

People

Led by the vision and experience of our leadership, and guided by our values, our people are committed to advise and to act in the best interests of our customers. We treat our people with care and respect and nurture them through our development and welfare programmes. In valuing talent and expertise, we attract, develop and retain the best people to help our customers meet their financial needs.

2015 Highlights

- Progressed deeper appreciation of the importance of living the UOB values across the organisation.
- Encouraged enterprising thinking and acquisition of digital skills among our colleagues with digital technology and innovation programmes.
- Deepened our pool of talent with the inaugural *U Unlimited* campus recruitment drive at Singapore's top universities.
- Championed inclusiveness through a work-hire partnership with the Autism Resource Centre for people with autism to work at UOB Scan Hub.
- Showed our appreciation for our people with a special employee package, comprising special leave and a \$100 stored value card, to celebrate UOB's 80th anniversary.

Our Approach – UOB Employee Commitments

We uphold four employee commitments based on the UOB values as part of our people management strategy. These commitments and the programmes which are designed around them are overseen by Group Human Resources.



Honourable

Do what is right

We work in partnership with each other focusing on what is right and proper in achieving shared successes for the organisation. Our courage to make the right decisions is founded on experience and sound judgement. We conduct ourselves in a manner that ensures our decisions are always carried out in the interests of our organisation, teams and people.



Enterprising

Build meaningful careers

Individual success is important to us. We believe in bringing out the best in everyone through professional development and empowering people to take ownership of their career paths. By understanding the aspirations of individuals, we are able to develop valuable and meaningful careers. We encourage enterprise and ambition at all levels, helping each other to realise our full potential.



United

Make a real difference

We are united and motivated to make a positive impact to both our business and the communities we serve. Through our actions, we will shape our future and add value to the lives we touch. We are always there to support one another.



Committed

Lead by positive example

Our leaders are guided by our values, acting as role models, inspiring each of us to support our teams better. We are committed to challenging ourselves and taking ownership for our actions. Together, we focus on enabling the success and advancement of individuals and teams.

People

Doing what is right

Living our values

Our values – Honourable, Enterprising, United and Committed – guide how we behave as employees of UOB – towards each other as colleagues and to our customers. These values give us a shared sense of identity and belonging and encourage us to keep raising the standards on our performance and behaviour in service of our customers. They guide our business approach, training and talent development programmes and performance management process. In living our values, we draw out what we believe makes UOB relevant to our customers and distinct in the banking industry.

In 2015, we helped our people to appreciate more deeply the importance of living the UOB values in daily interactions with each other and with customers. We ran training programmes and workshops structured on this theme across the organisation. These were complemented with additional programme content which was made available through employee communication channels such as our intranet, a microsite and mobile app.

To reinforce the importance of living our values, a significant values component was added to the performance assessment structure for senior executives in 2015. This model will be applied across all levels in 2016.

More information on performance and compensation can be found in the Remuneration section of this report

Upholding the highest professional and moral standards

Our values are at the core of the UOB Code of Conduct which sets out the principles of personal and professional conduct expected of our people. As stewards of our customers' wealth, our people are expected to live up to the highest standards of integrity and accountability.

The Code of Conduct also reflects the Bank's commitment to ensuring equality of opportunity to all our colleagues on the basis of merit and a safe working environment that is free from discrimination, bullying and harassment. All new colleagues are informed of their obligations and rights under the Code of Conduct during our orientation programme. Others have to complete an e-learning module annually to refresh their Code of Conduct knowledge.

As part of our commitment to upholding the highest professional and moral standards, we maintain a zero-tolerance policy for bribery and corruption. All are expected to conduct business activities in full compliance with applicable laws and regulations in the jurisdictions in which we operate. As part of our culture of encouraging openness and accountability, we provide an avenue under UOB's Whistleblowing Policy for our people to raise concerns on any actual or suspected wrongdoing through a confidential and anonymous hotline. Our people have our assurance that they will be protected from any repercussions for whistleblowing in good faith.

More information on our compliance practices can be found in the Regulators section of this report.

Maintaining strong labour relations

Through fair and open communication, UOB enjoys a productive and collaborative relationship with various employee unions in the key markets in which we operate. Under prevailing labour laws, eligible employees are able to join labour unions relevant to the banking industry.

Building meaningful careers

Investing in training and career development

At UOB, it is important that our people not only have the right skills, but also the right mindset and uphold the values that will build and maintain the trust we have earned from our customers.

Recognising that digitalisation is one of the key trends that will continue to shape the industry, we held two employee development programmes. These focused on encouraging enterprising thinking and developing digital skills within the Bank. In November, we held UOB's first innovation workshop and employee hackathon at The FinLab, an innovation centre focused on creating solutions for financial services. The FinLab is a partnership between UOB and Infocomm Investments Pte Ltd. More than 150 employees from across the Bank participated in the sessions to design commercially viable solutions for real-life banking challenges. Technology experts guided the participants on app design and pitching, while UOB mentors provided advice and perspectives on customer experience, business realities and feedback to challenge the teams.



