HONORING

HIS EXCELLENCY KHALDOON KHALIFA AL MUBARAK

MANAGING DIRECTOR AND GROUP CHIEF EXECUTIVE OFFICER
MUBADALA INVESTMENT COMPANY

EISENHOWER GLOBAL LEADERSHIP AWARD

MR. KENNETH C. FRAZIER

EXECUTIVE CHAIRMAN OF THE BOARD MERCK & CO., INC.

EISENHOWER GLOBAL CITIZENSHIP AWARD

OUR SHARED RESPONSIBILITY

MONDAY, OCTOBER 4, 2021



H.E. KHALDOON KHALIFA AL MUBARAK

MANAGING DIRECTOR AND GROUP CHIEF EXECUTIVE OFFICER
MUBADALA INVESTMENT COMPANY

EISENHOWER GLOBAL LEADERSHIP AWARD



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DWIGHT D. EISENHOWER GLOBAL LEADERSHIP AWARD

The Dwight D. Eisenhower Global Leadership Award, named for BCIU's founder, recognizes an international business leader for their outstanding contribution to global commerce and society. Since 2003, this award has honored visionaries whose management and direction have driven revolutionary advancement across the world. This year's recipient, His Excellency Khaldoon Khalifa Al Mubarak, is awarded the 2021 Eisenhower Global Leadership Award for his global leadership, service and contribution.

DWIGHT D. EISENHOWER GLOBAL CITIZENSHIP AWARD

The Dwight D. Eisenhower Global Citizenship Award was inaugurated in 2009 to recognize exceptional accomplishments in the field of social responsibility and sustainable development as well as commitments to enhance the growth and development of humankind. Mr. Kenneth C. Frazier exemplifies the essence of this award through his extraordinary stewardship of Merck - a tenure marked by transformational results for shareholders, patients and society and his commitment to social justice.

CONGRATULATIONS AND THANKS TO

KHALDOON AL MUBARAK AND KEN FRAZIER

FOR THEIR LEADERSHIP IN BRINGING PEOPLE TOGETHER TO DO GREAT THINGS

We look forward to continuing to build partnerships with those who see a wide horizon of common ground in BCIU's mission to shape the future and make the world a better place through international understanding





WELCOME

The Honorable Michael R. Bloomberg

Founder of Bloomberg L.P. & Bloomberg Philanthropies 108th Mayor of New York City

Ms. Anne Eisenhower

Granddaughter of President Eisenhower (Founder of BCIU)

REMARKS

Mr. Peter Tichansky

President & Chief Executive Officer, BCIU

PRESENTATION OF THE LEADERSHIP AWARD

Mr. Henry R. Kravis

Co-Founder, Co-Chairman & Ćo-Chief Executive Officer, KKR 2020 Eisenhower Global Citizenship Award Recipient

HONOREE REMARKS AND FIRESIDE CHAT

His Excellency Khaldoon Khalifa Al Mubarak

Managing Director & Group Chief Executive Officer
Mubadala Investment Company

Eisenhower Global Leadership Award Recipient

Ms. Dina Powell McCormick

Global Head, Sustainability & Inclusive Growth
The Goldman Sachs Group, Inc.

DINNER

ENTERTAINMENT

Ms. Anaïs Reno

PRESENTATION OF THE CITIZENSHIP AWARD

Mr. James "Jim" Nevels

Founder, Chairman & Chief Executive Officer, The Swarthmore Group Chairman of the Board, BCIU

HONOREE REMARKS AND FIRESIDE CHAT

Mr. Kenneth C. Frazier

Executive Chairman of the Board Merck & Co., Inc.

Eisenhower Global Citizenship Award Recipient

Mr. Alex Gorsky

Chairman & Chief Executive Officer
Johnson & Johnson
2019 Eisenhower Global Innovation Award Recipient

PIANO PERFORMANCE

Mr. Elijah Caldwell

Jefferson Health congratulates

Kenneth Frazier for being recognized with the Eisenhower Global Award for Citizenship

Our world—and his hometown community in North Philadelphia—are better and stronger because of his leadership; his generosity along with his wife, Andréa; his unswerving commitment to always doing the right thing; and his dedication to service and advancing the good of all.





