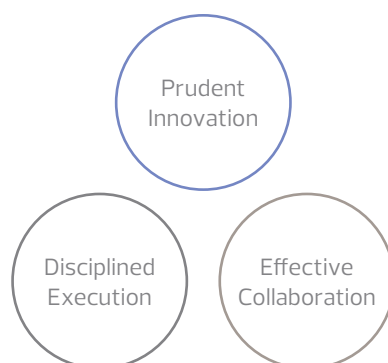


ADIA at a Glance

ADIA manages a global investment portfolio that is diversified across more than two dozen asset classes and sub-categories.

With a long tradition of prudent investing, ADIA's decisions are based solely on its economic objectives of delivering sustained long-term financial returns.

Our three cultural values guide the way we work



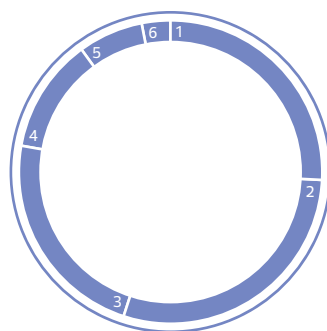
ADIA's cultural values guide the way we work and the way decisions are made. They provide direction for how we think and behave as individuals and as a unified institution.

These values play a fundamental role in driving our people and the organisation forward to achieve long-term growth and business success.

See 'Our Cultural Values' on pages 10–13.

1,750 employees covering more than 60 nationalities

1 UAE	26%
2 Europe	29%
3 Asia/Pacific	23%
4 Americas	12%
5 Middle East/Africa	7%
6 Australasia	3%



ADIA's people are as diverse and international as our business, with more than 60 nationalities working together to create a collaborative environment that embodies our cultural values.

We strive to attract, develop and retain world-class talent, and to enable our people to realise their full potential.

See 'Our People' on pages 52–63.

Annualised returns



In U.S. dollar terms, the 20-year and 30-year annualised rates of return for the ADIA portfolio were 6.1% and 6.9% respectively, as of 31 December 2016. Performance is measured based on underlying audited financial data and calculated on a time-weighted basis.

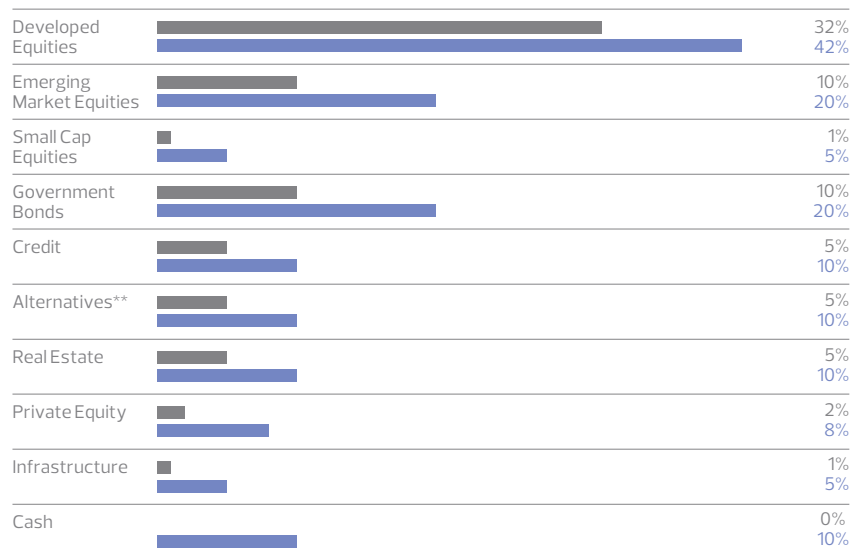
* As of 31 December 2016

** As of 31 December 2015

Note: Performance for 2016 remains provisional until final data for non-listed assets is included.

Portfolio by asset class

Long-term policy portfolio*



■ Minimum
■ Maximum

* The above denotes long-term policy portfolio ranges within which allocations can fluctuate; hence they do not total 100%.

** Alternatives comprises hedge funds and managed futures.

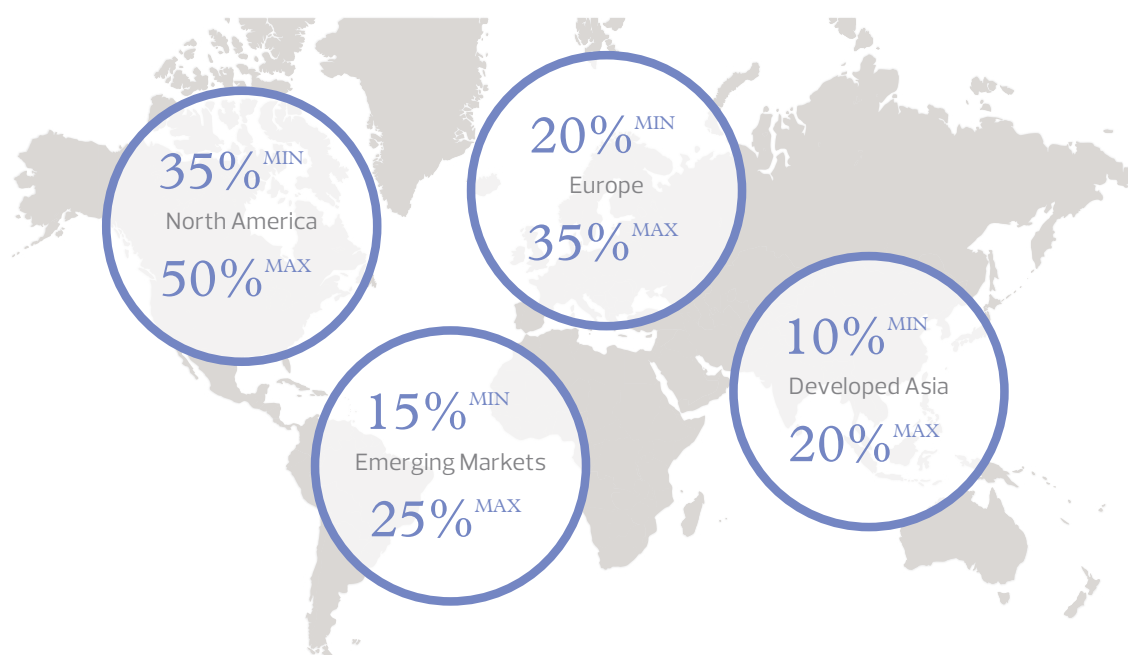
60%

of ADIA's assets are managed by external fund managers whose activities are subject to careful oversight by internal ADIA teams.

50%

of ADIA's assets are invested in index-replicating strategies.

Long-term policy portfolio by region†



† ADIA, as a matter of practice, does not invest in the UAE.