Our colleagues challenged themselves to design innovative banking solutions at the employee hackathon held at The FinLab.

UOB's FinTech hackathon is a great move by the Bank to encourage innovative thinking among employees. I enjoyed learning new things about the idea design and pitch process, as well as meeting colleagues with a similar passion to improve our products and services through new technology.

Mr John David Yap
Risk and Decision Management, Group Retail

Innovation was also the theme of the 2015 UOB Summit programme for more than 3,000 colleagues. Under this initiative, UOB reinvested into career and personal development courses with grants that the Bank received under the Singapore government's Wage Credit Scheme¹. In 2015, more than 5,000 training places were offered on a range of courses on innovation, productivity, service excellence and IT skills. UOB is the first bank in Singapore to launch such a Wage Credit employee development initiative to help people cultivate the habit of lifelong learning.

We encourage our people to be proactive in their own professional training and development. Through the Strategise, Engage, Execute and Develop (SEED) Foundation Programme, managers identify the training they require to improve their effectiveness, interpersonal and managerial skills.

Grooming future leaders

We take a holistic approach to identifying and developing prospective leaders through the UOB talent management programme. This includes recruitment drives at top educational institutions, a 16-month Recruitment Associate Programme for high-potential undergraduates and graduates, in-house training at the UOB Leadership Academy and a succession planning framework.

In 2015, we held the first *U Unlimited* event for undergraduates from Singapore universities. At the event, UOB senior executives and management associates hosted student forums on overcoming challenges during the transition from school to the workplace. They also shared the opportunities available at UOB and advised the students on preparing for a career in banking. Insight was also shared over tea networking sessions.



UOB senior executives hosted student forums at the *U Unlimited* event to share their experience with undergraduates in Singapore.

Fresh graduates keen to take on leadership and regional roles within the Bank are encouraged to apply for UOB's Management Associate Programme. It provides an accelerated induction in different aspects of the business and training in a wide range of core competencies and technical skills. This year we emphasised the importance of cross-team and cross-country collaboration with a joint induction and work attachment programme in Singapore involving all Management Associates from across our network. Following a comprehensive and rigorous selection and assessment process, 36 graduates from top universities were admitted to the 2015 cohort.

1. Under the Wage Credit Scheme, the Singapore government co-funds 40 per cent of the gross monthly wage increase given over the period of 2013 to 2015 and 20 per cent of the wage increase given over 2016 to 2017. Eligible employees are Singaporean employees earning a gross monthly wage of less than \$4000.

People



The 2015 graduating cohort of the UOB Management Associate Programme.

Professional development for our high-potential employees is also provided by the UOB Leadership Academy. The Academy runs a suite of programmes designed to develop leadership skills and to prepare managers to implement and to manage change. It also offers senior leaders coaching on making a strategic impact across the organisation.

To ensure leadership succession is sustained, we have enhanced our succession planning and development efforts. Through our annual Group Organisation and People Review programme, we identify key talents and potential leaders from across the Group. We nurture such talent with mentorship programmes and place them on job rotation to give them exposure across the breadth and depth of various disciplines and across countries.

Making a real difference

Caring for our people

At UOB, we look after the well-being of our colleagues and are committed to providing our people with a conducive environment based on the principles of care and respect.

As part of this belief, we promote a healthy work-life balance for our people by offering flexi-work arrangements, as well as family care and childcare leave days. In 2015, we doubled our paternity leave in Singapore to two working weeks to give the fathers among our colleagues the option to spend more time with their newborns. This benefit is in addition to Shared Parental Leave where the new father can share one working week of his spouse's maternity leave allocation.

Our care for our people also extends to ensuring their health and safety at the workplace. All full-time permanent employees are enrolled in UOB's healthcare programme – Healthy Employees, Active Lifestyles or HEAL – which has comprehensive medical and healthcare coverage, as well as flexible wellness benefits. Our people are given HEAL dollar credits that can be spent on a wide range of health and wellness benefits for themselves and their dependents. These include health screenings, vaccinations, dental and optical treatments, gym memberships and health-related workshops. This programme also provides a counseling helpline for any under stress or facing challenges at work.

Taking care of our colleagues' welfare also means that we provide and maintain an office environment that is safe for our people. UOB's workplace safety policy and guidelines ensure that every measure is taken to eliminate health and safety risks. Such measures range from conducting regular checks at our offices and of our facilities and equipment, to implementing procedures for dealing with emergencies at the workplace.

Being an inclusive employer

We believe in the strengths of a diverse workforce and value the competitive advantages that it offers. In 2015, we partnered with the Autism Resource Centre's Employability and Employment Centre to hire people with autism for the UOB Scan Hub. This is the Bank's nerve centre for the verification, digitisation and archival of customer documents in Singapore. Our new colleagues are well-suited for the Scan Hub roles as the job draws on their particular strengths, those of unwavering focus and attention to detail.

Marking our 80th Anniversary with our Colleagues

To mark UOB's 80th anniversary and show our appreciation for our people, all full-time employees across the Group were hosted to celebratory tea parties and received a special package comprising additional leave and a \$100 stored value card. In recognition of their dedication and loyalty, all permanent employees across the Group also received a one-time cash gift pegged to their years of service.

