore familiarity base much smaller	conversion from	We have all potential to competitive into the cor and prefere	o make e numbers nsideration				



Marketing funnel - Business

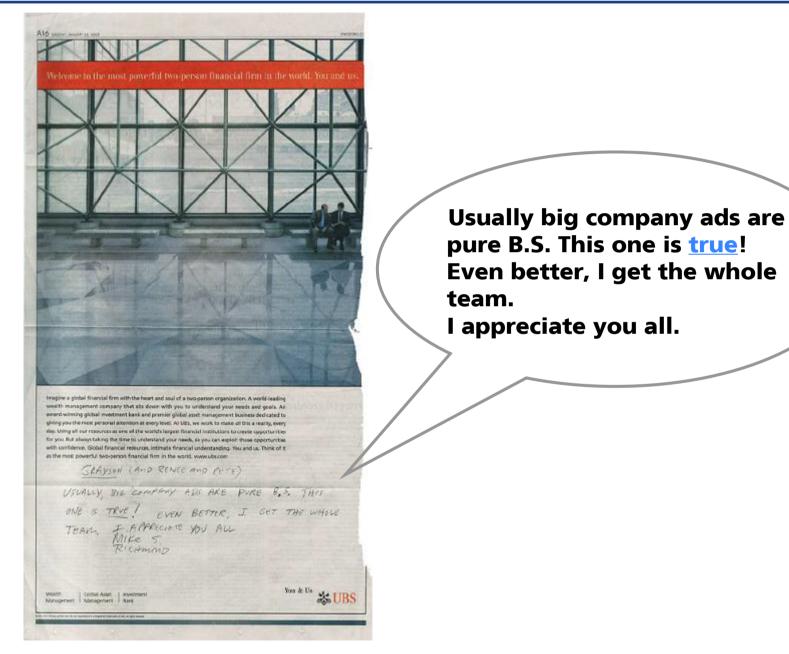
	Awareness		Familiarity Co		onsideration P		reference		Client	
Europe	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	Conversion rates	Absolute	
UBS	91%	59%	53%	98%	52%	47%	25%	21%	5%	
Ave. of leading 3 competitors	97%	66%	64%	91%	56%	51%	28%	37%	9%	
JS										
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%	
JBS	Awareness base high But we aretherefore Ourand in the business weaker on base starts conversion market we do better of converting to reduce from consideration to into familiarity preferencebut we familiarity >considerat have already lost a lot ion very potential!		do better on on to but we							

Match brand to business strategy



...one firm, one brand

This is what it's all about



🗱 UBS

Questions.....

