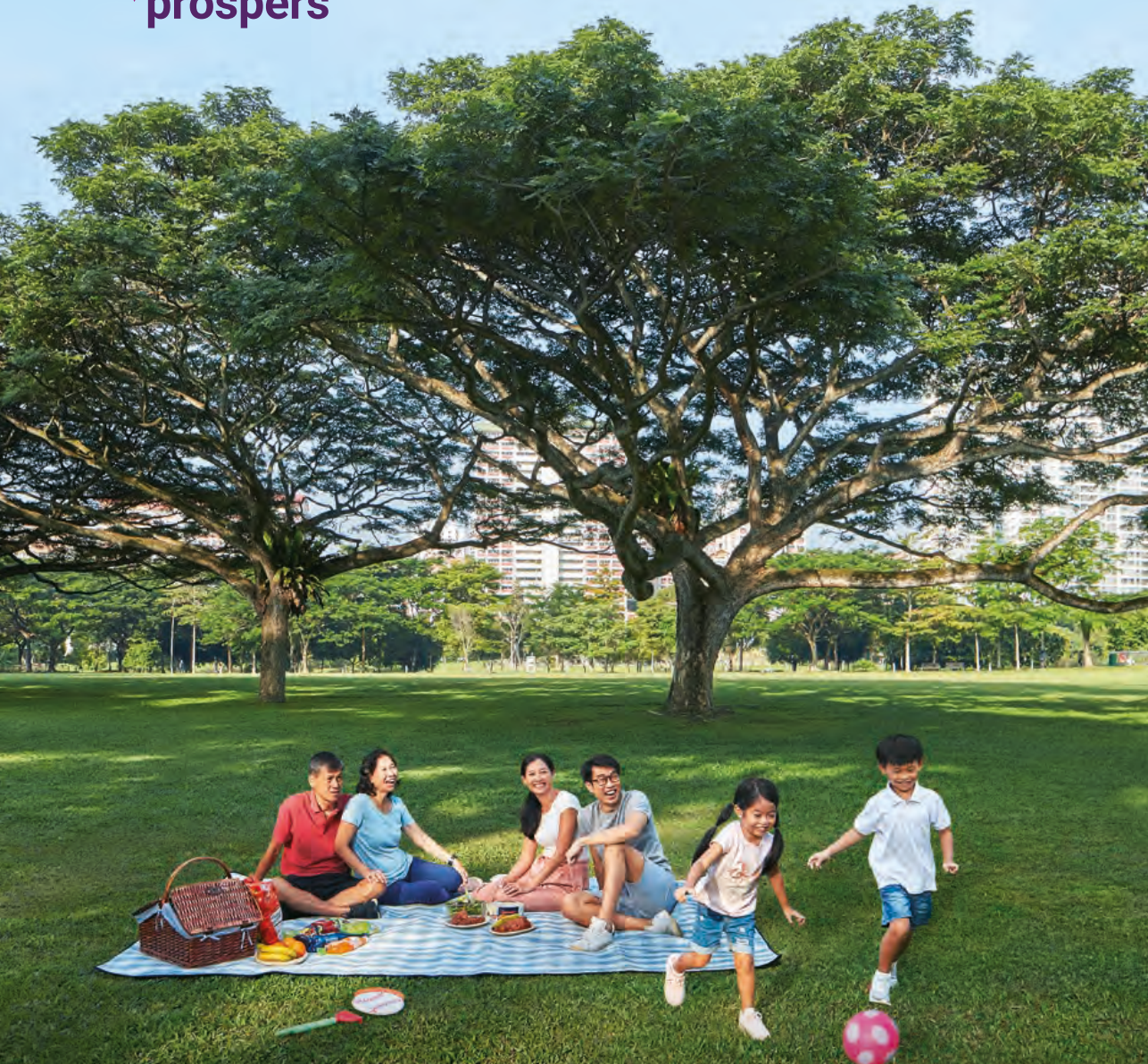




So every  
*Generation*  
prosper



TEMASEK



## So Every Generation Prospers

We are driven to realise the promise of tomorrow;  
Like our early leaders, who charted our growth  
in Singapore and beyond.

Even as our world rapidly changes,  
we remain anchored to our three roles as an  
Active Investor, Forward Looking Institution, and Trusted Steward  
To do well, do right, do good.

With good hearts and determined minds,  
we embrace the opportunities that lie ahead,  
knowing our responsibilities to today's and future generations.

We build and extend networks  
to catalyse solutions to the challenges we collectively face.  
By building with courage and conviction,  
and investing in human potential,  
we deploy our capital to make a difference.

