

TEMASEK



**Our Compass in a
Complex World**



So every
Generation
prosper

Navigating a Complex World



1.
Persistent Inflation,
Restrictive Macro Policy,
Lower Growth



2.
Geopolitical Events,
Decoupling,
Post-COVID World



3.
Foreign
Investment
Regimes



4.
Sustainability,
Climate Change



5.
Cyber Risks

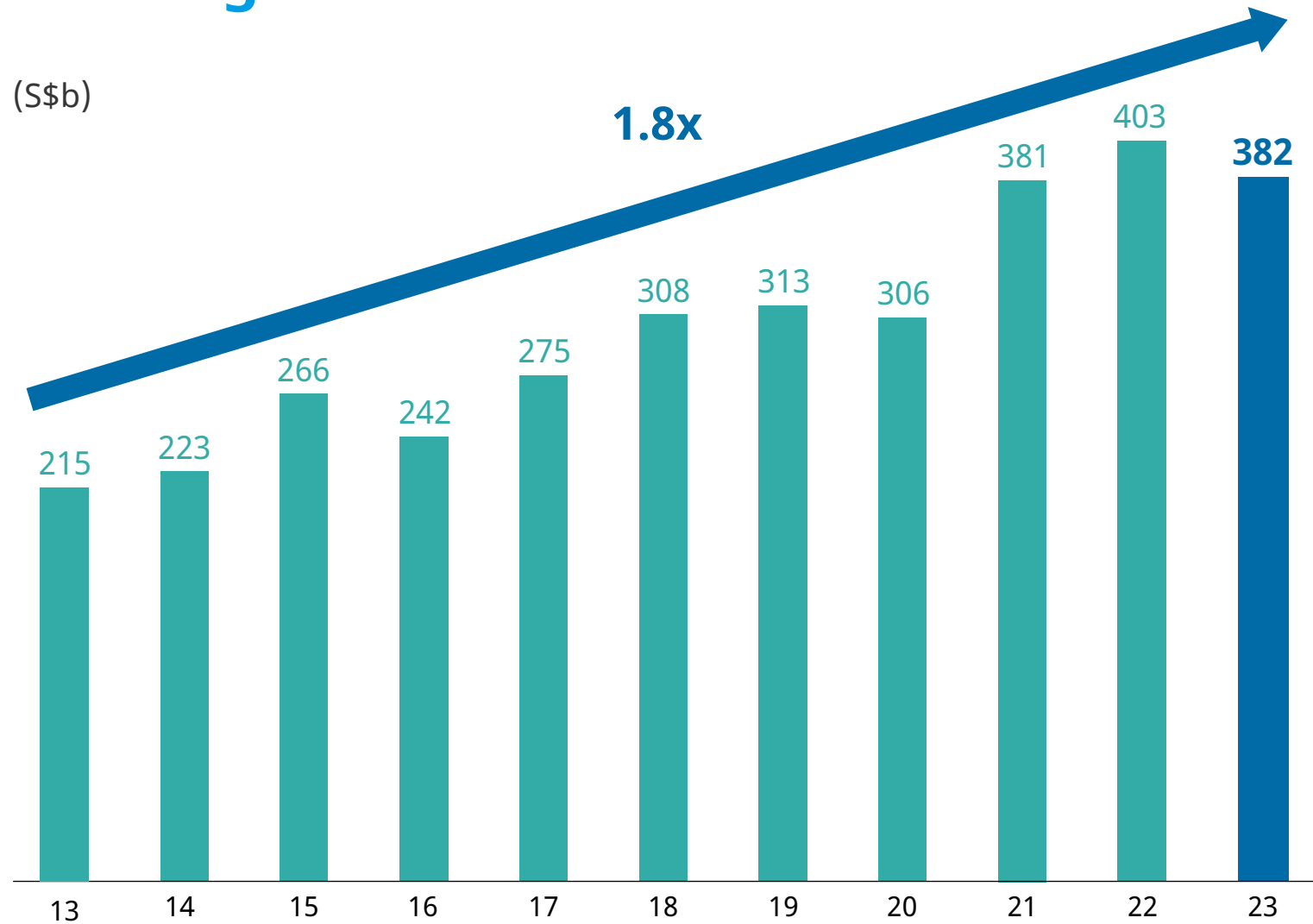


6.
Industry 4.0,
Workforce 4.0



Performance

Building a Resilient Portfolio



S\$382 billion
Net Portfolio Value

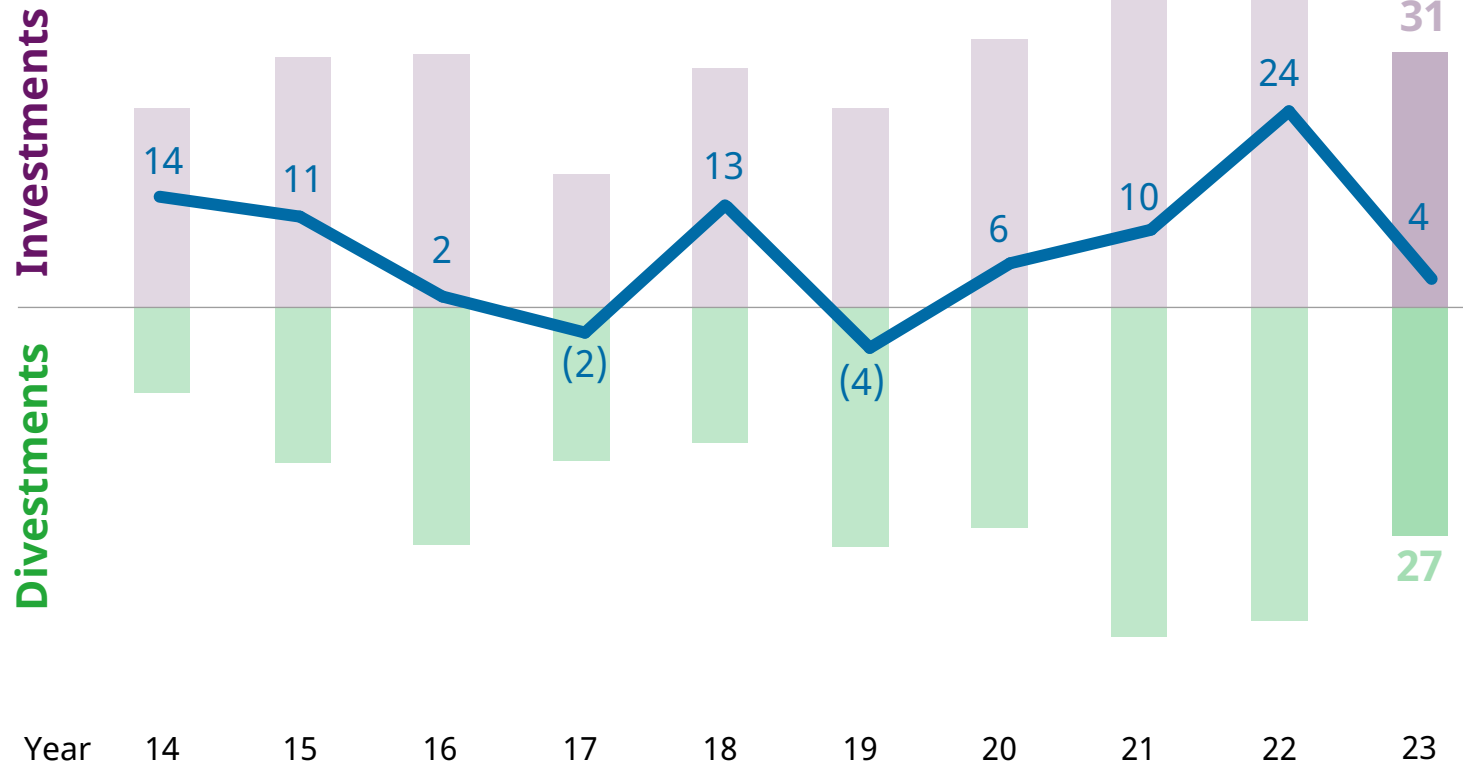
1-year TSR: -5%
3-year TSR: 8%

(as at 31 March)

S\$382 billion is equivalent to US\$287 billion as at 31 March 2023.

Measured Investment and Divestment Pace

(\$b)



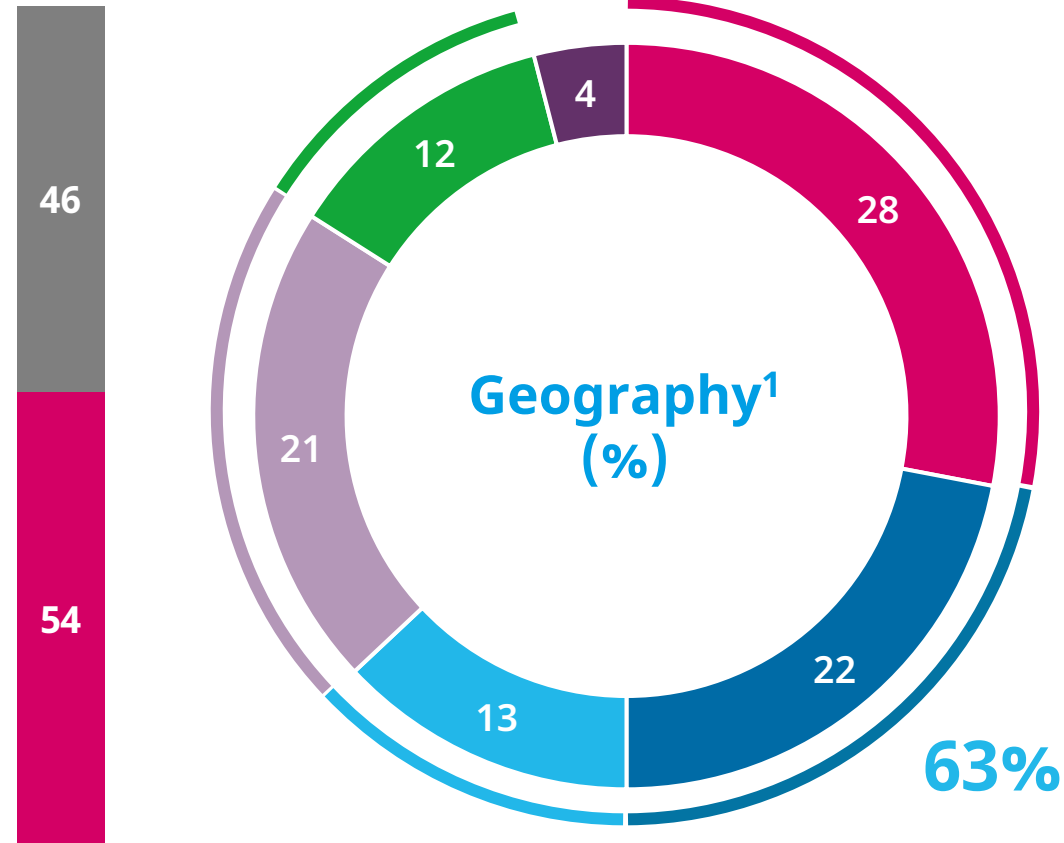
\$4 billion

Net investment over the year

(for year ended 31 March)

Portfolio Remains Anchored in Asia

Non-Singapore companies by HQ (%)



Singapore companies by HQ (%)

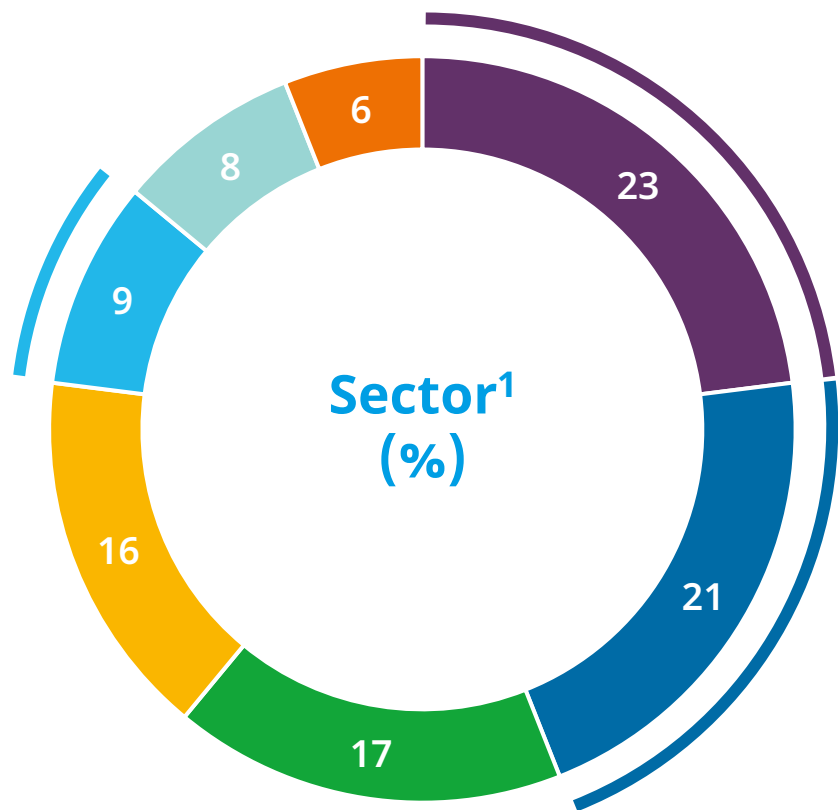
Portfolio by Geography

Year	2023	2022	2013
● Singapore	28	27	30
● China	22	22	23
● Asia (ex Singapore & China)	13	14	18
● Americas	21	21	10
● Europe, Middle East & Africa	12	12	6
● Australia & New Zealand	4	4	13

(as at 31 March)

¹ Distribution based on underlying assets.

