

TEMASEK



# Investor Presentation 2023



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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).

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# Global Investment Company Headquartered in Singapore



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 Value<sup>1</sup>

**14%**  
Total Shareholder Return  
since inception<sup>1</sup>



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

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

<sup>1</sup>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

**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



**Company**

**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

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**ESG assessment framework** applied throughout the investment process

**Internal Carbon Pricing:**  
US\$50/tCO<sub>2</sub>e in 2022, aim to increase to US\$100/tCO<sub>2</sub>e by 2030



**Investing in Climate-aligned Opportunities**

Food Water Waste Energy

Clean Transportation Built Environment Materials



**Enabling Carbon Negative Solutions**

GenZero Climate Impact X



**Encouraging Decarbonisation Efforts in Businesses**

Seatrium SINGAPORE AIRLINES origin



# Assessing & Managing Risks Across Various Pillars

## 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

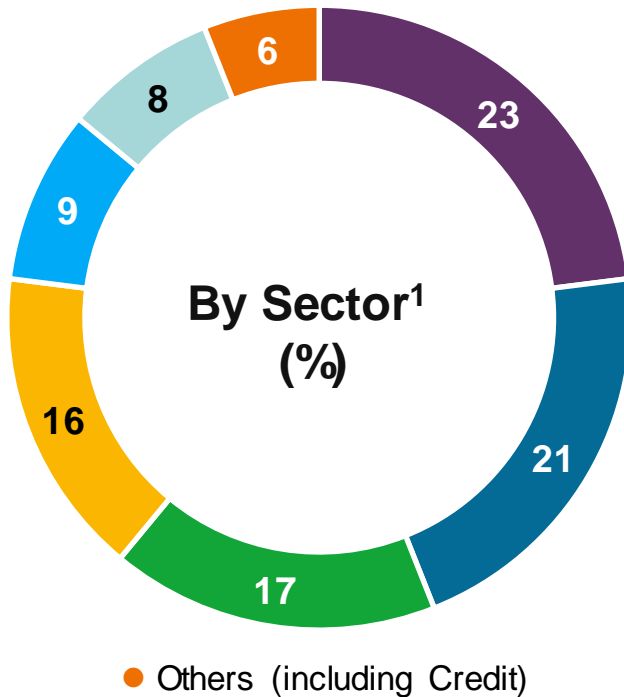
## Legal and Regulatory

- 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



<b>Transportation &amp; Industrials<sup>2</sup></b>	
<b>Financial Services</b>	
<b>Telecommunications, Media &amp; Technology</b>	
<b>Consumer &amp; Real Estate</b>	
<b>Life Sciences &amp; Agri-Food</b>	
<b>Multi-sector Funds</b>	

(as at 31 March 23)

<sup>1</sup> Distribution based on underlying assets.

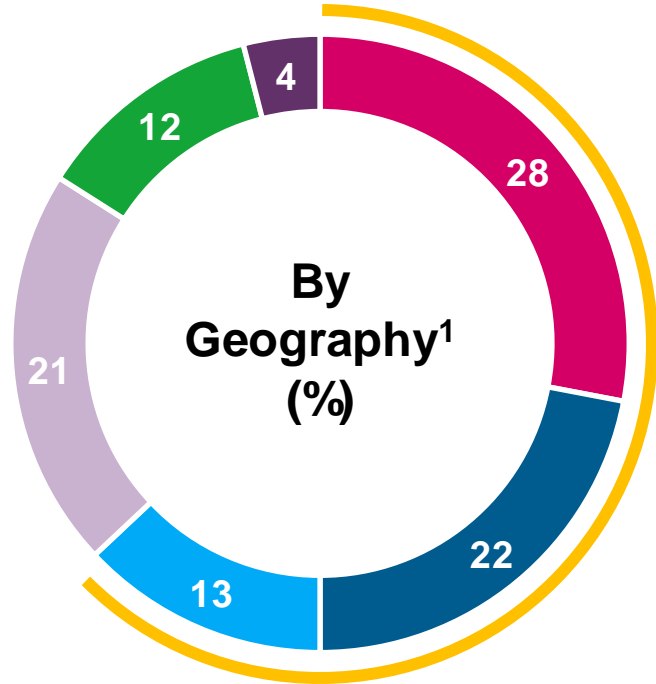
<sup>2</sup> The Transportation & Industrials sector includes investments in Energy & Resources.

<sup>3</sup> 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).

