BUILDING A FUTURE CONNECTED TO...

Mubadala was formed in 2002, but our story began when the late Sheikh Zayed bin Sultan Al Nahyan, the UAE’s founding father, shared his vision for the future.

Even in the excitement that came with the discovery of oil in the 1950s, Sheikh Zayed encouraged his people to think long term, to harness the vast potential of the newfound resources.

By channeling hydrocarbon wealth into investments and sectors beyond oil, the economy—and a strong society—would flourish for generations, even when the reserves were eventually depleted.

This wisdom led to the creation of government policies to diversify and develop the economy in Abu Dhabi, and Mubadala was established to work at the forefront of these efforts.

Our connection to a founding father’s vision has led to an approach to global investment where both financial and societal returns are intrinsic to the value we create over the long term.

We have always known that we are part of a vision much broader than one company, much broader than a generation or two. And that knowledge will continue to unite our portfolio, investments and people as we write the next chapter of our story.

A FOUNDING FATHER’S VISION

“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
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To view additional interactive content and videos visit our online report at: www.mubadala.com/annualreview
MESSAGE FROM THE CHAIRMAN

In 2014, Mubadala was once again an important driver of Abu Dhabi’s economic growth and development across multiple sectors. One of its most profound impacts lies in Mubadala’s contribution to the emirate’s increasingly knowledge-based economy.

Under the guidance of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, the Government of Abu Dhabi remains deeply committed to the ongoing diversification and development of the emirate’s economy.

This commitment stems directly from the wise vision of our founding father, the late Sheikh Zayed bin Sultan Al Nahyan, who believed that diversification and development were essential for the creation of a sustainable economic future for our people.

Mubadala Development Company contributes significantly to the delivery of this vision and remains at the forefront of Abu Dhabi’s progress in developing globally integrated industries and social infrastructure that are the foundations of our future prosperity.

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Mubadala’s success is enabled by the vision of the Government of Abu Dhabi, the Mubadala Board of Directors, the company’s executive leadership and its employees. I want to thank each of these groups for the vital role they play in fulfilling the mission of the Mubadala Group for the lasting benefit of the organization, its shareholder and the emirate.

His Highness Sheikh Mohamed bin Zayed Al Nahyan
Crown Prince of Abu Dhabi
Deputy Supreme Commander of the Armed Forces of the UAE
Chairman of Mubadala
Board of Directors

The Mubadala Board is responsible for the strategic direction, oversight and corporate governance of the business on behalf of its shareholder, the Government of Abu Dhabi.

Under the Mubadala Delegation of Authority, the Board delegates aspects of its authority for executive management to the Group Chief Executive Officer (CEO) and Managing Director, Khaldoon Khalifa Al Mubarak, as well as to Mubadala’s Investment Committee.

Mubadala’s Board members lead some of the UAE’s core public and private sector institutions. Four individuals are also current members of the Abu Dhabi Executive Council.

Audit, Risk and Compliance Committee

This committee comprises three non-executive Board members: Hamad Al Hurr Al Suwaidi as Chairman, Abdulhamid Mohammed Saeed and Mahmood Ebraheem Al Mahmood. It is mandated by the Board to oversee the financial, risk management and compliance activities of Mubadala.

Shareholder support

As an organization mandated by the Government of Abu Dhabi to contribute to the growth and diversification of the emirate’s economy and to create opportunities for current and future generations in the UAE, Mubadala benefits from the long-term support of its shareholder.

Committed to the highest standards of governance

Overview

Our Operations

Strategy & Action

Mr. Al Bowardi is Undersecretary of the Ministry of Defense, UAE, Chairman of the Abu Dhabi Technology Development Committee and the Committee for Developing and Implementing the Water and Agriculture Strategy for Abu Dhabi, Vice Chairman of Dolphin Energy and a board member of Taawun Holdings.

He is also the Managing Director of the Environment Agency – Abu Dhabi and Deputy Chairman of the Mohamed Bin Zayed Species Conservation Fund and the International Fund for Houbara Conservation.

Hamad Al Hurr Al Suwaidi

Member

Mr. Al Suwaidi is a member of the Abu Dhabi Executive Council and Chairman of the Department of Finance – Abu Dhabi.

He is a member of the Supreme Petroleum Council (SPC), Chairman of Abu Dhabi National Energy Company (TAQA), and a board member of the Abu Dhabi Investment Authority (ADIA) and the International Petroleum Investment Company (IPIC).

Over the past 20 years, Mr. Al Suwaidi has held senior roles in a number of Abu Dhabi government organizations, including the Department of Economic Development, the Abu Dhabi Investment Authority (ADIA) and the Abu Dhabi National Oil Company (ADNOC).

Nasser Ahmed Khalifa Alsowaidi

Member

Mr. Alsowaidi is a member of the Abu Dhabi Executive Council and the Abu Dhabi Energy Authority. He is also Chairman of the Supreme Petroleum Council (SPC), Chairman of Abu Dhabi National Energy Company (TAQA), and a board member of the Abu Dhabi Investment Authority (ADIA) and the International Petroleum Investment Company (IPIC).

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Abdulhamid Mohammed Saeed

Member

Mr. Saeed is the Managing Director of First Gulf Bank as well as Al Reem Investments. He is also the Vice Chairman of Emirates Integrated Telecommunications Company (du) and a board member of the Abu Dhabi Securities Exchange (ADX), Emirates Investment Authority and Sky News Arabia.

Mahmood Ebraheem Al Mahmood

Member

Mr. Al Mahmood is the founder and Chairman of ADS Holding, a privately-held commodities firm based in Abu Dhabi. He is also a board member of Al Ethad Credit Bureau and the Tourism Development & Investment Company.

He has held senior roles at a number of companies including the Abu Dhabi Investment Authority (ADIA), and was the Chief Executive Officer of Al Qudra Holdings, a development and investment company.

Khaldoon Khalifa Al Mubarak

Group CEO and Managing Director

Mr. Al Mubarak is Chairman of the Abu Dhabi Executive Affairs Authority (EAA), which provides strategic policy advice to the Chairman of the Abu Dhabi Executive Council, of which he is also a member.

He is Chairman of the Emirates Nuclear Energy Corporation (ENEC), the Abu Dhabi Media Zone Authority (abudhabi.mza) and Emirates Global Aluminium (EGA).

Mr. Al Mubarak is also Vice Chairman of the Abu Dhabi Urban Planning Council, a board member of First Gulf Bank, and a Global eHealth Foundation Ambassador. He sits on the Board of Trustees for Zayed University, New York University and Masdar Institute of Science and Technology.
MESSAGE FROM THE GROUP CEO AND MANAGING DIRECTOR

How does Mubadala’s platform structure help it achieve its objectives?
In just 12 years, our business has evolved from a single project to a global portfolio worth AED 243.6 billion, spanning multiple sectors and geographies.
The four platforms – Emerging Sectors, Aerospace & Engineering Services, Technology & Industry, and Energy – provide us with a scalable structure for significant future growth.
The current economic environment reinforces the importance of committing to long-term diversification strategies, and growth across our global business platforms is a strong indicator that we are making solid progress.

