

Our journey has just begun ●●●



Tuesday, 8 July 2014

Active Investor



Forward Looking
Institution



Trusted Steward



Our journey has just begun ●●●

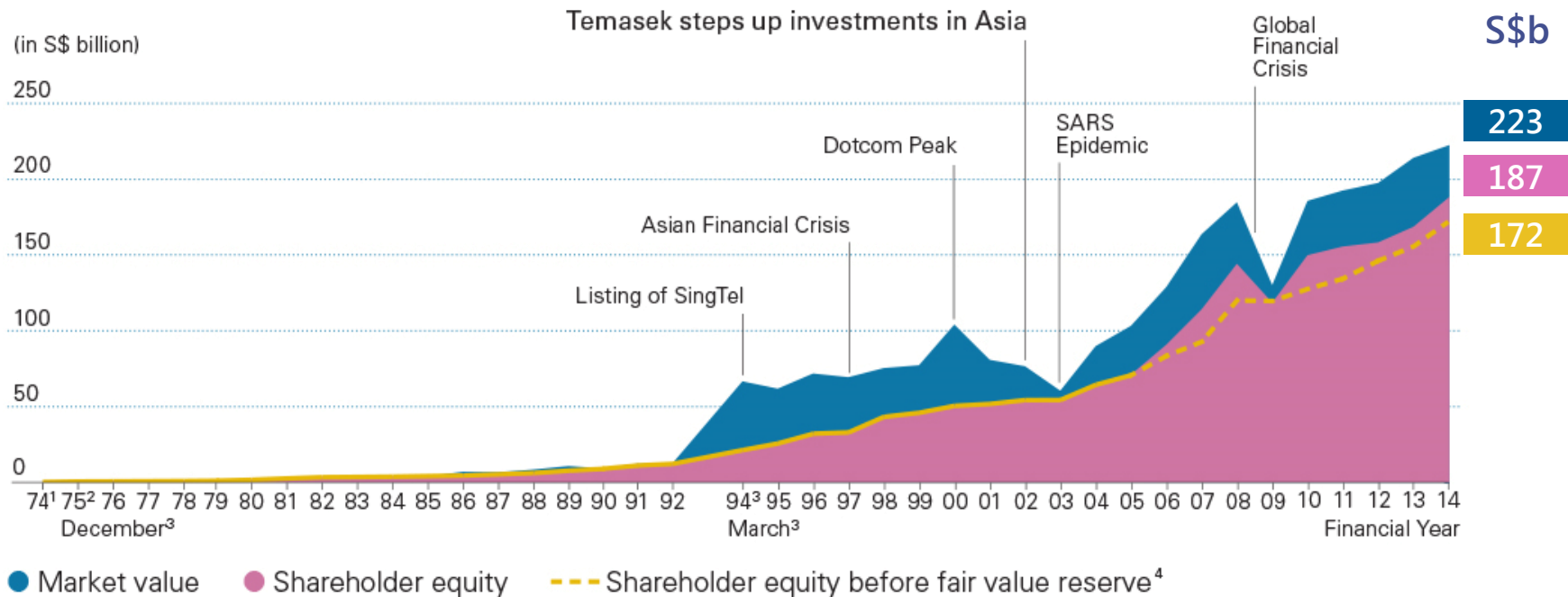


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Portfolio Value since Inception



Resilient Portfolio



¹ Incorporation of Temasek on 25 June 1974.

² Financial year 75 began 25 June 1974 and ended 31 December 1975.

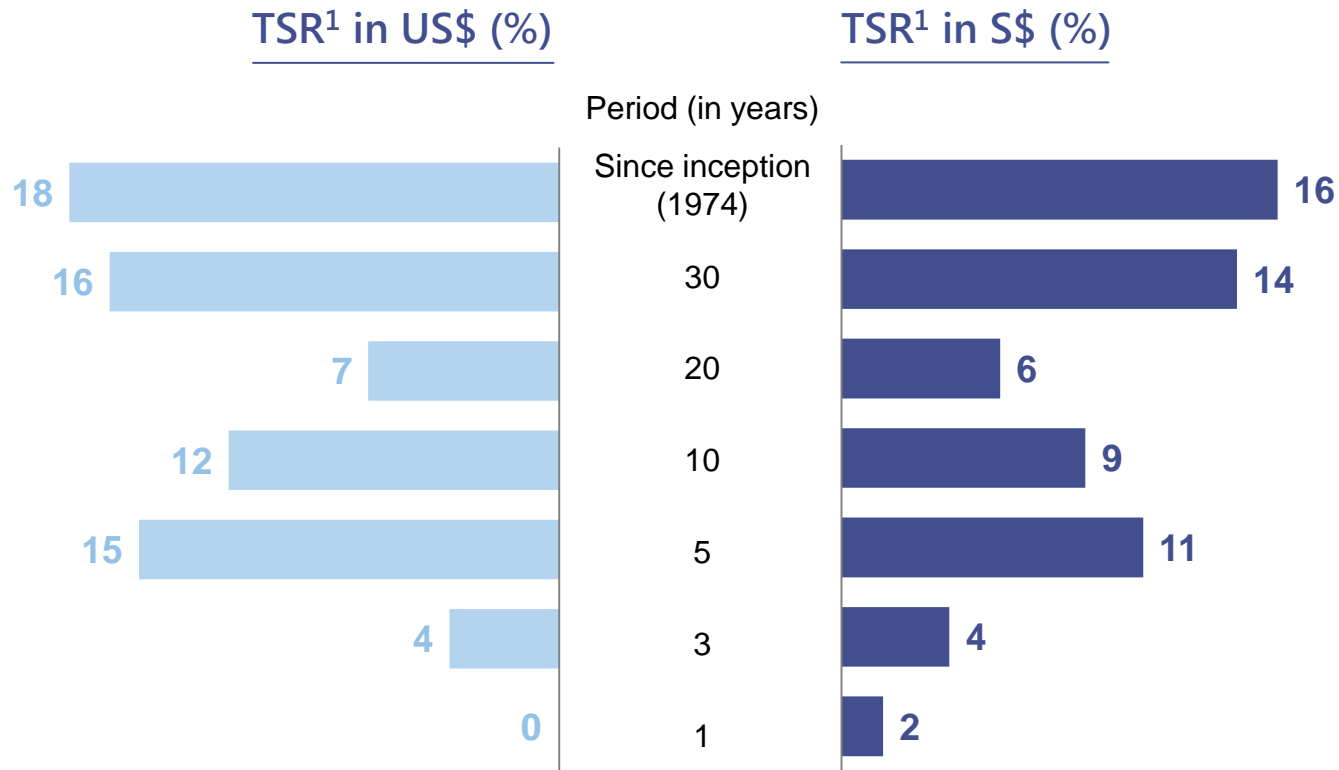
³ Financial year-end was changed from 31 December before 1993 to 31 March from 1994 onwards.

⁴ FRS39 *Financial Instruments: Recognition and Measurement*, introduced during year ended 31 March 2006, requires available-for-sale financial assets to be measured at fair value.

