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More than 160 years

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UBS

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Headquarters of Union Bank of Switzerland at Bahnhofstrasse 45, Zurich, 1957

More than 160 years of supporting clients and expanding banking expertise

2023 marked a fundamental turning point for UBS: the start of an exciting and challenging new chapter in our long history, with the acquisition of the Credit Suisse Group. In this publication, we take you on a journey through the main developments since the firm's earliest years in the second half of the 19th century. We'll show you the successes that have ensured our continuing existence, successes as a business and also as a driving force for economic and social change. You'll learn how we came to occupy a key position in the Swiss banking tradition, and how we have played an important role in the growth of the modern global banking sector. We never stand still but are continuously moving forward. Looking ahead, we'll show you where our journey is going, and how we will capitalize on our values, traditions and innovative spirit to remain close to our clients in the future.

Banking in Switzerland dates back to the Middle Ages. This very long tradition probably explains the belief that's widely held, both at home and abroad, that Switzerland has always been an important and reliable financial center. The perception that Switzerland has a strong financial sector is constantly reiterated in print and other media, and that in turn reinforces this belief. Yet the size and international importance of the Swiss banking industry is primarily a result of events in the second half of the 20th century. This growth was largely driven by three major banks: Union Bank of Switzerland, Swiss Bank Corporation and Schweizerische Kreditanstalt. Union Bank of Switzerland and Swiss Bank Corporation merged in 1998 to form UBS.

However, the foundations for the growth of modern Swiss banking were laid as long ago as the second half of the 19th century. That is when our predecessor banks, Union Bank of Switzerland and Swiss Bank Corporation, were founded, and they played an active role in developing Switzerland as a modern, prosperous industrial state with a strong SME sector. The Bank in Winterthur was established in 1862. In 1912, it merged with the Toggenburger Bank to form Union Bank of Switzerland. Basler Bankverein was founded in 1872 and, following several mergers, eventually became Swiss Bank Corporation.

The merger of Union Bank of Switzerland and Swiss Bank Corporation to form UBS in 1998 created a truly global banking corporation. It provided access to financial services and markets for private, corporate and institutional clients and public bodies all over the world, offered them advice, and ensured that all mandates and instructions were executed to a high standard. The newly created UBS benefited from the combined knowledge, experience and business connections that had been built up over many years in many countries.

We have put our global network and experience to good use and set up groundbreaking joint ventures in growth markets. In China, UBS Securities was the country's first fully licensed securities company to have foreign investors. Strategic partnerships with leading institutions, such as Sumitomo Mitsui Trust Holdings in Japan and Banco do Brasil, clearly demonstrated our commitment to making our skills and services available to clients in key locations around the world.

Throughout our more than 160 years of history, from our earliest roots in Switzerland to our current global network, we have always known the importance of long-term commitment.

We know that we must stand out in the modern world for the way we maintain our client relationships. That's why it's our goal to deliver an individual, relevant, timely and smooth experience to each and every client.

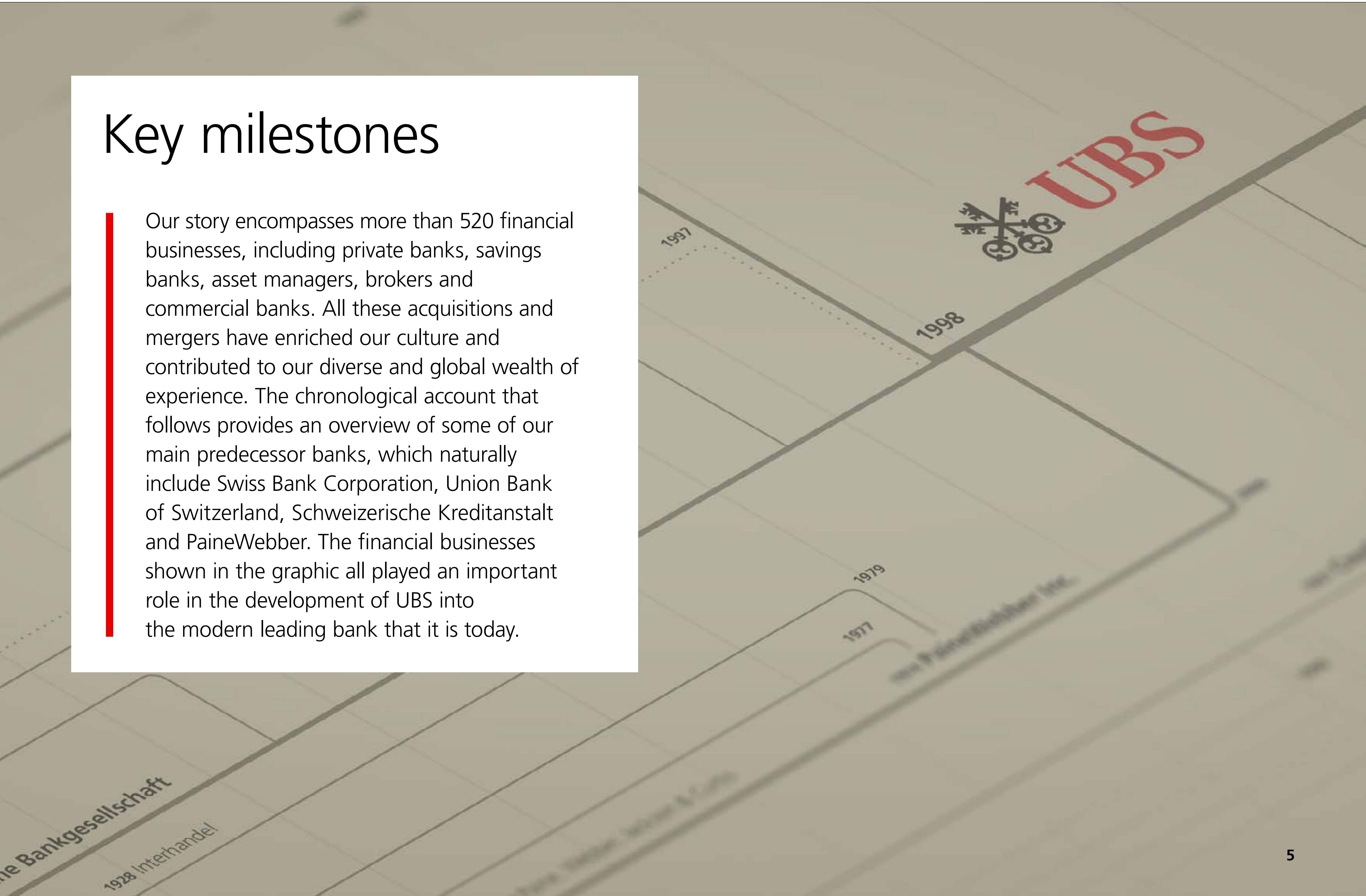
> Throughout our more than 160 years of history, from our earliest roots in Switzerland to our current global network, we have always known the importance of long-term commitment.

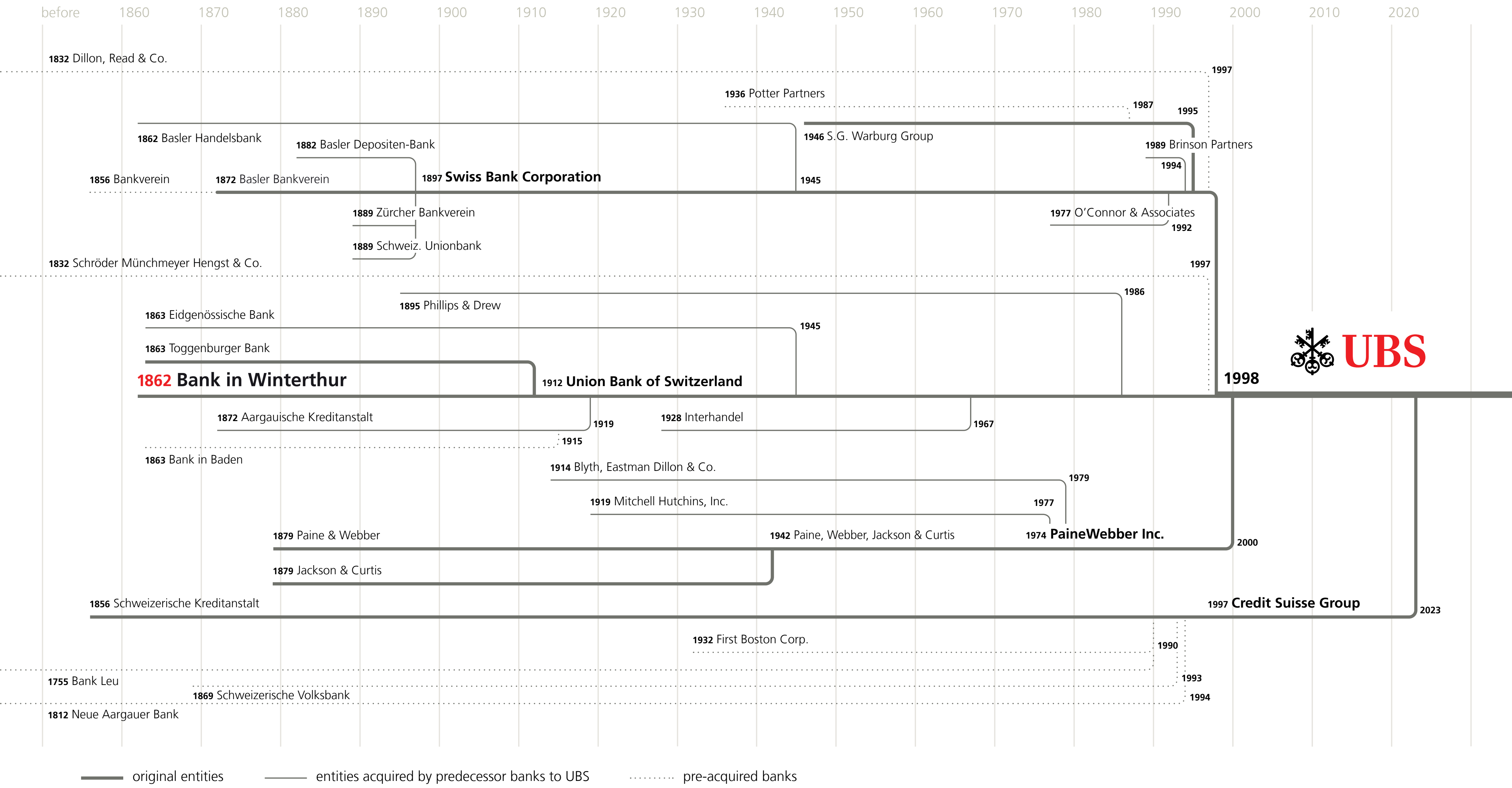
Thanks to our acquisition of the Credit Suisse Group, we are even better placed to seize opportunities for growth in important markets and make our vision for the future a reality: to create the global ecosystem for capital assets, where innovative thinking has a real impact, people and ideas find each other and opportunities are turned into successes. We look to the future with confidence, because we are building an even stronger and more secure UBS, of which all its main stakeholder groups can be proud.

Before we look forward, we want to travel back with you to the 19th century, when the newly founded Swiss Confederation needed capital for its up-and-coming economy and the first of UBS's predecessors, the Bank in Winterthur, was established.

Key milestones

Our story encompasses more than 520 financial businesses, including private banks, savings banks, asset managers, brokers and commercial banks. All these acquisitions and mergers have enriched our culture and contributed to our diverse and global wealth of experience. The chronological account that follows provides an overview of some of our main predecessor banks, which naturally include Swiss Bank Corporation, Union Bank of Switzerland, Schweizerische Kreditanstalt and PaineWebber. The financial businesses shown in the graphic all played an important role in the development of UBS into the modern leading bank that it is today.




before
1860
1870
1880
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1832 Dillon, Read & Co.
1997
1936 Potter Partners
1987
1995
1862 Basler Handelsbank
1882 Basler Depositen-Bank
1946 S.G. Warburg Group
1989 Brinson Partners
1994
1856 Bankverein
1872 Basler Bankverein
1897 Swiss Bank Corporation
1945
1889 Zürcher Bankverein
1977 O'Connor & Associates
1992
1889 Schweiz. Unionbank
1832 Schröder Münchmeyer Hengst & Co.
1997
1986
1895 Phillips & Drew
1863 Eidgenössische Bank
1945
1863 Toggenburger Bank
1862 Bank in Winterthur
1912 Union Bank of Switzerland
1998
UBS
1872 Aargauische Kreditanstalt
1919
1928 Interhandel
1967
1915
1863 Bank in Baden
1914 Blyth, Eastman Dillon & Co.
1979
1919 Mitchell Hutchins, Inc.
1977
1879 Paine & Webber
1942 Paine, Webber, Jackson & Curtis
1974 PaineWebber Inc.
2000
1879 Jackson & Curtis
1856 Schweizerische Kreditanstalt
1997 Credit Suisse Group
2023
1932 First Boston Corp.
1990
1755 Bank Leu
1993
1869 Schweizerische Volksbank
1994
1812 Neue Aargauer Bank
original entities
entities acquired by predecessor banks to UBS
pre-acquired banks

1862–1912

The Bank in Winterthur at Untere Museumsstrasse in Winterthur, 1867

From the Bank in Winterthur to Union Bank of Switzerland

When two leading Swiss banks, Swiss Bank Corporation and Union Bank of Switzerland, merged in 1998, both firms looked back on long traditions, with roots in the second half of the 19th century. These historical origins of UBS are politically and economically intertwined with the emergence of modern Switzerland.