JeffersonHealth.org



PELÉ



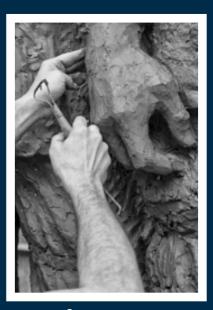
"FIVE CONTINENTS"
2004 OLYMPIC SUMMER GAMES



PRESIDENT DWIGHT D. EISENHOWER
STUDY FOR THE MEMORIAL

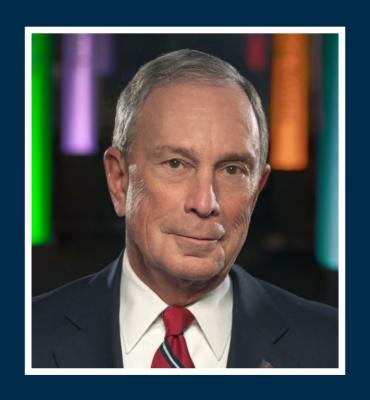






DWIGHT D. EISENHOWER MEMORIAL SCULPTURES IN CLAY





THE HONORABLE MICHAEL R. BLOOMBERG

FOUNDER OF BLOOMBERG L.P. & BLOOMBERG PHILANTHROPIES

108TH MAYOR OF NEW YORK CITY



ANNE EISENHOWER



PETER J. TICHANSKY

PRESIDENT & CHIEF EXECUTIVE OFFICER

BUSINESS COUNCIL FOR INTERNATIONAL UNDERSTANDING, INC.



Our rope is made from 100% Parley Ocean Plastic®



Our #TOGETHERBANDs are made by a community of women in Nepal who have been rescued from human trafficking



The clasps are made from Humanium Metal (recycled decommissioned illegal firearms)

Find out more visit togetherband.org



DRIVING IMPACT IN 6 POWERFUL WAYS

We bring people together in support of the delivery of the UN Sustainable Development Goals



We plant a tree every time we sell a #TOGETHERBAND

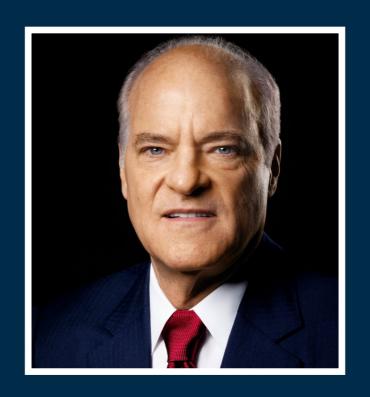


We donate profits from the sale of our #TOGETHERBANDs to 40 beneficiary charities



We pay for a meal for a family in need every time we sell a #TOGETHERBAND

To contact us email info@togetherband.org



HENRY R. KRAVIS

CO-FOUNDER, CO-CHAIRMAN & CO-CHIEF EXECUTIVE OFFICER
KKR

2020 EISENHOWER GLOBAL CITIZENSHIP AWARD RECIPIENT



DINA POWELL MCCORMICK

GLOBAL HEAD, SUSTAINABILITY & INCLUSIVE GROWTH
THE GOLDMAN SACHS GROUP, INC.



AMERICAN EXPRESS IS PROUD TO SUPPORT THE BUSINESS COUNCIL FOR INTERNATIONAL UNDERSTANDING

And congratulate the 2021 Dwight D. Eisenhower Global Awards recipients

HIS EXCELLENCY KHALDOON KHALIFA AL MUBARAK

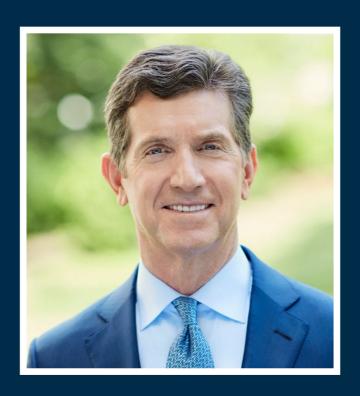
Managing Director and Group Chief Executive Officer Mubadala Investment Company LEADERSHIP AWARD

