

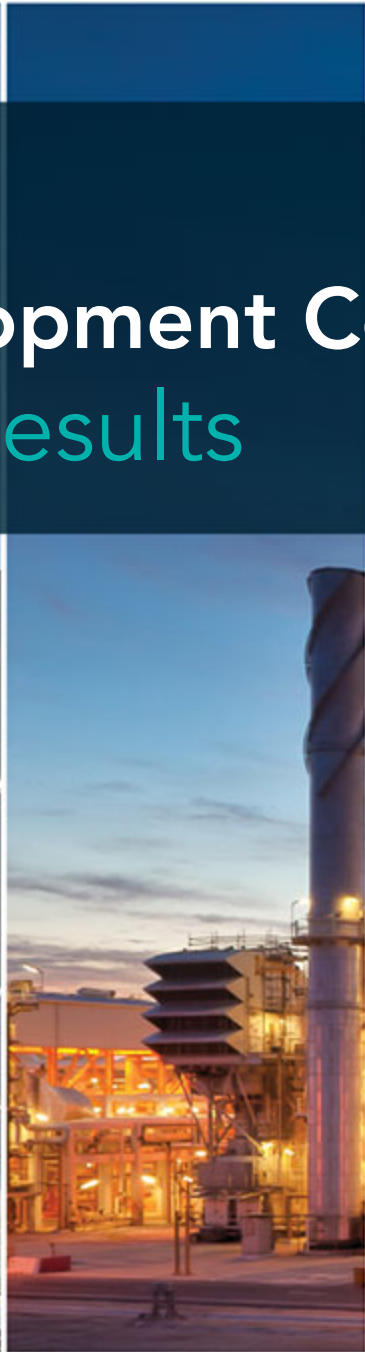


Mubadala Development Company

2016 Full Year Results



مبادلة
MUBADALA



Presented By

Carlos Obeid
Group Chief Financial Officer

Please email your questions to investorrelations@mubadala.ae



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I. Mubadala Overview

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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

Established in 2002 by Emiri Decree to:

- Generate financial returns for its sole shareholder, the Government of Abu Dhabi
- Create socioeconomic benefits for Abu Dhabi

Investment and development company

- Key component of Abu Dhabi's diversification and economic development strategy
- Created more than 18,000 jobs in the UAE
- 39,000 employees across the Group worldwide

Four global business platforms (as of 31st Dec '16)

- Technology & Industry
- Aerospace & Engineering Services
- Energy
- Emerging Sectors (includes Healthcare, Real Estate & Infrastructure, and Mubadala 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 2016

Credit ratings	LT: Aa2 ST: P-1	Moody's Aa2 P-1	S&P AA A-1+	Fitch AA F1+
Total assets	AED 248.3bn (USD 67.6bn)			
Total equity	AED 185.0bn (USD 50.4bn)			
Gearing ratio ¹	11%			
Revenue	AED 31.5bn (USD 8.6bn)			
Profit ²	AED 3.3bn (USD 904m)			

¹Gearing = Net Debt / (Total Equity + Net Debt)

²Attributable 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

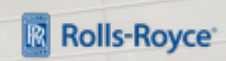
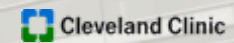
Investment Approach

