



T: 0300 244 4000
E: scottish.ministers@gov.scot

**Matthew Hurn OBE, Chief Financial Officer,
Mubadala**

14 October 2022

Dear Chief Financial Officer,

MINISTERIAL ENGAGEMENT AT EXPO 2020 DUBAI

As Scotland's Minister for Business, Trade, Enterprise and Tourism I am delighted to inform you of my plans to attend Expo 2020 Dubai and confirm that I will be in the UAE between the 22nd and 26th March 2022.

I'm excited that we have an opportunity to bring Scotland to the heart of the UAE with Expo 2020 Dubai and will be actively supporting this through diplomatic and government to government engagements on and around the specified dates, including at our "Race to Net Zero" Activation programme day within the UK Pavilion on the 23rd and 25th March.

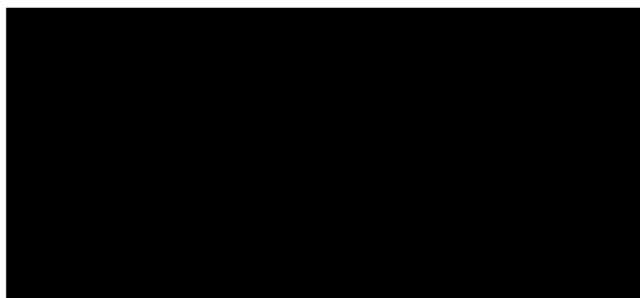
I want to continue to build on the momentum from our successful hosting of COP26 and keen to continue strengthening bi-lateral relationships between Scotland and the UAE. I am keen to use my presence in country at this time to help extend partnership and support to the UAE's Net Zero efforts and how our COP26 legacy can support the UAE and Abhu Dhabi in hosting COP28.

Please therefore accept this letter as a formal invitation to participate in our Hydrogen focused Race to Net Zero Activation day on Wednesday 23rd March and our Net Zero evening reception on the same date both taking place in the UK Pavilion.

On receipt of your agreement to my invitation and programme participation, my officials stand ready to assist. Your contact point for this is:

[REDACTED], [REDACTED] for Scottish Development International
(**[REDACTED]**@scotent.co.uk)

Kind regards



IVAN MCKEE

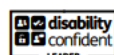
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List of Stakeholders we are planning to meet:

Please note: In line with UAE Government requirements we will only be able to secure these meetings once an official request (Note Verbale) is submitted via the British Embassy in the UAE. Once that is received by the UAE Govt our in country team will then be able to liaise with officials directly to try and secure these meetings in the programme.

Stakeholder	Name & position	Objectives
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
MASDAR / MUBADALA Masdar, also known as the Abu Dhabi Future Energy Company, is a UAE-government owned renewable energy company based in Abu Dhabi, United Arab Emirates and Mubadala is the parent company	Appropriate individuals / level to be identified with [REDACTED] trade envoy	<ul style="list-style-type: none">• Introductory meeting• Strengthen relationships between Scotland and the UAE, reaffirming the importance of the Middle East to Scotland.• Discuss the UK Strategic Investment Partnership with the UAE – to understand how Scotland's can maximise benefits from the investment partnerships announced and to ensure that Scotland gains a fair share of that.• Discuss Scotland's ambition to achieve Net Zero, including the COP26 legacy and how Scotland can support the UAE in hosting COP28.• Gain an understanding of MASDAR / MUBADALA future priorities and investments in the UK, identifying opportunities for Scotland.

**OFFICIAL – Octopus Investments, 3rd March 2022, Minister for Business,
Trade, Tourism & Enterprise**

MINISTERIAL ENGAGEMENT BRIEFING: IVAN McKEE

Engagement title	Meeting with Matthew Hurn, OBE, CFO of Disruptive Investments, Mubadala
Engagement timings	24th March 2022
Organisation	Mubadala
Venue and full address	Tbc.
Background/Purpose (including invitation history)	Opportunity to discuss how we work with stakeholders such as Mubadala to showcase Scotland's capital investment opportunities and promote our values driven approach to recovery.
Meeting attendees	Matthew Hurn, OBE, CFO of Disruptive Investments, Mubadala
Supplementary information/ Sensitivities	
Official support and mobile number	Tbc.
Briefing contents Annex A – Background on Mubadala Annex B – Lines to Take Annex C – Biographies	

BACKGROUND

Mubadala is a sovereign investor managing a diverse portfolio of assets in the UAE and abroad to generate sustainable financial returns for its shareholder, the Government of Abu Dhabi.

