

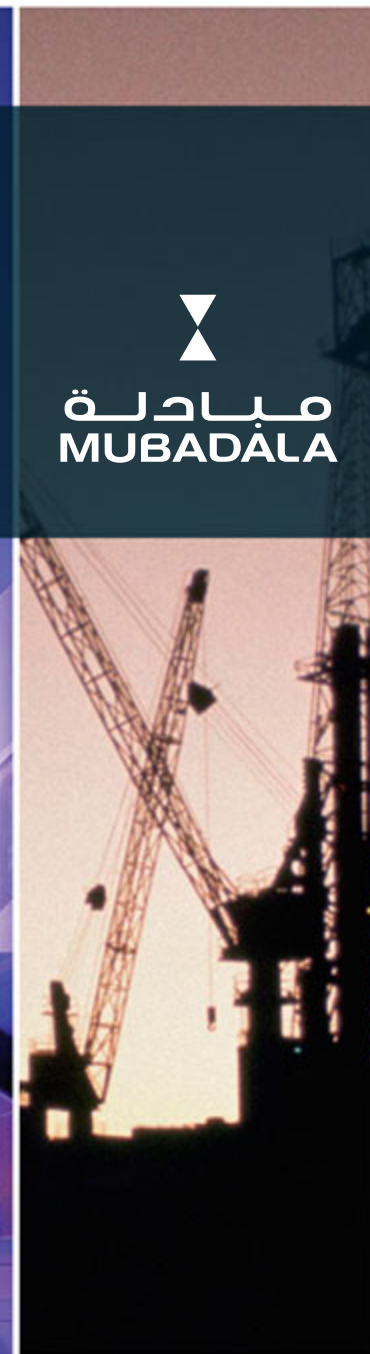
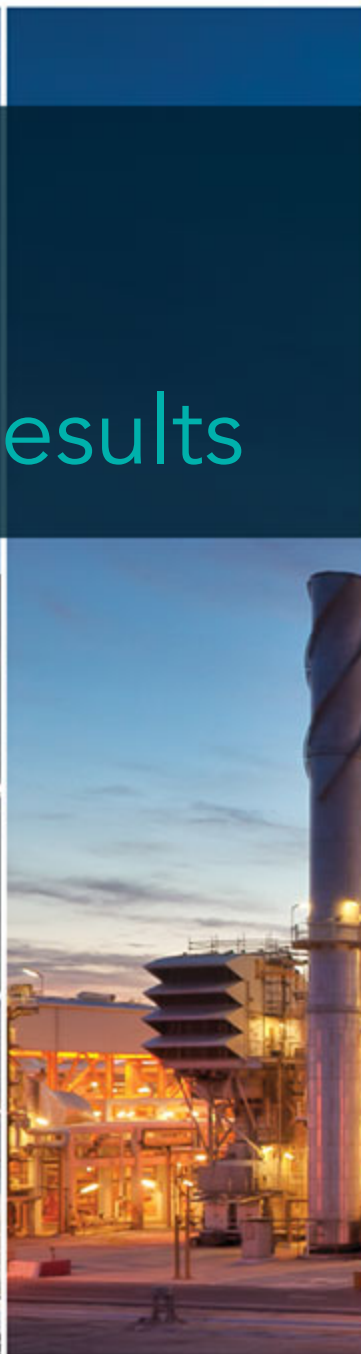


# Mubadala

## 2015 Full Year Results



مبادلة  
MUBADALA



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## Presented By

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Group Chief Financial Officer

Please email your questions to [investorrelations@mubalada.ae](mailto:investorrelations@mubalada.ae)



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## I. Mubadala Overview

مبادلة  
MUBADALA

“We must not rely on oil alone as the main source of our national income. We have to diversify the sources of our revenue and construct economic projects that will ensure a free, stable, and dignified life for the people of this country.”