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

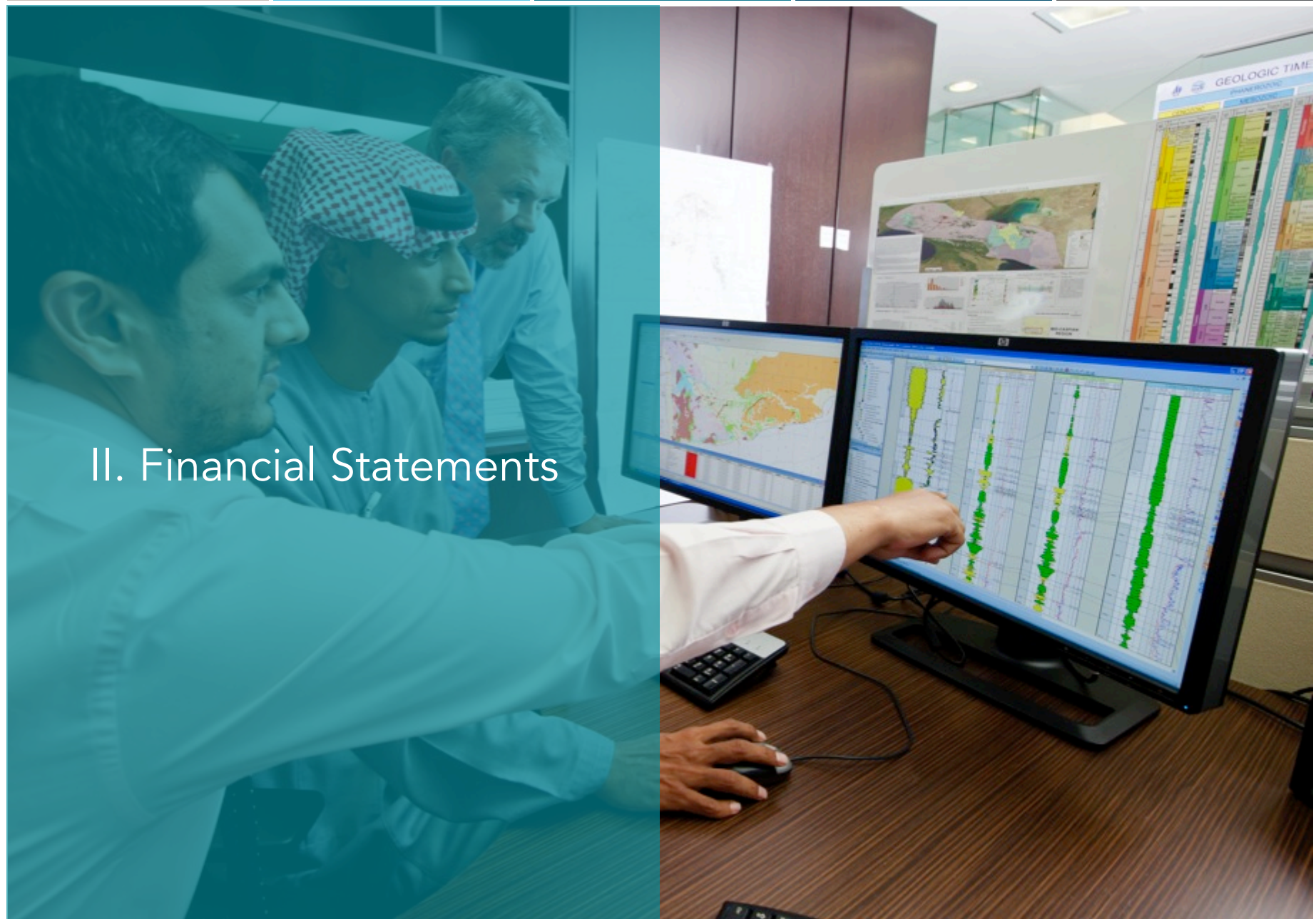
Globally integrated

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

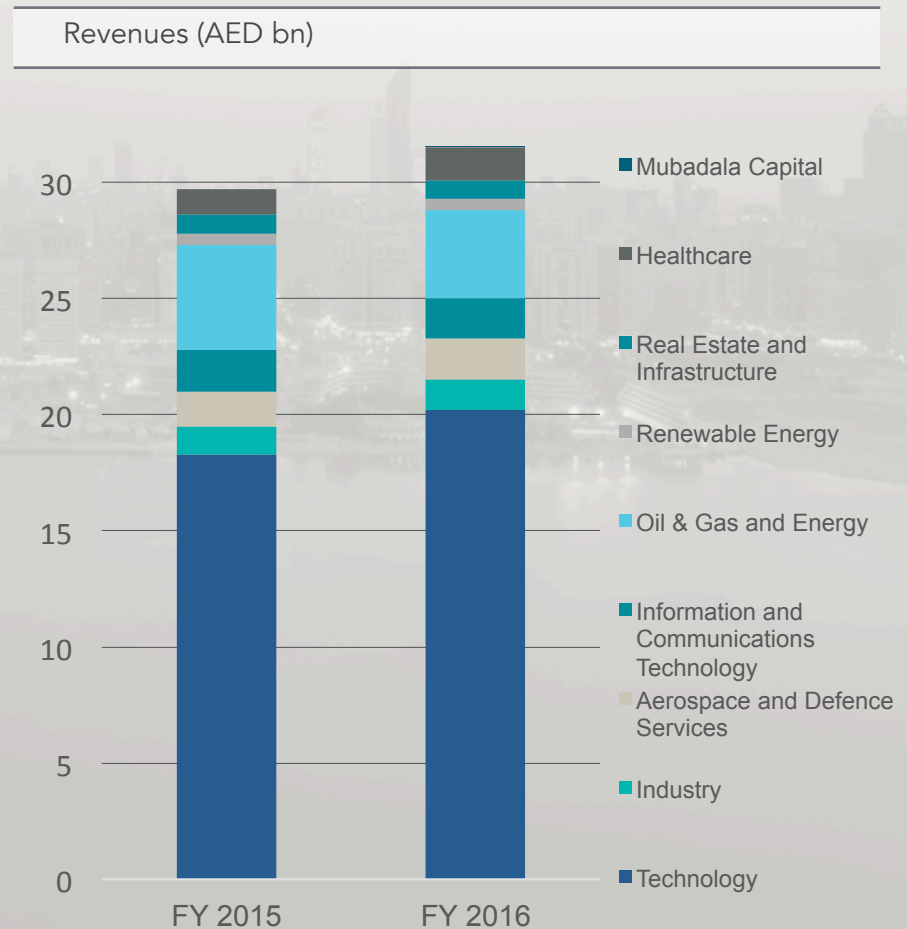
II. Financial Statements



Revenues

Revenues increased by 6% to AED 31.5bn for FY 2016 from AED 29.7bn in FY 2015

- The year-on-year increase in revenues was primarily due to higher revenues from the semiconductor, aerospace and healthcare business units.
- Main contributors to revenue mix by platform: Technology and Industry accounted for 68.2%; Energy for 13.5%; and the Aerospace and Engineering Services accounted for 11.2%.



