



# Fourth quarter 2015 results



February 2, 2016

# Cautionary statement regarding forward-looking statements

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This presentation contains statements that constitute “forward-looking statements,” including but not limited to management’s outlook for UBS’s financial performance and statements relating to the anticipated effect of transactions and strategic initiatives on UBS’s business and future development. While these forward-looking statements represent UBS’s judgments and expectations concerning the matters described, a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from UBS’s expectations. These factors include, but are not limited to: (i) the degree to which UBS is successful in executing its announced strategic plans, including its cost reduction and efficiency initiatives and its planned further reduction in its Basel III risk-weighted assets (RWA) and leverage ratio denominator (LRD), and the degree to which UBS is successful in implementing changes to its business to meet changing market, regulatory and other conditions; (ii) developments in the markets in which UBS operates or to which it is exposed, including movements in securities prices or liquidity, credit spreads, currency exchange rates and interest rates and the effect of economic conditions and market developments on the financial position or creditworthiness of UBS’s clients and counterparties; (iii) changes in the availability of capital and funding, including any changes in UBS’s credit spreads and ratings, as well as availability and cost of funding to meet requirements for bail-in debt or loss-absorbing capital; (iv) changes in or the implementation of financial legislation and regulation in Switzerland, the US, the UK and other financial centers that may impose, or result in, more stringent capital (including leverage ratio), liquidity and funding requirements, incremental tax requirements, additional levies, limitations on permitted activities, constraints on remuneration or other measures; (v) uncertainty as to when and to what degree the Swiss Financial Market Supervisory Authority (FINMA) will approve reductions to the incremental RWA resulting from the supplemental operational risk capital analysis mutually agreed to by UBS and FINMA, or will approve a limited reduction of capital requirements due to measures to reduce resolvability risk; (vi) the degree to which UBS is successful in implementing changes to its legal structure to improve its resolvability and meet related regulatory requirements, including changes in legal structure and reporting required to implement US enhanced prudential standards, implementing a service company model, the transfer of the Asset Management business to a holding company and the potential need to make further changes to the legal structure or booking model of UBS Group in response to legal and regulatory requirements relating to capital requirements, resolvability requirements and proposals in Switzerland and other countries for mandatory structural reform of banks, and the extent to which such changes have the intended effects; (vii) changes in UBS’s competitive position, including whether differences in regulatory capital and other requirements among the major financial centers will adversely affect UBS’s ability to compete in certain lines of business; (viii) changes in the standards of conduct applicable to our businesses that may result from new regulation or new enforcement of existing standards, including measures to impose new or enhanced duties when interacting with customers or in the execution and handling of customer transactions; (ix) the liability to which UBS may be exposed, or possible constraints or sanctions that regulatory authorities might impose on UBS, due to litigation, contractual claims and regulatory investigations, including the potential for disqualification from certain businesses or loss of licenses or privileges as a result of regulatory or other governmental sanctions; (x) the effects on UBS’s cross-border banking business of tax or regulatory developments and of possible changes in UBS’s policies and practices relating to this business; (xi) UBS’s ability to retain and attract the employees necessary to generate revenues and to manage, support and control its businesses, which may be affected by competitive factors including differences in compensation practices; (xii) changes in accounting or tax standards or policies, and determinations or interpretations affecting the recognition of gain or loss, the valuation of goodwill, the recognition of deferred tax assets and other matters; (xiii) limitations on the effectiveness of UBS’s internal processes for risk management, risk control, measurement and modeling, and of financial models generally; (xiv) whether UBS will be successful in keeping pace with competitors in updating its technology, particularly in trading businesses; (xv) the occurrence of operational failures, such as fraud, misconduct, unauthorized trading and systems failures; (xvi) restrictions to the ability of subsidiaries of the Group to make loans or distributions of any kind, directly or indirectly, to UBS Group AG; (xvii) the effect that these or other factors or unanticipated events may have on our reputation and the additional consequences that this may have on our business and performance; and (xviii) the degree to which changes in regulation, capital or legal structure, financial results or other factors may affect UBS’s ability to maintain its stated capital return objective. 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# 2015 – Strong results and execution

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Net profit attributable to UBS Group AG shareholders up 79% YoY to CHF 6.2 billion

## **Strong financial performance**

- Adjusted profit before tax more than doubled YoY to CHF 5.6 billion
- Adjusted return on tangible equity 13.7%, above FY15 target of around 10%
- FY15 diluted earnings per share CHF 1.64

## **Continued successful execution**

- Strong business division performance and continued reduction of our risk profile
- Pro-active management of regulatory change, including the creation of UBS Switzerland AG
- Achieved Corporate Center net cost reduction of CHF 1.1 billion based on December 2015 run-rate vs. FY13

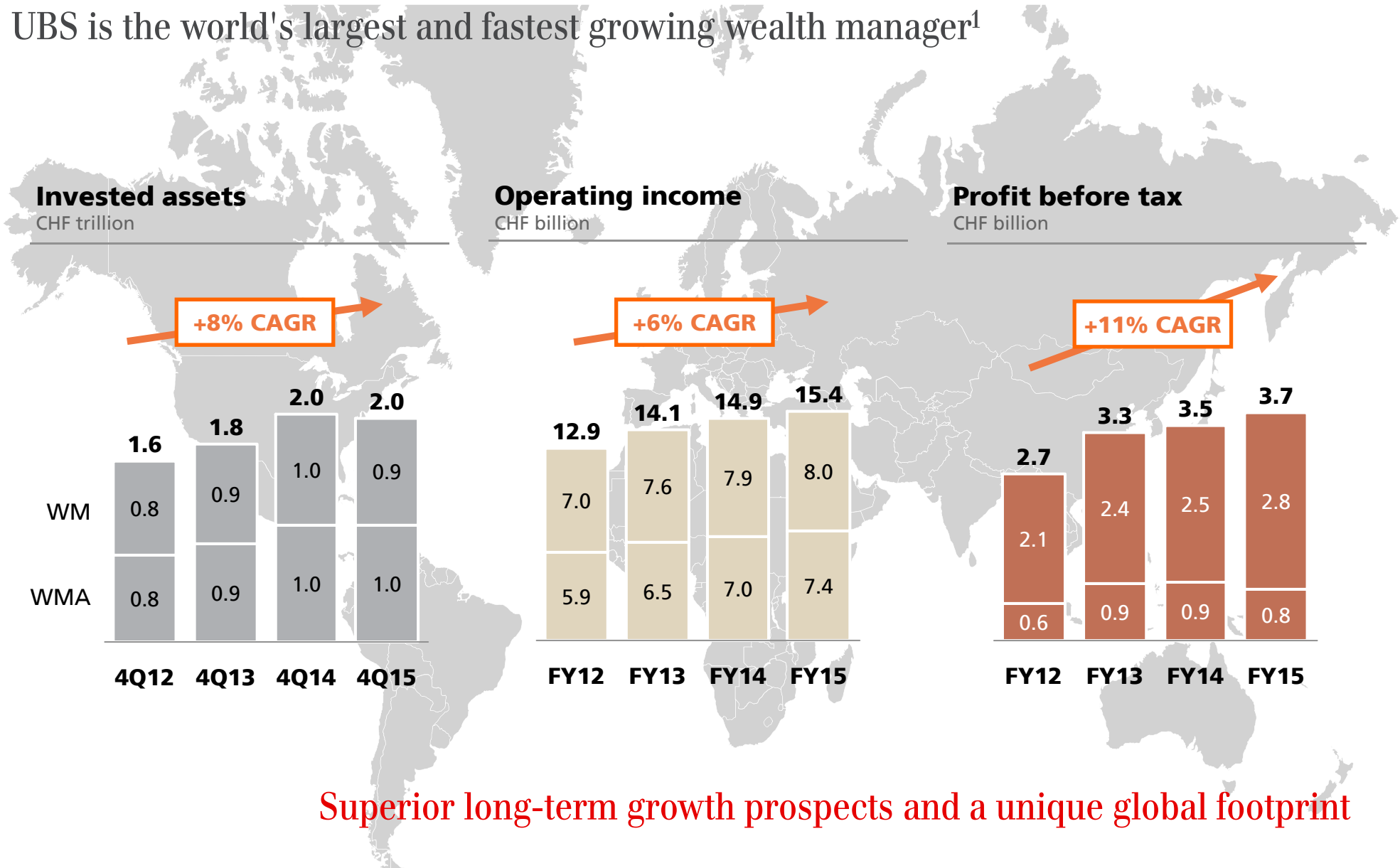
## **Strong results and capital position support increased capital returns**

- Strong capital position: 14.5% Basel III CET1 capital ratio and 5.3% Swiss SRB leverage ratio
- Dividend per share to be proposed for the financial year 2015: CHF 0.60 ordinary and CHF 0.25 special

**We continue executing our strategy to deliver long-term sustainable profit growth**

# The world's leading wealth management franchise

UBS is the world's largest and fastest growing wealth manager<sup>1</sup>



Superior long-term growth prospects and a unique global footprint



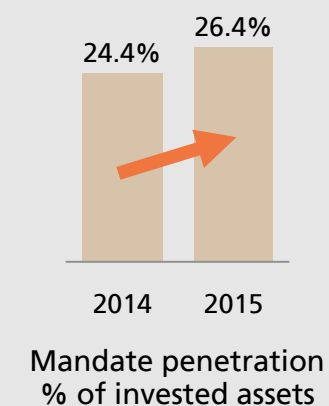
Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
 1 Scorpio Partnership Global Private Banking Benchmark 2015, on reporting base currency basis for institutions with AuM >USD 500 billion

# 2015 – Strong progress in all our businesses

Improved performance in challenging market conditions

## Wealth Management

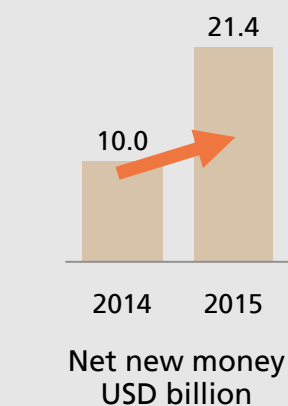
Continued progress in book transformation with mandate penetration up 200 bps



- Optimized resource utilization and continued high-quality inflows

## Wealth Management Americas

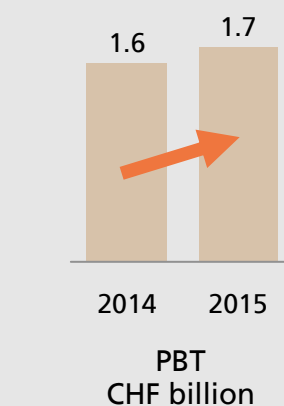
Strong operating performance and improvement in NNM



- Continued prudent growth in lending book and record net interest income

## Personal & Corporate Banking

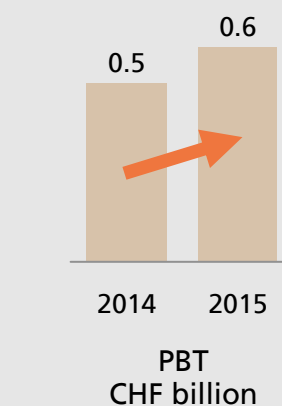
Best PBT since 2010 despite significant interest rate headwinds and FX movements



- Record FY client acquisition (net new account openings)

## Asset Management

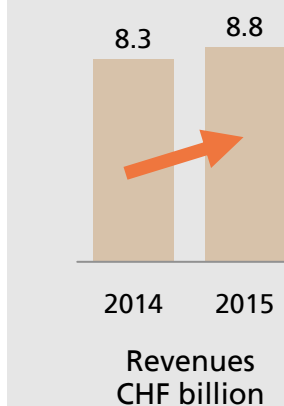
PBT up 20%, improved efficiency with progress on strategic initiatives



- Restructuring global distribution organization and streamlining business portfolio

## Investment Bank

Strong operating performance in volatile markets; leading position in core businesses



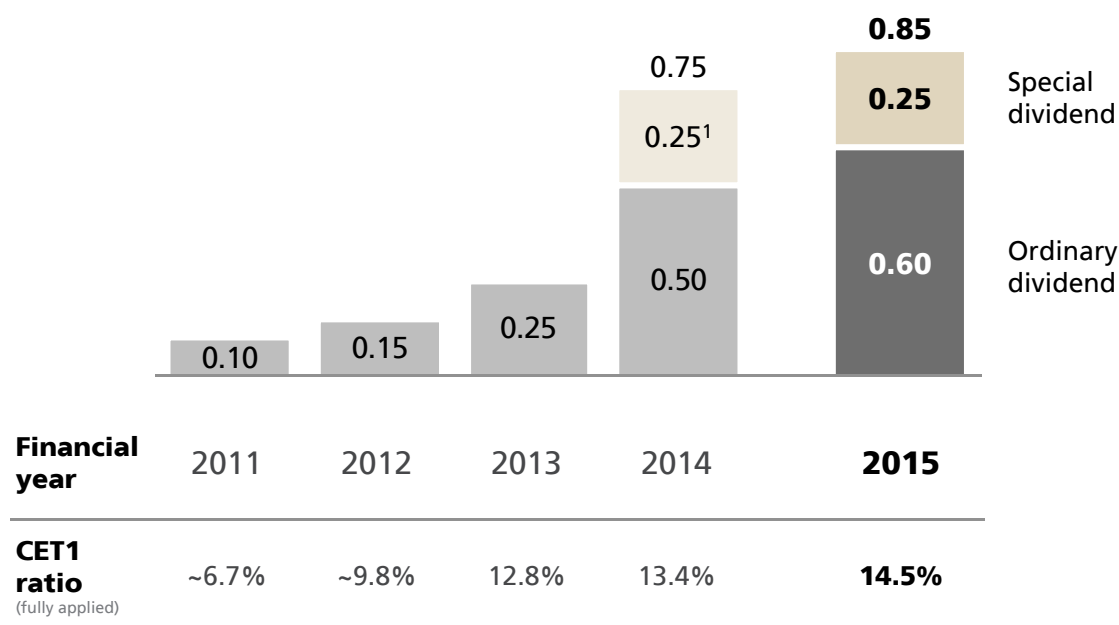
- Named 2015 Bank of the Year by *International Financing Review*

# Delivering attractive capital returns to our shareholders

Dividend per share to be proposed for FY15: CHF 0.60 ordinary and CHF 0.25 special dividend

## Total capital return per share

CHF per share



- Ordinary dividend reflects strong financial performance, special dividend reflects substantial 2015 deferred tax assets write-up
- We expect that dividends will be paid out of capital contribution reserves for the foreseeable future<sup>2</sup>
- Expected key dates for the dividend for FY15:
  - Annual General Meeting: 10 May 2016
  - Ex-dividend date: 12 May 2016
  - Record date: 13 May 2016
  - Payment date: 17 May 2016