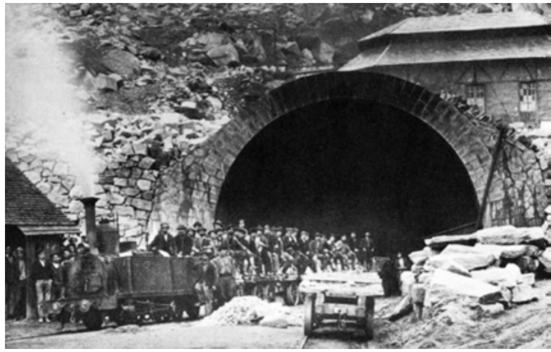
When modern-day Switzerland was founded in 1848 as a federal state from a federation of 22 independent states, a new unitary economic area was created. At the time, the cotton and silk industry dominated Switzerland's economy, followed by the watch and clock industry. Even though 170 banks already existed, alongside a number of private bankers, what was missing were banks that could finance the country's industrialization, especially the railway construction boom that picked up with the adoption of the Federal Railway Act in 1852. By the late 1850s, CHF 50 million a year was being invested in the rail network to meet the ever-increasing demand generated by the rapidly growing large-scale industry.

From the Bank in Winterthur to Union Bank of Switzerland

The Bank in Winterthur was an example of precisely such a bank. The first foundation stone was laid for today's UBS when, on 25 June 1862, the bank came officially into being, with an initial share capital of CHF 5 million. Winterthur, then a city of around 16,000 inhabitants, was to emerge as the industrial hub of northeastern Switzerland in the second half of the 19th century. The city played an important role in the construction and expansion of the country's railway system, both on the regional and the national levels and through its factories, most notably those of Schweizerische Lokomotiv- und Maschinenfabrik (Swiss Locomotive and Machine Works). And Bank in Winterthur actively supported the region's commercial and industrial development.

In 1863, another significant development took place: the Toggenburger Bank, named after the region of Toggenburg in the canton of St. Gallen, eastern Switzerland, was founded in the small town of Lichtensteig. With an initial share capital of CHF 1.5 million, it was sharply focused on the domestic mortgage and savings business, but it also contributed to the development of the local embroidery industry. In 1912, the Bank in Winterthur and the Toggenburger Bank merged to form Union Bank of Switzerland.

Swiss Bank Corporation in Basel, 1909



Construction of the Gotthard tunnel, 1880

1862 The Bank in Winterthur commences business operations.

1863 The Toggenburger Bank is founded in Lichtensteig, in the Swiss canton of St. Gallen.

1872 Basler Bankverein is founded in Basel.

1879/80 Foundation of Jackson & Curtis followed by Paine & Webber in Boston.

1895 G. A. Phillips & Co. is founded in London, later becoming Phillips & Drew.

1897 Through mergers and acquisitions Basler Bankverein evolves into Swiss Bank Corporation.

1898 Swiss Bank Corporation opens the first office of a Swiss bank in London.

1901 Swiss Bank Corporation starts the regular publication of economic analyses.

1906 The Bank in Winterthur acquires the Zurich branch of the Bank in Baden at Bahnhofstrasse 44, and becomes a licensed trader on the Zurich Stock Exchange.

1912 The Bank in Winterthur merges with the Toggenburger Bank to form Union Bank of Switzerland.

The branch of Union Bank of Switzerland in Lichtensteig, 1914

Swiss Bank Corporation's building on Paradeplatz, Zurich, about 1904

From Basler Bankverein to Swiss Bank Corporation
While Winterthur became a hub for Switzerland's industrialization in the Zurich region, the city of Basel, bordering France and Germany, dominated the economy of Switzerland's northwest. A city of about 40,000 inhabitants in the 1860s, Basel's location at one of the main crossroads of Central Europe was crucial. The city benefited from its position as the home of Switzerland's silk ribbon industry, a major export industry, and was a base for important merchants, factors and agents.

Several private banks had been long established in Basel, and it was from among these that the direct forebear of Swiss Bank Corporation, Basler Bankverein, emerged in 1872. In 1854, six banking houses had signed an agreement to handle loans jointly. In 1856, the members of this syndicate of banks, known as a bankverein agreed to establish a major financial institution on a joint stock basis in the city of Basel. This they successfully achieved in 1872 with the establishment of Basler Bankverein as a fully fledged bank.

Basel's proximity to Germany helped to shape the origins of Basler Bankverein. Prussia's defeat of France in 1870–1871 and the subsequent unification of Germany into the German Empire sparked an economic and financial boom in Germany that also left its mark on Switzerland. Not only was the protocol for the formation of Basler Bankverein signed in Frankfurt, but a German bank provided the capital, in concert with the six Basel-based private banking houses. With seven of its 17 original directors domiciled outside Switzerland, Basler Bankverein, founded with a share capital totaling CHF 30 million, was from the outset an internationally oriented institution.

Like the Bank in Winterthur, Basler Bankverein also played a significant role in Switzerland's rapid industrialization. It supported Basel's development into the center of the Swiss chemicals industry and financed the expansion of the railway network, including the most ambitious construction project of its time. In 1882 the 15-km-long Gotthard Tunnel was completed, a CHF 227 million project that had been initiated by Alfred Escher, the founder of Schweizerische Kreditanstalt. This created an urgently needed rail connection through the Alps.

As well as Schweizerische Kreditanstalt, Basler Bankverein was also involved in the project, while the Bank in Winterthur was responsible for financing the locomotives that would run on the rails of this engineering masterpiece.

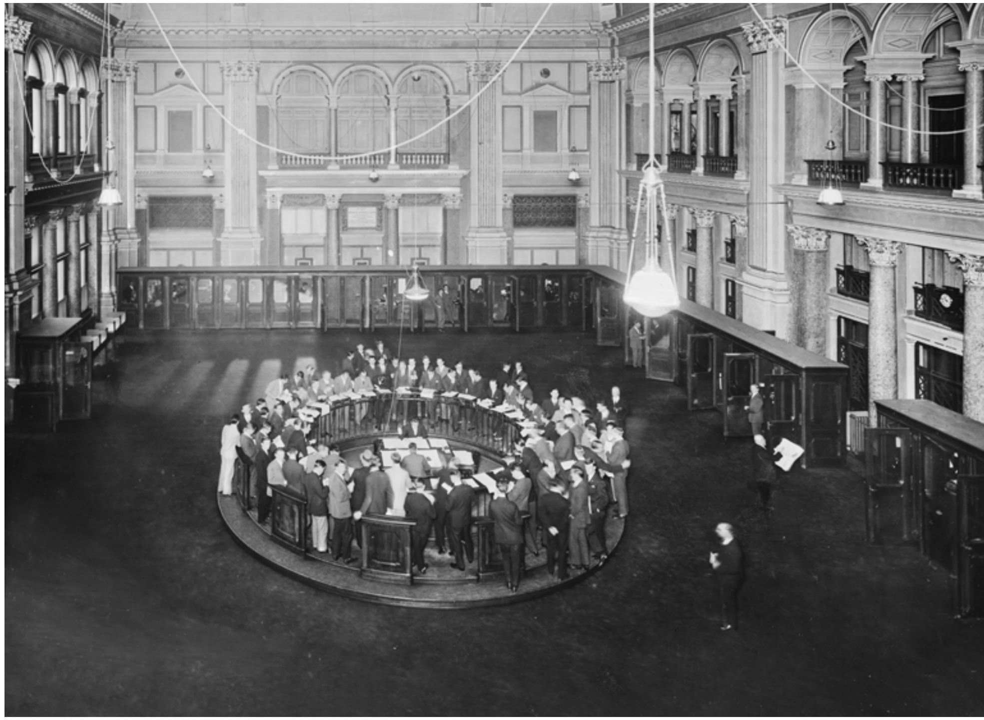
In the following decades, Basler Bankverein expanded and merged with Zürcher Bankverein (Zurich) and took over Schweizerische Unionbank (St. Gallen) and Basler Depositen-Bank almost at one fell swoop. The resulting institution changed its name and from 1897 operated as Swiss Bank Corporation.

Zurich and Basel

Within ten years of each other, Basler Bankverein and the Bank in Winterthur converged on Zurich. The former merged with Zürcher Bankverein and constructed a building on Paradeplatz, the square which has become synonymous with Zurich's banking sector. And, in 1906, the Bank in Winterthur acquired a building at Bahnhofstrasse 44, located directly opposite UBS's current headquarters, which provided easy access to Zurich's stock exchange. Founded in 1880, the exchange rose to become the most important in Switzerland during the first half of the 20th century.

At around the same time, in 1907, the Swiss National Bank, the country's central bank, commenced operations in Berne and Zurich after being established by a 1905 federal decree. This institution was, and remains so to this day, key to the future development of the Swiss economy in general and the country's financial sector in particular. The Swiss franc had been introduced as the legal tender in Switzerland in 1850, replacing 13 currencies that had 319 different coins. However, up until the founding of the Swiss National Bank, the issuing of Swiss francs in various designs had been carried out by dozens of commercial banks across the country, including the Toggenburger Bank. In 1907, this ad hoc system was replaced by a standardized Swiss National Bank-issued Swiss franc based on the gold standard.

Despite both forebears of UBS having established a presence in Zurich, their headquarters remained elsewhere. Swiss Bank Corporation, in fact, never moved its head office from its original location in Basel. Union Bank of Switzerland maintained two head offices, in



Zurich Stock Exchange, about 1910

> In 1912, the Bank in Winterthur and the Toggenburger Bank merged to form Union Bank of Switzerland.

Winterthur and St. Gallen, until 1945. The bank then moved its head office to Zurich, to the aptly named Münzhof (court of coins or court of mint). The head office was now located at Bahnhofstrasse 45, which it had opened in 1917 and which, with its dressed rusticated ashlar and ornate ironwork on the windows and doors, reflected a sense of solidity and imperturbability.

Union Bank of Switzerland, Münzhof, Bahnhofstrasse 45, Zurich, 1926 (above) and 1919 (left)

Into the 20th century

In 1912, Union Bank of Switzerland was formed, with an initial share capital of CHF 35 million. Even before their merger, both the Bank in Winterthur and the Toggenburger Bank had expanded their business reach within Switzerland. Various ventures of significance for the future of Switzerland had been financed, including in the expanding Swiss insurance sector.

In terms of geographical reach, however, Swiss Bank Corporation went further by becoming the first Swiss bank to establish a foothold in the City of London, already by then a global financial center. On 1 July 1898, Swiss Bankverein opened its doors for business in London at its new branch at 40 Threadneedle Street. This was only the firm’s fourth branch overall (after Basel, Zurich and St. Gallen) and is evidence of its early recognition of the need for an international presence. For decades to come, the London branch was at the center of all of the firm’s foreign business operations.

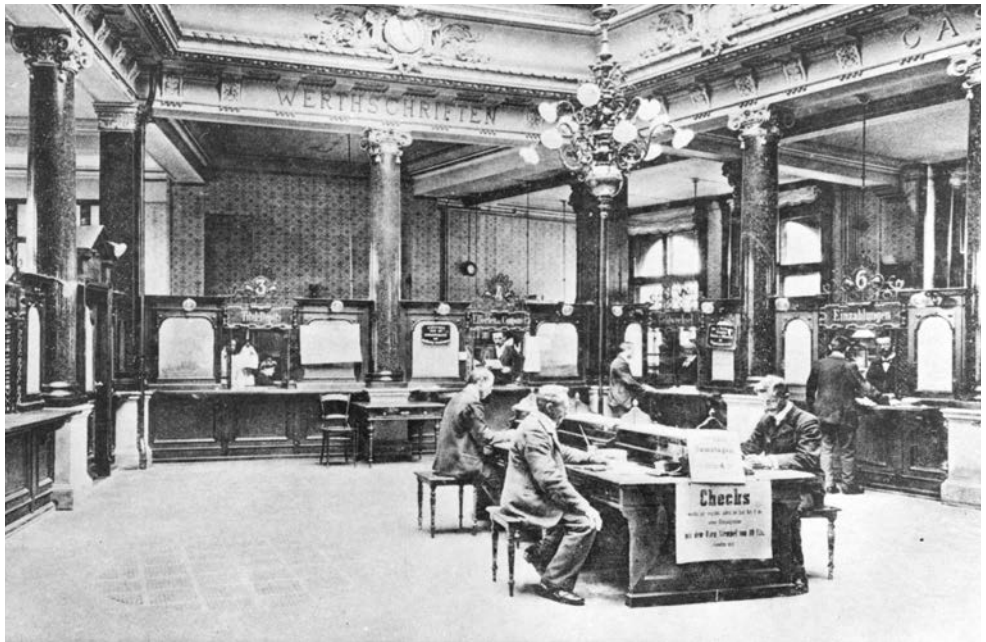
A presence in London was essential to play an active role in major global developments. London was undoubtedly the preeminent global financial center and, according to a contemporary estimate, its importance to the global economy was demonstrated by the fact that half of the City’s then 160 banks were not domestic institutions.

