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.


1,750 employees covering more than 60 nationalities

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.

Note: Performance for 2016 remains provisional until final data for non-listed assets is included.
### Portfolio by asset class

**Long-term policy portfolio**

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed Equities</td>
<td>32%</td>
<td>42%</td>
</tr>
<tr>
<td>Emerging Market Equities</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Small Cap Equities</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Government Bonds</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Credit</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>Alternatives**</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>2%</td>
<td>8%</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>Cash</td>
<td>0%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- **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.

### Long-term policy portfolio by region

- **North America**
  - **Minimum**: 35%
  - **Maximum**: 50%

- **Europe**
  - **Minimum**: 20%
  - **Maximum**: 35%

- **Emerging Markets**
  - **Minimum**: 15%
  - **Maximum**: 25%

- **Developed Asia**
  - **Minimum**: 10%
  - **Maximum**: 20%

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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.

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