

A full-page background image showing the silhouettes of two fishermen on a boat. They are positioned on a wooden structure, possibly a mast or deck, against a dramatic sunset sky filled with orange and yellow clouds. The boat's rigging and a large net are visible in the foreground, creating a complex geometric pattern of dark lines. The water is visible at the bottom of the frame.

Risks & Opportunities

TEMASEK REVIEW 2008

**TEMASEK
HOLDINGS**



Revelling joyfully in the sunset surf on Ipanema beach in Rio de Janeiro, BRAZIL



Engaging the World

Dialogue and Engagement	70
Temasek International Panel	72
Temasek Advisory Panel	73

Dialogue and Engagement

As a long-term investor and owner of blue chip companies, Temasek has a stake in the long-term success of Asia and the stability of the global economy.

We actively seek to engage and promote mutual understanding, encourage dialogue and enable the sharing of knowledge and experiences among friends, business partners, regulators and fellow stakeholders in Asia and beyond. These engagements, which include both informal networking opportunities and organised forums, give us opportunities to learn and adapt to a changing world. They also help us play our part to shape a world of better governance, and promote peace, prosperity and progress for the wider community by developing deeper capabilities.

Encouraging Dialogues

Our 350 staff had an active year, hosting over 100 delegations from more than 35 countries, including Brazil, China, France, Indonesia, Japan, Kuwait, Russia, South Africa, the United Arab Emirates, the US and Vietnam.

We also discussed trends in foreign investments with members of the European Commission, the International Monetary Fund, the World Bank and OECD agencies. In addition, we shared our own learning journey in corporate governance, risk management and investment processes with state-owned institutions from China, Norway and Vietnam, among others.

Sharing Experiences

Our Temasek International Panel, comprising distinguished business and political leaders from around the world, held its fourth meeting during the year. The discussions focused on opportunities in the global economy,

the globalisation of financial markets, sovereign wealth funds and Russia's investment landscape.

In conjunction, we held the third Annual Temasek Forum in November 2007, with the theme *Beyond Asia: Emerging Markets, New Frontiers*. Close to 500 board directors and senior management from Temasek, our portfolio companies, partners and friends attended.

The fourth Asia Banking CEO Roundtable, held in Singapore and co-hosted with DBS Bank, brought together 22 Chairmen and CEOs of major banks in the region to focus on the issue of *Managing Crisis*.

"All the delegates found the sharing of experience very useful. The debate highlighted the importance of bank boards really understanding the risks in their business and taking firm action when a crisis looms."



Andrew Buxton, BRITAIN
Former Chairman, Barclays Bank

“A very well-organised conference, with plenty of opportunities to socially interact during the dinners and lunches. The roundtable idea for exchanging information and opinions by leaders from different parts of Asia with an able Chairman worked very well for discussing the serious financial situation that the world faces today.”



Dato' Thomas Lee, MALAYSIA
Chairman, Alliance Bank

Sharing Knowledge

Recognising the importance of developing talent and shared learning, we sponsored the third *Leaders!* Programme in August 2007 for our promising executives and high potential leaders in Temasek, our portfolio companies and regional partners. This two-week programme included an in-depth look at leadership issues as well as an on-the-ground study of the business, social, legal and economic environment in Shanghai, China. Representatives from state-owned enterprises in China, Kazakhstan and Vietnam were also invited to participate.

The Business Leadership Centre also organised several forums and training programmes to facilitate the exchange and sharing of best practices. We hosted more than 180 participants from China's State-owned Assets Supervision and Administration Commission

(SASAC) over five forums in 2007. Each delegation spent a week in Singapore focusing on corporate governance, and interacting with board members and senior leaders of our portfolio companies.

“Short-term success of an enterprise can be attributed to hard work and sound management; long-term healthy growth has to be built on sound corporate governance. Through a series of dialogues with Temasek and its portfolio companies, we have found the answer to sustainable success and we thank them for their sharing.”



Liu Dongsheng, CHINA
Director-General, Bureau of Enterprise Reform,
State-owned Assets Supervision and
Administration Commission (SASAC)

Sixteen other forums were also held during the year, covering a broad range of topics – from hedge funds and distressed assets, to talent management and corporate social responsibility – featuring Nobel Laureates, renowned academics and distinguished business leaders.

Temasek International Panel

Global leaders on the Temasek International Panel have generously shared their views on various issues in the rapidly changing global business environment. We deeply appreciate their insights and international perspectives.



1. David Bonderman
Founding Partner
Texas Pacific Group

2. Leon A. Davis*
Former Chairman
Westpac Banking
Corporation

3. Dr Han Seung-Soo**
Senior Adviser
Kim & Chang

4. Minoru Makihara
Senior Corporate Adviser
Mitsubishi Corporation

5. William McDonough
Vice Chairman and Special
Adviser to the Chairman
Merrill Lynch & Co., Inc

6. Lucio A. Noto***
Managing Partner
Midstream Partners, LLC

7. Lee R. Raymond****
Former Chairman and CEO
Exxon Mobil Corporation

8. Sir Richard B. Sykes
Rector
Imperial College London

9. Ratan N. Tata
Chairman
Tata Sons Limited

10. Narayanan Vaghul
Chairman
ICICI Bank Limited

11. Professor Xu Kuangdi
President
Chinese Academy
of Engineering

12. Masamoto Yashiro
Chairman
Shinsei Bank

* Retired with effect from 1 May 2008

** Retired with effect from 1 February 2008

*** Retired with effect from 1 January 2008

**** Appointed with effect from 1 June 2008

Temasek Advisory Panel

We are grateful for the strengths and support of our friends on the Temasek Advisory Panel. They contribute to Temasek's growth in multiple ways including sharing knowledge and perspectives. In their respective individual capacities, some of them also sit on the boards of our portfolio companies, providing them with the benefit of their experience and wisdom.



1. Cheng Wai Keung
Chairman
Neptune Orient Lines

2. Jennie Chua
Chief Executive Officer
The Ascott Group

3. Fock Siew Wah
Group Chairman
PSA International

4. Koh Boon Hwee
Chairman
DBS Group Holdings

5. Stephen Lee
Chairman
Singapore Airlines

6. Ng Kee Choe
Chairman
Singapore Power

7. Peter Seah
Chairman
Sembcorp Industries

8. Ernest Wong
Chairman
Invida Pharmaceutical
Holdings

9. Xie Qihua
Chairwoman
Metallurgical Council of
China Council for the
Promotion of International
Trade (Former Chairman,
Baosteel Group
Corporation)

10. Yeo Cheow Tong*
Director
KillyInvest Pte Ltd

11. Sim Kee Boon**
Board Director
Fullerton Financial
Holdings

* Retiring with effect from 1 September 2008

** The late Mr Sim Kee Boon was a member of the panel until 9 November 2007