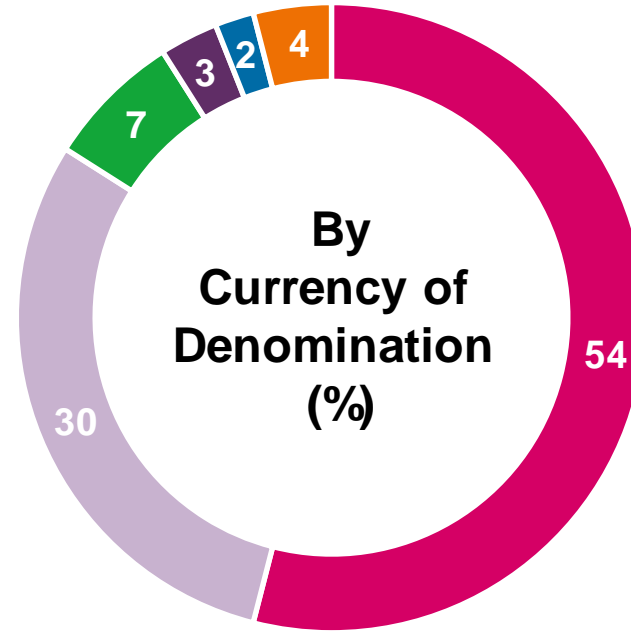
<sup>4</sup> Summer Bloom Investments holds minority interest in Wuxi AppTec Co., Ltd. and Wuxi Biologics (Cayman) Inc.



# Our Geographical and Currency Exposures



63%  
in Asia



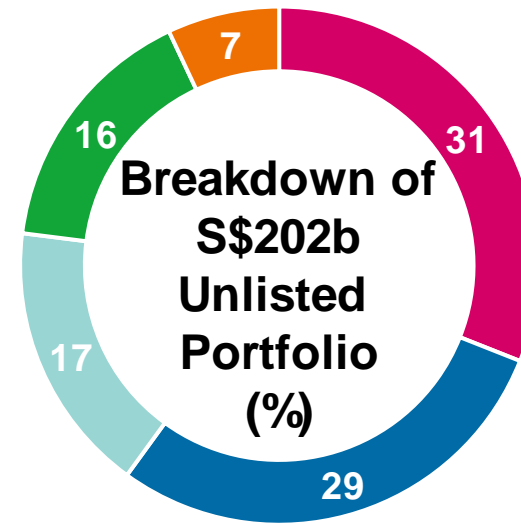
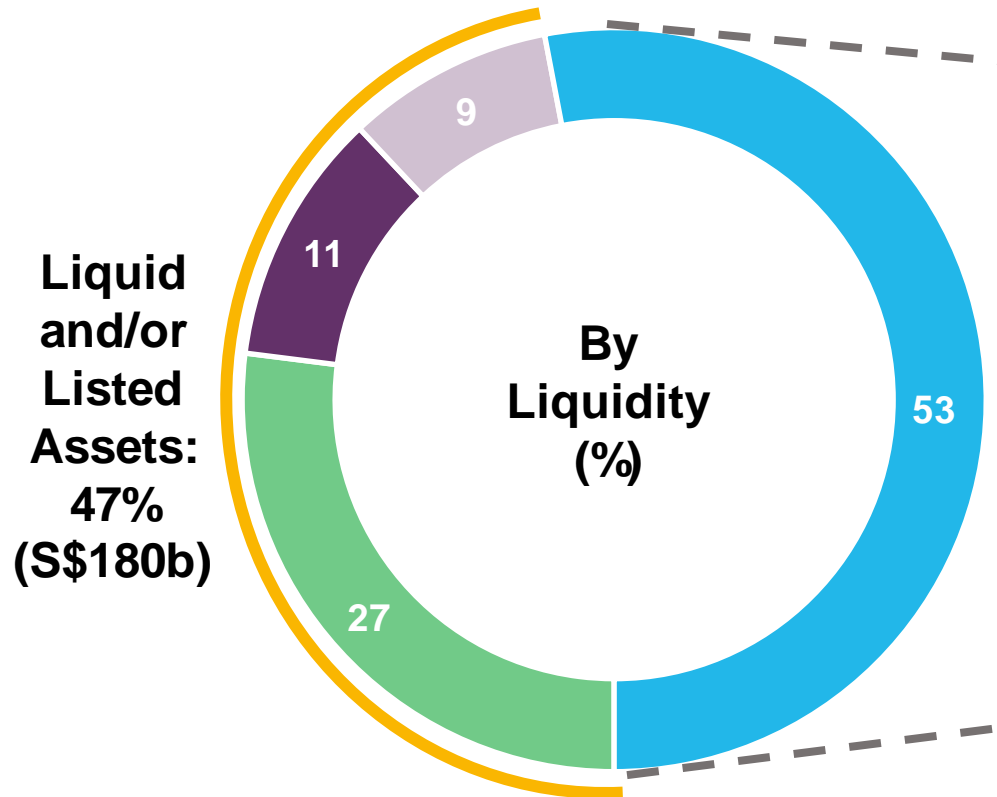
- Singapore
- China
- Rest of Asia
- Americas
- Europe, Middle East & Africa
- Australia & New Zealand