Composition of Our Portfolio by Sectors



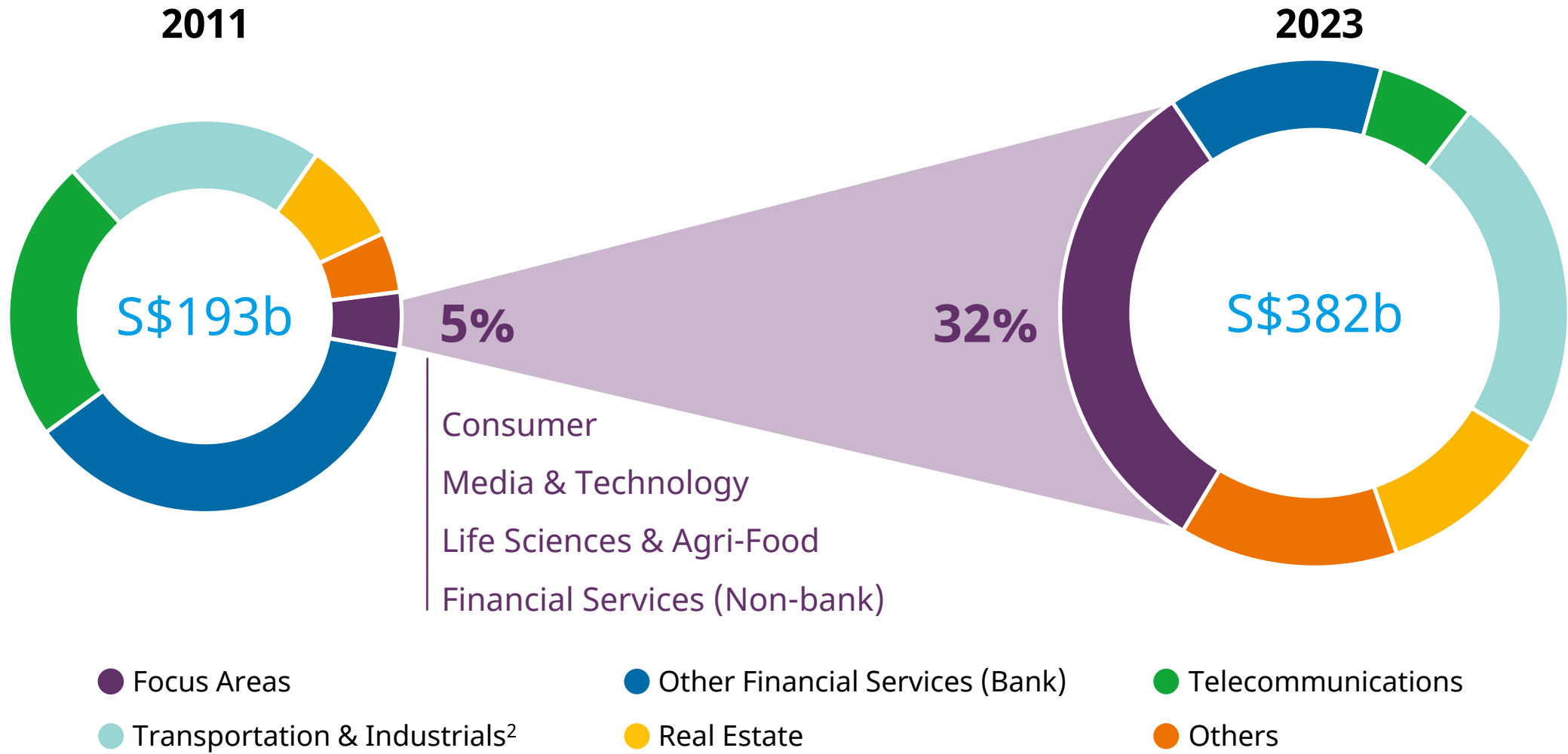
Year	2023	2022	2013
Transportation & Industrials ²	23	22	26
Financial Services	21	23	31
Telecommunications, Media & Technology	17	18	24
Consumer & Real Estate	16	15	11
Life Sciences & Agri-Food	9	9	1
Multi-sector Funds	8	8	7
Others (including Credit)	6	5	

(as at 31 March)

¹ Distribution based on underlying assets.

² The Transportation & Industrials sector includes investments in Energy & Resources.

Growing Our Focus Sectors¹ since 2011

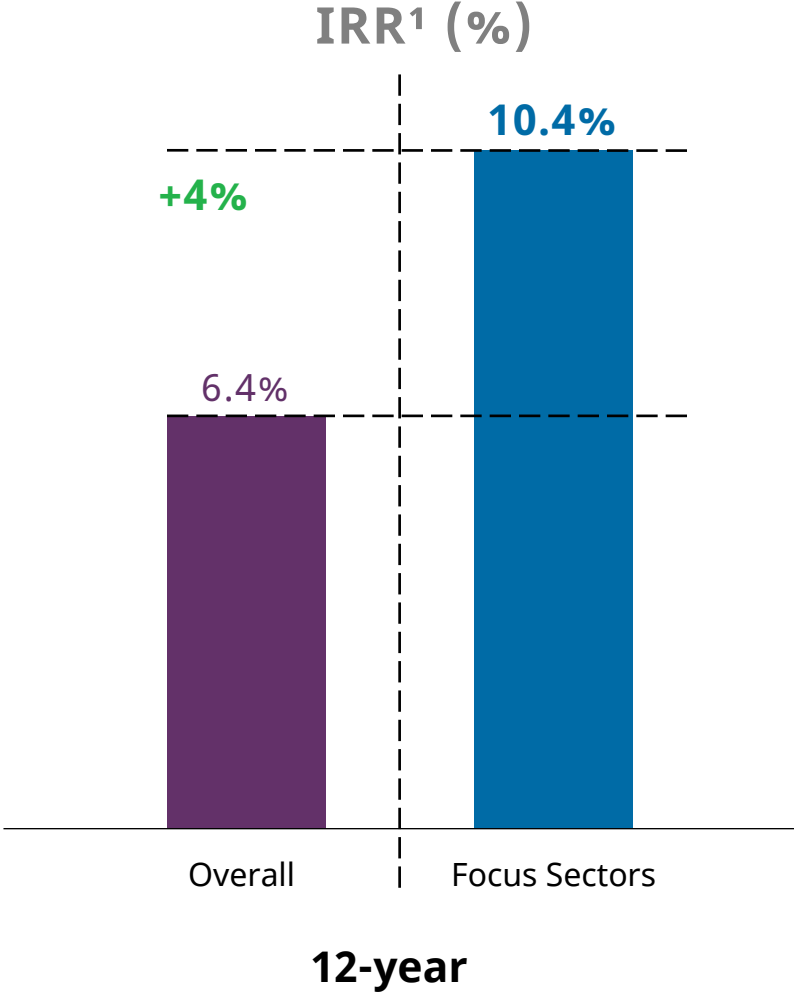


(as at 31 March)

¹ Distribution based on underlying assets.

² The Transportation & Industrials sector includes investments in Energy & Resources.

IRR by focus sectors since 2011



(as at 31 March 2023)

¹ IRR is the money weighted returns of our invested portfolio and its sub-portfolios and takes into account the timing and size of our cash flows with investees, whereas TSR is a time weighted returns of the total portfolio level, after considering effects of cash flow between Temasek and its shareholder.

Aligning our Portfolio to Structural Trends since 2016



Digitisation



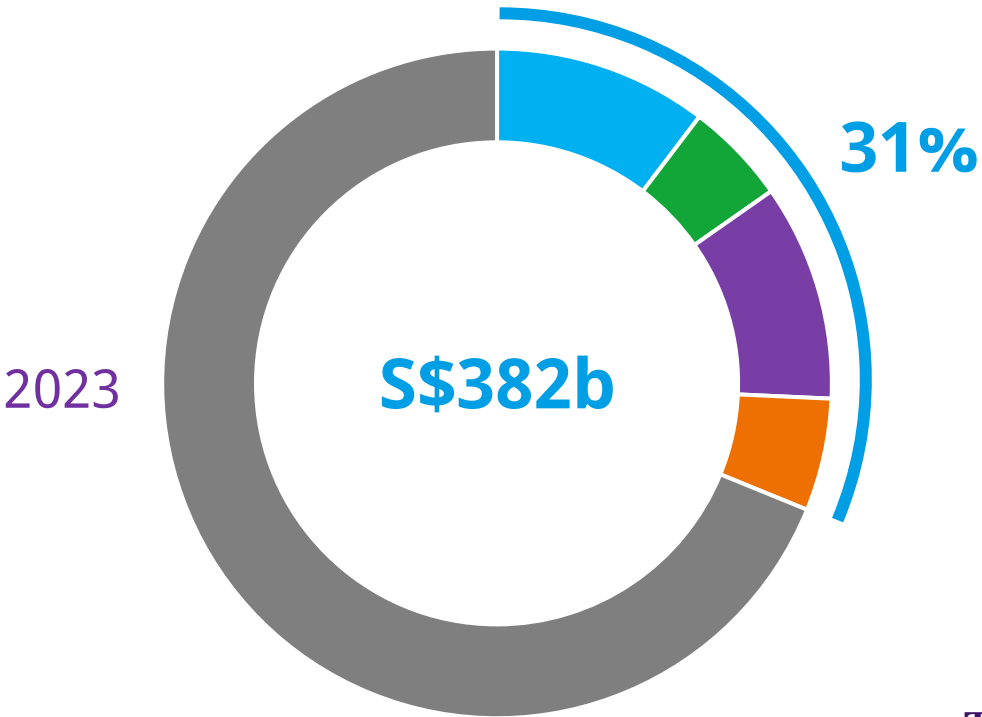
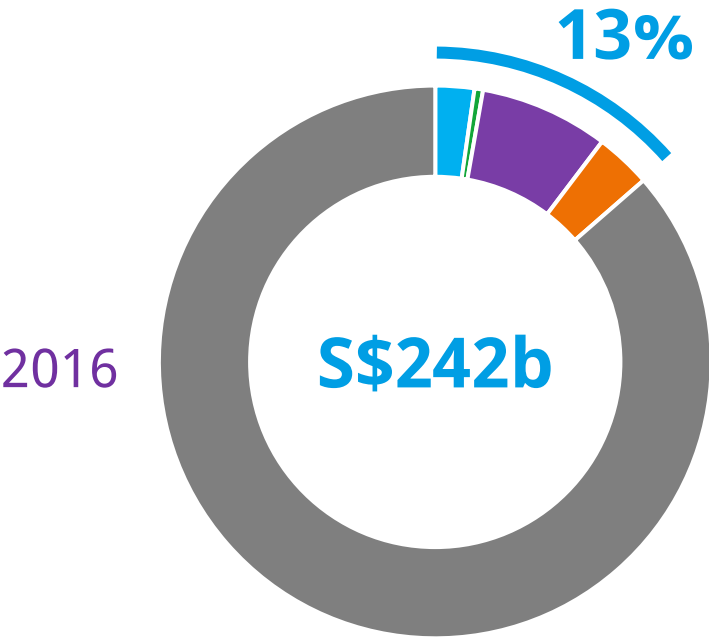
Sustainable Living



Future of Consumption

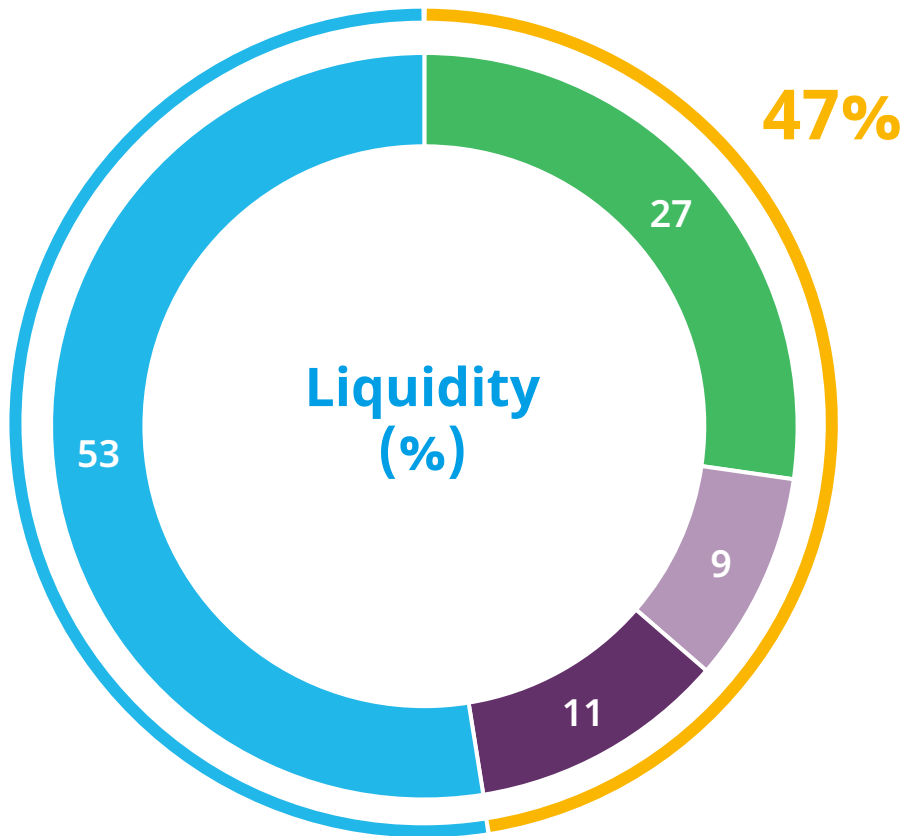


Longer Lifespans



(as at 31 March)

