



MUBADALA

BUILDING VALUE
THROUGH RESILIENCE

2025
ANNUAL REVIEW

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MESSAGE FROM
THE CHAIRMAN

“Today, Mubadala operates with a clear focus on the UAE’s future, investing to strengthen long-term competitiveness and unlock new engines of growth and opportunity.”

His Highness Sheikh Mansour bin Zayed Al Nahyan

UAE Vice President, Deputy Prime Minister,
Chairman of the Presidential Court,
Chairman of the Mubadala Investment Company.



ADVANCING NATIONAL DEVELOPMENT

For generations, the United Arab Emirates has pursued a clear and consistent path, grounded in unity, shared prosperity, and a long-standing commitment to partnership and openness that has shaped the nation's place in the world. Under the leadership of His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, these principles continue to guide us as the UAE strengthens its position as a center of growth and opportunity, attracting people, capital, and ideas from around the world.

The clarity and consistency of this approach have enabled the UAE to build a diversified and resilient economy that extends well beyond its natural resources. Today, the nation plays a prominent role as a global connector, home to a well-established ecosystem of talent, capital, and innovation that continues to drive prosperity amid shifting global dynamics.

Mubadala is a central expression of this model and of the UAE's ability to deliver on a generational vision. Since its inception, the company has played a defining role in advancing national development, deploying capital at scale, building enduring global partnerships, and creating platforms that generate sustainable value while enabling others to take part in the UAE's growth story.

Today, Mubadala operates with a clear focus on the UAE's future, investing to strengthen long-term competitiveness and unlock new engines of growth and opportunity. In doing so, it demonstrates how sovereign capital can serve as a catalyst for progress, both nationally and internationally.

For nearly a quarter of a century, Mubadala has consistently delivered long-term value at scale across cycles and periods of disruption, reflecting its fundamental strength as an institution, the depth of its talent and networks, and the reliability of its investment approach. The

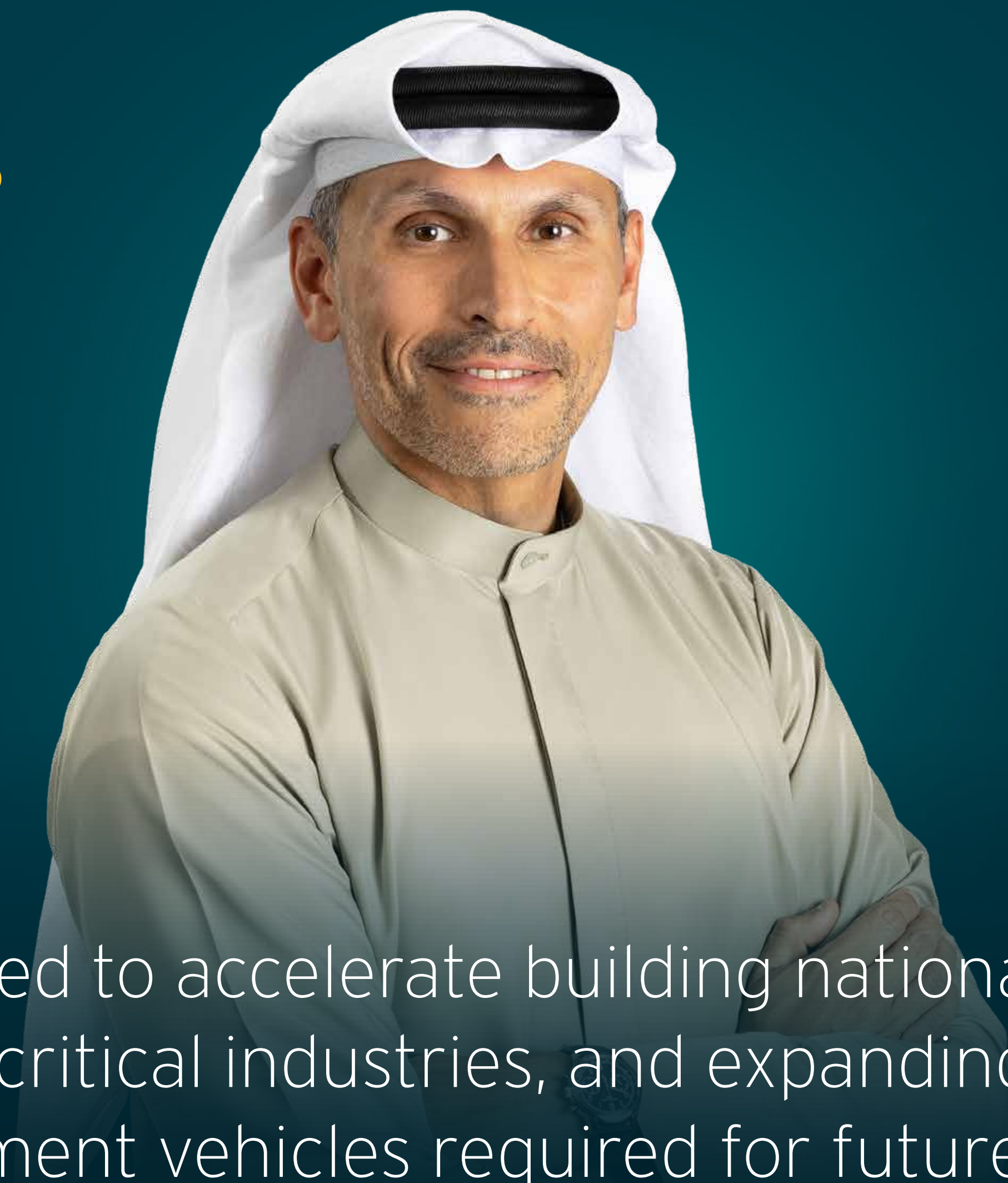
company's record performance in 2025 reflects a momentum deliberately generated over many years. A momentum that we will further build in the years ahead.