Initially concentrating on international commercial banking activities, including providing loans for the development of railways in East Asia, Swiss Bank Corporation in London soon expanded its activities with the acquisition of the Blake, Boissevain & Co. private banking house. This gave the firm access to an extensive securities business in Holland and the US, as well as better contacts in Switzerland and Germany. A second branch was set up in February 1912 in London’s West End, next to the Swiss Railways office in order to service the lucrative travel and tourist trade. After the upheavals of the First World War, Swiss Bank Corporation quickly managed to (re-)establish itself as one of the leading foreign banks in London. To give just one unmistakable example of the firm’s innovative and forward-looking spirit, it was in its new building on the corner of Gresham Street and Coleman Street that the first in-house telephone exchange in London was installed.

Back in 1912, Swiss Bank Corporation also gave evidence of its interest in looking beyond the shores of Europe and toward the country that was overtaking Britain as the leading economic power globally, the United States of America. Although it was not until the onset of World War II, in 1939, that the firm fully established itself in New York, by then the world's financial hub, in 1912 business connections to the US had already been established. However, the evidence for these relations linked the bank to one of the most tragic events in the history of tourism and travel. On a business mission to New York, the firm's chairman, and his successor, survived the tragedy that was to befall the ship they were traveling on, the Titanic.

Swiss Bank Corporation's foreign ventures notwithstanding, at the beginning of the 20th century not a single Swiss bank was ranked within the global top 50 banks. In 1900, the Swiss financial services industry as a whole was ranked seventh worldwide, behind London, Paris, Berlin, New York, Brussels and Amsterdam. But this was going to change significantly during subsequent decades. By the late 1940s, Switzerland's financial sector had forged ahead into third position, behind New York and London.

Banking hall of Swiss Bank Corporation in St. Gallen, about 1900



> At the beginning of the 20th century, not a single Swiss bank was ranked within the global top 50 banks.

Swiss Bank Corporation in London at 43 Lothbury, cashiers' counter, 1908

From the establishment of a bank for entrepreneurs to Switzerland's second largest financial entity

Alfred Escher was a businessman and politician from Zurich. Above all, however, he was a farsighted visionary of modern Switzerland. His key objective was modernizing the nation with the building of a railway network and connecting it to the rapidly expanding networks of Switzerland's neighbors. "There is a risk of being bypassed completely," said Escher in 1850, warning of Switzerland's economic isolation. On 5 July 1856, he founded Schweizerische Kreditanstalt, along with other politicians, businesspeople and Allgemeine Deutsche Kreditanstalt, with the purpose of financing the rail network and industrializing the country.

The firm soon invested in many other sectors of the economy, facilitating numerous start-ups in the process. Escher also played a crucial role in the founding and development of the Swiss Federal Institute of Technology (ETH Zurich), the Swiss Life Insurance and Pension Company (now Swiss Life), the Swiss Reinsurance Company (now Swiss Re), and the Swiss Northeastern Railway. Schweizerische Kreditanstalt was soon to develop into a commercial and industrial bank, expanding its activities in credit and deposit banking and in the electricity industry. In keeping with Zurich's future role as Switzerland's most important financial center, the firm also created architectural highlights. Its headquarters on Paradeplatz were built by the leading architect of the day, Jakob Friedrich Wanner, from 1873 to 1876, and represented a milestone in the history of Swiss banking architecture.

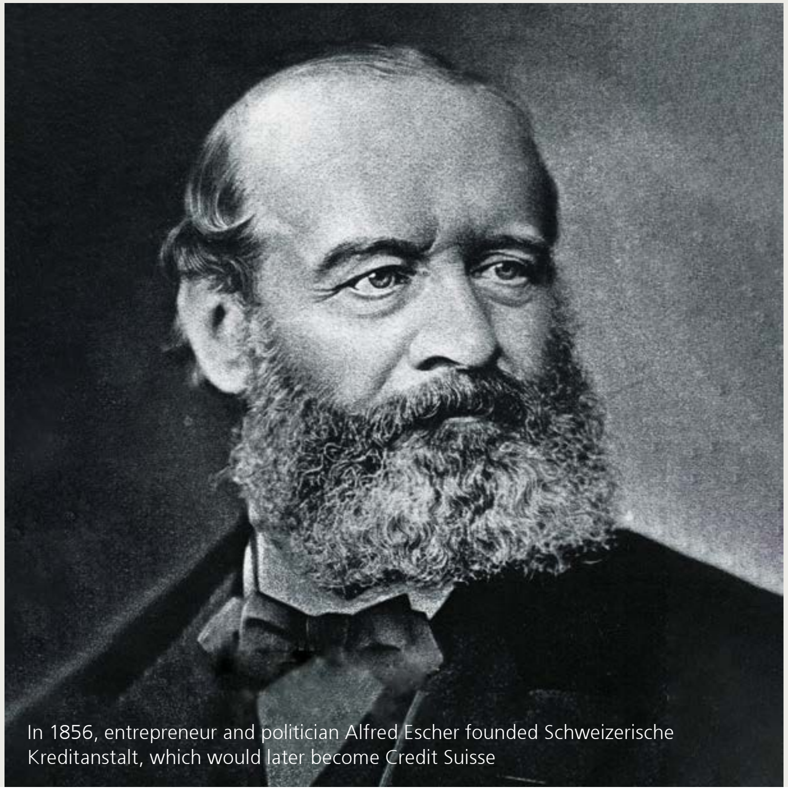
Cautious business development

A year before construction began on the headquarters, the Gotthard Railway Company began construction under Escher's direction on the eponymous railway and the Gotthard Tunnel. This mammoth engineering project, completed in 1882, soon constituted the most important transit route between southern and central Europe. The opening of the tunnel not only benefited industry, but also resulted in a significant boost for tourism.

After 50 years of operating regionally, nationally and internationally from its headquarters on Zurich's Paradeplatz, from 1905 Schweizerische Kreditanstalt extended its network of branches throughout Switzerland and also increased its appeal for small to medium-sized clients by opening deposit banks.

At the end of the Second World War and in the immediate postwar period, the firm found itself in a stable financial position and proved resistant to economic problems. A look at its figures show that in terms of capital, total assets and client deposits, it was one of the three largest banks in Switzerland, along with Swiss Bank Corporation

Credit Suisse's new headquarters on Zurich's Paradeplatz, inaugurated in 1876 and Union Bank of Switzerland. Its strong position was primarily due to commercial, industrial and private clients in Switzerland. Between 1946 and 1976, its total assets saw a twentyfold increase (from CHF 1,894 million to CHF 41,664 million). While Schweizerische Kreditanstalt often outperformed its competitors in terms of innovation (in 1951 it was the first major Swiss bank with a direct telex link to New York, in 1993 it was the first to offer telephone banking and in 1997 was the first to offer internet banking) its total a ssets nevertheless remained below that of its main competitors until 1976. This was due to its conservative corporate strategy, which meant the bank was slow to establish new business areas.



In 1856, entrepreneur and politician Alfred Escher founded Schweizerische Kreditanstalt, which would later become Credit Suisse

From scandal to a radical change in direction

In light of the economic recession of the 1970s, the bank's board of directors chose not to expand in Switzerland or abroad. By contrast, Swiss Bank Corporation and Union Bank of Switzerland profited from their more proactive growth policy. This was due, on the one hand, to recognizing the potential of finance internationalization after the transition to currency convertibility in 1958, expanding heavily outside Switzerland and, on the other, because they focused on new retail business in the domestic market, expanding their branch network and acquiring smaller banks.

A fundamental change in direction from this cautious business policy stemmed from the upcoming generational change in management, close cooperation with the American financial entity White Weld and the planned expansion of the retail business. A decisive break came due to what was known as the Chiasso affair, in which client funds from Italy were lost in speculative transactions.

Schweizerische Kreditanstalt opted for a more aggressive strategy to defend its market shares in this crisis: it focused its business model on retail investors and small savers, opening a large number of new bank branches and acquiring a financial entity that was active in the consumer credit sector.

At the same time, it expanded its business outside Switzerland with additional cooperations, holdings and subsidiaries. The US, in particular, gradually developed into its new home market, due to its majority holding in the Wall Street bank First Boston. Now, as one of the major Swiss banks and thanks to its lucrative investment banking business in the US, it was able to pull ahead of its European competitors.

A new, younger management generation expands the firm into a bancassurance group

As more and more younger members replaced the old guard on the management team, they steered the bank into a new direction during the 1980s, by positioning commission and services, foreign exchange and securities trading, as well as consulting and financing for companies as key areas from this point onward. Credit Suisse Holding, the affiliate founded in 1982, proved a catalyst for this realignment, enabling Schweizerische Kreditanstalt to become one the world's leading providers of financial services. The firm became more flexible, dynamic and profitable by restructuring strategic business areas, rationalizing processes and exploiting synergies in the retail sector.

In 1989, one year after investment banking activities were merged to form the globally active Credit Suisse First Boston Group in New York, the affiliate Credit Suisse Holding was converted into a new umbrella holding company. Credit Suisse Holding grew into a global bancassurance group in the following years, integrating life insurer Credit Suisse Life and the acquired financial institutions Bank Leu (1990), Schweizerische Volksbank and Neue Aargauer Bank (1993) and Winterthur-Versicherung (1997), alongside Schweizerische Kreditanstalt, Credit Suisse First Boston, IT systems provider Fides and Elektrowatt AG (the bank for the electrical industry and energy supply). The holding structure offered several advantages for everyday business: all customer needs, from banking to insurance services, were covered under one roof for mass market and niche business, while synergy effects, expanded expertise and acquired networks could be exploited.

Reorientation, anniversary and decline

The reorientation of the full-service bank also led to a reorganization in its international business. Schweizerische Kreditanstalt and the Credit Suisse First Boston Group founded the joint venture Credit Suisse Financial Products in London in 1990, which was to attain a leading position in swaps and derivatives within one year.

Meanwhile, as Credit Suisse, as CS Holding, acquired a controlling stake in Credit Suisse First Boston, it became the first non-US financial institution to control a major investment bank in the US banking sector. This move put Credit Suisse Holding ahead of its European competitors and also enabled it to reposition itself as an international banking group based in Switzerland. It refocused on the core business of financial services, divested all activities outside this business area, adopted a new organizational structure with four autonomous business units and, from 1997, it adopted a new name, the Credit Suisse Group. International expansion continued in the same year with acquisitions of leading investment banks in the UK and in Brazil.

In 2006, the year in which it celebrated its 150th anniversary, the Credit Suisse Group announced record results, and its share price reached an all-time high. When the financial crisis hit just two years later, the Credit Suisse Group overcame this exceptional situation without state support, by borrowing new liabilities, reducing its balance sheet, and convincing customers, shareholders and analysts with a solid corporate strategy.

In 2014, the Credit Suisse Group was fined USD 2.82 billion for contravening US laws. An external monitor was also employed until 2018 to oversee business operations. Frequent changes in the bank's management resulted from strategic decisions that were not fully supported by key stakeholders, in addition to bad business decisions and various scandals. Clients progressively lost confidence in the bank and withdrew money on an unprecedented scale from the autumn of 2022 to spring 2023, which increasingly jeopardized the bank's ability to conduct normal business operations.

1912–1945

The headquarters of Union Bank of Switzerland at Bahnhofstrasse 45, Zurich, 1946

Dramatic times – World War I, economic turmoil and World War II

By the start of the First World War in 1914, Union Bank of Switzerland, Swiss Bank Corporation and Schweizerische Kreditanstalt were already firmly established among Switzerland's leading banks. This was when the foundations for all UBS's current areas of business were laid. The same is true of the firm's asset management business, even though UBS's predecessors did not set up any business entities that explicitly dealt only with private banking until the 1990s.

Such services were offered almost from the beginning. The Toggenburger Bank, for example, provided a "specialist service for capitalists and wealth management." In the compliance parlance of the time, the bank counseled that this service (housed in a separate office with a separate entrance) "must only recommend solid capital investment and should earnestly desist from encouraging clients to venture above their means or to invest in dubious stocks, as this completely contravenes the principles and tradition of the bank." Consequently, investment advice and wealth management activities were undertaken, usually by individual managers looking after individual wealthy clients, although in relation to the overall business of UBS's predecessor banks those activities remained somewhat marginal.