How does Mubadala look at value creation?
Mubadala’s role in supporting Abu Dhabi’s economic diversification means we adopt a holistic approach to value creation that goes beyond financial returns and GDP contribution.
The infrastructure and industries that we are forming now will create social and economic dividends for generations to come.
At home in the UAE, we are developing sectors that have been prioritized by the country’s leadership, and in doing so, creating jobs in new industries that present exciting career opportunities for Emiratis. We are also helping to strengthen infrastructure that supports a healthy society and a robust economy, including healthcare facilities, financial centers, university campuses and utilities.

What are the values and guiding principles that determine how Mubadala operates?
We are deeply committed to living our company values and are diligent in instilling them across the Group. The spirit of partnership brings us together with world-class companies around the globe, and both transparency and integrity underpin every joint venture and transaction we pursue.
In our behavior, outlook and ambition, we also aim to personify the inspiring vision that led to our establishment as a catalyst for Abu Dhabi’s growth and economic diversification.

One of the guiding principles that sets Mubadala apart is our steady, long-term approach to investment and value creation – sometimes called “patient capital.”
We combine this with active portfolio management, nimbly deploying capital and expertise in areas of competitive advantage and maintaining the flexibility to adjust to evolving circumstances. This approach has borne results across the many sectors and countries where we operate, and has had particular impact in emerging markets, where we’ve found that patience and adaptability in equal measure deliver positive benefits for our shareholder, our partners and the people of the UAE.

Our values
Accountability
Inspiration
Partnership
Integrity

Explore more: Khaldoon shares his thoughts on Mubadala’s business model and impact
Mubadala.com/ar14/Group-CEO-message

“We’re investing in global business platforms that allow us to focus intensely on Abu Dhabi’s long-term economic development priorities and in areas where we can make the most of our competitive advantages.”

Khaldoon Khalifa Al Mubarak
Group CEO and Managing Director
Chairman, Investment Committee
INVESTMENT COMMITTEE

The Investment Committee is mandated by the Board of Directors to review, analyze and approve corporate matters related to strategy and investment decisions, and to continually monitor Mubadala’s financial and operational performance.

Ensuring accountability for our mandate

The Investment Committee is comprised of the Group Chief Executive Officer and Managing Director, Group Chief Financial Officer, Chief Human Capital Officer and Group Chief Legal Counsel. In addition, the four platform CEOs are members of the Investment Committee, ensuring alignment and synergies across all the sectors in which Mubadala operates.

The Committee convened 47 times in 2014 to discuss 177 items and addressed a further 107 items by circulation.

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Abu Dhabi vision

A diversified and sustainable knowledge-based economy
World-class infrastructure to support a healthy society and economic growth
Social and human resource development

Mubadala mandate

Support economic diversification through investment and development in strategic sectors
Deliver sustainable financial returns and contribute to social development

Management structure

Board of Directors

Audit, Risk and Compliance Committee

Investment Committee

Our business platforms

Emerging Sectors
Aerospace & Engineering Services
Technology & Industry
Energy
Mubadala’s role as an agent of economic diversification for Abu Dhabi gives us the opportunity to have real impact on the emirate by making significant capital investments over a longer time horizon.

We look for opportunities to strengthen Abu Dhabi’s position in sectors, markets and industry value chains where the emirate’s competitive advantage is strongest. At the same time, through our assets, we build infrastructure that underpins industrial and social development in the emirate, creating a strong base for sustainable growth.

We also deploy our capital globally in a variety of investment vehicles that contribute to Abu Dhabi’s strategy for economic growth. Our portfolio mix advances our long-term strategy in specific markets, diversifies risks and generates financial returns that can be channeled back to Abu Dhabi.

As our business grows through our holistic approach, so does our contribution to societal development, including the creation of new career paths for Abu Dhabi’s current and future workforce.

A global investor with long-term focus, strengthening Abu Dhabi’s position across diverse sectors... delivering financial and social returns to the emirate, its partners and its people.

**Investment Approach**

**Education**
Preparing the local workforce for new industries in a diversified economy is a complex challenge. Through initiatives ranging from in-school programming to specialized training programs, we are helping prepare the next generation to take full advantage of future opportunities.

**Partnership**
From our first project, Mubadala has partnered with world-class organizations on joint ventures and investment platforms. Partnerships often give us traction during the development phase of initiatives and embed important knowledge transfer into business models.

**Governance**
Mubadala is committed to safeguarding a culture of integrity and responsible business practices across all of its activities using a multilayered approach to corporate governance.

**Innovation**
Diversifying an economy by definition requires a strong culture of innovation. Mubadala companies such as Masdar, Strata and GLOBALFOUNDRIES are at the cutting edge of technology that is setting the agenda for their industries and creating an environment where Emiratis can be at the forefront of innovation.

**Agile investment**
The strong, long-term support of our shareholder allows Mubadala to consider capital-intensive investments that are critical to delivering on our mandate.

**Active asset management**
Mubadala plays an active asset management role in its portfolio companies, working closely with asset leadership to help them meet business objectives and ensure the highest standards of risk and financial management are achieved.

**Global integration**
More than half of the 34,000 people who work for Mubadala Group companies are based outside the UAE. With assets on five continents, we are positioning Abu Dhabi in growth markets, providing access to intellectual property, supply chain synergies and new opportunities.

**New economic sectors**
From aerospace to metals, the new industrial clusters that Mubadala has established bring together the expertise needed to compete on a global scale, provide new career paths, empower the private sector and drive our diversification mandate for the emirate.

**Private sector and downstream opportunities**
Abu Dhabi’s new industrial clusters hold enormous potential for Abu Dhabi. They act as catalysts for private sector growth in related industries and supply chain services providers, as well as trigger wider third-party investment.

**Social infrastructure**
As master-developer for a number of key infrastructure initiatives in the emirate, Mubadala has delivered financial returns as well as major projects that underpin Abu Dhabi’s future. These include university campuses, healthcare facilities and mixed-use urban districts as well as supporting infrastructure such as district cooling plants, data centers and satellites.

**Career paths**
A decade ago, career opportunities such as Aerospace Technician and Semiconductor Process Engineer did not exist for Emiratis. Today, UAE nationals are working in highly-skilled roles across the industries that are driving development for Abu Dhabi.

