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A Mubadala Company





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STRATAUAE

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Strata Manufacturing PJSC

Strata Manufacturing PJSC



www.strata.ae

communications@strata.ae

+971 3 7071300



ISMAIL ALI ABDULLA APPOINTED CEO OF STRATA

Ismail Abdulla to succeed Badr Al-Olama as Chief Executive Officer of Strata

Badr Al-Olama to become Head of Aerospace for Mubadala Investment Company

Strata Manufacturing PJSC (Strata), the advanced composite aerostructures manufacturing facility wholly owned by Mubadala Investment Company, announced that Ismail Abdulla has been appointed as Chief Executive Officer, effective immediately.

Ismail Abdulla served as Deputy CEO, and replaces Badr Al-Olama, as CEO of Strata who has been in the role since 2012. Al-Olama recently returned to the newly formed Mubadala Investment Company as the head of the Aerospace sector, where he will be responsible for a portfolio of high-tech manufacturing and services businesses which include Strata and Turbine Services & Solutions.

"This is a landmark moment for both Strata and Mubadala, as the aerospace sector continues to be one of the most prestigious and prosperous industries in the UAE, supporting the drive to create a knowledge based and sustainable economy", said

Khalid Al Qubaisi, in his capacity as the newly appointed Chief Executive Officer, Aerospace, Renewables and ICT business platform, Mubadala Investment Company. "Badr Al-Olama has been an outstanding leader at Strata, establishing the business as a crucial aerostructures manufacturer for the global aviation ecosystem, a legacy that will continue under the guidance of Ismail Abdulla."

During his tenure as CEO of Strata, Al-Olama was instrumental to Strata's growth in the aerospace industry. In just six years, Strata established new partnerships with industry leading Original Equipment Manufacturers (OEMs) and evolved into a global tier one supplier. Throughout this period, Strata also grew its product lines from three products in 2012, to ten products by the end of 2016, signing significant contracts that exceeded \$5b, including new work packages for highly complex parts, such as the horizontal stabilizers for the Airbus A320 and the vertical fins for the Boeing B787 Dreamliner aircraft.

In addition, Strata fostered a competent pool of talented UAE nationals which now represent 51% of a 700-strong workforce, including a

strong representation of UAE women across all levels of the organization. Strata also invested in building a robust local aerospace supply chain in Abu Dhabi to enhance its global competitiveness, and over 50% of its suppliers are now locally-based.

Commenting on the announcement, former CEO Badr Al-Olama, said: "I am extremely proud to have Ismail Abdulla succeeding me in Strata, and I am confident that he will drive the company towards greater achievements and successes over the next phase of the company's growth. Strata, as many have come to know, has played an important role in building a business, a sector, and an ecosystem for the city of Al Ain. The future resides on this strong foundation to drive Strata's global competitiveness towards becoming one of the world's leading aerostructure manufacturers."

With the expansion of Strata's operations and customer base, Ismail Abdulla was appointed as Deputy CEO of Strata in February 2016, with a mandate to grow capabilities for Strata's next phase of development by overseeing the commercial department, integrating management services, and driving business performance

and production excellence. Since his appointment, Abdulla's major focus was to launch the 'Strata 2.0' factory, a second manufacturing facility that will be established at Nibras Al Ain Aerospace Park. 'Strata 2.0' is modelled around a 'Factory of the Future' vision that was announced recently, and will introduce new technologies on Smart Building, Smart Manufacturing and Smart Workforce, revolutionizing traditional

production methods in aerospace through the introduction of Smart technologies and additive manufacturing. 'Strata 2.0' is expected to have a final size of approximately 60,000 sqm. once it becomes fully operational in 2020.

Ismail Ali Abdulla, the new CEO of Strata, said: "It is a great honor to continue the tremendous work of Badr Al-Olama in

Strata's emergence as leading global aerostructures manufacturing business and a central representative of Abu Dhabi's economic diversification story. Building on the strong platform of an emerging aerospace ecosystem in Al Ain, our deep relationship with the industry's leading OEMs, a rich Emirati talent base, and an efficient supply chain at a local, regional and international level, Strata is ready for its next phase of growth."



MUBADALA

MUBADALA INVESTMENT COMPANY BEGINS OPERATIONS WITH NEW LOGO

Mubadala Investment Company created after the merger of Mubadala Development Company and International Petroleum Investment Company began operations with the company unveiling its new logo.

The new company, with total assets of \$125 billion (Dh459 billion), was formed earlier this year with President His Highness Shaikh Khalifa Bin Zayed Al Nahyan in his capacity as Ruler of Abu Dhabi, issuing a law to create one of the largest state-owned investment funds in the world.