On behalf of the Board of Directors, I extend my sincere appreciation to His Highness Sheikh Mohamed bin Zayed Al Nahyan for his continued leadership and guidance. I also express my gratitude to Khaldoon Khalifa Al Mubarak and the entire Mubadala team for their dedication to the nation's progress.

**His Highness
Sheikh Mansour bin Zayed Al Nahyan**

UAE Vice President, Deputy Prime Minister,
Chairman of the Presidential Court,
Chairman of the Mubadala Investment Company.

MESSAGE FROM THE
MANAGING DIRECTOR & GROUP CEO



“ We continued to accelerate building national champions, strengthening critical industries, and expanding capabilities and investment vehicles required for future growth. ”

His Excellency Khaldoon Khalifa Al Mubarak

Managing Director & Group Chief Executive Officer

BUILT FOR THE FUTURE

Over recent decades, the United Arab Emirates has built one of the world's most resilient and competitive economic models, anchored in a society that empowers its people, attracts global talent, and creates opportunities that extend beyond our borders. This progress is rooted in the founding values of His Highness the Late Sheikh Zayed bin Sultan Al Nahyan and reflects a leadership ethos defined by responsibility and foresight to anticipate the future in a rapidly evolving global system.

In this regard, 2025 marked an inflection point for the UAE and its partners, as unprecedented inflows of capital, talent, and technology converged with our own robust growth. Over the course of the year, it became clear that advantage now favors nations able to combine stability, talent, capital, and infrastructure with the cohesion required to translate these strengths into lasting outcomes.

For nearly a quarter of a century, Mubadala has been a central enabler of this model, translating national vision and leadership priorities into globally competitive investments and transformative opportunities at home.

In 2025, we continued to accelerate within this mandate, building national champions, strengthening critical industries, and expanding capabilities and investment vehicles required for future growth. Assets under management grew by 17% to AED 1.4 trillion (US\$385 billion). We deployed a record AED 143 billion (US\$39 billion) over the year, accelerating investments across sectors fundamental to long-term global competitiveness, including AI and compute infrastructure, energy systems, digital networks, advanced technologies, life sciences, and manufacturing.

At home, Mubadala's UAE portfolio contributed AED 45 billion to GDP and supported 98,000 jobs, directly and indirectly, delivering exceptional returns. This underscores both the strength of the UAE's economic base and the role of sovereign capital in incubating future industries. We generated AED 138 billion (US\$38 billion) in proceeds, up 27% year-on-year, with five- and ten-year internal rates of return exceeding 10%, reflecting the resilience of our diversified, globally integrated model, aligned with national priorities and built for long-term value creation.

Globally, we deepened our presence across private credit, real assets, infrastructure, and technology, and through Mubadala Capital,

significantly expanded our role as a global asset manager. Across the United States, China, India, Japan, South Korea, and Europe, we strengthened engagement with innovation-driven economies, expanding two-way investment flows in support of the UAE's long-term strategy.

Artificial intelligence will be a defining force in the coming era, and our approach is anchored in a sustained effort across the UAE, aligned with global partners investing and building alongside us in the UAE. By leveraging our strengths in energy, capital, and infrastructure delivery, we are building the foundations of an AI-enabled economy – extending access to AI capabilities locally and globally, and enabling other nations to harness its benefits.

I extend my gratitude to His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, His Highness Sheikh Mansour bin Zayed Al Nahyan, Vice President of the UAE, Deputy Prime Minister, Chairman of the Presidential Court, and our Chairman, and His Highness Sheikh Khaled bin Mohamed bin Zayed, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council, for their continued leadership and trust. I also thank our Board, our partners, and the Mubadala team for their commitment and performance.

**His Excellency
Khaldoon Khalifa Al Mubarak**
Managing Director & Group
Chief Executive Officer,
Mubadala Investment Company

BOARD OF DIRECTORS

His Highness
Sheikh Theyab bin
Mohamed bin Zayed
Al Nahyan

Board Member



His Excellency
Suhail Mohamed
Al Mazrouei

Board Member



His Excellency
Dr. Sultan Ahmed
Al Jaber

Board Member



His Excellency
Abdulhamid
Mohamed Saeed

Board Member



His Excellency
Saif Saeed
Ghobash

Board Member



His Excellency
Khaldoon
Khalifa Al Mubarak

Managing Director
& Group CEO



INVESTMENT COMMITTEE

Mubadala's Investment Committee is responsible for developing and monitoring the organization's investment strategy and for the overall company performance. The Committee convened 27 times in 2025 to discuss 82 items and addressed a further 21 items by circulation.