The UK Office for Investment and Mubadala Investment Company, signed the UAE-UK Sovereign Investment Partnership (SIP), which will serve as a co-ordinated investment framework to grow a future focused-relationship between the two nations, driving economic recovery, jobs and growth.

An initial £800m commitment from Mubadala to invest in UK life sciences over five years is the first focus for the SIP. The sum will be deployed alongside the UK's £200m Life Sciences Investment Programme. The UAE-UK SIP will enable joint working to identify commercially viable opportunities for investment into the sector.

Mubadala will also connect UK industries to research and innovation initiatives across its global portfolio spanning more than 50 countries, which has a major focus on innovation and technology-led sectors, including composite manufacturing, semiconductors, renewable energy, biotech and urban mobility. The UAE-UK partnership will build on the investment model Mubadala has established in other geographies.

Mubadala's history is anchored on the vision and legacy of the late Sheikh Zayed bin Sultan Al Nahyan, who championed the establishment of a progressive governmental structure and channeled the UAE's newfound oil resources – struck in the 1950s – towards the creation of critical infrastructure to support healthcare, manufacturing and education for generations to come.

Established in 1984, International Petroleum Investment Company (IPIC) was created to advance Abu Dhabi's natural petroleum wealth for the development of the emirate. Mubadala Development Company followed in 2002 to further diversify the economy. Both swiftly flourished into active worldwide investors across multiple sectors.

Mubadala Investment Company was created in 2017 through the merger of IPIC and Mubadala Development Company, resulting in the creation of a future-focused global investment company of significant scale and prominence for Abu Dhabi.

In 2018, the Abu Dhabi Investment Council became part of Mubadala, doubling the value of the group with its globally diversified portfolio. This move distinguishes Mubadala as the clear Number 2 Sovereign Wealth Fund in Abu Dhabi and third in the UAE.

Today, Mubadala Investment Company operates across a diverse portfolio spanning more than 50 countries globally, continuing the vision of their founding father.

Page Break

ANNEX B

CURRENT SITUATION

- Masdar, one of the world's leading renewable energy companies are a subsidiary of Mubadala Investment Company.
- ADNOC and TAQA are shareholders, with Mubadala, in Masdar – this was announced in December 2021 and was a move that will help increase the clean energy company's renewable power capacity to more than 50 gigawatts by 2030.
- This partnership will support the UAE's role in the energy transition.
- The deal will help create a "global champion in renewables and green hydrogen"
- It is planned that TAQA will take the lead role in Masdar's renewable energy business (TAQA – 43% shareholding; Mubadala – 33% and ADNOC – 24%)
- ADNOC will take the lead role in Masdar's green hydrogen business (ADNOC – 43% shareholding; Mubadala – 33% and TAQA – 24%)

LINES TO TAKE / SUGGESTED POINTS TO MAKE

How Scotland can work with Mubadala to maximise the benefits from the UAE-UK Sovereign Investment Partnership (SIP).

- We are **committed** to working with UAE to develop even promote opportunities for investment in key sectors.
- The Scottish National Investment Bank, launched in 2020, is the UK's first mission-led development bank, focusing on Net Zero, Place and People missions.
- We are expanding our Green Investment Portfolio to bring together market-ready projects worth £3bn during 2022.
- The Portfolio covers sectors from environmentally sustainable commercial real estate to low emission transportation and green energy, with a current estimated value of approx. £2bn.
- By assessing these project before they go to market, the Portfolio provides investors with the confidence they need to back credible and sustainable projects in Scotland
- Promoting the range of opportunities within this Portfolio plays a key role in delivering on our Global Capital Investment Plan in attracting and retaining capital investment flows in priority areas of our economy.
- The Portfolio helps us showcase and maximise Scotland's investment opportunities to leverage private capital when working towards commitments to a Just Transition to net zero and a green recovery.
- May want to highlight specific projects e.g. Orbital Marine

Mubadala believe in the inclusion of ESG principles and considerations into their investment process and how this can contribute to a more sustainable future and also unlock incremental value from their investments by opening up new opportunities.