The company has 68,000 employees with business partnerships and presence in more

than 30 countries globally, Mubadala said in a statement. Its assets include stakes in General Electric and private equity firm Carlyle, Spanish energy firm Cepsa and Austrian energy firm OMV, Unicredit, Global Foundries, Virgin Galactic and UAE construction firm Arabtec.

According to Mubadala, the work includes the development of global industrial champions in sectors such as aerospace, ICT, semi-conductors, metals & mining and renewable energy, and the management of diverse financial holdings.

"We build on legacy expertise in oil and gas to

invest across the hydrocarbon spectrum, and enhance the UAE's growth potential through investments in healthcare, real estate and defence services."

"Our investment approach prioritises partnership with best-in-class organisations and a commitment to the highest standards of governance," the company said.

The new entity is expected to accelerate Abu Dhabi's economic diversification as it is active in thirteen sectors with petroleum and petrochemicals, alternative investments and infrastructure sectors, technology, manufacturing and mining dominating the investment portfolio.



STRATA AND ACITURRI TO EXPLORE GLOBAL AEROSPACE SUPPLY CHAIN COLLABORATION

Agreement signed on sidelines of GMIS – to unlock new capabilities for automated technologies within the aerospace sector

March - Strata Manufacturing PJSC (Strata), the advanced composite aerostructures manufacturing company, wholly owned by Mubadala Investment Company, and ACITURRI AERONÁUTICA S.L., a tier 1 supplier for aeronautic industry OEM's, and a family-run company owned by Clemente Zarate family, have signed a Memorandum of Understanding (MoU) to collaborate on contributing to the advancement of the global aerospace sector by strengthening vital supply chain capabilities and bilateral ties between Spain and the United Arab Emirates.

The MoU was signed at the Global Manufacturing and Industrialization Summit (GMIS), Abu Dhabi, by Badr Al-Olama, CEO of Strata and Ginés Clemente Ortiz, CEO of Aciturri. GMIS is the world's first global manufacturing summit, and is hosted by the UAE Ministry of Economy and the United Nations Industrial Development Organization (UNIDO).

The partnership will look to explore possible opportunities of work transfer and sub-contracting of existing work packages that align with each company's vision based on current business capabilities and technology roadmap.

Commenting on the news, Al Olama stated: "Strata has always had a vision to expand its global footprint and capabilities. The collaboration with Aciturri demonstrates the long-term strategy of Strata. We are proud to be a 'Made in the UAE' business, but we are committed to empower Strata and the flourishing Abu Dhabi aerospace ecosystem. The MoU will unlock and deliver ideas between the two companies for new technologies and R&D services that will drive value for all.

Crucially, the collaboration also has the promise to expand our production line capacity that will help us support the work package orders that have already been placed by Strata's global manufacturer partner network for the delivery of more complex and larger scale aerostructures."

Ginés Clemente Ortiz, CEO of Aciturri added: "After 40 years of working for the aeronautic

industry we believe that providing solutions for the challenges posed by a globalized industry require collaboration agreements between firms with a universal strategy.

The MoU signed today contains a commitment from Strata and Aciturri to provide new ways for managing aerostructure and manufacturing industry projects. This would encompass the entire value chain and optimize our combined resources to enhance our technological capacities and boost our competitiveness level."

Under the MoU, Strata and Aciturri will consider new opportunities to strengthen their presence in the global aerospace supply chain, including collaboration for shared resources and capabilities. Both companies will leverage their strengths in technology, human capital and existing knowledge of aerostructures to further advance their competitive advantage within one of the most high-tech and innovative sectors in the world.

The potential partnership will also explore the viability of new commercial capabilities and the possible establishment of a new facility located overseas.



STRATA HIGHLIGHTS ITS FACTORY OF THE FUTURE VISION TO THE WORLD

The UAE-based composite aerostructures manufacturer takes part in the world's largest industrial trade event in Hannover, Germany

April - Strata Manufacturing PJSC (Strata), the advanced composite aerostructures manufacturing facility wholly owned by Mubadala Investment Company, was at Hannover Messe, the world's largest industrial trade event, held from April 24 to 28 in Hannover, Germany to showcase how it will support the transformation of manufacturing in the UAE with the landmark plan to build a 'Factory of the Future' facility in Al Ain, UAE.

Strata is set to explore collaboration opportunities with industry leading companies and technology providers who will support the development of its new 'Strata 2.0' facility.

