



Regional Strategy: Asia Pacific

Chi-Won Yoon, Chairman and CEO Asia Pacific

Cautionary statement regarding forward-looking statements

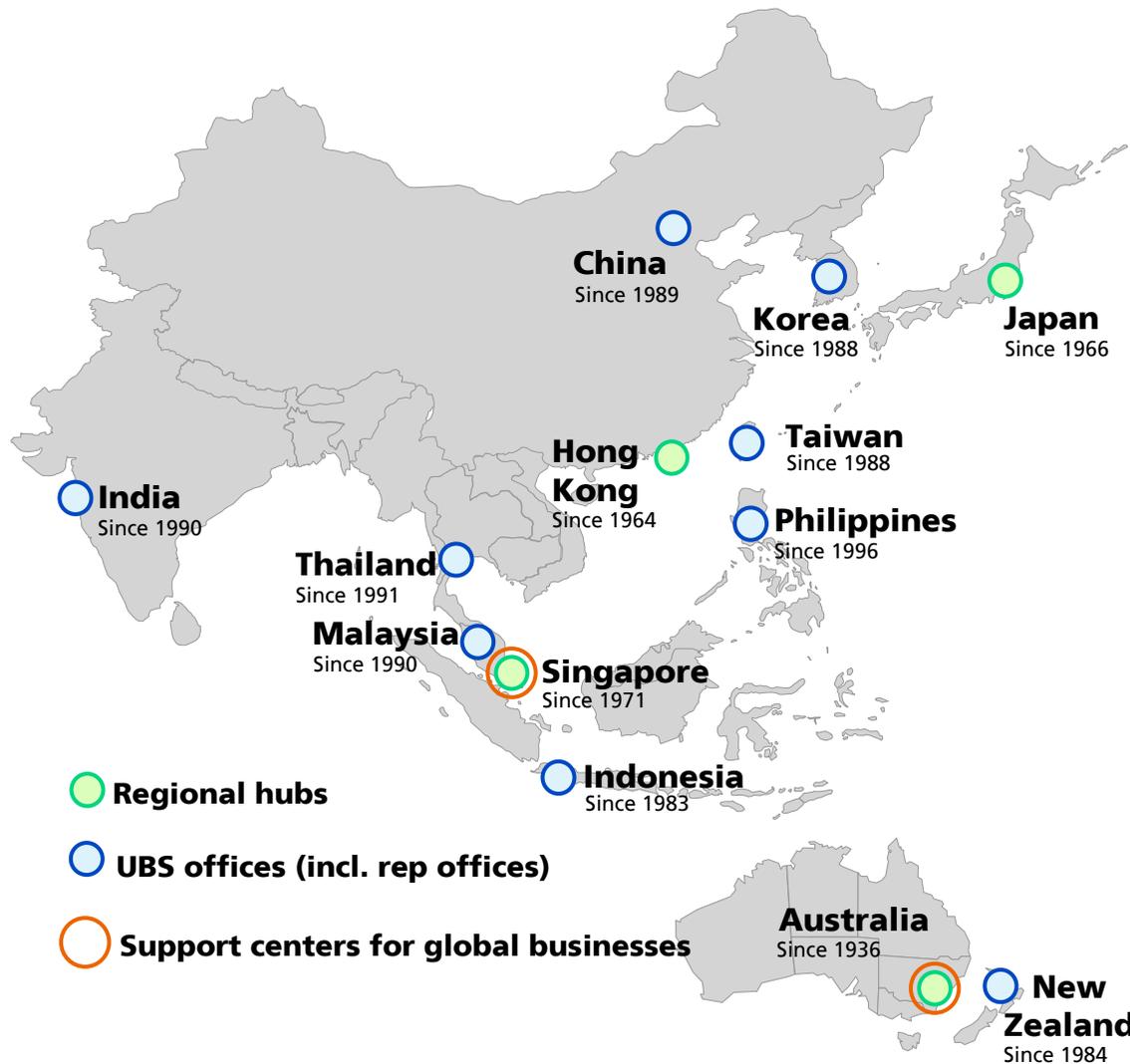
This presentation contains statements that constitute “forward-looking statements”, including but not limited to management’s outlook for UBS’s financial performance and statements relating to the anticipated effect of transactions and strategic initiatives on UBS’s business and future development. While these forward-looking statements represent UBS’s judgments and expectations concerning the matters described, a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from UBS’s expectations. These factors include, but are not limited to: (1) future developments in the markets in which UBS operates or to which it is exposed, including movements in securities markets, credit spreads, currency exchange rates and interest rates; (2) the effect of the current economic environment or other developments on the financial position or creditworthiness of UBS’s customers and counterparties; (3) changes in the availability of capital and funding, including any changes in UBS’s credit spreads and ratings; (4) the outcome and possible consequences of pending or future actions or inquiries concerning UBS’s cross-border banking business by tax or regulatory authorities in various jurisdictions; (5) the degree to which UBS is successful in effecting organizational changes and implementing strategic plans, and whether those changes and plans will have the effects intended; (6) UBS’s ability to retain and attract the employees that are necessary to generate revenues and to manage, support and control its businesses; (7) political, governmental and regulatory developments, including the effect of more stringent capital requirements and the possible imposition of additional legal or regulatory constraints on UBS’s activities; (8) changes in accounting standards or policies, and accounting determinations affecting the recognition of gain or loss, the valuation of goodwill and other matters; (9) limitations on the effectiveness of UBS’s internal processes for risk management, risk control, measurement and modeling, and of financial models generally; (10) changes in the size, capabilities and effectiveness of UBS’s competitors; (11) the occurrence of operational failures, such as fraud, unauthorized trading and systems failures, either within UBS or within a counterparty; and (12) technological developments. In addition, actual results could depend on other factors that we have previously indicated could adversely affect our business and financial performance which are contained in our past and future filings and reports, including those filed with the SEC. More detailed information about those factors is set forth in documents furnished by UBS and filings made by UBS with the SEC, including UBS’s restated Annual Report on Form 20-F / A for the year ended 31 December 2008. UBS is not under any obligation to (and expressly disclaims any obligation to) update or alter its forward-looking statements, whether as a result of new information, future events, or otherwise.

