



2014

Summary report

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121ST ANNUAL GENERAL MEETING

Agenda

The Annual General Meeting of UIA (Insurance) Limited will be held in the Finnieston Suite, **Hilton Garden Inn**, Finnieston Quay, Glasgow, G3 8HN on **Tuesday 16th June 2015** at 1.00pm to consider the following business and, if thought fit, pass the following resolutions by a simple majority of votes cast:

- 1** To receive the annual report of the Board, the auditors' report and the audited financial statements for the year ended 31st December 2014.
- 2** To approve the remuneration report for the year ended 31st December 2014.
- 3** To re-appoint Deloitte LLP to be auditors of the company, to hold office until the conclusion of the next Annual General Meeting, and to agree their remuneration be determined by the Board.
- 4** To re-elect Peter Dodd as a member of the Board.
- 5** To re-elect Mike Hayes as a member of the Board.
- 6** To re-elect Eithne McManus* as a member of the Board, having been appointed as a Director since the AGM 2014 and pursuant to Rule 71 of the Company.
- 7** To transact any other business permissible under the rules of the Company.

Copies of the agenda and a form of proxy will be sent to members of UIA together with the summary report. The annual report and financial statements for the year ended 31st December 2014, together with additional copies of the agenda, will be available via www.uia.co.uk or on request from the Company Secretary, UIA (Insurance) Limited, Kings Court, London Road, Stevenage, Herts, SG1 2TP.



Ian Cracknell
Chief Executive Officer
18th March 2015

*Eithne McManus, being elected by the Board pursuant to Rule 77 as an additional Director, retires from office and, being eligible, offers herself for re-election.

AGM
2015
Annual General Meeting

Board of Directors

Chairperson's Statement

The following directors held office throughout the year, except as noted below:

EXECUTIVE DIRECTORS

| | |
|----------------------|-------------------------|
| Ian Cracknell | Chief Executive Officer |
| Ben Terrett | Finance Director |

NON-EXECUTIVE DIRECTORS

| | |
|--------------------------------|---------------------------|
| Bob Abberley | |
| Peter Dodd | |
| Mike Hayes | |
| Lucia McKeever | |
| Eithne McManus | Appointed 1 November 2014 |
| Bob Newton | Resigned 30 November 2014 |
| Marion Saunders | |
| Geoffrey Shears | Resigned 17 January 2014 |
| Eleanor Smith | |
| Andrew Wainwright-Brown | |
| Tony Woodley | Appointed 1 February 2014 |

“ My first two years as Chair of UIA have gone very fast indeed, but I remain honoured to be entrusted to Chair the Board of your insurance company. My enthusiasm to work with such talented people to develop UIA as a modern, independent mutual insurer remains as strong as it did when I was first appointed to the role.

I am passionate about what makes us different from other insurance companies, and being a mutual is at the core of this difference. From the throes of the Industrial Revolution, where the early co-operative or mutual societies were born, our remit has been about coming together in a spirit of self-help, to safeguard the welfare of our members.

I firmly believe that our status as a mutual insurer translates into providing you, our members, with access to competitive insurance products supported by exemplary service. As I write this statement, UIA is celebrating a milestone 125 years of meeting the needs of our members, partners and other stakeholders. Looking forward, I also think that UIA is cementing the foundations to ensure that we have a sustainable business for the future.

FINANCIAL PERFORMANCE

The last 12 months have not been without their challenges and while there has been growth in the UK economy, we know that emergence from a sustained period of economic hardship has created challenges for many of you. However, it is pleasing to report that our financial performance was strong in 2014, and the number of members taking out our policies has continued to grow. We certainly welcome the support that we have received from our key trade union partners in achieving our results. In addition, it has been good to see Together start to introduce new members to the organisation.

I am therefore pleased to report that our underwriting result before exceptional items was £2.6 million in 2014, which is 16% higher than last year, and our overall result was £2.3 million (after deduction of exceptional items). This good performance has

been accomplished through firm underwriting discipline, keeping our costs low, and achieving a solid return from our investment funds. The results achieved in 2014 have helped us to remain financially strong, to maintain competitive premiums and to support our strategic ambitions to grow the business. However, most importantly they have helped maintain our reserves to aid us in dealing with the impact of a major weather-related event.