Switzerland in the First World War

Swiss Bank Corporation London at 11C Regent Street, about 1912

The two World Wars and their aftereffects

Switzerland maintained its neutrality in both the First and Second World Wars, and, as a result, UBS's predecessors benefited from Switzerland's stability and its resulting attractiveness to customers. Even though the effects of the wars were also clearly felt in Switzerland, thanks to its neutrality its people were largely spared the enormous destruction and terrible loss of human life that its neighboring countries had to endure.

The destruction caused by the First World War and its aftermath affected certain Swiss companies and industries in particular. One example of them receiving assistance with rebuilding came in 1922, when Swiss Bank Corporation celebrated its 50th anniversary and marked the occasion by giving each of its employees a Swiss pocket watch. The gifts provided invaluable support to the Swiss watchmaking industry, which had seen a dramatic reduction in exports to the US. By the early 1920s, the number of Swiss Bank Corporation employees passed 2,000 for the first time, and stood at 1,000 at Union Bank of Switzerland, showing that the economic impact of the war upon the two banks had not been dramatic.

However, neither of the banks were spared from the repercussions of the First World War, in particular the political and economic instability in much of Europe. In the aftermath of the war, Germany, then as today Europe's pivotal economy, faced severe economic and financial challenges, which culminated in hyperinflation in 1923. Although a certain

1912 Foundation of the Swiss Bankers Association.

1917 Union Bank of Switzerland opens its new building at Bahnhofstrasse 45, Zurich, today UBS's head office.

1917 Union Bank of Switzerland sets up a pension fund for its employees.

1924 Dillon, Read & Co., New York, with historical roots dating back to 1832, launches the first post-World War I closed investment fund.

1934 Union Bank of Switzerland launches its quarterly staff magazine, SBG-Blätter.

1938 Swiss Bank Corporation co-establishes the first Swiss real estate fund (Swissimmobil Serie D).

1938 Union Bank of Switzerland establishes Intrag, Zurich, a company for the management of investment trusts.

1938 Intrag establishes AMCA, the first Swiss investment trust with flexible funds of investment monies.

1942 Jackson & Curtis and Paine, Webber & Co. merge to become Paine, Webber, Jackson & Curtis, headquartered in Boston.

1945 Union Bank of Switzerland moves its headquarters from Winterthur and St. Gallen to Zurich.

stability emerged in subsequent years, the brief period of the "Golden 1920s" was not to last: in 1929, the Great Depression caused a radical rupture in the economic and financial fortunes of most countries around the world.

The Great Depression

On 3 September 1929, the New York stock market index climbed to 381, a level it would not reach again for more than a quarter of a century. However, it was not immediately apparent that Wall Street was poised for the crash that followed in late October (with the Dow Jones reaching a low of 41 in July 1932). A comment in a booklet that commemorated Jackson & Curtis's 50th anniversary in late 1929 provides a whiff of the irrational optimism that pervaded this first stage of the downturn: "The financial condition of America is so strong, that the slump has not been marked by the dramatic events of 1893 and 1907. It has been little more than a sharp thunderstorm in the middle of a sunny day." In the light of the rapid deterioration of the US economy, it is unlikely that Jackson & Curtis's anniversary booklet – with its optimistic outlook quickly disproved – remained in circulation for long. As an example of the dramatic events of the early 1930s, Jackson & Curtis's future merger partner, Paine, Webber & Co., was drawn into the collapse of the Van Sweringen railroad empire and rail stock held as collateral for the 33 million US dollars owed to Paine, Webber & Co. had to be sold at a loss.

Swiss Bank Corporation London's evacuation premises, 1940

Black Friday, New York, October 1929

For Switzerland, the downward spiral of the international economy is best symbolized by the disastrous situation that befell the nation's iconic watchmaking industry. In the 1930s, that industry's exports dropped by two-thirds and around half of its 60,000 employees lost their jobs. The growth in employment levels at UBS's predecessors also went into reverse, with Union Bank of Switzerland cutting its staff levels by a quarter between 1931 and 1936.

The decade's political and economic upheavals, both symbolized and accelerated by such dramatic events as the collapse in 1931 of Austria's Credit-Anstalt, the largest bank in Central and Eastern Europe, also plunged Switzerland's financial sector into dangerous territory. In 1933, Switzerland was forced to rescue one of its Grossbanken, Schweizerische Volksbank, by taking on CHF100 million of the bank's cooperative capital, equivalent to just under a quarter of the Swiss government's total spending for that year. Other banks were less fortunate, with about 60 taken over or shut down between 1930 and 1939. In 1936, Switzerland was forced to devalue the Swiss franc (by 30%) for the first and, to date, only time.

Union Bank of Switzerland and Swiss Bank Corporation were not immune to these troubles. Union Bank's balance sheet total more than halved, from nearly CHF 1 billion in 1930 to CHF 441 million in 1935 (and only gradually recovered thereafter). An important factor in the deterioration of the situation pertained to what were referred to as "transfer impeded" assets, a euphemism for assets blocked abroad (mainly in Germany). The bank reduced these assets in the mid-1930s and was forced to adopt some stringent measures at the same time. Its reserves were cut by 50%, its share capital reduced from CHF 100 million in 1933 to CHF 40 million in 1936, the share dividend was cut and salaries were reduced. By 1938, however, salaries were on the rise again – as were staff numbers.

Swiss Bank Corporation also saw its balance sheet fall from its then highest level of CHF 1.6 billion in 1930 to a low of approximately CHF 1 billion in 1935. It wrote off CHF 32.5 million between 1930 and 1939, which, in 1935, led the bank to undertake a stringent examination of all then current loans. Commitments that proved not to be

Union Bank of Switzerland in Locarno, 1930

100% sound or that yielded an inadequate return were terminated wherever possible, or at least reduced. At the same time, Swiss Bank Corporation used the crisis as an opportunity to strengthen other areas of its business, for example paying more attention to “cultivating and extending its circle of private clients.” And the crisis yielded one enduring legacy, when the firm decided to commission a new logo in 1937: the bank settled on the three keys, then symbolizing trust, security and discretion, which still figure prominently in the UBS logo today.

Banking secrecy – Article 47 of the Banking Act

Arguably, Swiss Bank Corporation’s keys reflect another legacy of the 1930s, one of direct importance to the entire financial sector in Switzerland. When the Swiss authorities introduced the Federal Act on Banks and Savings Banks in 1934/35, the first national banking law, it was to include an article that provided rich material for many subsequent discussions – and countless depictions in literature and film. Article 47 of the new law officially referred to banking secrecy, an aspect of Swiss banking that had de facto existed in banks’ relationships with their clients for a long time. As one historian put it, banking secrecy had “become established as an unwritten code of confidentiality similar to the one offered by lawyers, doctors or priests.” Union Bank of Switzerland’s regulations, for example, had included a “confidentiality rule” for bank employees as far back as 1915.

In 1939, shortly before the outbreak of war, Swiss Bank Corporation opened an agency in New York. When the second global conflict in less than a generation broke out in September of that year, Switzerland declared its neutrality, as it had done in the First World War. In fact, anything but a declaration of neutrality would have astounded the world. Switzerland had, after all, long been traditionally neutral. Its neutrality was internationally recognized, first in the Acts of the Congress of Vienna and again in 1919, and had been in place longer than that of any other country. Officially neutral since 1815, Switzerland as a state had come to be identified with its status of neutrality both at home and abroad.

> The political and economic upheavals of the 1930s subjected Switzerland’s financial center to dangerous turbulence.

In the mid-1930s, Switzerland introduced the Federal Act on Banks and Savings Banks, the first national banking law.

The headquarters of the Basler Handelsbank in Basel, about 1900

Before 1939, Germany had long been a significant contributor to Switzerland's economy. It would, however, be wrong to argue that during the war Switzerland chose voluntarily to reorient its foreign trade toward Germany and away from Britain and France. After the surrender of France in 1940, and given Switzerland's position within a Europe dominated by Germany, a reorientation of the country's foreign trade was to be expected. The decline in Switzerland's trade with the West was dramatic, while trade with Germany increased massively. In addition to the economic aspect, Switzerland's neutrality and its position as an international financial center also enabled Germany to obtain significant financial services from its southern neighbor.

Decades after the end of the war, Switzerland's wartime relationship with Germany, and the terrible effects of the inhuman acts committed by the Nazi regime across Europe, became the subject of heated controversy, notably for Swiss banks. In the 1990s, class action suits were filed against banks regarding the issue of World War II-era dormant accounts. Between 1996 and 1999, Swiss banks submitted themselves to a major, independent investigation, unique in its scope, with a view to identifying potential Holocaust-related assets dating from before or during the Second World War. The conclusions drawn by the investigation were that there was no evidence of systematic destruction of records of victims' accounts or of organized discrimination against the victims of Nazi persecution. However, according to the investigation, there was confirmed evidence of questionable and deceitful actions by some of the banks in the handling of the accounts of victims. These developments reached their height at precisely the time that Union Bank of Switzerland and Swiss Bank Corporation were negotiating their merger. A settlement agreement was concluded in August 1998 in which Swiss banks agreed to pay USD 1.25 billion. The formal settlement agreement became definitive on 30 March 1999, and the banks paid the final installment in 2000. The subsequent processing of the claims and the monetary awards were entirely the responsibility of a New York judge and the Special Masters designated by him.

The historical roots of Asset Management

In 1895, George Phillips sought out Richard Drew to help him run a city brokerage. Then known as G.A. Phillips & Co., the firm's share portfolio included such grandly named (and long-forgotten) companies as Thunderbolt Patent Governor and Automotive Syndicate. It also had interests in West Australian gold mining companies. In 1905, the firm adopted the name Phillips & Drew with the arrival of Geoffrey Harvey Drew as a new partner. Until the late 1940s, the Drew family continued to hold a controlling position within the firm. By the late 1960s, the firm had earned this assessment from a contemporary observer: "Very professional, broadly meritocratic, and sustaining an ethos in which teamwork was preferred to stars, Phillips & Drew had at this stage in its history a unique reputation in the City."

By the 1980s, while no longer unique, Phillips & Drew's reputation was still conspicuous. In business terms, the firm held a leading share of the UK gilts and fixed-interest markets, it was the country's largest broker in convertible stocks and the largest asset manager among UK brokers. During the "Big Bang" deregulation of the UK's financial industry in the mid-1980s, Union Bank of Switzerland acquired Phillips & Drew. The Phillips & Drew name lived on in the bank's UK asset management business, which became known as Phillips & Drew Fund Management (or PDFM). This continued to operate relatively independently. Thanks to rapid growth in the late 1980s and early 1990s, the firm was a leader in the UK fund management industry.

Phillips & Drew in London, 1984

The merger of Union Bank of Switzerland and Swiss Bank Corporation bequeathed to the new bank three major asset management operations, which were subsequently combined in the single UBS Global Asset Management division in April 2002: Phillips & Drew and UBS Asset Management from the Union Bank of Switzerland side and Brinson Partners from the Swiss Bank Corporation side. The latter firm had been established in 1989 after a management buyout of First Chicago Investment Advisors, the asset management subsidiary that First National Bank of Chicago had set up in 1984. In 1994, when the firm accepted Swiss Bank Corporation's purchase offer, Brinson Partners had 10 managing partners and 250 employees. Its headquarters were in Chicago, with offices in London and Tokyo.

1945–1980

Swiss Bank Corporation’s building, Zurich Paradeplatz, 1960s

Reconstruction and economic boom

In the midst of war-torn Europe, Switzerland stood out due to its balanced state budget, high savings rate, stable Swiss franc and low inflation. This also benefited Swiss financial institutions, which were very solid due to strict capital adequacy regulations. In addition, the Swiss Federal Banking Act protected the financial privacy of bank customers.
This provided the Swiss banking system with an ideal starting point for building its reputation.

After the Second World War, the US and Western Europe experienced a unprecedented and uninterrupted economic boom that was to last until the first oil crisis in 1973. When post-war reconstruction began, most Europeans were pessimistic about the future in terms of both politics and economics. Relief about the end of the war was tinged with uncertainty about the emerging Cold War between the US and the Soviet Union. At the same time, it was difficult to imagine how Europe could pull itself out of the economic desolation caused by Nazi Germany's occupation of most of the continent.

In 1945, both Union Bank of Switzerland and Swiss Bank Corporation substantially strengthened their position by taking over two large but troubled competitors that had experienced severe liquidity problems as a result of their financial overcommitment to Germany in previous decades. Union Bank of Switzerland absorbed Eidgenössische Bank (EIBA, founded in 1863), bringing total assets to CHF 1.5 billion. And Swiss Bank Coporation's takeover of Basler Handelsbank (founded in 1862) increased its balance sheet to almost CHF 2 billion. Basler Handelsbank had played an important role in Europe's economic development, most specifically with regard to electrification. In 1896, together with Siemens & Halske AG, Berlin, the bank had established the Schweizerische Gesellschaft für elektrische Industrie (INDELEC) in Basel, which then financed hydroelectric power stations in Switzerland, Europe and Mexico and also drove the electrification of major towns, including Paris, St. Petersburg, Moscow, Riga, Lodz and Baku.