It was a double celebration for our people in Singapore as everyone up to the vice president level received a \$1,000 cash gift and an extra day of annual leave as part of Singapore's Golden Jubilee.



Our colleagues were hosted to tea parties and received a special employee package as part of the Bank's celebrations.



Together with the ARC, we reorganised work processes, modified our office environment and developed structured training programmes to enable colleagues with autism to work at Scan Hub. These colleagues work under the guidance of on-site ARC job coaches who are specialised in helping them adjust to the working environment. Supervisors and other colleagues also receive guidance on working with individuals with autism. We also held a series of talks to provide our people with more insight into interacting with colleagues with autism and in turn helping them to succeed at the workplace.

Today, people with autism make up 30 per cent of the workforce at the UOB Scan Hub. For this inclusive employment initiative, UOB was recognised by the National Trades Union Congress (NTUC) with a May Day Model Partnership Award in the Management Category. UOB was the only bank among 106 awardees at the 2015 awards.

We also value our colleagues above the age of 60 for the experience and expertise that they bring to the Bank. We offer re-employment to those who reach the age of 62 as part of our Retirement and Re-employment policy. In addition, under our Return to Work policy, we provide modified or alternative employment to those returning to work after an extended period of absence due to an occupational or non-occupational injury or illness. We endeavour to match the best opportunity available to the skills and abilities of these colleagues to make it easier for them to adjust to the workplace upon their return.



UOB's inclusive employment initiative was recognised at the NTUC May Day Model Partnership Awards 2015.

We began our inclusive journey at the UOB Scan Hub with the vision to create meaningful and long-term job opportunities for our colleagues by understanding and focusing on their different abilities. It is heartening to see that this journey has touched the lives of many of our colleagues and their families. At the same time, the Bank has also benefitted from having a stable and reliable team of people who are committed and enthusiastic about their work because the tasks draw on the strengths that they possess.

Ms Susan Hwee
Managing Director and Head of Group Technology and Operations

People



Employees enjoyed growing their knowledge of art and sharing this with the younger generation.



Engaging our people

Employee engagement is integral to developing our people's sense of belonging at UOB. Through communication channels such as townhalls, dialogues and articles on the intranet, our people are kept informed of business developments, operational changes and the Bank's financial performance. They are also invited to participate in volunteer events and workshops which are organised as part of the Bank's community programme focusing on art, children and education.

More information on our community initiatives can be found in the Community section of this report.

Leading by positive example

Inspiring our people through role models

UOB is dedicated to improving the standards and competencies of professionals in the financial sector. The investments we make in our people not only sharpen our own competitive edge and strengthen our effectiveness as practitioners but also enable us to play a leading role in raising the standards of the banking industry.

In 2015, Ms Susan Hwee, Managing Director and Head of Group Technology and Operations, was conferred the title of IBF Distinguished Fellow by the Institute of Banking and Finance Singapore (IBF). This is the highest accolade bestowed by IBF to C-suite executives to recognise their professional achievements. As an IBF Distinguished Fellow, Ms Hwee serves as a role model, thought leader and mentor to help develop Singapore's financial sector.

IBF also awarded the IBF Fellow title to three senior executives from UOB: Mr Thio Boon Kiat, Chief Executive Officer of UOB Asset Management, Mr Sam Cheong, Executive Director and Head of Group Foreign Direct Investment Advisory Unit, as well as Mr Thomas Siah, Executive Director and Industry Group Head, Commercial Banking.

The IBF Fellow title honours industry veterans who demonstrate thought leadership and commitment to industry development. Along with the IBF Distinguished Fellows, the IBF Fellows will play a vital role in nurturing the next generation of talent for the financial industry in Singapore.



UOB was recognised at the IBF Distinction Evening 2015 for our commitment and contributions to Singapore's financial sector.



Recognised for their contributions to service excellence, our UOB Service Stars are also role models for our colleagues.

Among colleagues, we also motivate each other through sharing of best practices and experiences across a number of disciplines. For example, for service excellence, UOB's Customer Advocacy and Service Quality team regularly draws attention to the role models among our colleagues who have exceeded the expectations of our customers. These colleagues are not just the ones who interact most with our customers at branches, but also those who play supporting roles, for instance in business operations. Their experiences prove the value of each and every colleague's contribution to the customer experience, regardless of their roles and responsibilities.

In 2015, the UOB Service Stars Awards recognised more than 100 employees from various business and support units who have set the standard in keeping our customers at the heart of all that we do.