Key messages

1. UBS possesses the strongest combination of IB and WM businesses in Asia Pacific and we will take advantage of the region's many growth opportunities
2. UBS in APAC is reinforcing areas of strength and investing selectively
 - IB to extend its lead in Equities and Investment Banking, grow FICC and expand in China and India
 - WM to expand in established markets and in select high-potential onshore markets
 - Global AM to continue to grow in select markets
 - Group to continue to deliver a truly integrated firm to clients
3. UBS in APAC is targeting revenues in medium-term of CHF 8.5 billion

The UBS advantage in Asia Pacific

Our starting point is where competitors aspire to be



Uninterrupted presence in each territory



24 locations in 13 territories across 7.5 time zones



85% of 7,220 professionals located in four regional centers

Note: The date of establishment of offices includes UBS and predecessor firms. Headcount excludes ISC and UBS Hana Asset Management

The UBS advantage in Asia Pacific

Accolades for our leading franchise

Wealth Management

- ◆ Best Private Bank in Asia
 - Asiamoney 2005 – 2009
 - Euromoney 2004 – 2008
 - Finance Asia 2002 – 2007

Equities

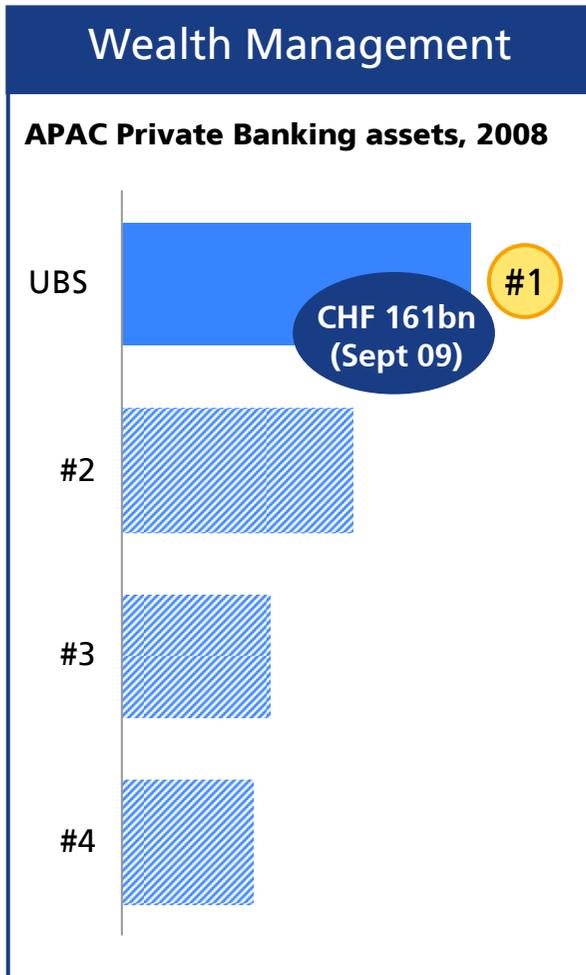
- ◆ Best Combined Research and Sales in Asia
 - Top two ranking, Asiamoney Brokers Poll 2002 – 2009
- ◆ Equity Derivatives House of the Year in Asia
 - Asiamoney 2004 – 2009
- ◆ Equity Research in Asia
 - Top three ranking, Institutional Investor 2000 – 2009

Investment Banking

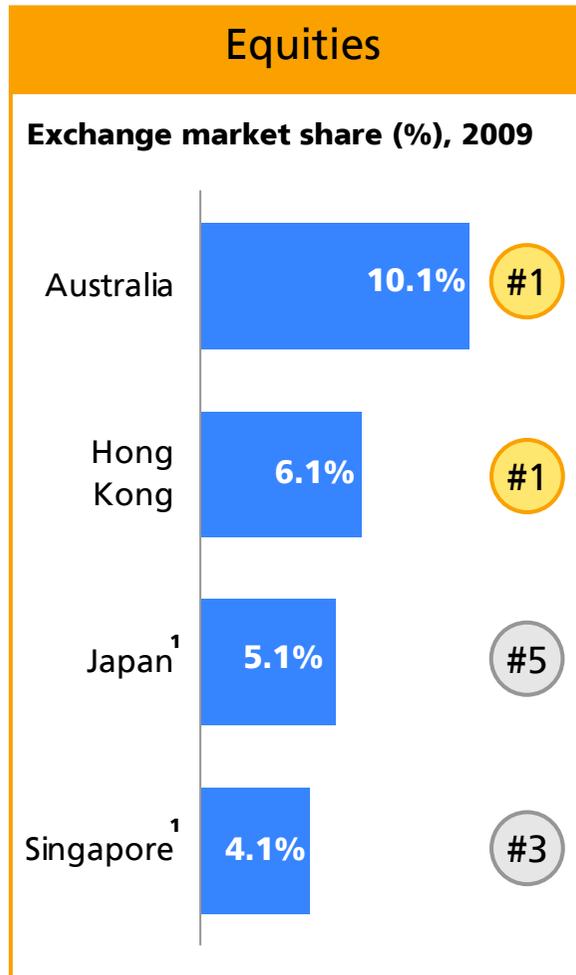
- ◆ Equity House of the Year in Asia Pacific
 - IFR 2003, 2005 – 2008
- ◆ Best Investment Bank in Asia
 - Euromoney 2008, 2009
- ◆ Best Mergers and Acquisitions Bank in Asia
 - Global Finance 2008