**Overview**
Mubadala’s role as an agent of economic diversification for Abu Dhabi gives us the opportunity to have real impact on the emirate by making significant capital investments over a longer time horizon.
DELIVERING BEST PRACTICE IN GOVERNANCE AND FINANCIAL MANAGEMENT

Credit Ratings: Short-term
P-1 / A-1+ / F1+
Moody’s / Standard & Poor’s / Fitch

Credit Ratings: Long-term
Aa2 / AA / AA
Moody’s / Standard & Poor’s / Fitch

Transparency
Linaburg-Maduell Transparency Index
10/10

Transparency is fundamental to Mubadala’s business. It’s a guiding principle that we adhere to when engaging with investors, partners and even employees across the multiple sectors and countries in which we operate.

With a reputation that is based on solid performance and transparency, we are not only committed to delivery but also to abiding by international standards that give us the license to operate as a global investor.

As Mubadala continues its growth trajectory into global markets, it is crucial that we export our culture of integrity and responsible business practices to remain consistent across geographies. Collaboration and adaptability are key to this process.

In an ever-changing regulatory environment, our world-class compliance function strives to stay flexible without compromising our values. Critical to success is working closely with employees, partners and suppliers to ensure they understand and abide by these values.

A diverse funding base paired with a proactive investor relations strategy
Mubadala and its assets draw upon a broad range of funding sources to support their investment and development activities.

- Shareholder contributions
- Internally generated cash flow
- Debt financings, with the majority in non-recourse loan and bond format

Carlos Obeid
Group Chief Financial Officer
Member, Investment Committee

Samer Halawa
Group Chief Legal Counsel
Member, Investment Committee

Total Revenues (AED) Total Assets (AED) Total Equity (AED)
32.7 bn 243.6 bn 175.7 bn
US $8.87 bn US $66.3 bn US $47.8 bn

Overview
Our Operations
Strategy in Action
Mubadala’s business is structured around four global business platforms that together encompass our interests across 11 sectors and more than 20 countries. These platforms allow us to scale and manage our portfolio for growth while maintaining the highest international standards of governance and risk management.

Emerging Sectors
Aerospace & Engineering Services
Technology & Industry
Energy
Emerging Sectors is mandated and designed to drive growth across Mubadala’s financial, healthcare and real estate and infrastructure portfolios.

At Mubadala Capital, we have internal expertise that enables us to make direct private equity investments, deploy indirect capital through third-party funds, take trading positions in public markets and establish sovereign investment partnerships. This enables Mubadala to be an agile investor, driving sustainable returns and establishing positions across markets where we see long-term potential.

In healthcare, we are addressing the region’s most pressing needs by establishing and integrating a network of world-class healthcare facilities in Abu Dhabi that deliver new levels of patient experience. In doing so we are significantly advancing the local healthcare system and making a profound impact on the UAE.

In real estate and infrastructure, our developments are central to Abu Dhabi’s future growth, and range from master-planning and developing the new International Financial Center, to education infrastructure that forms the foundations of our knowledge-based economy. Increasingly we see opportunities to leverage our expertise to be an investor in projects that are at the heart of major cities across the globe.

Waleed Al Mokarrab Al Muhari
Deputy Group CEO and Chief Executive Officer, Emerging Sectors
Population growth is key to Abu Dhabi’s future success, with the population expected to double by 2050, reaching 9.6 billion by 2050.

Abu Dhabi’s rising population, coupled with the government’s focus on economic growth underpinned by a healthy society, has made the development of a robust, sustainable world-class healthcare sector a top priority.

Mubadala actively supports this development by working with local authorities and partnering with international medical institutions to establish a network of specialized facilities where some of the region’s most pressing healthcare needs can be addressed. Our network sets new standards in healthcare excellence, expanding local capacity and capabilities to reduce the need for patients to travel abroad for care, and creating exciting opportunities for Emirati healthcare professionals.

### HEALTHCARE

#### 2014 Highlights

- **Healthpoint** expands its offerings
- **Multispecialty hospital** at Healthpoint opened, providing surgical services in electives orthopedics, spine, cosmetic and reconstructive surgery, as well as services in orthopedics, urology, sleep medicine and more. Healthpoint also launched its strategic three-year partnership with Manchester City Football Club as its Regional Healthcare Provider.

Expert healthcare advice, over the phone: 2014 saw the launch of Abu Dhabi Telemedicine Centre, a partnership with Medgate, bringing high-quality phone-based medical consultations to 1.2 million eligible patients. The center received thousands of calls during its first six months, with 75 percent from Emiratis.

**Unparalleled clinical care on the horizon:** Cleveland Clinic Abu Dhabi, a world-class, multispecialty hospital delivering Cleveland Clinic’s innovative model of care, opened in 2015 on Al Maryah Island. Cleveland Clinic Abu Dhabi, a world-class, multispecialty hospital delivering Cleveland Clinic’s innovative model of care, opened in 2015 on Al Maryah Island.

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Mubadala Capital is our dedicated, in-house asset and investment management unit. It operates in a number of asset classes, utilizing a value-oriented investment strategy and a focus on capital preservation while seeking attractive risk-adjusted returns.

Areas of focus within Mubadala Capital include public equities, private equities and third party managed funds. Mubadala also manages a number of partnerships with other entities through the Sovereign Investment Partnerships sub-unit.

**Total assets under management**

**Public activity**
Key positions include FGB, Waha, GE, Carlyle and our internal hedge fund.

**Private equity activity**
During 2014, our internal PE fund committed US $348 million to six investments, including two co-investments with the Carlyle Group, a co-investment with Silver Lake and WME in IMG and a co-investment with Partners Group in Fermaca, the largest independent Mexican gas pipeline company.

**Indirect investments**
During 2014, Mubadala Capital made total commitments of US $315 million to three funds, including commitments to funds managed by BDT Capital Partners and the Raine Group.

**2014 Highlights**
- **Capital**
  - Abu Dhabi Finance
  - Caisse des Dépôts International Capital (co-investment partnership)
  - Dunia Finance
  - EMI Music Publishing
  - First Gulf Bank
  - GE
  - Mubadala Infrastructure Partners
  - Porto Sudeste
  - Related Companies
  - Russian Direct Investment Fund (co-investment partnership)
  - The Carlyle Group
  - The Raine Group LLC
  - Verno Capital
Mubadala’s Aerospace and Engineering Services platform is leveraging the UAE’s competitive advantages to advance the development of a leading aerospace hub in Abu Dhabi, capitalize on global trends in ICT, and contribute to the next phase of integration in the country’s defense services sector.

Homaid Al Shemmari
Chief Executive Officer, Aerospace & Engineering Services

AEROSPACE & ENGINEERING SERVICES

The UAE has long focused on investment in industry sectors where it has clear competitive advantages, zeroing in on areas with long-term potential that are energy, capital, and technology intensive. Mubadala’s Aerospace and Engineering Services platform is executing a strategy that capitalizes on these strengths, focusing on businesses operating in the aerospace, defense services and information and communications technology (ICT) sectors.