**Sheikh Zayed bin Sultan Al Nahyan,  
Founder of the UAE**



# Mubadala Overview

## Investment and development company

- A key component of Abu Dhabi's diversification and economic development strategy

## Government of Abu Dhabi is the sole shareholder

- Created more than 18,000 jobs in the UAE
- 39,000 employees across the Group worldwide

## Established in 2002 by Emiri Decree to

- Generate financial returns for its shareholder
- Create socioeconomic benefits for Abu Dhabi

## Four global business platforms

- Technology & Industry
- Aerospace & Engineering Services
- Energy
- Emerging Sectors (includes Healthcare, Real Estate & Infrastructure, and Capital)

## Strong emphasis on disclosure and transparency

- Proactive Investor Relations strategy
- 10/10 on the Linaburg-Maduell Transparency Index
- One of the top ranked regional organizations on Peterson Institute for International Economics (PIIE) Sovereign Wealth Fund scoreboard

## Selected information as of 31 December 2015

Credit ratings	LT: ST: Moody's Aa2 P-1 S&P AA A-1+ Fitch AA F1+
Total assets	AED 246.4bn (USD 67.1bn)
Total liabilities	AED 72.4bn (USD 19.7bn)
Total equity	AED 174bn (USD 47.4bn)
Gearing ratio*	14%
Revenue	AED 34.1bn (USD 9.3bn)
Profit**	AED 1.2bn (USD 317m)

\*Gearing = Net Debt / (Total Equity + Net Debt)

\*\*Attributable to the Owner of the Group



# Global Footprint

Headquartered in  
**Abu Dhabi**

Active in  
**11**  
sectors

Operations in  
**20+**  
countries

## Aerospace & Engineering Services



Aerospace



Information & Communications Technology



Defense Services

## Technology & Industry



Metals & Mining



Semiconductors



Utilities

## Energy



Oil & Gas



Renewables

## Emerging Sectors



Healthcare



Real Estate & Infrastructure



Capital

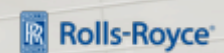
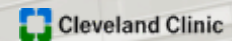
# Investment Approach

Mubadala's strategy is built on the creation of partnerships and on long-term, capital-intensive investments that deliver strong financial returns, contribute to the growth and diversification of Abu Dhabi's economy, and create opportunities for current and future generations in the United Arab Emirates.

Mubadala brings together and manages a multi-billion dollar portfolio of local, regional and international investments and partners with leading global organizations to operate businesses across a wide range of industry sectors.

Partnership-driven

Collaborating with top-tier  
local and international  
partners for mutual benefit



Investing at all stages of the  
business cycle

Establishing, transforming and managing  
businesses across diverse sectors

Globally integrated

Gaining access to IP, supply chain  
synergies and high-growth markets

Focused on human capital  
development

Developing exciting new career paths  
and employment opportunities through  
the creation of new industries



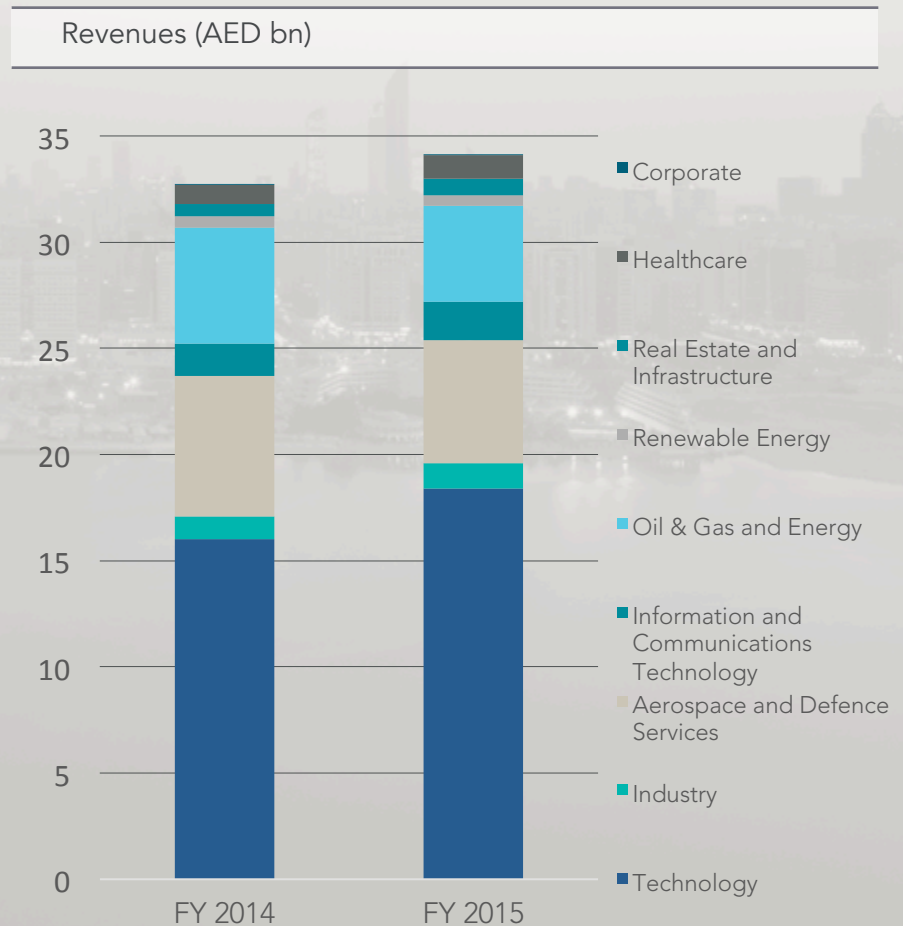
A photograph of three men in an office setting. The man in the foreground, wearing a white shirt, is pointing at a computer monitor. Behind him, two other men, one wearing a traditional Middle Eastern headdress (ghutra and agal), are looking at the same monitor. The monitor displays a complex geological or seismic data visualization with multiple vertical columns of colored bars and lines. Another monitor to the left shows a map. In the background, a large chart titled 'GEOLOGIC TIME' is visible on the wall. The entire image is overlaid with a semi-transparent teal color.