The UBS advantage in Asia Pacific

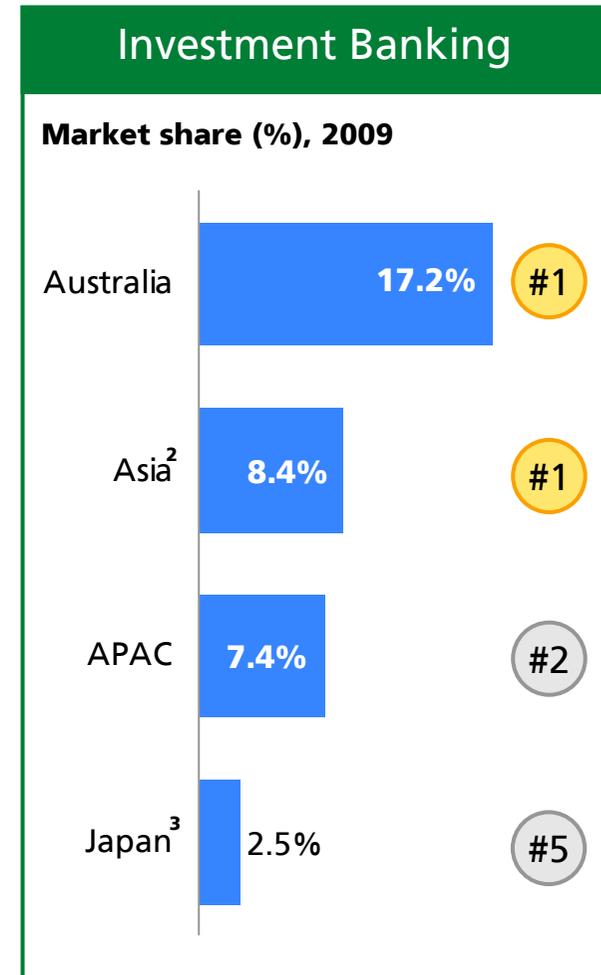
Our leading market share in the region



Source: UBS APAC WM CEO Office analysis. Based on company reports, internal and external estimates



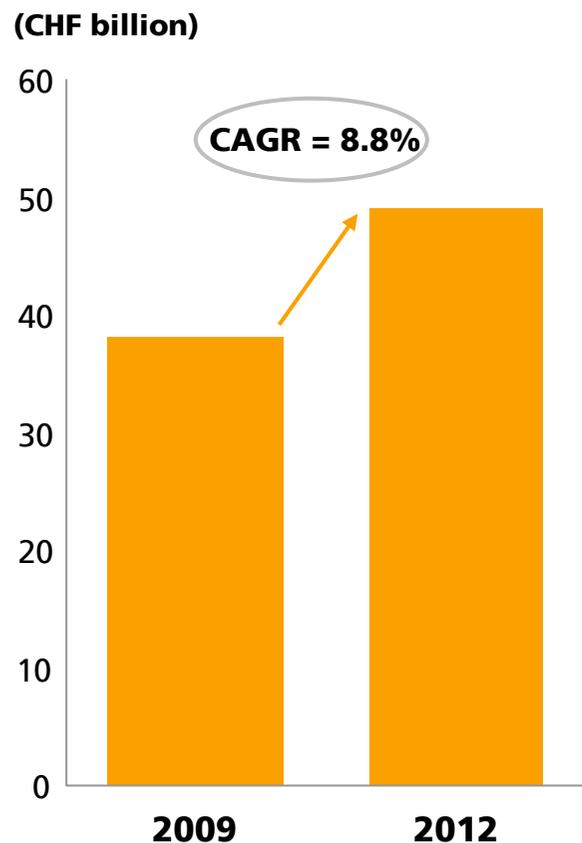
Source: Exchanges, as at 30 September 2009
 1 Japan & Singapore rankings include foreign firms only and are based on UBS internal estimates



Source: Dealogic Core IB ranking, as at 2 October 2009. 2 Asia is ex-Japan and ex-ANZ, 3 Japan rankings include foreign firms only and are based on UBS internal estimates