Both takeovers put Union Bank of Switzerland and Swiss Bank Corporation in good positions to benefit from the economic upswing of the 1950s. By the mid-1960s, both banks individually held over CHF 10 billion in total assets for the first time, while shareholder equity increased to more than CHF 1 billion by the end of the decade.

Strong room at Union Bank of Switzerland, early 1960s

Swiss Bank Corporation's global presence in the late 1960s

1945 Union Bank of Switzerland acquires Eidgenössische Bank, Swiss Bank Corporation takes over Basler Handelsbank.

1958 S.G. Warburg engineers the City of London's first hostile corporate takeover.

1958 Union Bank of Switzerland introduces its first Autoschalter, a drive-in bank counter.

1960 Paine, Webber, Jackson & Curtis develops what is known as the greenshoe option.

1963 S.G. Warburg plays a pioneering role in the launch of the Eurobond market.

1963 Paine, Webber, Jackson & Curtis moves its headquarters from Boston to New York.

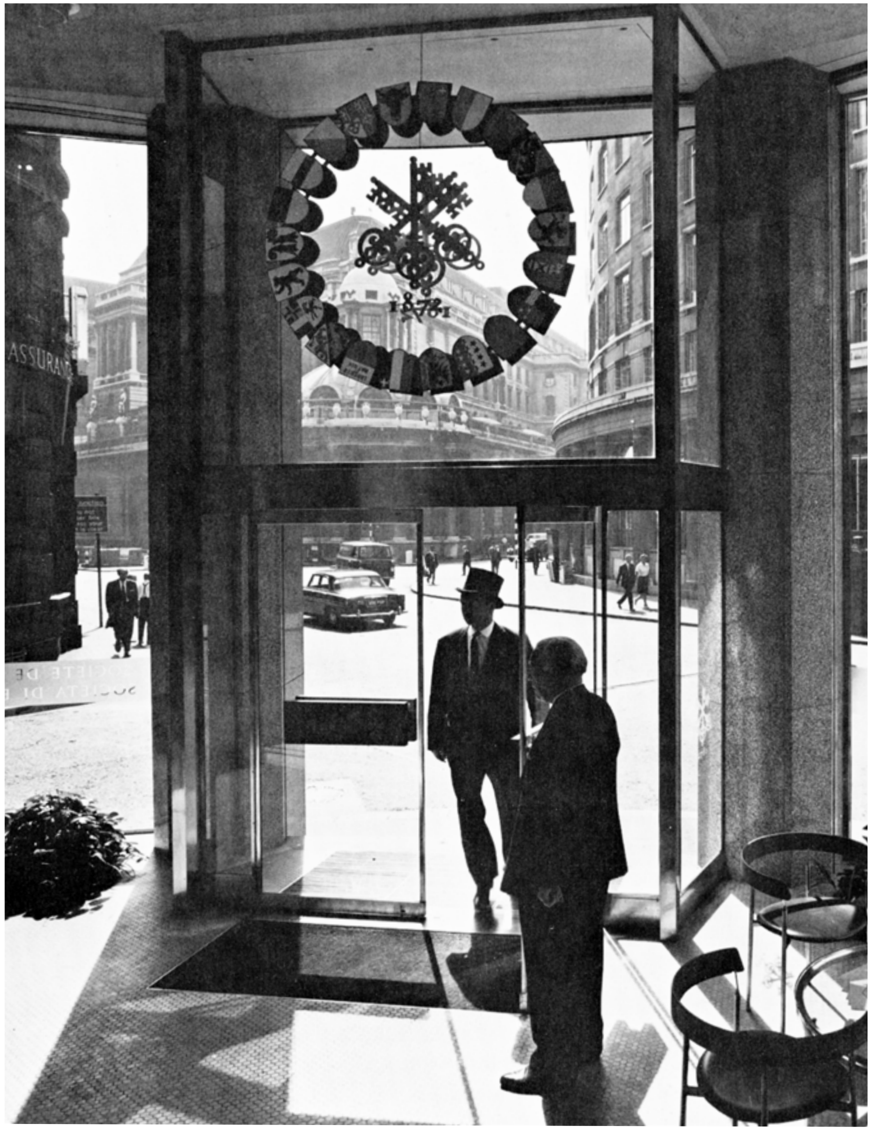
1965 Union Bank of Switzerland is among the few companies to advertise on Swiss television's first commercial break.

1967 Union Bank of Switzerland launches the first automated cash dispenser in Continental Europe.

1970 Union Bank of Switzerland opens Switzerland's first underground bank branch, in one of Zurich main station's underground shopping units.

1970 Swiss Bank Corporation is the first Swiss bank to open a full branch in Tokyo.

1972 Union Bank of Switzerland launches the first option bond in Switzerland.



Swiss Bank Corporation in London in the 1960s

Expansion in the 1960s

Prior to the 1960s, Union Bank of Switzerland normally ranked third among Switzerland's Grossbanken, with Swiss Bank Corporation first or second. This changed in 1967 when Interhandel (Internationale Industrie- und Handelsbeteiligungen AG, Basel), the former I.G. Chemie holding company founded in Basel in 1928, merged with Union Bank of Switzerland. While Union Bank of Switzerland had been in sole control of this holding company since 1961, the 1963 settlement between Interhandel and the US government on corporate interests originally held by I.G. Chemie in the US meant that Interhandel would receive USD 122 million (CHF 500 million) from the sale. When, in 1967, Union Bank of Switzerland merged with Interhandel, these resources went to the bank, making it the largest bank in Switzerland and one of the strongest banks in Europe in terms of capital. Growth at Union Bank of Switzerland and Swiss Bank Corporation continued thereafter, with a tenfold increase of total assets and shareholder equity between the late 1960s and the 1980s.

At this time, the business and geographical focus of both banks still remained overwhelmingly domestic, even though both had established footholds in other financial centers. In addition to two branches in London, Swiss Bank Corporation had added an agency in New York in 1939. And Union Bank of Switzerland had opened a representative office there in 1946.

In many ways, the 1960s proved to be a decisive period for both banks – with expansion and innovation at home and abroad. Important milestones included the June 1960 opening of Swiss Bank Corporation's new office building on Zurich's Paradeplatz, which replaced the bank's original turn-of-the-century building. And when, in the early 1970s, Union Bank of Switzerland acquired Bank Pozzy (founded in 1747 in the picturesque town of Poschiavo, Switzerland) it tapped into a history even older than its own.

In 1946, the major banks in Switzerland, including Swiss Bank Corporation, Union Bank of Switzerland and Schweizerische Kreditanstalt, still had relatively small branch networks compared with other Swiss banks and their market share was only 20% of the country's private client business. In less than 25 years, that expanded to 40%.

> By the early 1970s, Swiss Bank Corporation and Union Bank of Switzerland were represented on all continents, from Australia to East and Southeast Asia to South Africa and across the Americas.

Pursuing similar strategies for growth and greater market share, Union Bank of Switzerland and Swiss Bank Corporation acquired a number of smaller Swiss banks and opened new branches. Swiss Bank Corporation increased its total number of branches in Switzerland to 110 by the end of 1970, while Union Bank of Switzerland's tally reached 159, including Switzerland's first below-the-ground bank branch, established in October 1970, in the shopping complex underneath Zurich's main railway station.

By the early 1970s, Swiss Bank Corporation and Union Bank of Switzerland were represented on all continents, from Australia (Sydney and Melbourne) to East and Southeast Asia (Hong Kong, Tokyo, Singapore) to South Africa (Johannesburg) and across the Americas (Montreal, Chicago, San Francisco, Mexico, Caracas, Bogotá, Rio de Janeiro, São Paulo, Buenos Aires).

Expansion of the branch network led to a greater emphasis on the banking needs of the average Swiss citizen. At the beginning of the 1960s, Switzerland's Grossbanken were still essentially commercial banks that did not offer mortgages, savings and salary accounts.

Swiss Bank Corporation's offices in Tokyo, 1971

Top left: Autoschalter, a drive-in bank counter, at Union Bank of Switzerland, 1979

Top right: Release of Real Time Banking at Swiss Bank Corporation, 1979

Bottom: Union Bank of Switzerland branch, Zurich main station, 1975

Data processing technology was in its infancy. Although salary and depot statements were produced through data processing, they had to be sent out manually every quarter. By the end of the decade, however, both banks had taken to private and retail banking with enthusiasm.

The technological progress that was being made was unmistakable and directly relevant to our clients. One important example was the creation of a network of cash machines (ATMs), which began in November 1967 when the first ATM in continental Europe was installed, at Union Bank of Switzerland's headquarters in Zurich. In 1968, several Swiss banks set up a mutually compatible system of ATMs. In the same year, Union Bank of Switzerland offered the first savings accounts for use by the general public, and by 1970 current accounts and then bank cards had been introduced. More progress was made for banking clients in 1969 with the introduction of the Swiss cheque card, which permitted the holder to cash cheques up to CHF 300. The Zurich Gold Pool was also created around this time, a buying cartel formed by Union Bank of Switzerland, Swiss Bank Corporation and Credit Suisse, which laid the basis for Switzerland to emerge as the largest gold market in the world.

Increased and better service, more clients, and an expanded product range added to the workload. During the 1960s, employee numbers at both Swiss Bank Corporation and Union Bank of Switzerland increased notably. Between the end of 1962 and the end of 1972, Swiss Bank Corporation recruited nearly 4,000 new employees, bringing total headcount to almost 9,400. At Union Bank of Switzerland, the payroll grew from just under 4,000 employees in 1960 to just under 10,000 in 1970 (of which almost half were younger than 25). This development led the banks to introduce new working arrangements. In 1962, Union Bank of Switzerland introduced the uninterrupted workday and the 45-minute lunch break and established staff restaurants. To cater for the career development of a growing employee population, Union Bank of Switzerland established its own bank and management school in 1965 and, ten years later, turned the Wolfsberg estate on the Swiss shore of Lake Constance into its management training center.

Switzerland's first automated teller machine (ATM), 1967

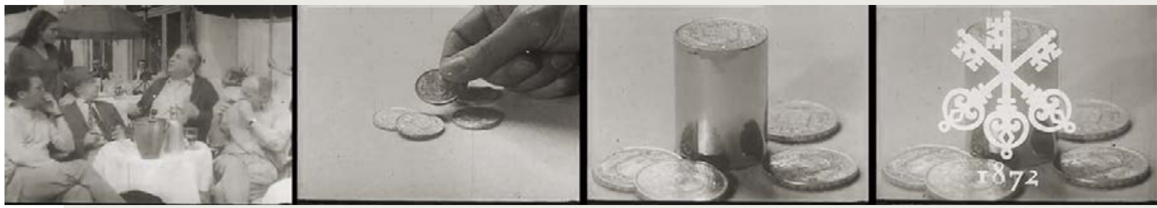
UBS's forebears in the US and the UK

During the same period, an important part of UBS's heritage made its presence felt in the City of London. Founded in 1946, merchant bank S.G. Warburg attracted the attention of its competitors when, in 1958, it engineered the City's first ever hostile corporate takeover. Only a few years later, in 1963, S.G. Warburg added a further firm imprint upon the history of the City when it played a pioneering role in the launch of the Eurobond market with the issuance of the first long-term international bonds (for Italy's Autostrade), denominated in US dollars, to be sold entirely out of Europe and not the US.

While S.G. Warburg established a name for itself as a significant merchant bank (and PaineWebber as an effective wealth manager – see "The historical roots of UBS's wealth management business in the US"), the O'Connor brothers, Edmund and William, became influential players on the Chicago Board of Trade. Eventually, from the late 1960s, the O'Connors played a pioneering role in the modern options market, both as driving forces behind the Chicago Board Options Exchange and, simultaneously, as founders of Chicago's first options clearing firm, First Options Corp., in 1973. Four years later, the O'Connor brothers decided to finance the establishment of O'Connor & Associates as a private partnership. They traded stock options on US exchanges explicitly using theoretical trading strategies (most notably Black–Scholes–Merton). In the early 1990s, the firm was acquired by Swiss Bank Corporation, an important milestone on the path toward today's Investment Bank.

Innovative advertising

Some marketing experts held that Union Bank of Switzerland should take a leading role in the introduction of television advertising. Others that the new medium would sit badly with the "standing and reputation of a major bank." It was 1964, Switzerland was preparing to broadcast its first television commercials, and the pros and cons were flying at Union Bank of Switzerland. In the event, the bank's marketing and communications experts carried the day. In their words, "It was critical for us to participate right from the outset, in order to show that once again we are ahead of the game." And so it was that Union Bank of Switzerland became one of the very first companies to project its brand on Swiss television. The country's first commercials went out at 7:25 p.m. on 1 February 1965. In the same year, Union Bank of Switzerland scored an extra coup, courtesy of James Bond. As the marketing and communications experts reported to the bank's Board of Directors in October: "Our department is not responsible for the fact that a scene in the new Goldfinger film takes place in the vault of UBS Geneva. However, it registers with delight the free advertising UBS received in an article in one of the latest copies of Time magazine."