MR. KENNETH C. FRAZIER

Executive Chairman of the Board Merck & Co., Inc. CITIZENSHIP AWARD



DON'T live life WITHOUT IT"



ALEX GORSKY

CHAIRMAN & CHIEF EXECUTIVE OFFICER
JOHNSON & JOHNSON

2019 EISENHOWER GLOBAL INNOVATION AWARD RECIPIENT



JAMES "JIM" NEVELS

FOUNDER, CHAIRMAN & CHIEF EXECUTIVE OFFICER

THE SWARTHMORE GROUP

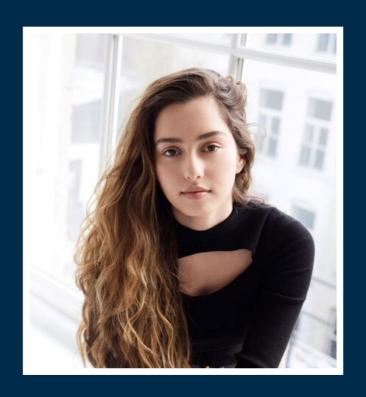
CHAIRMAN OF THE BOARD, BCIU

Congratulations

to my friend Ken Frazier for receiving the Eisenhower Citizenship Award for his life of courageous leadership and service, and to H.E. Khaldoon Al Mubarak for receiving the Eisenhower Leadership Award for advancing Mubadala to be one of the world's most responsible and forward thinking investors. You are both most deserving of this recognition.



Mr. Roger W. Ferguson, Jr.



ANAÏS RENO

"With her grace, gravitas, serenity, and prodigious skills—one can proclaim that the work of Anaïs Reno is impressive without any added qualifier/caveat like "...for someone her age...""

Broadway World

APPETIZER

Beet Borani Salad Honey Labneh Yogurt, Toasted Pecans, Beet Greens

MAIN COURSE

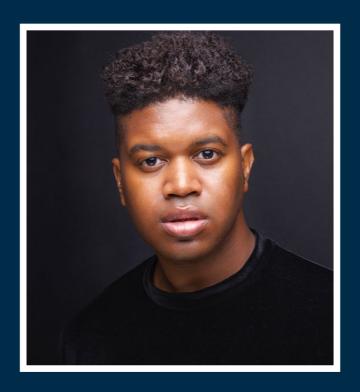
Za'atar-Crusted Lamb Loin Turmeric Cauliflower, Butternut Purée, Curry Confit Potato, Lamb Jus

DESSERT

Pistachio Mousse Date Cake Pomegranate Yuzu Sauce, Dried Fruit Compote

WINES

Knotty Vines Pinot Noir hess Shirtail Ranches Chardonnay



ELIJAH CALDWELL



Congratulations to H.E. Khaldoon Khalifa Al Mubarak and Ken Frazier on your outstanding achievement for receiving the prestigious Eisenhower Award from the Business Council for International Understanding.



A NONPROFIT COMPRISED OF POLICY EXPERTS, STRATEGIC ADVISORS, AND TRADE EDUCATORS, BCIU OFFERS BESPOKE COMMERCIAL DIPLOMACY SERVICES TO THE WORLD'S GOVERNMENTS AND LEADING ORGANIZATIONS, FROM FORTUNE 100 BUSINESSES TO GLOBAL INVESTORS AND MULTILATERAL AND NON-PROFIT INSTITUTIONS. FOR OVER SIXTY-FIVE YEARS, WE HAVE WORKED TO PROMOTE INTERNATIONAL UNDERSTANDING AND HELPING ADDRESS THE WORLD'S MOST COMPLEX CHALLENGES.

WE FACILITATE IDEAS, FORGE PARTNERSHIPS, AND ADD VALUE TO ALL STAKEHOLDERS. OUR DYNAMIC ECOSYSTEM OF POLICYMAKERS, INDUSTRY LEADERS, AND GLOBAL CITIZENS ARE ALL WORKING TO EFFECT CHANGE AND BUILD THE FUTURE.