**We are committed to a total pay-out ratio of at least 50% of net profit<sup>3</sup>**



Refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation

1 One-time supplementary capital return paid out after the completion of the squeeze-out of minority shareholders of UBS AG as part of establishing UBS Group AG in 3Q15; 2 Dividends paid out of capital contribution reserves are not subject to the deduction of Swiss withholding tax. For US federal income tax purposes, we expect that the dividend will be paid out of current or accumulated profits; 3 Conditional on maintaining a fully applied Basel III CET1 capital ratio of at least 13% and at least 10% post-stress

# 4Q15 results

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Net profit attributable to UBS Group AG shareholders of CHF 949 million

## Group

**Net profit attributable to UBS Group AG shareholders CHF 949 million, diluted EPS CHF 0.25**

**Adjusted return on tangible equity 11.4%**

**Reported profit before tax (PBT) CHF 234 million, adjusted PBT CHF 754 million**

**Basel III fully applied CET1 capital ratio 14.5% and Swiss SRB fully applied leverage ratio 5.3%**

## Business divisions<sup>1</sup>

**Wealth Management:** PBT CHF 505 million including provisions<sup>2</sup> of CHF 79 million; NNM outflows CHF 3.4 billion

- Resilient recurring income in challenging market conditions with very low levels of client activity

**Wealth Management Americas:** PBT USD 63 million including provisions<sup>2</sup> of USD 233 million; NNM USD 16.8 billion

- Strong NNM and record net interest income

**Personal & Corporate Banking:** PBT CHF 396 million

- Best fourth quarter PBT since 2011

**Asset Management:** PBT CHF 153 million; NNM outflows excluding money market CHF 8.9 billion

- PBT up 12% QoQ with positive operating leverage

**Investment Bank:** PBT CHF 223 million including annual UK bank levy charge of CHF 98 million

- Strong performance in FRC with revenues up 30% YoY; RWA CHF 63 billion and LRD CHF 268 billion

**Corporate Center:** Pre-tax loss of CHF 586 million

- Significant PBT improvement QoQ on lower provisions<sup>2</sup>



<sup>1</sup> Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation

<sup>2</sup> Charges for provisions for litigation, regulatory and similar matters

# UBS Group AG results (consolidated)

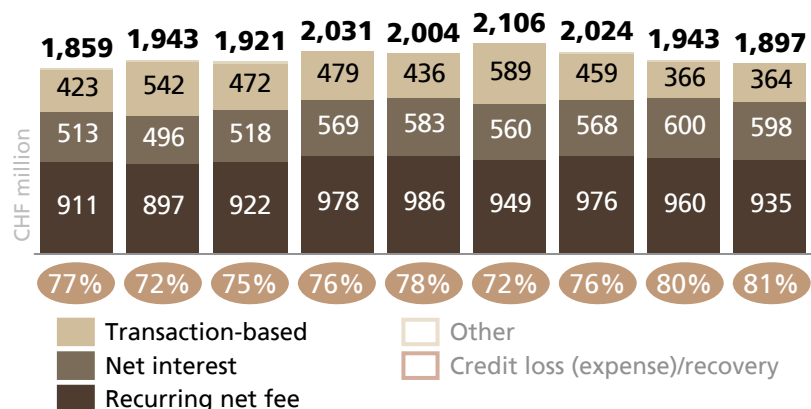
CHF million, except where indicated	FY14	FY15	4Q14	3Q15	4Q15
Total operating income	28,027	30,605	6,746	7,170	6,775
Total operating expenses	25,567	25,116	6,342	6,382	6,541
<b>Profit before tax as reported</b>	<b>2,461</b>	<b>5,489</b>	<b>404</b>	<b>788</b>	<b>234</b>
of which: own credit on financial liabilities designated at fair value	292	553	70	32	35
of which: gains on sales of real estate	44	378	20	0	0
of which: gains/(losses) on sale of subsidiaries and businesses	0	225	0	0	28
of which: gain from the partial sales of our investment in Markit	43	11	0	0	0
of which: gain related to our investment in the SIX Group	0	81	0	81	0
of which: net FX translation gains/(losses) from the disposal of subsidiaries	0	88	0	(27)	115
of which: net losses related to the buyback of debt in a tender offer	0	(257)	0	0	(257)
of which: impairment of a financial investment available-for-sale	(48)	0	0	0	0
of which: net restructuring charges	(677)	(1,235)	(208)	(298)	(441)
of which: credit related to a change to retiree benefit plans in the US	41	21	8	21	0
of which: impairment of an intangible asset	0	(11)	0	0	0
<b>Adjusted profit before tax</b>	<b>2,766</b>	<b>5,635</b>	<b>514</b>	<b>979</b>	<b>754</b>
of which: provisions for litigation, regulatory and similar matters	(2,594)	(1,087)	(310)	(592)	(365)
of which: annual UK bank levy	(123)	(166)	(127)	0	(166)
Tax (expense)/benefit	1,180	898	515	1,295	715
Net profit attributable to preferred noteholders	142		31		
Net profit attributable non-controlling interests	32	183	29	14	1
<b>Net profit attributable to UBS Group AG shareholders</b>	<b>3,466</b>	<b>6,203</b>	<b>858</b>	<b>2,068</b>	<b>949</b>
Diluted EPS (CHF)	0.91	1.64	0.23	0.54	0.25
Return on tangible equity, adjusted (%)	8.6	13.7	8.6	19.5	11.4
Total book value per share (CHF)	13.94	14.75	13.94	14.41	14.75
Tangible book value per share (CHF)	12.14	13.00	12.14	12.69	13.00



# Wealth Management

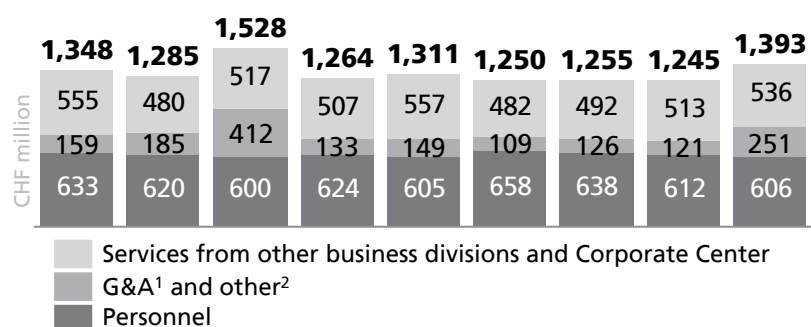
Resilient recurring income in challenging market conditions with low levels of client activity

## Operating income

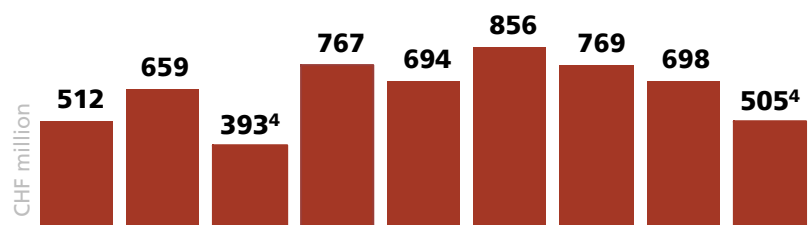


Recurring income

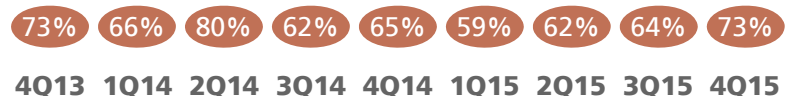
## Operating expenses



## Profit before tax



## C/I ratio



## Operating income CHF 1,897 million

- **Transaction-based income** declined on lower client activity, mainly in APAC and emerging markets, largely offset by the previously announced CHF 45 million fee received for the shift of certain clients to Personal & Corporate Banking
- **Recurring net fee income** declined, mainly reflecting lower income due to the ongoing effects of cross-border outflows

## Operating expenses CHF 1,393 million

- **Charges for services** increased, mainly due to higher charges from Group Technology
- **G&A expenses** increased and included CHF 79 million litigation provision charges<sup>3</sup>, a CHF 13 million annual UK bank levy charge and a CHF 10 million charge related to the EU's Single Resolution Fund
- **Personnel expenses** declined, mainly due to lower expenses for variable compensation, partly offset by an expense for untaken vacation accruals

**PBT CHF 505 million, 73% cost/income ratio**

**PBT CHF 584 million excluding provisions<sup>3</sup> of CHF 79 million, 69% cost/income ratio**



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
<sup>1</sup> General and administrative; <sup>2</sup> Depreciation and impairment of property, equipment and software as well as amortization and impairment of intangible assets;  
<sup>3</sup> Charges for provisions for litigation, regulatory and similar matters; <sup>4</sup> Including charges for provisions for litigation, regulatory and similar matters of CHF 291 million in 2Q14 and CHF 79 million in 4Q15

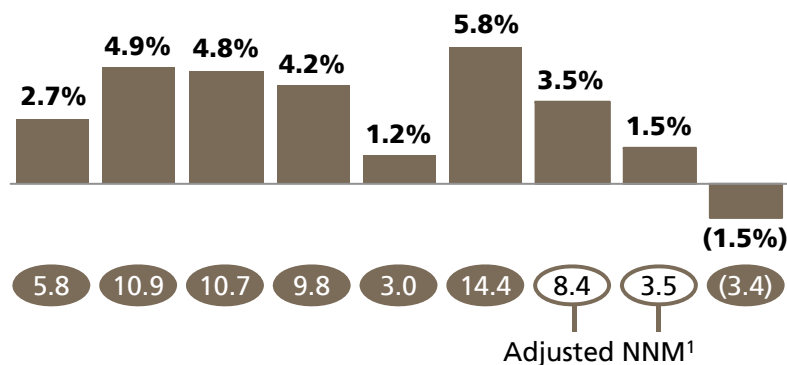
# Wealth Management

## NNM reflecting client deleveraging, seasonal headwinds and strategic discipline

### Net new money

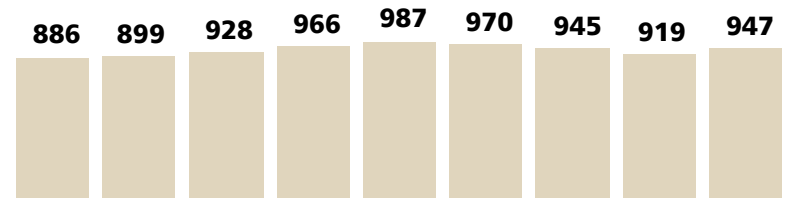
Annualized growth rate

CHF billion



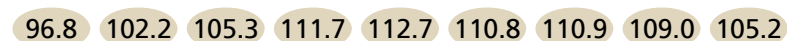
### Invested assets

CHF billion



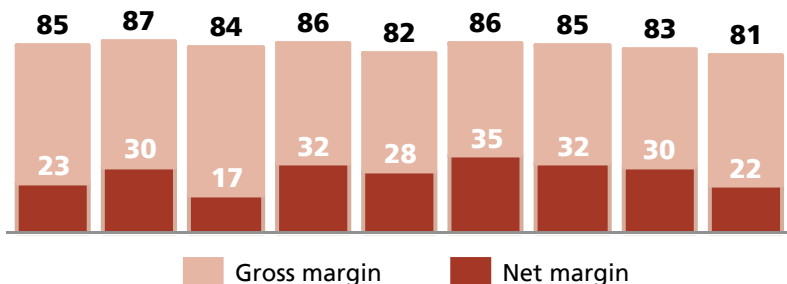
### Loans

CHF billion



### Margins

bps



4Q13 1Q14 2Q14 3Q14 4Q14 1Q15 2Q15 3Q15 4Q15

- **NNM outflows CHF 3.4 billion**, driven by emerging markets and Europe, partly offset by Asia Pacific and Switzerland

NNM was seasonally low and impacted by continued client deleveraging, cross-border outflows, as well as effects from balance sheet management

- **Invested assets CHF 947 billion**, increased mainly due to CHF 21 billion market performance and CHF 14 billion currency translation effects

- **Mandate penetration 26.4%** vs. 27.0%, largely driven by cross-border outflows

- **Gross loans CHF 105.2 billion**, declined mainly due to client deleveraging

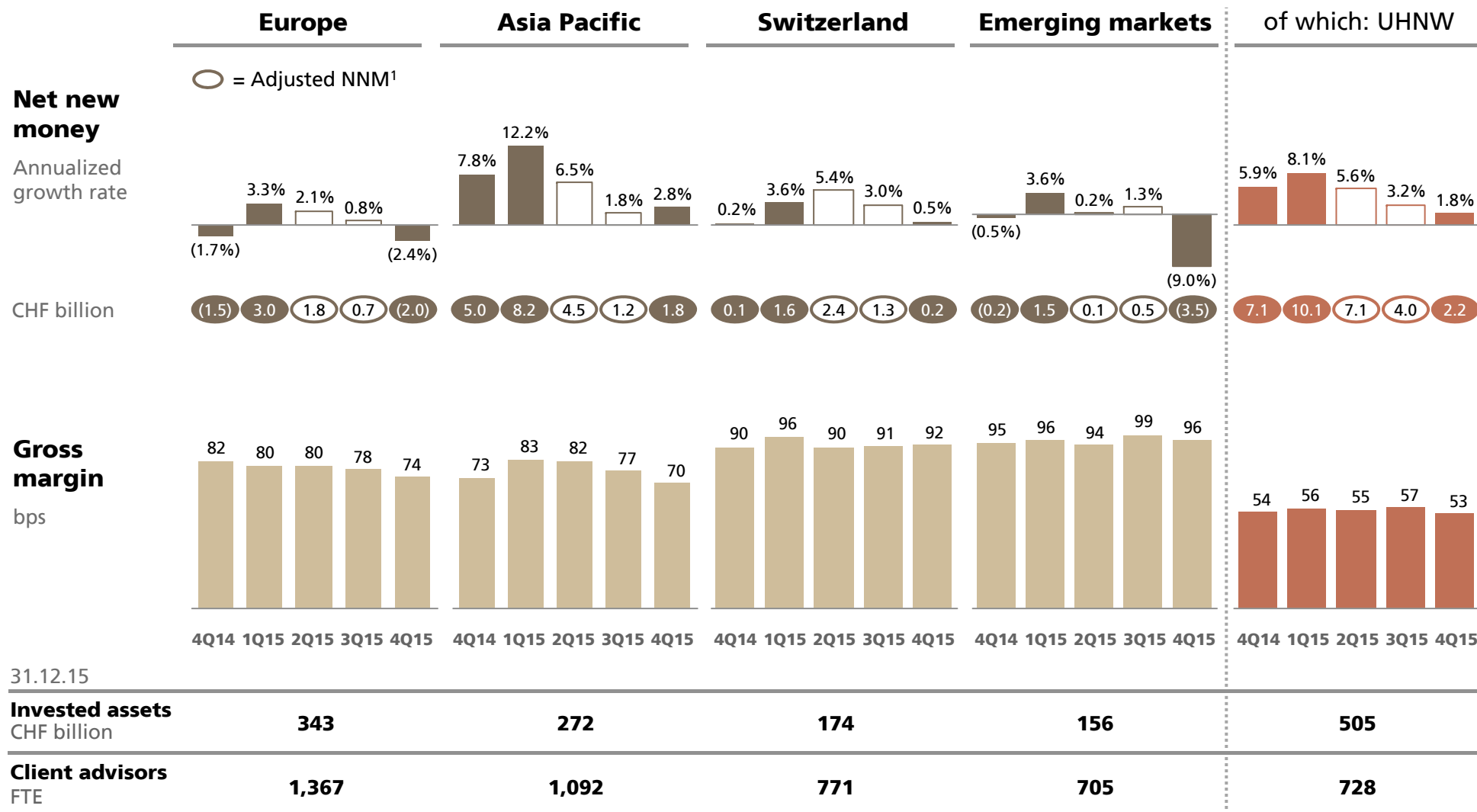
- **Net margin 22 bps**



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
 1 Adjusted for outflows of CHF 6.6 billion in 2Q15 and CHF 3.3 billion in 3Q15 related to the WM balance sheet and capital optimization program