## II. Financial Statements

# Revenues

Revenues increased by 4.3% to AED 34.1bn for FY 2015 from AED 32.7bn in FY 2014

- The year-on-year increase in revenues was primarily due to higher semiconductor, information & communications technology, healthcare and real estate & infrastructure related revenues
- Main contributors to revenue mix: semiconductors accounted for 54%, the aerospace and engineering services platform accounted for 22% and Mubadala Petroleum accounted for 13%



# Operating Income and Profit\*

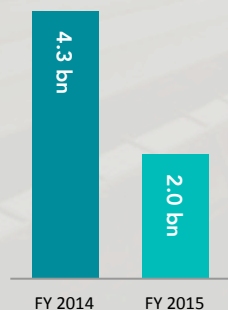
**Operating income** decreased to AED 2.0bn compared to AED 4.3bn in FY 2014

- Primarily due to higher cost of sales of goods and services during the period

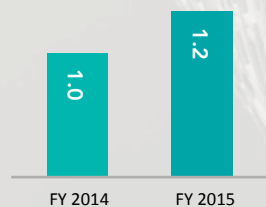
**Profit\*** increased to AED 1.2bn from AED 1.0bn in FY 2014

- Primarily due to due to higher income from financial investments and a gain arising from the acquisition of IBM's microelectronics business

Operating income (AED bn)



Profit\* (AED bn)



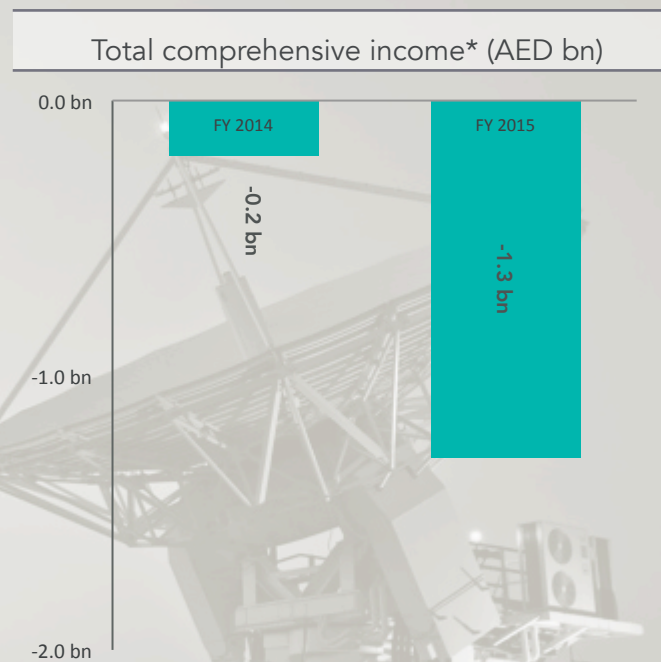
\*Attributable to Owner of the Group



# Overall Performance

Total comprehensive income\* decreased to a loss of AED 1.3bn from a loss of AED 200m in FY 2014

- Primarily due to a decrease in the fair value of available for sale financial assets.