Through our efforts,  
we aim to build a better, more sustainable world.

So every generation prospers



# The Temasek Charter

## An active investor and shareholder

We deliver sustainable value over the long term

## A forward looking institution

We act with integrity and are committed to the pursuit of excellence

## A trusted steward

We strive for the advancement of our communities across generations

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# Ten-year Performance Overview

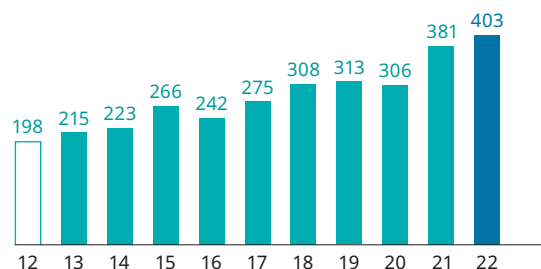
We ended the year with a net portfolio value of S\$403 billion<sup>1</sup>.

(as at 31 March)

Net portfolio value

**S\$403b**

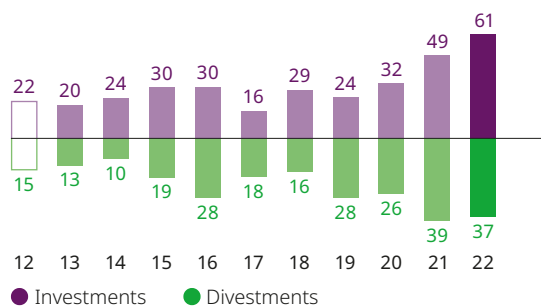
Net Portfolio Value (S\$b)



Invested during the decade

**S\$315b**

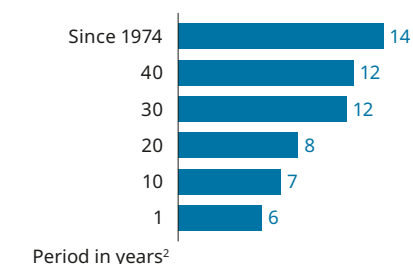
Investments & Divestments (S\$b)



One-year return to shareholder

**5.81%**

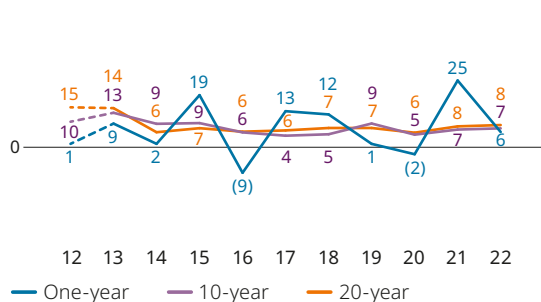
S\$ Total Shareholder Return (%)



20-year return to shareholder

**8%**

Rolling S\$ Total Shareholder Return (%)



Read our Investment Update at [temasekreview.com.sg/update](https://temasekreview.com.sg/update) or scan the QR code

Read about our Total Shareholder Return at [temasekreview.com.sg/tsr](https://temasekreview.com.sg/tsr) or scan the QR code

<sup>1</sup> Equivalent to US\$297 billion, €268 billion, £227 billion and RMB1.89 trillion as at 31 March 2022.

<sup>2</sup> As at 31 March 2022. Total Shareholder Return in US\$ terms was 5%, 6%, 10%, 12%, 13% and 16% for 1, 10, 20, 30, 40-year and since inception periods respectively.

# Portfolio Highlights

Overview

Anchored in Asia, we have 65% underlying exposure to developed economies.

(as at 31 March)

Geography<sup>3</sup> (%)



|                              | 2022 | 2021 | 2020 |
|------------------------------|------|------|------|
| Singapore                    | 27   | 24   | 24   |
| China                        | 22   | 27   | 29   |
| Asia (ex Singapore & China)  | 14   | 13   | 13   |
| Americas                     | 21   | 20   | 18   |
| Europe, Middle East & Africa | 12   | 12   | 11   |
| Australia & New Zealand      | 4    | 4    | 5    |

Sector<sup>3</sup> (%)



|   | 2022 | 2021 | 2020 |
|---|------|------|------|
| Financial Services                        | 23   | 24   | 23   |
| Transportation & Industrials <sup>5</sup> | 22   | 19   | 18   |
| Telecommunications, Media & Technology    | 18   | 21   | 21   |
| Consumer & Real Estate                    | 15   | 14   | 17   |
| Life Sciences & Agri-Food                 | 9    | 10   | 8    |
| Multi-sector Funds                        | 8    | 8    | 8    |
| Others (including Credit)                 | 5    | 4    | 5    |

Liquidity (%)



|   | 2022 | 2021 | 2020 |
|---|------|------|------|
| Liquid & sub-20% listed assets <sup>6</sup> | 28   | 38   | 37   |
| Listed large blocs (≥20% and <50% share)    | 8    | 7    | 5    |
| Listed large blocs (≥50% share)             | 12   | 10   | 10   |
| Unlisted assets                             | 52   | 45   | 48   |

<sup>3</sup> Distribution based on underlying assets.