AS WE WORK TO ADDRESS THE BIG CHALLENGES OF THE DAY — FROM CYBERSECURITY TO AGRICULTURAL SUSTAINABILITY, HEALTHCARE EQUITY, AND ACCESS TO EDUCATION — OUR TEAM IS ALWAYS SEIZING NEW OPPORTUNITIES TO ACHIEVE GREATER ECONOMIC COOPERATION AND GROWTH. BECAUSE HISTORY HAS TAUGHT US THAT AS WE CONTINUE TO EXPAND TRADE, COMMERCE, AND PEOPLE-TO-PEOPLE RELATIONSHIPS, BUSINESSES AND GOVERNMENTS THRIVE AND SOCIETY FLOURISHES.

www.bciu.org









To learn more about BCIU's mission, services, member benefits, or to partner with us, please contact gala@bciu.org.

We take many paths to value

Apollo congratulates **His Excellency Khaldoon Khalifa Al Mubarak** and **Mr. Ken Frazier** for receiving the prestigious Eisenhower Awards from the Business Council for International Understanding

APOLLO

Bethesda El Segundo Frankfurt Hong Kong Houston London Los Angeles Luxembourg Madrid Mumbai New Delhi New York Powai Purchase San Diego Shanghai Singapore Sydney Tokyo Woodland Hills

www.apollo.com



Henry Schein joins the Business Council for International Understanding in honoring the recipients of the 2021 Dwight D. Eisenhower Global Awards

His Excellency Khaldoon Khalifa al Mubarak and

Mr. Kenneth C. Frazier

Celebrating your impactful and important leadership and commitment to the international business community, and we applaud BCIU's continued contributions to promoting and advancing global diplomacy.

Your friends at Team Schein

Mukesh D. Ambani

Chairman & Managing Director
Reliance Industries Limited
2010 Eisenhower Global Award Recipient

Dr. Klaus Kleinfeld

Chief Executive Officer & Chairman
Constellation
2014 Eisenhower Global Award Recipient

Ajay Banga

Executive Chairman

Mastercard

2019 Eisenhower Global Award Recipient

Andrew N. Liveris

Former Chairman & Chief Executive Officer
The Dow Chemical Company
2016 Eisenhower Global Award Recipient

Alex Gorsky

Chairman & Chief Executive Officer
Johnson & Johnson
2019 Eisenhower Global Award Recipient