Portfolio remains liquid



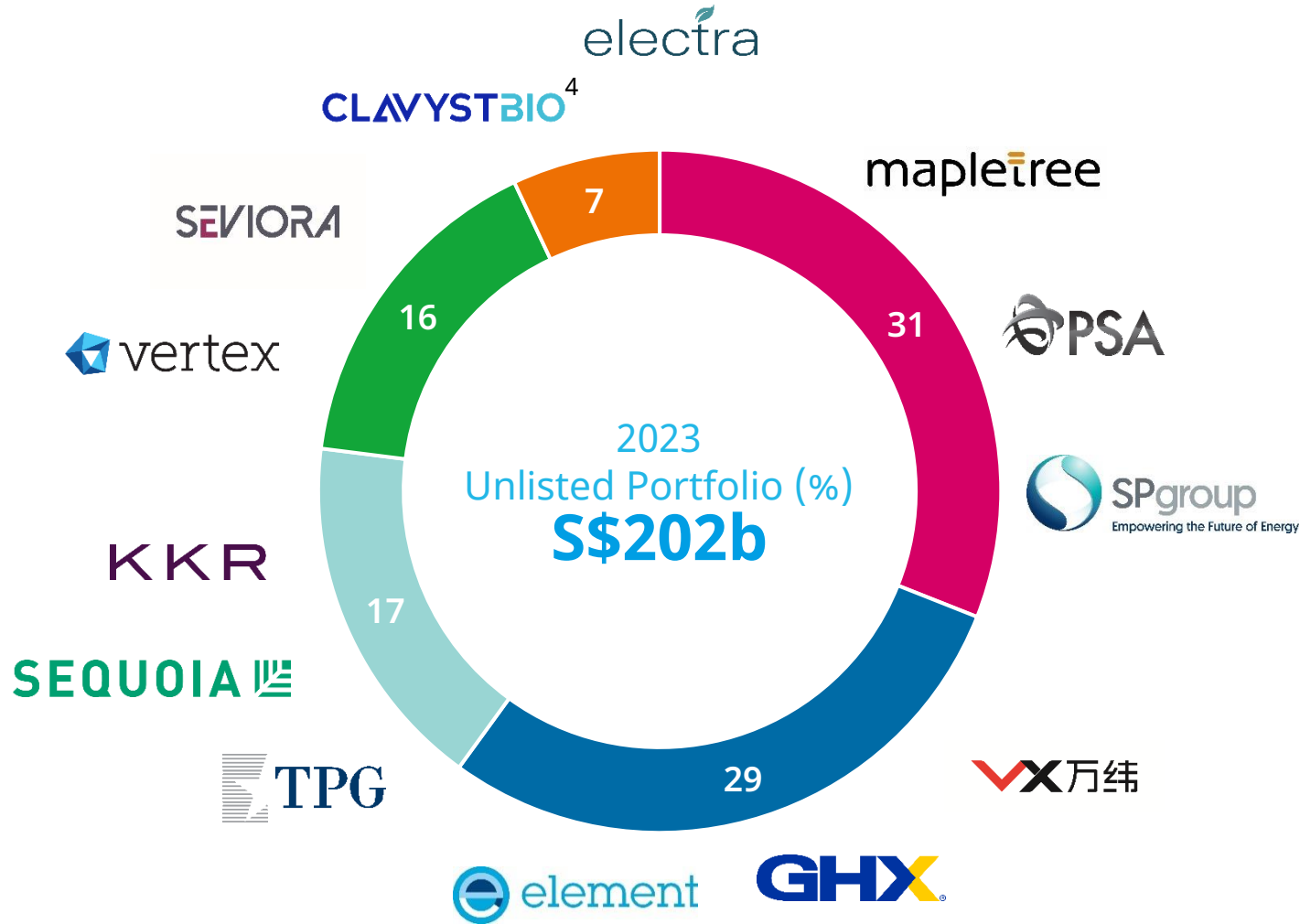
Year	2023	2022	2013
● Liquid & sub-20% listed assets ¹	27	28	35
● Listed large blocs (≥ 20% and < 50% share)	9	8	38
● Listed large blocs (≥ 50% share)	11	12	
● Unlisted assets	53	52	27

(as at 31 March)

¹ Mainly cash and cash equivalents, and sub-20% listed assets.

Diversified Portfolio of Quality Unlisted Assets

\$18b
value uplift
if marked
to market



- Investment Engine (Singapore Portfolio Companies¹)
- Investment Engine - Global Direct Investments (other companies²)
- Investment Engine - Global Direct Investments (funds³)
- Partnership Engine (AUM businesses and other partnerships)
- Development Engine

(as at 31 March)

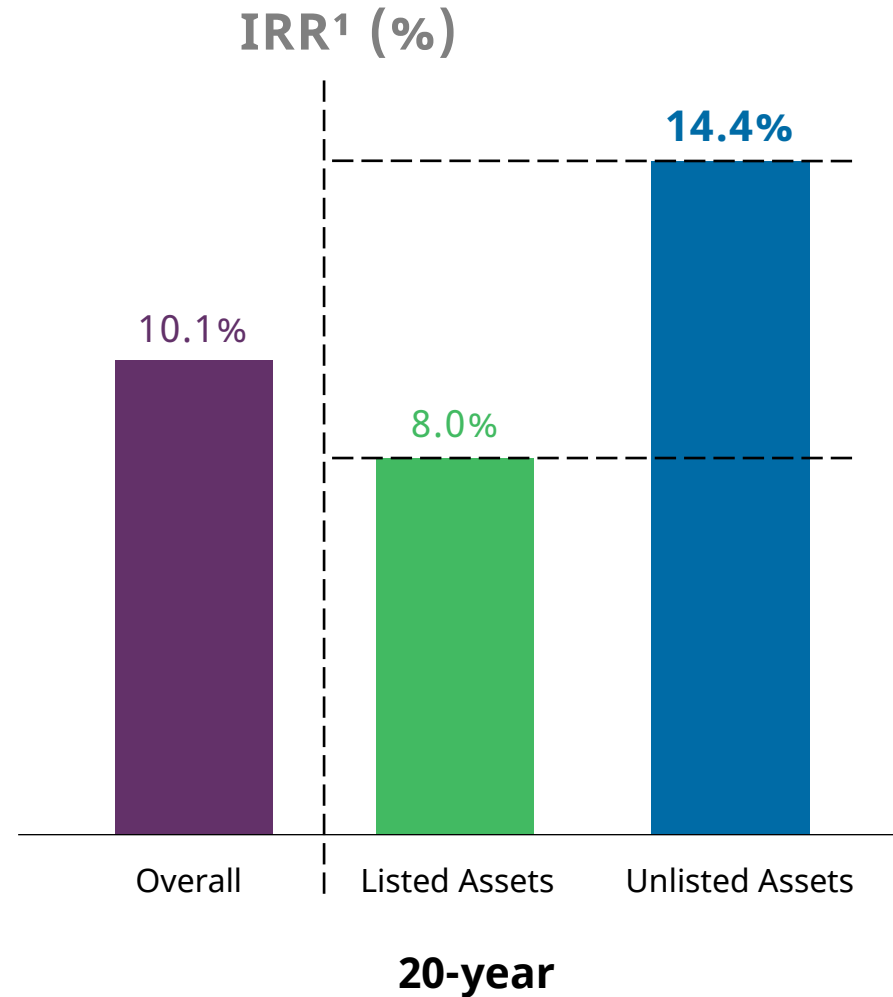
¹ Includes only key portfolio companies headquartered in Singapore.

² Includes early stage companies.

³ Includes private equity and credit funds.

⁴ Launched by CLA Real Estate Holdings, a wholly-owned subsidiary of Temasek

Unlisted Assets Outperformed Listed Assets

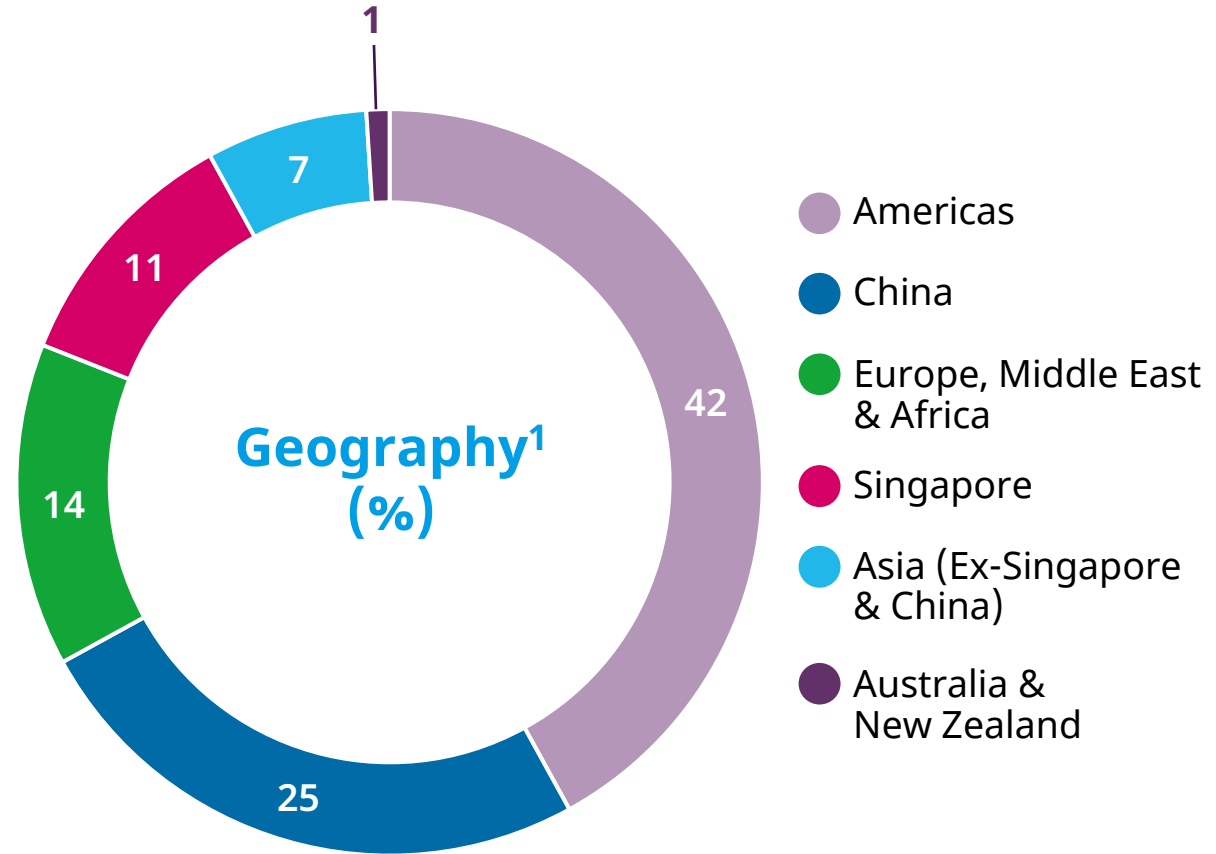
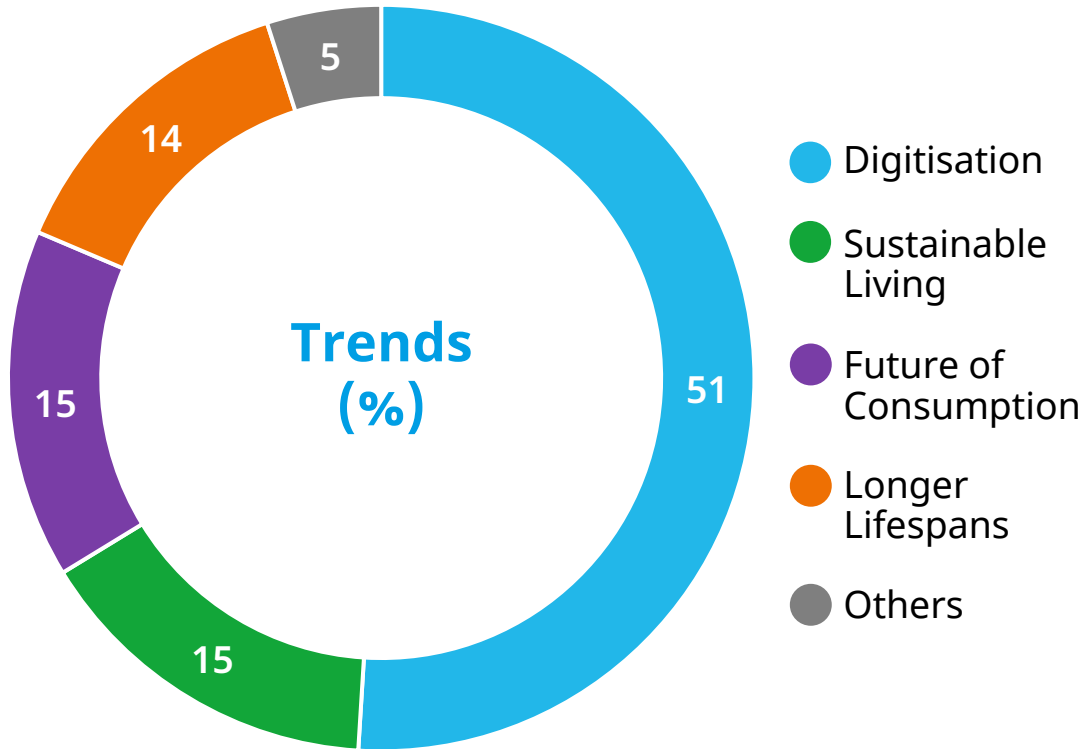


(as at 31 March 2023)

¹ IRR is the money weighted returns of our invested portfolio and its sub-portfolios and takes into account the timing and size of our cash flows with investees, whereas TSR is a time weighted returns of the total portfolio level, after considering effects of cash flow between Temasek and its shareholder.