- In Scotland, our commitment to Net Zero underpins all that we do and we have placed a Just Transition at the heart of Government

**OFFICIAL – Octopus Investments, 3rd March 2022, Minister for Business,
Trade, Tourism & Enterprise**

- We are committed to ensuring that our economic recovery is one that creates good quality, green jobs and to ensuring that no-one is left behind.
- Our Global Capital Investment Plan seeks to achieve alignment between Scotland's investment needs and the supply of internationally mobile capital
- We are seeking to work with investors who share our aim to address the 'grand challenges' that we face in Scotland and internationally.
- There are key sectors in Scotland that stand out for attracting high levels of private investment. This includes low carbon, health and life sciences, high value manufacturing and digital.

Highlight the outcomes of COP26 and how as the host City we can support Abu Dhabi at COP28.

- The Scottish Government's focus will now be on achieving the fastest possible, just transition for the oil and gas sector – one that delivers jobs and economic benefit, ensures our energy security, and meets our climate obligations.
- In line with our climate obligations, we will continue to reduce our reliance on fossil fuels as part of Scotland's journey to net zero.
- Welcome the UAE's recent 2050 net-zero pledge
- I would be interested in hearing more about the UAE's commitment to addressing the climate emergency and your transition to less carbon intensive energy.

We are keen to continue dialogue with you. Our Cabinet Secretary for Net Zero, Energy & Transport will be attending World Hydrogen Summit in Rotterdam in May 2022 where we look forward to having further discussions.

SDI will be returning to ADIPEC this year, with a Low Carbon and Hydrogen stand and will be taking 50-60 Scottish companies to the exhibition in November.

Thank you for your support to date, I am keen this continues and that we identify future areas of collaboration.

Lines to Take

Capital Investment

- We recognise that public sector investment alone will not be enough to respond to the challenges of the 21st Century.
- That is why we welcome the opportunity to work with stakeholders such as Mubadala to showcase Scotland's capital investment opportunities and promote our values driven approach to recovery.
- Private Investment will be key to delivering a just transition and to creating high quality jobs, inclusive growth and improved wellbeing.
- Our Global Capital Investment Plan seeks to achieve alignment between Scotland's investment needs and the supply of internationally mobile capital.
- Scotland will seek to offer large scale, good quality investment opportunities in projects and businesses, and we will ensure that devolved regulations and incentives encourage risk and investment.
- We will work across the public and private sector eco-system to increase the pipeline of investable companies and projects, and collaborate with the investor community to attract a broader range of equity and venture investors to set up in Scotland.

Renewables & Low Carbon

- Scotland has some of the most challenging targets for carbon reduction in the world.
- The Scottish Government oversees a detailed long-term plan to decarbonise the Scottish economy by 2045 and ensure that we see long-term economic advantage from the transition.
- We have prioritised becoming a world leader in sustainable energy production and a leading location for low carbon investment. Our energy sector is also one of the most important sectors in the Scottish economy.
- The Scottish Government's goal is to nurture the continued growth and modernisation of the energy industries in Scotland, maximising the economic return from the remaining reserves in the North Sea over the coming decades.

Green Investment Portfolio

- This GIP allows us to present new projects which demonstrate that Scotland is a world leader in future and innovative green industries which will help us achieve net zero.
- The Portfolio has a current value of £2 billion and covers sectors from environmentally sustainable commercial real estate to low emission transportation and green energy.
- By assessing these projects before they go to market, the Portfolio provides investors with the confidence they need to back credible and sustainable projects in Scotland.