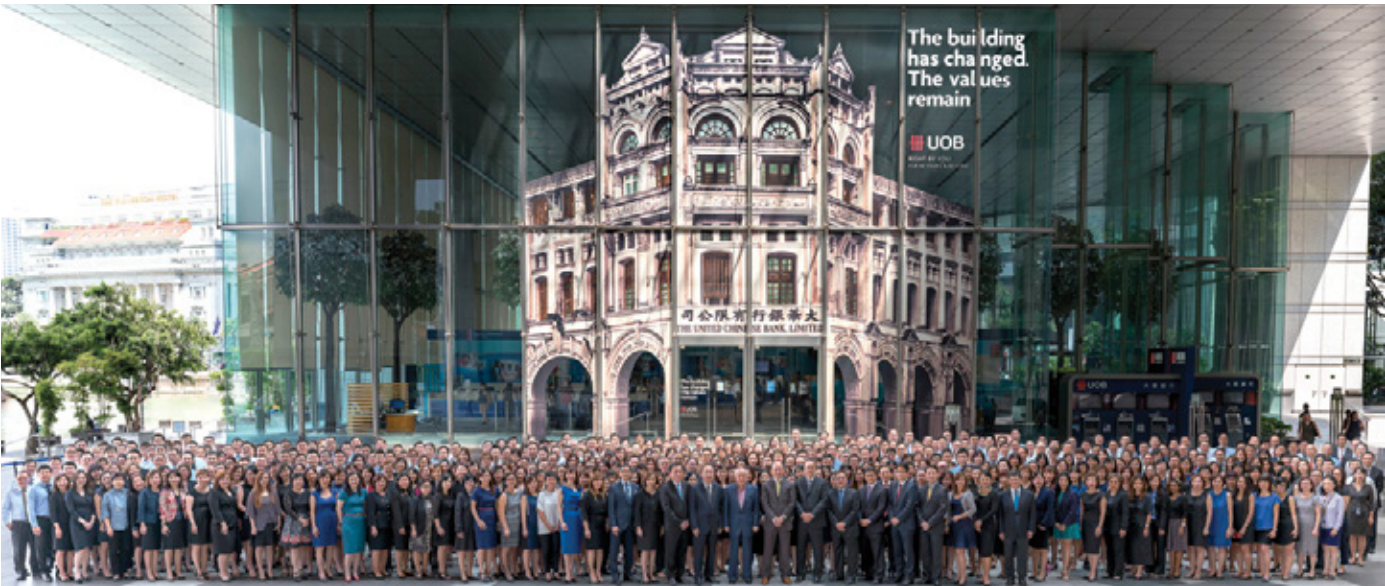
More information on our customer-related initiatives can be found in the Customers section of this report.

I expect everyone to lead by positive example. This is the only way we can build a sustainable business based on long-term customer relationships.

Mr Wee Ee Cheong
Deputy Chairman and CEO

People

Celebrating our 80th Anniversary across the Group



Our colleagues in front of the UOB Main Branch, which was dressed as the Bank's original headquarters, the Bonham Building, as part of our celebrations.

Our colleagues from around the world shared their birthday wishes for UOB.





UOB Chairman Emeritus and Adviser Dr Wee Cho Yaw and Singapore Prime Minister Lee Hsien Loong (in centre) led the cake-cutting on stage at our gala dinner in November 2015, accompanied by (from left to right) Managing Director of Monetary Authority of Singapore Mr Ravi Menon, UOB Chairman Mr Hsieh Fu Hua, Emeritus Senior Minister Goh Chok Tong, UOB Deputy Chairman and CEO Mr Wee Ee Cheong, and Deputy Prime Minister and Coordinating Minister for Economic and Social Policies Tharman Shanmugaratnam.



Community

Our values – Honourable, Enterprising, United and Committed – provide us with a deep awareness and keen appreciation of the countries in which we operate. Our commitment to, and interest in, the communities where our people and customers build their lives, ensure that we create programmes that provide meaningful support and leave a legacy. We focus on investing in what is important to the future of a thriving society and what will stand the test of time.



UOB volunteers with the children from Punggol Family Service Centre and artist Ms Lee Jia Zhen, winner of the Most Promising Artist of the Year award at the 2014 UOB Painting of the Year (Singapore) competition.

2015 Highlights

- Facilitated investments in infrastructure development projects in support of the economic and social progress of Myanmar.
- Initiated innovation and enterprise joint ventures to support Asia's startups.
- Championed Southeast Asian art through the new UOB Southeast Asia Gallery at the National Gallery Singapore which houses the world's largest collection of modern Southeast Asian Art, and the 34th annual UOB Painting of the Year regional competition; conducted community-based art classes for students.
- Provided education opportunities via the \$50 million Wee Cho Yaw Future Leaders scholarship awards and the UOB University Scholarship Programme in Myanmar.
- Supported our colleagues as they volunteered more than 23,500 hours to help local charities across Asia.
- Donated more than \$20 million to support the causes of those with special needs, children and the elderly.
- Raised awareness on inclusive business practices through the UOB Scan Hub and UOB Ability Hub.
- Made more than 20 per cent energy savings from two main office buildings in Singapore.

Ensuring sustainable economic growth

As a leading bank in Asia, we have an abiding commitment to encouraging business investment as a means of driving long-term economic growth and community development.