Airlines in the region are driving the next phase of global commercial aviation growth, capitalizing on passenger and cargo traffic that are expected to grow globally by 5 percent and 4.7 percent respectively on an annual basis. New aircraft orders in the same period are expected to reach nearly 37,000, valued at US $5.2 trillion. Mubadala’s key focus is on aerostructures manufacturing, advanced maintenance and specialized finance that support the UAE’s emergent aerospace industry.

We are helping to drive home the UAE’s advantages through global partnerships with Airbus, Boeing, GE and Rolls Royce, and the creation of Nibras Al Ain Aerospace Park, a dedicated hub for aerospace activities such as manufacturing, pilot training, and maintenance, repair and overhaul (MRO) that will set a global benchmark in the aerospace sector.

Our Aerospace and Engineering Services platform has also re-positioned its defense services portfolio through the formation of a joint venture with Tawazun Holding called Emirates Defence Industries Company. This involves the unification of the defense assets of each organization which will present new opportunities and unlock value. Defense spending in the region is projected to grow by an estimated 3.5 percent between 2015 and 2019, and a range of Mubadala companies are providing innovative solutions to ensure the highest levels of aircraft readiness, fleet deployability and safety for military operators.

Mubadala is working to position the UAE as a key regional ICT hub for mobile network, data delivery and infrastructure as well as global satellite services.

Global mobile data traffic is expected to grow at a 57 percent compound annual growth rate (CAGR) for the next five years, with mobile data connection speeds more than doubling in the same period. The market for mobile satellite services is set to surpass US $3.2 billion by the year 2020, and the industry is expected to grow at an annualized 3.8 percent over the next ten years. Through the launch of Yahsat’s first two satellites, Mubadala has demonstrated its commitment as a stable partner to the UAE’s growing connectivity ambitions.
AEROSPACE

Rising demand in the global aviation sector and the rapid expansion of GCC airlines, coupled with the UAE’s status as a major hub, has created significant opportunities for Abu Dhabi in the aerospace sector. Through a focus on technology, capital and energy-intensive areas as well as the development of a highly skilled local workforce, Mubadala is leveraging Abu Dhabi’s competitive advantages to position the emirate in industries ranging from aerostructures manufacturing to advanced maintenance, repair and overhaul (MRO).

With original equipment manufacturers (OEMs) relying heavily on composite materials in next generation aircraft production, and increasing requirements for MRO services as well as specialized financing solutions, our aerospace businesses – including Strata, already a Tier 1 supplier to Boeing and Airbus – are poised to make a global impact.

2014 Highlights

Renewed engine services capabilities
Mubadala said the airframe and components business of Abu Dhabi Aircraft Technologies (ADAT) to Etihad Airways, and retained ADAT’s engine services division as a platform for future growth. TSS Aerospace was subsequently launched.

Tier 1 status strengthened
Building upon proven performance and capability, Airbus agreed for Strata to become its sole supplier on the A380 Aileron Assembly program, and Boeing approved its first 787 parts received from Strata.

Enhanced manufacturing capability
Piaggio Aerospace opened a new manufacturing center of excellence for unmanned aircraft systems, aircraft and engines in Villanova d’Albenga, Italy.

Talent pipeline
Mubadala and UAE University officially launched an Aerospace Engineering program aimed at preparing engineering students for careers in the nation’s growing aerospace industry.

US $1 billion
Since its launch, Sanad’s profits have reached US $500 million, with 2014 seeing Sanad’s total investments reach US $1 billion and US $100 million in revenue.

Extending partnerships across the globe
SR Technics and Japan Airlines (JAL) extended their existing partnership by signing an exclusive long-term cooperation agreement for engine services, valued at US $220 million.

DEFENSE SERVICES

The UAE defense sector includes a range of mature businesses that have flourished within several national holding companies. As the UAE Armed Forces move toward outsourcing key services in order to maintain quality and value, the commercial and strategic benefits of a unified national defense platform have become clear.

In 2014, Mubadala partnered with Tawazun Holding and Emirates Advanced Investments Group (EAD) to establish Emirates Defence Industries Company (EDIC), an integrated national defense and manufacturing company that brings together the combined capabilities of the UAE’s defense industries into a single integrated platform to enhance value for clients, shareholders, partners and other stakeholders.

The new company is a game-changer, enhancing strategic alignment in a critical sector, providing a single window of access to a range of services, and positioning the UAE industry for regional business.

2014 Highlights

Consolidation of defense capabilities
Emirates Defence Industries Company (EDIC) was launched and will comprise eleven companies from the subsidiaries of Mubadala, Tawazun Holding and EAD at the conclusion of the first phase of integration.

Anchor at Nibras
AMMROC commenced construction of its new facility, which upon completion will be one of the largest dedicated MRO centers in the world, and as an anchor tenant at Nibras Al Ain Aerospace Park.

Supporting the Armed Forces
Sixteen companies from the subsidiaries of Tawazun, Mubadala, and EAD adopted a unified approach to Dubai Aerospace’s freezone, positioning the UAE defense industry globally.

Training the next generation
At Taif Technical Services training school has graduated 24 Local National Apprentices (LNAs) to date. The intensive one-year mechanical and electrical training program is designed to expand the national workforce within At Taif.

Overview

OverviewOur OperationsStrategy in Action
Robust information and communications infrastructure is critical to the region’s economic and social development, and requirements for connectivity are surging. Coupled with exponential growth in global demand for data capacity, this is creating enormous opportunity for Abu Dhabi and the UAE as a hub for high-tech ICT infrastructure and operations. Mubadala is playing a key role in bringing cutting-edge ICT services, capabilities and job opportunities to the UAE and beyond, thereby creating the conditions for further growth in a rapidly-evolving sector. Today, our ICT companies directly or indirectly deliver access and/or connectivity services to customers on three continents.

### 2014 Highlights

**Accolades for Yahsat in Africa**
Yahsat received SatCom’s “Satellite Operator of the Year” award in Africa. It has become the leading Ka-band satellite broadband service across the continent.

6 MW IT power in 2014
Khazna Data Centers’ two facilities launched operations in 2014 with 6 MW of initial combined IT power.

More than 21 million subscribers
Etisalat Nigeria surpassed 21 million subscribers in 2014, accounting for a 10 percent share of a competitive Nigerian market.

Expansion in broadband services
YahClick, Yahsat’s satellite broadband service, recorded significant growth of more than 42 percent during 2014, and to date has acquired approximately 34,000 subscribers. The service has thus far been rolled out across 14 countries within its 28-country footprint, seven of which are in sub-Saharan Africa.

40,000+ UAE end-users served
Injazat provides world-class data center solutions to more than 40,000 end-users in the UAE, and is the owner and operator of the Middle East’s first Tier IV design-certified data-center.

### Our Key Assets
- Al Yah Satellite Communications Company (Yahsat)
- du
- Etisalat Nigeria
- Injazat Data Systems
- Khazna Data Centers

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**2.5 bn**
About 2.5 billion people are connected to the Internet—a third of the global population. This is predicted to rise to 4 billion users by 2020, more than half the world’s population.