SE/SNIB

- Scottish Enterprise and the Scottish National Investment Bank continue to engage on how to best support businesses, from start-up and then onto the next stages in their investment life cycle.
- Scottish Enterprise is focused on supporting early stage investment but when businesses scale and grow, the scale of the investment might be more relevant for the Bank.
- The Bank only invests when funding is not otherwise available, enabling investments which are seen by markets as riskier
- The Bank often works with investors to crowd in private capital to support Scottish businesses, while promoting job creation, tackling climate change and place making.
- The Bank is operationally independent and decides how and where it invests.
- Its portfolio already demonstrates coverage of all three missions set for it by Ministers.
- The Bank's primary mission is to support a just transition to net zero

ANNEX C

Matthew Hurn OBE, CFO of Disruptive Investments, Mubadala



Matthew is an accomplished senior finance professional and commercial business leader with over 30 years of international experience and cross sector exposure in finance, corporate finance, treasury and risk management.

Previous roles include being President of the Association of Corporate Treasurers (ACT) and Chairman of the ACT Middle East. Matthew was awarded an OBE in 2021 in recognition of services and contribution to UK-UAE financial relations.

Submission to Minister for Business, Trade, Tourism and Enterprise

Dubai Expo - Summary of Ministerial Engagements in the UAE & Actions to take forward - March 2022

Purpose

1. To provide the Minister with an overview of all the engagements undertaken during the visit to the UAE in March 2022 and agree next steps for ongoing trade and investment engagement with the UAE as part of Expo legacy work.

Priority

2. **Routine**

Background

3. Following the ministerial engagements undertaken as part of Expo activity in the UAE (See Annex A) we have worked with stakeholders to capture and set out the detail for all engagements that took place noting the outcomes and actions to be taken forward.

Next Steps

4. DITI will take oversight of the Expo legacy process, ensuring we manage the long term tracking of all actions and outcomes and will report to you at regular intervals through our Monthly Ministerial ATN Stocktakes.
5. The attached list of actions (Annex B) will become a live Expo Legacy tracker outlining the sector leads for each action and the key deliverables from the visit. DITI will make contact with relevant policy leads across government and partners to ensure relevant actions are taken forward.
6. These will be in the key areas of International Energy, Digital Health and Capital Investment Finance. There will also be some follow up with Space colleagues.
7. To ensure Cabinet Secretaries and Ministers are sighted for their own portfolio interests, we propose the circulation of a ministerial note that will detail and inform each of the related work strands. We will prioritise a note for Mr Matheson feeding back on the discussions around Clean Energy and the discussion with Minister Harbers from the Netherlands ahead of his visit to Rotterdam.

Decision

8. We invite the minister to
- confirm whether you are content with the write ups and actions outlined in (Annex A and B); and
 - consider whether you agree with the approach set out under next steps.

[REDACTED]

International Trade and Investment

Trade and Investment Delivery

Trade Promotion

04/5/22

[REDACTED]

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Time / Date	Activity	Objectives / Background	Attendees	Actions & Follow up
DAY 1				
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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DAY 2				
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12:30, 23/3/22	Meeting with Mubadala Introductory meeting Investment focused	<ul style="list-style-type: none">reaffirming the importance of UAE to Scotland.Understand Mubadala future priorities and investments and opportunities for Scotland	<ul style="list-style-type: none">Matthew Hurn, CFO of Disruptive Investments, Mubadala	<ul style="list-style-type: none">Detailed discussion on the sovereign investment partnership between the UK and the UAE. Mubadala had good view on opportunities in London but wanted to engage with other parts of UK.Mubadala are keen to invest across the UK in 4 key areas of Life Sciences, Tech, Energy Transition and Infrastructure.They were particularly interested in what Scotland had to offer and investment opportunities with SME's, Supply chains, and in partnering with governments and HE on