Encouraging long-term, strategic investments

As our business has grown over the last 80 years, we have built deep connections in all the markets in which we operate. We opened our branch in Myanmar in May 2015, one of only nine foreign banks having been granted a foreign bank licence to do so. We focus our efforts there on supporting clients whose investments are directed towards meeting Myanmar's growing urbanisation and industrialisation needs and long-term economic growth. This has involved UOB helping to facilitate investments in infrastructure development projects including the construction of three of the country's gas-fired power plants, essential for Myanmar's economic growth. Alongside supporting projects that create jobs for the people of Myanmar such as in the energy, automotive and tourism industries, we offer training and technical assistance to the local banking industry as it helps to manage Myanmar's rapid economic transformation. In Thailand, we have also opened a second Business Banking centre in Chiang Mai Province to support growing cross-border trade flows and increased tourism.

Through UOB Venture Management's Asia Impact Investment Fund, we have extended an opportunity for our customers to invest in socially responsible companies. Their investment supports companies creating employment opportunities and helping people living in low-income communities.

Supporting innovation and enterprise

To support more enterprise and innovation, we invested US\$100 million to acquire a 50 per cent interest in Temasek Holdings' subsidiary InnoVen Capital. This company provides US\$500 million venture debt financing to startups in China, India and Southeast Asia as they seek to build the businesses of the future in the areas of healthcare, clean technology and consumer services.

We also set up The FinLab, a joint venture with the investment arm of the Infocomm Development Authority of Singapore. Over the next two years, The FinLab expects to help at least 30 promising startups test and accelerate their businesses. We have also opened The FinLab to all UOB employees to help develop new, technology-based financial services. These initiatives support the growth of emerging industries and businesses and create opportunities for people to apply their enterprising minds to ensure they stay relevant in our increasingly connected world.

Nurturing Asia's small- and medium-sized enterprises

In Asia, small- and medium-sized enterprises are the bedrock of many local economies. In Singapore alone, such businesses account for 99 per cent of all local enterprises¹.

We understand the ambitions of such businesses because it was the same entrepreneurial spirit and determination to succeed that propelled our growth from a small local bank to a regional leader. We want to help businesses grow and, as a result, established the Asian Enterprise Institute, in partnership with the Singapore Management University (SMU). Since its launch in 2012, the UOB-SMU Asian Enterprise Institute has helped nurture more than 310 small businesses by providing business consulting services, research and industry insights.

Strengthening the social fabric

Our 80th anniversary provided the perfect canvas for us to share with our customers and the community our long-term commitment to supporting art, children and education. We conducted a range of activities throughout the year, each designed to celebrate and to strengthen the bonds within the communities in which we operate.

Connecting communities through art

One of the most significant and long-term commitments we made in 2015 was through our partnership with National Gallery Singapore (NGS) to promote Southeast Asian art. The UOB Southeast Asia Gallery is housed in NGS which holds the world's largest collection of modern Southeast Asian art – more than 8,000 pieces of art that capture the history, culture and creativity of our region. We also exhibit in NGS several historically important and formative pieces from our own collection including works by renowned artists Chua Ek Kay, Tan Swie Hian and the much-respected pioneer in the Nanyang Art style, Cheong Soo Pieng.



We partnered with National Gallery Singapore to champion Southeast Asian art. (Image courtesy of National Gallery Singapore)

1. Source: SPRING Singapore, Grow Your Business, http://www.spring.gov.sg/Resources/Documents/Corp_Marketing_Brochure_Eng.pdf

Community



The UOB Art Gallery in Singapore is a public exhibition and educational space where we share our passion for art with the community.

A number of our paintings were also on display at a joint exhibition between NGS and National Museum China to inaugurate the new China Cultural Centre in Singapore in late 2015. The exhibition commemorated the 25th anniversary of the establishment of diplomatic relations between China and Singapore.

The UOB Art Collection, one which we have been curating for more than four decades, was also the focus of a special exhibition held at Singapore's Nanyang Academy of Fine Arts. The exhibition, titled *The UOB Art Collection: Drawing from our past, framing our future*, provided a rich, visual commentary on the region's economic and cultural transformation over many decades.

Our long-term commitment to art is principally demonstrated through our flagship art programme, the UOB Painting of the Year (POY) Competition – the longest-running art competition in Singapore. 2015 was its 34th year. The regional competition today is open to established and emerging artists from across Southeast Asia, and provides an avenue for them to showcase their talent to a wider audience. Local competitions are held in Indonesia, Malaysia, Singapore and Thailand. UOB then hosts each country's winning artists in Singapore as part of announcing the annual UOB Southeast Asian POY award winner. This year's winner was Indonesia's Mr Anngar Prasetyo for his painting titled *Exploitation of Fish*, a piece which provides a stark reminder of the consequences of over-fishing.

We are also grateful to the UOB POY alumni, who continue to partner with us on art education programmes. Under the UOB Heartbeat Volunteer programme, artists share their time and skill to hold art classes for children who are rarely exposed to art. In 2015, classes ranged from a creative art workshop with 2014 POY Singapore winner, Ms Om Mee Ai, to creating contemporary Chinese ink paintings for Mother's Day with 2014 POY winners, Ms Hong Sek Chern and Mr Chua Say Hua. The largest class we conducted was with inaugural POY winner Mr Goh Beng Kwan who helped children with special needs paint a two-storey high mural celebrating Singapore's Golden Jubilee. Themed *Home*, the mural comprises a collage of each child's drawing of the people and places closest to their hearts.