# Wealth Management

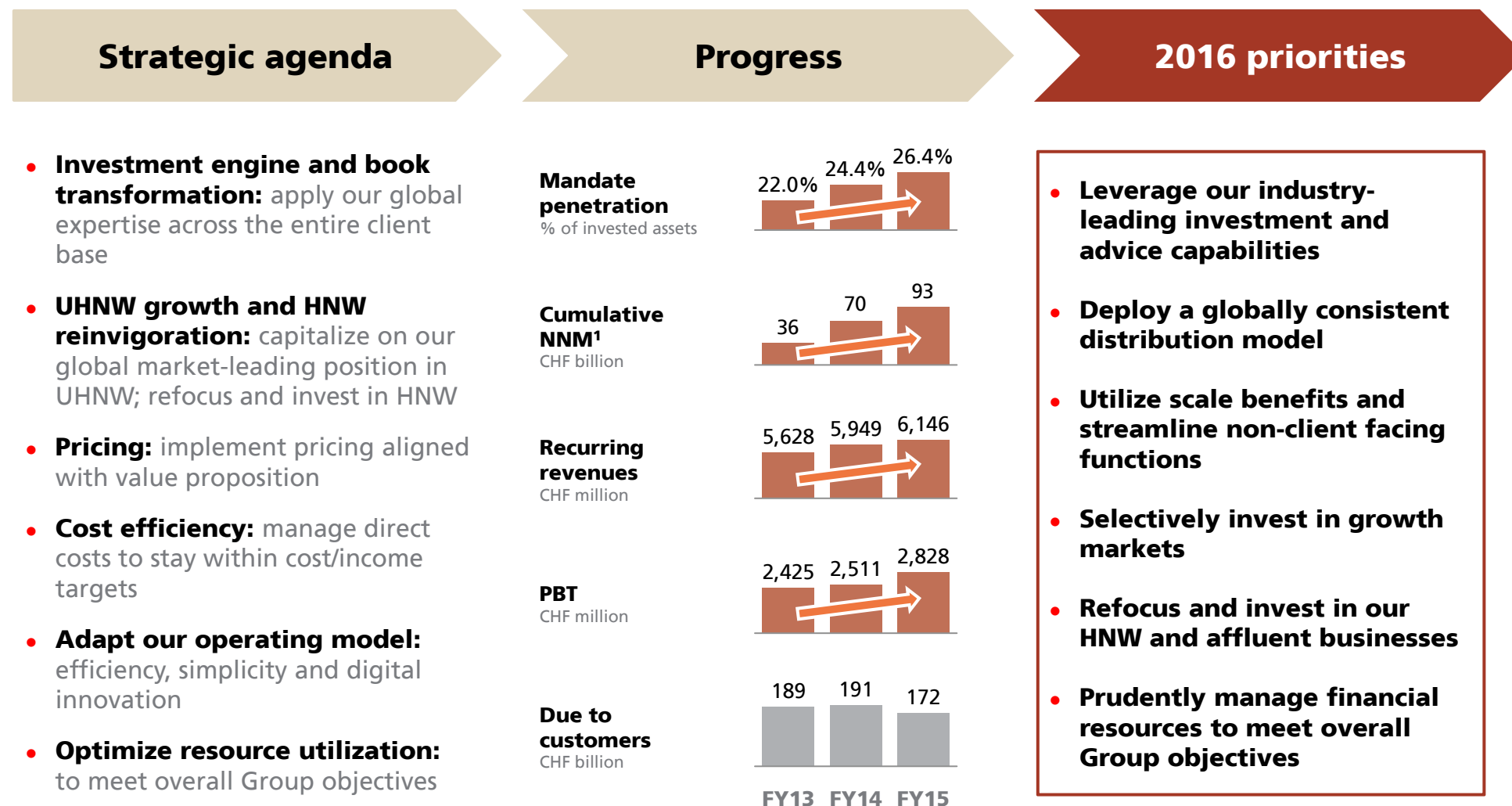
## Continued net inflows in APAC and Switzerland



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
 Based on the WM business area structure, refer to page 13 of the 4Q15 earnings release for more information; 1 Adjusted for outflows of CHF 6.6 billion in 2Q15 and CHF 3.3 billion in 3Q15 related to the WM balance sheet and capital optimization program

# Wealth Management

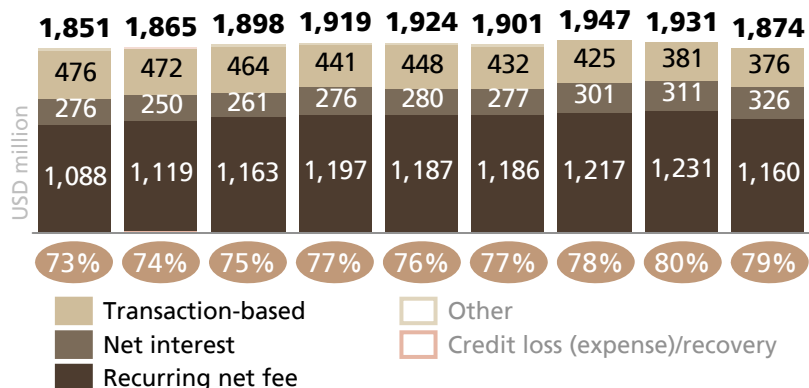
Clear strategic priorities to drive growth and profitability



# Wealth Management Americas

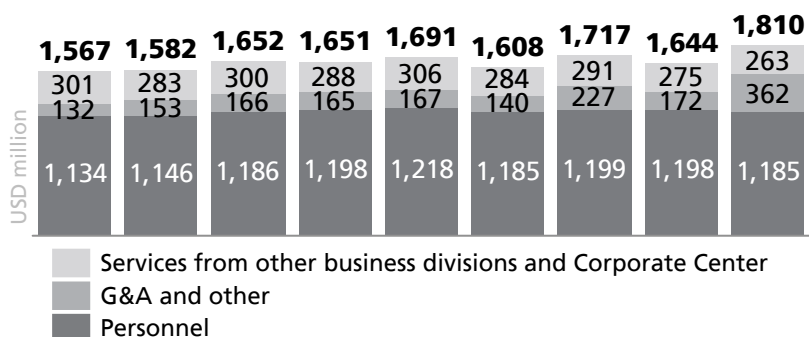
## Strong operating performance with record net interest income

### Operating income

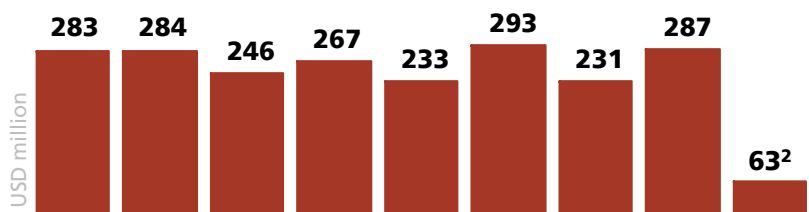


Recurring income

### Operating expenses



### Profit before tax



### C/I ratio



4Q13 1Q14 2Q14 3Q14 4Q14 1Q15 2Q15 3Q15 4Q15

### Operating income USD 1,874 million

- **Transaction-based income** decreased on lower client activity
- **Net interest income** increased mainly due to higher interest rates and continued growth in loan and deposit balances
- **Recurring net fee income** reflected lower invested asset levels at the end of the previous quarter

### Operating expenses USD 1,810 million

- **G&A expenses** increased, primarily due to USD 233 million charges for provisions for litigation, regulatory and similar matters and higher legal fees
- **Personnel expenses** declined, primarily reflecting lower compensable revenues and lower performance-based and variable compensation expenses

**PBT USD 63 million, 97% cost/income ratio**

**PBT USD 296 million excluding provisions<sup>1</sup> of USD 233 million, 84% cost/income ratio**

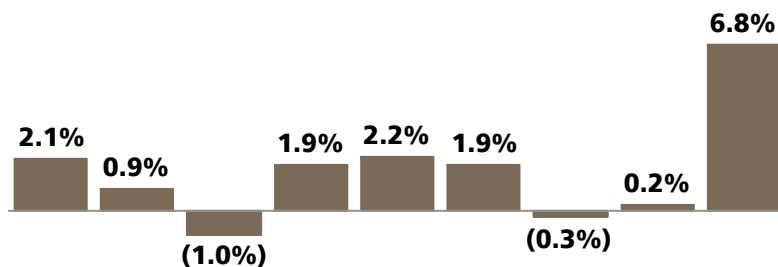


# Wealth Management Americas

Strong NNM USD 16.8 billion

## Net new money

Annualized growth rate

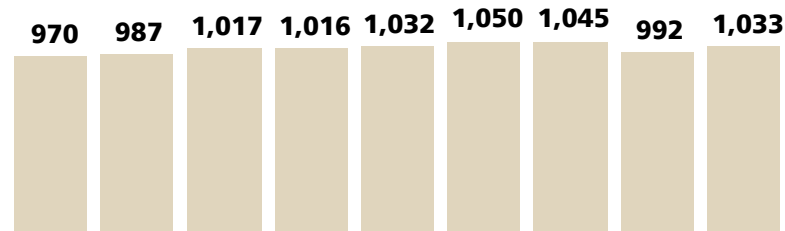


USD billion



## Invested assets

USD billion



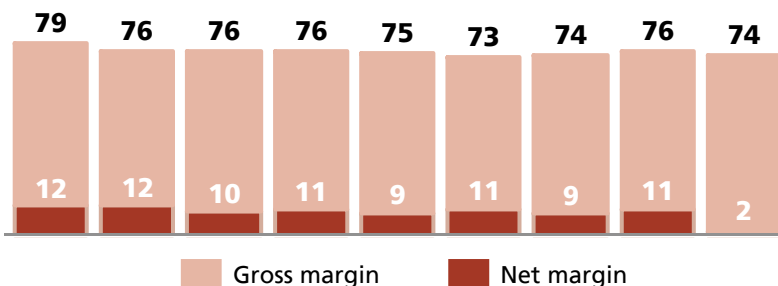
## Loans

USD billion



## Margins

bps



4Q13 1Q14 2Q14 3Q14 4Q14 1Q15 2Q15 3Q15 4Q15

- **NNM USD 16.8 billion, 6.8% annualized growth rate**, with significant inflows from newly recruited advisors, as well as CHF 4.9 billion net inflows from advisors who have been with the firm for more than one year

- **Invested assets USD 1,033 billion** increased on positive market performance and strong NNM
- Managed accounts penetration 34%