**His Excellency
Khaldoon Khalifa
Al Mubarak**
Managing Director & Group
Chief Executive Officer



Homaid Al Shimmari
Deputy Group CEO,
Chief Corporate
& Human Capital Officer



**Hani Ahmad
Barhoush**
Chief Executive Officer,
Credit and Special Situations



Carlos Obeid
Chief Financial Officer



Dr. Bakheet Al Katheeri
Chief Executive Officer,
UAE Investments Platform,



Camilla Languille
Co-CEO, Private Equity



**Waleed Al Mokarrab
Al Muhairi**
Deputy Group CEO



**Ahmed Saeed
Al Calily**
Chief Strategy & Risk Officer



Samer Halawa
Chief Legal Office



Saeed Al Mazrouei
Managing Director &
CEO, Abu Dhabi Investment
Council



**Khaled Al Shamlan
Al Marri**
Chief Executive Officer,
Real Assets



Luca Molinari
Co-CEO, Private Equity



The background features a dark teal overlay on a photograph of a modern building facade. The Mubadala logo, a crest with a crown and two lions, is visible above the word "MUBADALA" which is written in large, bold, capital letters on the building's exterior. The overall aesthetic is professional and corporate.

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MESSAGE FROM
THE CHIEF FINANCIAL OFFICER



While uncertainty remained a defining feature of the investment landscape, it also reinforced the importance of disciplined capital allocation, long-term conviction, and resilience in portfolio construction.



RESILIENCE & OPPORTUNITY

In 2025, global markets continued to experience heightened volatility, shaped by persistent geopolitical tensions, evolving monetary policies, and shifting expectations around inflation, trade, and capital flows. While uncertainty remained a defining feature of the investment landscape, it reinforced the importance of disciplined capital allocation, long-term conviction, and resilience in portfolio construction.

Against this backdrop, we delivered another year of strong performance and continued progress in executing our long-term investment strategy.

Our Assets Under Management (AUM) grew to c. AED 1.4 trillion, up from AED 1.2 trillion in 2024, reflecting portfolio performance and continued investment activity across key markets. Over the same period, our five-year return increased to 10.7%, up from 10.1%, while our ten-year return increased to 10.3%, up from 8.7%, significantly outperforming our benchmarks and demonstrating the strength of our globally diversified portfolio and disciplined investment approach.

During the year, we remained highly active across global markets, with record deployments of AED 143 billion.

At the same time, we maintained a balanced approach to capital recycling, generating record proceeds of AED 138 billion. This ability to deploy capital at scale while realizing value across the portfolio reflects the maturity and depth of our investment platform.

Several notable transactions during the year included:

- Additional capital commitment to MGX, supporting its continued strategy to invest in the artificial intelligence ecosystem and advanced technologies.
- Significant reinvestment in PCI Pharma to support the expansion of PCI's development and manufacturing capabilities across innovative biotherapies, biologics, and specialized drug therapies to meet growing global patient demand.

- Acquired a stake in Loscam, a leading provider of pallet pooling and returnable packaging solutions across the Asia-Pacific region, marking Mubadala's first investment in Asia's industrial sector. Partnered with Silver Lake in the take-private of Endeavor Group, a leading global platform focused on talent representation, media, and entertainment.
- Mubadala Capital successfully completed the take-private of CI Financial, one of North America's leading diversified asset and wealth management firms. Mubadala Capital now manages, advises, and administers for clients and limited partners more than AED 1.5 trillion in assets through its asset managers and strategic partnerships.
- Abu Dhabi Investment Council (ADIC) operates as Mubadala's indirect investment arm. In 2025, ADIC deployed US\$19 billion (AED 70 billion) with top-tier GPs and fund managers.
- Partial monetization of our stake in du through a secondary public offering, supporting liquidity and continued development of the UAE's capital markets.

2025 was also a particularly strong year for our domestic portfolio, with investments in the United Arab Emirates delivering particularly high returns exceeding 20% reflecting the continued strength and momentum of the national economy. Our investments also continued to generate meaningful economic impact, supporting 98,000 jobs across the UAE, an increase of more than 50% since 2021, while contributing 5.7% to Abu Dhabi's non-oil GDP.

At the same time, we continued to deepen our presence in key global markets, reflecting the depth of opportunities across AI, technology, healthcare, advanced industries, and others.

We actively managed our liquidity and financing strategy throughout the year to maintain a strong and resilient financial position capable of supporting the continued growth of the portfolio.

We raised approximately AED 13 billion across multiple funding transactions, including continued issuance in the local dirham market,

reflecting our commitment to supporting the development of domestic capital markets. Our gearing ratio stood at 10.3%, underscoring our disciplined approach to balance sheet management.

