

Zurich, September 30, 2018

Reference

Mr. Bartłomiej Jakub Zawadka, born on November 9, 1984,

rejoined UBS AG on January 1, 2015.

We refer to the interim reference issued separately for details of the period up to December 31, 2015.

Bartłomiej Jakub Zawadka was employed as an IT Software Engineer with the rank of Associate Director in the Corporate Center division within Group Technology in Opfikon from January 1, 2016 to August 31, 2017. Due to a transfer of operations, this employment relationship was transferred to UBS Business Solutions AG on June 6, 2017. He was responsible for the following tasks:

- Redesigning architecture for the Structured Products trading and distribution platform:
 - Aiming to enhance system flexibility and reduce time-to-market for new product onboarding
 - Focusing on splitting monolith software components into smaller parts
- Leading a globally distributed team of up to eight employees as a Scrum master
- Engineering Java software and developing various back-end components for the UBS Global Order Manager (GOM) system
- Moderating discussions on software architecture in a forum of senior developers, covering component designs and interactions, Application Programming Interfaces, micro services and business interface definitions
- Driving Scrum development processes across six development teams in Switzerland, Hungary and China as an Agile enthusiast

Subsequently, Bartłomiej Jakub Zawadka was deployed on international assignment in Hong Kong from September 1, 2017 to September 30, 2018. He was accountable for the ensuing activities:

- Facilitating the rollout of the global Swiss trading One Wealth Management Platform (1WMP) for client advisors in Hong Kong and Singapore as a subject matter expert by ensuring the production support team acquired the necessary knowledge regarding the system
- Overseeing the integration of Structured and Over-the-Counter Products in the new 1WMP as an IT delivery lead:
 - Communicating with project sponsors
 - Facilitating and verifying estimations
 - Distributing development tasks between European and APAC teams
 - Taking part in the delivery as a software engineer
 - Supervising other developer's contributions
- Expanding the local development team by conducting technical and suitability interviews, and driving knowledge sharing



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Additionally, Bartłomiej Jakub Zawadka performed the following special tasks:

- Helping to create and assisting the GOM with centralizing an order handling application suite for Securitized, Treasury and (primarily) Structured Products from WM EMEA and APAC
- Focusing on defining and factoring in performance, scalability, availability, resiliency, security, and maintainability when generating or updating software
- Providing support to build teams with ensuring adherence to development standards, such as coding requirements and technology choices, best practices and appropriate tools

We came to know Bartłomiej Jakub Zawadka as an extremely committed and motivated employee who was responsible and reliable. He knew how to prioritize and had notable conceptual and analytical abilities. His method of working was precise, independent and efficient, and he had broad specialist know-how of his field. Furthermore, he built long-term customer relationships and offered appropriate solutions. Particularly worthy of mention is his technical knowledge of Java, web development, design patterns, architectural methodologies, database systems and Unix and Linux environments. Bartłomiej Jakub Zawadka always performed well; his attitude towards work and his personality were convincing in every respect.

As a unit lead, Bartłomiej Jakub Zawadka ran his team in a focused way, providing comprehensive information and understandable explanations. He supported the needs of his reports and was a trusted supervisor.

Bartłomiej Jakub Zawadka was a highly valued staff member who was loyal, exceptionally peer-oriented and had especially good interpersonal skills. Moreover, his conduct towards clients, superiors and colleagues alike was communicative and open.

To our regret, Bartłomiej Jakub Zawadka is leaving our employment today at his own request. We would like to thank him for his valuable contribution and wish him much success and all the best for the future.

UBS Business Solutions AG



Christopher Andreas Hackl
Director



Rafael Richner
Associate Director