Early Stage Portfolio provides early insights into emerging tech and drivers of future value

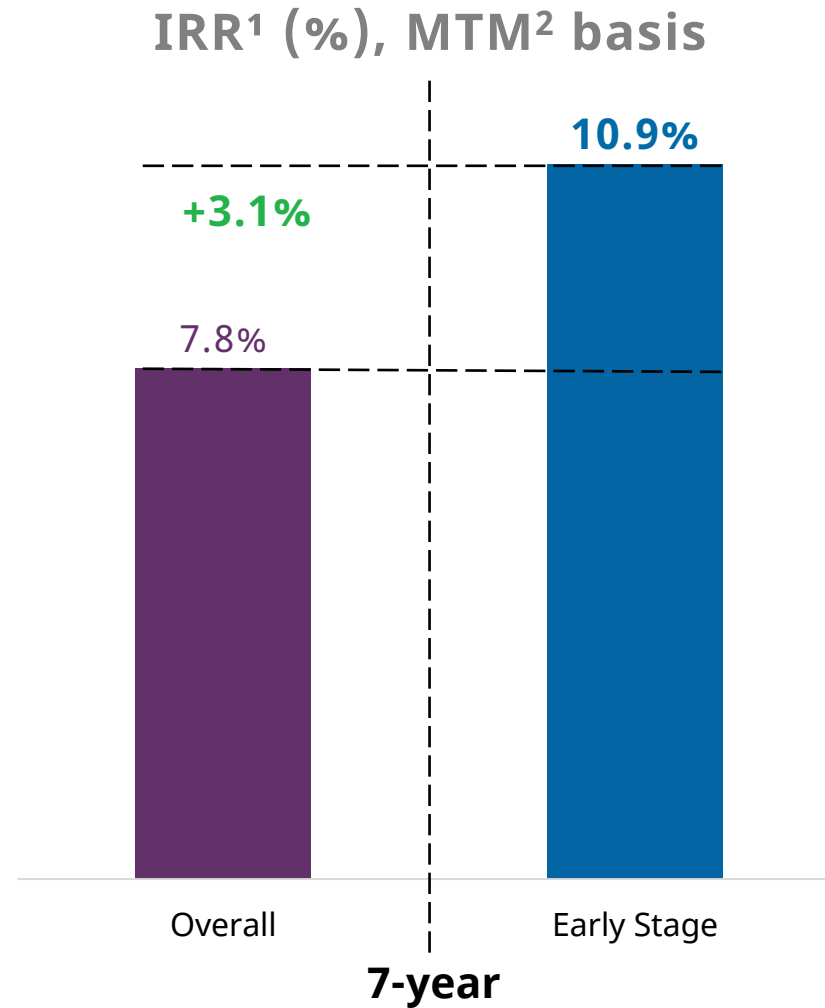
Early stage exposure capped at 6% of our portfolio



(as at 31 March 2023)

¹ Distribution based on underlying assets.

Early Stage Investments Outperform Overall Portfolio

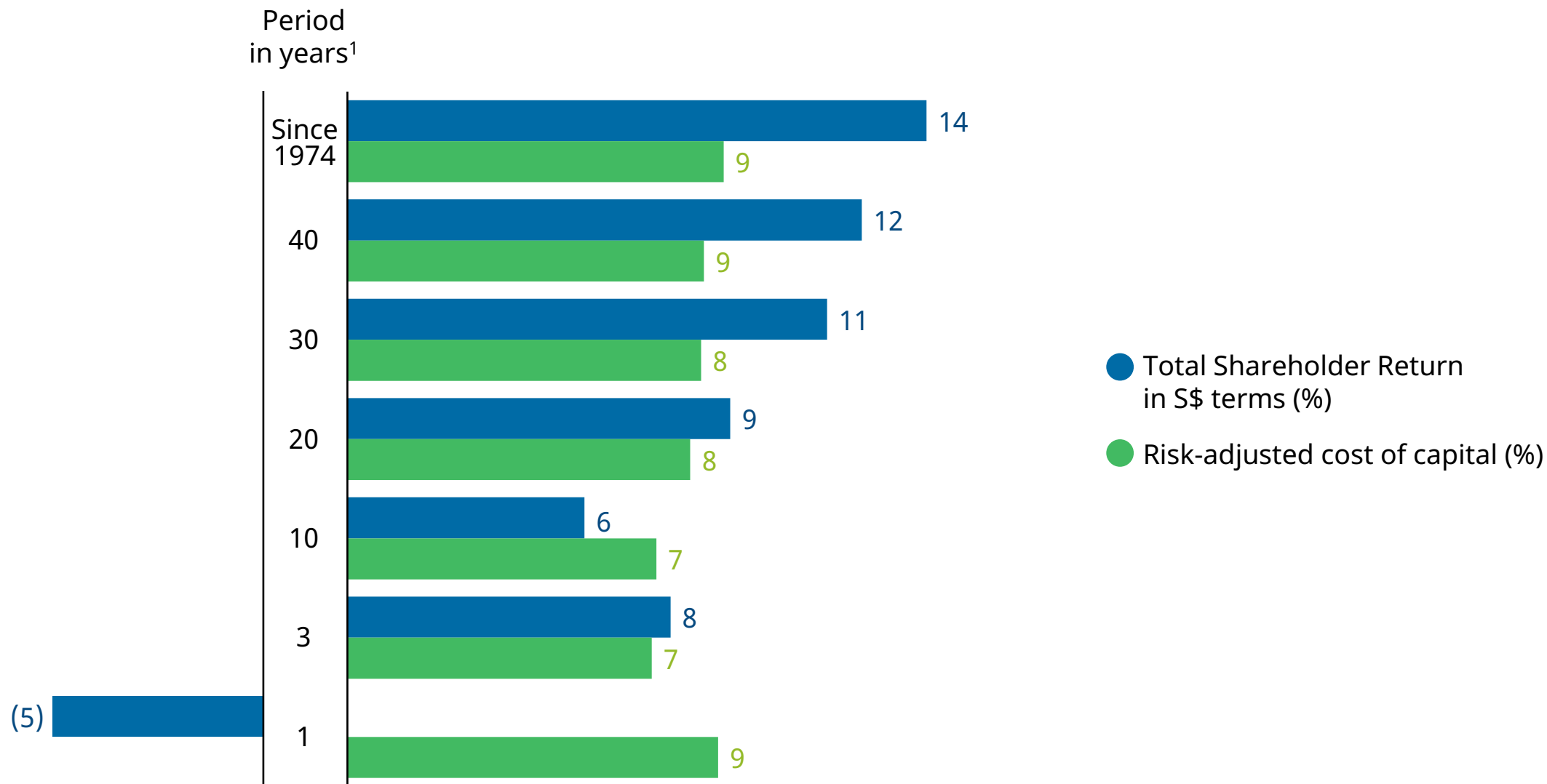


(as at 31 March 2023)

¹ IRR is the money weighted returns of our invested portfolio and its sub-portfolios and takes into account the timing and size of our cash flows with investees, whereas TSR is a time weighted returns of the total portfolio level, after considering effects of cash flow between Temasek and its shareholder.

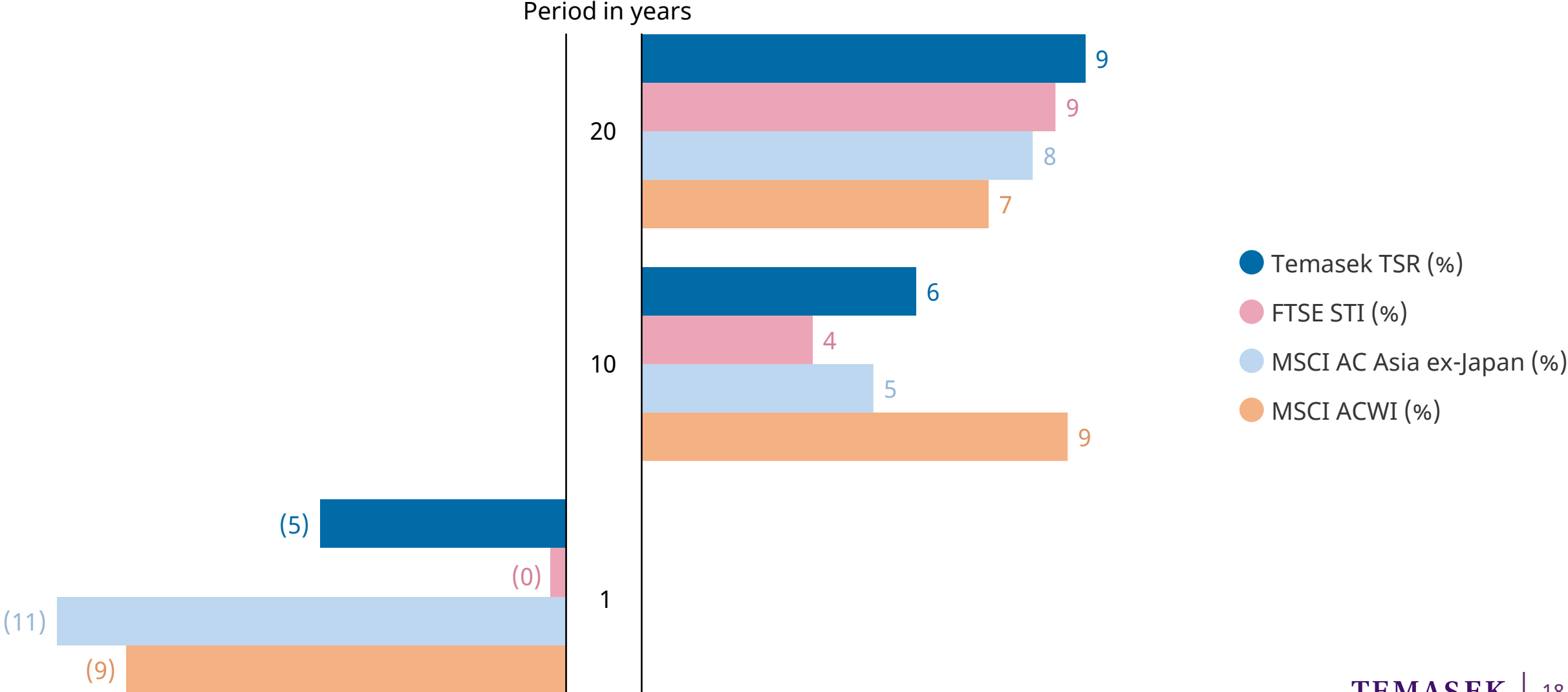
² Based on investee company's recent funding round.

Long Term Returns Exceeded Risk-adjusted Cost of Capital (RACOC)



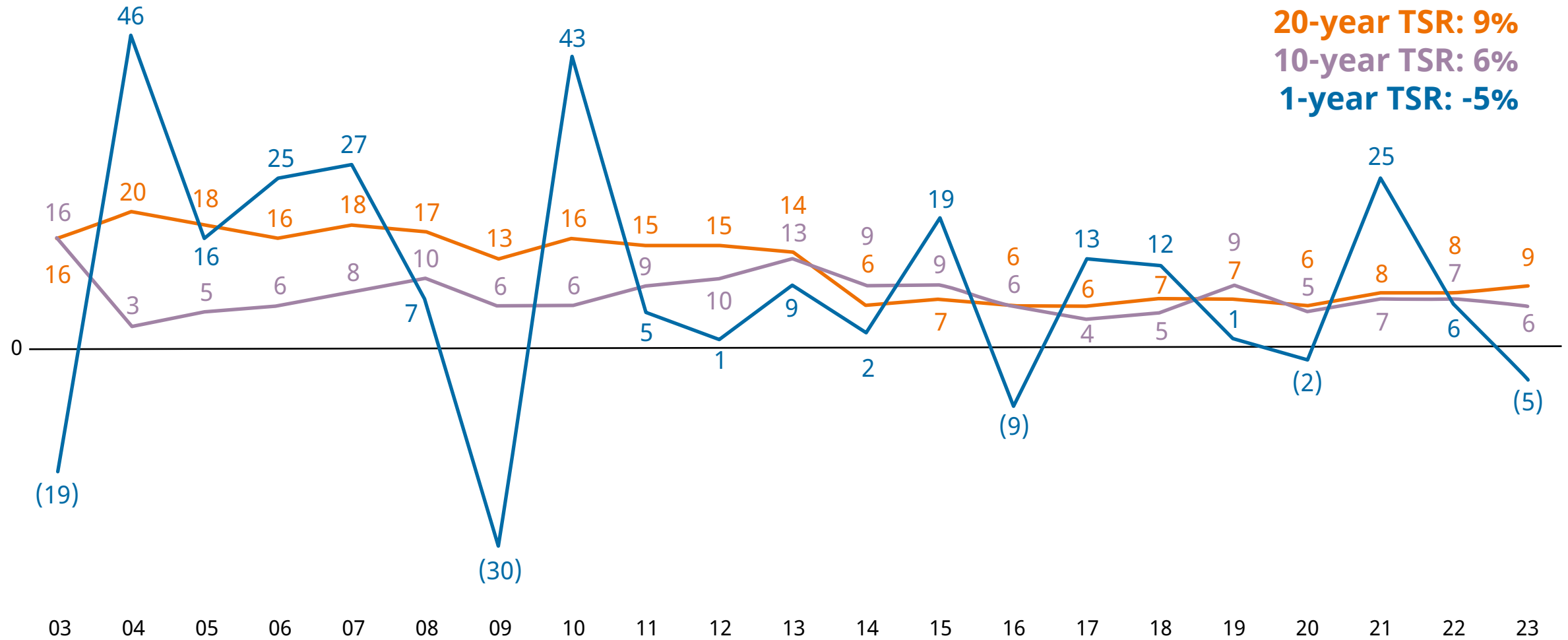
¹As at 31 March 2023.