UBS strategic priorities – Investment Bank

IB fee pool



Note: APAC fee pools include Asia, Japan and ANZ
Source: BCG

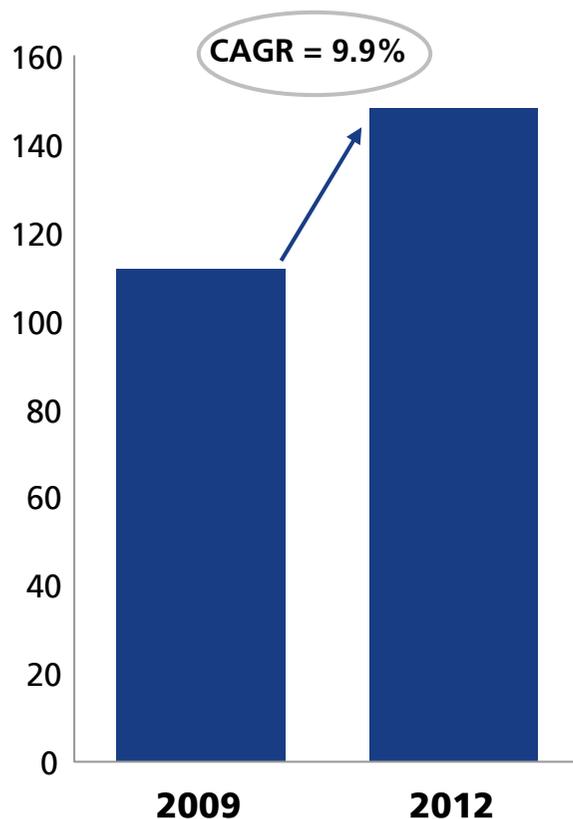
How we plan to out-grow the market

Extend lead	<ul style="list-style-type: none">◆ Dominate Investment Banking and Equities in Asia and Australia◆ Recruit and retain talent
Capture growth opportunities	<ul style="list-style-type: none">◆ Build-out Equities and FICC in China◆ Grow FICC in India
Increase market share	<ul style="list-style-type: none">◆ Leverage cross-border strengths and domestic expertise in Japan◆ Promote cross-business integration

UBS strategic priorities – Wealth Management

WM fee pool

(CHF billion)



Note: APAC fee pools include Asia, Japan and ANZ
Source: BCG

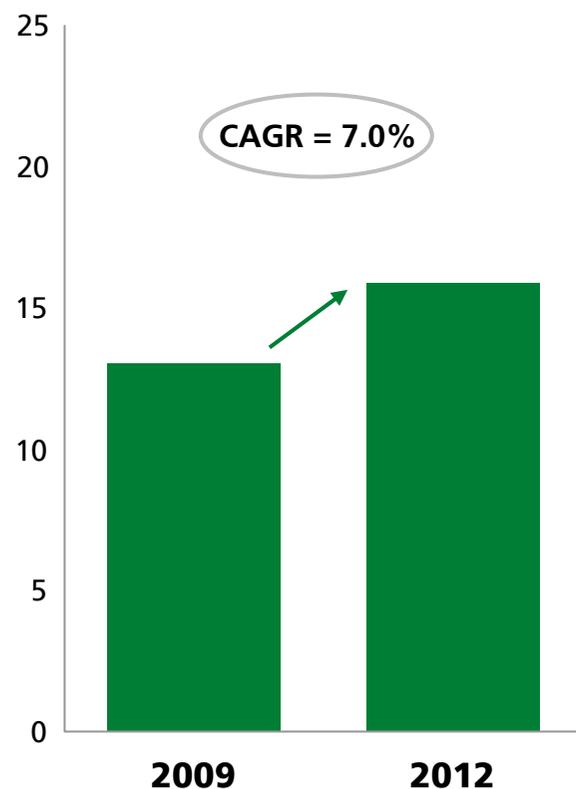
How we plan to out-grow the market

Expand in select markets	<ul style="list-style-type: none">◆ Grow in Hong Kong and Singapore◆ Continue China investment for long-term return◆ Accelerate Japan build-out
Focus on UHNW clients	<ul style="list-style-type: none">◆ Increase client penetration◆ Expand product offering◆ Deliver one firm
Improve return on assets	<ul style="list-style-type: none">◆ Focus on higher margin products◆ Develop client advisors through ongoing training◆ Increase customized research-based advice

UBS strategic priorities – Global Asset Management

AM fee pool

(CHF billion)



Note: APAC fee pools include Asia, Japan and ANZ
Source: BCG

How we plan to out-grow the market

Increase AuM in established markets

- ◆ Grow third-party wholesale business in Japan
- ◆ Translate strong investment performance into new business