				<p>IPs.</p> <ul style="list-style-type: none"> Mr McKee noted very strong alignment with the sectoral focus of Mubadala and areas of focus in Scotland through the international plans and NSET. He invited Mubadala to visit Scotland that would showcase investment opportunities with strong alignment with Mubadala's investment focus. <p><u>ACTIONS:</u></p> <ul style="list-style-type: none"> SG/SDI to a follow up with DIT and Mubadala to develop a working level relationship and better understand the detail of Mubadala's investment interests. SG/SDI to work up a visit programme for May/June and Mr McKee to extend an invitation to the Deputy CEO and senior team to visit Scotland.
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DAY 3				
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E: scottish.ministers@gov.scot

Matthew Hurn,
CFO of Disruptive Investments,
Mubadala

XX May 2022

Dear Matthew,

MINISTERIAL ENGAGEMENT AT EXPO 2020 DUBAI

I was delighted to meet with you on 23rd March whilst I was in the UAE at Expo 2020 Dubai.

I believe our discussions were really positive and covered a lot of aspects with some actions for us to progress so that together we can help Scotland and the UAE build a more collaborative relationship in the areas covered by the UK and UAE Sovereign Investment Partnership.

I was particularly interested to hear from you that Mubadala wanted to move beyond London and engage with other parts of the UK across the 4 key areas of Life Sciences, Tech, Energy Transition and Infrastructure which as discussed in the meeting are all strongly aligned to our sectoral focus in Scotland and fit neatly with our National Strategy for Economic Transformation.

On these points, we agreed that we should develop a Scotland level relationship for Mubadala to better understand the different kinds of investment opportunities in Scotland and agreed for you and a senior delegation from Mubadala to come and visit Scotland. We are keen to host you this summer to continue to build momentum from our meeting and ensure that we showcase the very best of the opportunities that Scotland has to offer.

My officials in the Scottish Government and Scottish Development International (SDI) will continue to work in collaboration with you to progress this visit and have suggested that a visit in mid June could be a strong workable option. Aside from this visit, we are also keen to understand further the work of Mubadala in the UK and to link up with your London office.

For further correspondence and arrangements please do get in touch with **[REDACTED]** (**[REDACTED]**@gov.scot) in the Scottish Government's Department of International Trade and Investment who you met at the meeting in Dubai and he will be happy to assist you.

It was a pleasure to meet with you and fantastic to hear about the work you are undertaking.

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Thank you again for your time and I hope we can meet again soon.

Kind regards



IVAN MCKEE

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British Embassy
Abu Dhabi

NOTE NO <<TBC by FCDO>>

Her Britannic Majesty's Embassy present their compliments to the Ministry of Foreign Affairs and International Cooperation in the United Arab Emirates and has the honour to advise the Ministry of the visit of: **Ivan McKee MSP, Scottish Government Minister for Business, Trade, Tourism and Enterprise** to UAE on **Tuesday, 22 March to Saturday 26 March 2022**.

The Minister will be accompanied by **[REDACTED]**, Trade & Investment Promotion, Directorate for International Trade and Investment, Scottish Government, **[REDACTED]**, Directorate for International Trade and Investment, Scottish Government, **[REDACTED]**, Directorate for International Trade and Investment, Scottish Government and **[REDACTED]**

Flight details:

Arrival:

Date: 22/03/2022

Time: 08.45

Flight: EK008

Airport: DXB, Terminal 3

Departure:

Date: 26/03/2022

Time: 07.50

Flight: EK027

Airport: DXB, Terminal 3

The Embassy would be grateful for the Ministry's assistance in opening **VIP facilities for arrival and departure at Dubai International Airport** for the Minister and his delegation.

- **[REDACTED] – [REDACTED] – Scottish Development International**
- **[REDACTED] - [REDACTED] – The Scottish Government**
- Any others TBC

The Embassy would be grateful if the Ministry could assist with:

- **PCR testing on arrival at Dubai International for the Minister and his delegation**
- **Hard copy “Green Pass” for the Minister and his delegation to allow free movement in Abu Dhabi**

We would also request that the Ministry assist with ensuring exemptions for the Minister as follows:

- **Exemption from registering details on the COVID-19 DXB App (for Dubai)**
- **Exemption from registering details on the COVID-19 “Al Hosn” Track and Trace App (for Abu Dhabi) and request a hard copy “Green Pass” for the VIP/Minister to allow free movement in Abu Dhabi**

The Minister will be attending EXPO 2020 to participate in Scotland's Race to Net Zero Activation programme days and undertaking engagements in Abu Dhabi and Dubai between 23rd and 25th March.



