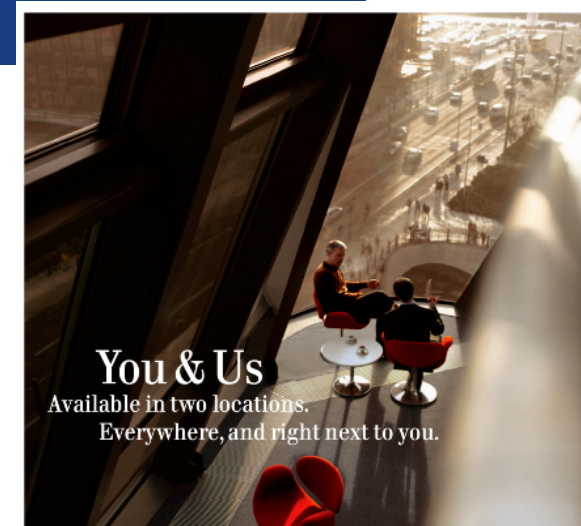


UBS Investor Day – Zurich UBS Germany AG

Jochen Sauerborn, Chairman of the Board of Directors
of UBS in Germany



Merger in December 2004



... now a key pillar of UBS Germany

History: Foundation of Sauerborn Trust AG

1988

- ◆ Foundation of FERI AG by Jochen Sauerborn and others with the support of Harald Quandt family
- ◆ FERI AG offered economic research and fund research to institutional clients as well as family office consulting to wealthy individuals (min. Euro 25m)

End 2001

- ◆ Spin-off of FERI AG: Foundation of Sauerborn Trust AG
- ◆ Largest multi-family office in Germany in terms of assets under management
- ◆ Different opinions between partners about the future business model

Dec 2004

- ◆ Merger with UBS
- ◆ Uniquely positions UBS as an international financial services provider with Wealth Management, Asset Management, Investment Bank and Family Office Business

History: Our client value proposition

- ◆ Experienced and sophisticated professional advisor team focused solely on complex and often large family fortunes

- ◆ Special expertise in strategic asset allocation
 - Risk adjusted after-tax performance for German families
 - Active and often counter-cyclical investment policy over all asset classes
 - Use of best of class investment funds and certificates

- ◆ Offering of tailor-made holistic wealth management solutions - not just investment solutions

- ◆ Bookkeeping, reporting and controlling for all asset classes (incl. non liquid assets such as real estate) and third party investment manager mandates

Perception and reasons for joining UBS

Common vision to become the leading wealth management provider in the German market

Strategic fit



Cultural fit



Financial attractiveness



- ◆ Client centric
- ◆ Advisory driven, not product driven
- ◆ Strong market position
- ◆ Excellent advisor team
- ◆ Entrepreneurial spirit
- ◆ UBS talked with one voice (from the top to local management)

Integration process – what changed?

Clients	<ul style="list-style-type: none">◆ Continue to service existing client base with same senior advisors◆ UBS colleagues added to strengthen existing team
Value Proposition	<ul style="list-style-type: none">◆ Core value proposition unchanged, offered also to UBS clients now◆ Enhanced service and product offering through use of the full UBS platform, including Investment Bank capabilities
Business Model / Management	<ul style="list-style-type: none">◆ Senior UBS staff integrated into Sauerborn management
Physical & technical integration	<ul style="list-style-type: none">◆ Formal integration process was completed within 3 months◆ 100+ total staff - and still growing - integrated

UBS Sauerborn today – some highlights

- ◆ Double digit growth by assets under management and NNM
- ◆ Very low client defection
- ◆ Assets EUR ~11bn
- ◆ 100+ staff
- ◆ Fully integrated
- ◆ High contribution to revenue growth and break even of Wealth Management business in UBS Germany

Successes & challenges

Successes

- ◆ Client retention/staff retention
- ◆ New client growth
- ◆ Growth in revenues
- ◆ Product offering
 - Launched bond fund with ~ EUR 2bn as well as a strategy portfolio fund with ~ EUR 600m of assets, both distributed to UBS Wealth Management clients in Germany
 - Largest Asset Management client in Germany

Challenges

- ◆ Development of common culture
- ◆ Geographical expansion within Germany (Hamburg, Munich)
- ◆ Broaden the offering to reach different segments within the overall target group (focus on families who sold their businesses)

Best practices

Sauerborn

UBS



Sophisticated professional advisor team is focusing solely on complex and often large family fortunes



Product offering: bookkeeping, controlling, reporting unit for all asset classes incl. non-liquid assets and third party investment manager mandates



Distribution channel for products/investment solutions



IT project "FAMOUS*" - combination of best of both worlds

* Family office unique solution

**We want to become the unrivalled
leading wealth management firm
in the KeyClient Segment in
Germany**

Questions...