SUPPORT WHEN OUR MEMBERS NEED IT MOST

A major weather-related event was exactly the type of situation faced at the beginning of 2014, when the UK experienced some of the worst storms and floods seen for decades. Many parts of the UK were affected and it is estimated that it cost the insurance industry well over £800 million. Of course, UIA was affected too, with the volume of claims that we normally deal with more than doubling during the period.

Chairperson's Statement (continued)

However, we made it our policy to move swiftly to help our members when they needed it most. This meant providing advice and support to help them as quickly as possible and deliver the high level of service that they rightly demand as members of UIA.

UIA AND TOGETHER

Having a sustainable business for the future is at the forefront of our strategic thinking. Of course, our roots are very firmly embedded in the strong relationships that we enjoy within the trade union movement. In particular, there is the long-standing and excellent relationship that we enjoy with UNISON, now complemented by the firmly established partnerships that we have with Unite and GMB. Over the last decade, the relationships that have developed within the trade union movement have grown to include most of the main trade unions in the UK, providing a membership of well over four million

“We are proud of our Investors in People Gold Standard and ensure that our staff have the right skills to go the extra mile.”

members and their families with access to our products. We see the development of these relationships as the cornerstone of our future success and look forward to continuing to provide insurance protection for trade union members and their families for many decades to come.

To complement the strong partnerships that we enjoy within the trade union movement, you will recall that last year we introduced a new brand called Together Mutual Insurance, which is aimed at providing other like-minded customers with the opportunity to enjoy a relationship with us. From a relatively slow start, I am happy to say that we are now pleased with the progress of Together. In particular, we are now enjoying sustained success with the new brand through the internet and price comparison sites. Through Together, it is our aim to not only welcome new customers to our mutual community but to also spread our costs more widely, allowing us to continue to provide excellent value to all our members into the future.

INVESTING IN OUR PEOPLE TO MEET MEMBERS' NEEDS

Of course, behind the service that we provide to our members are the people who provide it. We are proud of our recognition as an employer to have been awarded the

Investors in People Gold Standard and continue to invest in our staff to ensure that they have the right skills and training to help them go the extra mile in the service that they provide. The majority of our customer-facing staff either have, or are studying to achieve, insurance qualifications, and throughout the organisation there is a significant emphasis on improving performance so that we can resolve members' problems swiftly and efficiently and learn from the experience.

This training and development is not just confined to our staff, as we firmly believe that continued development should cascade from the Board downwards. Therefore, we have embarked on a programme of development for all Board members to help them to improve their own skills and to ensure that they can meet the governance requirements now placed upon them. All members of the Executive team have also completed or are currently attending the Cranfield Business School Directors Programme. This way, we will be able to remain confident that each Board member understands their duties and responsibilities and is fully equipped and confident to contribute to our governance.

I believe that the investment we are making in all our people at UIA will help us to improve the way we meet your needs.

The feedback from you about the service that we provide would seem to support this, with 86% of our members saying that they would recommend us to a friend or family member* and 73% of customers giving us five stars for service through our regular online survey, provided by TrustPilot. I am certainly aware that our members can choose who they want to insure their properties, and I would like this to continue to be UIA.

Our aim is to be an Equal Opportunities employer and to support and promote good employment practices as an integral part of personnel procedures. It is therefore our policy to ensure that no employee or applicant receives less favourable treatment on any grounds, and this is regularly monitored. We also strive to provide our staff with excellent terms and conditions, including ensuring that all staff receive a living wage, rather than paying the minimum level.

The gender split of people engaged in the business on 31st December 2014, is detailed in the table below:

| | MALE | FEMALE |
|-------------------------|------|--------|
| Non-Executive Directors | 5 | 4 |
| Executive Directors | 2 | - |
| Management | 9 | 4 |
| Supervisory | 2 | 11 |
| All other staff | 36 | 80 |

*UIA 'How are we doing' questionnaire 2014

OUR UNDERWRITING RESULT LAST YEAR WAS £2.6 MILLION

16%
HIGHER THAN LAST YEAR

RETIREMENT AND RECRUITMENT

Since the last AGM, Bob Newton has retired from the Board and has been replaced by Eithne McManus. Bob was appointed to the Board in 2007 and has been instrumental in helping to guide the strategy of the organisation. I would therefore like to thank him for the significant contribution that he has made, and to welcome Eithne to the Board. Eithne was appointed following our agreed recruitment process. Like Bob, she is a qualified actuary and has considerable experience within the financial services sector, including as Chief Executive of City of Westminster Assurance and as a Director of Countrywide Assured.