Announced in March 2017, with plans to start construction next year, the new factory will adopt innovative solutions pivoted around the 4th Industrial Revolution (4IR) technologies; such as industrial automation and cognitive capabilities, to create a 'Factory of the Future' model that will transform Strata's existing operational footprint.

At Hannover Messe, Strata was part of the UAE Pavilion that featured several local economic

and industrial powerhouses, showcasing technological developments and investment opportunities in the country.

The UAE Pavilion at Hannover Messe highlighted the strides that Abu Dhabi and the UAE have taken in establishing themselves on the global manufacturing map—a journey of which Strata is proud to be a part of, Ismail Ali Abdulla, Deputy CEO of Strata commented: "Strata is a true 'Made in UAE' success story. Since our beginnings in 2009—when we were founded, in part, to deliver Abu Dhabi's Economic Vision and develop a knowledge-based economy and support socio-economic growth. Due to our track record, as well as our future Factory of the Future vision, Strata is trusted by the world's leading aircraft manufacturers to deliver aerostructure parts needed for the global aerospace industry."

Strata's new facility was revealed to key industry audiences by Abdulla at the inaugural Global Manufacturing and Industrialization Summit (GMIS) in Abu Dhabi. The site will be located next to the company's current facility at Nibras Al Ain Aerospace Park, and is set to have a scale of approximately 60,000 sqm. It will implement a 'Smart Factory Ecosystem' to combine Smart Building, Smart Manufacturing, and Smart Workforce principles to drive efficiencies, eliminate waste, elevate quality

and unlock greater value for its aerospace stakeholders. The facility will more than double Strata's existing capacity upon its completion in 2020.

Abdulla added: "At Hannover Messe, we wanted to demonstrate to our current and potential partners from across the globe the growing role of Strata as a reliable partner in the aerospace supply chain through the adoption of cutting edge technologies. Reinforcing our role in contributing to Abu Dhabi's Economic Vision 2030 to build a sustainable knowledge-based economy."

During Hannover Messe, Strata took part in the '6th Annual UAE Investment and Business Forum', where the company was part of a distinguished panel of UAE dignitaries discussing 'Innovation and Technology in the UAE'.

This was Strata's second showing at Hannover Messe. The leading international trade fair promotes key technologies and core areas of industry, including research and development, industrial automation, IT, industrial supply, production technologies, and services to energy and mobility technologies.

The international event attracts more than 250,000 visitors and stakeholders each year.

BOEING AND STRATA EXPAND COLLABORATION IN CONTINUED EFFORT TO DEVELOP UAE AEROSPACE INDUSTRY

Cooperation expands to include additional research and development (R&D) and engineering training programs

March - Boeing (NYSE:BA) and Strata Manufacturing PJSC (Strata), the advanced composite aerostructures manufacturing facility wholly owned by Mubadala, announced the expansion of their long-term strategic collaboration to include engineering training programs and research development (R&D) capabilities. The announcement by the two companies was made at the inaugural Global Manufacturing & Industrialization Summit (GMIS) taking place in Abu Dhabi from 27-30 March.

Bernard Dunn, President of Boeing Middle East, North Africa and Turkey, said: "The expansion of Boeing's collaboration with Strata strengthens our longstanding relationship and advances our shared commitment to the development of the UAE aerospace industry. Our collaboration will benefit industry capacity and help develop capabilities that support greater efficiency in manufacturing within our industry."

To develop Strata's engineering talent and capabilities, Strata employees will take part in training focused on manufacturing, engineering and design and stress engineering in Boeing facilities in the United States and Russia. The program is expected to kick off in September with two Strata engineers, beginning an eight-month training program at a Boeing facility in Salt Lake City, Utah. The program will continue for about 4 to 6 years and will train up to 12 Strata engineers in Salt Lake City, USA and 12 Strata engineers in Moscow, Russia.

Building on their existing strategic agreement for collaboration on R&D initiatives, Boeing and Strata have confirmed research into the future of lean automation and digital manufacturing for the aerospace industry. Two manufacturing pilot projects are already underway with the participation of Khalifa University and Masdar Institute of Technology related to automated assembly of composite structures.

Commenting on the news, Badr Al Olama, CEO of Strata, said: "Our strong relationship

with Boeing has provided both value and growth to the UAE's expanding aerospace sector. Building on a foundation of knowledge and innovation, this new agreement will not only further cement the alliance between our two companies, but aid in developing future Emirati talent for the industry with training that will come from one of the leading aircraft manufacturers in the world."

Boeing's relationship with Mubadala began in 2009, when the company entered into a strategic framework agreement to develop mutually beneficial initiatives in areas of strategic alignment, including composite manufacturing, engineering, research and technology and people development. In 2012, Boeing and Mubadala Aerospace announced a 10-year direct contract for Strata, to produce commercial composite aerostructures for the 777 and the 787 Dreamliner.