Long Term Returns to Shareholder



16% Compounded Annualised S\$ Return since Inception



¹ Total Shareholder Return

(as at 31 March 2014)

One, 10, & 20-Year S\$ Returns to Shareholder



Stable Long Term Performance

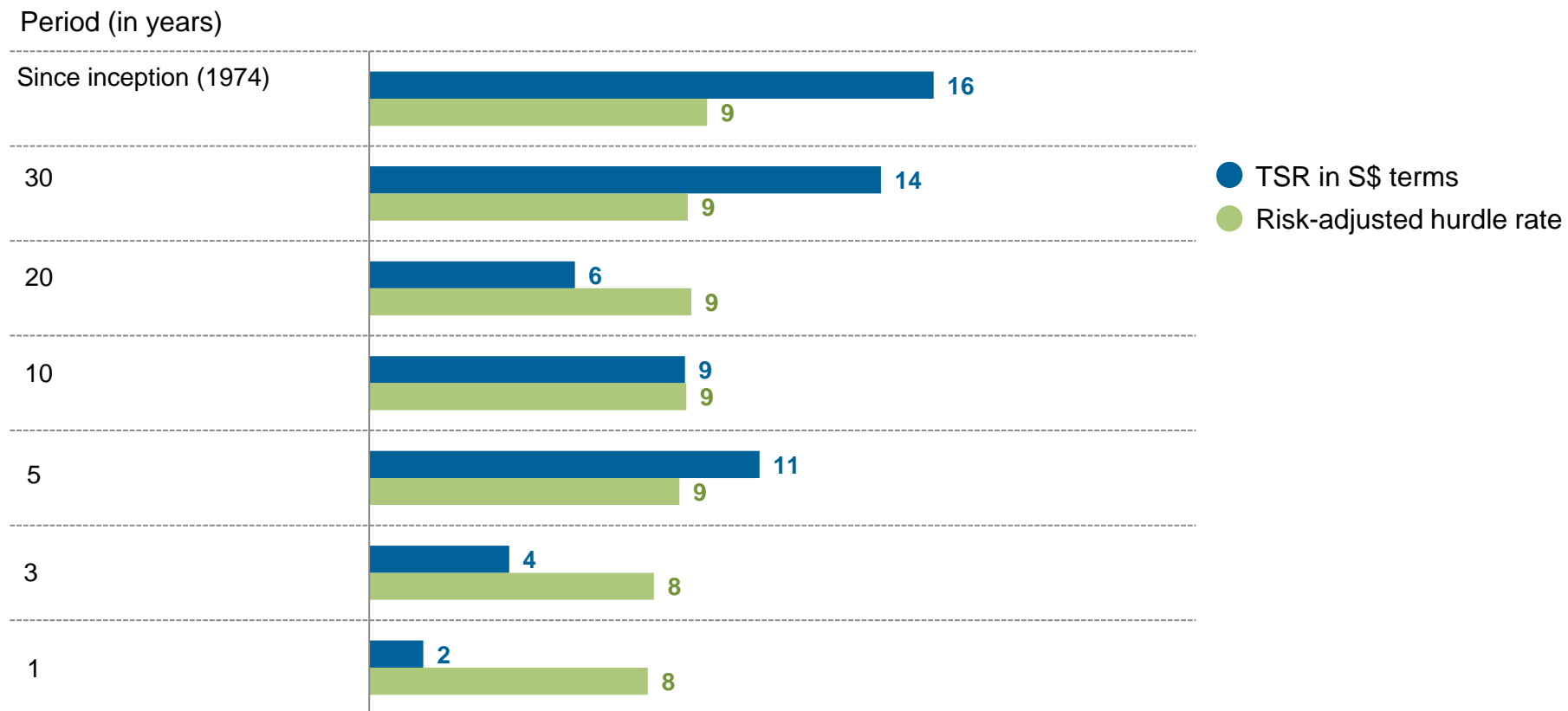
Rolling TSR (%)



TSR and Risk-Adjusted Cost of Capital



S\$ Total Shareholder Return (TSR) and Risk-adjusted Hurdle Rate (%)

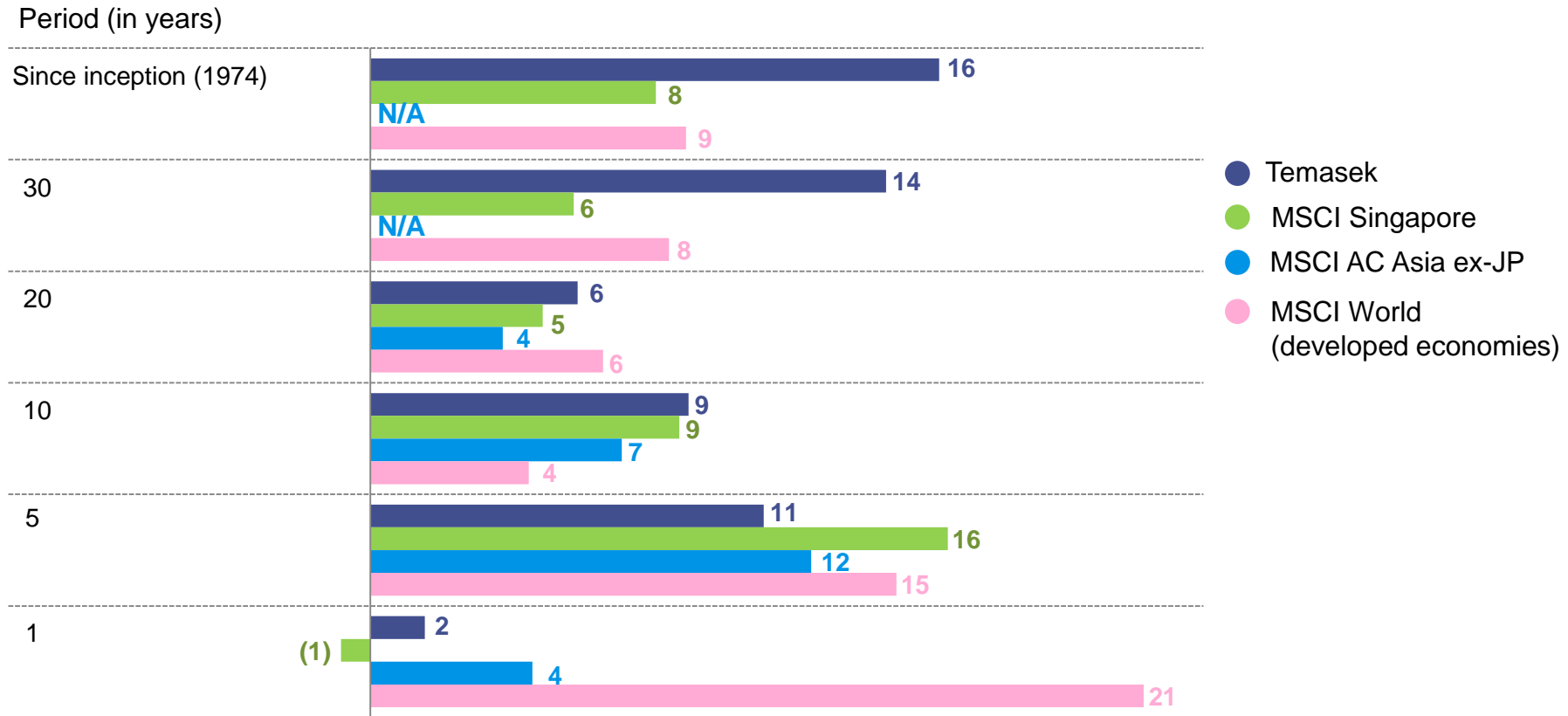


(as at 31 March 2014)

