

TEMASEK



Investor Presentation 2023



Information as at 27 March 2024

Disclaimer

This presentation is current only as at its date and the availability or use of this presentation subsequent to its date shall not create any implication that there has been no change in our affairs since the date of this presentation or that the information, statements or opinions contained herein is current as at any time subsequent to its date.

This presentation is not and does not constitute or form part of, and is not made in connection with, any offer, invitation or recommendation to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of any entity, and neither this presentation nor anything contained in it shall form the basis of, or be relied upon in connection with, any contract or investment decision.

This presentation includes forward-looking statements / projections, which are based on current expectations and forecasts about future events. Such statements / projections involve known / unknown risks, uncertainties and other factors, which could cause actual results to differ materially from historical results or those anticipated. Such factors include, among others, the condition of, and changes in, the local, regional or global economy. We can give no assurance that our expectations will be attained.

Temasek's consolidated financial information as at and for the financial years ended 31 March 2021 to 2023 included in this presentation have been prepared in accordance with both International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board and Singapore Financial Reporting Standards (International).

The information contained in this document is intended for information purpose only. We accept no liability or responsibility whatsoever with respect to the use of this presentation or its contents.

Global Investment Company Headquartered in Singapore

Overview of
Temasek



About **950 staff** across
13 offices in **nine countries**



Incorporated in 1974
as a commercial investment company;
100% owned by Singapore Government



One of three Singapore Government
investment entities,
alongside GIC and MAS



Own and manage our assets
on a commercial basis;
not state-directed

S\$382b
(US\$287b)
Net Portfolio Value¹

14%
Total Shareholder Return
since inception¹



Rated
Aaa/AAA by Moody's/S&P

As an **Investor**, **Institution** and **Steward**,
Temasek seeks to deliver sustainable value over the long term

¹ As at 31 March 23

Active Investor and Shareholder

Established Governance Model

- Do not direct business decisions or operations of portfolio companies
- Expect portfolio companies to abide by sound corporate governance and codes of conduct and ethics
- Protect our interests by exercising our shareholder rights

Engaged and Value-Adding Shareholder

- Exchange ideas and share best practices with portfolio companies
- Build next-generation capabilities to offer to our ecosystem



Long Investment Horizon

- Portfolio predominantly equities, both listed and unlisted

Full Investment Flexibility

- Can invest across business life cycle
- May take concentrated positions or remain in cash
- No strategic asset allocation or investing targets by asset class, country, sector, or single name

Temasek's Investment Approach

Overview of
Temasek

Aim to Construct a Resilient and Forward Looking Portfolio

Top-down: Investment activities aligned to structural trends



Digitisation



Sustainable Living



Future of Consumption



Longer Lifespans

Bottom-up: Actual investments based on intrinsic value and risk-return framework

Achieving Our Climate Goals

Overview of
Temasek



Carbon neutral for fourth year running

Carbon reduction goals
in **long term incentives**



Portfolio

2030 Target:
Halve Net Carbon Emissions
from 2010 Levels

2050 Ambition:
Net Zero Carbon Emissions

ESG assessment framework applied
throughout the investment process

Internal Carbon Pricing:
US\$50/tCO₂e in 2022,
aim to increase to US\$100/tCO₂e by 2030



Investing in Climate-aligned Opportunities



Food



Water



Waste



Energy



Clean
Transportation



Built
Environment



Materials

Enabling Carbon Negative Solutions



**Encouraging Decarbonisation Efforts
in Businesses**



Assessing & Managing Risks Across Various Pillars

Overview of
Temasek

Investment

- All investments subject to due diligence commensurate with the nature of the investment to be made
- Post-investment monitoring done regularly
- **FX risks:**
 - Projected risk-adjusted return accounts for any anticipated FX movements
 - Selectively hedge FX exposures
- **ESG risks:**
 - Investments are evaluated using an ESG framework, which includes material ESG considerations