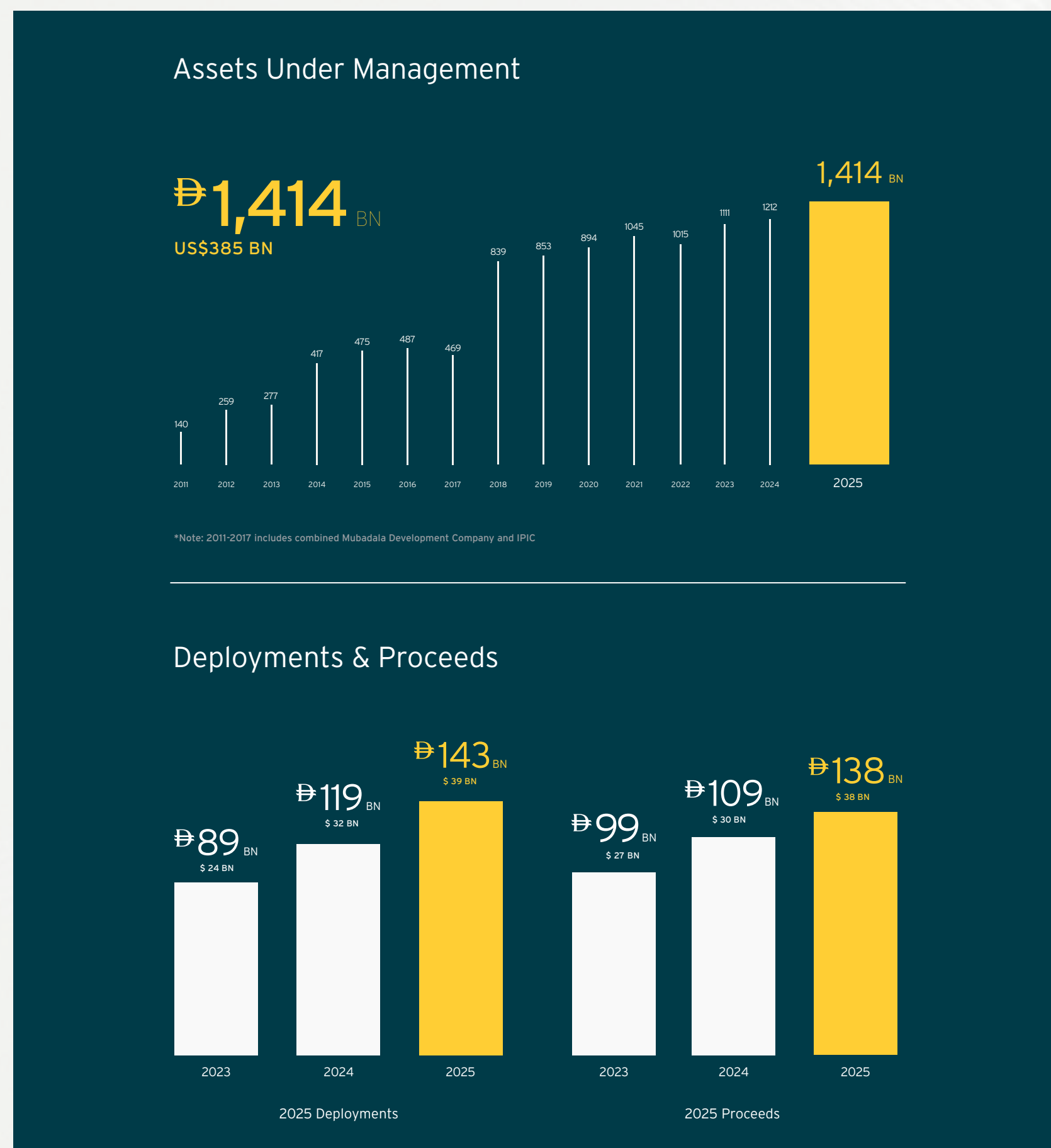
Looking ahead, the global environment is expected to remain dynamic. Recent geopolitical developments, alongside evolving trade relationships and ongoing regional tensions, are likely to continue influencing the global economy, financial markets, and investor sentiment in the period ahead.

We enter this environment from a position of strength, with a globally diversified portfolio, a resilient balance sheet, and a disciplined investment framework that enables us to navigate global macro conditions. With a focus on sectors shaping the global economy, including AI, technology, advanced industries, healthcare, infrastructure, energy and others, we will continue to deliver sustainable long-term value while supporting the economic growth and global integration of Abu Dhabi and the UAE.