Henry R. Kravis

Co-Chairman & Co-Chief Executive Officer KKR

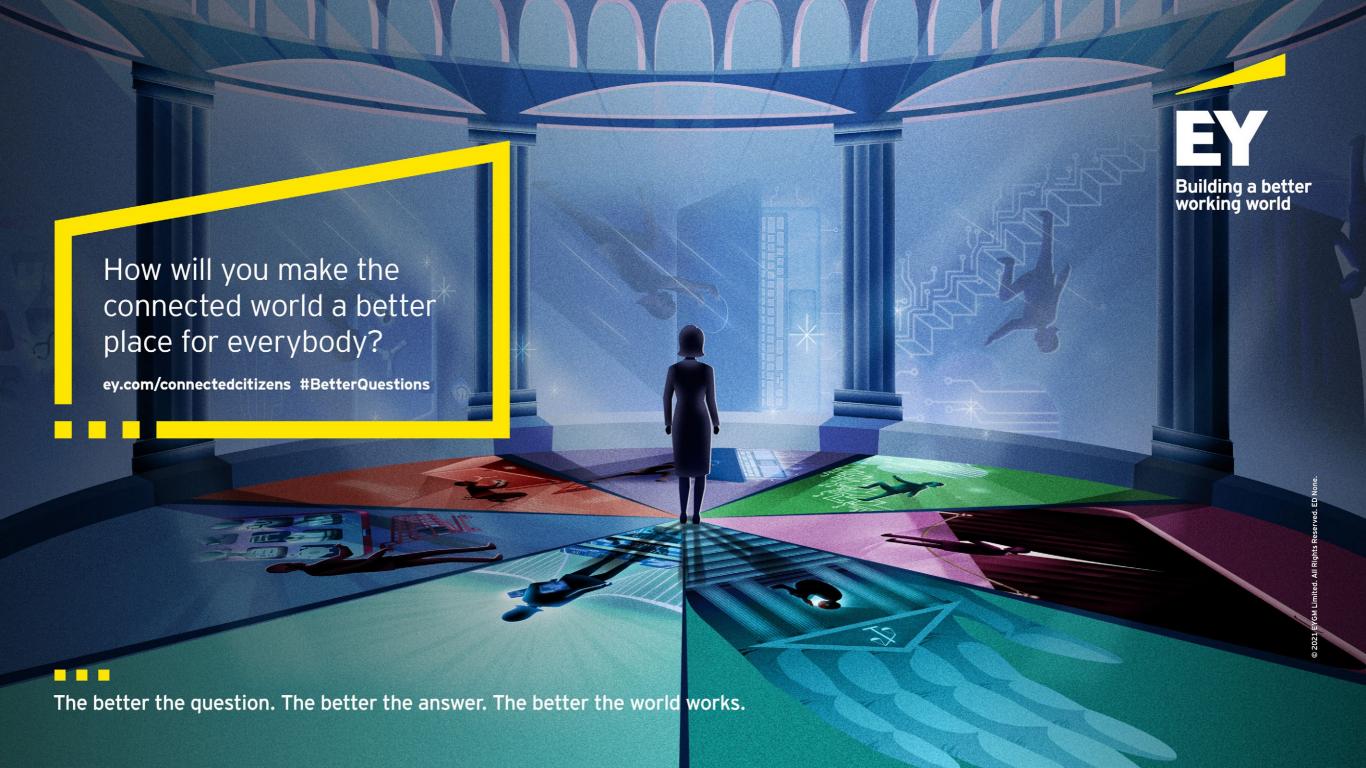
2020 Eisenhower Global Award Recipient

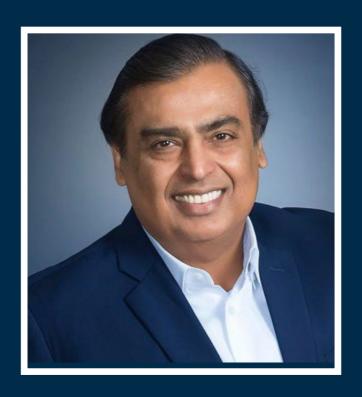


We salute BCIU and this year's Eisenhower Awards Honorees, Ken and Khaldoon.

Your work promoting international trade, public-private cooperation and diplomacy is truly priceless.

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MUKESH D. AMBANI

CHAIRMAN & MANAGING DIRECTOR
RELIANCE INDUSTRIES LIMITED

2010 EISENHOWER GLOBAL AWARD RECIPIENT



AJAY BANGA

EXECUTIVE CHAIRMAN
MASTERCARD

2019 EISENHOWER GLOBAL AWARD RECIPIENT



DR. KLAUS KLEINFELD

CHIEF EXECUTIVE OFFICER & CHAIRMAN
CONSTELLATION

2014 EISENHOWER GLOBAL AWARD RECIPIENT



ANDREW N. LIVERIS

FORMER CHAIRMAN & CHIEF EXECUTIVE OFFICER
THE DOW CHEMICAL COMPANY

2016 EISENHOWER GLOBAL AWARD RECIPIENT





Global Infrastructure Partners proudly salutes **His Excellency Khaldoon Khalifa Al Mubarak**, recipient of the Eisenhower Global Award for Leadership, in recognition of his exceptional accomplishments in the field of social responsibility and sustainable development and his dedication to enhance growth and development.

Global Infrastructure Partners honors **Kenneth Frazier** for receiving the prestigious Eisenhower Award for Citizenship. We applaud Ken for his extraordinary leadership of Merck during his tenure as its CEO, for his ongoing commitment to improving racial, economic and social justice and his advocacy for economic inclusion.

GIP is a leading global independent infrastructure fund manager. We target infrastructure businesses and assets in energy, transportation, water and waste and digital infrastructure sectors in OECD and select emerging market countries where we believe our expertise and relationships provide a competitive advantage. Our mission is to create value for our employees, investors, and to deliver high quality service to the communities and customers we serve.