Portfolio Value

- Focus on risk of sustained loss of portfolio value; do not manage portfolio to short term mark to market changes

Liquidity and Leverage

- Manage liquidity, leverage and balance sheet prudently for resilience and flexibility
- Ensure primary recurring sources of cash flows can cover non-discretionary expenses
- Total debt is restricted to overall limit set by Board

Operational

- Risk incident reporting process in place for staff to report gaps, analyse root causes, and implement remediating measures
- Contingency management framework covering safety, physical security, cybersecurity and other threats

Cybersecurity

- Regularly monitor and track cyber-related risks and continuously enhance cybersecurity defence and resilience

Legal and Regulatory

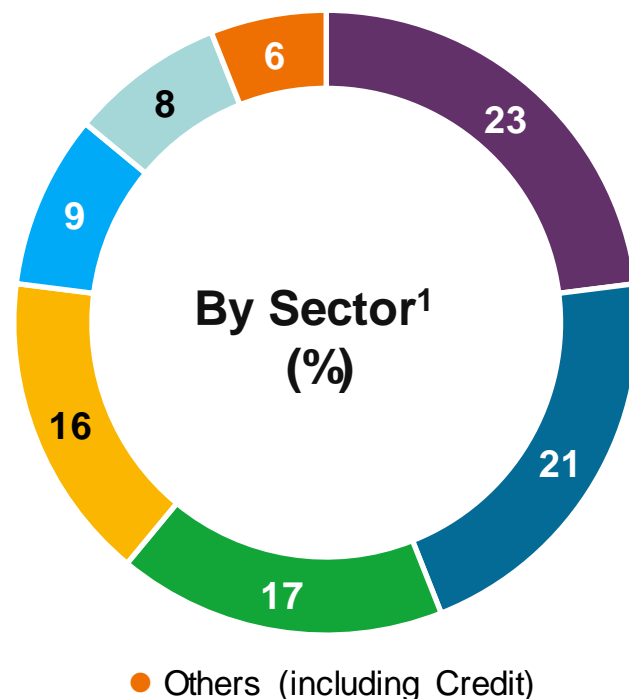
- Policies, processes, and systems designed in line with applicable laws and regulations, and aligned with firm's objectives
- Regulatory requirements and monitoring systems regularly reviewed and updated

Macro and Geopolitical

- Monitor risks and aim to stay abreast of policy developments in key markets that could impact activities
- Engage thought leaders and authorities to exchange views so as to promote better outcomes in the design and implementation of policy

Major Investments by Sector

Portfolio



Transportation & Industrials ²	SINGAPORE AIRLINES	PSA	SPgroup Empowering the Future of Energy
Financial Services	DBS	adyen	BlackRock
Telecommunications, Media & Technology	Singtel	STTelemedia	Alibaba
Consumer & Real Estate	mapleiree	TJ Holdings (III) Pte. Ltd. ³	A.S. Watson Group
Life Sciences & Agri-Food	Olam	Summer Bloom Investments Pte Ltd ⁴	BAYER
Multi-sector Funds	Pavilion Capital	SEATOWN HOLDINGS	AVANDA Investment Management

(as at 31 March 23)