- **Gross loans USD 48.7 billion**

- **Net margin 2 bps**

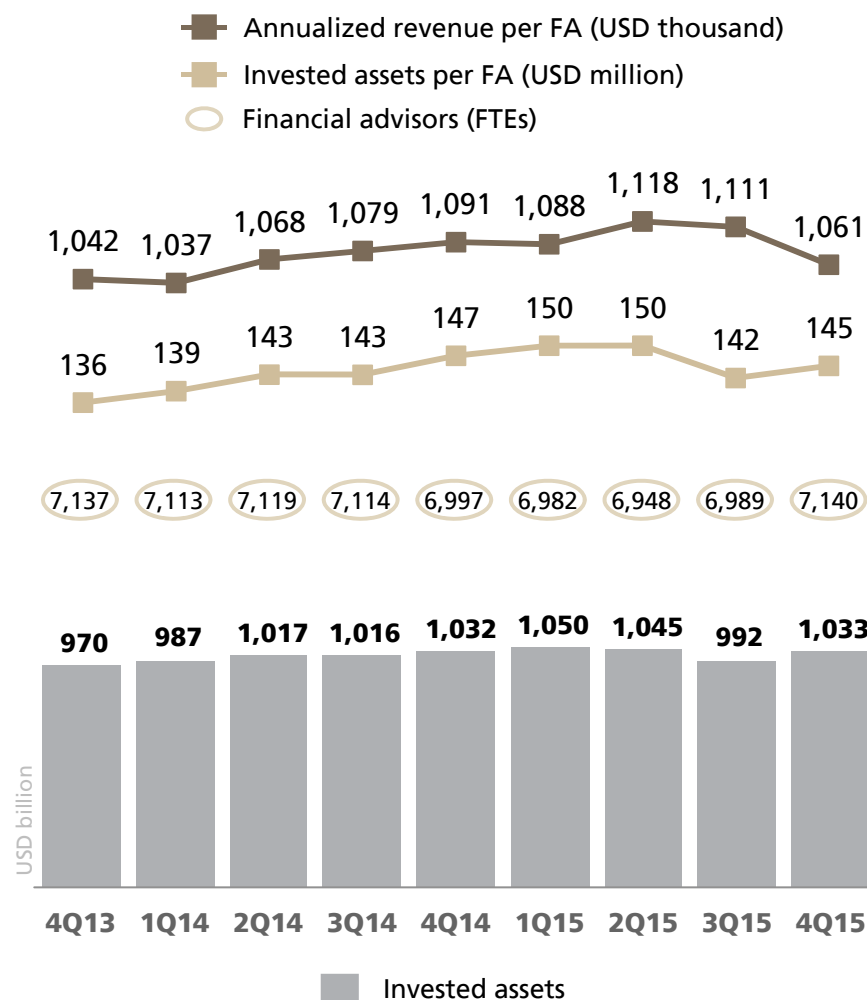


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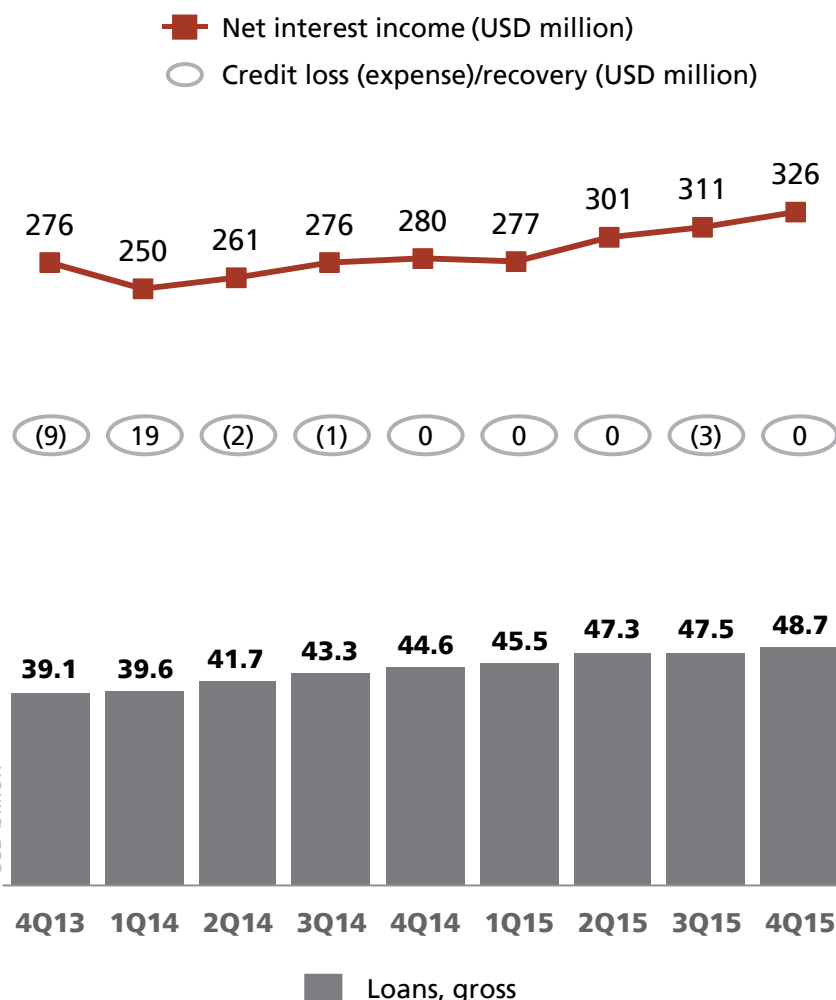
# Wealth Management Americas

Industry-leading productivity per advisor for revenue and invested assets

## Invested assets and FA productivity



## Net interest income and lending

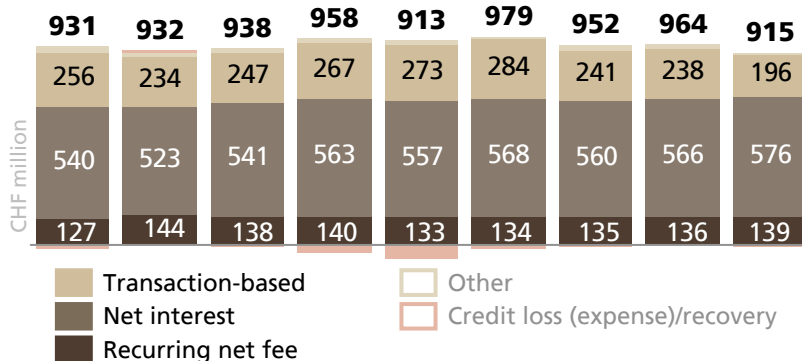


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# Personal & Corporate Banking

## Best fourth-quarter PBT since 2011

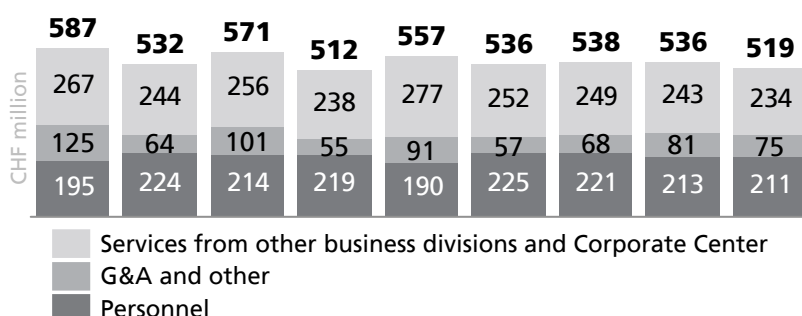
### Operating income



### Operating income CHF 915 million

- **Transaction-based income** declined, mainly due to the previously announced CHF 45 million fee paid for the shift of certain clients from Wealth Management
- **Net interest income** increased, reflecting higher allocated income from Corporate Center – Group ALM
- **Net credit loss expenses** increased to CHF 11 million, predominantly due to newly impaired positions

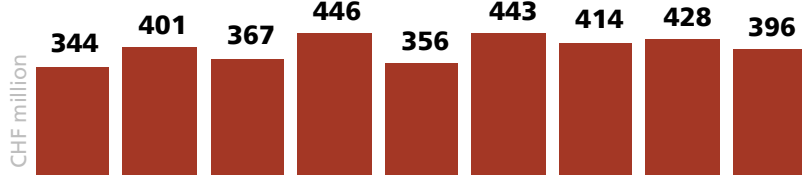
### Operating expenses



### Operating expenses CHF 519 million

- **G&A expenses** declined, primarily driven by lower charitable donations
- **Personnel expenses** decreased, mainly reflecting lower expenses for variable compensation

### Profit before tax



### PBT CHF 396 million

- 56% cost/income ratio
- Net interest margin 170 bps vs. 167 bps in 3Q15
- Annualized net new business volume growth for personal banking business 0.6% vs. 2.5 % in 3Q15, following the typical seasonal pattern

### C/I ratio



4Q13 1Q14 2Q14 3Q14 4Q14 1Q15 2Q15 3Q15 4Q15



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation

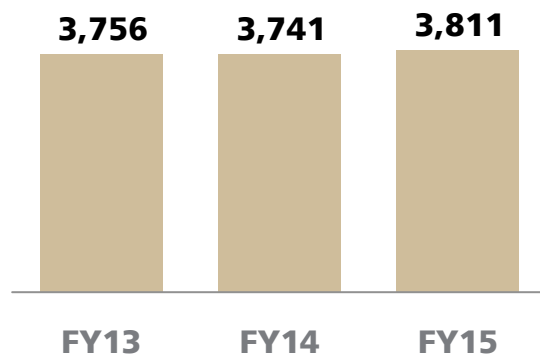


# Personal & Corporate Banking

Continued success in Switzerland's leading franchise

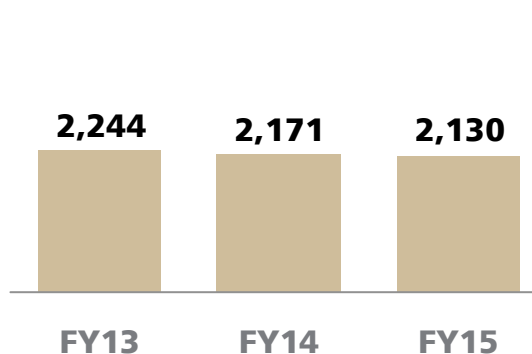
## Operating income

CHF million



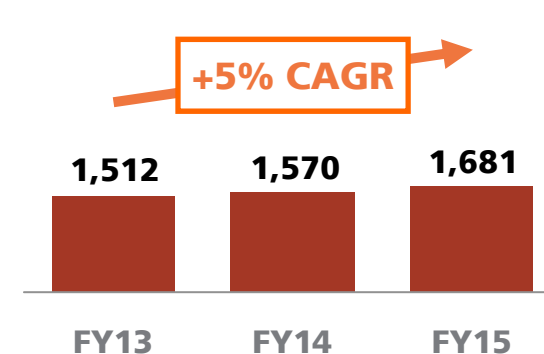
## Operating expenses

CHF million



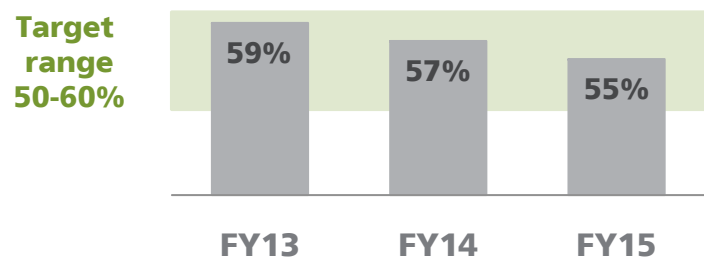
## Profit before tax

CHF million



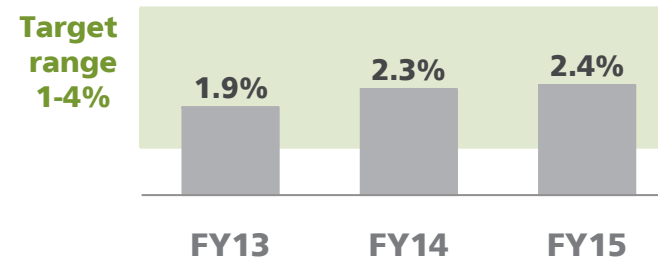
## Cost/income ratio

%



## Net new business volume growth

Personal banking, %

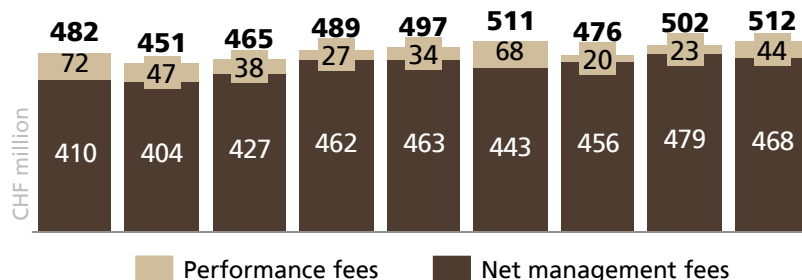


*Best Bank in Switzerland<sup>1</sup> for the fourth consecutive year*

# Asset Management

Solid performance – PBT CHF 153 million, up 12% QoQ

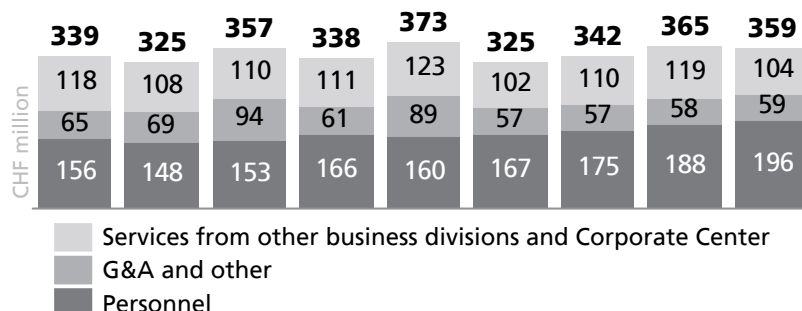
## Operating income



## Operating income CHF 512 million

- **Performance fees** increased, mainly in Traditional Investments and in Global Real Estate
- **Net management fees** decreased due to lower fees in Traditional Investments, O'Connor, Hedge Fund Solutions and Fund Services, partly offset by increased fees in Global Real Estate

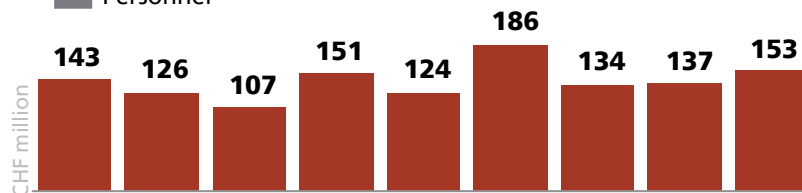
## Operating expenses



## Operating expenses CHF 359 million

- **Charges for services** decreased, reflecting lower charges from Group Technology and Group Operations
- **Personnel expenses** increased, mainly due to higher salary-related costs as a result of increased staffing levels excluding the effect of the sale of Alternative Fund Services (AFS)

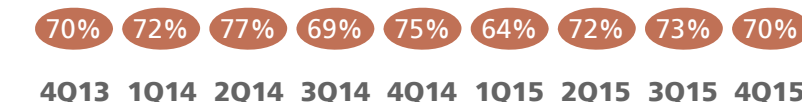
## Profit before tax



## PBT CHF 153 million

- 70% cost/income ratio
- Invested assets CHF 650 billion
- Net margin 10 bps vs. 9 bps in 3Q15
- Gross margin 32 bps vs. 31 bps in 3Q15

## C/I ratio



## Net new money ex. MM

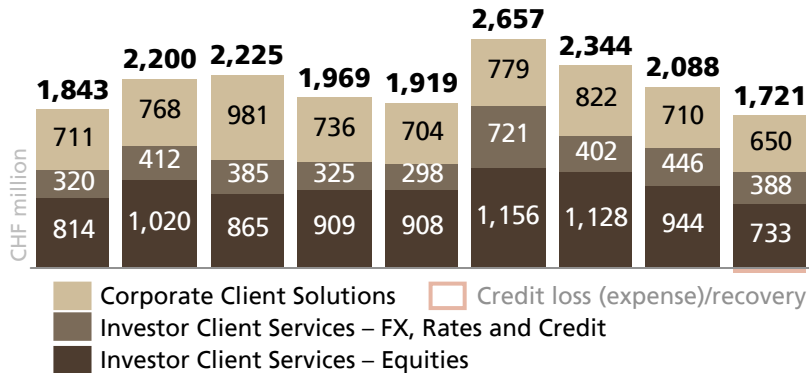


- NNM outflows excluding money market CHF 8.9 billion including CHF 15 billion of outflows, largely from lower-margin passive products, driven by client liquidity needs

