



**Frank Conway**  
**Senior Advisor**  
**Mubadala Investment Company**

Frank is a Senior Advisor in the Office of the Deputy Group CEO and Chief Corporate & Human Capital Officer of Mubadala Investment Company ("Mubadala"). Frank's current activities include evaluation of new investment opportunities, transaction structuring and execution associated with investment initiatives on behalf of Mubadala as well as other Abu Dhabi based Stakeholders. Frank's association with Mubadala dates from June 2007, when he served as the Senior Relationship Partner for a global consulting firm. Assignments included transaction advisory, Interim Chief Financial Officer ("CFO") roles, and integration of new assets into the Mubadala Portfolio. Frank joined Mubadala in May, 2009.

From 2009 to 2013, Frank served as the senior finance professional for Mubadala's Aerospace and Defense Unit. Responsibilities included build out and management of the portfolio, financial operating results, and capital markets activities. As Mubadala Shareholder Representative, Frank served on a variety of Boards, including service as a member of the Board of SR Technics from 2009 through 2016. Other roles included Lead Director at AMMROC, Chairman of Sanad Aero Solutions, and Board roles at ADAT and Piaggio Aero. Current Board roles include MDC Business Management Services ("BMS"), where Frank serves as Chairman of BMS's Steering Committee, as well as Board roles with private Abu Dhabi investment vehicles.

Frank has been involved in capital markets assignments and initiatives for over thirty-five years, with a particular emphasis on the aerospace and defense industry. Frank also assumed interim management and direct operating roles in the US, focusing on change management and performance improvement activities. By way of illustration, Frank served as the CFO of ATA Airlines, 14th largest US airline from 2004 to 2006.

Frank led the team that successfully reorganized the business, raised new capital, and led the emergence of ATA from bankruptcy protection.

Frank led Deloitte's North American restructuring practice from 2000 through 2004 and clients included American Airlines, as well as various aviation equipment leasing companies. Prior to Deloitte, Frank served as a Vice President in the restructuring group at Lehman Brothers. The Group was responsible for driving performance improvement and restructuring activities across a portfolio of over 250 merchant banking and partnership investments originated by Lehman and predecessor firms.

Frank was graduated from New York University in 1980 with a dual degree in Accounting and Management. Frank held various licenses in the United States including Certified Public Accountant in the State of New York as well as several securities licenses including Supervisory Principal with the National Association of Securities Dealers.