A SUSTAINABLE BUSINESS

Last year, I reported that if we are to have a business that is sustainable, it is of course essential that the organisation is equipped to meet the challenges ahead.

During 2014, UIA embarked on a major project to improve our IT systems. The project, known internally as 'Honeycomb' was scheduled to be completed by the end of the year, for implementation in 2015. We are satisfied that the process undertaken to select the right system for our requirements was robust. However, as a result of issues that have arisen during the development of this project, unfortunately it has become necessary for the Board to take the difficult decision to terminate the project and to re-evaluate our core requirements. This will have an impact on our capital position but the Board firmly believes that it is the right decision for the long-term sustainability of the business. I would also like to reassure members that despite this setback, our current insurance administration systems are capable of supporting our current business requirements.

RISK MANAGEMENT AND GOVERNANCE

Risk management is a critical focus for UIA, and over the last year we have continued with our preparations for the new Solvency II regime of risk management and governance, which will be introduced in 2016. It is pleasing to report that our governance and risk

Chairperson's Statement (continued)

management structures are in good shape and that despite the termination of the Honeycomb IT project, our capital position remains strong. As at the end of 2014, it was £38 million, and this figure is more than £17 million in excess of our capital requirements.

As I mentioned in my statement last year, we have taken the opportunity to review the Rules of UIA to ensure that they continue to meet the requirements of a modern, independent, mutual insurance company. It was stated that any proposed changes would be brought to the members at a future AGM, but we have since determined that no changes are necessary. However, we have now published the UIA Charter, to act as a reference point for the responsibilities that we have to our members and a copy of the Charter is available upon request.

COMMUNITY AND SPONSORSHIP

Our community focus is not just about relationships built on insurance products, it is much wider than that and, as a mutual, I think that we have a role to play in being at the heart of the community. Our

Charitable Foundation has donated more than £500,000 to support worthy projects since its inception and aspires to support the interests and involvement of our staff, members and trade union partners.

The Foundation is particularly interested in engagement with organisations where our funding could make a difference to the work of grant recipients over a period of time. The Foundation has made grants of over £60,000 in 2014. In *Affinity* magazine, which accompanies the summary report, there are some examples of how we have worked with organisations to support particular projects during the course of the year. In addition to the work undertaken by the Foundation, we have also been working closely with our investment partners to ensure that the companies we invest in are operating as good corporate citizens and to pressurise those who are lagging behind to change.

Over the last few years, it has been our pleasure to have just a small part in supporting the success of Amy Marren the young Paralympic swimmer. Amy is a world champion

but still one of the youngest athletes in the Paralympic GB team. We have been proud to sponsor Amy during 2014 and are looking forward to supporting her as she prepares for the competition at Rio 2016.

ACKNOWLEDGEMENTS

The last 12 months have not been without their challenges, but I am pleased to say that 2014 has been a successful year for UIA. As always, this good result would not be possible without the teamwork and dedication of our directors, management and staff. I look forward to working with them to deliver continued success in 2015.

It has been a privilege to be the Chair of your insurance company for another successful year, and I am confident that our strategy for the future is the right one to ensure that we continue to have a sustainable business, where people and community are at the heart of what makes UIA a modern, independent mutual insurer.

I look forward to seeing many of you at our Annual General Meeting in Glasgow on 16th June.

MA Hayes

Mike Hayes
Chair of the Board
18th March 2015

Strategic Report

BUSINESS MODEL AND STRATEGY

Our mission is to be the first choice personal lines insurance provider for members of trade unions and like-minded members of the general public. In order to achieve this mission, our desire is to remain an independent mutual that is financially strong and operating profitably. Our key measures of strength and profitability are our Solvency Ratio and our Combined Operating Ratio, and we aim to deliver these key targets primarily through the underwriting and administration of household insurance, supported by the sale of other complementary products.