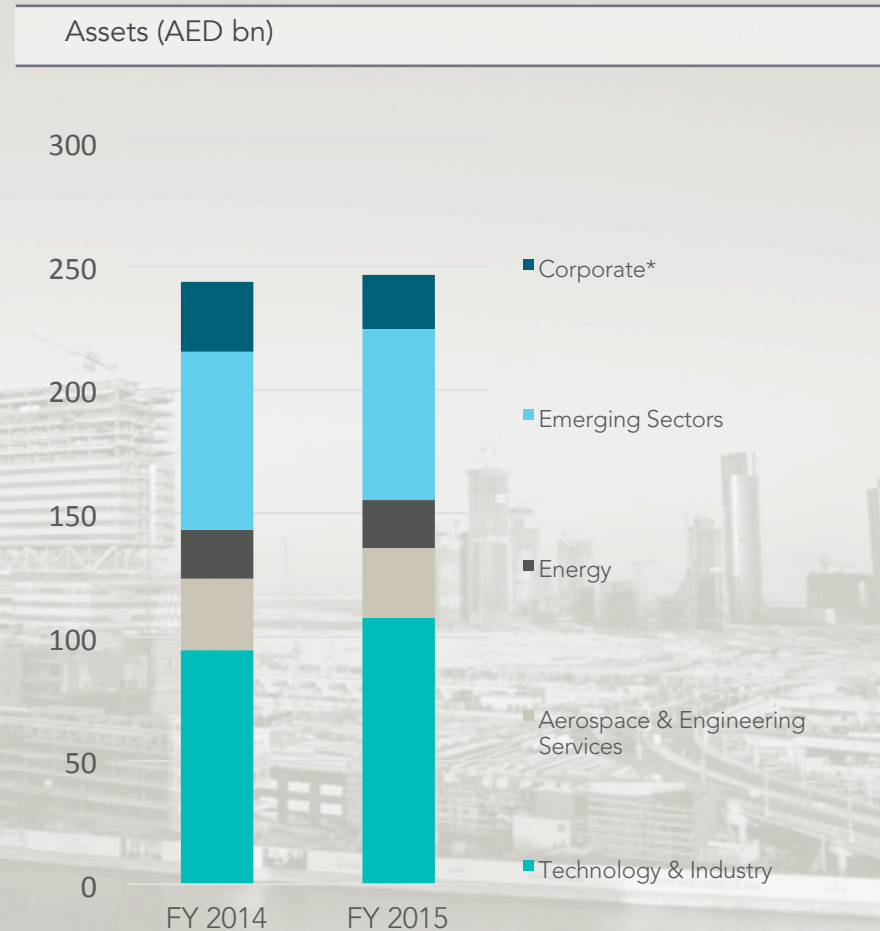


\*Attributable to Owner of the Group



# Assets

Assets increased to AED 246.4bn as of 31 December 2015 compared to AED 243.6bn as of 31 December 2014