Carlos Obeid
Chief Financial Officer



FINANCIAL OVERVIEW 2025

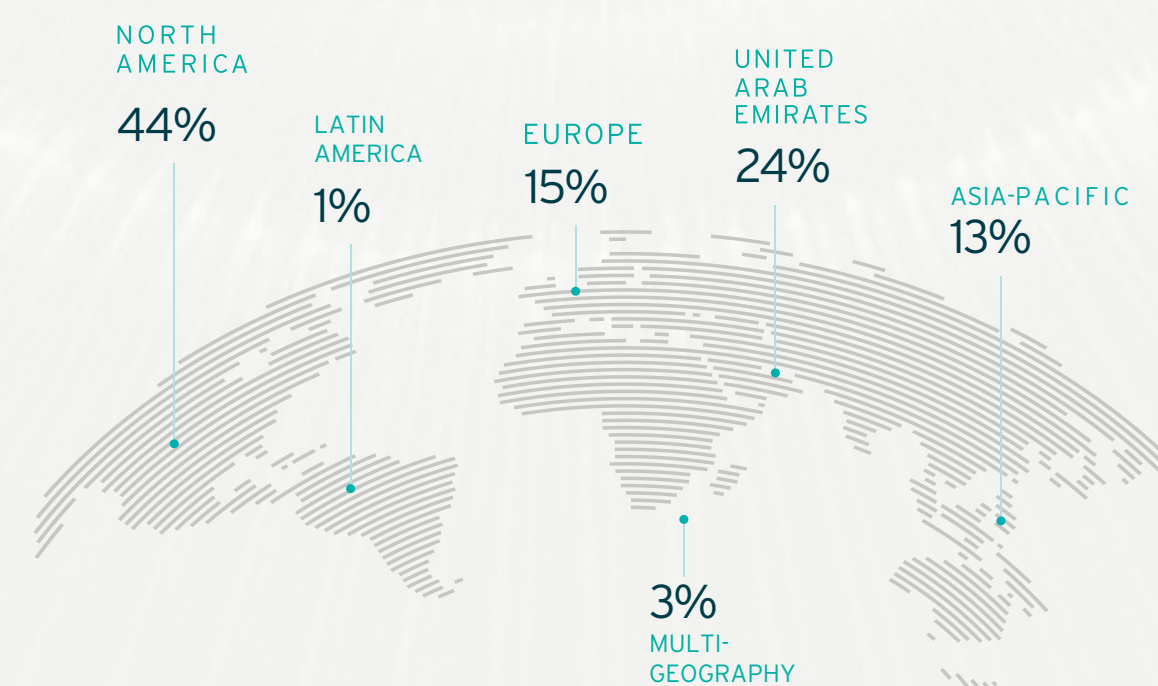


Portfolio By Asset Class



Mubadala's 2025 results underscore its continued success as a trusted guardian of the nation's wealth. Delivering a five-year return of **10.7%** and a ten-year return of **10.3%**.

Portfolio By Geography



Credit Ratings: Short-term*

P-1/A-1+/F1+

Moody's/Standard & Poor's/Fitch
*Issuing entity - Mamoura Diversified Global Holding PJSC.

Credit Ratings: Long-term*

Aa2/AA/AA

Moody's/Standard & Poor's/Fitch
*Issuing entity - Mamoura Diversified Global Holding PJSC.

All agencies hold a stable outlook.



KEY INVESTMENT HIGHLIGHTS

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FORTRESS STRATEGIC PARTNERSHIP

Mubadala and Fortress Investment Group have signed a strategic partnership focused on credit and special situations for co-investment opportunities.

The partnership seeks to deploy US\$1 billion (AED 3.673 billion) from Mubadala across a range of Fortress's existing private credit, asset-based lending and real estate strategies alongside Fortress's existing pools of capital.



Seeks to
deploy
US\$1BN

US\$500M
debt
partnership



BARINGS GLOBAL REAL ESTATE DEBT PARTNERSHIP

Mubadala and Barings, one of the world's leading investment managers and subsidiary of MassMutual, launched a new US\$500 million (AED 1.84 billion) global real estate debt partnership.

Mubadala will invest alongside MassMutual, with the joint venture managed by Barings. The partnership combines Barings' extensive expertise in real estate debt with Mubadala's global investment platform to deliver innovative credit solutions across the United States, Europe, and Asia-Pacific.

STRATEGIC PARTNERSHIP WITH HAYFIN

Mubadala and AXA IM Prime, a business unit of AXA Investment Managers - part of BNP Paribas Group - have entered into a strategic partnership with Hayfin to acquire a minority interest from Arctos Partners.

The partnership will leverage combined capabilities and expertise to support Hayfin's investment strategies.



New
partnership

MUBADALA CAPITAL CO INVESTMENT FUND I CLOSE

Mubadala Capital successfully closed Mubadala Capital Co Investment Fund I (MCCF) at more than US\$550 million (AED 2.02 billion), exceeding its original hard cap amid strong investor demand.

As the firm's first dedicated co-investment vehicle, MCCF validates its Solutions model and reinforces Mubadala Capital's position as an independent, third-party asset manager backed by global LPs.



More
than
US\$550M

More
than
US\$214BN



CORIENT TACK-ONS

Through its partnership with Corient, Mubadala Capital advanced a targeted consolidation strategy with the acquisitions of Stonehage Fleming and Stanhope Capital Group.

The transactions expand Corient's international footprint, bringing more than US\$214 billion (AED 786 billion) in client assets under its umbrella and accelerating its scale in the global ultra-high-net-worth wealth management market.

ALDAR CAPITAL LAUNCH

Aldar Capital was launched as a joint venture between Aldar and Mubadala Capital to connect global investors with real asset opportunities across the GCC.

The platform positions Mubadala Capital to capture regional and global real estate opportunities while combining sovereign backing with institutional investment discipline.



**New
joint venture
between Aldar and
Mubadala Capital**

MUBADALA LAUNCHED ITS LATEST NATIONAL CHAMPION - MUBADALA BIO

Mubadala launched “Mubadala Bio” as a new national life sciences champion, significantly scaling the UAE’s biopharma capabilities through a network of 10 global facilities.

During the year, it began local manufacturing of eight essential medicines, expanding access to critical therapies, reinforcing national drug security, and catalyzing a sustainable UAE life sciences ecosystem.



10 global facilities

More than
AED 60BN



TRANSFORMING AL MARYAH ISLAND INTO A PREMIER FINANCIAL & LIFESTYLE HUB

Mubadala advanced Al Maryah Island’s transformation in 2025, breaking ground on a flagship waterfront upgrade while announcing, with Aldar, a more than AED 60 billion expansion of Abu Dhabi’s financial district.

Together, these initiatives enhance urban livability, strengthen infrastructure, attract investment, and reinforce the island’s position as a financial and lifestyle destination.

TABREED CLOSSES ITS TWO LARGEST EVER TRANSACTIONS

In 2025, Tabreed completed its AED 3.87 billion acquisition of PAL Cooling in partnership with CVC DIF, adding approximately 600,000 refrigeration tons of concession capacity.

The company also secured a landmark Palm Jebel Ali concession with Dubai Holding, further expanding long-term contracted infrastructure revenues.



AED 3.87BN acquisition

MUBADALA REINVESTED IN PCI PHARMA SERVICES

Following on from its initial 2020 transaction, Mubadala's re-investment will support the expansion of PCI's development and manufacturing capabilities across innovative biotherapies, biologics, and specialized drug therapies to meet growing global patient demand.