# Investment Bank

PBT CHF 223 million, strong performance in FRC with revenues up 30% YoY

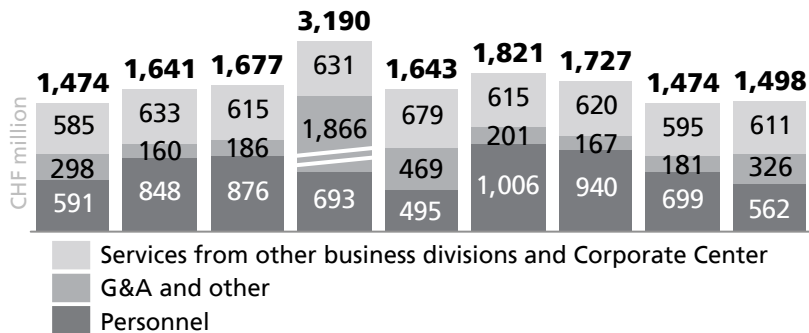
## Operating income



## Operating income CHF 1,721 million

- **CCS revenues** down 8% YoY reflecting a global decline in the market fee pool
- **ICS – FRC revenues** up 30% YoY driven by continued strong Macro and improved performance in Credit Flow
- **ICS – Equities revenues** down 19% YoY against a very strong comparable quarter, particularly in Derivatives
- **Net credit loss expenses** CHF 50 million, mainly related to the energy sector

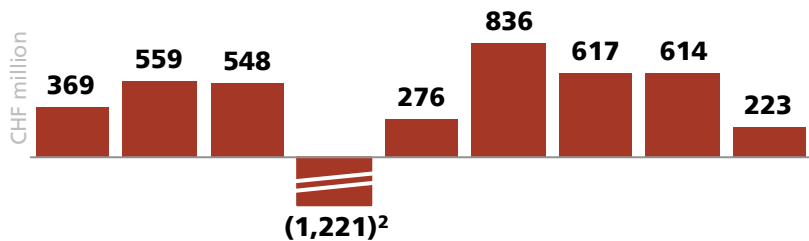
## Operating expenses



## Operating expenses CHF 1,498 million

- Operating expenses excluding litigation provision charges<sup>1</sup> were broadly unchanged YoY, despite a CHF 30 million increase in the annual UK bank levy to CHF 98 million

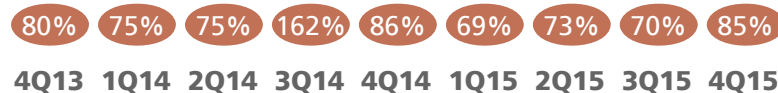
## Profit before tax



## PBT CHF 223 million

- 85% cost/income ratio
- Annualized return on attributed equity 12%
- Basel III RWA CHF 63 billion
- LRD<sup>3</sup> CHF 268 billion

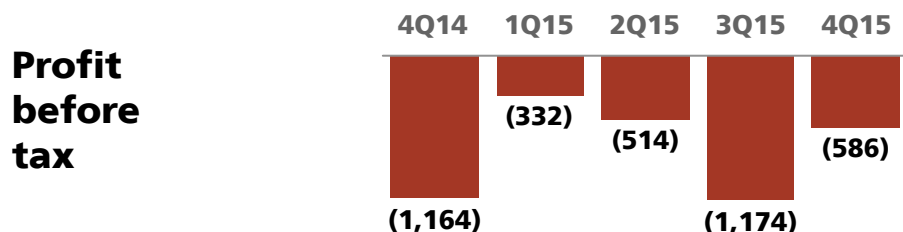
## C/I ratio



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
 1 Charges for provisions for litigation, regulatory and similar matters; 2 Including CHF 1,687 million in charges for provisions for litigation, regulatory and similar matters; 3 Calculated in accordance with Swiss SRB rules, from 31.12.15 onwards, these are fully aligned with BIS Basel III rules

# Corporate Center

## Non-core and Legacy Portfolio LRD below CHF 50 billion



Corporate Center total (CHF million)  
Corporate Center results by unit (CHF million)

### Services

Operating income	(6)	(4)	(41)	(38)	(54)
Operating expenses	255	218	212	217	272
<i>o/w before allocations</i>	2,303	2,009	2,040	2,017	2,085
<i>o/w net allocations</i>	(2,048)	(1,791)	(1,827)	(1,800)	(1,814)
<b>Profit before tax</b>	<b>(261)</b>	<b>(222)</b>	<b>(253)</b>	<b>(255)</b>	<b>(326)</b>

- **Operating expenses before allocations** increased, mainly due to vacation accruals and an increase in the depreciation of internally generated capitalized software, partly offset by lower marketing expenses

### Group Asset and Liability Management

Operating income	(170)	87	(121)	(121)	48
<i>o/w gross income</i>	161	376	70	86	237
<i>o/w net allocations</i>	(330)	(289)	(191)	(207)	(189)
Operating expenses	6	(4)	7	(5)	(3)
<b>Profit before tax</b>	<b>(176)</b>	<b>91</b>	<b>(127)</b>	<b>(116)</b>	<b>51</b>

- **Gross income** increased mainly due to hedging activities, which included a gain of CHF 81 million on interest rate derivatives held to hedge high-quality liquid assets<sup>1</sup>, compared with a loss of CHF 201 million in the prior quarter, reflecting an increase in US dollar interest rates

### Non-core and Legacy Portfolio

Operating income	(376)	(41)	35	(126)	(71)
Operating expenses	350	160	167	677	241
<b>Profit before tax</b>	<b>(727)</b>	<b>(201)</b>	<b>(132)</b>	<b>(803)</b>	<b>(312)</b>
Personnel (FTEs)	137	125	101	82	77
LRD (CHF billion) <sup>3</sup>	93	84	70	59	46

- **Operating expenses** declined, predominantly as litigation provision charges<sup>2</sup> decreased by CHF 483 million to CHF 51 million, partly offset by a charge of CHF 50 million for the annual UK bank levy

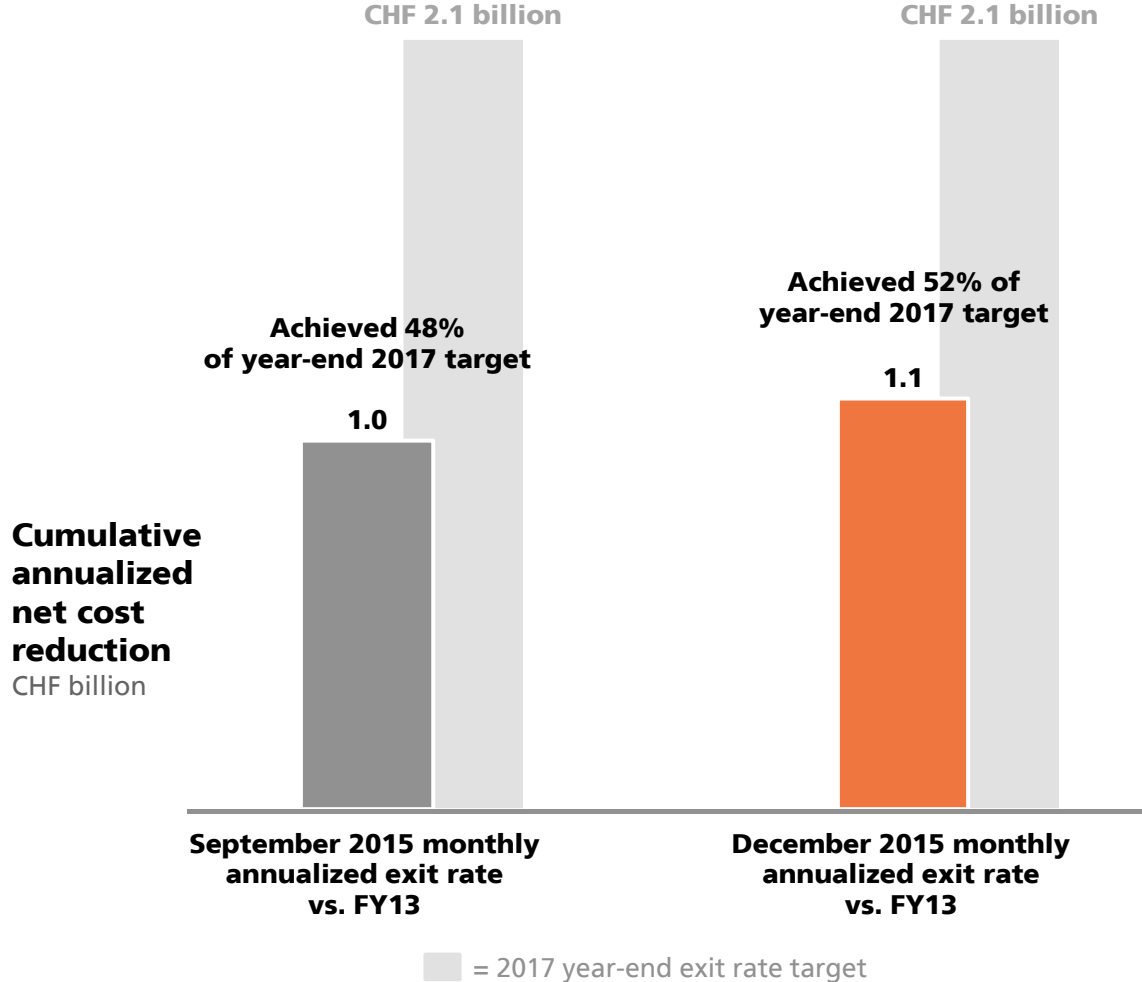


Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation

<sup>1</sup> Assets hedged are held as available-for-sale, with unrealized fair value changes recorded in other comprehensive income within equity; <sup>2</sup> Charges for provisions for litigation, regulatory and similar matters; <sup>3</sup> Calculated in accordance with Swiss SRB rules, from 31.12.15 onwards, these are fully aligned with BIS Basel III rules

# Corporate Center cost reductions

## Continued net cost reduction progress



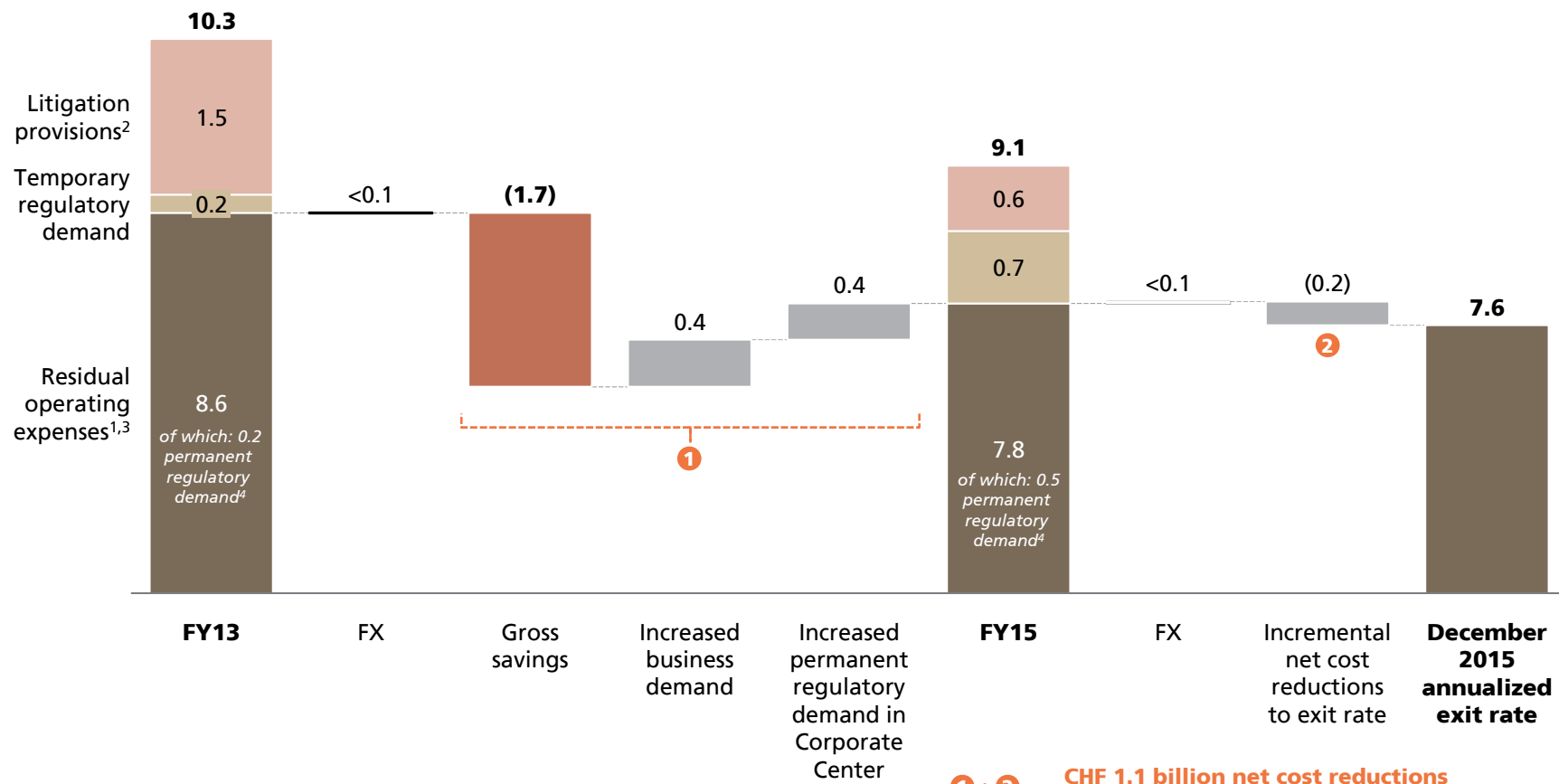
- Achieved CHF 1.1 billion net cost reductions based on December 2015 annualized exit rate
- Improving our effectiveness and efficiency continues to be of highest priority for the Group

# Corporate Center cost reductions

Gross savings of ~CHF 1.7 billion FY15 vs. FY13 have been partially offset by increased business demand and permanent regulatory costs