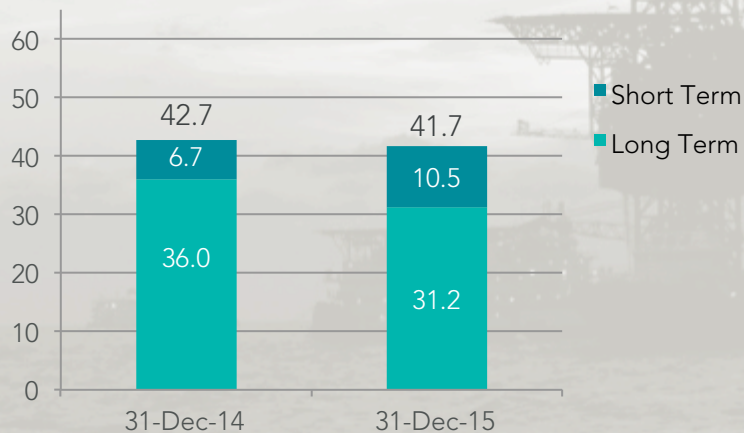
\*Includes cash & cash equivalents

# Conservative Leverage

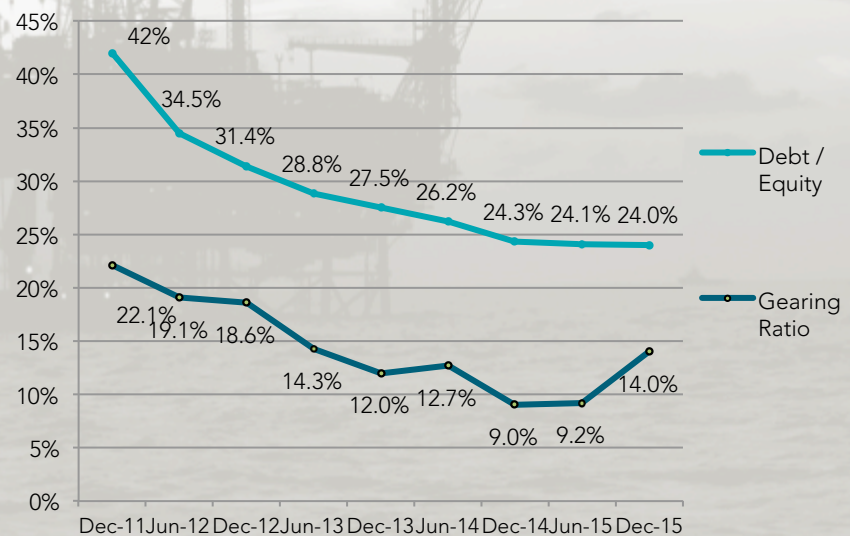
Mubadala focuses on maintaining a conservative net gearing ratio relative to our portfolio. This increased from 9% as at the end of December 2014 to 14% at the end of this reporting period

- Total equity of AED 174bn compared to AED 175.7bn as at 31 December 2014
- Total debt to equity has declined year on year

Total debt<sup>1</sup> (AED bn)



Key leverage ratios<sup>2</sup>



# Credit Ratings

Mubadala has one of the strongest credit ratings in the Middle East, reflecting the strength of the Group's portfolio and the continuing support of its shareholder

Credit Ratings – Short term		Credit Ratings – Long term		Transparency
Moody's	Prime-1	Moody's	Aa2	<b>Linaburg-Maduell Transparency Index</b>  <b>10/10</b>
Standard & Poor's	A-1+	Standard & Poor's	AA	
Fitch	F1+	Fitch	AA	





### III. Key Operating Milestones



# Technology & Industry



- GLOBALFOUNDRIES successfully finished its acquisition of IBM's microelectronics business. The transaction, for which Mubadala received a cash consideration of USD 1.5 billion, included IBM's two wafer fabrication facilities, world-class technologists and IP in the form of over 16,000 patents. GLOBALFOUNDRIES also became IBM's exclusive supplier of 14 nanometer and 10 nanometer server chips.
- Mubadala and Trafigura formed a 50/50 joint venture to invest in the base metals mining sector, beginning with copper extraction operations in Spain by acquiring a 50% stake in Trafigura's flagship mine, Minas de Aguas Teñidas (MATSA).





# Aerospace & Engineering Services

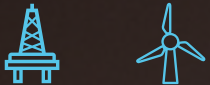


- Strata, the Al Ain-based composite aerostructures manufacturer, was awarded a contract to manufacture Airbus A350-1000 Flap Support Fairings until 2023, and Boeing delivered the first 787 Dreamliner with advanced composite components made by Strata.
- The joint development with Abu Dhabi Airport Company, the Nibras Al Ain Aerospace Park, continued to progress, with over 85% of Phase I plans now complete and over 60% of plots occupied. The Nibras Al Ain Aerospace Park is a key catalyst for establishing a global aerospace hub in the UAE that will be an industrial platform for manufacturing and maintenance facilities.
- Mubadala and IBM established Cognit, a joint venture to provide IBM's cognitive computing system, Watson, to organizations in the Middle East and to strengthen the UAE's position as a regional ICT hub.