VICKI HOLLUB

PRESIDENT & CHIEF EXECUTIVE OFFICER OCCIDENTAL PETROLEUM CORPORATION



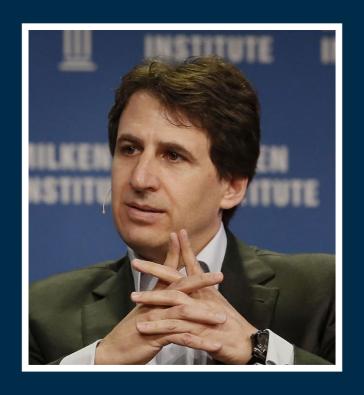
RAJEEV MISRA

CHIEF EXECUTIVE OFFICER
SOFTBANK INVESTMENT ADVISERS



BAYO OGUNLESI

CHAIRMAN & MANAGING PARTNER
GLOBAL INFRASTRUCTURE PARTNERS



MARC ROWAN

CO-FOUNDER
APOLLO GLOBAL MANAGEMENT, INC.



DOMINIQUE SENEQUIER

FOUNDER & PRESIDENT ARDIAN



ROB SPEYER

PRESIDENT & CHIEF EXECUTIVE OFFICER
TISHMAN SPEYER



Cleveland Clinic congratulates our valued friend and healthcare partner

His Excellency Khaldoon Khalifa Al Mubarak

on receiving the prestigious Eisenhower Award from the Business Council for International Understanding.

As Managing Director and Group CEO of Mubadala, he played an integral role in forging the partnership that established Cleveland Clinic Abu Dhabi, our first overseas location.

We salute his visionary approach and tireless commitment to ensuring Abu Dhabi and the UAE remain at the forefront of healthcare in the Middle East.







MICHAEL AROUGHETI

CHIEF EXECUTIVE OFFICER & PRESIDENT ARES MANAGEMENT CORPORATION



SANDRA E. BROOKS, MD, MBA

EXECUTIVE VICE PRESIDENT, CHIEF COMMUNITY HEALTH EQUITY OFFICER, TJU

CHIEF MEDICAL OFFICER, THOMAS JEFFERSON UNIVERSITY HOSPITALS, INC.

PROFESSOR, DEPARTMENT OF OBSTETRICS AND GYNECOLOGY, SIDNEY KIMMEL MEDICAL COLLEGE



JANE FRASER

CHIEF EXECUTIVE OFFICER
CITI

Business Council for International Understanding

2021 DWIGHT D. EISENHOWER GLOBAL LEADERSHIP AWARD

Ares would like to congratulate H.E. Khaldoon Khalifa Al Mubarak and Mubadala Investment Company



Kevin Ali

Chief Executive Officer Organon & Co.

Marc Casper

Chairman, President & Chief Executive Officer
Thermo Fisher Scientific

Mathieu Chabran

Co-Founder Tikehau Capital North America LLC

Jeremy Kaufman

Chairman, Cure Violence Global Chief Executive Officer, Kaufman Jacobs Chief Executive Officer, FiberPharma

Tomislav Mihaljevic, MD

Chief Executive Officer & President Cleveland Clinic

Craig Tashjian

Chief Investment Officer & Managing Partner AMERRA Capital

Karen Buchwald Wright

Chairman & Chief Executive Officer
Ariel Corporation









The Board of the W.E.B. Du Bois Museum Foundation USA-Ghana, comprised of Daniel Rose, Ambassador Harold Doley Jr., Deborah Rose, Henry Louis Gates Jr., Kwame Anthony Appiah, Emmanuel Akyeampong, Humphrey Darke and its Executive Director, Japhet Aryiku, Congratulate **Ken Frazier** and **H.E. Khaldoon Al Mubarak** on receiving **BCIU's 2021 Eisenhower Awards**.

The W.E.B Du Bois Museum Foundation is a New York-based non-profit organization established in 2019, with the exclusive mission of honoring the life, purpose, and legacy of the celebrated Father of Pan-Africanism, and co-founder of the NAACP,Dr. W.E. B Du Bois, by redeveloping and rebranding his final resting place in Accra, Ghana.