<sup>4</sup> Exchange rates as at 31 March 2022.

<sup>5</sup> The Transportation & Industrials sector includes investments in Energy & Resources.

<sup>6</sup> Mainly cash and cash equivalents, and sub-20% listed assets.

A clear sense of purpose will guide us, even more so in unpredictable times.



**LIM BOON HENG**  
Chairman, Temasek Holdings

Our world today is immensely complex. The challenges faced by governments, businesses and society have never been so multi-dimensional or far-reaching.

While the future remains unpredictable, we recognise that there is tremendous scope to work together to overcome global challenges, and to harness the power of public and private sectors to achieve a better, more sustainable, and inclusive world.

Our Purpose is embedded in everything we do and guides us towards achieving our long term goal of contributing to a bright future for current and future generations.



## Staying United

The battle against COVID-19 is not over; we need to continue working together to overcome it.

We remain committed to doing our part to uplift communities where we can, as we have done since the earliest days. We continue to support COVID-19 initiatives in five key areas: testing & diagnosis, containment & contact tracing, care & treatment, protection & prevention, and enablement.

Our staff worked selflessly and tirelessly with colleagues from Temasek Trust, Temasek Foundation, and partners to support these COVID-19 initiatives in Singapore and overseas. They used their skills, knowledge, experience, and networks to deliver solutions that have made, and continue to make, a difference to their communities.



## Driving Sustainable and Inclusive Growth

Sustainability remains at our core. We need to act now to deliver a better, more inclusive and resilient future for all.

That is why we are actively investing in sustainable solutions in food, water, waste, energy, materials, clean transportation and the built environment, just to name a few.

Ultimately, a focus on sustainability and climate change is a journey we must take. It is inextricably linked to a multi-generational mindset, as we do our part for a more sustainable world that safeguards the future of humanity.



## Defining Our Purpose

The Temasek team has collectively defined our Purpose in the simple statement *"So Every Generation Prospers"*. This serves as a single, unifying pledge that encapsulates our reasons for being who we are, and why we do what we do.

Long term generational commitment is fundamental to Temasek's founding. Our predecessors had imbued a long term ownership mindset in everything they did. It is through their unwavering commitment that we can reap the fruits of their labour over the past decades. Similarly, we must carry forward this spirit of doing things today with tomorrow in mind.



## In Appreciation

While it has been a challenging year, I am proud of the incredible adaptability and strength of our Temasek staff. They kept a focus on our Purpose and mission as a firm, while also volunteering for the many pandemic relief projects, both in Singapore and around the world.

The road ahead may look winding and the complexities facing us may seem insurmountable. However, I am confident that we will rise to the challenge, knowing that a difficult environment brings out the very best in us, and by staying committed to doing well, doing right and always doing good as a firm, so every generation prospers.

Read the full message from our Chairman at [temasekreview.com.sg/message](https://temasekreview.com.sg/message) or scan the QR code



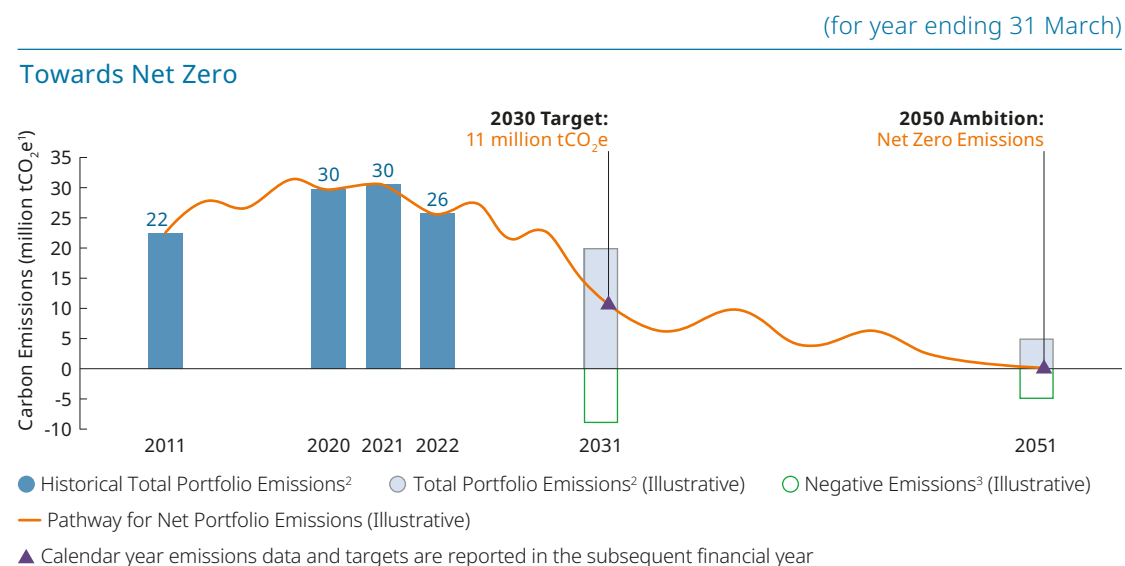
## We are in a critical decade. We must work together to solve the climate challenge, reverse nature loss and build a more inclusive society.