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

<sup>1</sup> Distribution based on underlying assets.

(as at 31 March 23)

# A Liquid Portfolio



**Unlisted portfolio offers liquidity via:**

- Divestments
- Dividends
- Distributions

**Can also access liquidity through public listings**

- Unlisted assets
- Liquid & sub-20% listed assets<sup>1</sup>
- Listed large blocs (≥50% share)
- Listed large blocs (≥20% and <50% share)

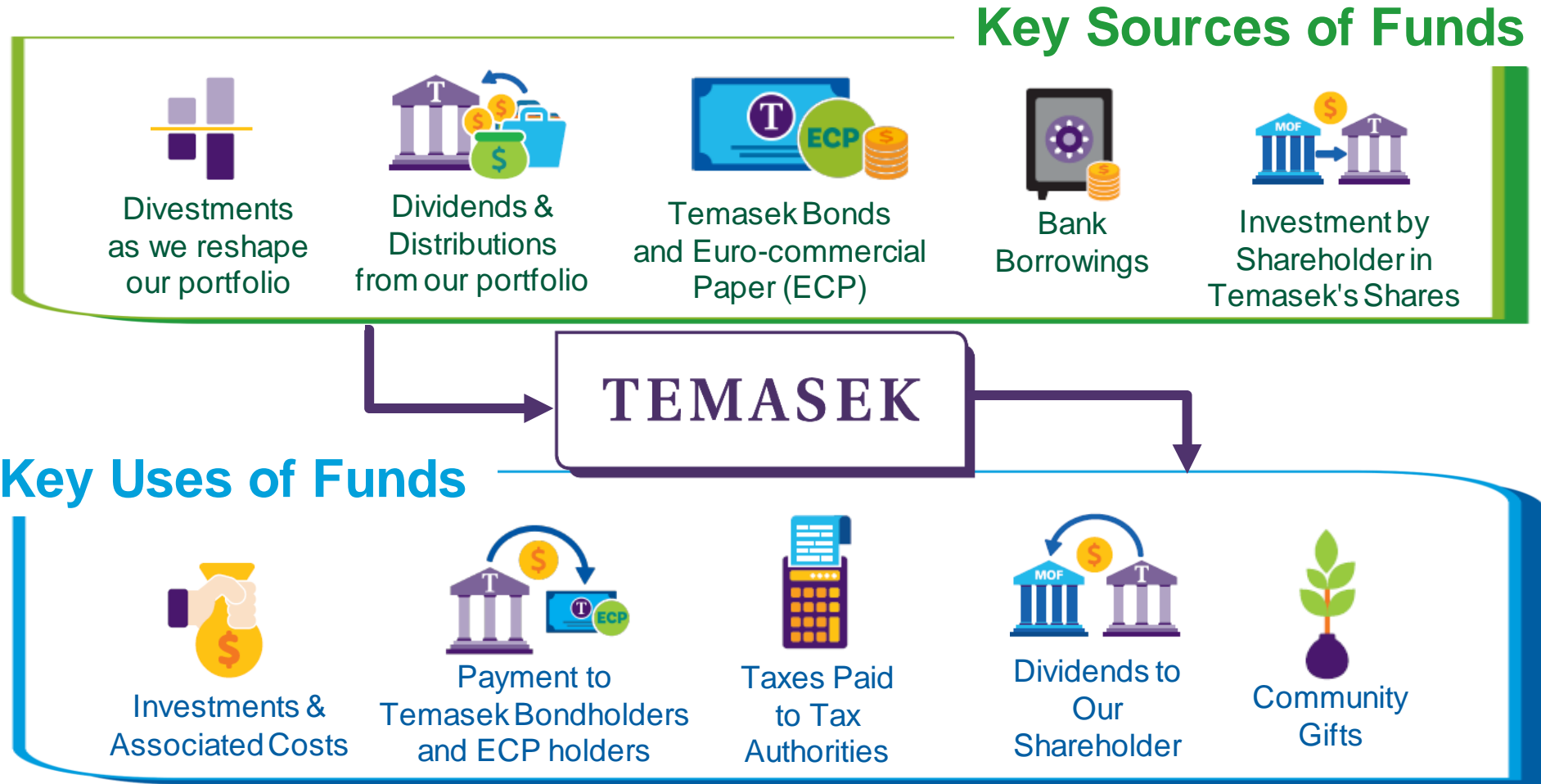
- Singapore portfolio companies
- Other companies, including early stage companies
- Funds, including private equity and credit funds
- Asset management businesses and other partnerships
- Long gestation businesses<sup>2</sup>