**72%**
The UAE leads the world in fiber-to-the-home penetration at 72 percent.

**600 m**
The launch of Yahsat’s third satellite in 2016 will extend Ka-band coverage across Africa and mark its entry into South America, directly or indirectly delivering access to 600 million users on both continents.
The Technology and Industry platform at Mubadala focuses on the creation of global and regional champions in the metals, mining, semiconductor and utilities sectors, positioning Abu Dhabi at the center of fast-growing, globally relevant markets.

In metals and mining, Mubadala partnered with the Investment Corporation of Dubai to create Emirates Global Aluminium (EGA), formed by the largest merger in the UAE’s history between two national champions, Emirates Aluminium and Dubai Aluminium.

EGA is the world’s fifth largest aluminium producer and a leading contributor to the economic diversification of the UAE. The company’s activities are central to Abu Dhabi’s Vision 2030 with a GDP contribution of approximately US $6 billion. EGA bridges the UAE to more than 75 countries with more than 300 industrial customers, making EGA the largest national exporter to countries such as the US. Mubadala is also active in the broader mining sector with interests in bauxite (through EGA), iron ore, gold and base metals.

In semiconductors, GLOBALFOUNDRIES entered into an agreement during 2014 to acquire IBM’s microelectronics business and assets in the US, which will create one of the world’s largest semiconductor foundries. The company offers a full portfolio of technologies up to the most advanced 14 nanometer, serving more than 160 technology businesses. Mubadala’s semiconductor portfolio also includes a 19 percent stake in AMD.

In utilities, Mubadala manages a portfolio of conventional power and district cooling assets in the UAE and the broader MENA region, with strong growth prospects given increased urbanization and population growth in the region.

Ahmed Yahiya Al Idrissi
Chief Executive Officer, Technology & Industry
As we rapidly move towards a future where every electronic device will contain a microchip, semiconductors are becoming central to most aspects of everyday life. Mubadala has placed Abu Dhabi at the forefront of the global semiconductor industry and established a core pillar of the emirate’s economic diversification through the growth of GLOBALFOUNDRIES.

Through international and regional partnerships to develop a globally diversified set of metals and mining businesses, Mubadala is positioning the UAE in fast-growing resource markets while supporting continued growth in domestic downstream manufacturing and the creation of high-skilled jobs.

The establishment of Emirates Global Aluminium (EGA), one of the world’s largest producers of primary aluminium, an industrial champion for the UAE and an anchor tenant in a flourishing downstream cluster, ushers in the next phase of growth for our metals and mining portfolio.

This growth will be underpinned by world-class assets both at home and internationally, from upstream integration into alumina refining in the UAE to developing a bauxite and alumina project in Guinea and producing calcined petroleum coke in China. Mubadala is also exploring a number of opportunities in other commodities.

2014 Highlights

**Industrial champion for the UAE**
EGA was formally incorporated as a stand-alone business, making the company one of the world’s largest aluminium producers.

**Financial and operational performance**
Strong financial performance was delivered by EGA during the year with its UAE-made metal commanding high premiums from buyers. Emirates Aluminium (EMAL) celebrated full production on its phase II expansion three months ahead of schedule and with significant savings against budget. EGA also captured significant overall cost savings, with the majority of these from smaller operations and merger-related initiatives.

**Developing a global aluminium supply chain**
Guinea Alumina Corporation (GAC) has launched the development of a bauxite mine and associated infrastructure. EGA’s UAE refinery project obtained Board approval for phase I of its development program.

**2014 Highlights**

**GLOBALFOUNDRIES leadership**
In January 2014, Sanjay Jha was appointed as CEO of GLOBALFOUNDRIES.

**IBM Microelectronics**
GLOBALFOUNDRIES agreed to acquire IBM’s global commercial semiconductor technology business in 2014. The transaction includes intellectual property, world-class technologists and technologies related to IBM Microelectronics. GLOBALFOUNDRIES will also become IBM’s exclusive supplier of 14nm (14nm) and 10nm server chips.

**AMD leadership**
Dr. Lisa Su was appointed CEO of AMD in October 2014, having previously held a number of senior leadership positions in the company.

**Strategic Samsung collaboration**
GLOBALFOUNDRIES commenced a partnership with Samsung to deliver global capacity for 14nm FinFET process technology, with true design compatibility at multiple sources across the globe.

**Metal of the future**
Aluminium is replacing steel in the world’s “go-to” metal, with demand projected to grow from 75 million tons today to 115 million tons by 2025 driven by growth across several sectors, namely transport, construction and consumables.

**Growth driver**
Aluminium is one of the key engines of economic growth and diversification in the UAE, with the potential to generate 30,000 jobs across the value chain.

**2.4 m tons**
The total annual production of EGA’s primary aluminium assets is 2.4 million tons, establishing the UAE as the fourth largest aluminium-producing country. This figure is equivalent to 50 percent of the total primary aluminium produced in the GCC region.

**US $330 bn**
Worth more than US $330 billion per annum, the semiconductor industry is at the center of the development of advanced consumer and industrial technologies. Gartner research, December 2013.

**160+**
GLOBALFOUNDRIES has more than 160 global customers including 14 of the top 20 chip companies, and operates eight manufacturing centers in Germany, Singapore and the United States.

**OUR KEY ASSETS**
- Emirates Global Aluminium (EGA), encompassing both Dubai Aluminium (DUBAL) and Emirates Aluminium (EMAL)

**OUR KEY ASSETS**
- AMD
- GLOBALFOUNDRIES

**SEMICONDUCTORS**
High-quality and environmentally efficient utility facilities are fundamental to sustainable economic and urban development. Demand for advanced solutions in the provision of power, water and district cooling services continues to grow locally and regionally.

Mubadala is meeting requirements for sustainable, energy-efficient and innovative district cooling, power generation and water desalination by establishing and managing a portfolio of utilities businesses in the UAE and the region that deliver sustainable economic returns while providing essential services to millions of end-users.

Our portfolio of utilities businesses includes power plants in Algeria and Oman as well as district cooling facilities across the region through our holding in Tabreed, one of the world’s largest district cooling companies based in Abu Dhabi.

**2014 Highlights**

Serving national institutions
The UAE Armed Forces renewed an AED 6 billion master services agreement with Tabreed to meet its cooling requirements.

Expansion in Qatar
Tabreed commenced construction of a fourth district cooling plant in Qatar with a capacity of 40,000 refrigeration tons (RT).

Preferred supplier for Abu Dhabi’s International Financial Center
Tabreed and Mubadala Infrastructure Partners acquired a 30-year concession to be the exclusive provider of district cooling to the developments on Al Maryah Island with a capacity of 40,000 RT.

Supporting UAE development
Meraas Leisure and Entertainment signed a long-term concession agreement with Tabreed for the provision of 45,600 tons of cooling to the new Dubai Parks and Resorts development in Jebel Ali.