Capture growth in emerging markets

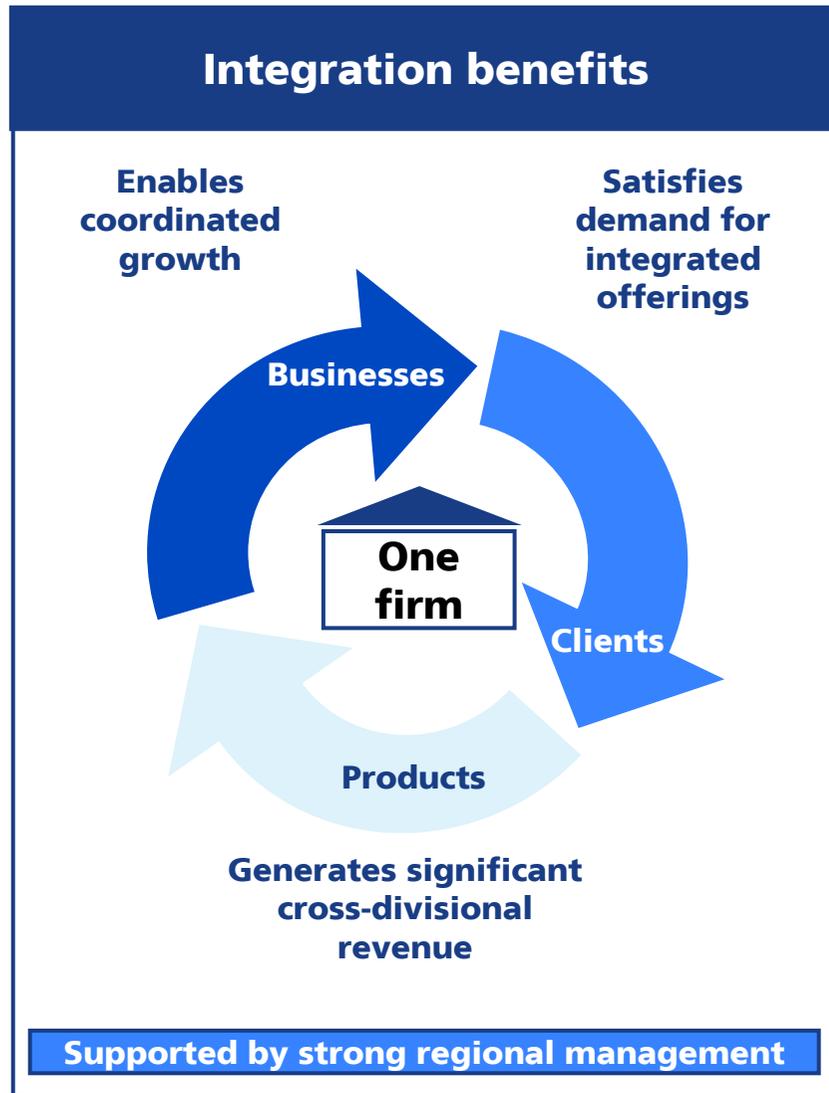
- ◆ Build institutional and wholesale business in Korea with our JV partner
- ◆ Capitalize on strategic position in China