More than
90 products
launched annually

US\$600M acquisition



MUBADALA ACQUIRED STAKE IN NORD ANGLIA EDUCATION

Mubadala invested US\$600 million (AED 2.2 billion) to acquire a stake in Nord Anglia Education, a leading global K-12 platform. The group operates 89 schools across 37 countries, serving more than 100,000 students worldwide, with a strategy focused on enhancing teaching and learning through research, technology, and professional development.

MUBADALA INVESTED IN LOSCAM INTERNATIONAL

Mubadala invested in Loscam International, acquiring a 30% stake in Asia-Pacific's leading pallet pooling and returnable packaging solutions.

The investment represents Mubadala's first position in Asia's industrial sector, supporting the adoption of returnable packaging solutions that enhance supply chain efficiency, sustainability, and operational reliability across regional markets.



Acquired
a **30%**
stake

MUBADALA INVESTS IN REZOLV ENERGY

Mubadala committed approximately €300 million (AED 1.29 billion) to Rezolv Energy alongside Actis, supporting the expansion of renewable power generation across Central and Eastern Europe.

With projects under construction in Romania and Bulgaria and a strong development pipeline, the platform aims to accelerate clean energy deployment and strengthen regional energy security.



Committed
approximately
€300m

Strategic partnership



ARDIAN & MUBADALA TO INVEST IN INFRASTRUCTURE SECONDARIES

Combining Mubadala's infrastructure expertise with Ardian's leading global infrastructure secondaries capabilities, the partnership established a scaled investment program targeting mature, multi-asset, fund portfolios managed by leading infrastructure GPs globally.

MUBADALA INVESTS IN LANDMARK NEW YORK RETAIL ASSET

Mubadala, in joint venture with Ardian, invested US\$253 million to acquire an interest in four ultra prime luxury retail properties in Paris and New York, leased to the Kering Group's fashion house.



Invested
US\$253m

ADIC DEPLOYMENTS

Abu Dhabi Investment Council (ADIC) operates as Mubadala's indirect investment arm. In 2025, ADIC deployed US\$19 billion (AED 70 billion) with top-tier GPs and fund managers.



Deployed
AED **70BN**

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HOW WE INVEST

Mubadala has evolved from a catalyst for Abu Dhabi's economic diversification into a global sovereign investor of scale. We have nurtured national champions, built platforms that anchor new industries, and expanded into more than 80 markets worldwide. Generating sustainable returns is at the core of our strategy – from investing in future industries to fostering innovation ecosystems.

Direct Investment Approach

At its core, Mubadala invests directly across private markets, deploying capital with a long-term perspective. Our partnerships with leading global investors ensure we deploy capital purposefully.

Working together as a group of diverse global businesses across a single connected platform, we contribute to finding solutions to the world's biggest challenges in a way that delivers sustainable returns and positive outcomes for generations to come. We are a sophisticated global investor with multiple approaches to value creation.