## Corporate Center operating expenses before allocations<sup>1</sup>

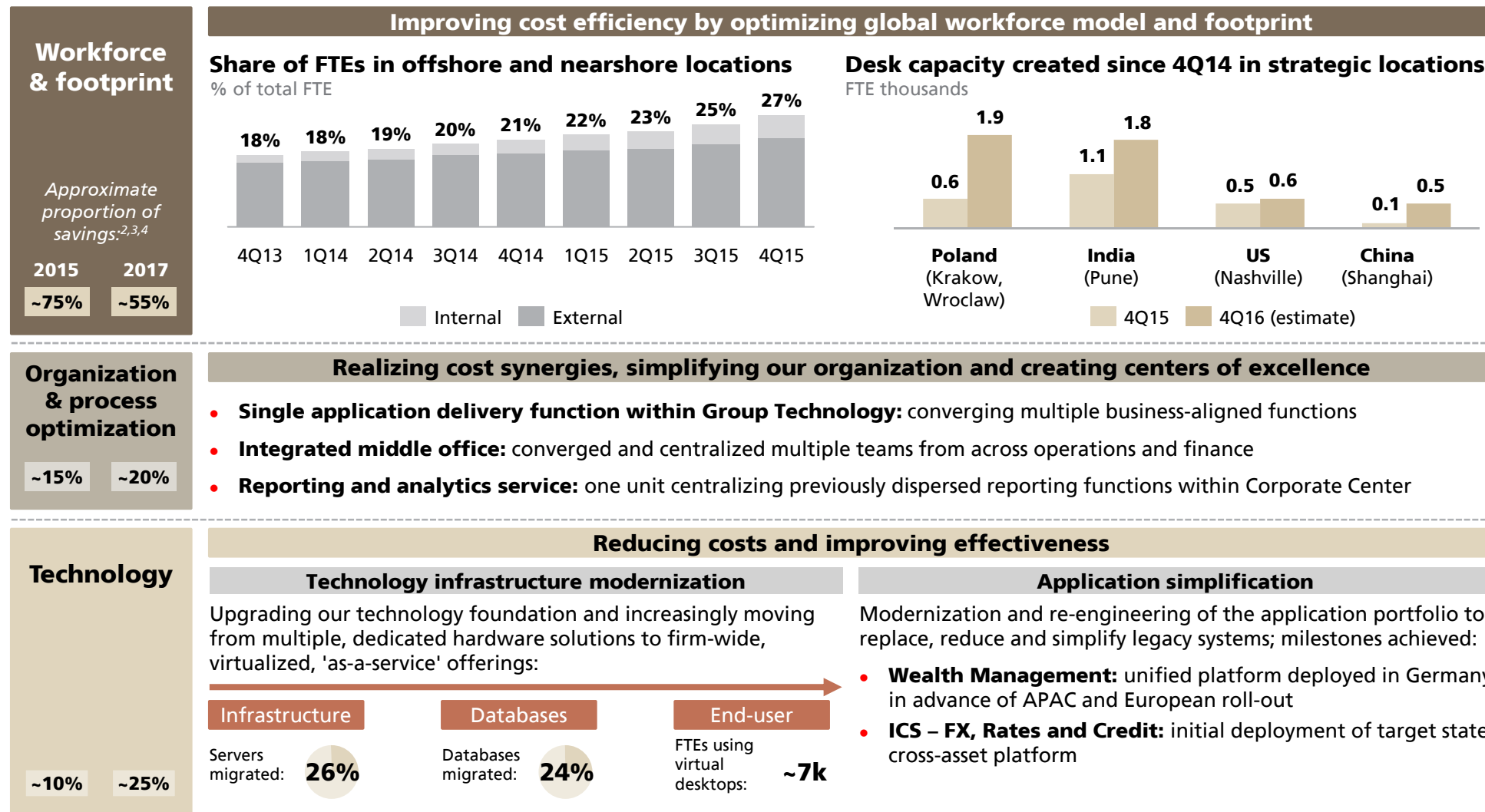
CHF billion



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
 1 Sum of Corporate Center – Services operating expenses before allocations to business divisions, Corporate Center – Non-core and Legacy Portfolio operating expenses and Corporate Center – Group ALM operating expenses; 2 Charges for provisions for litigation, regulatory and similar matters; 3 Excluding litigation provisions and regulatory demand of temporary nature; 4 Additional ~CHF 0.1 billion regulatory demand of permanent nature recorded in business division operating expenses

# Corporate Center cost reductions

## Examples of cost reduction activities in progress<sup>1</sup>



**We are taking continued action to improve effectiveness and efficiency**



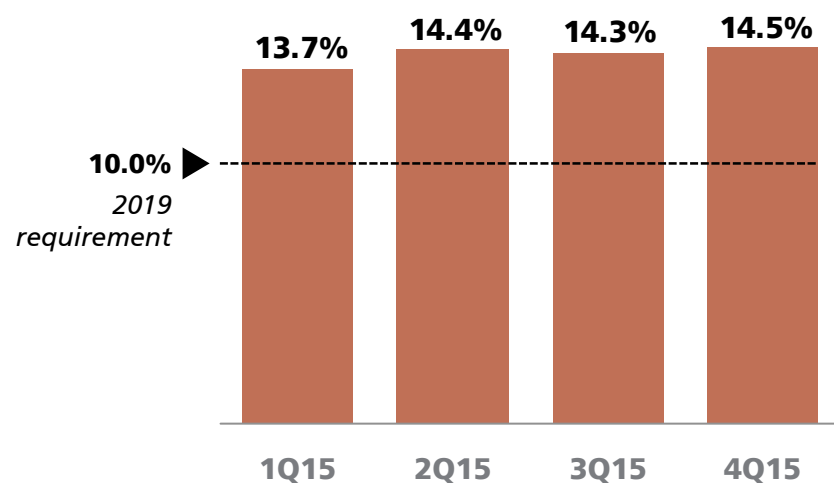
1 Corporate Center excluding Non-core and Legacy Portfolio; 2 Percentage of cumulative gross exit rate savings vs. FY13 as % of total for the three illustrated levers Workforce & footprint, Organization & process optimization and Technology; 3 Gross cost savings exclude, e.g., increased business demand and increased regulatory demand; 4 Examples of activities for each lever, e.g. Technology infrastructure modernization, are illustrative and non-exhaustive

# Capital and leverage ratios

Strong capital position with 14.5% Basel III CET1 ratio and 5.3% Swiss SRB leverage ratio

## Basel III CET1 capital ratio<sup>1</sup>

Swiss SRB, fully applied, CHF billion



**CET1 capital**

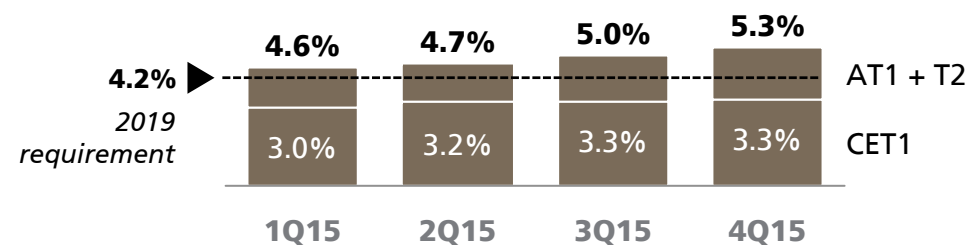
29.6    30.3    30.9    30.0

**RWA**

216    210    216    208

## Swiss SRB Leverage ratio

Fully applied, CHF billion



**Total capital**

44.5    44.6    47.6    47.4

**LRD<sup>2</sup>**

977    944    946    898

**Current Swiss SRB regulation<sup>3</sup>**



Refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation; 1 As of 31.12.15, our post-stress fully applied Basel III CET1 capital ratio exceeded 10%; 2 Calculated in accordance with Swiss SRB rules, from 31.12.15 onwards, these are fully aligned with BIS Basel III rules; 3 Numbers presented on this slide do not reflect the new capital requirements for Swiss systemically relevant banks as proposed by the Swiss Federal Council in October 2015



# Continued focus on execution ...

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## What we have delivered

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Execution of the transformation of UBS



Made substantial progress in reducing costs and achieving operational efficiency



Solidified position as the world's largest and fastest growing wealth manager<sup>1</sup>



## Management priorities

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Deliver our performance targets

Improve effectiveness and efficiency

Invest for growth

**... to drive sustainable performance and returns to our shareholders**

# Appendix

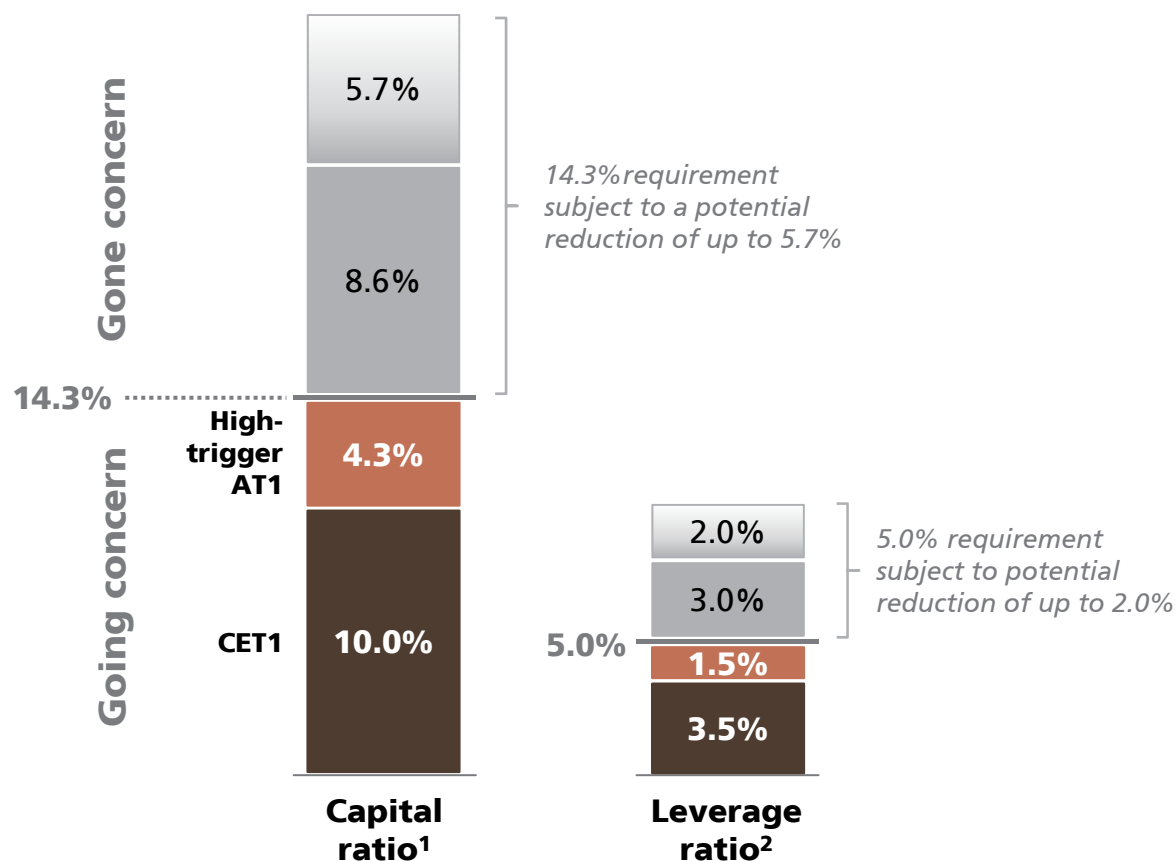
# Group and business division targets and expectations

## Ranges for sustainable performance over the cycle<sup>1</sup>

Business divisions and Corporate Center	Wealth Management	Net new money growth rate Adjusted cost/income ratio	3-5% 55-65%	10-15% annual adjusted pre-tax profit growth for combined businesses through the cycle
	Wealth Management Americas	Net new money growth rate Adjusted cost/income ratio	2-4% 75-85%	
	Personal & Corporate Banking	Net new business volume growth rate Net interest margin Adjusted cost/income ratio	1-4% (personal banking) 140-180 bps 50-60%	
	Asset Management	Net new money growth rate Adjusted cost/income ratio Adjusted annual pre-tax profit	3-5% excluding money market flows 60-70% CHF 1 billion in the medium term	
	Investment Bank	Adjusted annual pre-tax RoAE Adjusted cost/income ratio RWA (fully applied) BIS Basel III LRD (fully applied)	>15% 70-80% Expectation: around CHF 85 billion short/medium term Expectation: around CHF 325 billion short/medium term	
	Corporate Center	Net cost reduction <sup>2</sup>	CHF 2.1 billion by 2017	
Group	Adjusted cost/income ratio Adjusted return on tangible equity Basel III CET1 ratio (fully applied) RWA (fully applied) LRD (fully applied)	60-70%, expectation: 65-75% short/medium term >15%, expectation: approximately at 2015 level in 2016, approximately 15% in 2017 and >15% in 2018 at least 13% <sup>3</sup> Expectation: around CHF 250 billion short/medium term Expectation: around CHF 950 billion short/medium term		

# Capital requirements under draft proposal for revised Swiss SRB

Effective end-2019, with a transitional period starting 1.7.16



## TLAC Gone concern capital (TLAC)

- Overall requirement mirrors the going concern requirement
- To be met with bail-in instruments (TLAC)
- Potential reduction of up to 2% leverage ratio (5.7% capital ratio) based on Group resilience and resolvability<sup>3</sup>

## HT AT1 CET1 Going concern capital

- Overall size depends on total LRD and Swiss market share
- Maximum of 1.5% can be met with high-trigger AT1 capital instruments
- Grandfathering: all existing AT1 and T2 instruments recognized towards high-trigger AT1 capital at least until 2019<sup>4,5</sup>

# Capital requirements under draft proposal for revised Swiss SRB

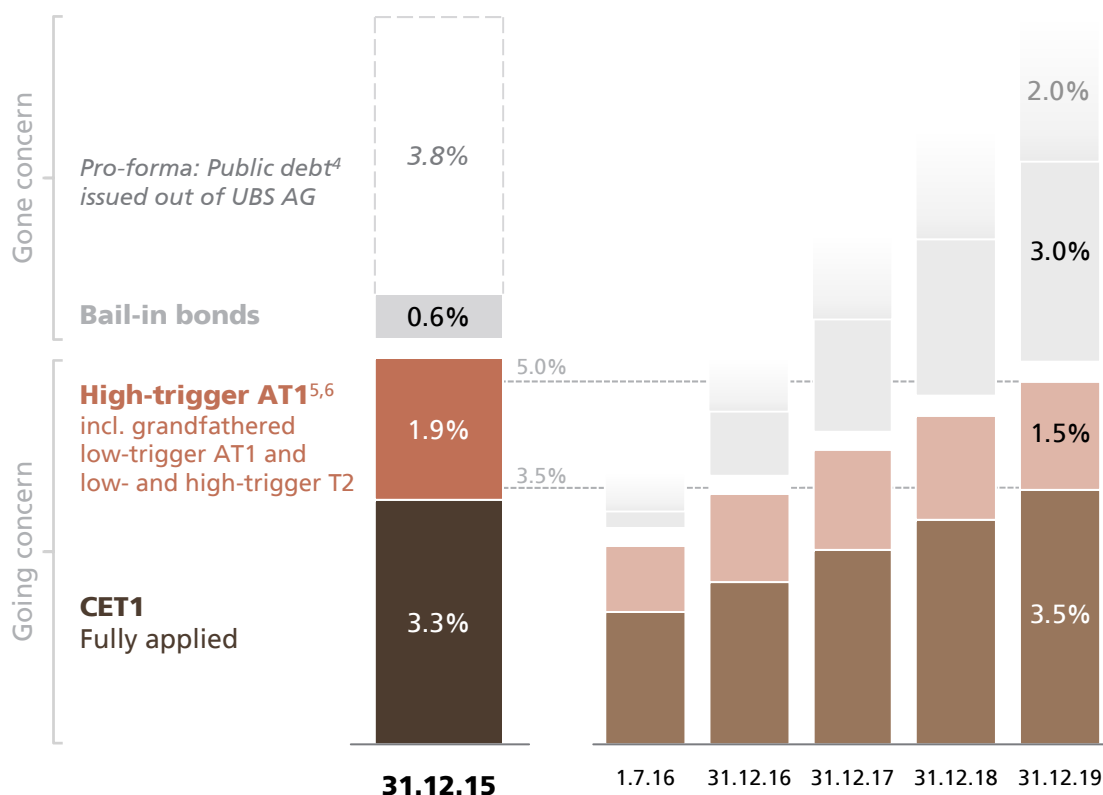
We will be compliant from the inception of the new requirements