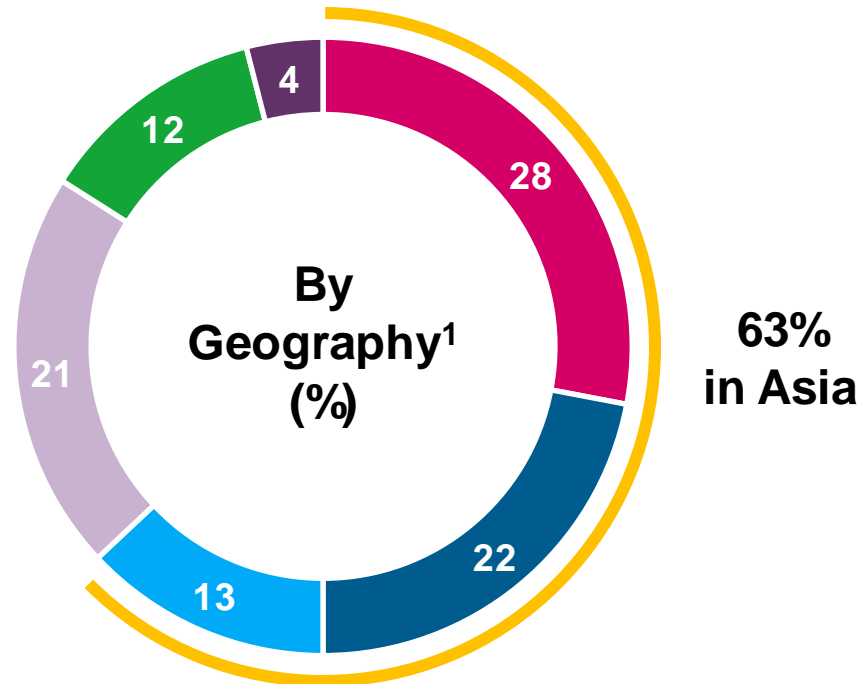
¹ Distribution based on underlying assets.

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

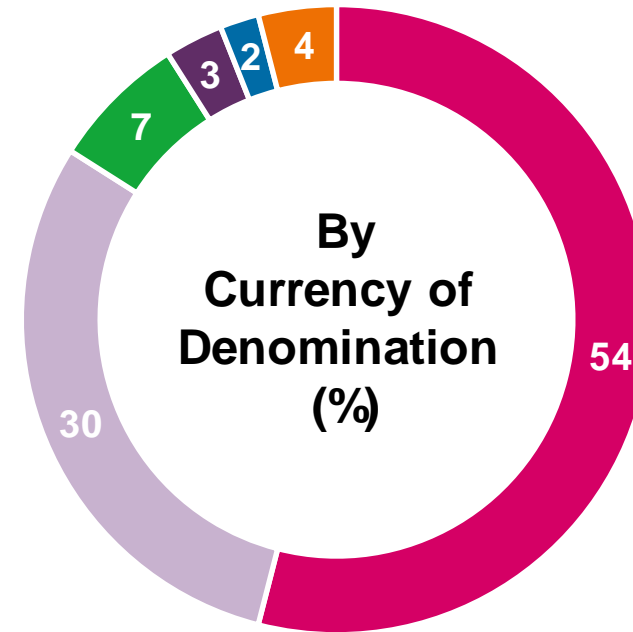
³ TJ Holdings (III) Pte. Ltd. owns a 100% equity interest in CLA Real Estate Holdings Pte. Ltd., which in turn holds a 100% equity interest in CapitaLand Group Pte. Ltd. ("CapitaLand Group") following a restructuring exercise that was completed in September 2021. Prior to the restructuring, CapitaLand Group was known as CapitaLand Limited. CapitaLand Group has a privately held property development arm, CapitaLand Development, and a 53% stake in CapitaLand Investment Limited (the real estate investment management business of CapitaLand Group, which is listed on the SGX-ST).

⁴ Summer Bloom Investments holds minority interest in Wuxi AppTec Co., Ltd. and Wuxi Biologics (Cayman) Inc.