We also continue to underwrite legal expenses insurance, although this business is largely in run off. As a mutual, we have no shareholders to pay and we are thus able to generate long-term value to our policyholders. We aim to do this through a combination of excellent customer service, competitive premiums, and the prompt payment of all valid claims.

Our strategy is dual focused. Firstly, to continue extensive engagement with members of our key business partners (the trade unions) through a number of different communication channels, including direct mail, digital, magazines, conferences and face-to-face contact with key

£500,000

DONATED TO CHARITIES SINCE 2001

branch, regional and national secretaries. Secondly, to offer our products to like-minded members of the general public through our Together Mutual Insurance brand, largely through digital routes.

We are solely UK-based, with a central call centre encompassing the entire operation from sales and policy administration to claims handling and payment in Stevenage, and an out-of-hours 24/7 claims service operating from Cardiff.

REVIEW OF THE BUSINESS

The Group, led by the performance of the parent company UIA (Insurance) Limited, has had another successful year, generating profits from underwriting, before deduction of exceptional items, of £2.597 million, net investment returns of £1.657 million and a contribution from subsidiaries of £0.133 million. As noted in the exceptional item section to the right, we have also written off technology development expenditure of £1.650 million and treated this as a non-recurring exceptional item. After deducting the exceptional item the net underwriting

profits are £0.947 million. Of the net underwriting profits, £0.780 million (2013: £2.057 million) was derived from household underwriting and £0.167 million (2013: £0.178 million) from legal expenses underwriting.

EXCEPTIONAL ITEM

During 2014, UIA embarked on a major project to improve our IT systems. The project, known internally as 'Honeycomb', was scheduled for completion by the end of the year. We are satisfied that the process undertaken to select the right system for our requirements was robust. However, as a result of issues that have arisen during the development of this project, unfortunately it has become necessary for the Board to take the difficult decision to terminate the project and to re-evaluate our core requirements. The Board firmly believes that it is the right decision for long-term sustainability.

At the end of the year, the Group had total assets amounting to £81.552 million (2013: £85.385 million) of which £53.540 million (2013: £52.177 million) were investment fund assets. The reduction in total assets is

Strategic Report (continued)

primarily due to the reduction of legal expenses debtors, a result of the majority of this business being in run off. In addition, we have a provision of £6.404 million against our final salary pension scheme liability, which has increased from £4.612 million at the end of 2013. Primarily, the reason for this significant increase is a reduction in the Discount Rate (from 4.5% to 3.6%) used to value our liabilities under this scheme.

By the year end, the Group had £34.276 million (2013: £33.956 million) of retained profits, an increase of £0.320 million. These amounts are stated after deduction of the exceptional item and pension scheme provision.

KEY PERFORMANCE INDICATORS (KPIs)

The Board considers that, in

| KEY PERFORMANCE INDICATOR | 2014 ACTUAL | 2014 BUDGET | 2013 ACTUAL |
|------------------------------------|-------------|-------------|-------------|
| Combined operating ratio | 95% | 99% | 90% |
| Household loss ratio | 41% | 47% | 43% |
| Underlying household expense ratio | 32% | 38% | 36% |
| Retention rate | 82% | 77% | 81% |
| Investment yield | 2% | 2% | 8% |
| Return on capital employed | 7% | 3% | 19% |
| Solvency I cover | 185% | 189% | 186% |

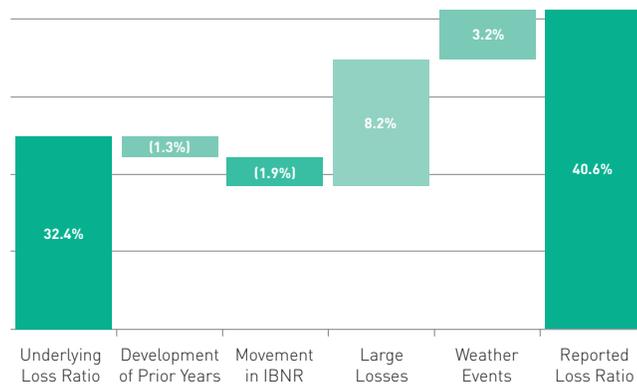
addition to the overall profits shown in the review of the business above, the metrics in the table above clearly represent the key financial dynamics of the Group.