In 1965, Union Bank of Switzerland was one of the first businesses to introduce itself to viewers via the new medium of television advertising

Investment Bank

"Warburgs have proved themselves to be the most successful Merchant Banking House to have been formed since the war. [Nevertheless] in our old-fashioned way we should not want to appear on a prospectus with them."[1]

Evelyn Baring's comment provides an excellent flavor both of the position S.G. Warburg (Warburgs) had established for itself in the City of London since its foundation in 1946, but equally of the perception more staid members of the City's financial community had of the "upstart" banking house. Certainly, by the early 1960s, Warburgs had succeeded in making a name for itself. That this development had largely derived from an approach deemed to be, at the least, unorthodox can be easily derived from Baring's sardonic reservation.

Siegmund Warburg, the founder of the merchant bank and one of its key figures, had arrived in London in 1934 after leaving Germany in response to increasing Nazi oppression. Warburg was a member of a family with deep historical roots in the German banking community: the family bank, M.M. Warburg, was established in Hamburg in 1798.

Upon his arrival in London, Siegmund Warburg became co-founder and joint managing director of New Trading Company (NTC). In January 1946, Warburg decided to put his business presence in London on a new footing by turning NTC into a proper merchant bank, S.G. Warburg & Co. Initially, business was sluggish, as the firm struggled with both the difficult post-war economic climate in the UK and the prejudices it encountered as a newcomer in Britain's financial and industrial business communities. From the mid-1950s, however, a sustained turnaround started to happen. With a number of important business transactions, which were to leave an imprint upon the history of the City, Warburgs moved to the forefront of Britain's merchant banking establishment. These undertakings demonstrated the willingness of the bank's management to ignore the traditional attitudes that still dominated the thinking of most of its competitors in the City.

[1] Evelyn Baring, 1961

Siegmund Warburg, 1972

Its involvement in late 1958 in a syndicate underwriting the public issue of USD 25 million of bonds as a flanking measure for a USD 25 million World Bank loan to Austria was immediately followed by Warburgs' most spectacular achievement yet, its success in the "Aluminium Wars." Today, few would associate the concept of war with what came to pass in the late 1950s. Then, however, the takeover of British Aluminium Company (BAC) by US company Reynolds Metals clearly created such a dramatic impression among both participants and observers. In its capacity as financial advisor to Reynolds Metals, Warburgs helped the firm to acquire BAC overcoming the opposition of a major consortium of City firms that favored BAC being taken over by the Aluminum Company of America (ALCOA). The battle was fierce and acrimonious, but in the end it breathed new life into the City with takeover bids of a similar kind as pioneered by Warburgs becoming common, and with the pioneering firm reaping much benefit from its success and the changes it helped to bring under way.

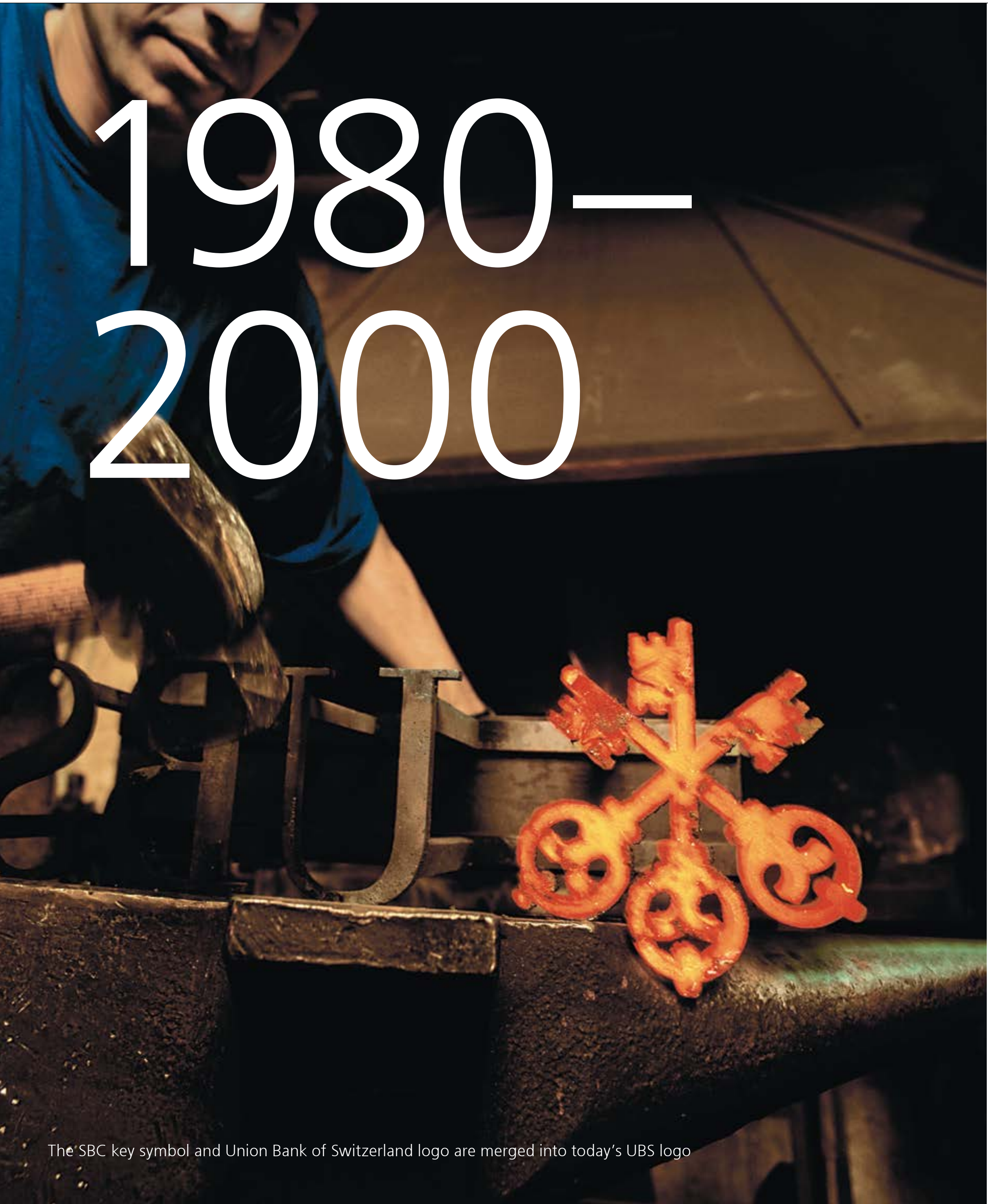
Further feats followed. And to top it all, given the wider historical implications, in 1963, Warburgs played a key role in the launch of the Eurobond market with the issuance of the first long-term international bonds (for Italy's Autostrade). Thereafter, Warburgs remained a key player in the managing of Eurobond offerings.

By the early 1960s, Warburgs had become one of the most respected banking houses in the City. However, Warburgs' most important contribution was not just the business it facilitated, but the mindset it cultivated. As early as the 1950s, Warburgs opposed the nepotistic recruitment practices seen in many other City firms. Instead, the merchant bank's leadership favored selection based on merit. Criteria for employment were, in Siegmund Warburg's own words, "independent thought, intelligence, accuracy, social skills (not social background) and, last but not least, courage and common sense." On the other hand, Warburg warned, "arrogance, self-promotion, sloppiness, bad writing style and bureaucratic behavior" would be counterproductive to both clients and employees.

In 1982, the year of Siegmund Warburg's death, the firm that he had founded was the most profitable merchant bank in the City. The firm's workforce had grown by nearly 270% to just under 800 in two decades. In the following five years, Warburgs achieved further growth largely through the acquisition of market-makers Ackroyd & Smithers, the top jobber at the time, Rowe & Pitman, one of the top three stockbrokers, and Mullens & Co., the government broker.

For a time, Warburgs proved to be one of the few successful British "products" of the "Big Bang." By 1994, with a workforce of 5,800, Warburgs was the UK's top underwriter for equity. It maintained the top position in M&A in the UK, the top position in European equities research and ranked among the top five in international equity underwriting. However, during the very same year, Warburgs' expenditure on salaries and related items rose massively, but returns did not keep up. Even worse than the financial woes created by the expensive expansion in the US was the effect of the 1994 collapse in international bond markets. On 2 May 1995, the day before the bank announced a profit warning for the previous financial year (ended on 31 Mach), an unforeseen piece of information was unveiled to the public when Warburgs disclosed that it was examining an offer from Swiss Bank Corporation for its investment banking business. One week later, on 10 May, Warburgs' last financial results were published. On the very same day, Swiss Bank Corporation's acquisition of the merchant bank for GBP 860 million was announced.

1980–2000



The SBC key symbol and Union Bank of Switzerland logo are merged into today's UBS logo

The making of UBS

In the mid-1980s, there were 581 banking institutions in Switzerland, with a total balance sheet of CHF 723 billion and around 100,000 employees. The domestic market was dominated by a few institutions, including Swiss Bank Corporation, Union Bank of Switzerland and Schweizerische Kreditanstalt. In terms of their balance sheets, these three banks had a combined market share of 50%. However, despite some international expansion in the 1960s, neither Swiss Bank Corporation nor Union Bank of Switzerland were well represented outside their home market.

The Swiss expansionary monetary policy of the 1980s induced banks to adopt aggressive lending policies, resulting in a massive expansion of mortgage loan volumes. This led to a real estate bubble that was ultimately punctured by the central bank in order to prevent a sudden and uncontrolled burst. Even so, Switzerland's financial sector started to come under pressure in the late 1980s, and the country entered a period of economic stagnation that lasted from 1990 to 1997. A lack of growth and a sharp rise in credit losses meant that banks were losing money in the Swiss corporate and consumer lending markets. These conditions, together with the deregulation of the Swiss banking industry after 1990, forced the banks to reconsider their strategy. As *The Economist* observed in January 1991, "A rude shock has hit Switzerland's bankers. They are being forced … to compete." Swiss Bank Corporation, for instance, had increased its total mortgage loan volume from CHF 9.5 billion at the end of 1980 to CHF 46.8 billion by the end of 1993. For the period from 1991 until 1996, total write-offs by Swiss banks were estimated to be CHF 42 billion, with 70% of that amount written off by the Grossbanken. In the 1996 financial year, both Swiss Bank Corporation and Union Bank of Switzerland suffered losses, CHF 348 million at Union Bank of Switzerland and CHF 457 million at Swiss Bank Corporation, largely due to the need to make special provisions.

Toward "making" UBS

Deregulation, combined with the crisis, had far-reaching effects, starting with an accelerated rate of consolidation in the financial services sector. With Credit Suisse's acquisition of Bank Leu in 1990 and Schweizerische Volksbank in 1993, the number of

PaineWebber, Avenue of the Americas, New York, 1985

UBS, Avenue of the Americas, New York

1986 Swiss Bank Corporation is one of the first banks in Europe to offer gold options.

1986 Union Bank of Switzerland opens its first electronic banking branch (in Zurich).

1988 Swiss Bank Corporation launches TicketCorner, the first such service offered by a bank in Europe.

1991 Swiss Bank Corporation acquires a majority holding in Australian firm DBSM to make it SBC Dominguez Barry, from 1994 SBC Australia.

1994 Union Bank of Switzerland launches the Kinebar, as the first bank globally.

1994 Swiss Bank Corporation launches KeyClub, the first such bonus program at a European bank.

1995 Swiss Bank Corporation acquires S.G. Warburg in London, a leading European investment bank.

1998 UBS AG, Zurich and Basel, is created through the merger of Union Bank of Switzerland and Swiss Bank Corporation.

1999 UBS is a founding member of the Wolfsberg Group.

1999 UBS is the first bank to obtain ISO 14001 certification for its worldwide environmental management system in banking business.

1999 UBS opens its new trading floor in Opfikon (Switzerland), the largest in Europe.

2000 UBS acquires US brokerage firm PaineWebber.

> In December 1997, Union Bank of Switzerland and Swiss Bank Corporation announced that they would join forces to create UBS, thus laying the foundations for a global and integrated financial services firm.


First electronic banking branch in Zurich, 1986

Grossbanken shrank from five to three. In view of their already substantial market share in Switzerland, the major banks had to look outside the country's borders for significant further growth. By the early 1990s, both Swiss Bank Corporation and Union Bank of Switzerland had reached similar conclusions: their future would lie beyond the borders of Switzerland, in the major financial markets of the world. They would have to look beyond their mainstays of Swiss retail, private, and commercial banking activities. From the late 1980s, therefore, both banks sought to grow abroad. They looked for a long-term competitive advantage by transforming themselves into top-tier global financial institutions with international cultures and multinational workforces.

By the mid-1990s, both Swiss Bank Corporation and Union Bank of Switzerland had made some progress toward their strategic goals. But going the extra mile would take nothing less than an epoch-defining merger. In December 1997, the two firms announced that they would join forces to create UBS, thus laying the foundations for a global and integrated financial services firm.