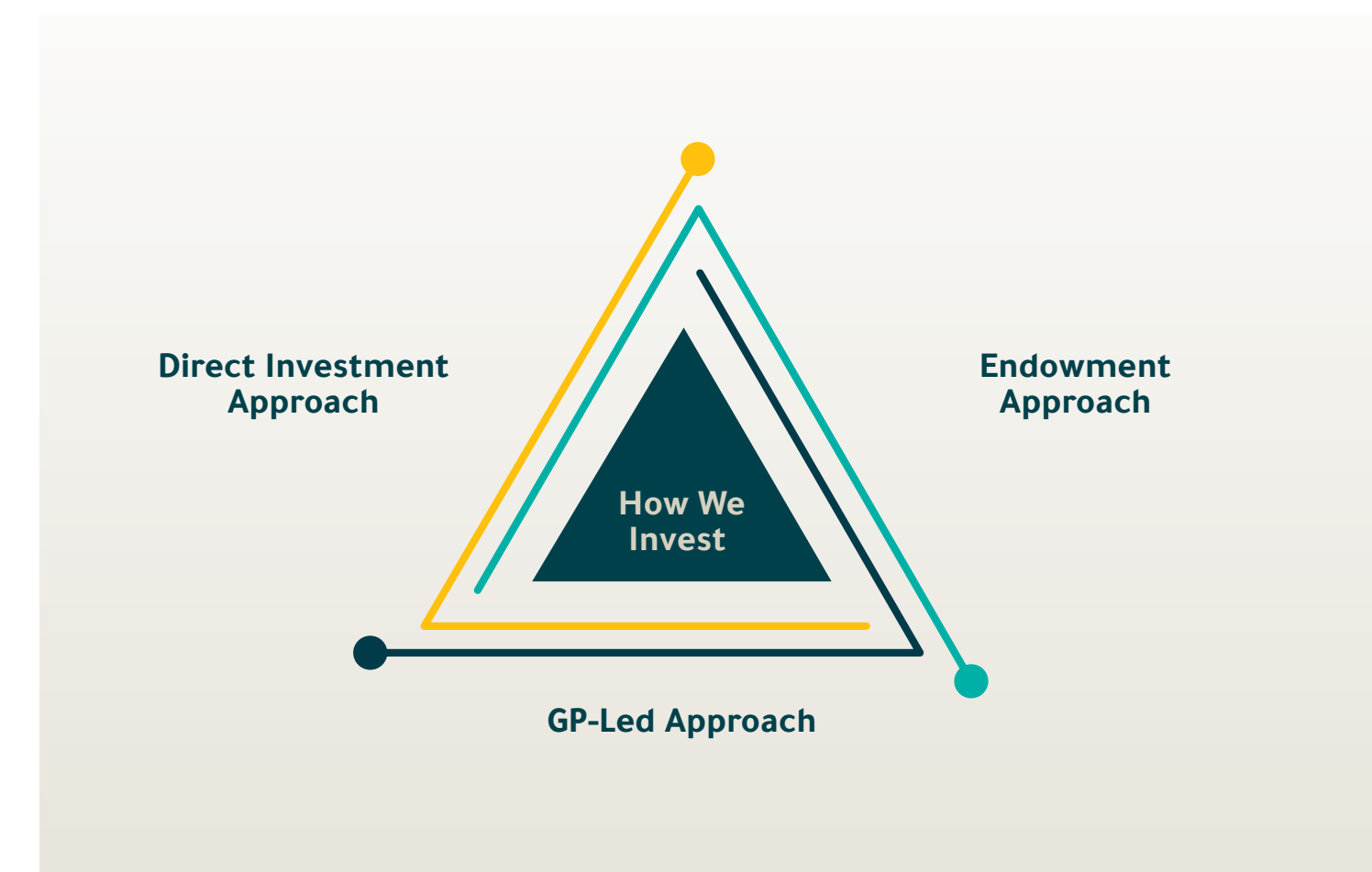
Endowment Approach

The Abu Dhabi Investment Council (ADIC) operates through an endowment model and is the first of its kind in Abu Dhabi, and one of the largest globally. ADIC focuses on five investment portfolios: private equity, capital solutions, real assets, public markets, and secondaries. It operates across major global markets, including the United States, Europe, the United Kingdom, and Asia.

GP-Led Approach

Established in 2011, Mubadala Capital, our GP-led business, is a global alternative asset management platform investing across multiple asset classes and geographies. Through its asset management platform and

strategic partnerships, Mubadala Capital combines the scale and stability of sovereign ownership with the agility and focus of a global investment firm.



STRATEGY

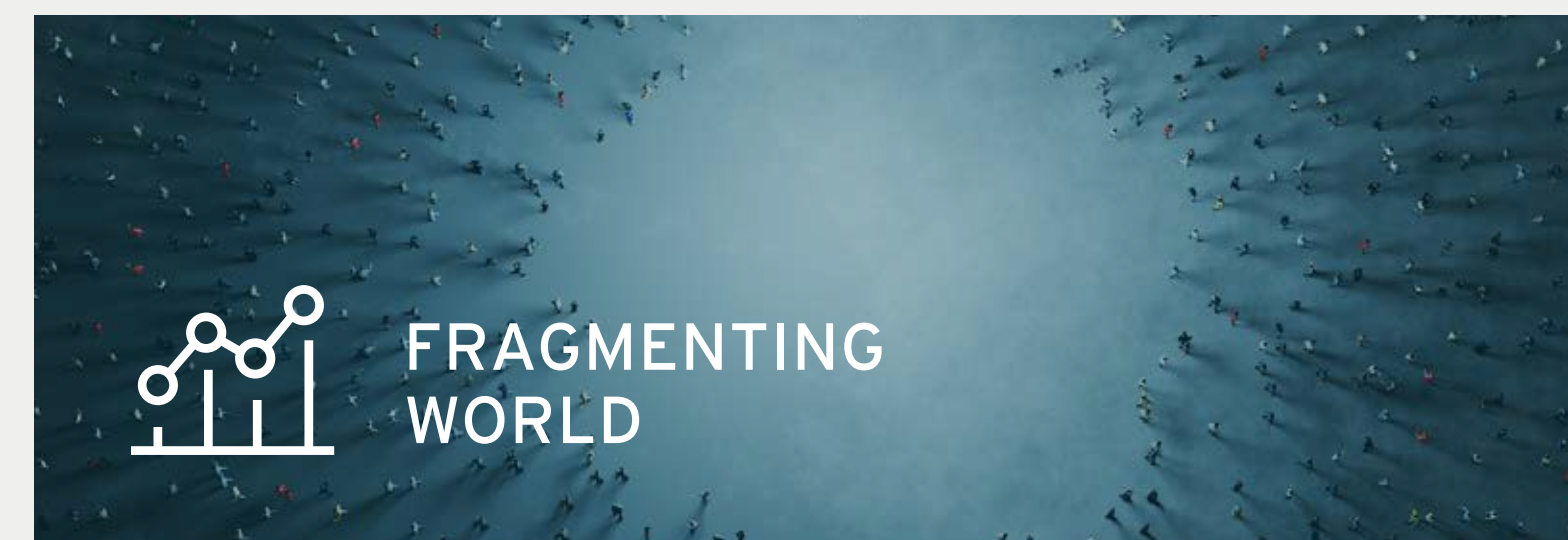
Mubadala's mandate is to deliver sustainable, risk-adjusted returns for our Shareholder. Our investment strategy is grounded in the long-term and is built off high conviction themes shaping the industries of the future.

In the United Arab Emirates Mubadala focuses on building national champions in industries of the future. The companies which Mubadala has helped to create position the UAE as a key player across strategic sectors, supporting economic growth and creating high-value jobs. As a catalyst for national progress, Mubadala plays a central role in ensuring Abu Dhabi remains a global hub for innovation and investment.