Operating Income and Profit*

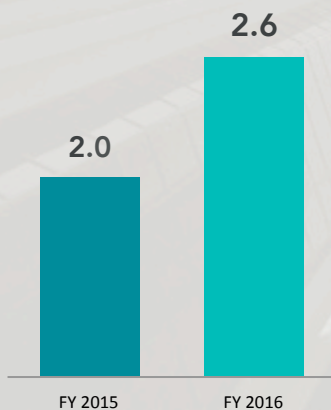
Operating income increased to AED 2.6bn compared to AED 2.0bn in FY 2015

- Driven, in part, by strategic divestments from mature assets

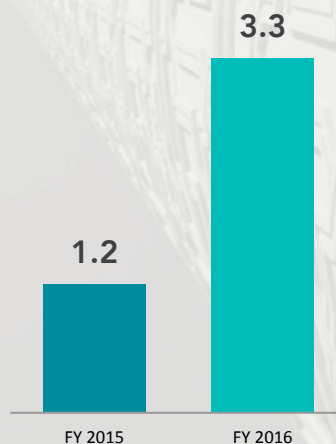
Profit* increased to AED 3.3bn compared to AED 1.2bn in FY 2015

- Primarily due to higher income from financial investments and the sale of mature assets

Operating income (AED bn)



Profit* (AED bn)



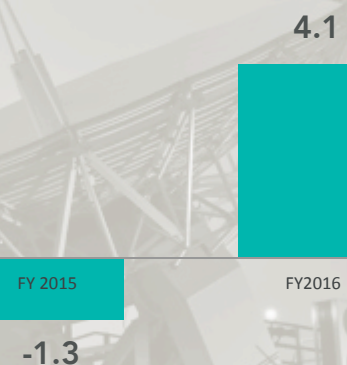
*Attributable to Owner of the Group

Overall Performance

Total comprehensive income* was AED 4.1bn for FY 2016 from a loss of AED1.3bn in FY 2015

