



Dear Friends,

First and foremost, I want to thank you for the many messages of support, solidarity, and confidence in the United Arab Emirates since the conflict began on February 28th. Your outreach means a great deal to all of us and reflects the strength of our partnership and the depth of the relationships across our global network.

From the outset, the UAE's government and institutions have responded with determination, agility, and a clear priority on the safety and well-being of the country's residents. Our armed forces have performed exceptionally, intercepting a great majority of the incoming threats. The UAE remains firmly committed to de-escalation and supporting a constructive diplomatic path forward.

As many of you know, the UAE is experienced in navigating complexity. Each challenge reinforces the path we are on, with dexterity and coordination enabling us to create opportunity from disruption. Mubadala continues to operate alongside its partners, following appropriate safeguards while ensuring business continuity. With a mandate to deliver transformational outcomes, and the support of our shareholder alongside partners around the world, we are adapting to near-term uncertainty while remaining focused on the future.

Our focus reaffirms the strength of the foundation we have built over two decades, marked by a resilient portfolio that embodies the long-term vision of Abu Dhabi's leadership. I have every confidence we will emerge stronger, as we have done time and time again.

It is my hope that before long, Abu Dhabi and our Emirati hospitality will soon be ready to welcome you back to the UAE. Until then, we will stay closely connected and continue advancing the work we are doing together.

Warm regards,

Khaldoon Khalifa Al Mubarak
Managing Director and Group CEO