S\$ Total Shareholder Return (%) relative to Market Indices



Rolling S\$ Total Shareholder Return (%)

20-year TSR: 9%
10-year TSR: 6%
1-year TSR: -5%



— One-year — 10-year — 20-year

(as at 31 March)



Global Outlook

Global

Geopolitical tensions
continue to intensify

Monetary policy remains tight
as inflation stays elevated

Slowing global growth

Risk of recession in
key developed markets

Economic, political & societal impact
of Generative AI



USA

Low unemployment rates keep inflationary pressures high

Credit conditions at levels associated with recessions

Consumption remains resilient

Rise of Generative AI and green transition support increasing investments

Could delay timing of recession, but will prevent rate cuts

Market valuations expensive in the context of real rates





Europe

Europe in a technical recession, but better than expected

Core inflation sticky at over 5%, forcing ECB rate hikes

Significant tightening of bank lending conditions

Valuations however quite reasonable

Focus on quality investments that can withstand economic downturns



China

Cyclical recovery post-COVID re-opening but pace slower than expected

5% growth target appears achievable

Slowdown in growth momentum in Q2

Reliance on domestic consumption to drive growth, but impacted by job market uncertainties

Modest government policy support

Softer growth outlook reflected in market valuations



Singapore

Slowing growth with inflation expected to ease

Monetary policy expected to remain tight, in view of inflationary risks

Uncertainty in geopolitical environment but opportunities arising from supply chain diversification



Investment Stance

Moderated investment pace, but ready to step up on market dislocations

Investments guided by structural trends

Increase resiliency in the portfolio

Consider geopolitical risks in all our investments

Greater focus on companies with strong pricing power and cash flows

Factor in impact of AI and green transition on our investments



T2030 Strategy

Big Picture: Temasek 2020

**Establish
Temasek
as a Global
Investor**

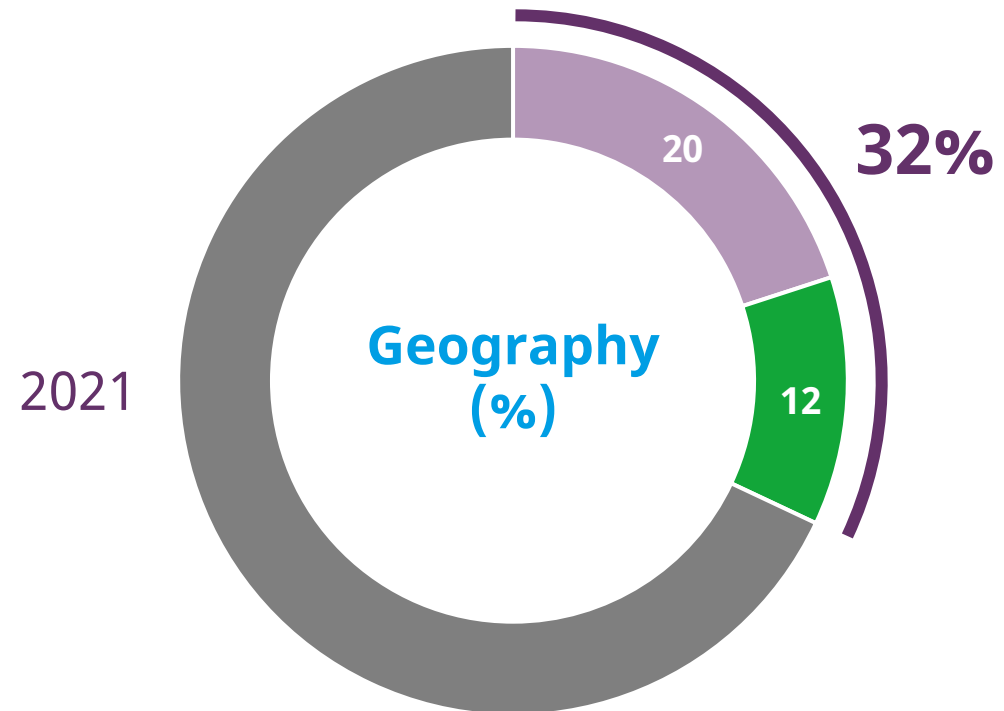
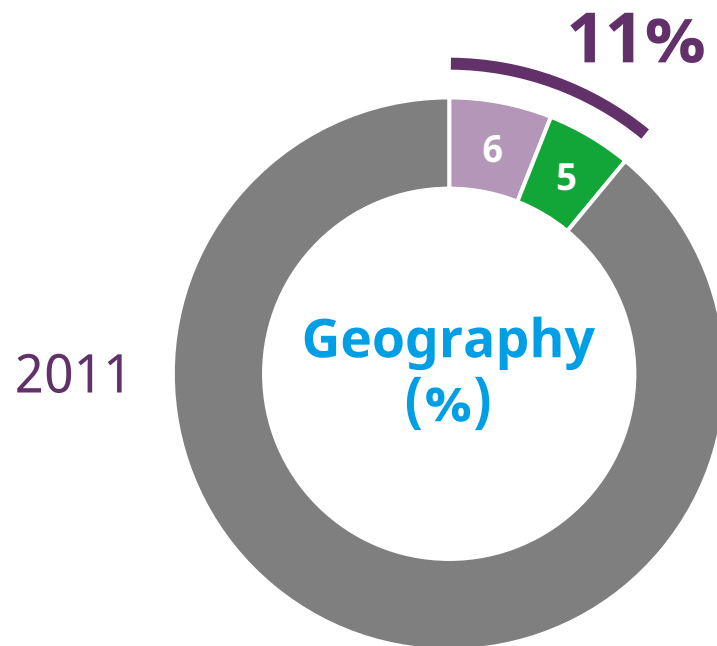
**Strengthen
Portfolio
Resilience**

**Broaden the
Temasek
Ecosystem**

**Organisational
Development &
Deepening the
Leadership
Bench Strength**

Sustainability and Climate Change

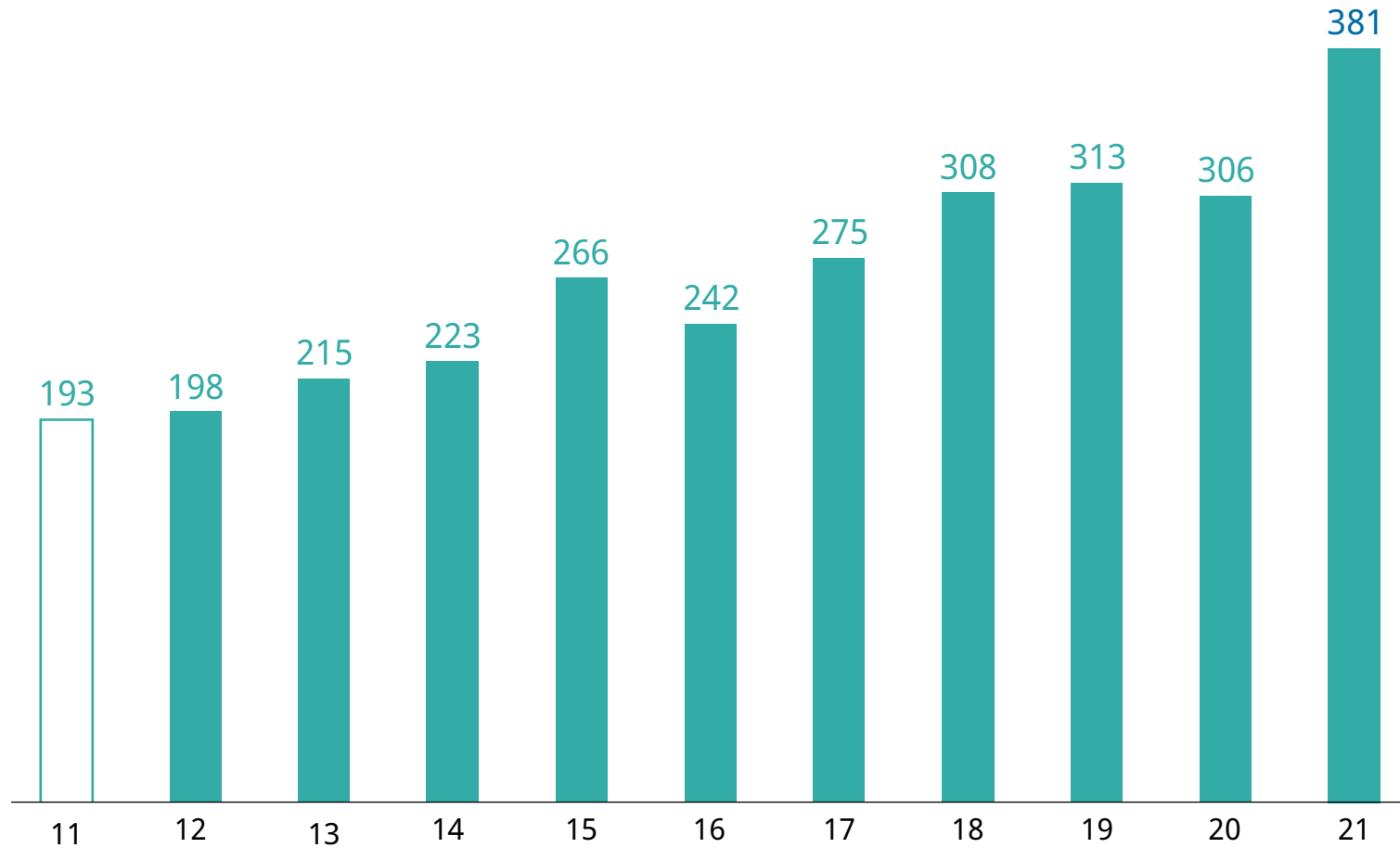
Reshaping Our Portfolio – Exposure to the Americas and EMEA



● Americas ● Europe, Middle East & Africa

Portfolio Value over the Decade

(S\$b)



S\$381 billion
Net Portfolio Value

10-year TSR: 7%

(as at 31 March)

S\$381 billion is equivalent to US\$283 billion as at 31 March 2021.

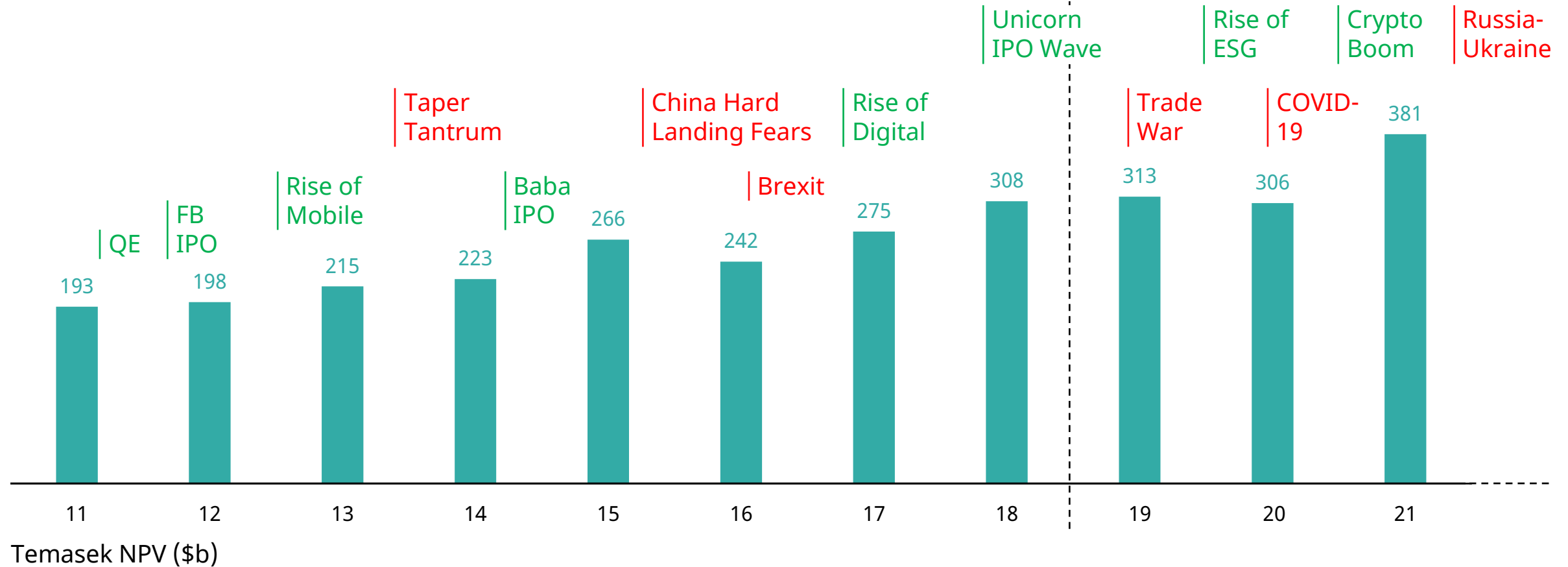
Resiliency – Weathering Shocks

2011-2018:

Post-GFC, QE Liquidity, Digital Resurgence,
Navigating China's Transformation & Uncertainties

2019-

Start of the New Paradigm?





Building and growing new capabilities



**Establishing
Platforms**



**Enterprise
Development Group**



**Bench
Strength**

Navigating a Complex World



1.
Low Inflation,
Low Interest Rates,
Lower Growth,
Lower Returns



2.
Geopolitical Events,
Decoupling



3.
Foreign
Investment
Regimes



4.
Sustainability,
Climate Change



5.
Cyber Risks,
Cyber Resilience



6.
Industry 4.0,
Workforce 4.0

Navigating a Complex World



1.

Persistent Inflation,
Higher interest rates,
Lower Growth
Lower **Real** Returns



2.

Geopolitical Events,
Decoupling
COVID,
Post-COVID world



3.

Foreign
Investment
Regimes



4.

Sustainability,
Climate Change
Energy Security



5.

Cyber Risks,
Cyber Resilience



6.