Combined Operating Ratio (COR) is a common measure for insurance companies, and is calculated as Total Costs (Claims plus Commission and Expenses) divided by Net

Earned Premium Income. Our long-term target in respect of this measure is to operate in non-event years at between 92% and 98%. We have performed ahead of budget in 2014 due to the absence of catastrophe claims; this was despite a cluster of "weather" events at the start of the year in January and February

Compared with the market, the Company has had a relative absence of large claims arising from flooding. This is due to the majority of our household book being based in the large conurbations rather than rural areas. The chart to the left shows how our underlying loss ratio is comprised and reflects both the benign claims year and the stability of our book. Ordinarily, we would expect at least 5% of our loss ratio to be derived from flood claims, in addition to the 3.2% weather events (windstorm only).

HOUSEHOLD LOSS RATIO 2014



KEY CONDUCT INDICATORS

It is not sufficient, in a modern, forward-thinking insurance company, to consider performance indicators alone. One of the ways in which we can differentiate ourselves as a mutual is to display those

attributes that a customer-centric organisation has at its heart. Those attributes of fairness, trust and community, coupled with a high-level service, are key to what we do. During 2014, we began to report internally how we engaged with our

customers, and these are shown in the Conduct Risk Indicator table below. Clearly, we have work to do in one area (Claims Abandoned Calls) and this has been a key focus of Claims Management early in 2015. The table below shows the position at the year end.

| CONDUCT RISK INDICATOR | MANAGEMENT INFORMATION | ACTUAL | TARGET | RAG STATUS |
|------------------------|--------------------------------|--------|--------|------------|
| Service Levels | Customer Services | 87.9% | >80% | GREEN |
| | New business | 83.7% | >80% | GREEN |
| | Claims Abandoned Calls | 4.6% | <2% | RED |
| NTU | NTU rate | 5.0% | <5% | GREEN |
| Declined claims | Percentage of claims declined | 20.8% | <25% | GREEN |
| Customer satisfaction | Marketing HAWD | 92.0% | >90% | GREEN |
| | Claims CSS | 95.0% | >88% | GREEN |
| | Propensity to renew Claims CSS | 97.0% | >90% | GREEN |
| Reportable complaints | Claims | 17 | <20 | GREEN |
| | Customer Services | - | <5 | GREEN |

NTU – Not Taken Up – Policies cancelled during cooling off period

HAWD – How Are We Doing? – Questionnaire sent to members

CSS – Customer Satisfaction Score – Questionnaire sent to members after making a claim

EXECUTIVE PAY

Members of the Senior Management Team (SMT) are rewarded for exceeding both performance and conduct risk indicators. The Long Term Incentive Plan has been recalibrated during 2014 to ensure that the reward structure is tied in to the long-term viability of the

business and now includes measures of customer satisfaction. The Nominations and Remuneration Committee agree the metrics at the start of the year, and these measures have to be exceeded by a minimum of 5%, otherwise no bonus accrues.



PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks and uncertainties facing the business are reviewed regularly by the Board and are outlined below.

| RISK HEADING | RISK DESCRIPTION | CONTROLS/ACTIONS |
|---|---|--|
| Governance – Inappropriate strategic direction | Failure to identify opportunities and negate threats | The Board monitors and evaluates business performance at regular intervals and formally through six Board meetings per annum, in addition to two formal strategy sessions. Business performance is reported monthly in the form of management information packs and KPIs are highlighted by a traffic light system, to indicate if the business is on track for exceeding or falling short of the objectives set |
| Insurance – Risks to profitability of the risks underwritten | Significant increase in claims frequency and severity | Risk pricing is met through reinsurance, underwriting and claims controls, and ensuring that we are adequately reserved at all times |
| Operational – Processes and systems | Core insurance system replacement runs into unplanned difficulty resulting in system loss and significant cost overrun | This risk has now materialised and we are holding regulatory capital of £5 million for operational risk. Our current systems are fit for purpose in the short-term but we are exploring ways in which we can increase flexibility and speed to market in the longer term |
| Pension – Inability of Board to take action to control the growth in the pension scheme deficit | Triennial valuation has recently taken place with an overall deficit of £123 million, of which UIA's share is approximately 10% | We have recognised a provision of £6.4 million on our Balance Sheet and also hold an additional £2 million in our Solvency Capital Requirement (SCR) calculation. We have participating observer status on the Board of Trustees and we have a Project Group of the Board set up to address this issue |

FUTURE DEVELOPMENT

Our aim is to grow the business so that we can continue to offer our members competitive household and other quality insurance products in the long-term. We operate in a fiercely competitive market place where there is increasing commoditisation and homogenisation. Therefore, to ensure that the business is sustainable, and that we have a point of

differentiation in a crowded market, the organisation is positioned to not only offer our customers competitive premiums but to treat them as members of a community built on fairness, trust and the high level of service they demand from us.