At Temasek, doing well, doing right, and doing good are inseparable, as we strive to activate capital — financial, human, natural, and social — to catalyse solutions for a more sustainable and inclusive world, so every generation prospers.

We set and achieved our target of carbon neutrality as a company three years ago, and have maintained this status.

### Focus on Portfolio Emissions

We target to reduce the net carbon emissions attributable to our portfolio to half the 2010 levels by 2030, as we aim for net zero portfolio emissions by 2050.



Our estimated Total Portfolio Emissions have decreased moderately over the year, and the Portfolio Carbon Intensity of our equities portfolio has decreased from 103 tCO<sub>2</sub>e/\$S\$M portfolio value to 81 tCO<sub>2</sub>e/\$S\$M portfolio value for the financial year ended 31 March 2022.

The decrease is mainly attributable to the impact of COVID-19 on some of our key portfolio companies' emissions as well as the time lag in reported emissions data.

To further align with recommendations of the Task Force on Climate-related Financial Disclosures, we have measured our Portfolio Weighted Average Carbon Intensity (WACI) at 119 tCO<sub>2</sub>e/\$S\$M revenue for the financial year ended 31 March 2022. We expect our WACI to decrease over time, as we step up efforts to encourage decarbonisation across our portfolio companies and continue to invest in less carbon intensive businesses.

### Pathways Towards Our Climate Targets

We have identified three pathways towards our climate targets:



Investing in climate-aligned opportunities



Enabling carbon negative solutions



Encouraging decarbonisation efforts in businesses

We continue to accelerate efforts to catalyse and invest in businesses and funds that support the decarbonisation of various sectors, including hard-to-abate sectors such as aviation.

Our long term investment horizon, which can span decades, puts us in a unique position to support companies to become more sustainable and adopt carbon abatement strategies. We can deploy catalytic capital in start-ups and growth sectors, partner industries to pilot or scale sustainable solutions, or invest alongside portfolio companies as they transition their businesses. We engage our major portfolio companies regularly on their climate transition plans as part of our efforts to achieve a decarbonised and carbon efficient portfolio.

To accelerate the pace of decarbonisation, we launched GenZero in June 2022 as an investment platform company dedicated to catalysing solutions across three focus areas: technology-based solutions, nature-based solutions, and carbon ecosystem enablers.

### Developing a Diverse and Inclusive Institution

Our staff is our most important asset, and we value diversity and the cross-fertilisation of experiences and ideas. We seek to create an inclusive and cohesive work environment that celebrates and values their unique personalities, diverse perspectives, skill sets, and experiences.

We also believe that staff diversity is important. Today, our staff represents 33 nationalities with a gender mix of 55% male to 45% female. Our senior management is 78% male and 22% female.

<sup>1</sup> tCO<sub>2</sub>e refers to tonnes of carbon dioxide equivalent, a standard unit used in greenhouse gas emissions accounting and reporting.  
<sup>2</sup> Our total portfolio emissions refer to the absolute greenhouse gas emissions (Scope 1 and Scope 2) associated with our equities portfolio, excluding private equity funds.  
<sup>3</sup> Negative emissions acquired through investments and carbon offsets.

Read more about our sustainability journey at [temasekreview.com.sg/sustainability](https://temasekreview.com.sg/sustainability) or scan the QR code

# How We Invest

Driven by our views of the trends shaping societies, we invest today with tomorrow in mind.