The 2015 UOB Painting of the Year's Most Promising Artist, Singapore, Mr Ezra Chan Yi, 16, was among the artists that the competition helped discover and nurture.



UOB regularly holds art classes for children in partnership with POY alumni and through the UOB Art Academy.

Our commitment to the region's artists also saw us host our first UOB POY exhibition in Malaysia. The well-received exhibition gave 12 local Malaysian artists an opportunity to share their latest works.

We also extended our support for the arts in Hong Kong through the creation of the UOB Art Academy. The Academy runs monthly workshops, forums, exhibitions and mentor programmes. All activities are designed for children with special needs and those from less privileged backgrounds.

Improving the future through education

We believe in preparing the younger generation for the future. In 2015, we launched the \$50 million Wee Cho Yaw Leaders Award scholarship programme. It was part of our 80th anniversary celebrations. The first cohort of scholars will be chosen in 2016, based on their potential to lead as well as their academic performance, community efforts and financial background. Each recipient receives funding to cover their university tuition and will be given an opportunity to build a career at UOB.

Our university scholarship programme in Myanmar is another example of our commitment to developing local banking talent and supporting the local financial sector. In 2015, UOB helped 15 outstanding students to further their education at the University of Yangon and the Yangon University of Economics. The scholars also completed an internship at the Bank to learn new skills and to prepare themselves for their careers after graduation.

As part of giving the younger generation a headstart in life, UOB began offering computer coding lessons for the children of our customers in 2015. Each Sunday, parents conducting their banking at our Serangoon Central and Jem branches are able to enroll their children in The Art of Coding lessons. The lessons teach the children the basics of software and application development.

We also provide financial literacy education programmes to children in Indonesia and Malaysia to equip them with tools and knowledge to understand the basics of sound financial management. More than 170 children have benefitted from such programmes that we ran in 2015.

Community

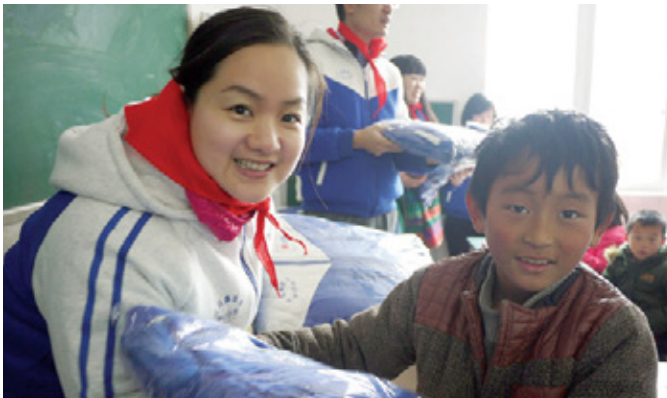


Every year, our people, their families and our customers across the region come together to raise funds for charity at the annual UOB Heartbeat Run/Walk.

Giving back to the community

The care and concern of UOB employees run deeply across all our offices. Testimony to this is the more than 23,500 hours our people volunteer to help charitable causes. On the same day every year we host the UOB Heartbeat Run/Walk across multiple countries. It is when UOB colleagues, their families, friends and customers unite as one to run or to walk to raise funds for those in need. In 2015, we set a new UOB Heartbeat Run/Walk fundraising record of \$1.3 million. These funds are channeled directly to beneficiaries that work to improve the lives of children, often those with special needs, and the elderly.

Our team in China donated school supplies to children in two remote schools. At the Central Primary School in Sichuan Province, 300 children received winter uniforms to keep them warm during the colder months, new school bags and stationery sets. At Liu Zao Primary School in Jiangsu Province, students now have access to a refurbished library, dance hall and music rooms as a result of the efforts of our people.



Our colleagues in China raised funds to provide the students at the Central Primary School in Sichuan with winter uniforms, school bags and stationery sets.

Enabling inclusiveness

UOB takes an active role in championing a more inclusive society. This might take the form of our own inclusive employment initiatives, exemplified by the award-winning UOB Scan Hub where people with autism are hired for roles requiring their particular strengths of unwavering focus and attention to detail. We take care in the design of our branches, being sensitive to those living with disabilities. And our people also make the time to support organisations dedicated to helping those with special needs, in the desire to help make a difference to their lives.



The UOB Ability Hub was built in partnership with the Community Chest and SG Enable.



The UOB Scan Hub is one example of how we support inclusion at the Bank.



UOB employees showing our support at the Purple Parade in Singapore, a movement that promotes the building of an inclusive society and celebrates the abilities of persons with special needs.

In 2015, we helped to set up a learning and development centre in Singapore for people with special needs. The UOB Ability Hub, built in partnership with the Community Chest and SG Enable, is a facility to provide on-the-job training, information services and job support for people with disabilities. The UOB Ability Hub also hosts the UOB Auditorium which is the first in Singapore equipped with hearing loop technology to improve the clarity of sound for the hearing impaired.

