

**Dr. Marcel Rohner** (CH)  
 Chief Executive Officer  
 Wealth Management and  
 Business Banking  
 UBS AG  
 Zurich



Born in 1964. Marcel Rohner is a graduate from the University of Zurich where he earned a Ph.D. in economics. In 1990, he was a teaching assistant at its Institute for Empirical Research in Economics.

Marcel Rohner started his career in the financial industry as assistant to the Global Head of Derivatives at Union Bank of Switzerland\* in 1992. Subsequently, he worked in the International Finance Division Controlling, Market Risk Control, with Swiss Bank Corporation\* Zurich, before moving to Warburg Dillon Read as Head of Market Risk Control Europe in 1995. Marcel Rohner joined UBS AG in 1998 as Head of Market Risk Control. He was appointed Group Chief Risk Officer and Member of the Group Managing Board in 1999. In 2001, Marcel Rohner was named Chief Operating Officer and Deputy Chief Executive Officer of Private Banking. Since 2002, he has been Chief Executive Officer Wealth Management and Business Banking as well as Member of the Group Executive Board of UBS AG.

Theses  
**Creating and  
 Maintaining a  
 Culture of Growth**

- Growth is not an end in itself; rather, it is the consequence of permanent value creation to the customer's advantage.
- A willingness to invest and an awareness of costs are by no means mutually exclusive.
- A culture of growth encourages employees to seize opportunities while adopting a healthy acceptance of risk and to foster open and productive internal co-operation.
- An essential condition for growth is the desire to work out better solutions—a keenness to “compete”. Strong competition gives customers the opportunity to find the appropriate solutions to suit their financial requirements.

\* Union Bank of Switzerland merged with Swiss Bank Corporation to form UBS AG in 1998.

Theses  
**Creating and  
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- Growth is an expression of corporate health. Growth is not least an important signal that a company is fulfilling its economic responsibility.
- A functioning economy requires a healthy mix of companies of all sizes. Only large companies can allocate risk capital in notable amounts for capital-intensive innovation. The attempt to regulate market power must not lead to a failure to realise innovation and efficiency gains for consumers.