TSR and MSCI Indices



S\$ Total Shareholder Return (TSR) and MSCI Indices (%)

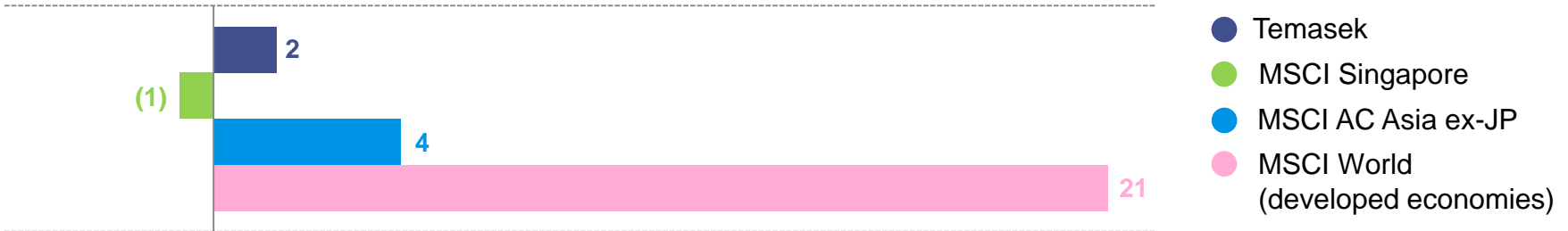


(as at 31 March 2014)

One-year TSR



vs. MSCI Indices (%)



vs. Straits Times Index (STI) and Hang Seng China Enterprises Index (HSCEI) (%)



(as at 31 March 2014)

Group Income Statements



Steady Group Net Profit

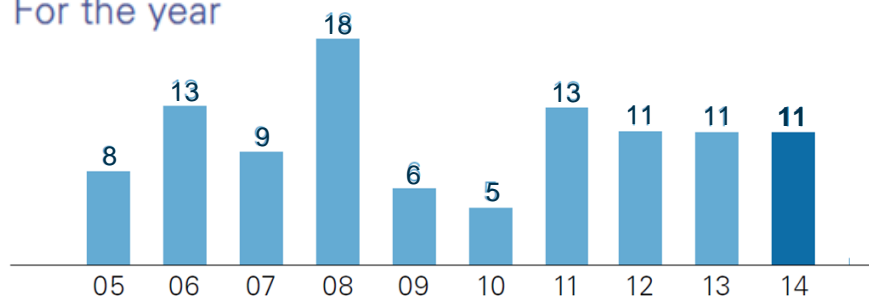
(S\$b)

For year ended 31 Mar	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenue	67.5	79.8	74.6	83.3	79.6	76.7	83.5	83.5	83.8	81.1
Profit before income tax	12.2	19.0	14.3	25.5	10.4	8.5	17.8	14.8	15.2	15.8
Profit attributable to equity holder of the Company	7.5	12.8	9.1	18.2	6.2	4.6	12.7	10.7	10.6	10.9

Group Net Profit (S\$b)

S\$11b

For the year



Group Balance Sheets



Strong Foundation Built Over Decades

(S\$b)

As at 31 Mar	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total assets	199.1	213.7	242.4	295.5	247.9	284.8	297.9	302.6	317.4	319.0
Shareholder equity before fair value reserve	70.9	83.6	92.9	120.2	119.9	127.8	134.6	146.4	155.9	172.4
Fair value reserve ¹	-	7.0	21.1	23.9	(1.5)	21.9	20.9	11.8	13.2	14.9
Shareholder equity	70.9	90.6	114.0	144.1	118.4	149.7	155.5	158.2	169.1	187.3
Net debt ²	26.9	16.7	23.6	33.8	22.1	17.8	9.5	16.1	13.3	3.7

Steady growth

Group Shareholder Equity: S\$187b



Up **S\$18b**
from last year

¹ FRS39 *Financial Instruments: Recognition and Measurement*, introduced during year ended 31 March 2006, requires available-for-sale financial assets to be measured at fair value.

² Total debt less cash and cash equivalents.

Group Balance Sheets



Strong Foundation Built Over Decades

(S\$b)

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Net debt ²	26.9	16.7	23.6	33.8	22.1	17.8	9.5	16.1	13.3	3.7

Full financial flexibility

Temasek ended the year in a net cash position

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² Total debt less cash and cash equivalents.