We aim to build a forward looking and resilient portfolio that delivers sustainable returns over the long term. We deploy capital to catalyse solutions that can enable the transition to a low carbon economy, and tap on opportunities to build future growth sectors and leading enterprises through our efforts in innovation.

Our investment activities are aligned to four structural trends that shape our long term portfolio construction.



Our investment discipline is centred around intrinsic value and our risk-return framework. This framework forms the basis of our investment decisions, capital allocation, performance measurement and incentive system.

For each investment we make, we conduct bottom-up intrinsic value analysis, with expected returns evaluated against a risk-adjusted cost of capital that is derived using the capital asset pricing model. Investments in riskier sectors or markets will have higher costs of capital. We use risk-adjusted cost of capital to normalise the risks in order to compare the relative attractiveness among investment opportunities.

We have full discretion as an owner and investor to reshape and rebalance our investment holdings as the situation warrants. We are predominantly invested in equities. Based on our risk-return appetite, we invest or divest in line with our outlook and value tests. We may take concentrated positions or remain in cash, but we do not have targets for investing by asset class, country, sector or single name.

As an active and engaged shareholder, we seek to add value to our portfolio across all stages of enterprise growth. We proactively promote good governance, looking to boards to drive strategy and oversee management, who, in turn, run their respective companies.

# How We Grew

Investor

We grew with Singapore in our early years. In 2002, we stepped out to build a second wing of growth with a transforming Asia. We have since increased our exposure outside Asia to capture global opportunities for innovation.

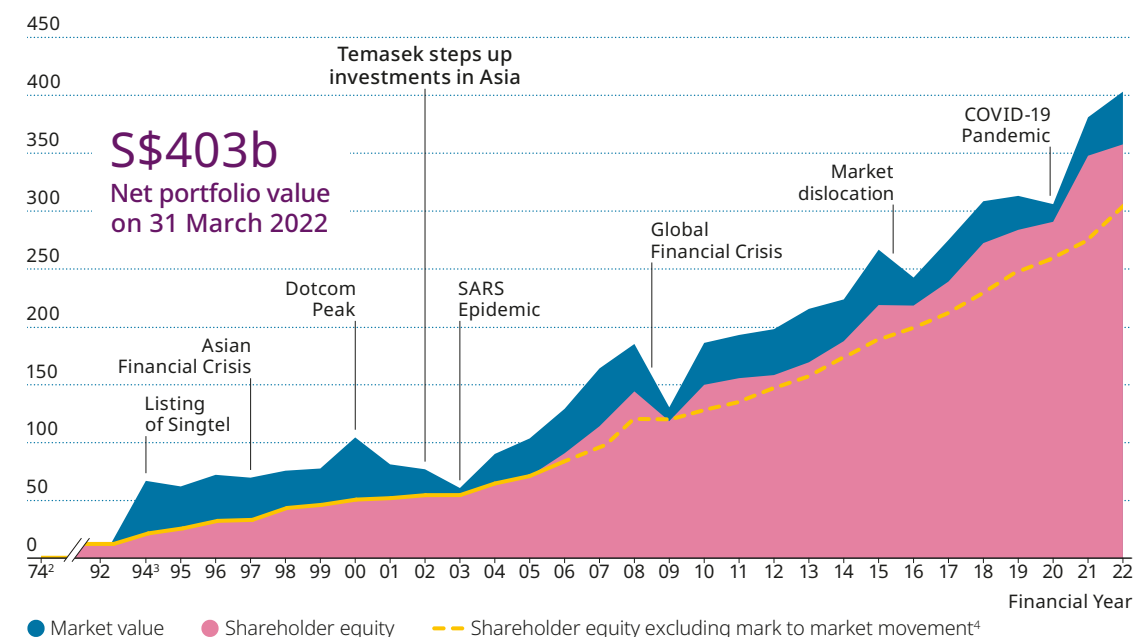
Our initial portfolio in 1974 reflected Singapore's early stages of industrialisation. Some of these companies, and others added since, have grown into iconic Singapore brands, such as the Singapore Zoo. Others, like DBS and Singapore Airlines, have transformed into regional and global champions.

We focus on trends driven by technological advances that cater to demographic shifts and sustainability objectives, transforming business models, or shifting consumption patterns.

As at 31 March 2022, our net portfolio value was S\$403 billion<sup>1</sup>.