We recognise that to deliver our strategic ambitions UIA must be capable of not only meeting members' requirements now but of meeting their future needs.

It is for this reason that we continue to invest in the skills of our staff and operational capability to ensure that UIA prospers as a modern, independent mutual insurance company.



Ian Cracknell
Chief Executive Officer
18th March 2015

This remuneration report summarises the Group's policy in relation to the remuneration of the Board of Directors. The full report, which can be found in the 2014 Annual Report and Financial Statements, explains how the Group has applied the Annotated Combined Code for Mutual Insurers as regards the Board of Directors' remuneration. No member of the board is involved in the determination of, or votes on any matter relating to, his or her own salary.

The Group's remuneration policy is structured to facilitate the recruitment, motivation and retention of good quality Executives.

The remuneration of the Executive Directors comprises salary, an annual performance reward, a deferred performance award, defined benefit pension and the provision of a company car. Remuneration reflects individual experience and responsibility. The Company uses external information to validate salary levels.

Fees for the Non-Executive Directors are determined by the Board. The fees for industry experts are set using external benchmarks. No other remuneration is paid apart from these fees, except for authorised expenses incurred while undertaking company business.

The remuneration table below sets out the remuneration received by each of the directors on the Board for their services to the Group for the year ended 31st December 2014.

BOARD OF DIRECTORS – REMUNERATION

| | SALARY / FEES | | PERFORMANCE REWARD | | OTHER BENEFITS | | TOTAL | | |
|------------------------------|---------------|---------|--------------------|--------|----------------|--------|---------|---------|--|
| | 2014 | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 | 2013 | |
| | £ | £ | £ | £ | £ | £ | £ | £ | |
| EXECUTIVES | | | | | | | | | |
| Ian Cracknell | 141,168 | 131,847 | 23,050 | 11,493 | 17,260 | 17,315 | 181,478 | 160,655 | |
| Ben Terrett | 86,355 | 72,780 | 8,000 | 5,558 | 9,143 | 8,618 | 103,498 | 86,956 | |
| NON-EXECUTIVES | | | | | | | | | |
| Bob Abberley | 20,600 | 10,693 | - | - | - | - | 20,600 | 10,693 | |
| Peter Dodd | 21,600 | 21,000 | - | - | - | - | 21,600 | 21,000 | |
| Mike Hayes | 39,758 | 20,636 | - | - | - | - | 39,758 | 20,636 | |
| Eithne McManus ¹ | 5,000 | - | - | - | - | - | 5,000 | - | |
| Bob Newton ² | 24,486 | 25,934 | - | - | - | - | 24,486 | 25,934 | |
| Marion Saunders | 20,600 | 20,667 | - | - | - | - | 20,600 | 20,667 | |
| Geoffrey Shears ³ | 1,750 | 21,000 | - | - | - | - | 1,750 | 21,000 | |
| Andrew Wainwright-Brown | 28,796 | 27,351 | - | - | - | - | 28,796 | 27,351 | |
| Tony Woodley ⁴ | 18,883 | - | - | - | - | - | 18,883 | - | |

NOTES: 1 Eithne McManus was appointed on 1st November 2014, and received regulatory approval on 21st January 2015
2 Bob Newton resigned on 30th November 2014
3 Geoffrey Shears resigned on 17th January 2014
4 Tony Woodley was appointed on 1st February 2014, and received regulatory approval on 4th June 2014

Summary Directors' Remuneration Report (continued)

Where to find us on the day

BOARD OF DIRECTORS – PENSIONS

| PENSION ENTITLEMENT | YEARS OF SERVICE | ACCRUED PENSION AS AT 31ST DECEMBER 2014 | INCREASE IN ACCRUED PENSION |
|---------------------|------------------|--|-----------------------------|
| EXECUTIVES | | £ | £ |
| Ian Cracknell | 17 | 44,002 | 5,335 |
| Ben Terrett | 2 | 13,722 | 3,500 |

The increase in accrued pension during the year is the result of both the additional service accrued and the impact of the increase in salary on the past accrual.