Connecting the Kingdom
Tabreed connected more than 31,000 tons of cooling to several of Saudi Arabia’s high-profile projects including the Jabal Omar project in the Holy City of Mecca.

Supporting UA E development
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Connecting the Kingdom
Tabreed connected more than 31,000 tons of cooling to several of Saudi Arabia’s high-profile projects including the Jabal Omar project in the Holy City of Mecca.

2050
According to World Energy Council projections, global annual electricity demand in 2050 will be between 47.9 TWh and 53.6 TWh (compared to 22 TWh in 2011), calling for an investment of between US $19 trillion and US $25 trillion.

2.6 GW
Gross power capacity owned by Mubadala utilities companies.

1.27 bn kWh
District cooling services provided by Tabreed result in a yearly reduction in energy consumption of 1.27 billion kWh in the GCC, enough energy to power up to 42,000 homes in the UAE every year.
Global demand for energy is on the rise, particularly as emerging economies continue to grow, industrial activity becomes more intense and the overall population soars.

The International Energy Agency predicts that global energy demand will increase 37 percent by 2040. Here in the UAE, we are seeing an annual growth rate of 9 percent. To meet this demand, we will need all sources of energy, including oil, gas and renewables.

With their heritage in hydrocarbons, Abu Dhabi and Mubadala are working to innovate and diversify the global energy sector, as well as the UAE’s energy sources. Through Mubadala Petroleum, we are exploring and developing new sources of oil and gas internationally that will contribute to meeting global demand, while ensuring the security and diversity of our gas supply domestically.

The growing competitiveness of renewables is creating significant confidence in the market and enabling the development of more projects each day. Through Masdar, one of the world’s leading renewable energy companies, we are capitalizing on this opportunity and generating close to 1 GW of clean energy across Abu Dhabi and the rest of the world.

Mubadala remains committed to investing in traditional and renewable energy sources to sustainably meet the world’s growing energy demand. This approach will ensure continued economic growth and a sustainable, secure energy future for Abu Dhabi and the global economy.

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Dr. Sultan Ahmed Al Jaber
Chief Executive Officer, Energy
Mubadala’s first project, the multinational gas production and transportation development operated by Dolphin Energy, provided the basis upon which many of Abu Dhabi’s new industries have been founded.

Twelve years after the first gas flowed via Dolphin’s underssea pipeline from Qatar to the UAE, we continue to build on a proud legacy of expertise in the hydrocarbons sector through Mubadala Petroleum and its upstream oil and gas portfolio.

Working with world-class partners, Mubadala Petroleum is making a positive impact on the communities where it operates in the Middle East, Africa, and Central and Southeast Asia, as well as contributing to Abu Dhabi’s long-term energy security.

**OUR KEY ASSETS**
- Dolphin Energy
- Emiradas LNG
- Gulf of Thailand developments
- Manora & Nong Yao
- Jasmine Field (Thailand)
- Malaysia gas discoveries
- Mukhalat Field (Oman)
- Ruby Field (Indonesia)

**OUR KEY ASSETS**
- London Array
- Masdar City
- Masdar Institute of Science and Technology
- Shams 1
- Torresol Energy

**OIL & GAS**

**2014 Highlights**

**Exceptional safety record**
Mubadala Petroleum’s Southeast Asia operations produced first-quarter HSE performance, as compared to data reported on peer companies by the International Association of Oil & Gas Producers, in a busy period that included significant drilling and development activity in addition to regular operations.

**Exploration success in Malaysia**
A multi-TCF – trillion cubic feet of gas – discovery was made in Malaysia Block SK320. Mubadala Petroleum is now engaged in development and commercialization activities.

**Managing oil field production growth**
Production at this offshore development operated by Mubadala Petroleum commenced in November 2014 and has had the planned peak rate of approximately 16,000 barrels of oil per day (bopd) early in 2015.

**Production growth**
Mubadala Petroleum’s working interest production averaged 396,000 bopd of oil equivalent per day across an international portfolio, a 9 percent increase from 2013.

**Continued excellence from Dolphin**
Dolphin Energy, a multinational success story that meets approximately 30 percent of the UAE’s gas demand, had a solid year and progressed work to reinforce the export gas compression facilities in Qatar.

**.long term energy security.**

**Population growth, coupled with**

**Restrains, is driving the need**

**New forms of energy worldwide.**

**Abu Dhabi’s international legacy of**

**Expertise and innovation in the**

**Energy space, developed in the**

**Hydrocarbons industry, now extends**

**Across the energy spectrum to**

**Renewables.**

**Through Masdar, our commercially**

**Driven renewable energy company,**

**We are advancing the development,**

**Commercialization and deployment**

**of renewable energy solutions and**

**Clean technologies.**

**With nearly 1.5 GW of clean power contributing**

**To the grid or under development**

**Around the globe, Masdar is delivering**

**And operating some of the**

**World’s most sophisticated and**

**Largest renewable energy projects.**

**100 MW**

**100 MW capacity and scope to power 18,000**

**Homes.**

**Masdar City attracts global organizations**

**Masdar City is home to some 250 companies,**

**Many of which celebrated 2014 milestones:**

- Masdar hosted its third annual global forum, uniting thought leaders, policy makers and investors for a week focused on renewable energy and sustainability. Anchored by the seventh World Future Energy Summit, sixth Zayed Future Energy Prize awards ceremony and second International Water Summit, it attracted more than 30,000 visitors from 170 countries, including eight heads of state, 100 government ministers and 5,000 students.

- Masdar City attracts global organizations
- Masdar City is home to some 250 companies, many of which celebrated 2014 milestones

**Masdar’s initiative to deliver 1,590 MWh of power. Masdar is also working on four new solar projects in Pacific Island countries.**

- **Beginning with Oman’s Rural Areas Electricity Company**
- **Masdar signed a US $125 million agreement with the Abu Dhabi Fund for Development’s UAE-Pacific Partnership Fund. The 550 KWe wind farm is anticipated to deliver 1,900 MWh of power. Masdar is also working on four new solar projects in Pacific Island countries.**

- **Pioneering solar-powered flight:**
- **Masdar and Abu Dhabi hosted the Solar Impulse 2 team as they prepared for the first round-the-world solar-powered flight with take-off from Abu Dhabi scheduled for 2015.**

- **Extending Abu Dhabi’s clean energy impact:**
- **Masdar delivered Sansa’s first wind farm, approximately 2 MW capacity and scope to power 18,000 homes and displaces approximately 175,000 tons of CO2 per year.**

- **Nanoflor Energy for the GCC:**
- **Masdar signed a US $125 million agreement with Oman’s Rural Areas Electricity Company to build the first large-scale wind farm in the Gulf Cooperation Council region, with a 10 MW capacity and scope to power 16,000 homes.**