<sup>1</sup> Mainly cash and cash equivalents, and sub-20% listed assets.

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

(as at 31 March 23)

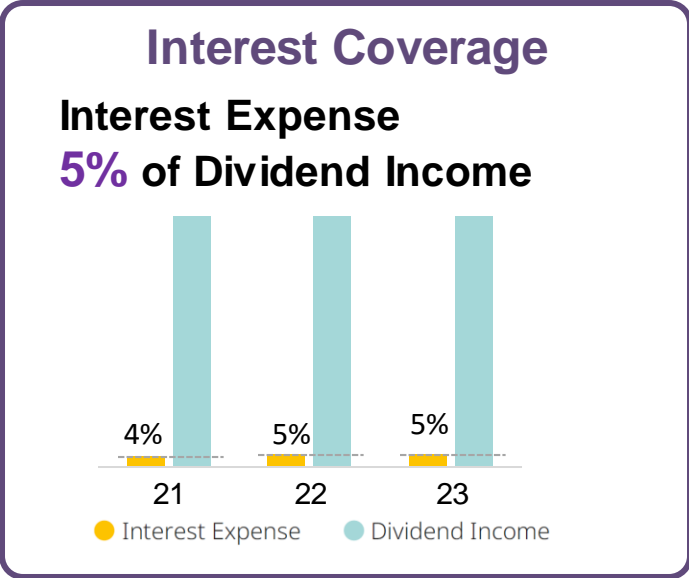
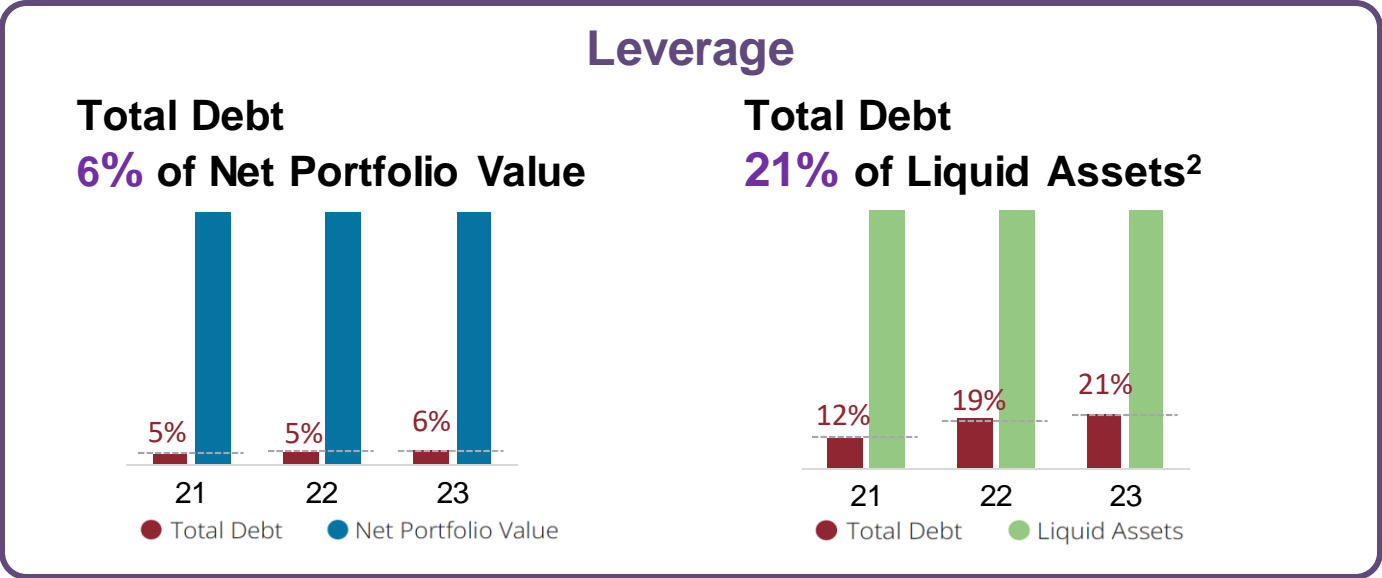
# Our Sources and Uses of Funds