Serving as Boeing's first direct composites supplier in the Arab world, Strata currently delivers 777 empennage ribs and 787 vertical fin ribs to Boeing factories in the U.S.



STRATA 2.0 VISION UNVEILED: LANDMARK SECOND FACILITY TO BE OPENED BY 2020

New 'Factory of the Future' will pioneer the 4th industrial revolution technologies to develop advanced capabilities for aerospace community

March - Strata Manufacturing PJSC (Strata), the advanced composite aerostructures manufacturing facility wholly owned by Mubadala, unveiled plans for its second facility at Nibras Al Ain Aerospace Park. The 'Strata 2.0' facility will be designed as a 'Factory of the Future' that will feature a range of Smart technology solutions and equipment to support Strata's ambition in becoming one of the top aerostructure companies globally.

Commenting on the news, Ismail Ali Abdulla, Deputy CEO of Strata: "Today is a true milestone for the company, aligning achievements with future opportunities. Since its inception in 2009, Strata has been a catalyst for socio-economic growth, delivering on Abu Dhabi's Economic Vision 2030. As we look to build upon our success to date, the 'Factory of the Future' vision is centered around the 4th industrial revolution. We have identified key guiding pillars for the new factory; Smart Building, Smart Manufacturing and a Smart

Workforce. Strata 2.0 will unify these pillars inside the new iconic facility."

The 'Strata 2.0' vision will nurture a 'Smart Factory Ecosystem' that will cultivate a new philosophy for the company. The new model is in-line with the growing needs from the burgeoning global aerospace community and crucially, will utilize new connected and Smart technologies that can unlock analytical insights from gathered data intelligence and add ongoing transformational value to the business.

This new factory will deliver on innovative solutions that will seek to revolutionize traditional production methods in aerospace by introducing Smart technologies and additive manufacturing to create a unique and seamless flow, combining real time visibility on operations with cognitive decision making, to drive efficiencies, eliminate waste, elevate quality and unlock greater value for the shareholder, customers and employees. The new facility will more than double Strata's existing capacity and set the company on a strong path towards Abu Dhabi's long-term goal of achieving economic diversification

and driving global competitiveness for the UAE's manufacturing sector. Located adjacent to Strata's existing facility, the second site will have a final size of approximately 60,000 sqm. Construction on the Strata facility is expected to start in 2018, and is set to become fully operational by 2020.

Abdulla continued: "Strata has developed an ecosystem of its own in Al Ain, and it has been built on the trust and confidence of our global partners. We are proud to have fostered an Emirati manufacturing talent base, now employing hundreds of highly-skilled male and female UAE nationals in a very dynamic setting, and they themselves will lead the introduction of Smart technologies in Strata 2.0."

The new facility will manufacture two of the most complex work packages that include the Horizontal Tail Plane (HTP) for the Airbus A320 and the Vertical Fin for Boeing's B787 airliners. These work packages will be manufactured, fully equipped, tested and delivered directly to the final assembly lines of both Airbus and Boeing.



STRATA'S EVENTS



Health week
30th April – 4th May
 Strata organized various activities during its annual Health & Safety week, the week supports the company's strategy to set the best health standards.



Women in aviation
15th – 17th May
 Mariam Al Jaber tells the story of her journey to becoming Senior Production Supervisor at the Women in Aviation General Assembly in Dubai. Strata is proud to sponsor this event, which honors and inspires female contribution to the world of aviation.



Wahat Al Karama
11th May
 Strata employees visited Wahat Al Karama to pay tribute to UAE's brave soldiers and other Emiratis who made the ultimate sacrifice while serving the Nation.



Strata participates at the Mechanical Engineering Day
24th April
 The Mechanical Engineering Day is organized by the Engineering department at the United Arab Emirates University.

Children Drawing Competition
28th May
 Strata organized a drawing competition for children to help them express their thoughts and ideas about Health and Safety.





Strata's participation in Mohamed Bin Zayed Majlis for Future Generations 7th & 8th March

Under the patronage of His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the UAE Armed Forces and Chairman of the Executive Council of the Emirate of Abu Dhabi, the Mohamed Bin Zayed Majlis for Future Generations was held for the first time in Abu Dhabi.

The two-day summit brings together over 3,000 Emirati university students in a dynamic program of plenary sessions and breakouts alongside a fun, hands-on approach to problem-solving. The objective of the event is to empower students to fulfill the aspirations they have for themselves and for their beloved country, and make their mark by realizing their ambition to help build a better future.