Modest one-year returns

Robust longer term returns

Opportunities ahead

**Full flexibility with strong
balance sheet and liquidity**



Transforming
Economies

Growing
Middle Income
Populations

Deepening
Comparative
Advantages

Emerging
Champions

**emphasise future
long term trends**

Investment Themes



Transforming Economies

Tapping potential of transforming economies

Growing Middle Income Populations

Leveraging growing consumer demands

Deepening Comparative Advantages

Economies, businesses with distinctive edge

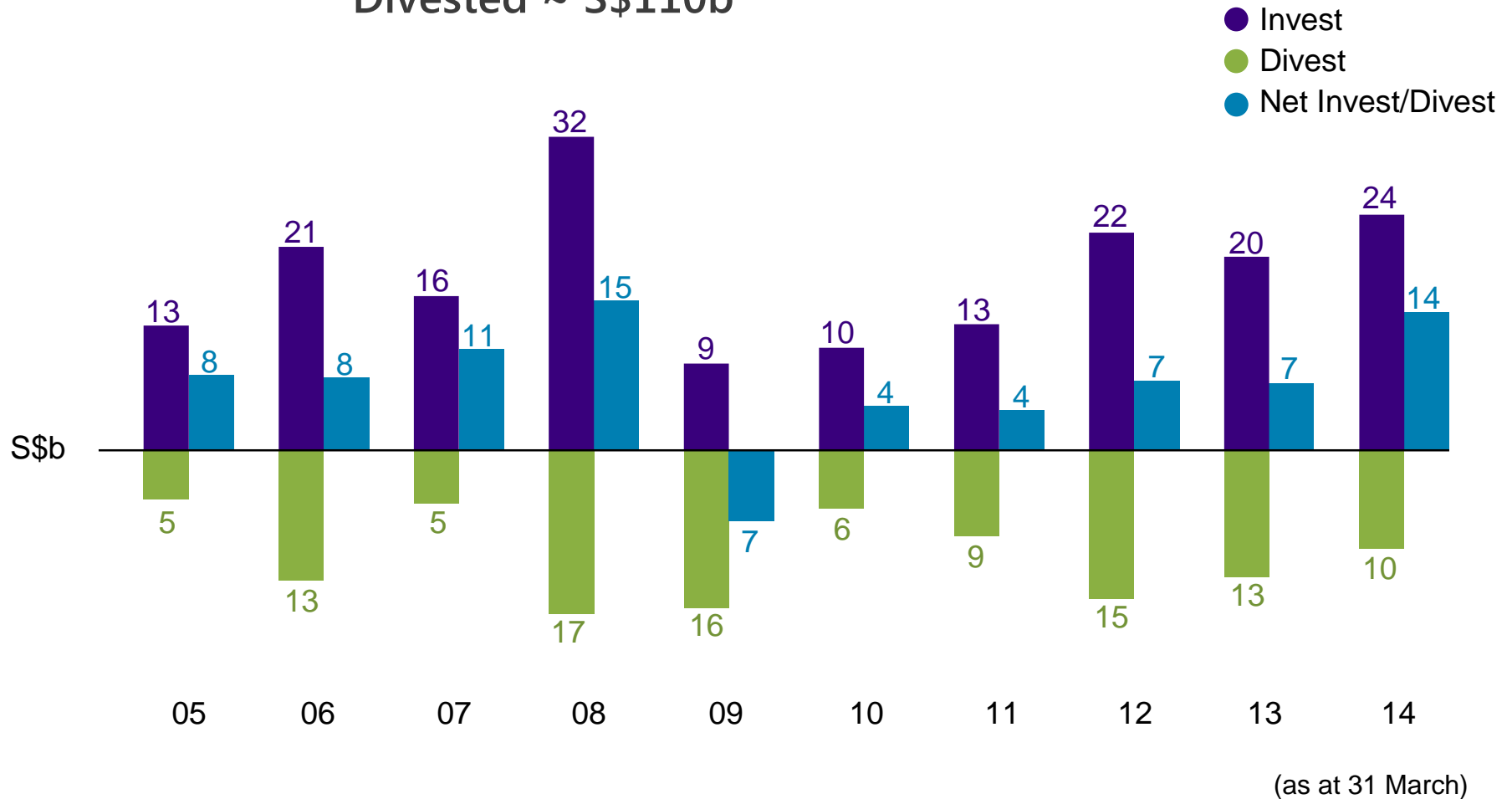
Emerging Champions

Strong home base, at inflexion points



Investment and Divestments

Over 10 years: Invested ~ S\$180b
Divested ~ S\$110b



Active Investor



Invested
S\$24b

LLOYDS
BANKING
GROUP



GILEAD

BG GROUP



THE REAL LIFE
COMPANY

ThermoFisher
SCIENTIFIC

Divested
S\$10b

bharti

tigerair

YOUKU 优酷



土豆网

每个人都是生活的导演

Post
Mar 2014
Investments



A.S. Watson Group

OLAM



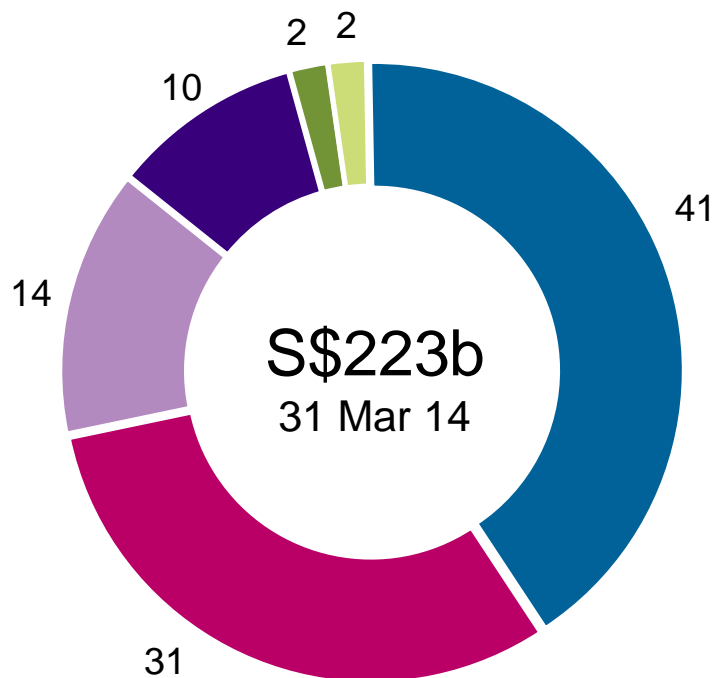
NN

SEVEN ENERGY

Geographic Mix



Asia weighted portfolio at 72%



(%)	2014	2013
● Asia ex-Singapore	41	41
● Singapore	31	30
● North America & Europe	14	12
● Australia & New Zealand	10	13
● Latin America	2	2
● Africa, Central Asia & the Middle East	2	2

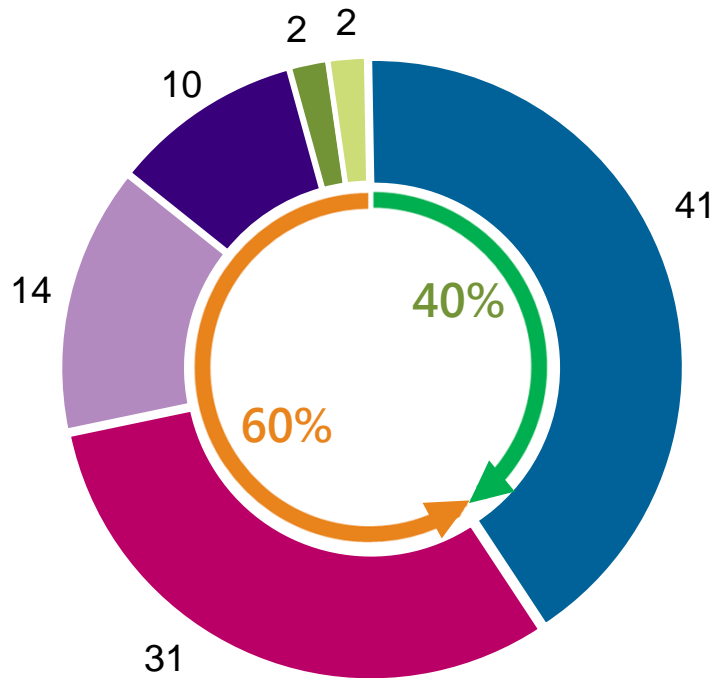
Note: Distribution based on underlying assets.

(as at 31 March)



Geographic Mix

60:40 exposure to mature:growth



█ Growth regions – 40%
█ Mature economies – 60%

(%)	2014	2013
● Asia ex-Singapore	41	41
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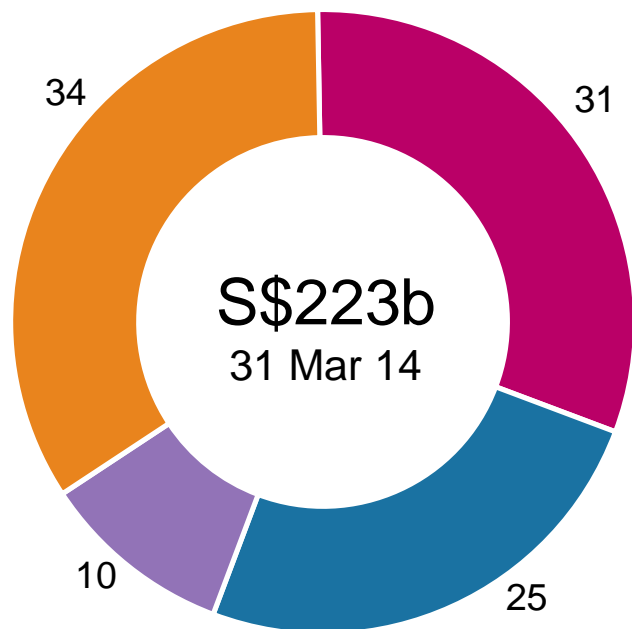
Note: Distribution based on underlying assets.