(as at 31 March 23)

# Credit Profile – Snapshot of Credit Quality

## Key Temasek<sup>1</sup> Credit Ratios



(as at or for year ended 31 March)

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

<sup>2</sup> Mainly cash and cash equivalents, and sub-20% listed assets.

# S\$21.5b (US\$16.1b<sup>1</sup>) of Temasek Bonds and ECP Outstanding<sup>2,3</sup>

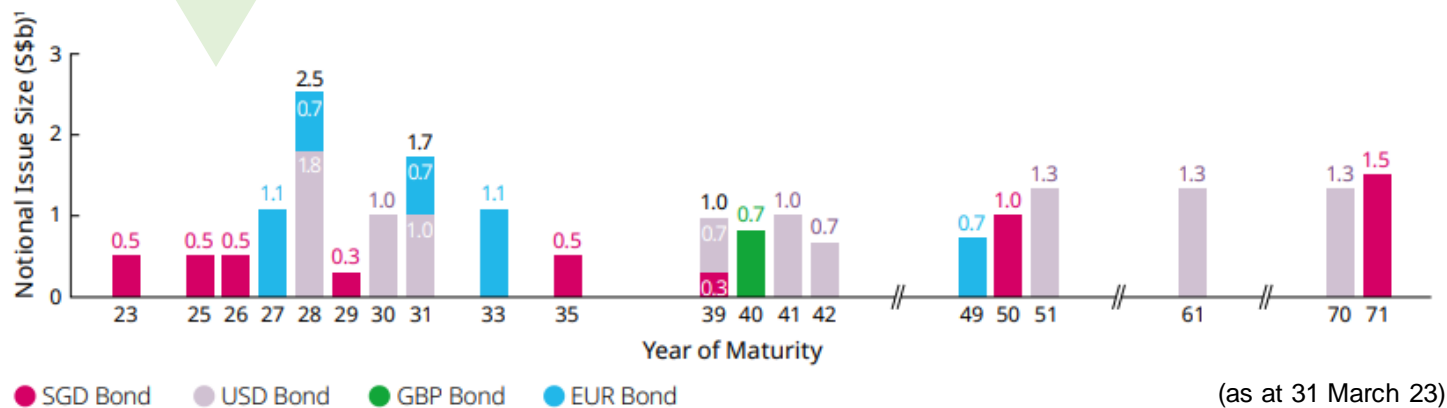
- Temasek Bonds and Euro-Commercial Paper (ECP) are part of our funding toolkit to raise capital for investing
- Provide financing flexibility, serve as public markers to reinforce financial discipline and broaden stakeholder base
- Temasek's debt not guaranteed by the Singapore Government

### Aaa/AAA Medium Term Note (MTN) Programmes<sup>4</sup>:

- US\$25b Guaranteed Global MTN Programme
- S\$5b Guaranteed MTN Programme
- S\$20.2b (US\$15.1b<sup>1</sup>) Aaa/AAA bonds<sup>4</sup> outstanding<sup>2,3</sup>
- Weighted average maturity of over 19 years<sup>2</sup>

### P-1/A-1+ ECP Programme<sup>4</sup>:

- US\$5b ECP Programme
- S\$1.3b (US\$1.0b<sup>1</sup>) ECP outstanding<sup>2</sup>
- Weighted average maturity of above three months<sup>2</sup>



<sup>1</sup> Exchange rates as at 31 March 23.

<sup>2</sup> As at 31 March 23.

<sup>3</sup> 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.

<sup>4</sup> Rated by Moody's and S&P respectively.



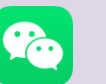


# TEMASEK

## Connect with us

[www.temasek.com.sg](http://www.temasek.com.sg)  
[www.temasekreview.com.sg](http://www.temasekreview.com.sg)

[bond@temasek.com.sg](mailto: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>

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