Our Geographical and Currency Exposures



- Singapore
- China
- Rest of Asia
- Americas
- Europe, Middle East & Africa
- Australia & New Zealand



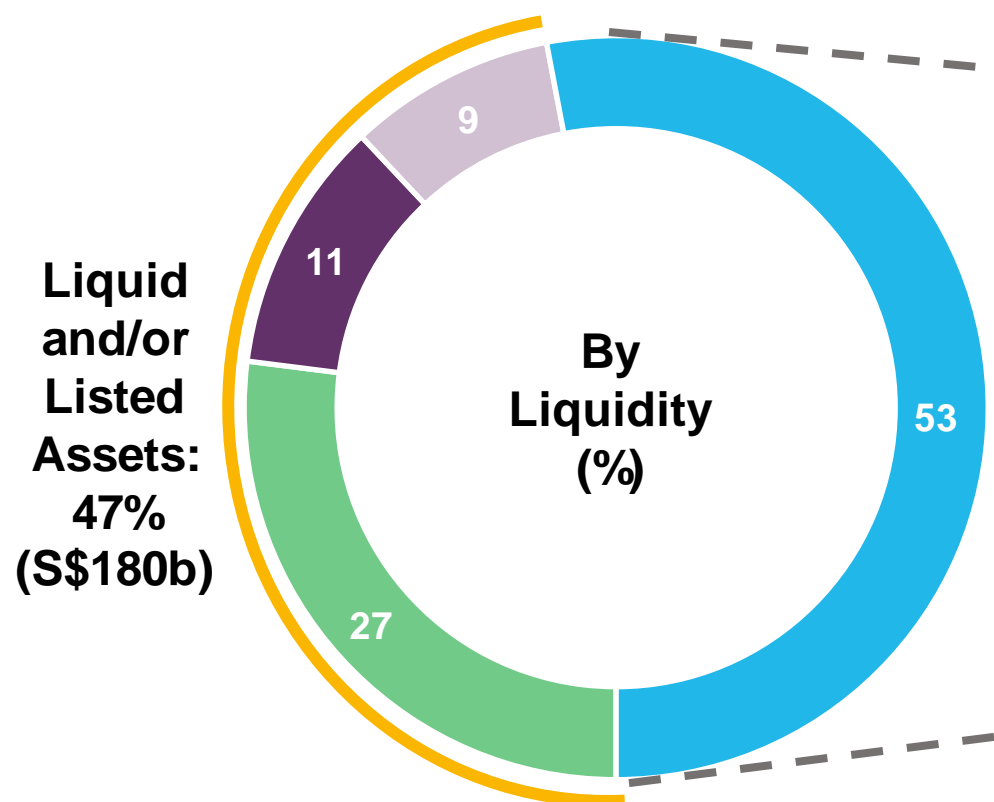
- Singapore dollars
- US dollars
- Hong Kong dollars
- Indian rupees
- British pounds sterling
- Others

¹ Distribution based on underlying assets.

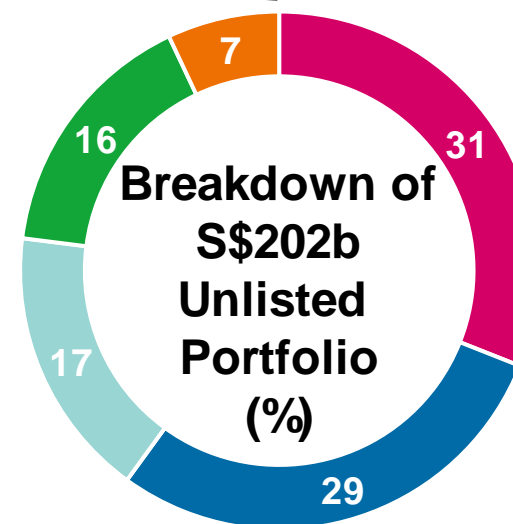
(as at 31 March 23)

A Liquid Portfolio

Portfolio



- Unlisted assets
- Liquid & sub-20% listed assets¹
- Listed large blocs (≥50% share)
- Listed large blocs (≥20% and <50% share)



- Singapore portfolio companies
- Other companies, including early stage companies
- Funds, including private equity and credit funds
- Asset management businesses and other partnerships
- Long gestation businesses²

Unlisted portfolio offers liquidity via:

- Divestments
- Dividends
- Distributions

Can also access liquidity through public listings



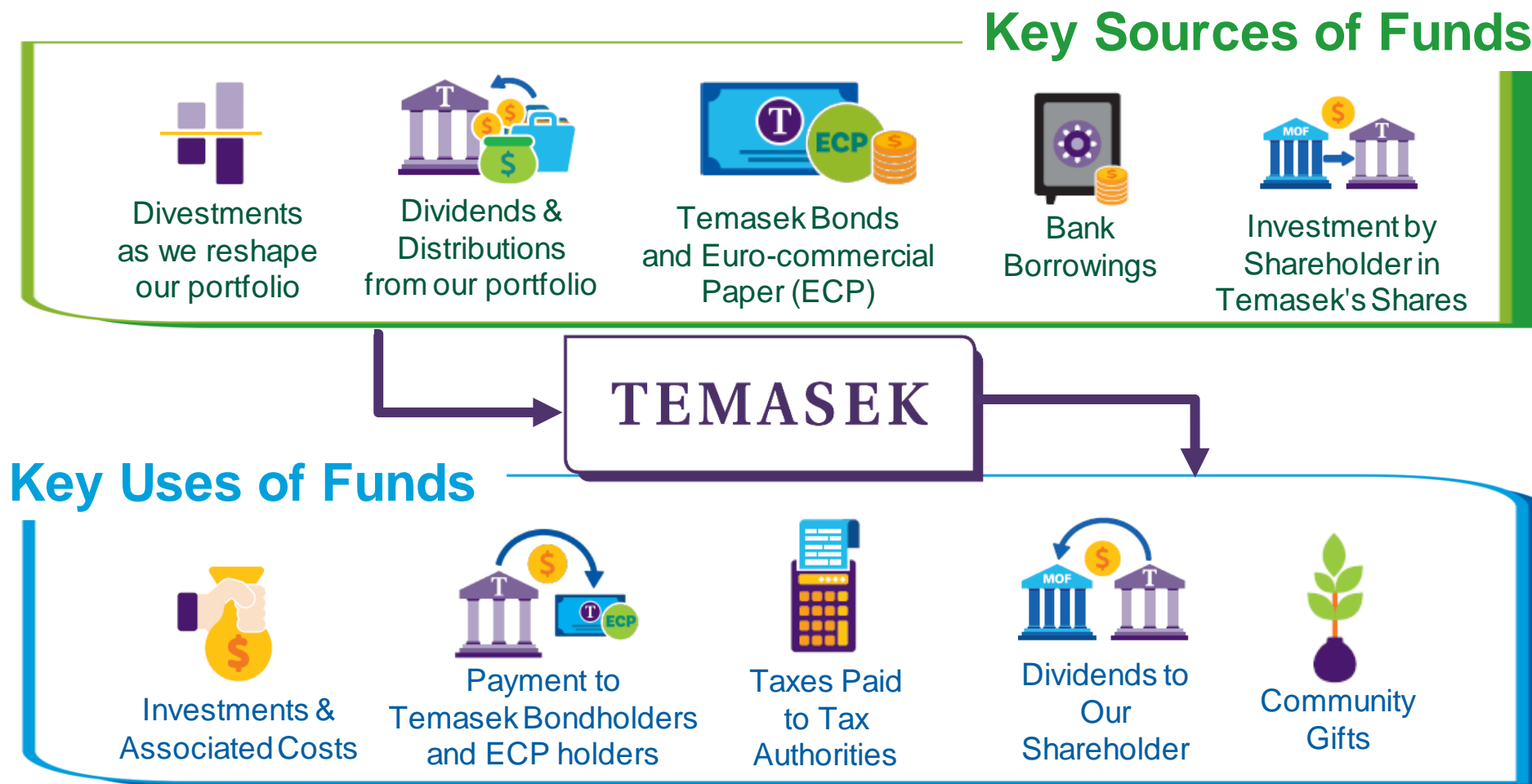
¹ Mainly cash and cash equivalents, and sub-20% listed assets.