(as at 31 March)

Country Mix



Over 65% of portfolio from Singapore, China and Australia



(%)	2014	2013
● Singapore	31	30
● China	25	23
● Australia	10	13
● Rest of Portfolio	34	34

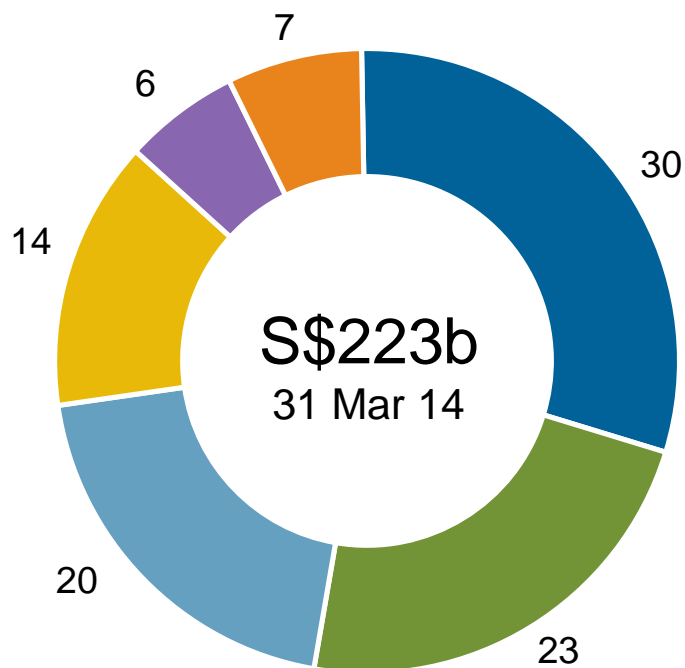
Note: Distribution based on underlying assets.

(as at 31 March)

Sector Mix



Tracking growth opportunities



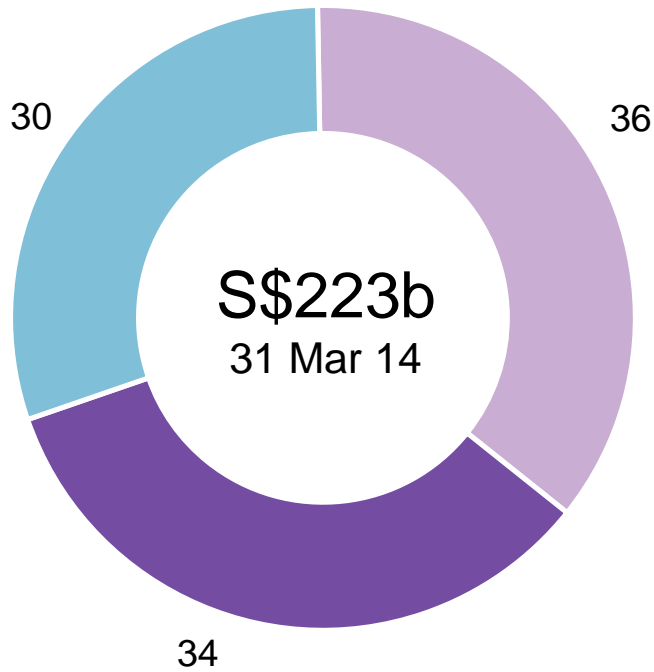
(%)	2014	2013
● Financial Services	30	31
● Telecommunications, Media & Technology	23	24
● Transportation & Industrials	20	20
● Life Sciences, Consumer & Real Estate	14	12
● Energy & Resources	6	6
● Others	7	7

Note: Distribution based on underlying assets.

(as at 31 March)



A liquid portfolio with full flexibility



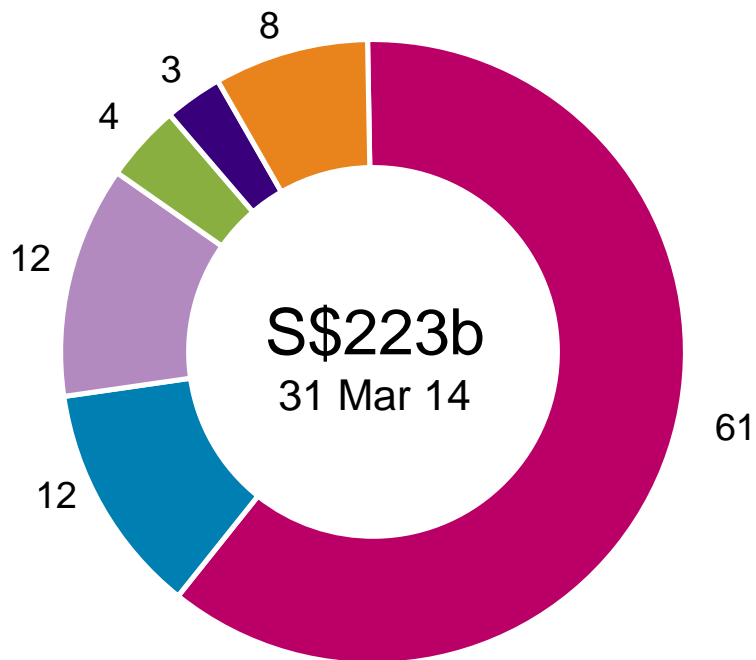
(%)	2014	2013
● Liquid & sub-20% listed assets	36	35
● Listed large blocs (≥ 20%share)	34	38
● Unlisted assets	30	27

(as at 31 March)

Currency Mix



Strong base in Singapore



(%)	2014	2013
● Singapore dollars	61	65
● Hong Kong dollars	12	11
● US dollars	12	6
● British pounds sterling	4	6
● Euros	3	2
● Others	8	10

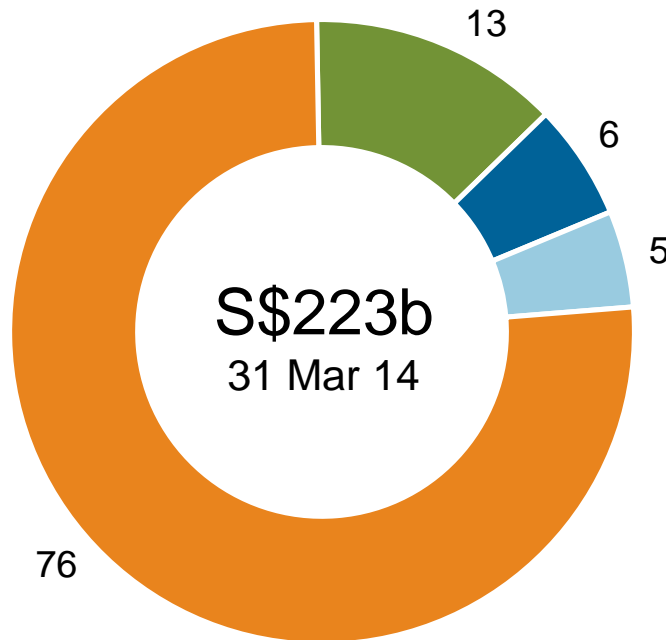
Note: Distribution based on currency of denomination.

(as at 31 March)

Single Name Concentration



Top three companies comprise 24% of portfolio



(%)	2014	2013
● Singapore Telecommunications Ltd	13	14
● China Construction Bank Corp	6	8
● DBS Group Holdings	5	*
● Rest of Portfolio	76	78

* Standard Chartered PLC was the third largest counter at 7% of 2013 portfolio value.