We also donated \$20 million, as part of our 80th anniversary, to charities that support those with special needs, children and the elderly.

Managing resources wisely

As part of our long-term approach to managing our business, we seek to reduce the environmental impact our operations may have on local communities. For example, over the last few years we have deployed digitisation technology to reduce the paper we use when opening customer accounts. In 2015, we continued to make operational improvements and recycled more than 5,000 tonnes of materials at UOB Plaza, and achieved more than 20 per cent energy savings from two of our office buildings in Singapore, UOB Plaza and Alexandra Road building. Our upgrading programme saw the buildings' air conditioner units replaced and energy-efficient LED lighting installed. Other improvements we made at UOB Plaza include rainwater harvesting and installing water-efficient fittings, providing Green Lot priority parking for hybrid and electronic cars, and bicycle parking lots to reduce the use of private cars. We also maintained almost 5,000 m² of landscaped gardens.

Investors

With the long-term interests of our investors in mind, UOB is focused on preserving the quality of our balance sheet to deliver stable and sustainable growth and returns. We are committed to maintaining effective and regular engagement with investors and analysts to keep them updated and to enable them to have an informed opinion on the Group's corporate strategy, operational performance and business outlook.

2015 Highlights

US\$8 Billion Global Covered Bond Programme

We launched our maiden US\$8 billion global covered bond programme in November 2015 to broaden our funding sources and to diversify our investor base into the institutional secured funding market. Backed by a selected portfolio of mortgage loans linked to properties in Singapore, the covered bonds, when issued, are expected to be rated 'Aaa' by Moody's Investors Services and 'AAA' by Standard & Poor's Rating Services. These strong ratings reflect the robust covered bond legal framework in Singapore, UOB's financial strength and the quality of mortgage loans originated by UOB.

Greater China Corporate Day

On 30 August and 1 September 2015, we hosted 20 banking analysts in Shanghai, sharing UOB's strategy, capabilities and progress in Greater China amid the economic trend of increasing connectivity between Greater China and Southeast Asia, as well as the demographic trend of growing consumer affluence in China. This event was timely as the analysts were able to gain a better understanding of the Bank's growth and development in light of ongoing concerns about the slowing economy and volatile market in China.

Overall, we came away positive on UOB Greater China's growth strategy which reflects the Group's commitment and focus as an international player in a large and growing market to capture the increasing business flows between China and Southeast Asia.

Ms Melissa Kuang
Analyst, Goldman Sachs

From our visit, we find that UOB's Greater China Strategy is well thought out and has been executed with care. This is in line with our previous report where we said that overseas growth can add 14.6 per cent to UOB's market cap by 2017.

Mr Nick Lord
Analyst, Morgan Stanley



Mr Eric Lian, President and CEO of UOB (China), and Mrs Christine Ip, CEO of UOB Hong Kong, updated analysts and investors on UOB's Greater China business.

Delivering Long-term and Sustainable Returns

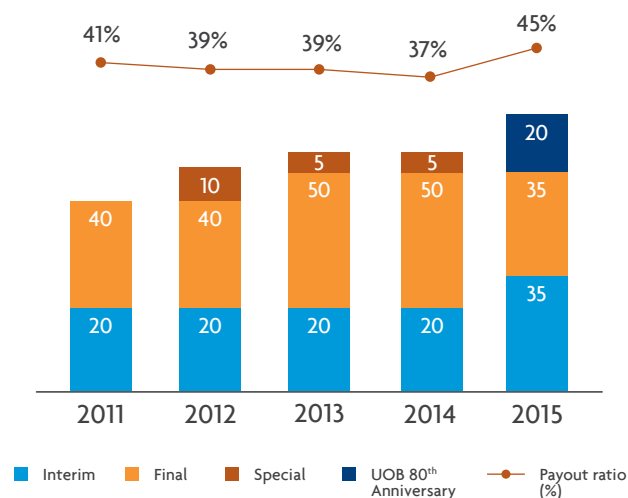
Led by the vision and experience of our leadership, UOB has grown over the past 80 years to become one of the leading banks in Asia today. We remain focused on the fundamentals of banking, maintaining our balance-sheet strength and enhancing our capabilities to cater to our customers' needs.

Our fundamentals underpin our ability to stay resilient through market cycles to achieve steady earnings, and our commitment to deliver sustainable returns to our investors over the long term.

Dividends are usually payable on a half-yearly basis. Where applied, the scrip dividend scheme gives shareholders the option to receive the dividend in cash and/or new UOB shares.

Since UOB was publicly listed in 1970, we have consistently paid dividends to our shareholders through business cycles. To commemorate UOB's 80th anniversary in 2015 and to share our success with shareholders, we declared a special one-off dividend of 20 cents per share. Backed by our steady financial performance, we achieved a total annualised shareholder return of 5.0 per cent over 2011 to 2015, compared with Singapore's stock market average of 1.1 per cent¹.