Hannover Messe 24th – 28th April

Strata participated at Hannover Messe, the world's largest industrial trade event, in Germany to showcase how it will support the transformation of manufacturing in the UAE with the landmark plan to build a 'Factory of the Future' facility in Al Ain.



Strata's participation in the Global Manufacturing and Industrialization Summit 28th – 30th March

The inaugural Summit offers a voice and

a venue for leaders with a vision to shape the future of manufacturing with a hand-selected audience of over 1,200 delegates expected to attend, including Heads of State, Government Leaders, Ministers, Policy Makers and C-Suite Executives from Global

2000 Companies. The Global Manufacturing & Industrialisation Summit (GMSI) is a world first and is hosted in Abu Dhabi by the UAE Ministry of Economy and the United Nations Industrial Development Organization (UNIDO).

STRATA'S VISITORS



Department of Economic Development visit - 2nd March



Department of Economic Development visit - 2nd March



Police Student visit - 4th April



Police Student visit - 4th April



International Civil Aviation Organization (ICAO) - 4th April



Siemens visit - 10th April



Boeing visit - 19th April



Sharjah Tatweer Forum - 26th April

OUR CUSTOMERS



STUDENTS GET A GLIMPSE OF SPACE AT THE MOHAMMED BIN ZAYED MAJLIS FOR FUTURE GENERATIONS

Airbus Little Engineer conducts space workshop for UAE students

Emirati university students participated in an interactive space exploration workshop at the inaugural Mohammed Bin Zayed Majlis for Future Generations in Abu Dhabi today.

The workshop conducted by the Airbus Little Engineer initiative introduced close to 50 students to the world of aerospace and robotics. Led by aerospace experts, the workshop was adapted to incorporate advanced programming language and challenged the students to complete the missions assigned.

In support of the Emirates Mars Mission to land a spacecraft on Mars in 2021, Airbus Little Engineer space workshop is developed to mould and inspire the next generation of Emirati aerospace professionals into capable leaders who can contribute to this vision.

Launched in 2012, the Airbus Little Engineer initiative has been actively conducting aerospace

and space focused robotics workshops amongst students in the Middle East and Africa. These workshops aim to empower youth in the areas of Science, Technology, Engineering and Mathematics (STEM) innovation. Today, more than 3,000 students have benefitted from these trainings.

“We are pleased to collaborate with Mohammed Bin Zayed Majlis for Future Generations and continue achieving our objectives in developing the Emirati youth in the aerospace industry. As strong advocates of youth empowerment, the Airbus Little Engineer has made major inroads in the region over the last five years. We believe it is vital to invest and nurture the youth with the right skills necessary to take on future leadership roles in the aerospace sector,” said Mikail Houari, President of Airbus Africa and Middle East.

Held under the patronage of His Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, Chairman

of the Executive Council of the Emirate of Abu Dhabi, the Mohammed Bin Zayed Majlis for Future Generations brought together over 3,000 attendees to discuss entrepreneurship, community development and future skills for tomorrow's economy. Airbus participated at the Majlis as part of the Future Hub.



AIRBUS LITTLE ENGINEER A380 WORKSHOP INSPIRES THE YOUNG AT THE GCAA SPRING AVIATION CAMP

The Airbus Little Engineer A380 workshop welcomed more than 100 students at the UAE General Civil Aviation Authority (GCAA) annual Spring Aviation Camp, currently underway in Ras Al Khaimah, from March 26 – April 6.

The workshop, developed to inspire the next generation of innovators, is a reflection of the Memorandum of Understanding (MoU) signed between the GCAA and Airbus in 2014.

Over the last three years, the Airbus Little Engineer and the GCAA have inspired more than 400 young UAE minds through their engaging, hands-on workshops. These

popular workshops are designed to spark very early interest and ultimately motivate the youth into becoming the future aerospace engineers of tomorrow.

The four-hour A380 workshop saw students aged between 13-15 years focusing on identifying various aircraft parts and enhancing understanding of both the manufacturing and assembling processes of the world's largest passenger aircraft. The students also got an opportunity to build an A380 scale model from scratch – from initial programming to understanding full take-off

functionality of the aircraft.

The A380 assembly workshop's prime focus is to develop the technical and soft skills and aims to channel the students' potential, encouraging them to use science, technology, engineering, and mathematics in an exciting and engaging, team work approach.

The Airbus Little Engineer initiative, an undertaking of Airbus Foundation, has been actively conducting aerospace and robotics related workshops amongst students in the Middle East and Africa. Today more than 3000 students have benefitted from these workshops.