(as at 31 March)

Near Term Global Outlook

A world map with a green-to-yellow color gradient, showing the continents. It is positioned in the background of the slide.

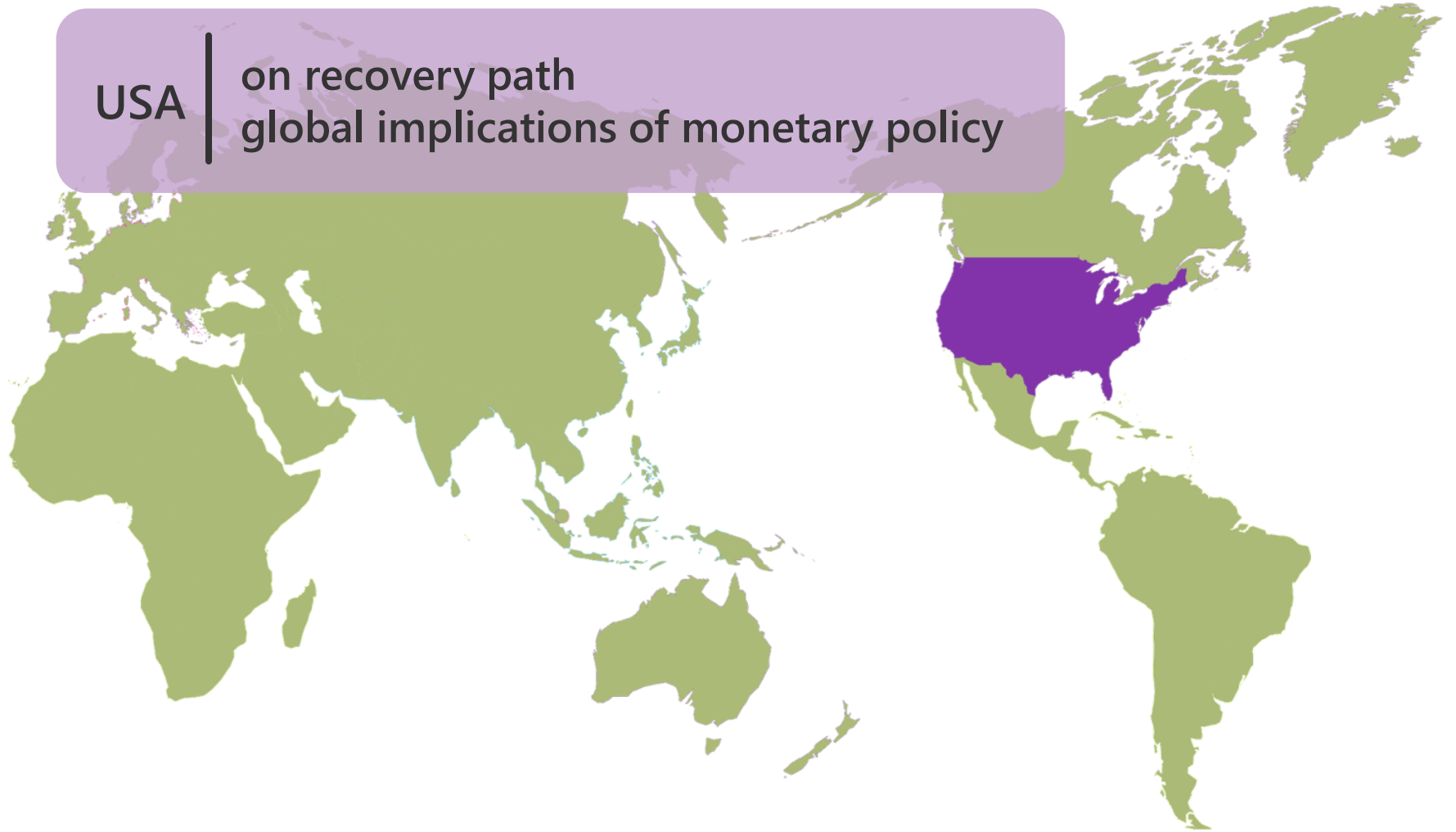
Outlook | slower-growth environment

Near Term Global Outlook

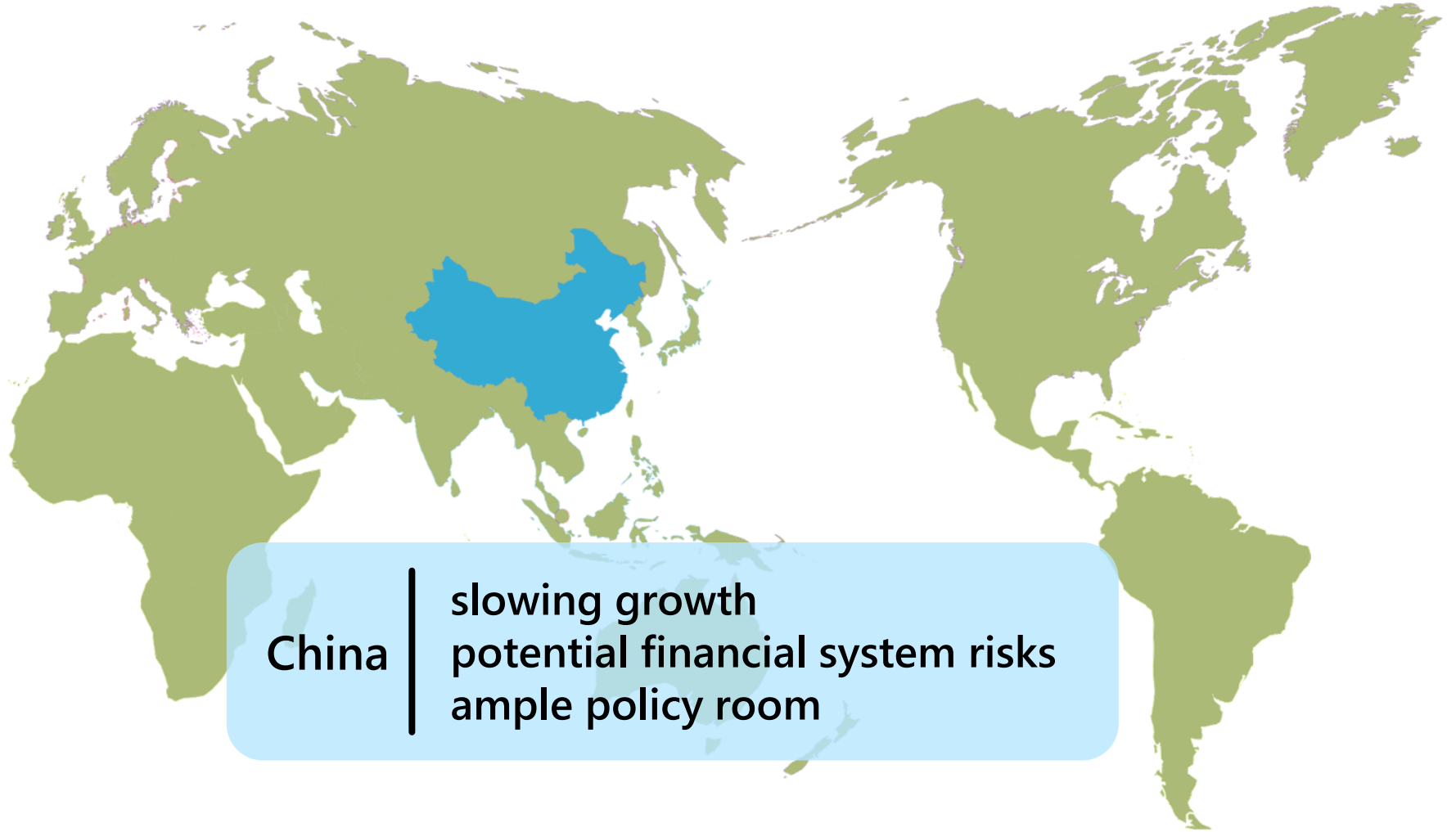


USA

on recovery path
global implications of monetary policy



Near Term Global Outlook



China | slowing growth
potential financial system risks
ample policy room

Near Term Global Outlook



Euro zone | mixed prospects
uneven reforms

Near Term Global Outlook

A stylized world map in shades of green and blue, centered on the Atlantic Ocean. The map is semi-transparent and serves as a background for the central text box.