## Temasek Net Portfolio Value since Inception

(in S\$ billion)



See our initial portfolio at [temasekreview.com.sg/portfolioat inception](https://temasekreview.com.sg/portfolioat inception) or scan the QR code



<sup>1</sup> Equivalent to US\$297 billion, €268 billion, £227 billion and RMB1.89 trillion as at 31 March 2022.  
<sup>2</sup> Incorporation of Temasek on 25 June 1974.  
<sup>3</sup> Financial year-end was changed from 31 December before 1993 to 31 March from 1994 onwards.  
<sup>4</sup> From the financial year ended 31 March 2006, the accounting standards require sub-20% investments to be marked to market.

## How We Manage Risks

There are inherent risks whenever we invest, divest, or hold our assets, and wherever we operate.

We adopt a long term view of our investments, with the flexibility to take concentrated positions. We invest across all stages of the business life cycle, from early stage and/or unlisted, to large or listed assets. We do not have targets for investing by asset class, country, sector or single name.

Our long investment horizon means we have a portfolio of predominantly equities, including listed and unlisted assets, and private equity funds, designed to deliver higher risk-adjusted returns over the long term.

Consequently, our portfolio is expected to have higher year-to-year volatility of annual returns, with higher risks of negative returns in any one year.

Our investment posture is to ride out short term market volatility and focus on generating sustainable returns over the long term.

Given the expected volatility, we manage our leverage and liquidity prudently for resilience and investment flexibility, even in times of extreme stress.

### Organisational Risk Management Framework

We track and manage risks proactively, through economic and market cycles, including specific risks at the asset level.

To minimise operational risks, we embed risk management in our systems and processes. These include our approval authority delegation, company policies, standard operating procedures and risk reporting to our Board.

We do not manage our portfolio to short term mark to market changes. We evaluate the potential for sustained loss of overall portfolio value over prolonged periods, and use different scenarios to test our resilience.

### Legal & Regulatory

We comply with all obligations under Singapore laws and regulations, including those arising from international treaties and UN sanctions. We also comply with the laws and regulations of jurisdictions where we have investments or operations. Our Temasek Code of Ethics and Conduct and its related policies guide our Board directors and staff in their daily dealings and conduct.

## 12-month Returns Simulation

Investor

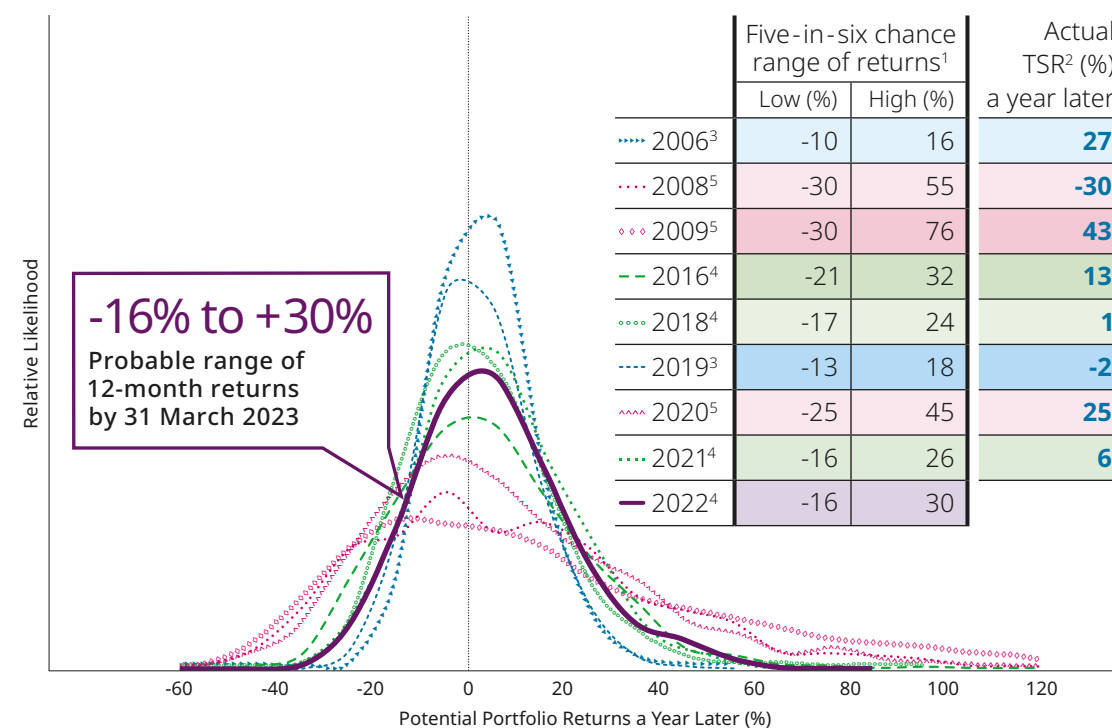
While we expect volatility consistent with a largely equities portfolio, we manage our portfolio to deliver sustainable returns over the long term.