Industry 4.0,
Workforce 4.0
AI

Our T2030 Strategy



**Resilient &
Forward Looking
Portfolio**



**Sustainability
at the Core**



**Temasek
Operating
System**



**Organisation,
Talent &
Capabilities**



**Networked
Organisation**

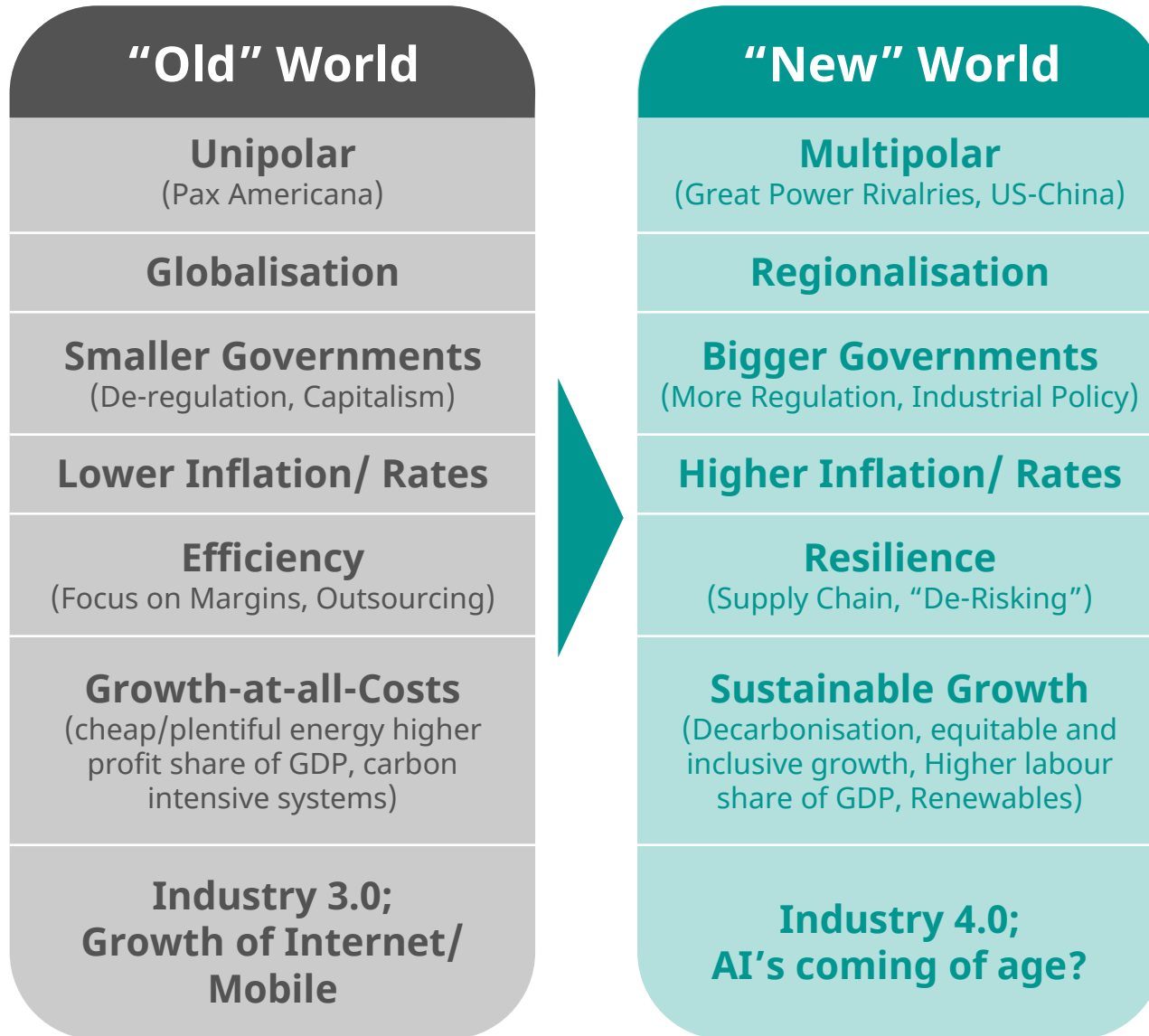


**Catalytic Capital:
Financial, Human,
Natural, Social**

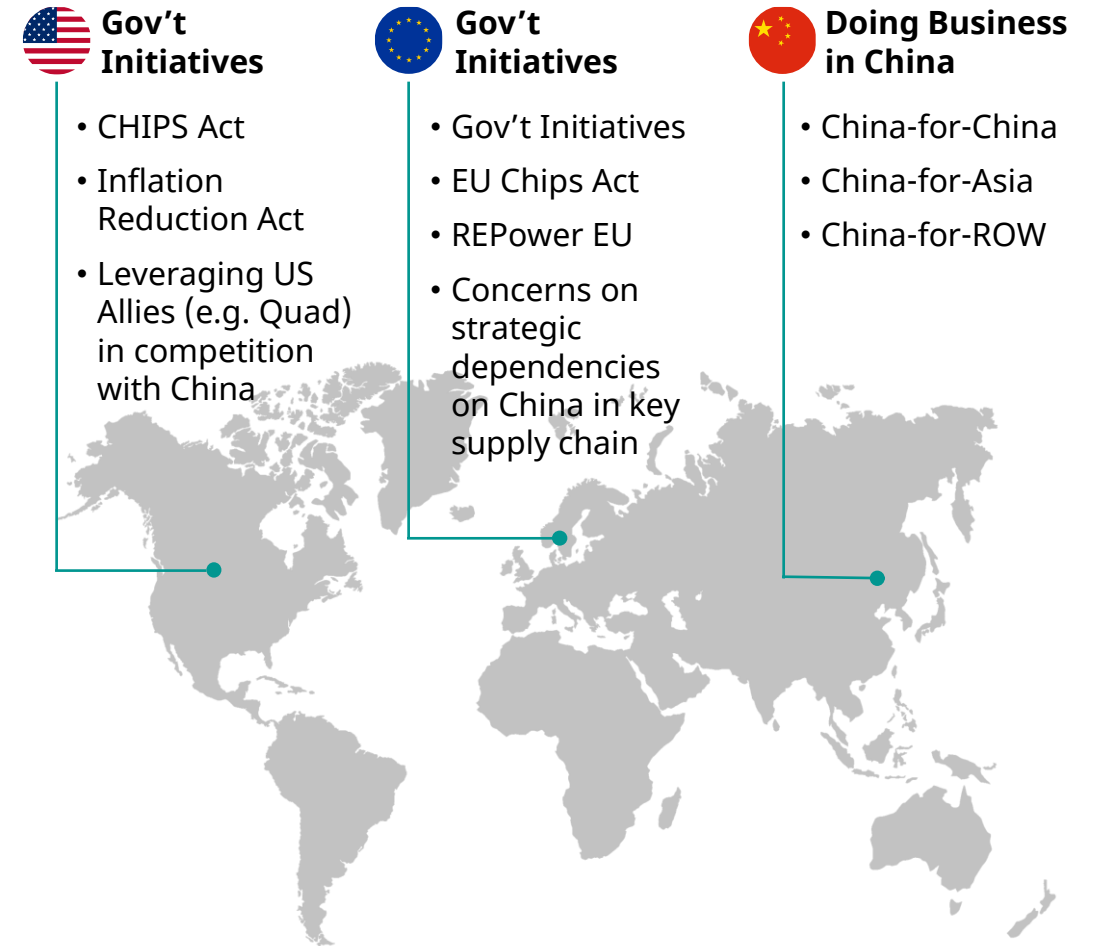


**Purpose
Culture
Values**

The World is Changing



...A Shifting Global Geo-Economic Landscape



OUR T2030 STRATEGY

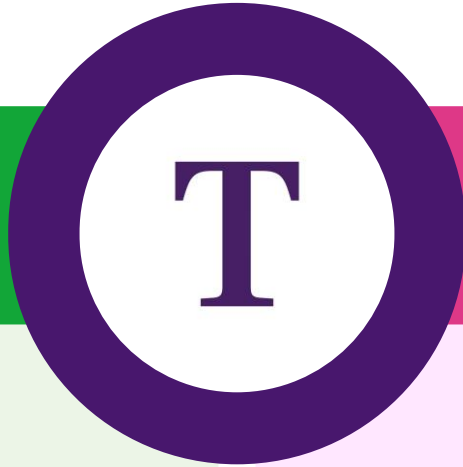
Resilient & Forward Looking Portfolio



**Generating sustainable returns
over the long term**

- 1. Maintain a Strong Balance Sheet**
- 2. Protect the Core of the Portfolio**
- 3. Position the Portfolio for Growth**

Resilient and Forward Looking Portfolio



Resilient Component

Withstand exogenous shocks

60 – 70% of portfolio
with a long term value orientation

- 1 Temasek Portfolio Companies**
- 2 Compounders**
- 3 Asset Management Businesses**

Dynamic Component

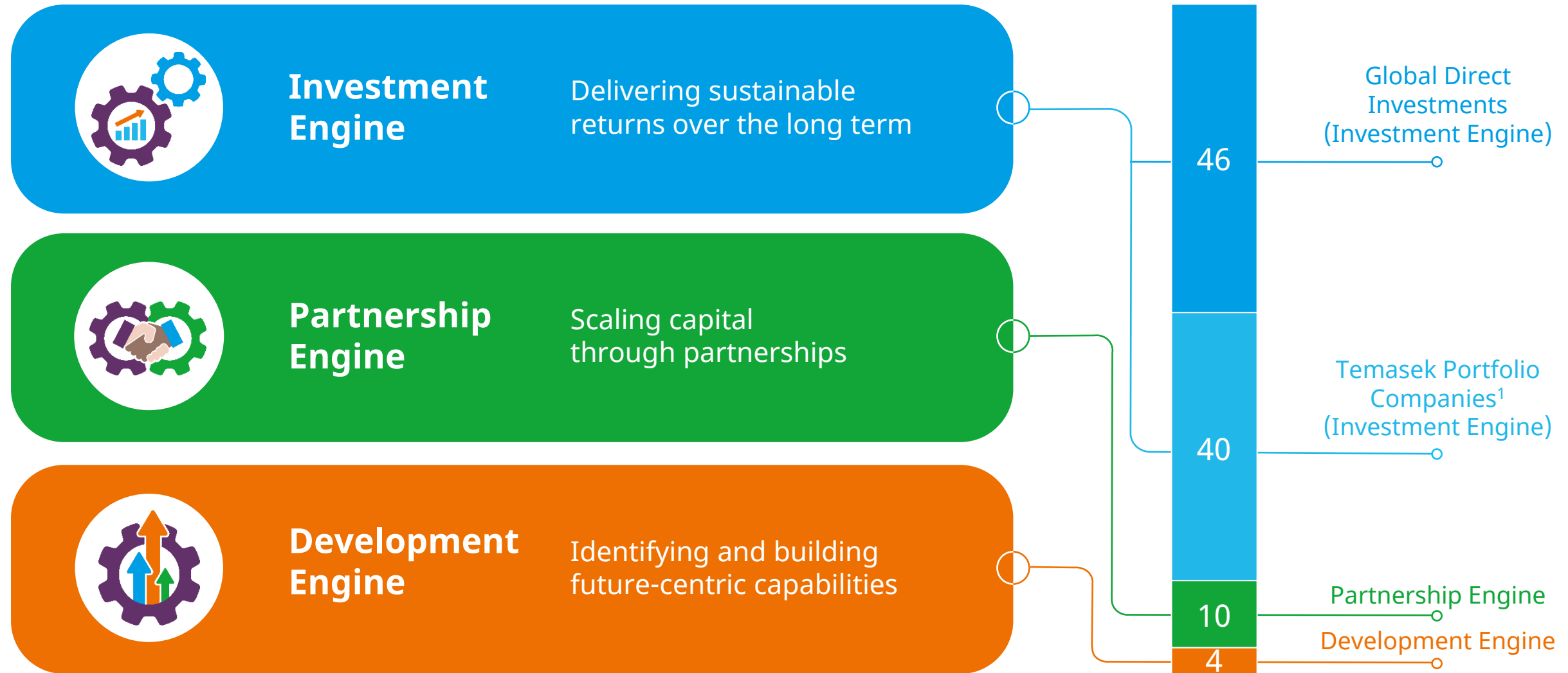
Focused on growth and is future-oriented

30 – 40% of portfolio
with a higher returns orientation

Direct Investments

- Focus Sectors
- Four Structural Trends
- Unlisted and Early Stage

Building a Resilient Portfolio: Our 3 Growth Engines



(Portfolio composition as at 31 March 2023)

¹ Includes only key portfolio companies headquartered in Singapore.



INVESTMENT ENGINE

86% OF OUR PORTFOLIO

Delivering sustainable returns
over the long term



Temasek portfolio companies

40% OF OUR PORTFOLIO

~\$145 billion of revenue

Sustainable returns



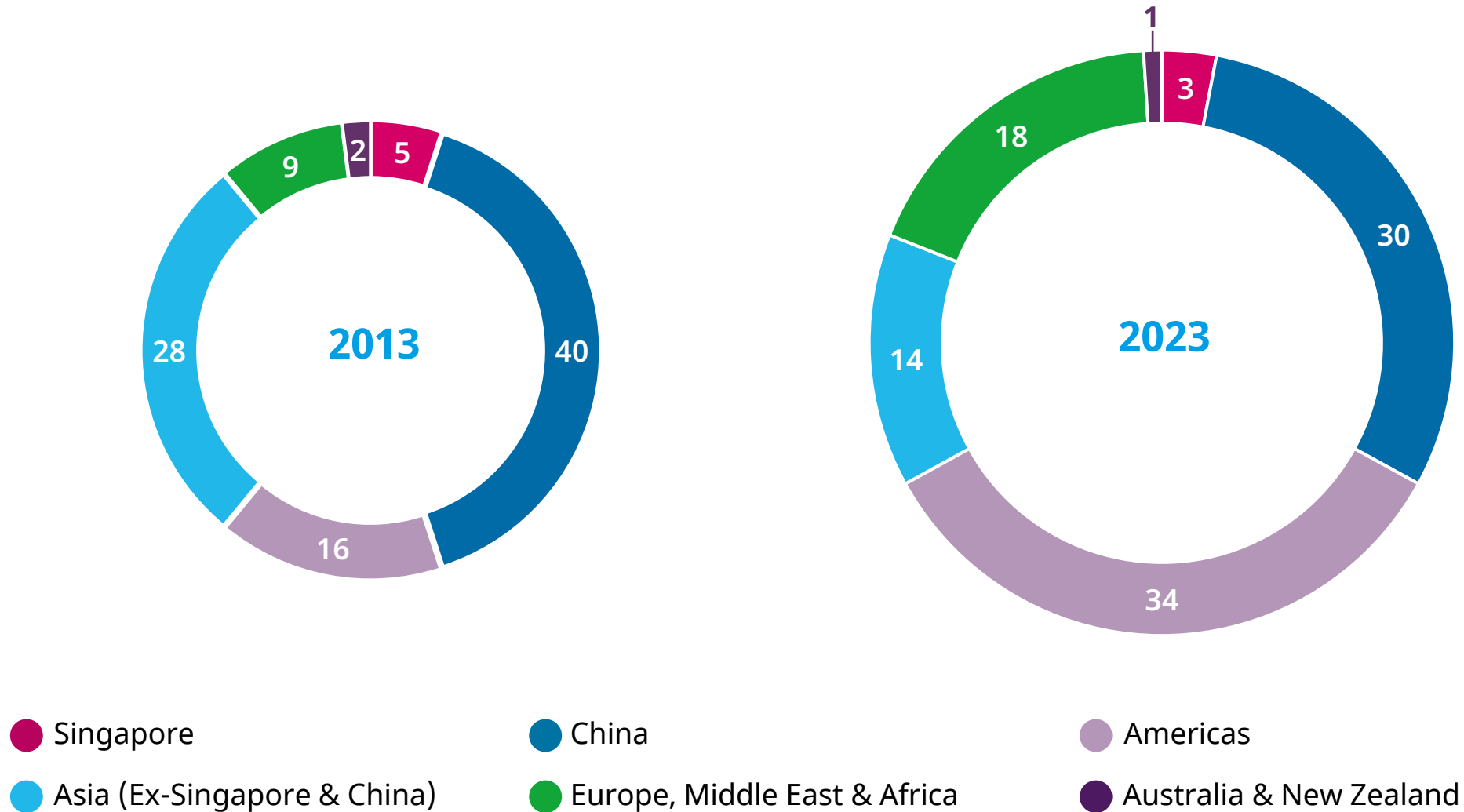
Global direct investments

46% OF OUR PORTFOLIO

Focus on investing in growth equity,
including early stage

Market leading and globally competitive











Global Direct Investments by Geography¹ (%)



(as at 31 March)

¹ Distribution based on underlying assets.