Global imbalances | improving...



gradual recovery

USA - recovering
China - adjusting
Euro zone - mixed

active year of investment

Opportunities



Asia-focused



North America and Europe – Recovering



**Innovation – Energy Consumer
Life sciences Technology**



Partnership for growth

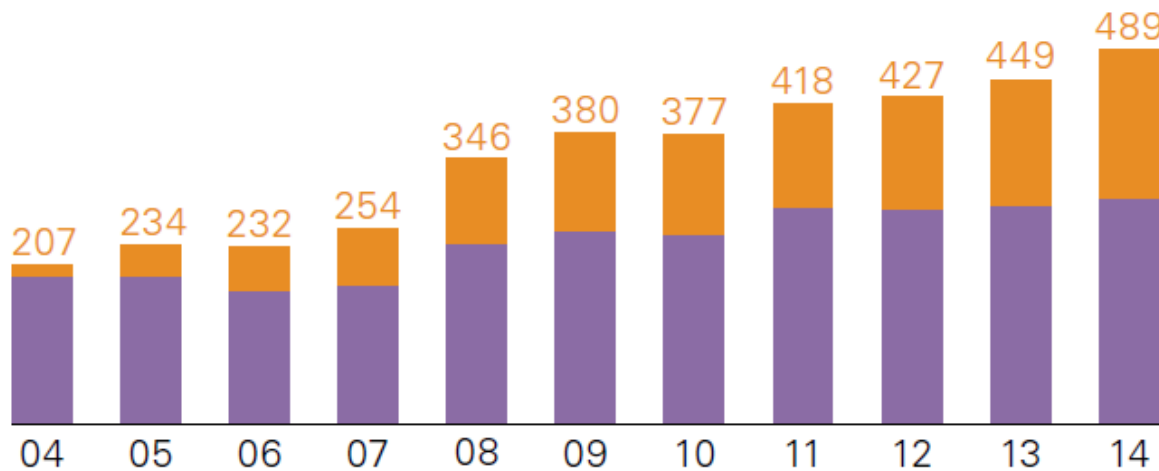
Employee Mix



490 employees

from 29 countries

in 11 cities



Nationality

- Other countries
- Singapore

(as at 31 March)