## UBS leverage capital ratio balances vs. revised Swiss SRB

UBS position as of 31.12.15<sup>1</sup>

Phase-in leverage ratio requirements<sup>2</sup>

*Gone concern capital requirement is subject to a potential reduction of up to 2.0%*



## Meeting 2019 requirements

### Gone concern (bail-in bonds)

- 0.6% (CHF 5.6 billion) existing UBS Group AG TLAC bonds<sup>3</sup>
- 3.8% (CHF 34.0 billion) UBS AG public debt<sup>4</sup> which we expect to replace upon maturity with UBS Group AG issuance of TLAC-eligible bonds by 31.12.19
- Requirement is subject to potential reduction of up to 2% based on improved resilience and resolvability

### High-trigger AT1 capital<sup>6</sup>

- 1.9% (CHF 17.4 billion) comprising CHF 3.8 billion existing high-trigger AT1 capital and CHF 13.6 billion grandfathered instruments (low-trigger AT1 and low- and high-trigger T2 instruments)<sup>5,7</sup>
- We expect to build another ~CHF 1.5 billion in employee high-trigger AT1 DCCP capital by 31.12.19
- We expect to replace maturing grandfathered T2 with UBS Group AG issuance of high-trigger AT1

### CET1 capital

- 3.3% (CHF 30.0 billion) CET1
- Incremental ~15 bps of CET1 leverage ratio via earnings accretion (~CHF 3 billion assuming CHF 950 billion LRD<sup>8</sup>)

Refer to slide 36 for details about Basel III numbers and FX rates in this presentation

1 Based on 31.12.15 fully applied Swiss SRB LRD of CHF 898 billion and fully applied CET1 and AT1 capital including instruments subject to grandfathering rules;

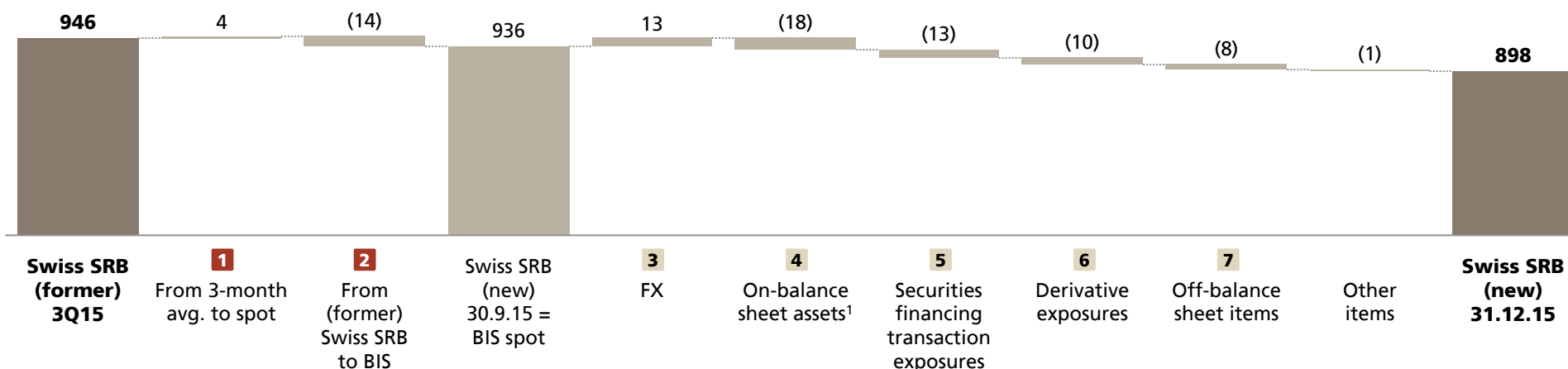
2 Phase-in requirements in the chart are illustrative; 3 UBS Group AG senior unsecured debt expected to be TLAC-eligible; 4 Excluding structured notes; 5 Low-trigger AT1 instruments can be counted towards going concern capital up to the first call date and T2 instruments can be counted towards going concern capital up to the earliest of the first call date or 31.12.19 (and after 31.12.19 towards gone concern capital up to the first call date); 6 Going concern requirement can be met with a maximum of 1.5% high-trigger AT1 capital and any going concern-eligible capital above this limit can be counted towards the gone concern requirement; 7 Including CHF 6.6 billion low-trigger T2 with first call and maturity date after 31.12.19, which will qualify as gone concern capital after 31.12.19; 8 Per our short/medium term expectation

# LRD: former Swiss SRB vs. new Swiss SRB

Swiss SRB rules for the calculation of LRD are fully aligned with BIS Basel III rules as of 31.12.15

## Swiss SRB LRD

CHF billion



### Changes due to regulatory methodology

- 1 From 3-month average to spot:** Change from 3-month average to spot
- 2 Regulatory methodology:** Change due to the alignment of the calculation methodology to new Swiss SRB (BIS aligned) rules on a spot basis

### Changes due to QoQ movements in Swiss SRB (new)

- 3 FX:** mainly due to USD appreciation
- 4 On-balance sheet assets<sup>1</sup>:** largely due to lower cash and balances at central banks, resulting from the repurchase of senior and subordinated debt and covered bonds as well as net maturities of short-term debt, partly offset by the issuance of long-term unsecured debt
- 5 Securities financing transaction exposures:** mainly reflecting a reduced need for externally sourced collateral and client driven reductions, as well as a decrease in counterparty credit risk due to the consideration of incremental collateral
- 6 Derivative exposures:** mainly reflecting the ongoing reduction activity in Corporate Center – Non-core and Legacy Portfolio, as well as client-driven reductions in notional volumes and fair value decreases in the Investment Bank
- 7 Off-balance sheet items:** primarily driven by active portfolio management and the reassessment of forward starting transactions



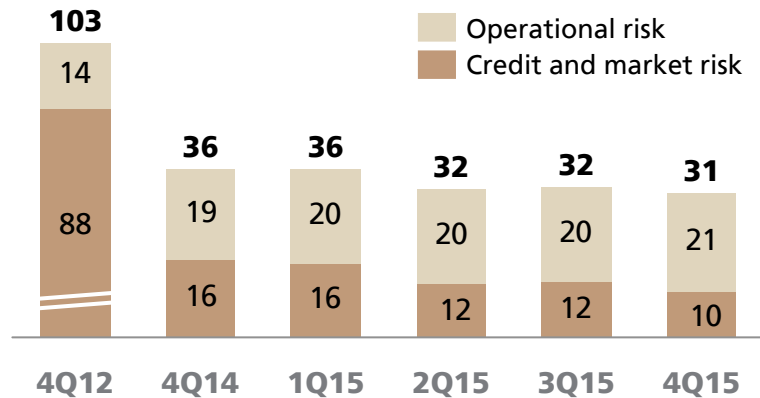
Refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
<sup>1</sup> Excluding derivatives and securities financing transactions

# Corporate Center – Non-core and Legacy Portfolio

Credit and market risk RWA down ~90% since 4Q12

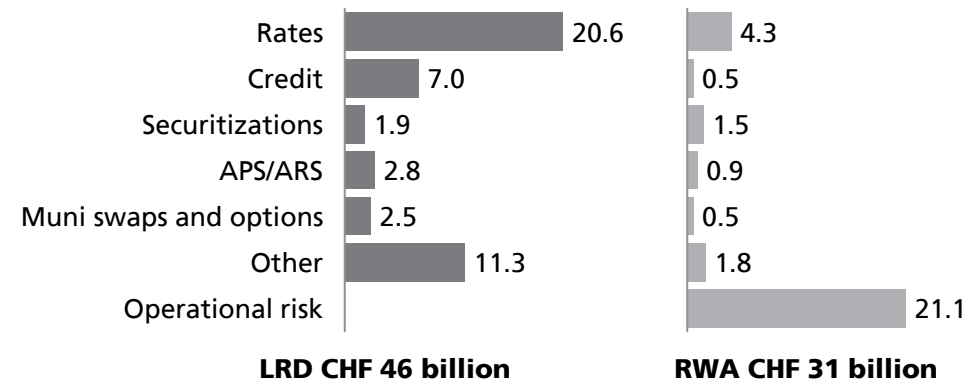
## RWA

CHF billion



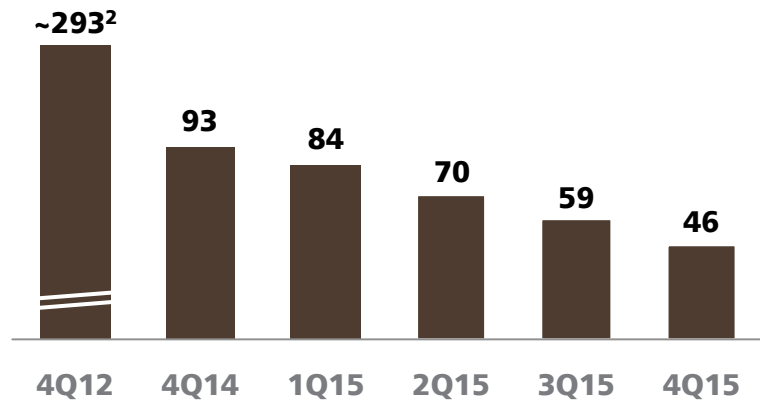
## LRD<sup>1</sup> and RWA by category

CHF billion, 31.12.15



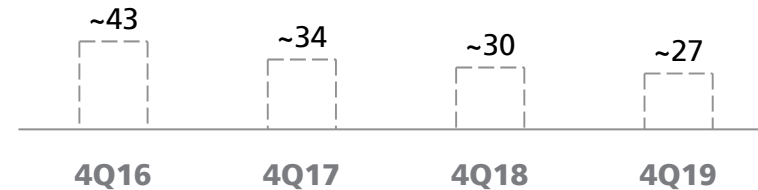
## LRD<sup>1</sup>

CHF billion



## LRD: natural decay<sup>1,3</sup>

CHF billion



Refer to slide 36 for details about Basel III numbers and FX rates in this presentation

1 Calculated in accordance with Swiss SRB rules, from 31.12.15 onwards, these are fully aligned with BIS Basel III rules; 2 Pro-forma estimate based on period-end balance; 3 Pro-forma estimate excluding any further unwind activity based on 31.12.15 data, assuming positions are held to maturity. LRD balances can vary materially due to market movements, changes in regulation, changes in margin requirements and other factors

# Net tax benefit and deferred tax assets

4Q15 included net additional recognized deferred tax assets of CHF 794 million

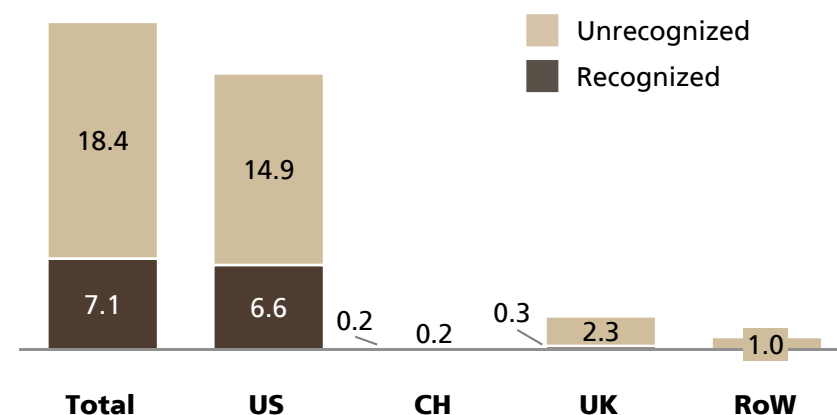
## 4Q15 net tax benefit of CHF 715 million

CHF million

	3Q15	4Q15
<b>Profit before tax (as reported)</b>	<b>788</b>	<b>234</b>
Net deferred tax <b>benefit</b> with respect to net additional DTAs	(1,513)	(794)
Other net tax <b>expense</b> in respect of taxable profits	218	79
<b>Net tax expense/(benefit)</b>	<b>(1,295)</b>	<b>(715)</b>