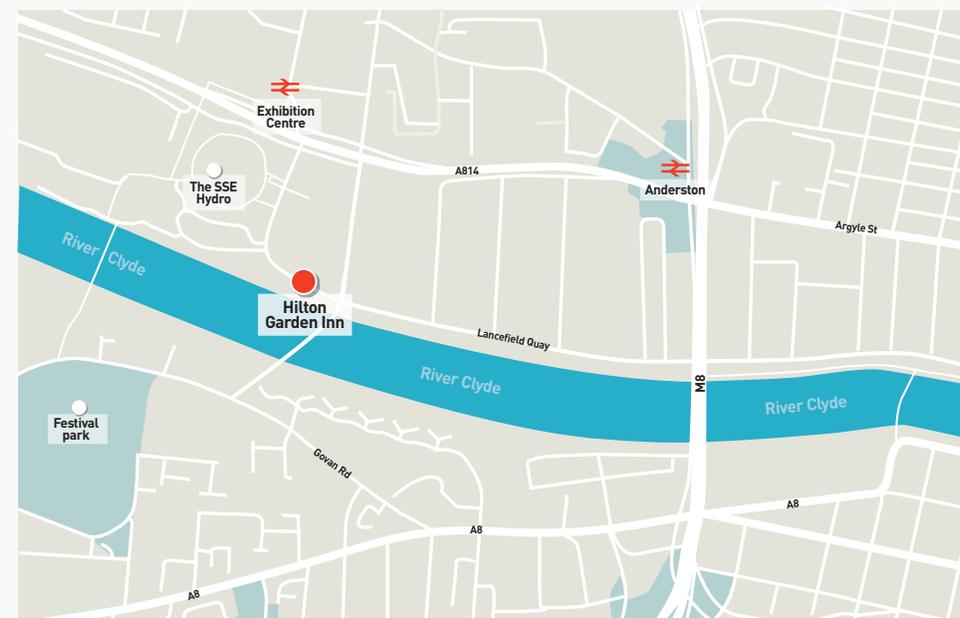
The total accrued pension at 31st December 2014 shown above is the pension to which each director would be entitled on leaving service,

but deferred to the age of retirement.

The years of service figures are those while serving in the capacity of director.

The increase in accrued pension is the difference between the accrued pension at the start and at the end of the year.

A copy of the full Remuneration Report is available in the Group's Annual Report and Financial Statements for the year ended 31st December 2014, which is available from the Company Secretary, UIA (Insurance) Limited, Kings Court, Stevenage, Herts., SG1 2TP or via our website: www.uia.co.uk.



Situated on the banks of the River Clyde, which runs through the heart of Glasgow, the Hilton Garden Inn is five minutes' walk from the local and national rail network.

BY CAR: From the M8 motorway, exit at Junction 19 and follow signs for the Scottish Exhibition and Conference Centre. Proceed towards the SECC main entrance. The Hilton Garden Inn will be on your left, approximately 200 yards before the SECC. The hotel car park is available to all AGM attendees for 24 hours at a £5 charge.

CAR PARKING: Additional parking can be found close to the SECC at 10 Stobcross Road, Glasgow, G3 8YW. The multi-storey car park, operated by City Parking, starts at £3.50 for one hour and offers 24 hour parking for £14.

BY RAIL: From Glasgow's central station, take a connecting train to the SECC's Exhibition Centre station, which takes only three minutes. From there, the Hilton Garden Inn is just a short walk.

BY AIR: Glasgow International airport is 15 minutes away by taxi. The 747 AirLink shuttle bus also runs from the airport to the centre, stopping at the SECC. It leaves every 20 minutes.

**The Finnieston Suite
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Finnieston Quay
Glasgow
G3 8HN**

Tel: 0141 240 1002

hiltongardeninn3.hilton.com

**Tuesday 16th June 2015
at 1.00pm**



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