The Temasek Charter



Active investor
Sustainable long term value



Forward looking institution
Ownership culture



Trusted steward
Communities across generations

Our MERITT Values



meritt

Meritocracy

Respect

Teamwork

Excellence

Integrity

Trust

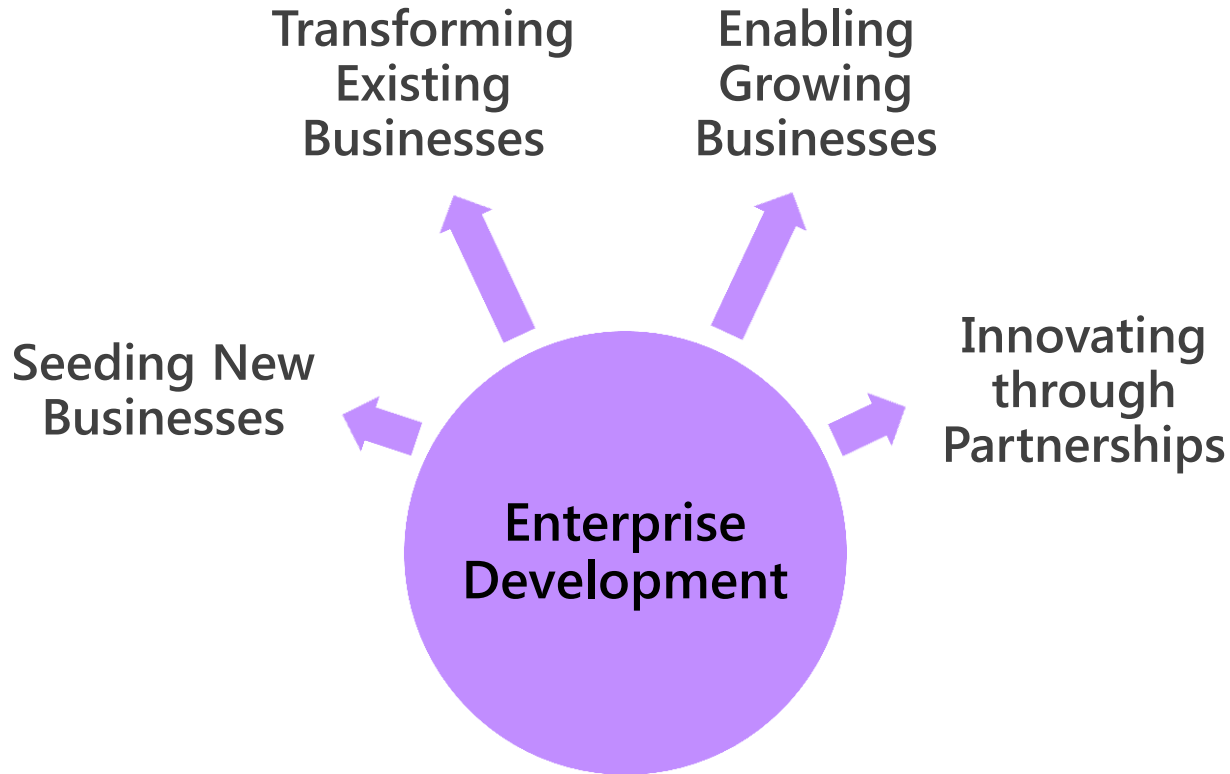
An Ownership Mindset



Delivering Sustainable Returns over the Long Term



Seeding Future Enterprises



Seeding Future Enterprises

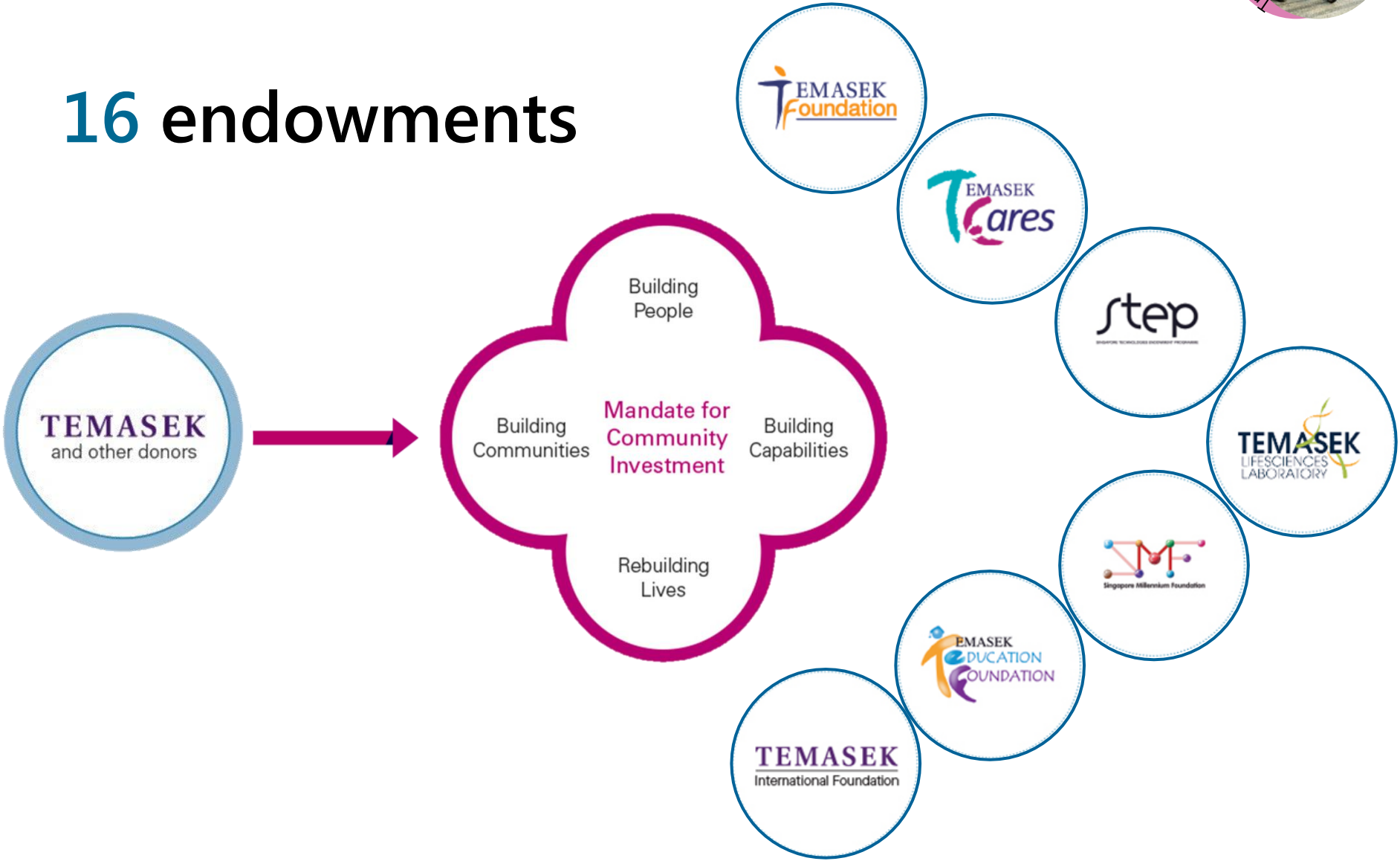


HELICONIA





16 endowments



A Trusted Steward



Touched lives of
over 170,000
over past 10 years



Fostering Stewardship and Governance



Our Temasek DNA



Investor



Institution



Steward

Our journey has just begun

A journey of a thousand miles, begins with a single step.

千里之行，始于足下

Lao Zi



Tuesday, 8 July 2014



Q&A



Temasek Review 2014

Tuesday, 8 July

Our journey has just begun



Temasek Review 2014

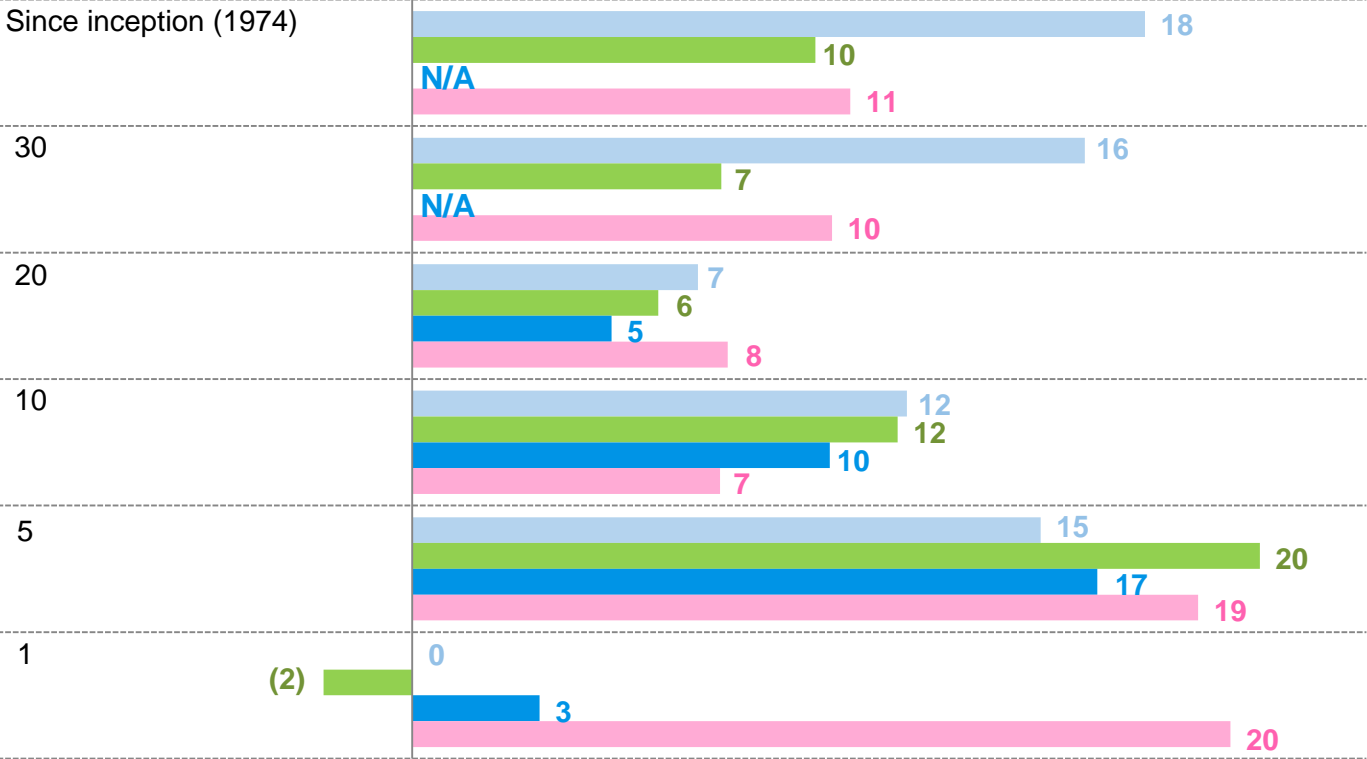
Tuesday, 8 July

Our journey has just begun

TSRs and MSCI Indices

US\$ Total Shareholder Return (TSR) and MSCI Indices (%)

Period (in years)



- Temasek
- MSCI Singapore
- MSCI AC Asia ex-JP
- MSCI World (developed economies)

(as at 31 March 2014)