UOB's dividend per share (cents) and payout ratio for 2011-2015



Selected Investment Metrics on UOB

	2011	2012	2013	2014	2015
Share price (\$)					
Highest	21.00	20.23	22.10	24.72	25.05
Lowest	14.42	15.15	18.63	19.40	18.20
Daily average	18.23	18.52	20.51	22.27	21.85
Last done	15.27	19.81	21.24	24.53	19.65
Price-to-earnings ratio (x) ^a	12.75	10.77	11.15	11.25	11.26
Price-to-book ratio (x) ^a	1.38	1.27	1.34	1.30	1.22
Net dividend yield (%) ^a	3.29	3.78	3.66	3.37	4.12
Return on average ordinary shareholders' equity (%)	11.1	12.4	12.3	12.3	11.0
Total annualised shareholder return over 2011 to 2015 (%)					5.0

^a The daily-average share prices are used in computing these three ratios.

We have consistently relied on our internal capital generation ability to support expansion plans, with the last major capital raising exercise being in 2001 during the Overseas Union Bank takeover. In 2015, we purchased 1.7 million ordinary shares for \$37 million, and we used 1.3 million treasury shares² solely to meet our obligations under the employee long-term incentive plans.

We are among the few highly-rated banks globally, with strong investment-grade credit ratings of 'Aa1' by Moody's Investors Services and 'AA-' by both Standard & Poor's Rating Services and Fitch Ratings. UOB's proven track record is also reflected in the tight pricing and consistent oversubscription of the Bank's bonds and capital securities in the past few years.

1. Source: UOB, Bloomberg

2. Treasury shares are ordinary shares repurchased by the Bank and shown as a deduction against share capital. These may be sold; cancelled; distributed as bonus shares; or used to meet the obligations under employee long-term incentive plans.

Investors

Regular And Transparent Communications with Investors

We are committed to maintaining regular and transparent communications with the investment community, including our shareholders, investors, shareholder proxy voting agencies, equity and fixed-income analysts and credit rating agencies. Our investor relations policy governs our engagement with these stakeholders and stipulates that disclosure of information should be conducted on a timely and fair basis.

UOB is covered by the research teams from more than 20 brokerage firms globally. Through constant dialogues with our investment community, our senior management keep investors abreast of UOB's financials, milestones and other material developments. This is especially important during times of economic uncertainty and market volatility.

In 2015, we met more than 500 analysts and investors and shared with them UOB's corporate strategy, operational performance and business outlook at the following events:

- Quarterly results briefings, fronted by our senior management, with conference call facilities arranged for overseas analysts and investors. Analysts and investors in Singapore were also invited to post-results luncheons every quarter;
- Investor meetings, conferences and roadshows held in Europe, the US, Hong Kong, Kuala Lumpur and Singapore;
- Our Greater China Corporate Day event in Shanghai, China;
- Meetings with credit rating agencies; and
- Annual general meetings (AGM) and other general meetings.

We disclose pertinent information on a fair, clear and timely basis. General information on UOB, including annual reports, quarterly results, recorded webcasts of results briefings, news releases and presentation slides, including CEO's AGM presentation slides, are available on our corporate website www.UOBGroup.com. All financial results, news releases, dividends recommended or declared for payment, and other ad-hoc announcements are also available on the SGX website.

Key rating drivers of UOB include its strong capitalisation, resilient credit quality and disciplined funding.

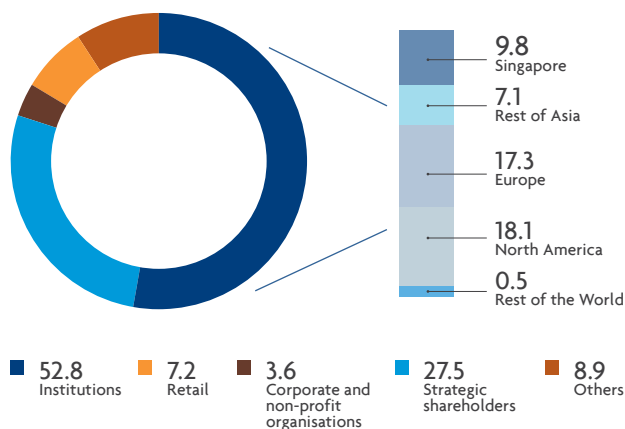
Fitch report dated 27 October 2015

UOB has strong financial fundamentals, namely robust asset quality, good capital adequacy and healthy funding and liquidity profiles. As a result, its rating is among the highest that we assign to banks globally.

Moody's report dated 13 May 2015

Our diversified shareholder base

Breakdown of UOB's shareholders as of 31 December 2015 (%)



Source: UOB, NASDAQ OMX

We have a diverse base of shareholders, including institutions, strategic shareholders, retail investors and other corporate and non-profit organisations. Institutional investors form the largest shareholder group, holding more than half of UOB's shares. The next largest group are our strategic shareholders among whom are members of the Wee family, including UOB's Chairman Emeritus Dr Wee Cho Yaw, and Deputy Chairman and CEO Mr Wee Ee Cheong. Their steadfast focus on balancing quality growth with stability is aimed at creating long-term value across the UOB franchise. This approach is aligned with the long-term interests of other shareholders and investors who are seeking stable returns from a sustainable investment.