² Including those in emerging technologies such as compute and cognition, deep tech, and sustainable energy solutions.

(as at 31 March 23)

Our Sources and Uses of Funds

Portfolio



(as at 31 March 23)

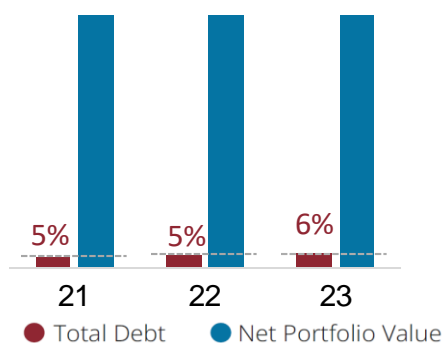
Credit Profile – Snapshot of Credit Quality

Performance

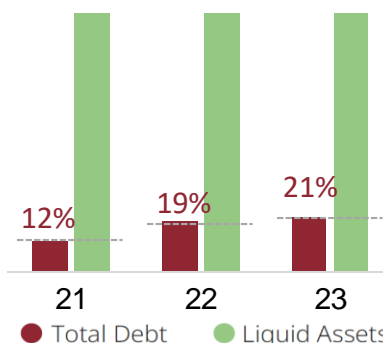
Key Temasek¹ Credit Ratios

Leverage

Total Debt
6% of Net Portfolio Value

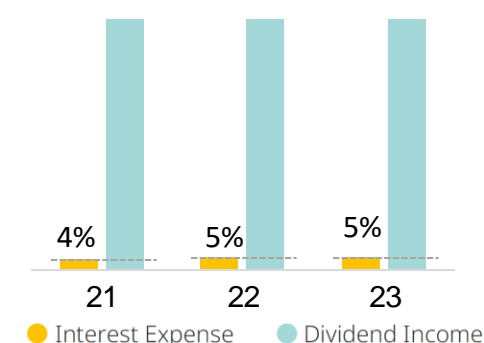


Total Debt
21% of Liquid Assets²



Interest Coverage

Interest Expense
5% of Dividend Income



(as at or for year ended 31 March)

¹ Temasek Holdings (Private) Limited and its wholly-owned Investment Holding Companies (rather than the consolidated group of Temasek Holdings (Private) Limited).

² Mainly cash and cash equivalents, and sub-20% listed assets.

S\$21.5b (US\$16.1b¹) of Temasek Bonds and ECP Outstanding^{2,3}

Public Marker

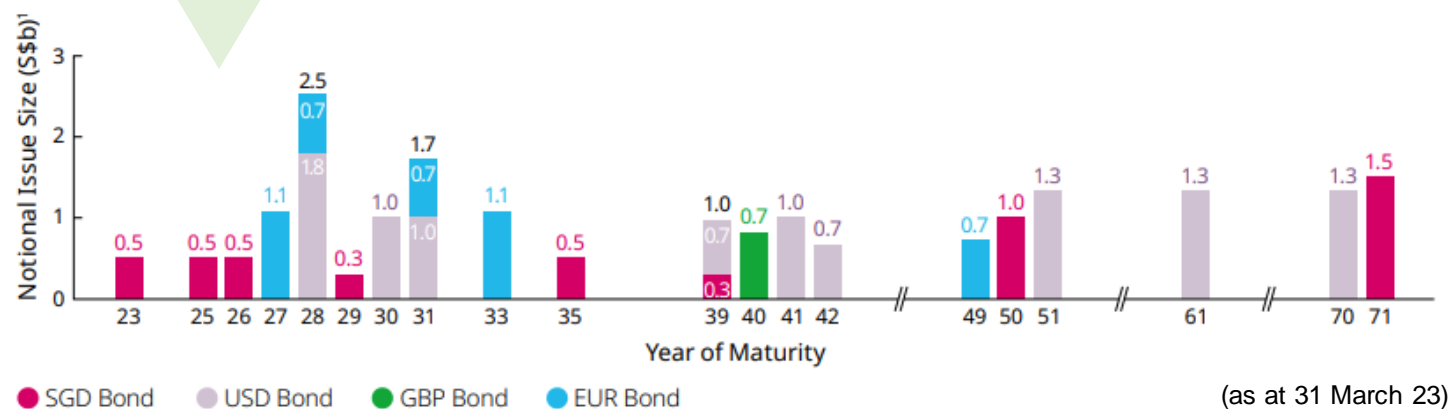
- Temasek Bonds and Euro-Commercial Paper (ECP) are part of our funding toolkit to raise capital for investing
- Provide financing flexibility, serve as public markers to reinforce financial discipline and broaden stakeholder base
- Temasek's debt not guaranteed by the Singapore Government