4th October 2021

Please visit our website: www.webdbmf.org

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AS THE 2010 BCIU

EISENHOWER HONOREE, WE

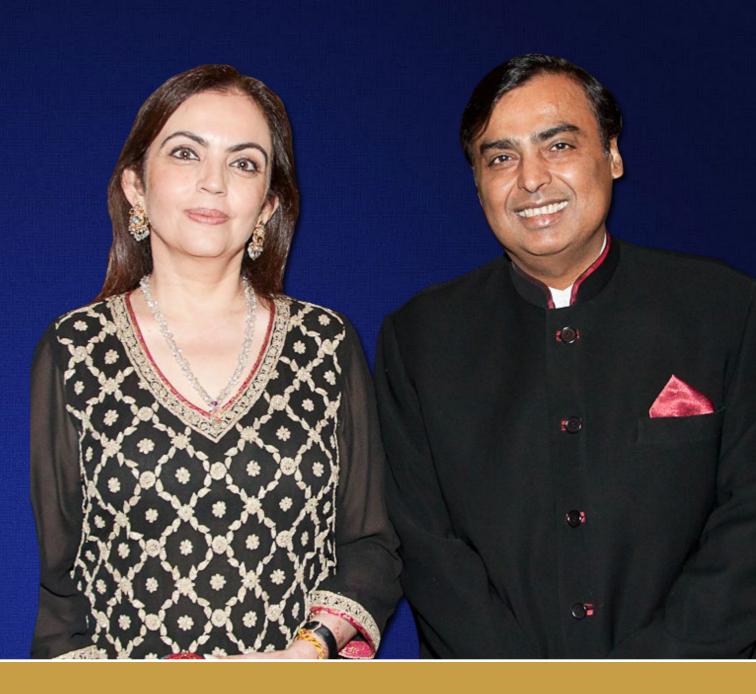
CONGRATULATE AND WELCOME

H.E. KHALDOON KHALIFA AL MUBARAK

& MR. KENNETH C. FRAZIER

Mukesh and Nita Ambani





EISENHOWER LEVEL

Ares Management Corporation

Citi

Goldman Sachs

Jefferson Health



BCIU

BUSINESS COUNCIL

for INTERNATIONAL

UNDERSTANDING

Etihad Airways congratulates H.E. Khaldoon Khalifa Al Mubarak on receiving the Global Leadership Award and Mr. Kenneth Frazier on receiving the Global Citizenship Award. As the preferred airline of BCIU's 2021 Dwight D. Eisenhower Global Awards, save up to 20% on flights with Etihad Airways.

Fly from New York, Washington D.C or Chicago to Abu Dhabi, or transfer to over 60 worldwide destinations across Africa, Asia, Australia and the Middle East. To book, email **AmericaCorporate@etihad.ae** with your name, company, dates of travel, destination, and cabin preference.



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Organon

Thermo Fisher Scientific

Tikehau Capital North America LLC

Ardian congratulates His Excellency Khaldoon Khalifa al Mubarak for receiving the Leadership Award at the 2021 BCIU Eisenhower Global Awards Event.



Success is most valuable when it's shared.

At Ardian we believe investment success depends on many people working together to create value that is real and sustainable. That's why we share that value widely – with our investors, partners, investee companies and their employees. Following this path has helped us to become one of the largest private investment managers in the world, with \$114bn under management or advised. And that means we can make an even bigger difference.

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GOLD LEVEL

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GOLD LEVEL

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ConocoPhillips is proud to be an industry leader in finding and producing the oil and gas the world needs. At the foundation of our work is the commitment we have to our SPIRIT Values—Safety, People, Integrity, Responsibility, Innovation and Teamwork.

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Honoring the industry leaders who change the world.

Citi pays tribute to the BCIU 2021 Dwight B. Eisenhower Global Awards Recipients - His Excellency Khaldoon Khalifa Al Mubarak of Mubadala Investment Company and Kenneth C. Frazier of Merck & Co., Inc.

As a global bank with a mission of enabling growth & progress, Citi congratulates the honorees for their innovative leadership and outstanding accomplishments, addressing the world's most complex challenges, driving impact and serving humanity.



Johnson 4 Johnson







SoftBank Vision Fund



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Jefferson Health

AMERRA





















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Thank you for supporting the work of BCIU. You may contribute at



OUR SHARED RESPONSIBILITY

FACILITATING IDEAS | FORGING PARTNERSHIPS | ADDING VALUE