- Primarily driven by higher income from financial investments

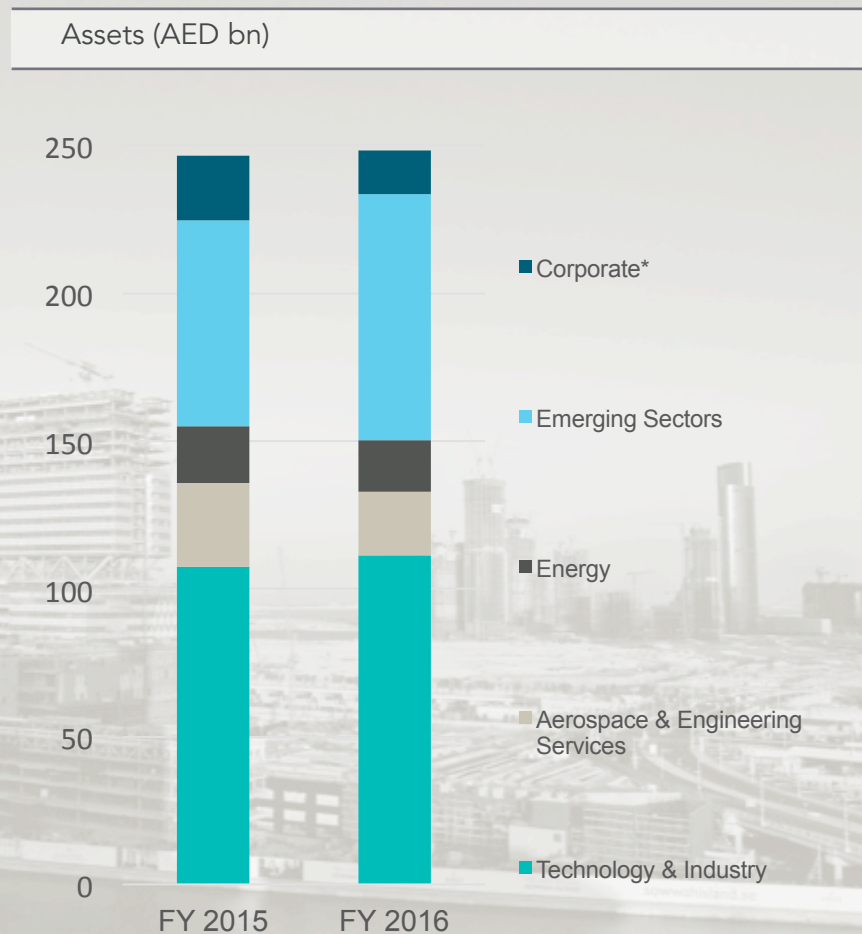
Total comprehensive income* (AED bn)



*Attributable to Owner of the Group

Assets

Assets increased to AED 248.3bn as of 31 December 2016 compared to AED 246.4bn as of 31 December of 2015