For our current portfolio mix, our Monte Carlo simulations show a five-in-six chance that one-year forward portfolio returns may range from -16% to +30%. Our annual returns ranged from -30% to +46%, over the past 20 years.

Narrower curves in the chart below mean less volatility compared, for instance, to the flatter curves of the 2008/09 Global Financial Crisis years.

(as at 31 March)

### Simulation of 12-month Forward Portfolio Returns



<sup>1</sup> Based on Monte Carlo simulation for 12-month forward portfolio returns distribution, assuming no change in market conditions or portfolio mix.

<sup>2</sup> Total Shareholder Return.

<sup>3</sup> Periods of low market volatility.

<sup>4</sup> Periods of medium market volatility.

<sup>5</sup> Periods of high market volatility.



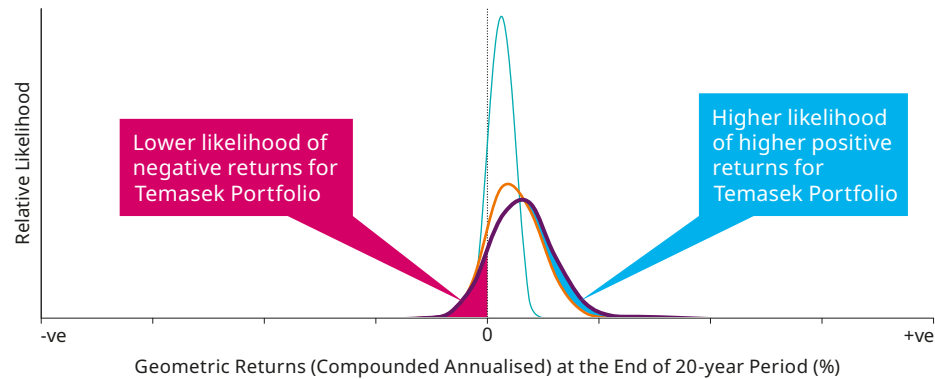
Our Temasek Geometric Expected Return Model, or T-GEM, simulates the range of possible returns for our portfolio over the next 20 years. These simulations do not predict actual outcomes.

## 20-year Expected Returns for Different Portfolio Mix

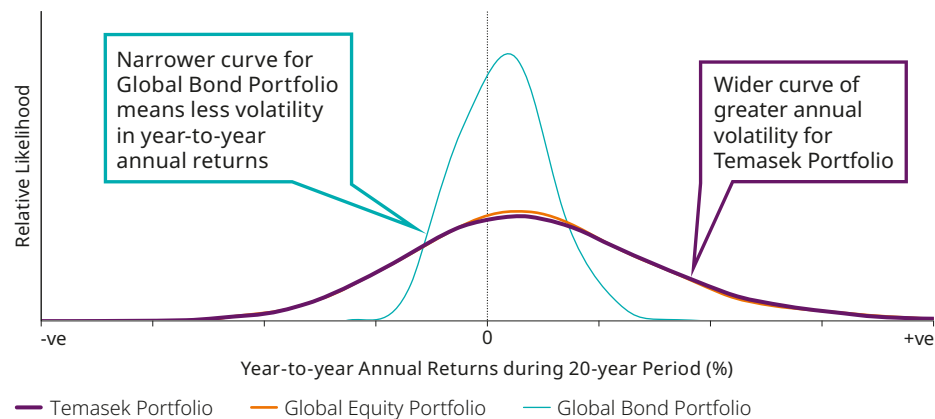
Under our Central Scenario, the Temasek Portfolio has the highest upside potential (see blue shaded), but also the highest volatility, as shown in the charts below. The Global Bond Portfolio has the lowest upside potential and the least year-to-year volatility.

(as at 31 March 2022)

Likelihood of Geometric Returns (Compounded Annualised) at the End of 20-year Period, by Portfolio Mix



Likelihood of Year-to-year Annual Returns during 20-year Period, by Portfolio Mix