In 1996, leadership changes took place at both banks. It was within this new organizational context that the first merger discussions began in January 1997. By the third week of November, the key merger issues had been resolved. The agreement stated that the merged firm would, for the greater part, adopt Swiss Bank Corporation's organizational model and principles. The new structure would include a Corporate Center to support the business groups and reinforce the separation of business origination and risk control.

During the crucial days from 19 to 21 November 1997, the two sides resolved the remaining key points. They determined the new legal structure and the share exchange ratio. The business model was also revised. Decisions were made as to who would sit on the new group executive board, as well as drawing up the legal contracts for the merger transaction, and the preparation of a communications plan. On 5 December, the boards of both banks voted in favor of the transaction and the merger was announced as planned on 8 December 1997.

In the course of their negotiations, both Union Bank of Switzerland and Swiss Bank Corporation had faced challenges that influenced their opinions about the necessity for and timing of a merger. These constraints aside, the merger was a forward-looking and positive move. Its aims were to build top-tier positions for the new firm's core activities and to create substantial shareholder value. The new firm aspired to be among the global leaders in its four international business divisions (investment banking, institutional asset management, private banking and private equity), while in Switzerland it aimed to lead the Swiss consumer and corporate banking sectors.


Château Wolfsberg, home to the UBS Center for Education and Dialogue

The UBS merger

The completion date for the merger would depend on the necessary approvals from shareholders and government regulators. The shareholders gave their support at extraordinary general meetings, in Zurich for Union Bank of Switzerland and Basel for Swiss Bank Corporation. Support was overwhelming in both cases.

On 29 June 1998, the merger of Union Bank of Switzerland and Swiss Bank Corporation was legally completed and UBS AG was established. Implementing the merger, however, was a daunting task, given the number of staff affected, the wide range of businesses and the size of the balance sheets. Neither party had ever undertaken a merger of this magnitude. Fortunately, the new organization could draw on Swiss Bank Corporation' experience of integrating S.G. Warburg in 1995. That episode had underlined the critical importance of tight project management and rapid implementation, lessons that were subsequently applied in merger of Union Bank of Switzerland and Swiss Bank Corporation.

In the midst of these efforts, UBS was hit by the implosion of the large hedge fund, Long-Term Capital Management (LTCM), in which Union Bank of Switzerland had invested. On 23 September 1998, UBS declared a CHF 793 million pre-tax loss on its LTCM exposure. The bank also injected USD 300 million into the fund as part of a bailout coordinated by the US Federal Reserve. Several UBS senior managers assumed responsibility for this and resigned on 6 October. Far worse than its financial impact, the LTCM episode dealt a crushing blow to the fledgling firm's image and confidence.

Integration costs, as well as LTCM and other setbacks, resulted in a disappointing first year of business for the new firm, but performance improved from late 1999. Despite doubts over its private banking and asset management divisions, UBS had good reason to be upbeat about the future. By 2000, it was able to post a first set of strong financial results and, in May of that year, it also listed its global registered shares on the New York Stock Exchange. This was a first step toward acquiring the US broker PaineWebber, a move that was to transform the scope and scale of the firm's wealth management activities in America.

The historical roots of UBS's wealth management business in the US

Today, it comes as no surprise that UBS's global business presence draws heavily on its strong historical roots in the UK and the US. This is not only because of an early appreciation of the need to be present in the world's major financial centers but also because of the important antecedents of UBS in those very countries.

One of the most notable examples was the establishing of two firms of brokers in Boston in the last quarter of the 19th century. William A. Paine and Wallace G. Webber founded their brokerage firm (Paine, Webber & Co.) in 1880, in the same street that Charles C. Jackson and Laurence Curtis had set up their company (Jackson & Curtis) in 1879. These two prestigious companies merged in 1942, sowing the seeds for UBS's wealth management business in the US today.

During the first half of the 20th century, Paine, Webber & Co. was controlled by the Paine family. Reputed to be one of the richest men in New England, William A. Paine died in September 1929, one month before the disastrous Black Friday that signaled the start of the Wall Street crash. Both Jackson & Curtis and Paine, Webber & Co. survived the crash, but the continuing effects of the Great Depression probably provided an impetus toward their merger discussions in 1939. The merger that created Paine, Webber, Jackson & Curtis (PWJ&C) was eventually sealed on 29 June 1942.

Amidst the growing affluence of post-war America, PWJ&C's activities expanded rapidly. From 23 branch offices at the time of the 1942 merger, the firm grew to 30 offices in 1955 and to 45 offices ten years later. In 1963, PWJ&C's head office moved from Boston to New York. Subsequent changes, mergers and acquisitions furnished the firm with a presence in fixed-income instruments (F.S. Smithers & Co., 1973), a closed-end investment company (Abacus Fund, 1972) and an investment research and advisory function (Mitchell Hutchins, 1977).

With the Abacus acquisition, the firm went public and two years later decided to form PaineWebber Inc. as a holding company, with PWJ&C as the core subsidiary. By 1980, the firm's spread extended to 161 branch offices in 42 US states, with six offices in Europe and Asia. PaineWebber had established a presence throughout America and its popular advertising slogan "Thank You PaineWebber" made it well known beyond its substantial client base. PaineWebber continued to expand right up to its acquisition by UBS in late 2000. In 1995, it acquired the brokerage and investment banking firm Kidder, Peabody & Co. As late as April 2000, PaineWebber took over J.C. Bradford & Co., adding 900 brokers and USD 46 billion in client assets to PaineWebber's existing 7,600 brokers and USD 452 billion in client assets.

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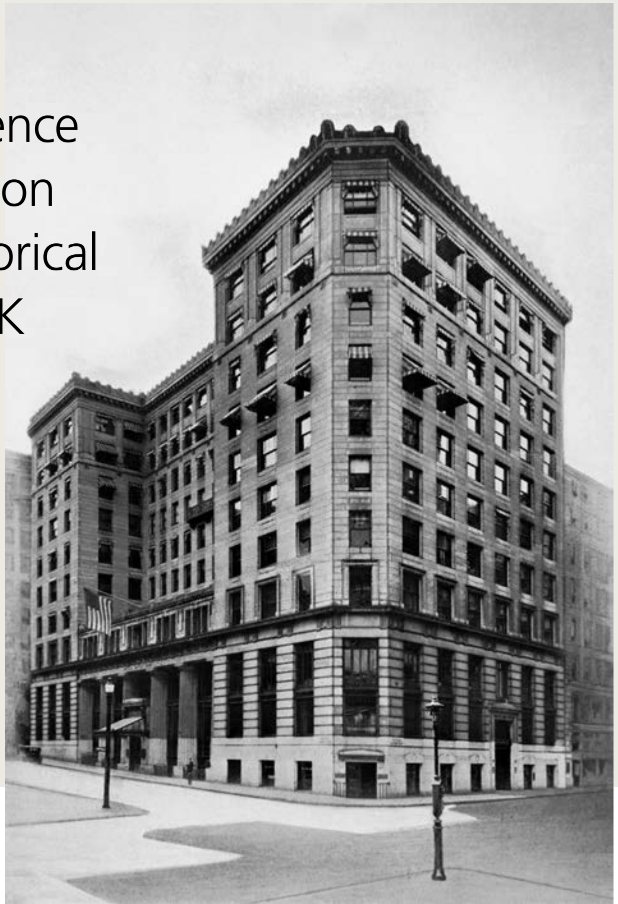

Paine, Webber & Co., Boston, about 1907

Coping with early crises

In the last quarter of the 19th century, many parts of the world and countries such as Switzerland experienced unprecedented widespread industrialization. However, the economic development of Europe and the US was, at regular intervals, badly shaken by various crises. The predecessors of today's UBS were not spared from these events. While, in 1872, the Bank in Winterthur was able to announce a total dividend of 11% to its shareholders, a major setback was only around the corner. On 9 May 1873, a severe international economic depression in Europe and the US was triggered and was to last beyond 1879. This crisis eventually forced the bank to create a "liquidation account" into which it moved half of its regular reserves in order to cover current and potential future losses. The account was increased to CHF 1.9 million by the end of 1879 and was eventually completely used up.

Branch office of Union Bank of Switzerland, about 1920

By 1883, the Bank in Winterthur had also completely used up its reserves of CHF 1.3 million and was faced with a debit balance of nearly CHF 2 million. In ten years, the bank's share price dropped from CHF 650 to CHF 350 in 1883 and it was not able to pay any dividends from 1884 to 1886. As a consequence, the bank's Board of Directors was almost completely revamped in 1884, leaving only three of the previous members on the Board, and none of those that had founded the bank in 1862. By 1895, the Bank in Winterthur had recovered, as had UBS's other main forebear, Basler Bankverein, which a few years earlier had been forced to acknowledge publicly that "our institution is in a precarious state." In the US, Paine, Webber & Co. was confronted with the financial crisis of 1883 and, ten years later, the Panic of 1893, which prompted Wallace G. Webber, co-founder of the partnership, to retire from it. However, when he tried to take capital out of the firm, "there was none to withdraw." Paine, Webber & Co. survived. William A. Paine later observed about the 1893 crisis, "We had spent thirteen years gaining people's confidence and developing resources for just such a struggle; and when it came victory was not so difficult for us as it was for many richer concerns."

2000–2023

UBS office campus at 9 Penang Road, Singapore, completely powered by renewable energy.

From PaineWebber to Credit Suisse – challenges and growth

UBS has made two quantum leaps forward in the first quarter of the 21st century: in 2000, the firm, which had until then remained essentially a Swiss business, acquired the US-based asset management company Paine-Webber, thereby marking a fundamental shift in its demographic and cultural balance. Then in spring 2023, UBS agreed to a transaction initiated by the federal government, the Swiss National Bank and the Swiss Financial Market Supervisory Authority (FINMA), and acquired the systemically important Credit Suisse Group, which had come under pressure due to a run on the bank.

With the acquisition of PaineWebber, UBS had established a very sizeable presence in the world's largest financial market. Subsequently, the firm added mainly smaller acquisitions and, through both these and organic growth, it rapidly expanded its presence in emerging markets. UBS's global ambitions were solidified through the introduction of the single UBS brand in 2003. By early 2007, UBS proudly reported 2006 as the best year in the firm's history. However, only a few months later, UBS was forced to acknowledge a severe reversal of fortunes. On 1 October, the firm had to announce that, mainly due to deteriorating conditions in the US sub-prime residential mortgage market, it would likely record an overall loss for third quarter following a write-down of positions in the Investment Bank. As a result of the global financial market crisis, between the third quarter of 2007 and the fourth quarter of 2009, UBS wrote down more than CHF 50 billion, mostly on structured financial products linked to the US residential real estate market.

UBS's crisis was heightened further when, at the same time, the US Department of Justice and later the US Securities and Exchange Commission informed the firm that they had opened investigations into its US cross-border business. This issue eventually led to the firm ceasing to provide cross-border services to private banking clients domiciled in the US through non-US regulated entities.

UBS was the first bank to offer philanthropy services on a global basis to clients who are seeking ways to invest their wealth actively for the greater good.

UBS Optimus Foundation, part of our philanthropy offering, focuses on working with grantees in education, health, environment and child protection.

2000 UBS is the first non-US bank listed on New York's Wall Street.

2003 China officially certifies UBS as a Qualified Foreign Institutional Investor (QFII), allowing it to participate in the country's securities market.

2009 After a major crisis that began in mid-2007, UBS returns to profitability in the fourth quarter.

2016 UBS opens the new and sustainably designed London headquarters, and the UBS Oncology Impact Fund closes, having raised a record-breaking 471 million US dollars for cancer research.

2018 After three years of renovation work, UBS celebrates the reopening of its global headquarters at Bahnhofstrasse 45, Zurich.

2020 The COVID-19 pandemic accelerates digital transformation and influences digital interactions with clients. More than 95% of staff are able to work at any given time on a remote basis.

2021 UBS defines its purpose: *Reimagining the power of investing. Connecting people for a better world*, and launches its Group Sustainability and Impact organization, which is responsible for driving the implementation of the Group-wide sustainability and impact strategy.

2023 UBS acquires the Credit Suisse Group, the second largest universal bank in Switzerland, in order to maintain stability in the financial markets.

In 2003, UBS is main sponsor of Alinghi, the first European yacht to win the America's Cup

Saving UBS

UBS responded to the financial crisis by raising capital, notably through a CHF 13 billion issuance of mandatory convertible notes (MCNs) in late 2007, and in June 2008 through a public rights offering of approximately CHF 15 billion. In the same year, the Swiss National Bank and UBS announced a comprehensive solution to materially de-risk and reduce UBS's balance sheet, a key element of which was the Swiss National Bank's undertaking to establish a fund to acquire securities held by UBS in an amount of up to USD 60 billion to relieve UBS's balance sheet. By spring 2009, StabFund, a special purpose vehicle established by the Swiss National Bank, had acquired such securities in the total amount of USD 39.6 billion. In addition, UBS received a capital injection of CHF 6 billion from the Swiss Confederation in the form of MCNs. In 2009, the Swiss Confederation successfully completed a placement of 332.2 million UBS shares from the conversion of its UBS MCNs. At the same time, the Confederation sold its future MCN coupon payments back to UBS for cash. In doing so, the Confederation recouped its initial investment of CHF 6 billion and additionally generated a return of approximately CHF 1.2 billion.

