

ADIA at a Glance

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

OUR THREE CULTURAL VALUES GUIDE THE WAY WE WORK

1

PRUDENT INNOVATION

2

EFFECTIVE COLLABORATION

3

DISCIPLINED EXECUTION

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 11-13.

1,700 EMPLOYEES REPRESENTING MORE THAN 65 NATIONALITIES



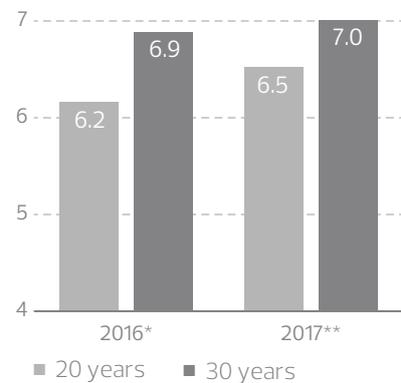
| | |
|----------------------|-----|
| ■ UAE | 27% |
| ■ Europe | 30% |
| ■ Asia-Pacific | 21% |
| ■ Americas | 12% |
| ■ Middle East/Africa | 7% |
| ■ Australasia | 3% |

ADIA's people are as diverse and international as our business, with more than 65 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 RATES OF RETURN



* As of 31 December 2016

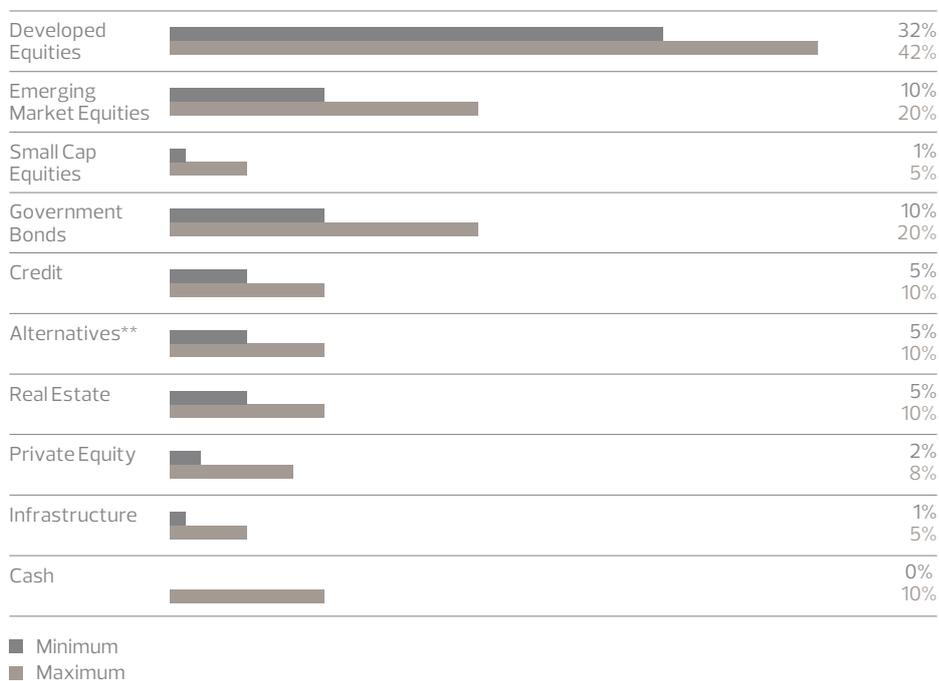
** As of 31 December 2017

Note: Performance for 2017 remains provisional until final data for non-listed assets is included.

In U.S. Dollar terms, the 20-year and 30-year annualised rates of return for the ADIA portfolio were 6.5% and 7.0% respectively, as of 31 December 2017.

Performance is measured based on underlying audited financial data and calculated on a time-weighted basis.

PORTFOLIO BY ASSET CLASS
LONG-TERM POLICY PORTFOLIO*



* 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.

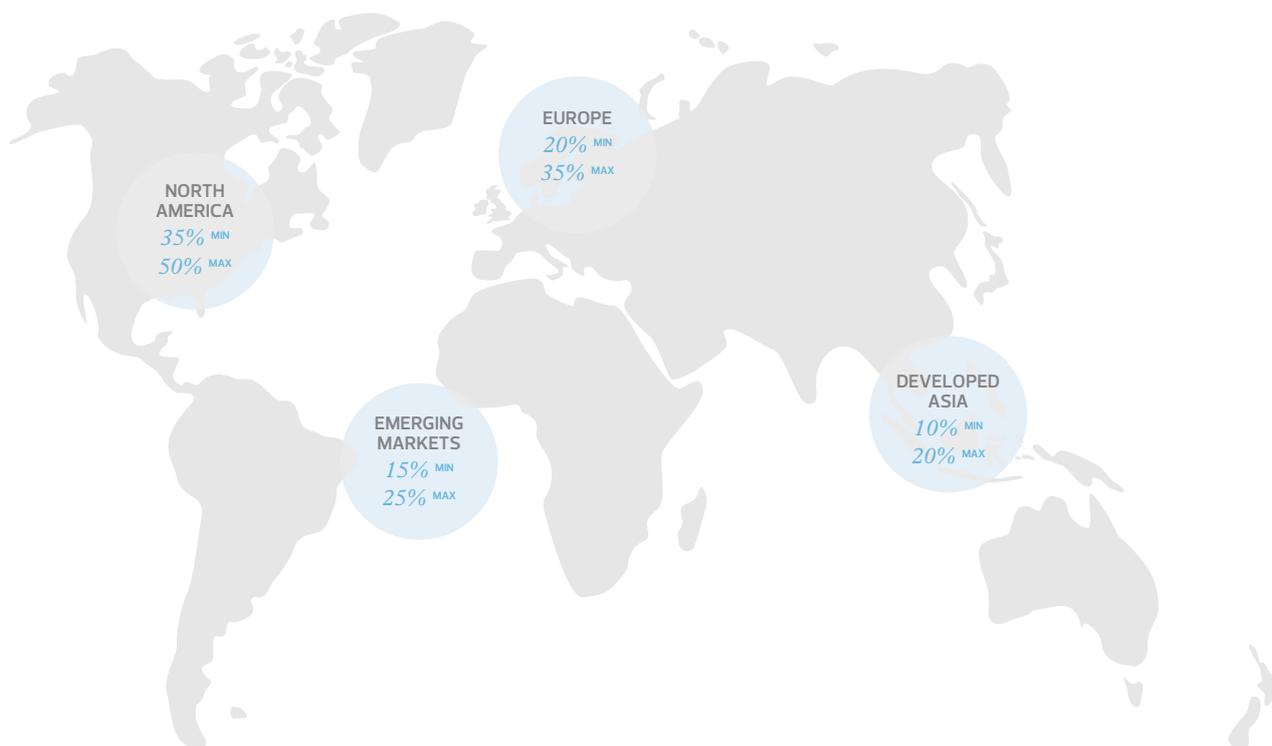
55%

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.