Strengthen partnership with WM

- ◆ Focus on UHNW clients
- ◆ Develop customized new products

UBS strategic priorities

We continue to deliver one firm

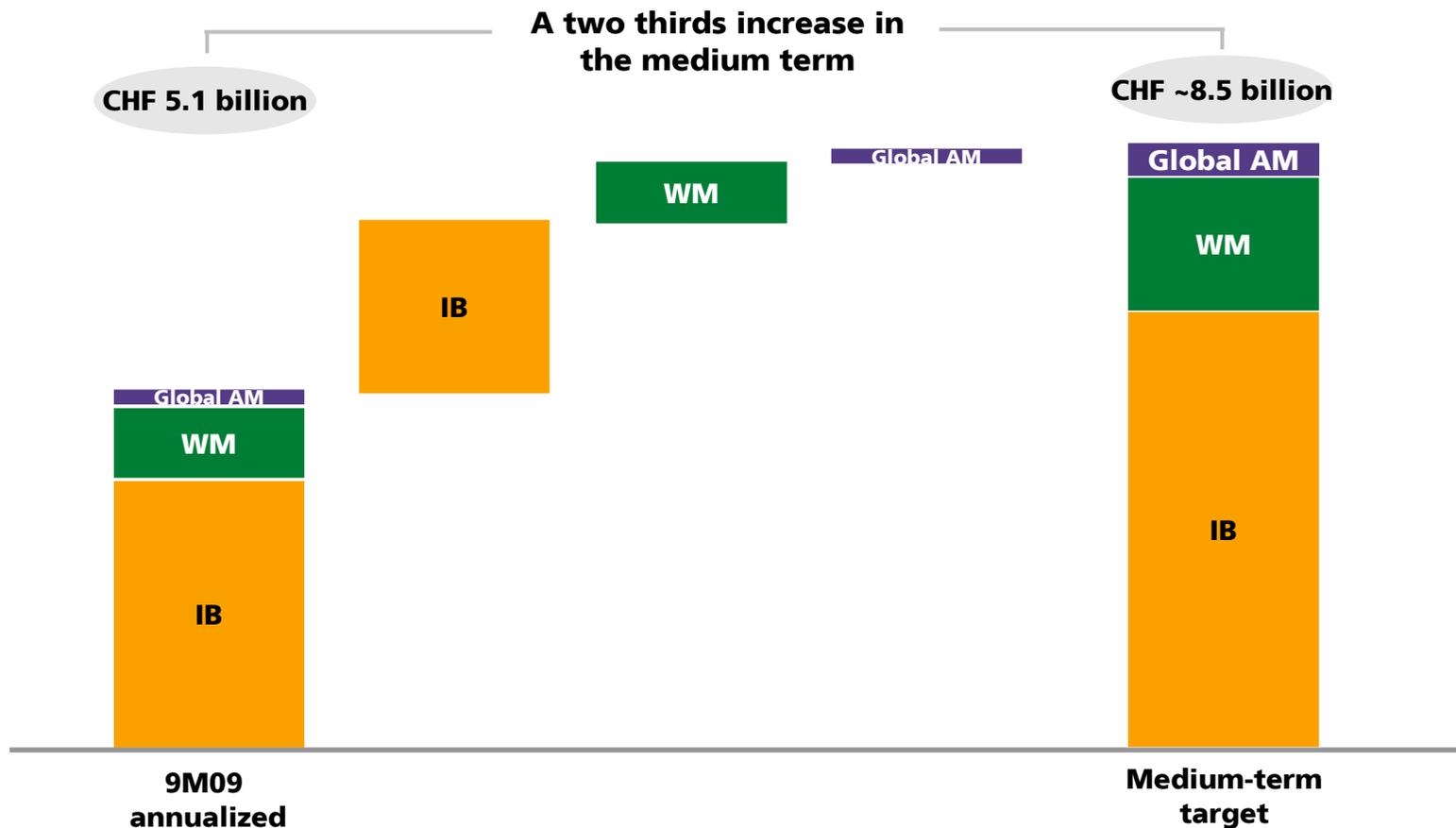


-
- Integration priorities**
- Businesses**
 - ◆ Coordinate cross-divisional growth plans
 - ◆ Improve MIS to track cross-divisional collaboration
 - Clients**
 - ◆ Improve service for UHNW clients
 - ◆ Provide best execution capabilities
 - Products**
 - ◆ Increase IB and AM offerings to WM clients
 - ◆ Review staff incentives for cross-selling

Our goal

Targeting revenues of CHF ~8.5 billion in the medium-term

Gross revenues



Note: The above chart shows gross revenue data based on internal management reporting which differs from information provided in quarterly and annual reporting materials. Revenues exclude changes on own credit for financial liabilities designated at fair value and losses from residual risk positions

Disclaimer

This presentation and the information contained herein is provided solely for information purposes, and is not to be construed as a solicitation of an offer to buy or sell any securities or other financial instruments in Switzerland, the United States or any other jurisdiction. No investment decision relating to securities of or relating to UBS AG or its affiliates should be made on the basis of this document. No representation or warranty is made or implied concerning, and UBS assumes no responsibility for, the accuracy, completeness, reliability or comparability of the information contained herein relating to third parties, which is based solely on public available information. UBS undertakes no obligation to update the information contained herein.