

TEMASEK CHARTER

Temasek Holdings is an investment company managed on commercial principles to create and deliver sustainable long-term value for our stakeholders.

Temasek is an active value-oriented investor and may increase, reduce or hold its investments in companies or other assets, or pioneer innovative products or businesses in order to create and maximise shareholder value.

Temasek is an active shareholder and aims to achieve sustainable returns by engaging the boards and managements of its portfolio companies to:

Values

Foster a deep culture of integrity, meritocracy and excellence;

Focus

Maintain a clear focus on core competence, customer fulfilment, innovation, commercial discipline and consistent value creation;

Human Capital

Cultivate high calibre board and management leadership, as well as committed and responsible employees;

Sustainable Growth

Institutionalise superior business leadership, financial discipline, operational excellence and sound corporate governance;

Strategic Options

Create strategic options to build significant international or regional brands or businesses.

Temasek is a responsible corporate citizen and is committed to contributing part of its returns to encourage the growth and development of the wider community.