- **Region’s first CCUS company unveiled:**
- **Masdar and ADNOC unveiled “AIFlaadah,” the Middle East’s first company focused on developing commercial carbon capture, usage and sequestration (CCUS). Construction of the first CCUS project, sequencing up to 800,000 tons of CO2 annually, is underway adjacent to the Emirates Steel Industries (ESI) plant in Mussafah, Abu Dhabi. Completion is set for 2016.**

- **Wind and solar are the fastest-growing**

- **Renewables.**

- **The UAE has the region’s largest**

- **Concentrated solar power plant, the 100 MW Shams 1 project in the Emirate of Abu Dhabi.**

- **Shams 1 produces enough power for 20,000 homes and approximately 175,000 tons of CO2 per year.**

**Overview**

**Strategy in Action**

**Our Operations**

**Our Organization**

**London Array, Weymouth, UK**

**Overview**

**Our Operations**

**Strategy in Action**

**Our Organization**
STRATEGY IN ACTION

Mubadala is advancing Abu Dhabi’s position in sectors and markets around the world while playing a key role in the establishment of industries and infrastructure that support sustainable economic growth at home. We take a long-term view as an investor, striving to create lasting financial and social returns while fulfilling our mandate to support Abu Dhabi’s growth and diversification. The following pages highlight our “strategy in action,” the results of our holistic approach to value creation.

Financial diversification
Investing with impact
Global integration
New horizons
The Government of Abu Dhabi has set out a long-term plan for the transformation of the emirate’s economy, establishing a diverse range of knowledge-intensive, export-oriented industries with the aim of reducing reliance on hydrocarbon revenue.

Since formation, Mubadala has been mandated to drive the development of multiple globally integrated sectors aligned with the government’s development priorities. As a catalyst for the emergence of Abu Dhabi’s leadership position in several industries, we have built the foundations for economic diversification across a range of markets and areas of economic activity.

Blending this multigenerational view with a nimble investment capability, we are bringing Mubadala and Abu Dhabi’s unique perspective on economic diversification to the market.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2002</td>
<td>Mubadala is established by the Government of Abu Dhabi to help diversify the economy and deliver both financial returns and socioeconomic benefits to the emirate.</td>
</tr>
<tr>
<td>2003</td>
<td>Dolphin Energy is formed to build and operate facilities to produce and transport gas from Qatar’s North Field to the UAE and Oman.</td>
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<tr>
<td>2004</td>
<td>UAE University and Mubadala announce the construction of a 280,000 square-meter campus in Al Ain.</td>
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<tr>
<td>2008</td>
<td>GE and Mubadala establish a global business partnership that includes clean energy, R&amp;D, aviation, industry and corporate learning initiatives.</td>
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<tr>
<td>2009</td>
<td>Emirates Aluminum (EMAL) commences its production at its first facility, set to become the world’s largest single-site aluminium smelter.</td>
</tr>
<tr>
<td>2011</td>
<td>Yahsat launches its first satellite, Y1A, providing satellite communications and internet to government and private sector customers in more than 60 countries.</td>
</tr>
<tr>
<td>2012</td>
<td>Yahsat launches its second satellite, Y1B, offering broadband services to more than 60 countries in the Middle East, Africa and Southwest Asia.</td>
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<tr>
<td>2013</td>
<td>Strata becomes a Tier 1 supplier to Boeing with its first shipment of UAE-made 777 composite ribs.</td>
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<tr>
<td>2014</td>
<td>GE’s Ecomagination Center in Masdar City is inaugurated, providing a hub for the development of innovative solutions for future cities.</td>
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<tr>
<td>2015</td>
<td>Construction completion is achieved at Cleveland Clinic Abu Dhabi, a multispecialty hospital set to open in 2015 on Al Maryah Island.</td>
</tr>
<tr>
<td>2016</td>
<td>Mubadala Petroleum commences its first operated, full-field gas development project at the Ruby gas field in Indonesia.</td>
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Our contribution to a diversified economy

<table>
<thead>
<tr>
<th>Percentage of revenue mix</th>
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<tbody>
<tr>
<td>Semiconductors</td>
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<tr>
<td>Metals and Mining</td>
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<tr>
<td>Aerospace and Defense Services</td>
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<tr>
<td>Information and Communications Technology</td>
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<tr>
<td>Oil &amp; Gas and Energy</td>
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<tr>
<td>Renewable Energy</td>
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<tr>
<td>Real Estate and Infrastructure</td>
</tr>
<tr>
<td>Healthcare</td>
</tr>
</tbody>
</table>

Overview

Hear how Mubadala is contributing to a diverse revenue base for Abu Dhabi

Mubadala.com/ar14/financial-diversification
INVESTING WITH IMPACT

Mubadala’s approach is shaped by the powerful idea that a commercially focused organization can invest for both financial and socioeconomic returns.

It is a business model based on a long-term view as well as partnerships with like-minded organizations to make it possible, but even in our relatively brief history we have helped create real impact on the development of the UAE.

Impact beyond GDP contribution is evident across the portfolio, with benefits ranging from private sector opportunity creators to the establishment of new, mixed-use urban districts and a network of world-class healthcare assets to address some of the nation’s most pressing healthcare needs at home.

1.2 m
UAE patients with access to Abu Dhabi Telemedicine Centre’s consultation service

300,000
Nearly 300,000 people have been treated at the emirate’s Imperial College London Diabetes Centre facilities since 2006

25,000
University places available for UAE and international students at campuses master-developed by Mubadala

Explore more: Hear how Mubadala investments are contributing to the long-term development of the UAE
Mubadala.com/ar14/investing-impact

Clusters of industry, clusters of innovation

Khalifa Industrial Zone Abu Dhabi (KIZAD)
A 417-square-kilometer mixed-use industrial park managed by Abu Dhabi Ports Company and anchored by Emirates Aluminium (EMAL)

Nibras Al Ain Aerospace Park
A mixed-use industrial development anchored by Strata and future home of AMMROC

Masdar City
A clean-tech cluster and free zone where Masdar is working to build the world’s most sustainable urban development

World-class healthcare facilities

Cleveland Clinic Abu Dhabi
A state-of-the-art medical campus set to open in 2015

Healthpoint
A fully integrated primary care and multispecialty hospital

Imperial College London Diabetes Centres
Teaches and trains researchers, engineers and education in Al Ain and Abu Dhabi

Sustainability headquarters

Masdar City is home to the International Renewable Energy Agency (IRENA) HQ, Siemens’ regional HQ, GE’s Ecomagination Center and Lockheed Martin’s Center for Innovation and Security Solutions (CISS)

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Mubadala Petroleum in Thailand

Longstanding operations
Mubadala Petroleum has had a presence in Thailand since 2004, and is due to bring its third operated oil field into production in mid-2015. We also deploy capital and establish partnerships in markets that align with our sectors and holding long-term growth potential. As we build globally integrated industries, we apply an approach to business in the UAE and abroad based on integrity and close relationships with the partners and stakeholders connected to our investments, ensuring we make positive contributions to the communities in which we operate.