British Embassy
Abu Dhabi

In addition, The Embassy would be grateful for the Ministry's assistance in arranging meetings across these dates with:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- **Matthew Hurn OBE, Chief Financial Officer, Mubadala**, as an Introductory meeting to understand Mubadala's future priorities and investments in the UK and to discuss where Scotland can offer support and collaboration in order to maximise potential opportunities.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]

Please note: Not all of the above will accompany the Minister at every meeting and we will confirm relevant attendees for each individual meeting when engagements are agreed. The contact point for the above requested meetings, will be:

[REDACTED] [REDACTED] – The Scottish Government, Email address: [REDACTED]@gov.scot or mobile: +[REDACTED]

For protocol enquiries, contact [REDACTED], [REDACTED], Email address: [\[REDACTED\]@fco.gov.uk](mailto:[REDACTED]@fco.gov.uk) or mobile: +[REDACTED]

or

[REDACTED], [REDACTED], Email address: [REDACTED]@fcdo.gov.uk or mobile: +[REDACTED]

Her Britannic Majesty's Embassy avail themselves of this opportunity to renew to the Ministry of Foreign Affairs the assurance of their highest consideration.

**Her Britannic Majesty's Embassy
in the United Arab Emirates
ABU DHABI**

Date



1. Dubai Expo 2020 Legacy – Key Workstrands

Workstrand	Actions & Follow up	Lead [Individual named Leads to be added]	RAG Rating	Comments
[REDACTED]	[REDACTED]	[REDACTED]		
	[REDACTED]	[REDACTED]		
	[REDACTED]	[REDACTED]		
	<ul style="list-style-type: none"> SG/SDI to a follow up with DIT and Mubadala to develop a working level relationship and better understand the detail of Mubadala's investment interests. 	SG / SDI		
	[REDACTED]	[REDACTED]		
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[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]

2. Visits Programme – Note and Actions:

Time / Date	Activity	Objectives / Background	Attendees	Actions & Follow up
DAY 1				
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
DAY 2				
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
12:30, 23/3/22	<p>Meeting with Mubadala</p> <p>Introductory meeting</p> <p>Investment focused</p>	<ul style="list-style-type: none"> reaffirming the importance of UAE to Scotland. Understand Mubadala future priorities and investments and opportunities for Scotland 	<ul style="list-style-type: none"> Matthew Hurn, CFO of Disruptive Investments, Mubadala 	<ul style="list-style-type: none"> Detailed discussion on the sovereign investment partnership between the UK and the UAE. Mubadala had good view on opportunities in London but wanted to engage with other parts of UK. Mubadala are keen to invest across the UK in 4 key areas of Life Sciences, Tech, Energy Transition and Infrastructure. They were particularly interested in what Scotland had to offer and investment opportunities with SME's, Supply chains, and in partnering with governments and HE on IPs. Mr McKee noted very strong alignment with the sectoral focus of Mubadala and areas of focus in Scotland through the international plans and NSET. He invited Mubadala to visit Scotland that would showcase investment opportunities with strong alignment with Mubadala's investment focus. <p>ACTIONS:</p> <ul style="list-style-type: none"> SG/SDI to a follow up with DIT and Mubadala to develop a working level relationship and better understand the detail of Mubadala's investment interests. SG/SDI to work up a visit programme for May/June and Mr McKee to extend an invitation to the Deputy CEO and senior team to visit Scotland.