Supporting our portfolio companies to enhance value

Portfolio Development strategies	Strategic reviews	 SPgroup Empowering the Future of Energy		<ul style="list-style-type: none"> • Review of Australia assets & divestment of Ausnet • Expansion in Sustainable Energy Solutions
	Capital structure optimisation			<ul style="list-style-type: none"> • Merger of CapitaLand with Ascendas-Singbridge • Restructuring into dedicated investment platform (i.e. CLI) and privatisation of the development platform
	Restructuring			<ul style="list-style-type: none"> • Demerger of SCM from SCI in 2020, allowing SCI to focus on strategic effort and strengthened SCM balance sheet • SCI's pivot from "brown" to "green"; achieved 2025 10GW gross renewables target 3 years ahead of schedule; divested 2.64GW India coal assets
	Operational Improvements			<ul style="list-style-type: none"> • Reorganisation plan to simplify portfolio, sharpen focus, and accelerate growth • S\$1.8b minority stake sale of OA to SALIC
	Management and Board Incentive Plans			<ul style="list-style-type: none"> • Completion of SCM and KOM merger on 28 Feb 2023; combined entity renamed Seatrium
				<ul style="list-style-type: none"> • Merger of SCM and KOM in Feb 2023 so as to enable Keppel to focus on Vision 2030 strategy • Established RigCo in Feb 2023 to monetise legacy rigs of KOM and related receivables
			<ul style="list-style-type: none"> • Participated in capital raise in 2020 to strengthen balance sheet, fleet renewal, and position for re-opening 	



PARTNERSHIP ENGINE

10% OF OUR PORTFOLIO

Scaling capital through partnerships

Decarbonization Partners
BlackRock | TEMASEK



abc IMPACT



Azalea

SEVIORA



65 EQUITY PARTNERS

INNOVEN CAPITAL

EVOLUTION Debt Capital X

HELICONIA



DEVELOPMENT ENGINE

4% OF OUR PORTFOLIO

Identifying and building
future-centric capabilities

electra

fortera

CLAVYSTBIO

Temus.

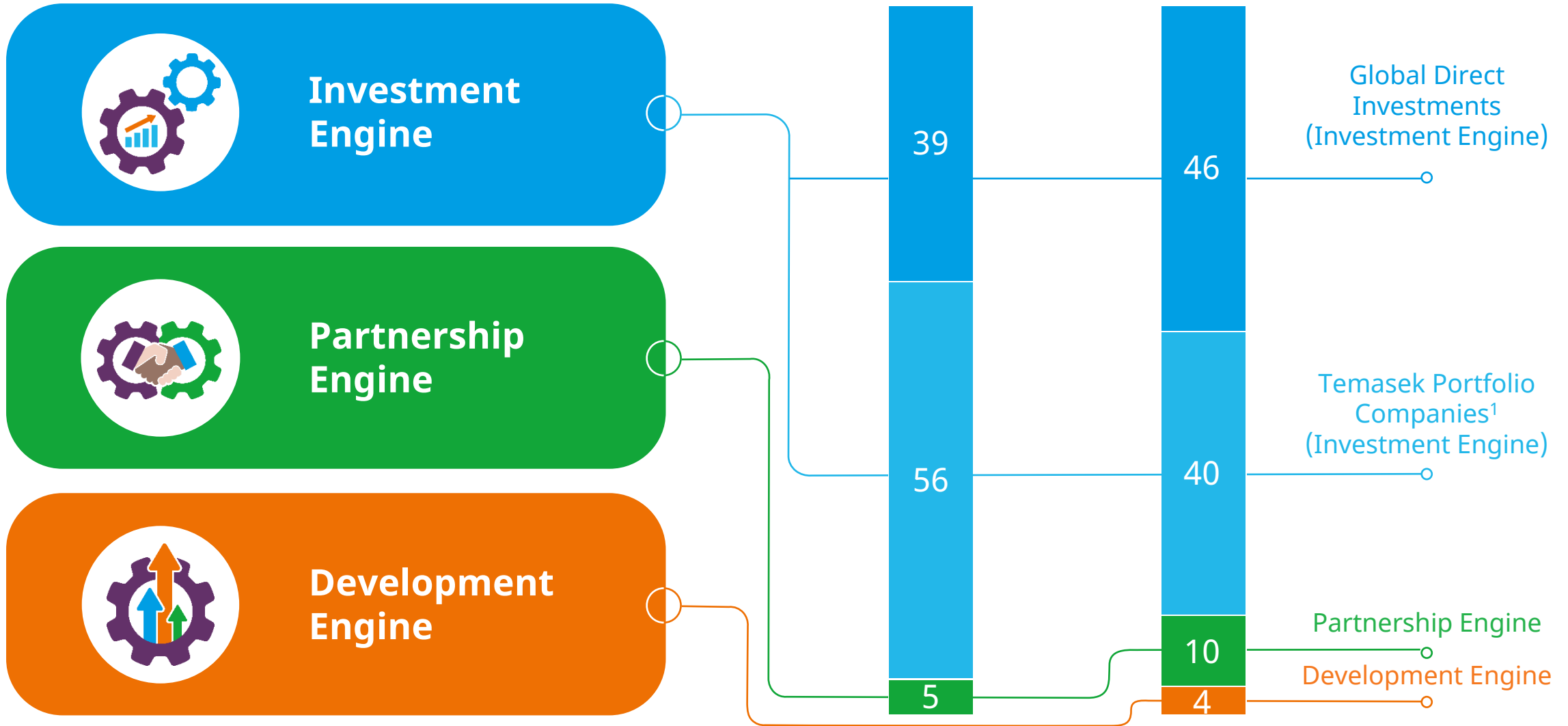
PASQAL

Commonwealth
Fusion Systems

EN
SIGN
INFOSECURITY

ISTARI

Our 3 Growth Engines (%)



(Portfolio composition as at 31 March)

¹ Includes only key portfolio companies headquartered in Singapore.

OUR T2030 STRATEGY

Sustainability at the Core



1. How we operate as an Institution
2. Shape our Portfolio
3. Engage our portfolio companies to build sustainable businesses

Enabling a Sustainable Organisation



Institution

Maintained carbon neutrality since 2020

Long term incentives linked to portfolio carbon emissions targets



Portfolio

2030 Target:

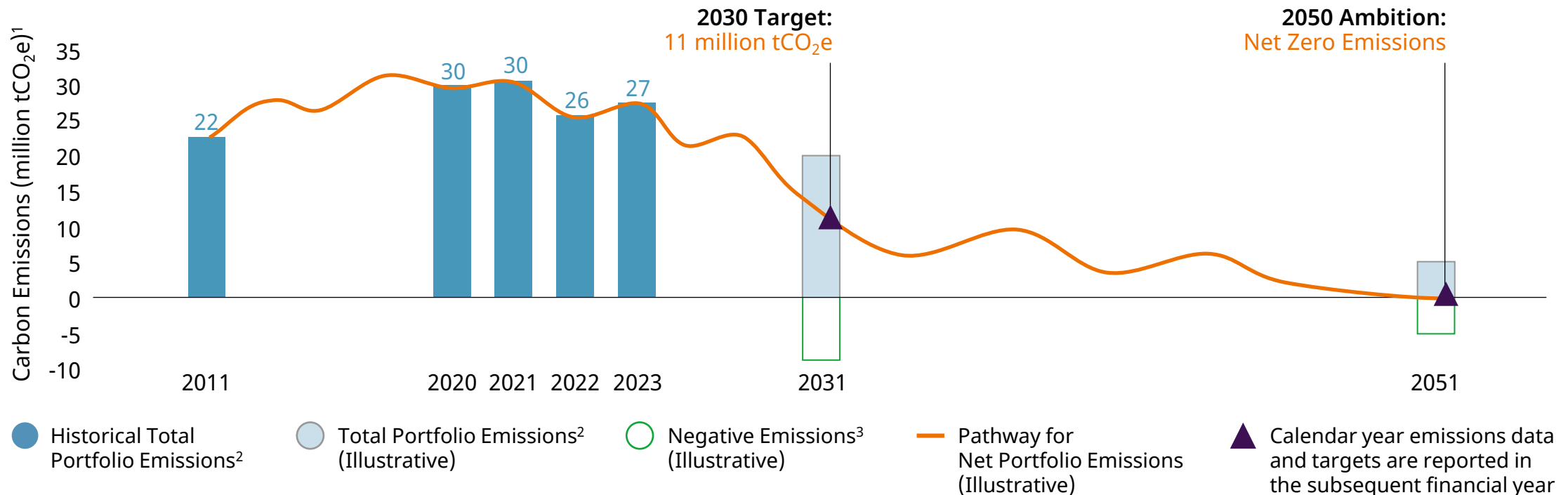
Halve Net Carbon Emissions from 2010 levels

2050 Ambition:

Net Zero Carbon Emissions

Internal Carbon Pricing:

US\$50 per tCO₂e in 2022
aim to increase to US\$100 per tCO₂e by 2030



(for year ending 31 March)

¹ tCO₂e refers to tonnes of carbon dioxide equivalent, a standard unit of measurement used in greenhouse gas emissions accounting and reporting.

² Total Portfolio Emissions reflect the absolute emissions (Scope 1 and Scope 2) associated with our portfolio, expressed in tCO₂e.

Our investment positions in private equity funds, credit, and other assets are excluded.

³ Negative emissions acquired through investments and high quality carbon offsets.

Engaging our Portfolio Companies



Sustainable Investing & Solutions

Focus Sectors

Food



Water



Waste



Energy



Materials



Clean Transportation



Built Environment



Sustainable Solutions

Hydrogen



Carbon Capture



Sustainable Aviation Fuel



Nuclear Energy



Sustainable Financing



Impact Investing



Partnerships



Decarbonization Partners

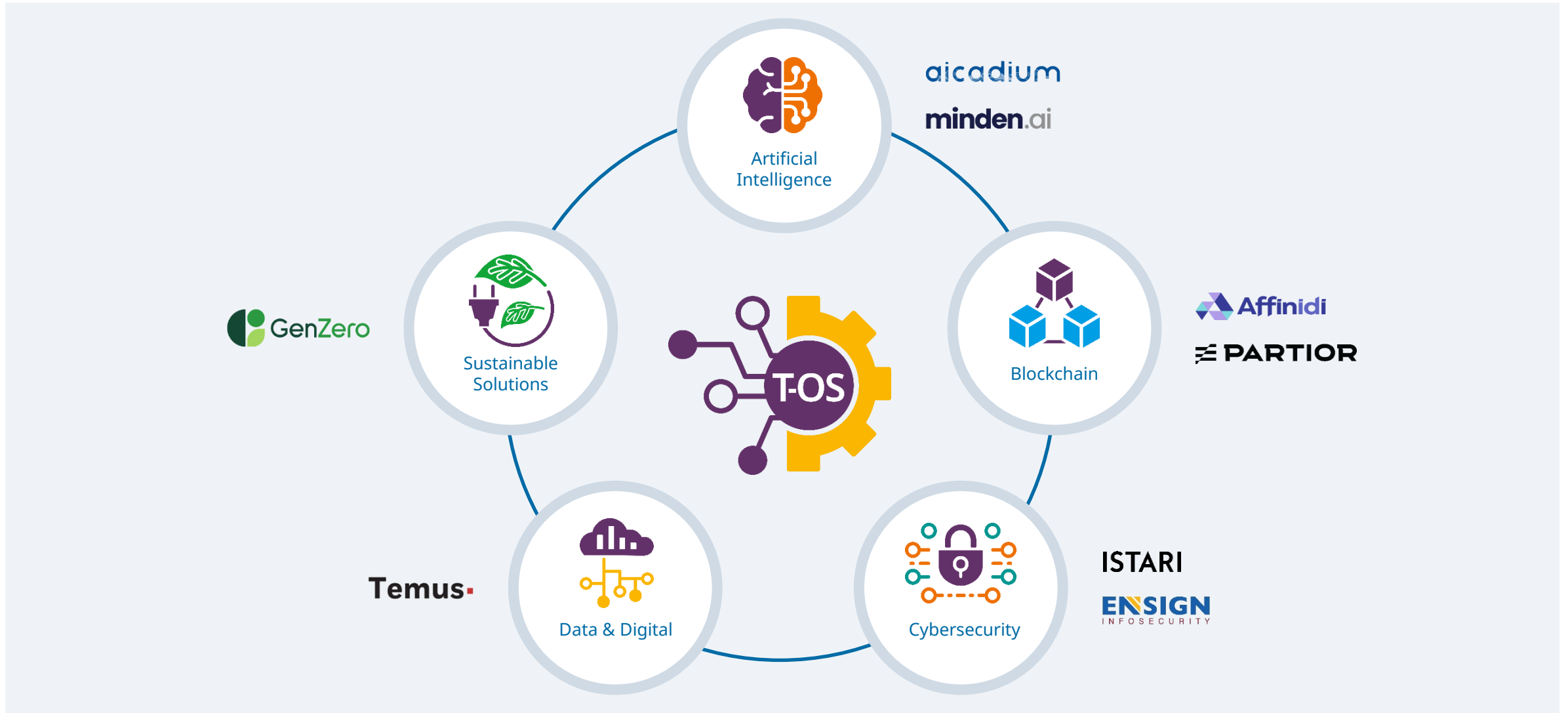
BlackRock | TEMASEK

OUR T2030 STRATEGY

Temasek Operating System (T-OS)