Environmental stewardship
Mubadala Petroleum actively supports a variety of environmental programs ranging from coastal mangrove reforestation and coral reef restoration to juvenile turtle release programs.

Turtle release program supported by Mubadala Petroleum, Thailand

Delivering renewable energy internationally
Mubadala’s role in delivering Abu Dhabi’s vision goes beyond creating positive commercial and social outcomes at home. Across the portfolio there is focus on cementing Abu Dhabi’s position in high-growth global industries. We also deploy capital and establish partnerships in markets that align with our sectors and holding long-term growth potential. As we build globally integrated industries, we apply an approach to business in the UAE and abroad based on integrity and close relationships with the partners and stakeholders connected to our investments, ensuring we make positive contributions to the communities in which we operate.

DELIVERING RENEWABLE ENERGY INTERNATIONALLY
28 MW of renewable energy
Masdar is delivering nearly 1 GW of clean power globally.

13 million
In September 2014, Guinea Alumina Corporation (GAC) achieved 13 million man-hours without a Lost Time Injury.

#1
YahClick is the leading Ka-band satellite broadband service provider across Africa.

1 GW
Masdar is delivering nearly 1 GW of clean power globally.

Key jobs

GLOBALFOUNDRIES is among the largest non-government employers in Singapore and the State of Saxony, Germany.

GLOBALFOUNDRIES in New York

Global 450 Consortium (G450C) Global 450 Consortium is a public-private consortium to collaboratively develop innovative 450mm equipment, working alongside Intel, TSMC, IBM and Samsung and in partnership with New York State and the State University of New York’s College of Nanoscale Science and Engineering.

3,000 high-tech jobs
In one of the largest public/private construction projects in the Northeastern United States, GLOBALFOUNDRIES’ Fab 8 employs 3,000 semiconductor wafer manufacturing technicians.

GAC in Guinea

US $5 billion
The GAC development plan will deliver billions in foreign investment that will help Guinea capitalize on its vast, untapped resources of bauxite.

14,000 direct and indirect jobs
The construction of a bauxite export mine, an alumina refinery and a container port are key components of the GAC plan, which will also create thousands of jobs and provide major health and educational infrastructure.

Connectivity beyond borders
34,000+ subscribers
YahClick, Yahsat’s satellite broadband service now covering 14 countries within its 28-country footprint, has more than 34,000 subscribers. In Africa, these include SMEs, healthcare and education providers, NGOs, select remote sites, and connectivity-deprived populations in disaster zones.

Explore more:
Hear how Mubadala is contributing to Abu Dhabi’s globally integrated economy
Mubadala.com/ar14/global-integration
NEW HORIZONS

Creating opportunities for current and future generations of UAE citizens is a top national priority, and in a relatively short time period the range of career choices has expanded exponentially.

Preparing the local workforce for emerging industries in a diversified economy is a complex process. Through initiatives ranging from in-school programming to specialized training programs, Mubadala is helping the next generation gain the capabilities and experiences required to take full advantage of the opportunities ahead.

40%
40% of Emiratis are below the age of 15, representing an opportunity to expand the productive capacity of the nation, and to create jobs.

15,000
Jobs created by Mubadala in the UAE since inception.

30,000
The UAE’s aluminium industry, led by Emirates Global Aluminium, has the potential to be a 30,000+ job market for the country in future.

83%
The majority of UAE nationals working at Strata are women.

Talent is of paramount importance across the Mubadala Group and directly impacts our ability to fulfill our mandate. By making sure we have the right talent, in the right place, developing in the right way and growing along with us, we are doing more than investing in the future of our business; we are investing in the future of our nation.

Khaled Abdulla Al Qubaisi
Chief Human Capital Officer, Mubadala Group

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Overview
Our Operations
Strategy in Action

Explore more:
Learn about the opportunities Mubadala is creating for current and future generations in the UAE
Mubadala.com/ar14/new-horizons

Awareness
436 high school students
Hundreds of universities joined Mubadala Career Tours in 2014, a program aimed at inspiring youth to pursue careers in industries such as aviation, renewable energy and healthcare.

30 public and private schools
Reached by Abu Dhabi Sustainability Week In School programming, an emirate-wide initiative delivered in partnership with the Abu Dhabi Education Council that encourages youth to engage with sustainability issues and embrace potential careers as scientists and engineers.

Integration
6 Emirati CEOs
Mubadala alumni have been appointed to lead organizations that are advancing the UAE’s growth in sectors such as oil and gas, aerospace, information and communications technology and renewable energy.

Education
300+ Master’s students
To date, more than 300 Master’s students have graduated from Masdar Institute of Science and Technology in specializations including chemical engineering, electrical power engineering, and water and environmental engineering.

107 Emirati technicians
Graduates, as of year-end 2014, of a customized Composite Aircraft Technician Apprenticeship training program that Strata developed in collaboration with Lockheed Martin and UAE University.

Explore more:
Learn about the opportunities Mubadala is creating for current and future generations in the UAE
Mubadala.com/ar14/new-horizons

Zayed University, Abu Dhabi
Imperial College London, Dubai Campus, Al Ain
Strata, Al Ain
Masdar City, Abu Dhabi
As Mubadala continues to expand into new sectors and markets, keeping our focus on world-class standards is critical to our success.

Sarah Badri
Legal Associate, Legal & Compliance, Mubadala

The UAE’s aluminium industry is helping diversify the economy and is giving UAE nationals the opportunity to contribute to our nation’s future.

Abdulrahman Al Rahmani
Graduate Trainee, Billet Casting Operations, EGA

It’s inspiring to be a member of the Masdar team, and I feel that we’re making a big impact in the renewable energy sector, both at home and around the world.

Abdulaziz Alobaidli
Senior Project Manager, Masdar Clean Energy

Strata has given me a place where I can really challenge myself and achieve my goals. It’s amazing to think, when I see an airplane pass overhead, that it might have a part that I helped to create.

Mariam Al Kaabi
Team Leader, Strata

Every day, I see the tremendous effect that world-class care has on our patients. We take a wider, innovative view on the influencers of health and it pushes us towards a healthier, sustainable future. Contributing to such impact is incredibly rewarding.

Dr. Farhana Bint Lootah, MD
Specialist, Internal Medicine, Imperial College London Diabetes Centre

CREATING OPPORTUNITIES FOR CURRENT AND FUTURE GENERATIONS

The UAE’s aluminium industry is helping diversify the economy and is giving UAE nationals the opportunity to contribute to our nation’s future.

Abdulrahman Al Rahmani
Graduate Trainee, Billet Casting Operations, EGA

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Dr. Farhana Bint Lootah, MD
Specialist, Internal Medicine, Imperial College London Diabetes Centre