# Energy



- Mubadala Petroleum commenced production on time and on budget at Nong Yao, its third operated oil field in Thailand. Aggregate working interest production of 33,300 barrels of oil per day from the three operated fields has propelled Mubadala Petroleum to become the second largest black oil producer in Thailand.
- Tafila Wind Farm in Jordan, partially owned by Masdar and the first and largest commercial utility-scale wind power project in the Middle East, became operational. The 117 megawatt wind farm currently powers 83,000 homes and has helped increase Jordan's total power capacity by 3%.
- The International Renewable Energy Agency's global headquarters in Masdar City was inaugurated, which alongside GE, Siemens and Lockheed Martin is contributing to Masdar City's growing ecosystem focused on sustainability, research, business and education.

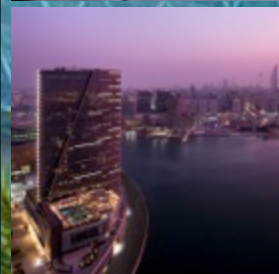
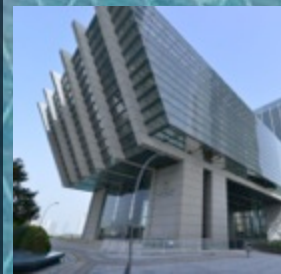




# Emerging Sectors



- Mubadala, China Development Bank Capital and China's State Administration of Foreign Exchange launched a USD 10 billion global investment fund, jointly managed by Mubadala Capital and China Development Bank Capital, and jointly funded by China and the Government of Abu Dhabi.
- Al Maryah Island, being master planned and developed by Mubadala, saw major developments, including:
  - Abu Dhabi Global Market established its headquarters on Al Maryah, making the island Abu Dhabi's International Financial Center.
  - Commencement of construction began on Al Maryah Central, the new 3.1 million sq. ft. mixed-use retail, hospitality, entertainment and residential development. Lastly, major construction activities were also completed on the new Four Seasons Abu Dhabi, which is set to open in May this year
  - Mubadala Healthcare's Cleveland Clinic Abu Dhabi became fully operational. In 2015, CCAD completed over 58,000 appointments and 2,300 surgeries
- Healthpoint commenced provision of specialist Ear, Nose and Throat services. In 2015, the clinic saw 185,000 patients, of which 85,000 were unique patient visits.





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# Significant Events post 31 December 2015

- February and March 2016 saw senior members of our Mubadala leadership assume new positions both within and outside of the Mubadala Group.
- In February, Emirates Global Aluminium (EGA), the fourth largest primary aluminium producer outside China and currently the largest single-site primary aluminium producer in the world, reported that during 2015 it had recorded an increase of sales volumes to 2.4 million tons of high quality aluminium to more than 250 customers around the world.
- In February, EGA also announced the signing of a landmark technology licensing agreement with Aluminium Bahrain relating to the installation of EGA's DX+ Ultra Technology into its new production line. This is the first major licensing agreement of this kind signed by a UAE industrial company and a testament to the strength of home-grown technology and intellectual property.
- In March, Mubadala confirmed that it had successfully finalized the restructuring of its 2012 USD 2 billion preferred equity investment in the EBX Group, and opened an office in Rio de Janeiro to manage its investment portfolio of assets in Brazil and across South America. The completion ends Mubadala's involvement with the EBX Group.

## IV. Concluding Remarks



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# Concluding Remarks

- Despite significant macroeconomic headwinds in 2015, full year results were stable with revenues and profit\* increasing year-on-year.
- Significant milestones included the opening of Cleveland Clinic Abu Dhabi, the continued development of Al Maryah Island, and the strengthening of our position in key global industries, such as aerospace and information technology.
- Priorities for the year ahead include careful and prudent management of our businesses, cash position and liquidity, as well as monetization of certain mature assets as well as targeted investments to advance our four global business platforms.

Please email your questions to [investorrelations@mubadala.ae](mailto:investorrelations@mubadala.ae)

\*Attributable to the Owner of the Group



Thank you

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