Temasek Operating System



OUR T2030 STRATEGY

Organisation, Talent & Capabilities



Organisational Development



Structuring ourselves for a changing environment



Performance & Accountability



Global Agility & Alignment



Talent Attraction, Development & Succession



Diversity, Equity & Inclusion



Non-Executive Talent Cultivation



Workforce Development

Organisation

Talent

Networked Organisation

Our Growing Organisation & Workforce

A Growing & Global Footprint

2013

Over 10 years: **2.1x** ↑ in headcount

2023

Towards 2030



~450 employees



~950 employees



Today we are represented by

34 nationalities, across

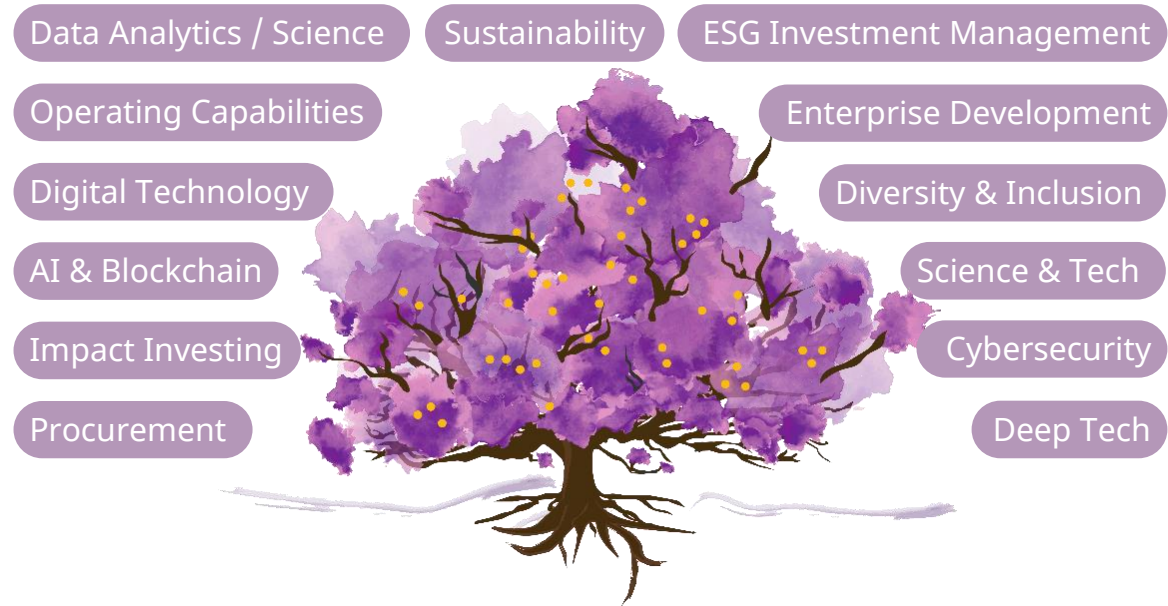
13 offices, in

9 countries...

Our Changing Workforce & Workplace

New Domain and Operating Capabilities

Future skills & Specialised Domains



Workplace Strategy & Policy



Remote & Hybrid Work



Flexible Work Arrangements



Workplace Design & Experience

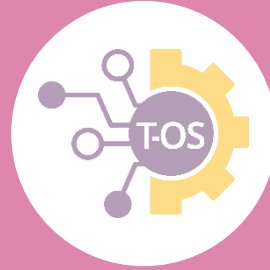
Our Foundational Enablers



Resilient & Forward
Looking Portfolio



Sustainability
at the Core



Temasek
Operating
System



Organisation,
Talent &
Capabilities



Networked
Organisation

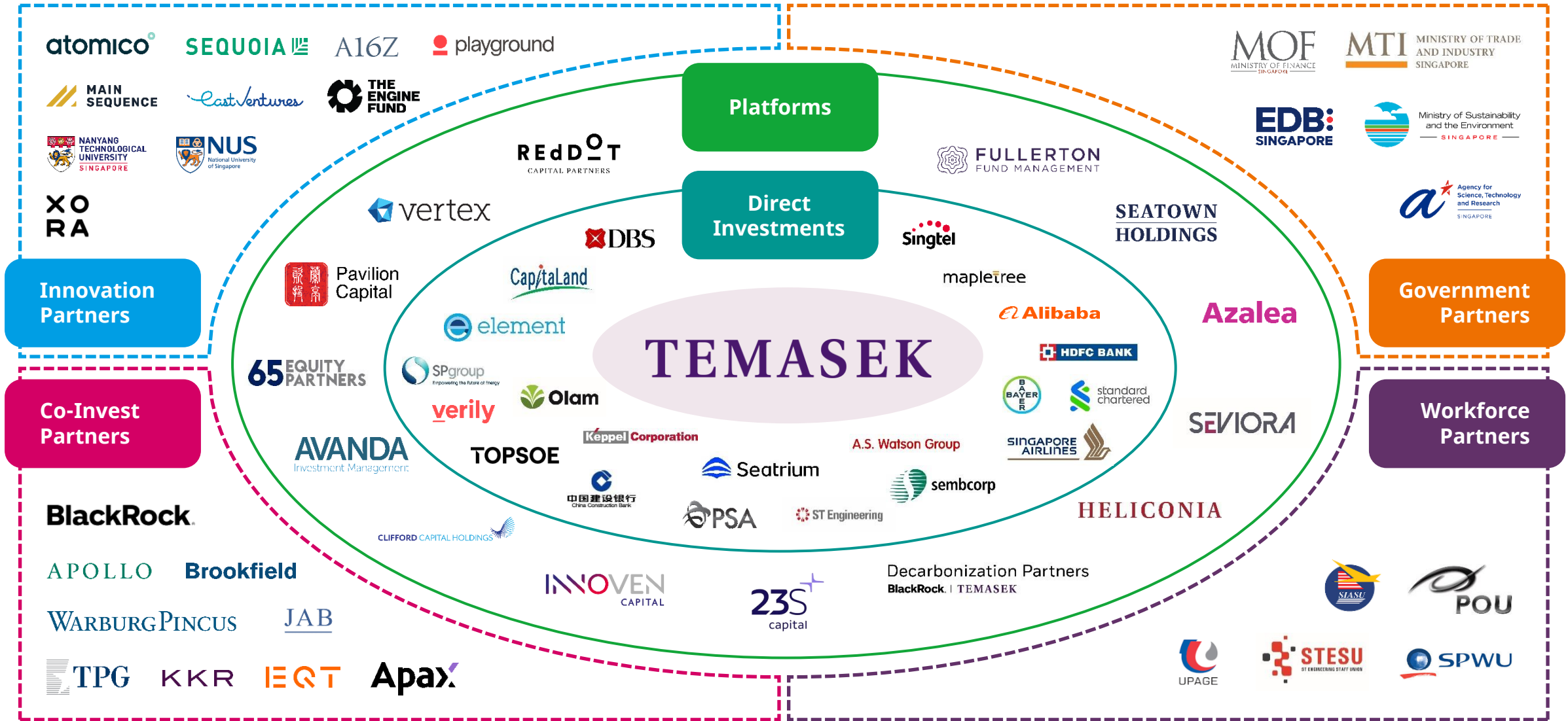


Catalytic Capital:
Financial, Human,
Natural, Social



Purpose
Culture
Values

A Networked Organisation¹



¹ List non-exhaustive.

Provider of Catalytic Capital

Financial Capital



**Doing Well
to Do Good**

Natural Capital



**Coexisting
with Nature**

Human Capital



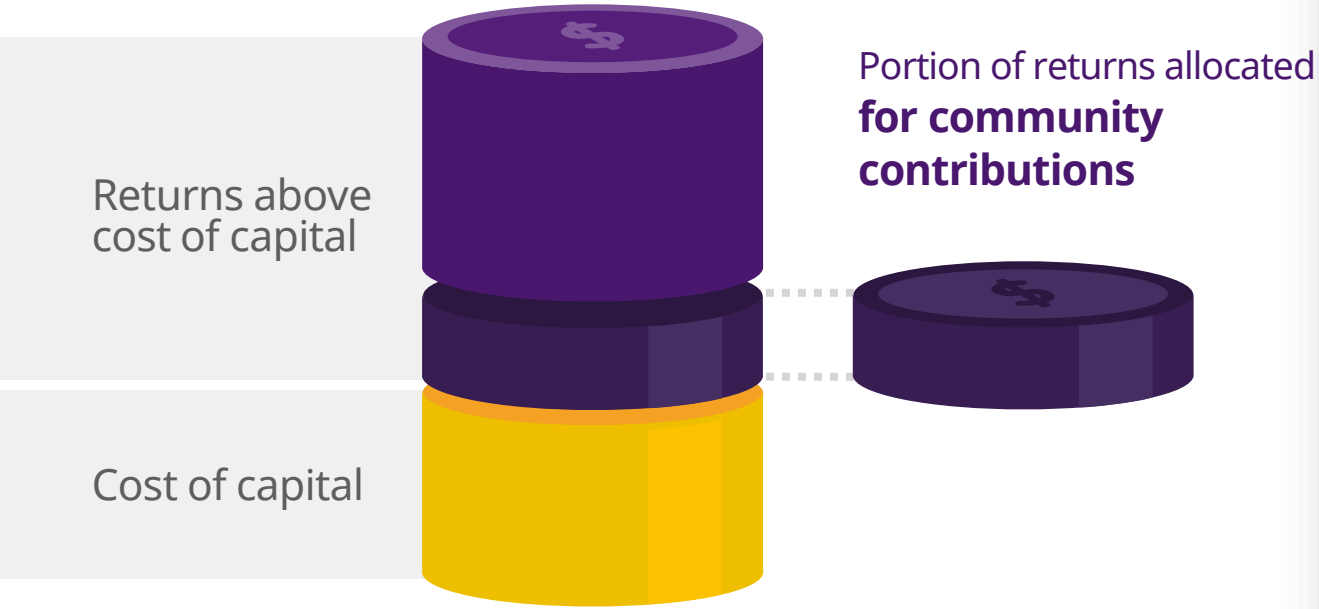
**Uplifting
Human Potential**

Social Capital



**Forging
Social Resilience**

Seeding Social Capital



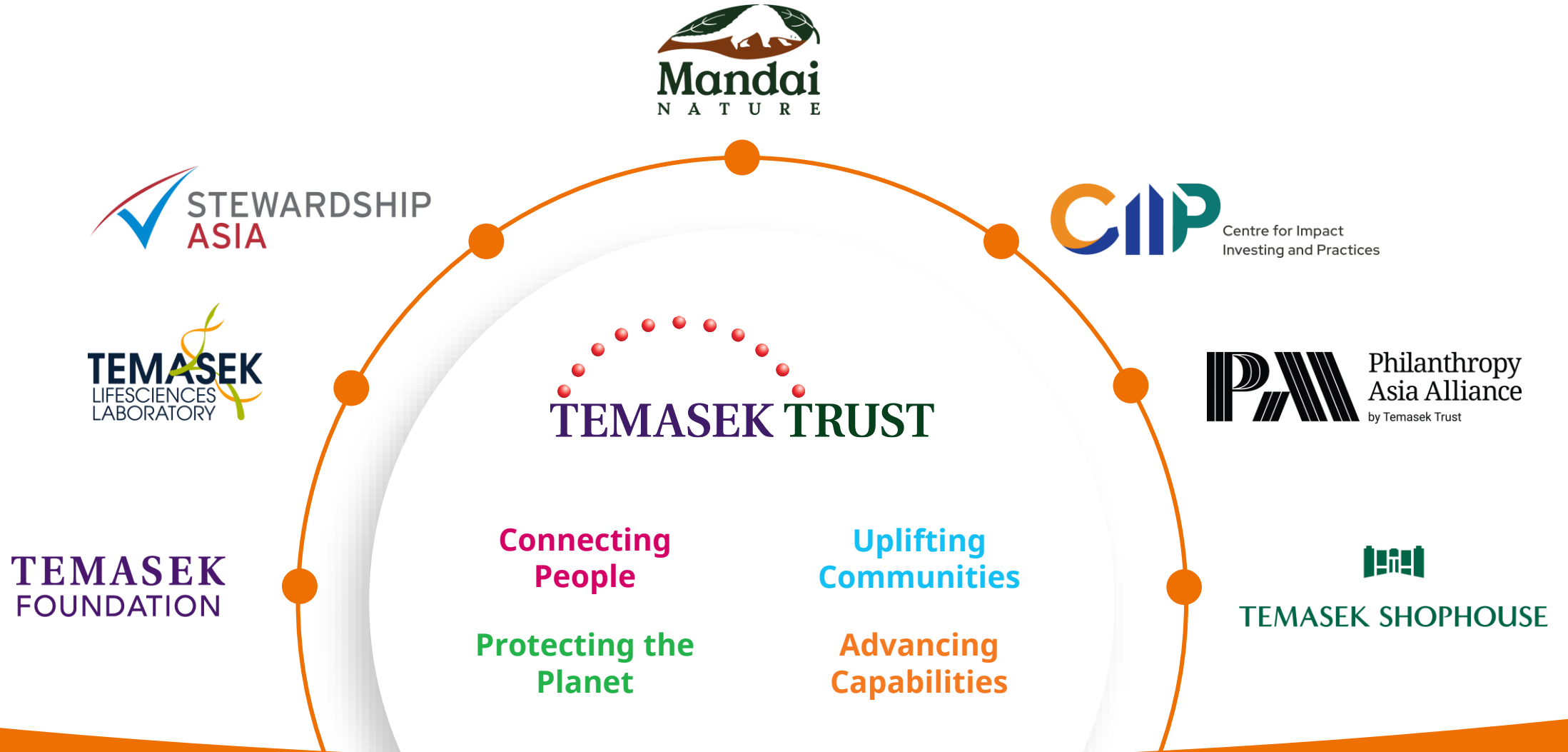
We set aside a portion of our investment returns for community contributions



Our Community Objectives



Our Non-profit Ecosystem



Our Purpose

Why We Exist

So every **Generation** prospers

Invest in Human Potential | Catalyse Solutions |
Build with Courage | Grow for Generations



Our Charter

Who We Are

Investor | Institution | Steward

Our Values

How We Act and Behave

Meritocracy | Excellence

Respect | Integrity

Teamwork | Trust

Our T2030 Strategy

What We Do

As a Purpose-Driven Organisation

TEMASEK



Connect with us