## Tax loss DTAs<sup>1,2,3</sup>

CHF billion, 31.12.15



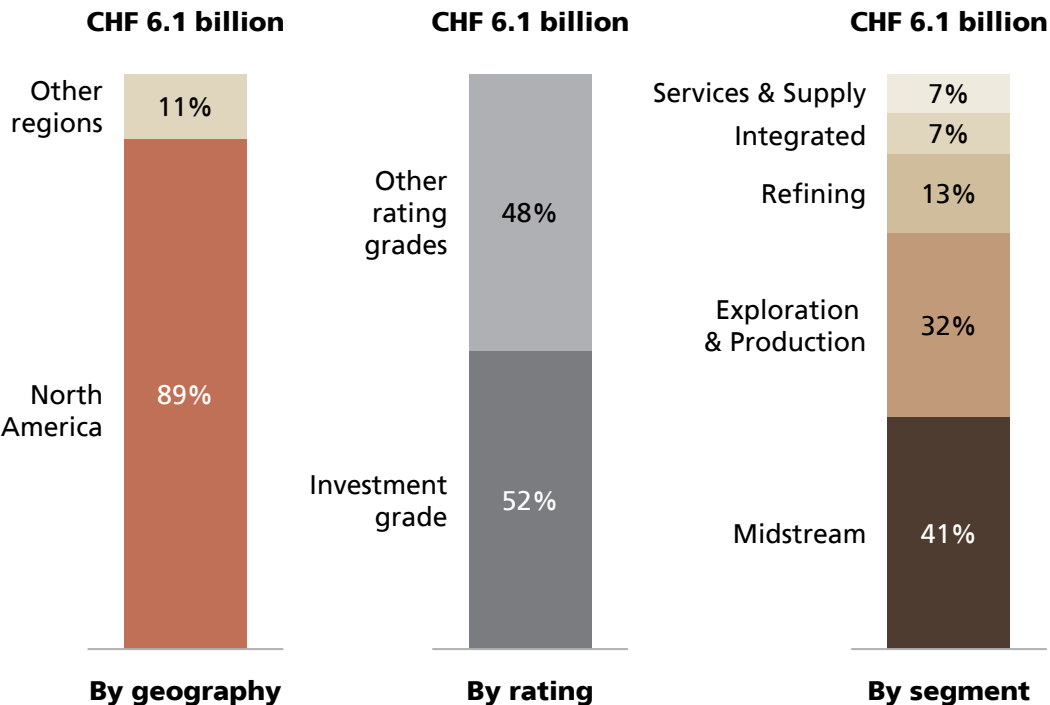
- 4Q15 net upward revaluation of recognized deferred tax assets of CHF 794 million, mainly related to the annual reassessment of our deferred tax assets, following the completion of our business planning process in 4Q15, as well as the recording of part of the net deferred tax benefit associated with the establishment of the US Intermediate Holding Company
- We currently expect to recognize additional net DTAs of approximately CHF 0.5 billion in 2H16, assuming no changes to planning assumptions



# Oil and gas exposures

We are closely monitoring the sector given the potential negative effects of sustained low energy prices

## Oil and gas net lending exposure<sup>1</sup> CHF billion



**Services & Supply (CHF 0.4 billion):** generally serving Exploration & Production companies, which are significantly reducing costs in response to lower energy prices

**Integrated (CHF 0.5 billion):** 100% of counterparties rated investment grade

**Refining (CHF 0.8 billion):** predominantly asset-based lending

**Exploration & Production (CHF 2.0 billion):** mainly US Reserve Based Loans where the borrowing base structure is closely tied to the value of proven reserves

**Midstream (CHF 2.5 billion):** infrastructure-like segment expected to be resilient to lower energy prices because transportation revenues are largely fee or volume based



<sup>1</sup> As of 31.12.15, total net lending exposure to the oil and gas sector, predominantly recorded within the Investment Bank

# Regional performance – 4Q15

CHF billion

		Americas		Asia Pacific		EMEA		Switzerland		Global <sup>1</sup>		Total	
		3Q15	4Q15	3Q15	4Q15	3Q15	4Q15	3Q15	4Q15	3Q15	4Q15	3Q15	4Q15
Operating income	WM	0.1	0.1	0.5	0.5	0.9	0.9	0.4	0.4	0.0	0.0	1.9	1.9
	WMA	1.9	1.9	-	-	-	-	-	-	-	-	1.9	1.9
	P&C	-	-	-	-	-	-	1.0	0.9	-	-	1.0	0.9
	AM	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.2	-	0.0	0.5	0.5
	IB	0.7	0.6	0.6	0.4	0.6	0.5	0.2	0.2	(0.0)	(0.0)	2.1	1.7
	CC	-	-	-	-	-	-	-	-	(0.3)	(0.1)	(0.3)	(0.1)
	<b>Group</b>	<b>2.9</b>	<b>2.8</b>	<b>1.2</b>	<b>1.0</b>	<b>1.6</b>	<b>1.5</b>	<b>1.7</b>	<b>1.6</b>	<b>(0.3)</b>	<b>(0.0)</b>	<b>7.1</b>	<b>6.9</b>
Operating expenses	WM	0.1	0.1	0.3	0.4	0.6	0.8	0.2	0.2	0.0	0.0	1.2	1.4
	WMA	1.6	1.8	-	-	-	-	-	-	-	-	1.6	1.8
	P&C	-	-	-	-	-	-	0.5	0.5	-	-	0.5	0.5
	AM	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0	(0.0)	0.4	0.4
	IB	0.5	0.4	0.4	0.4	0.5	0.6	0.1	0.1	(0.0)	(0.0)	1.5	1.5
	CC	-	-	-	-	-	-	-	-	0.9	0.5	0.9	0.5
	<b>Group</b>	<b>2.3</b>	<b>2.5</b>	<b>0.8</b>	<b>0.8</b>	<b>1.2</b>	<b>1.4</b>	<b>1.0</b>	<b>0.9</b>	<b>0.9</b>	<b>0.5</b>	<b>6.1</b>	<b>6.1</b>
Profit before tax	WM	0.0	0.0	0.2	0.1	0.3	0.1	0.2	0.2	(0.0)	0.0	0.7	0.5
	WMA	0.3	0.1	-	-	-	-	-	-	-	-	0.3	0.1
	P&C	-	-	-	-	-	-	0.4	0.4	-	-	0.4	0.4
	AM	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	(0.0)	0.0	0.1	0.2
	IB	0.2	0.1	0.2	0.0	0.1	(0.0)	0.1	0.1	0.0	0.0	0.6	0.2
	CC	-	-	-	-	-	-	-	-	(1.2)	(0.6)	(1.2)	(0.6)
	<b>Group</b>	<b>0.6</b>	<b>0.3</b>	<b>0.4</b>	<b>0.2</b>	<b>0.4</b>	<b>0.1</b>	<b>0.7</b>	<b>0.7</b>	<b>(1.2)</b>	<b>(0.5)</b>	<b>1.0</b>	<b>0.8</b>

# Regional performance – FY15

CHF billion

		Americas		Asia Pacific		EMEA		Switzerland		Global <sup>1</sup>		Total	
		2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Operating income	WM	0.5	0.5	1.9	2.1	4.0	3.8	1.5	1.6	0.0	0.0	7.9	8.0
	WMA	7.0	7.4	-	-	-	-	-	-	-	-	7.0	7.4
	P&C	-	-	-	-	-	-	3.7	3.8	-	-	3.7	3.8
	AM	0.7	0.7	0.3	0.3	0.4	0.4	0.5	0.6	-	0.0	1.9	2.0
	IB	2.6	2.8	2.4	2.6	2.4	2.5	1.0	1.0	(0.1)	(0.1)	8.3	8.8
	CC	-	-	-	-	-	-	-	-	(1.2)	(0.4)	(1.2)	(0.4)
	<b>Group</b>	<b>10.7</b>	<b>11.3</b>	<b>4.6</b>	<b>5.0</b>	<b>6.8</b>	<b>6.7</b>	<b>6.8</b>	<b>7.0</b>	<b>(1.2)</b>	<b>(0.5)</b>	<b>27.7</b>	<b>29.5</b>
Operating expenses	WM	0.4	0.3	1.3	1.4	2.9	2.6	0.8	0.8	0.0	0.0	5.4	5.1
	WMA	6.1	6.5	-	-	-	-	-	-	-	-	6.1	6.5
	P&C	-	-	-	-	-	-	2.2	2.1	-	-	2.2	2.1
	AM	0.5	0.5	0.2	0.2	0.3	0.3	0.3	0.3	0.1	(0.0)	1.4	1.4
	IB	2.0	2.1	1.7	1.7	1.9	2.1	0.7	0.6	1.9	0.0	8.2	6.5
	CC	-	-	-	-	-	-	-	-	1.8	2.2	1.8	2.2
	<b>Group</b>	<b>8.9</b>	<b>9.5</b>	<b>3.2</b>	<b>3.3</b>	<b>5.1</b>	<b>5.1</b>	<b>4.0</b>	<b>3.9</b>	<b>3.8</b>	<b>2.2</b>	<b>24.9</b>	<b>23.9</b>
Profit before tax	WM	0.1	0.1	0.6	0.7	1.1	1.2	0.7	0.8	(0.0)	0.0	2.5	2.8
	WMA	0.9	0.8	-	-	-	-	-	-	-	-	0.9	0.8
	P&C	-	-	-	-	-	-	1.6	1.7	-	-	1.6	1.7
	AM	0.2	0.2	0.1	0.1	0.1	0.1	0.2	0.3	(0.1)	0.0	0.5	0.6
	IB	0.6	0.7	0.7	0.9	0.5	0.4	0.3	0.4	(2.0)	(0.1)	0.2	2.3
	CC	-	-	-	-	-	-	-	-	(2.9)	(2.6)	(2.9)	(2.6)
	<b>Group</b>	<b>1.8</b>	<b>1.8</b>	<b>1.5</b>	<b>1.7</b>	<b>1.7</b>	<b>1.6</b>	<b>2.8</b>	<b>3.2</b>	<b>(5.0)</b>	<b>(2.7)</b>	<b>2.8</b>	<b>5.6</b>



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
<sup>1</sup> Refers to items managed globally

# Adjusted results

Adjusting items		FY14	FY15	4Q13	1Q14	2Q14	3Q14	4Q14	1Q15	2Q15	3Q15	4Q15
CHF million												
<b>Operating income as reported (Group)</b>		<b>28,027</b>	<b>30,605</b>	<b>6,307</b>	<b>7,258</b>	<b>7,147</b>	<b>6,876</b>	<b>6,746</b>	<b>8,841</b>	<b>7,818</b>	<b>7,170</b>	<b>6,775</b>
<i>of which:</i>												
Gains/(losses) on sale of subsidiaries and businesses	WM		169						141	56		(28)
	AM		56									56
Gain related to our investment in the SIX Group	WM		15								15	
	P&C		66								66	
Gain from the partial sales of our investment in Markit	IB	43	11			43				11		
Impairment of a financial investment available-for-sale	IB	(48)					(48)					
Own credit on financial liabilities designated at FV	CC - Group ALM	292	553	(94)	88	72	61	70	226	259	32	35
Net FX translation gains/(losses) from the disposal of subsidiaries	CC - Group ALM		88								(27)	115
Gains on sales of real estate	CC - Services	44	378	61	23	1		20	378			
Net losses related to the buyback of debt in a tender offer	CC - Group ALM		(257)	(75)								(257)
<b>Operating income adjusted (Group)</b>		<b>27,696</b>	<b>29,526</b>	<b>6,415</b>	<b>7,147</b>	<b>7,031</b>	<b>6,863</b>	<b>6,656</b>	<b>8,096</b>	<b>7,492</b>	<b>7,084</b>	<b>6,854</b>
<b>Operating expenses as reported (Group)</b>		<b>25,567</b>	<b>25,116</b>	<b>5,858</b>	<b>5,865</b>	<b>5,929</b>	<b>7,430</b>	<b>6,342</b>	<b>6,134</b>	<b>6,059</b>	<b>6,382</b>	<b>6,541</b>
<i>of which:</i>												
	WM	185	323	41	40	38	60	48	46	69	74	133
	WMA	55	137	26	10	7	15	23	24	24	39	50
	P&C	64	101	12	15	13	20	16	16	17	28	41
Net restructuring charges	AM	50	82	13	4	2	5	39	18	4	23	38
	IB	261	396	89	124	27	50	60	70	66	118	143
	CC - Services	30	140	(7)	2	4	16	8	119	0	2	19
	CC - NCL <sup>1</sup>	31	56	24	9	(2)	10	14	11	13	15	17
	WMA	(9)	(21)				(3)	(7)			(21)	
Credit related to changes to retiree benefit plans in the US	AM	(8)					(8)					
	IB	(20)					(19)	(1)				
	CC - NCL <sup>1</sup>	(3)					(3)					
Impairment of an intangible asset	IB		11							11		
<b>Operating expenses adjusted (Group)</b>		<b>24,931</b>	<b>23,891</b>	<b>5,660</b>	<b>5,661</b>	<b>5,840</b>	<b>7,287</b>	<b>6,142</b>	<b>5,829</b>	<b>5,857</b>	<b>6,105</b>	<b>6,100</b>
<b>Operating profit/(loss) before tax as reported</b>		<b>2,461</b>	<b>5,489</b>	<b>449</b>	<b>1,393</b>	<b>1,218</b>	<b>(554)</b>	<b>404</b>	<b>2,708</b>	<b>1,759</b>	<b>788</b>	<b>234</b>
<b>Operating profit/(loss) before tax adjusted</b>		<b>2,766</b>	<b>5,635</b>	<b>755</b>	<b>1,486</b>	<b>1,191</b>	<b>(424)</b>	<b>514</b>	<b>2,268</b>	<b>1,635</b>	<b>979</b>	<b>754</b>



Adjusted numbers unless otherwise indicated, refer to slide 36 for details about adjusted numbers, Basel III numbers and FX rates in this presentation  
Refer to page 6 of the 4Q15 earnings release for an overview of adjusted numbers; 1 Non-core and Legacy Portfolio

# Important information related to this presentation

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## **Use of adjusted numbers**

Unless otherwise indicated, "adjusted" figures exclude the adjustment items listed on the previous slide, to the extent applicable, on a Group and business division level. Adjusted results are a non-GAAP financial measure as defined by SEC regulations. Refer to page 6 of the 4Q15 earnings release which is available in the section "Quarterly reporting" at [www.ubs.com/investors](http://www.ubs.com/investors) for an overview of adjusted numbers.

If applicable for a given adjusted KPI (i.e., adjusted return on tangible equity), adjustment items are calculated on an after-tax basis by applying indicative tax rates (i.e., 2% for own credit, 22% for other items, and with certain large items assessed on a case-by-case basis). Refer to page 7 of the 4Q15 financial supplement for more information.

## **Basel III RWA, Basel III capital and Basel III liquidity ratios**

Basel III numbers are based on the BIS Basel III framework, as applicable for Swiss Systemically relevant banks (SRB). Numbers in the presentation are Swiss SRB Basel III numbers unless otherwise stated.

Basel III risk-weighted assets in this presentation are calculated on the basis of Basel III fully applied unless otherwise stated. Our RWA under BIS Basel III are the same as under Swiss SRB Basel III.

Leverage ratio and leverage ratio denominator in this presentation are calculated on the basis of fully applied Swiss SRB rules, unless otherwise stated. From 31.12.15 onwards, these are fully aligned with BIS Basel III rules. Prior period figures are calculated in accordance with former Swiss SRB rules and are therefore not comparable.

Refer to the "Capital Management" section in the 4Q15 earnings release for more information.

## **Currency translation**

Monthly income statement items of foreign operations with a functional currency other than Swiss francs are translated with month-end rates into Swiss francs.

## **Rounding**

Numbers presented throughout this presentation may not add up precisely to the totals provided in the tables and text. Percentages, percent changes and absolute variances are calculated based on rounded figures displayed in the tables and text and may not precisely reflect the percentages, percent changes and absolute variances that would be derived based on figures that are not rounded.