Aaa/AAA Medium Term Note (MTN) Programmes⁴:

- US\$25b Guaranteed Global MTN Programme
- S\$5b Guaranteed MTN Programme
- S\$20.2b (US\$15.1b¹) Aaa/AAA bonds⁴ outstanding^{2,3}
- Weighted average maturity of over 19 years²

P-1/A-1+ ECP Programme⁴:

- US\$5b ECP Programme
- S\$1.3b (US\$1.0b¹) ECP outstanding²
- Weighted average maturity of above three months²



¹ Exchange rates as at 31 March 23.

² As at 31 March 23.

³ Post-31 March 23, Temasek redeemed S\$500 million of T2023-S\$ Temasek Bonds on 25 October 23, issued CNH750 million of T2029-CNH Temasek Bonds on 6 February 24, CNH400 million of T2039-CNH Temasek Bonds on 11 March 24 and CNH450 million of T2044-CNH Temasek Bonds on 27 March 24.

⁴ Rated by Moody's and S&P respectively.



TEMASEK

Connect with us

www.temasek.com.sg
www.temasekreview.com.sg

bond@temasek.com.sg



Temasek Review: Key Reference Links (1/2)

Performance

- Performance Overview: <https://temasekreview.com.sg/overview/performance-overview.html>

Portfolio

- Portfolio Highlights: <https://temasekreview.com.sg/overview/portfolio-highlights.html>
- How We Invest: <https://temasekreview.com.sg/portfolio/how-we-invest.html>
- How We Manage Risks: <https://temasekreview.com.sg/portfolio/how-we-manage-risks.html>
- Our Major Investments: <https://temasekreview.com.sg/our-major-investments/>

Temasek Bonds

- Temasek Bonds: <https://temasekreview.com.sg/portfolio/temasek-bonds.html>
- Credit Profile: <https://temasekreview.com.sg/portfolio/credit-profile.html>
- Public Markers: <https://temasekreview.com.sg/portfolio/public-markers.html>

Governance

- A Trusted Steward: <https://temasekreview.com.sg/stewardship/a-trusted-steward.html>

Note: These links are provided as information only and are not incorporated by reference in this presentation.

Temasek Review: Key Reference Links (2/2)

Sustainability

- Fostering Sustainability in Temasek:
<https://temasekreview.com.sg/sustainability-at-the-core/fostering-sustainability-in-temasek.html>
- Developing a Diverse and Inclusive Institution:
<https://temasekreview.com.sg/sustainability-at-the-core/developing-a-diverse-and-inclusive-institution.html>
- Advancing Sustainability through Our Portfolio:
<https://temasekreview.com.sg/sustainability-at-the-core/advancing-sustainability-through-our-portfolio.html>
- Engaging our Portfolio Companies:
<https://temasekreview.com.sg/sustainability-at-the-core/engaging-our-portfolio-companies.html>
- Sustainability Indicators:
<https://temasekreview.com.sg/sustainability-at-the-core/sustainability-indicators.html>

Note: These links are provided as information only and are not incorporated by reference in this presentation.