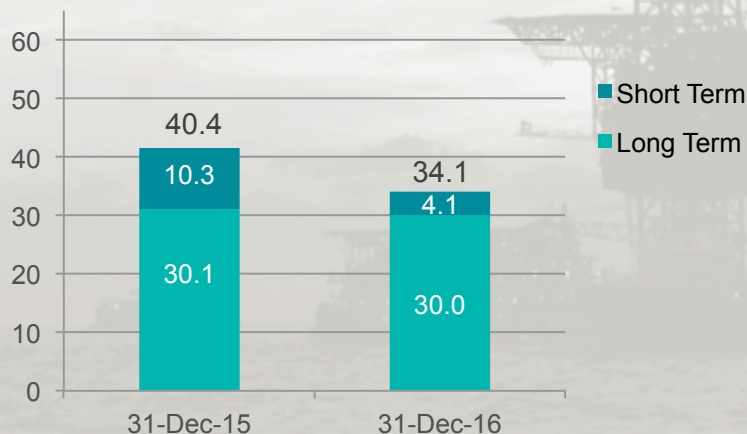
*Includes cash & cash equivalents

Conservative Leverage

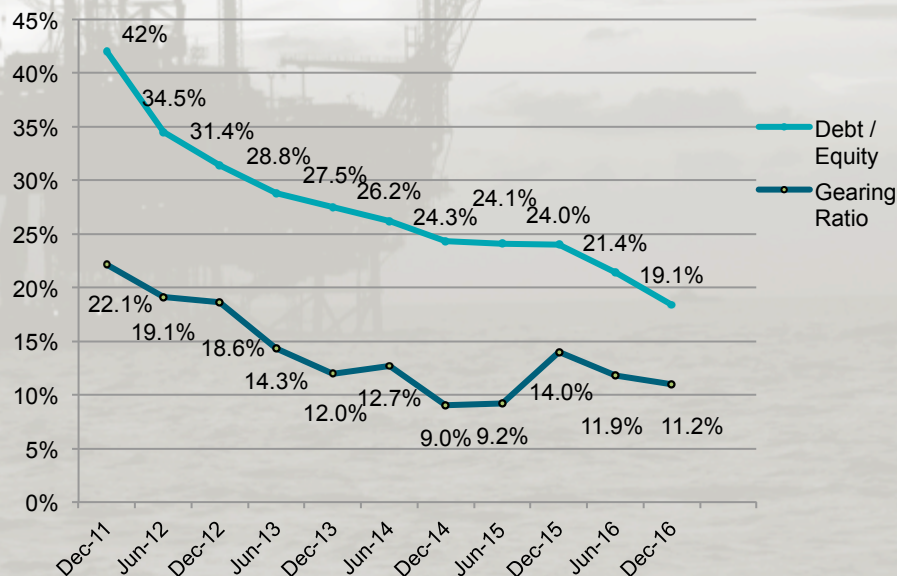
Mubadala focuses on maintaining a conservative net gearing ratio relative to our portfolio. This decreased from 14% as at the end of December 2015 to 11% at 31 December 2016

- Total equity of AED 185.0bn as of 31 December 2016 compared to AED 174.0bn as at 31 December 2015
- Total liabilities fell to AED 63.3bn compared to AED 72.4bn as at 31 December 2015

Total debt (AED bn)



Key leverage ratios



Credit Ratings

Mubadala has one of the strongest credit ratings globally, 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	Linaburg-Maduell Transparency Index 10/10
Standard & Poor's	A-1+	Standard & Poor's	AA	
Fitch	F1+	Fitch	AA	

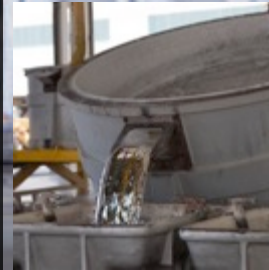


III. Key Operating Milestones

Technology & Industry



- GLOBALFOUNDRIES signed a memorandum of understanding for a new USD 500 million Research & Development program with New York State's SUNY Polytechnic Institute to accelerate next generation chip technology development. GLOBALFOUNDRIES is also expanding its presence in China with plans for a new 300mm Fab using technologies from its Singapore site.
- Emirates Global Aluminium (EGA) conducted a first-of-its-kind licensing of proprietary smelting technology to Aluminium Bahrain for use of its proprietary DX+ technology, the first such export agreement for the UAE.
- The EGA-developed Kamsar Container Terminal in Guinea was inaugurated adding an estimated 10% to the country's GDP and creating approximately 4,000 direct and indirect jobs. This reinforced Guinea's position as the world's largest exporter of bauxite, and formed an important link in EGA's supply chain.
- EGA signed a three-year agreement with BMW for the German car manufacturer to use Emirati aluminium to make some of its high-performance engines.



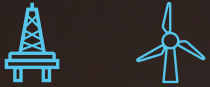
Aerospace & Engineering Services



- Mubadala sold an 80% stake in SR Technics to HNA Aviation, a global enterprise group based in China. Mubadala retains a 20% stake in the company.
- Strata was awarded two contracts valued at more than \$1 bn to manufacture additional composite components and complete major assemblies for Airbus. It also won a contract to build the vertical fin for Boeing's 787 Dreamliner.
- Mubadala-Solvay expanded agreements with Rolls Royce and GE paving the way for new manufacturing capabilities and regional service provision at the Nibras Al Ain Aerospace Park.
- TS&S Aerospace became the first independent MRO provider to overhaul the Trent 700 engine through a contract with Sri Lankan Airlines.
- Yahsat was awarded a license to operate its upcoming Ka-band satellite in Brazil. Al Yah 3 will cover over 95% of Brazil's population offering a range of telecommunications services.