MUBADALA'S FOUR KEY THEMATIC CONVICTIONS



reflects the rapid integration of AI, advanced computing, automation, and digital infrastructure across industries. Investment priorities span Software and AI and the infrastructure required to scale it, as well as emerging areas where advanced capabilities are becoming commercial, such as robotics and space-related applications.



recognizes global shifts in trade routes, regionalized supply chains, and rising strategic autonomy and security considerations. This informs priorities across Shifting Trade, Advanced Mobility, and the Security of Everything, alongside investments that strengthen resilience in critical infrastructure and strategic industries.



is about the diverging trajectories of populations, workforce, and income between aging societies in developed markets and expanding emerging economies. This shapes investment activity across Health & Wellness and evolving consumer behavior, as well as to Asia and other high-growth emerging markets where workforce expansion and rising demand are long-term tailwinds.



reflects both the physical risks of climate change and the capital intensity of transforming global energy systems. Investment priorities include Energy Transition and climate-linked opportunities across infrastructure and industrial value chains, including decarbonization and carbon management technologies.

ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management (ERM) underpins Mubadala's ability to deliver strong financial returns while safeguarding long-term value. It provides a structured framework for identifying, assessing, and managing risks across the Group in alignment with defined risk appetite and strategic objectives.

Risk Appetite & Oversight

Mubadala's clearly defined risk appetite framework guides decision-making across business units and corporate functions, ensuring that aggregate exposures remain aligned with long-term return objectives and within defined risk parameters

ERM maintains a comprehensive view of the Group's risk universe, covering investment, financial, operational, regulatory, and reputational risks. Exposures are monitored on an ongoing basis, and reporting provides transparency to senior management and the Board.

Resilience & Stress Testing

Risk oversight extends beyond current exposures to forward-looking assessment. Portfolio positions, investment strategies, and operational processes are periodically stress-tested against adverse economic, geopolitical, and market scenarios. These exercises support early identification of vulnerabilities and inform timely mitigation actions.

Diversification across asset classes and geographies provides an additional layer of resilience, helping moderate concentration risk while preserving flexibility across market environments.

Operational Risk, Business Continuity & Controls

Business Continuity Management (BCM) strengthens Mubadala's institutional resilience by ensuring the continuity of critical activities during severe but plausible disruptions. Operating in close alignment with Operational Risk, BCM translates risk insights into actionable preparedness, response, and recovery capabilities across corporate functions and operating locations.

Control frameworks are reviewed regularly to assess design and operating effectiveness. Where gaps are identified, remediation plans are implemented and monitored to completion.

Risk Culture

A strong risk culture supports effective governance. Mubadala promotes transparency, disciplined decision-making, and informed risk-taking across the organization. Risk considerations are embedded into day-to-day activities and strategic discussions alike.

Through disciplined governance, defined risk parameters, and continuous monitoring, ERM supports Mubadala's growth as a global investor while reinforcing institutional resilience.



RESPONSIBLE INVESTING

Responsible Investing strengthens Mubadala's ability to deliver sustainable, risk-adjusted returns. By embedding sustainability considerations into every step of the investment lifecycle, from due diligence through to the stewardship of assets, the Responsible Investing team creates and preserves value and increases the resilience of the portfolio. The Responsible Investing team works with investment teams to deliver tangible sustainability and financial outcomes that benefit Mubadala's shareholder, partners and communities.



Deploying Capital with Discipline

To deliver on Mubadala's Responsible Investing objectives, the Responsible Investing team has developed and implemented proprietary tools and world-class solutions to consider sustainability factors in every decision.

- The Sustainable Returns Model

The Sustainable Returns Model assesses 19 material sustainability factors to support risk assessment and identify value creation opportunities.

- The General Partners Model

The General Partners Model evaluates how private equity and venture capital partners integrate sustainability in their investment processes, supporting structured engagement and accountability across indirect investments.

- The Climate Integration Framework

The Climate Integration Framework enables deeper climate analysis, strengthens carbon management through advanced modelling, and supports portfolio companies as they develop and execute transition plans.

Responsible Investing at Mubadala is focused on pragmatic, step-by-step progress that delivers measurable value. The practical approach enables value creation today and helps to position our portfolio for the decades to come.

Driving Performance Through Stewardship

Through active engagement with Mubadala's investment portfolio, Responsible Investing builds sustainability fluency and supports climate opportunity and risk management to improve long-term resilience and market position.

Mubadala has implemented a formal process for analyzing physical climate risk across our material investments and integrated it across our investment lifecycle.

Engaging With Partners

Mubadala frequently deploys capital in partnership. Responsible Investing shares practical insights, steward and shape the standards that guide capital, and guide convergence on sustainability in investment decision-making.

The Responsible Investing team engages with General Partners to support the identification of improvement areas in sustainability integration across the investment lifecycle.

Advancing Market Practice

Through leadership within the One Planet Sovereign Wealth Funds Network, including work on climate-led value creation and disclosure guidance, and the application of AI in sustainability processes, Mubadala contributes to practical frameworks that support consistent integration of material sustainability factors across capital markets.

Mubadala is a founding member of Chapter Zero UAE and a member of International Forum of Sovereign Wealth Funds, upholding the Santiago Principles. Mubadala sits on the Advisory Council of International Sustainability Standards Board (ISSB) and is a member of the ESG Data Convergence Initiative.



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