[illegible]

Minister for Business, Trade, Tourism and Enterprise

Dubai Expo 2020 - Travel and Engagement Programme 22-26th March

Key Objectives for engagement and activity around Expo programme:

- Demonstrate to the world that Scotland is an open, welcoming and inclusive nation and highlight Scotland's trade and investment strengths.
- Developing partnerships and promoting Scotland as an attractive place to do business, trade and invest.
- Build strong diplomatic and business connections with key trade priority countries
- Position Scotland to a global audience demonstrating the very best of what we have to offer the rest of the world.
- Attract tourists, students, and businesses to think about Scotland as their destination of choice.
- Promote Scotland as an attractive place to do business, trade and invest.
- Provide a global platform for Scottish businesses to showcase their offer.
- Highlighting the academic research, innovative businesses and opportunities as part of Scotland's ambitions to tackle climate emergency and the transition to a net zero economy.
- This theme will be aligned to the activity and messaging around COP26.

Points considered in this programme

- Aim to undertake opportunities with UAE stakeholders and companies across the 24th and spend the day at the Expo site engaging with other Countries on the 23rd and 25th at either there pavilion or in the UK Pavilion

Lessons from previous visit:

- Look at how we can draft programmes to be suitable for both digital or in-person delivery
- Consider how we adapt programmes to make them more suitable for all ministers and possibly not as heavy as Mr McKee would like
- Allocate Ministers for each event soon
- Consider a virtual plan for company engagement ahead of visits

[REDACTED]

[illegible]

[illegible]

[illegible]

Stakeholder	Meeting Type	Theme / Industry	Likely Location	Priority Ranking (1/2/3)	Expo Event (Y/N)	Lead	NV Required?	NV Letter drafted
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED D]	[REDACTED]	[REDACTED]
Mubadala Investment Company	F2F, Business	Energy / Climate Change	tbc.	1 or 2	N	SG/SDI	Y	N
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED D]	[REDACTED]	[REDACTED]



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**Waleed Al Mokarrab Al Muhairi – Investment
Committee, Deputy Group Chief Executive
Officer at Mubadala.**

14 October 2022

Dear Waleed Al Mokarrab Al Muhairi

MINISTERIAL ENGAGEMENT AT EXPO 2020 DUBAI

As Scotland's Minister for Business, Trade, Enterprise and Tourism I am delighted to inform you of my plans to attend Expo 2020 Dubai and confirm that I will be in the UAE between the 22nd and 26th March 2022.

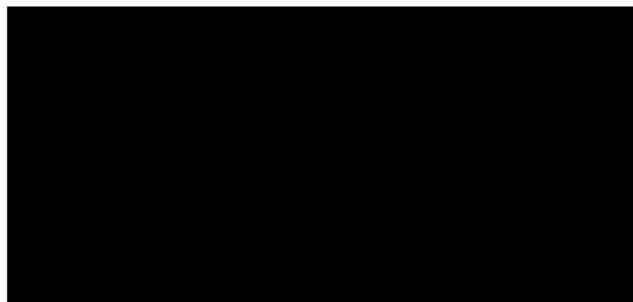
Scottish Government is committed to working together with the UAE and Mubadala in your efforts and ambitions around driving forward energy transition and achieving sustainable development. With that in mind, we have submitted a formal request for a bilateral meeting in Abu Dhabi.

In addition to that, I would like to personally invite you or key members of your team to join us at the UK Pavilion at Expo 2020 Dubai, where I am honoured to host a Climate Tech Investment morning, led by Greenbackers, from 11.30-13.00 and Scotland's Race to Net Zero Hydrogen Day on 23rd March 2022, from 13.30-17.30.

The day will see Scottish Industry leaders, Innovators and Academics come together to share the work Scotland is doing both domestically and internationally. Given the important role that Mubadala will be playing in the Hydrogen economy, both in the UAE and globally, we feel that it would be of great benefit to both of our nations to have you attend our day.

On receipt of your agreement to my invitation and programme participation, my officials stand ready to assist. Please respond to **[REDACTED]**, **[REDACTED]**, Scottish Development International (Email: **[REDACTED]**@scotent.co.uk). I would be grateful for a response by 16th March so that we can make all the necessary arrangements.

Kind regards



IVAN MCKEE

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