Energy



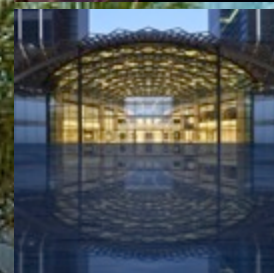
- Masdar concluded an agreement to build Jordan's largest solar power plant, a 200-megawatt photovoltaic facility. Once complete, it will supply the annual power needs of around 110,000 homes.
- Dubai Electricity & Water Authority (DEWA) appointed a Masdar-led consortium as the selected bidder to develop the 800 megawatt third phase of the Mohammed bin Rashid Al Maktoum Solar Park in Dubai.
- Dolphin Energy reached a production milestone of 6 trillion cubic feet since commencing operations in 2007. The Dolphin Gas Project delivers 2 billion cubic feet of natural gas per day to the UAE and Oman. Dolphin also entered into a new long-term gas sale and purchase agreement with Qatar Petroleum.
- Mubadala Petroleum progressed its Pegaga gas discovery in Malaysia, and also extended its relationship with Petrofac with the award of contracts in the Gulf of Thailand's Jasmine field until 2023.



Emerging Sectors



- Mubadala acquired a 2% stake in British Petroleum as part of the agreement for BP to hold a 10% interest in Abu Dhabi Company for Onshore Petroleum Operations.
- Mubadala confirmed plans to acquire a 20% stake in Investcorp, making Mubadala the single largest investor in the Bahraini-headquartered firm.
- Mubadala and GE successfully completed the sale of 98% of the Mubadala GE Capital portfolio after GE's decision to exit from its global capital business
- The Four Seasons Hotel Abu Dhabi opened on Al Maryah Island, adding 200 five-star rooms to the capital's business district.
- Healthpoint Hospital recorded 300,000 appointments and opened an obesity and metabolic disorders center; while Cleveland Clinic Abu Dhabi completed over 207,000 appointments and continued to expand patient services.
- Mubadala opened a third state-of-the-art branch of Imperial College London Diabetes Centre (ICLDC) in Zayed Sports City. ICLDC recorded 275,000 appointments during the year.



Merger Update

- On 29 June 2016, the Abu Dhabi government issued a resolution to initiate the merger of Mubadala and the International Petroleum Investment Company (IPIC). The new entity, named Mubadala Investment Company (MIC), has partnerships and subsidiaries in more than 30 countries, and the group-wide employee base will over 68,000.
- The scale, portfolio and expertise of the combined entity will bring new synergies and commercial opportunities enabling it to act as an global investment powerhouse for Abu Dhabi.
- Mubadala Investment Company will be organized across four investment platforms:
 - Petroleum & Petrochemicals
 - Technology, Manufacturing & Mining
 - Aerospace, Information & Communications Technology & Renewables
 - Alternative Investments & Infrastructure
- H.H. Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, will be Chairman of MIC.
- H.H. Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs, will be Vice Chairman of MIC.
- Khaldoon Khalifa Al Mubarak has been appointed as Managing Director and CEO of MIC.
- Mubadala and IPIC will continue to operate independently until the merger is completed, which we expect to happen in May 2017.

IV. Concluding Remarks

Concluding Remarks

- Increase in revenues and profits despite challenging environment.
- Strengthened financial position, rationalizing balance sheet and pursuing monetization opportunities from mature assets across the portfolio.
- Prudent approach to management of the business and deployment of capital to deliver on our long-term mandate to grow and diversify the UAE economy.
- Outlook remains cautiously optimistic as macroeconomic volatility continues to impact many geographies and sectors.
- Mubadala and IPIC will continue to operate independently until the merger is completed, expected May 2017.

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Thank you


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