In corporate governance terms, a new Board of Directors, together with a new Group Executive Board, took on the challenge of restructuring UBS in 2009. The first sign of a successful turnaround appeared in the fourth quarter of 2009, when the firm returned to profitability and had reduced its balance sheet total and risks by some 50%, compared with the situation at the outbreak of the financial market crisis. UBS maintained its profitability during the course of 2010 and 2011, even though it experienced a further setback in September 2011, announcing that it had discovered unauthorized deals by a trader in the Investment Bank, resulting in a loss of USD 2.3 billion. Despite this, UBS continued to remain well positioned, as a result of its sound financial, capital and funding condition.

Focusing on three keys to success and digitalization

After that turbulent period, UBS accelerated the implementation of the new organizational structure. This saw a globally focused wealth management business and the universal bank in Switzerland at the center of the business model, supported by global asset management capabilities and a less complex and less capital-intensive investment bank. Accompanying this transformation step, the three keys to success program was launched to form the strategy, identity and culture of the firm, based on Pillars (what we are built on), Principles (what we stand for) and Behaviors (how we do it). With that in place, UBS concentrated on the growth of its industry-leading capital position and on reductions in fully applied risk-weighted assets and cost base. Only two years after announcing the new strategy, at the end of 2013, the ambitious capital targets were exceeded and key measures of financial strength had more than doubled.

In regional terms, UBS saw strong organic growth in the Asia-Pacific region, focusing on the leading financial centers, Hong Kong and Singapore, building a targeted presence in key onshore markets, such as Japan and Taiwan, and further strengthening its local presence in China. One year before celebrations began to mark 50 years of doing business in Asia Pacific, UBS (China) Limited opened officially in Beijing in 2013 to capitalize on long-term growth opportunities. And UBS continued to take root in China throughout the following years, with a new branch in Shanghai, a new strategic delivery location in Wuxi and UBS University in Shanghai all opening in 2016, supplementing existing campuses in the US, Europe and India.

In the aftermath of the financial crisis, regulatory pressure on the financial services industry remained a major driver of change for the industry. To keep up with the change, UBS continued to amend its legal structure to become simpler, more transparent and more resilient, also by improving the firm's resolvability in response to the too-big-to-fail requirements. With the strategic transformation complete, UBS was now able to concentrate all of its efforts on unlocking the firm's full potential and enhancing its effectiveness and efficiency. That proactive shaping of the firm happened alongside the increasing digitalization. For its clients in the Swiss domestic market, UBS has developed e-banking solutions going far beyond online transactions. For example, its purely digital UBS key4 product is aimed at meeting the growing needs of an increasingly digitally savvy clientele. UBS has steadily expanded its ecosystem and range of products for private and corporate clients by entering into new strategic partnerships in fintech, the home and living sector, and the marketplace for businesses and universities.


5 Broadgate, UBS's London headquarters, opened in 2016

Driving social change and sustainable growth in all areas

As a global bank with business relationships with individuals and companies, UBS is naturally also part of communities that are having to deal with issues of societal relevance. That's why in 2014 UBS created its first sustainability organization to coordinate all its activities in relation to sustainable investment and philanthropy, its management of environmental and human rights matters and its community engagement. In 2014, when the concept of impact investing was very new, we demonstrated our commitment to creating sustainable value when, in an industry first, we launched a fund that linked a fund manager's performance fee not only with financial targets, but also with certain measurable social impact thresholds. In the years that followed the launch of this particular fund, more funds were raised to serve low-income populations in the developing world through microcredit, small and medium-sized enterprise loans, housing, agriculture, and education loans.

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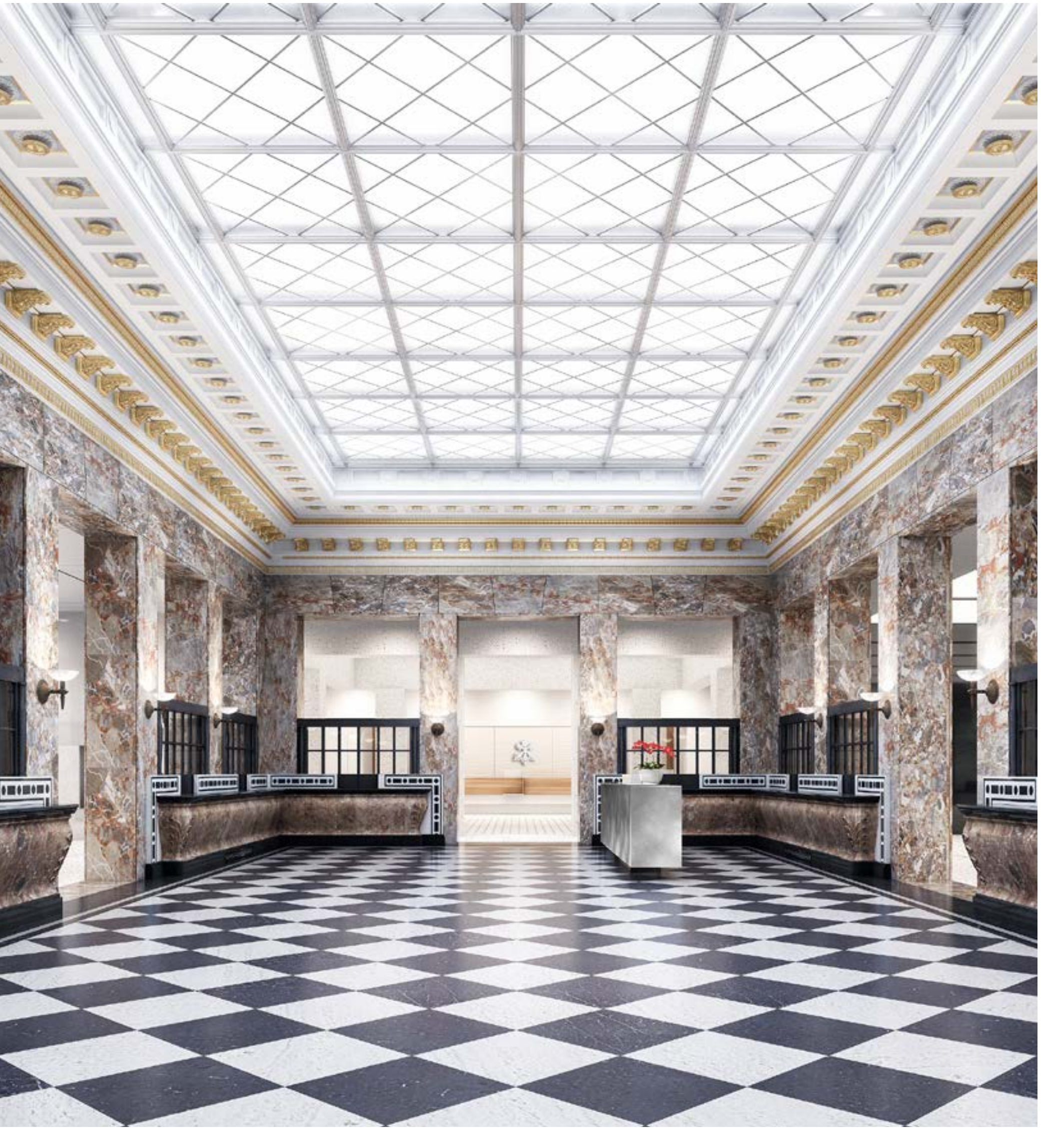
UBS head office, Bahnhofstrasse 45, Zurich, after the renovation in 2018

to be the financial provider of choice for clients who wish to mobilize capital toward the achievement of the 17 United Nations Sustainable Development Goals and the orderly transition to a low-carbon economy, in 2020, UBS also became the first major global financial institution to make sustainable investments the preferred solution for private clients investing globally. With the setting up of the Group Sustainability and Impact organization in 2021, UBS reinforced its commitment to sustainability, focusing on the planet, people and partnerships. As part of this, our Community Impact program acts as a powerful vehicle to address issues associated with wealth inequality by generating social impact and to mobilize employees. For example, we work with our local communities to understand the social issues they are facing, we develop long-term partnerships with our communities to help address those issues, we focus on education and skills to catalyze sustainable change in people's lives, and we enable our employees to help deliver this change through volunteering.

In 2016, UBS opened its new, sustainably designed UK headquarters at 5 Broadgate in London. It was the firm's first sustainable and climate-neutral office building and others followed, including the over-100-year-old global head office and branch at Bahnhofstrasse 45 in Zurich, which reopened in 2018 after being completely renovated, and the ultra-modern office complex at 9 Penang Road in Singapore, which opened in 2019.

Milestones, partnerships and a few challenges

In 2019, the UBS mascot Topsy, a red toy fox, celebrated 30 years in the domestic Swiss market. He and his friends, Sophie Squirrel, Barry Badger and Willie Woodpecker, help children with handling money. Our younger customers are happy when they meet these characters in person at events such as the UBS Kids Cup. However, 2019 was not all about celebrations. The court of first instance in Paris imposed fines on UBS in connection with a legal dispute about cross-border business activity with clients based in France between 2004 and 2012. When UBS appealed against this judgment, in December 2021 the French appeal court acquitted UBS (France) S.A. of the charge of aiding and abetting the money laundering of the proceeds of tax evasion, but found the firm guilty of aiding and abetting unlawful client solicitation. In November 2023, France's supreme court upheld

Empty offices during the COVID-19 pandemic, 2020

the firm's position with regard to important aspects of the legal dispute and set aside the fine. The case was sent back to the appeals court in Paris for further review.

In 2019, UBS established a strategic wealth management partnership with Sumitomo Mitsui Trust Holdings in Japan, creating the first one-stop shop for all of the needs of high net worth and ultra high net worth individuals in Japan. Only a year later, UBS entered a strategic partnership with Banco do Brasil. This jointly owned entity provides investment banking services in Latin America and institutional securities brokerage in Brazil. While these strategic partnerships created new encouraging opportunities, 2020 also highlighted new risks of a globalized world. The impact of the COVID-19 pandemic on the world economy was severe and brought increased hardship to communities all over the world. As a global financial institution, UBS committed resources and support to various aid projects. From a business side in this very challenging year, UBS remained close to its clients, helping them navigate uncertainty and offering them, above all, stability and dependability, as well as its well-known tailored advice and solutions. The firm also demonstrated how years of sustainable thinking and acting delivered value for all stakeholders, by allowing strengthened support for business owners during the crisis. Technology investments that long preceded the virus outbreak allowed the firm's employees to transition from the workplace to home office. As the pandemic rolled on, it became clear that economies must better prepare for global systemic risks, including climate change.

On 19 March 2023, UBS announced its plans to acquire the Credit Suisse Group. This historic merger further strengthens UBS's global position as a leading global wealth manager based in Switzerland and Switzerland's largest universal bank.

UBS formally completed the acquisition within less than three months of the announcement. This meant that Credit Suisse Group AG joined UBS Group AG and since then the combined firm has been operating as a consolidated Group. As early as 11 August 2023, just five months after the acquisition, UBS announced that it had voluntarily terminated the CHF 9 billion Loss Protection Agreement with the Swiss government and the Public Liquidity Backstop agreed with the Swiss National Bank for a maximum of CHF 100 billion. The Swiss Confederation did not have to cover any losses resulting from the merger of the two major banks.

In November 2023, UBS signed a memorandum of understanding with the Industrial and Commercial Bank of China Limited. This statement of intent is about exploring strategic partnerships in the fields of Asset Management, Wealth Management, Investment and Corporate Banking on the Chinese mainland and in cross-border and foreign markets.

Creating sustainable value

On 12 June 2023, UBS officially acquired Credit Suisse Group AG, less than three months after talks between the Federal Department of Finance, FINMA and the Swiss National Bank about a merger of the two banks began. The transaction marks the start of an exciting and challenging new chapter in the history of UBS, which, together with Credit Suisse, now encompasses over 520 financial institutions worldwide.

Since the acquisition, the integration of Credit Suisse has proceeded rapidly. The complete integration builds on the strengths that make UBS the leading bank in Switzerland. Through the merger of the two firms, UBS's clients benefit from an extended product range, a more comprehensive asset platform and unmatched global expertise. The Credit Suisse brand and business activities will continue until its clients are migrated into UBS systems, a process which is expected to be completed in 2025.

The combined firm will bring together the best of both UBS and Credit Suisse. Our aim is to build an even better UBS, with a strong and unified culture at the heart of its success. Starting from the solid foundations of our three keys to success, together we will establish a culture from which we can all benefit: our clients, colleagues, shareholders and communities.

Headquarters of UBS at Bahnhofstrasse 45, Zurich

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