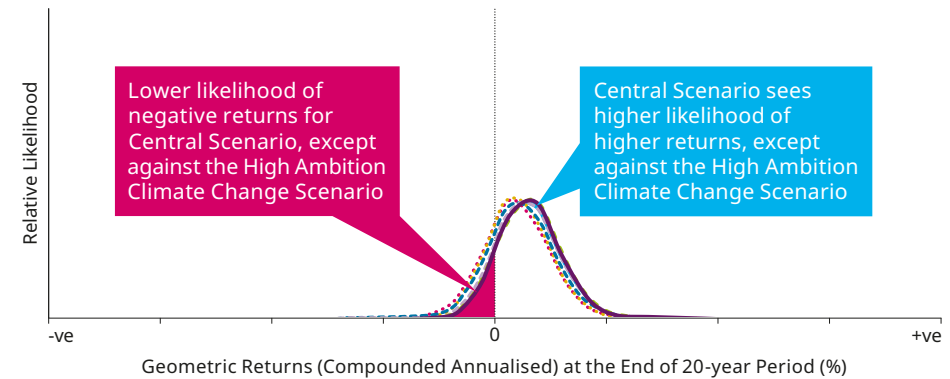
— Temasek Portfolio — Global Equity Portfolio — Global Bond Portfolio

## 20-year Expected Returns for Various Temasek Scenarios

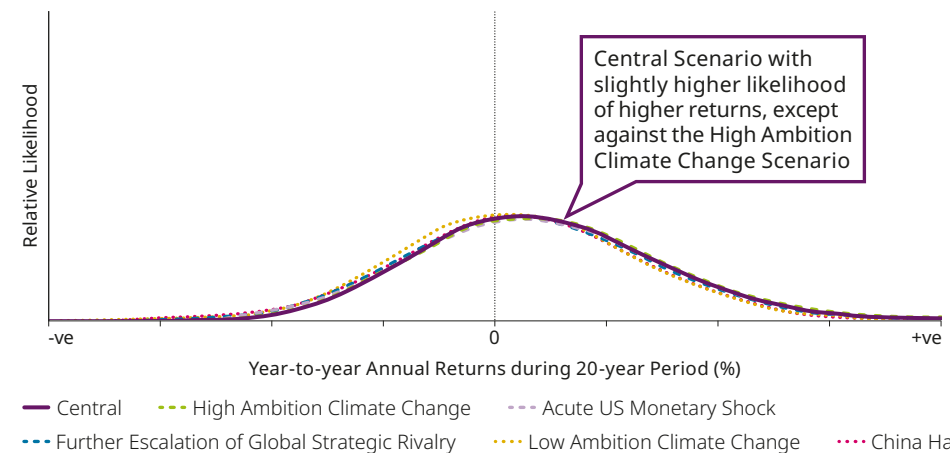
The Central Scenario offers higher 20-year expected returns for the Temasek Portfolio, compared to those under the other alternate scenarios of Acute US Monetary Shock, Further Escalation of Global Strategic Rivalry, Low Ambition Climate Change and China Hard Landing.

(as at 31 March 2022)

Likelihood of Geometric Returns (Compounded Annualised) at the End of 20-year Period, by Potential Scenario



Likelihood of Year-to-year Annual Returns during 20-year Period, by Potential Scenario



— Central — High Ambition Climate Change — Acute US Monetary Shock  
 — Further Escalation of Global Strategic Rivalry — Low Ambition Climate Change — China Hard Landing

# A Forward Looking Institution

The character of Temasek is shaped by our Purpose, our MERITT values, our Temasek Charter and our business strategy as we strive to do right, as individuals and as a team.

At Temasek, our Purpose Statement “*So Every Generation Prospers*” guides us to make a difference, by actively shaping and building a better tomorrow for today’s and future generations. We do this by investing in human potential, which, in turn, builds and sustains our portfolio, our institution and our wider communities, always with tomorrow clearly in our minds.

## Building a Better, Smarter, More Sustainable World

Sustainability is at the core of everything we do. Our commitment to ensuring a more sustainable planet drives our focus as an investor, institution and steward.

We look for opportunities to invest in companies addressing global sustainability challenges, and to help companies transform business models to be more sustainable. We incorporate Environmental, Social and Governance considerations into our investment decision making and management.

We encourage companies to adopt policies and practices that safeguard and enhance long term sustainability and resilience of their business.

We seek to build a resilient and inclusive Temasek by developing our people, capabilities and processes around sustainability, good governance and a strong set of values.


We foster community partnerships and provide gifts to Temasek Trust to uplift lives and build resilience in our communities. We look across generations as a steward, investing with tomorrow in mind.


## Promoting Good Governance

We advocate good governance and uphold the Santiago Principles for sovereign investments. We had supported the International Monetary Fund initiative to frame these principles in 2008.

## Our Board and Management

Chaired by Mr Lim Boon Heng, our Temasek Board and management ensure compliance with the rules and regulations wherever we have investments or operations.

 Find out more about our Board at [temasekreview.com.sg/board](https://temasekreview.com.sg/board) or scan the QR code

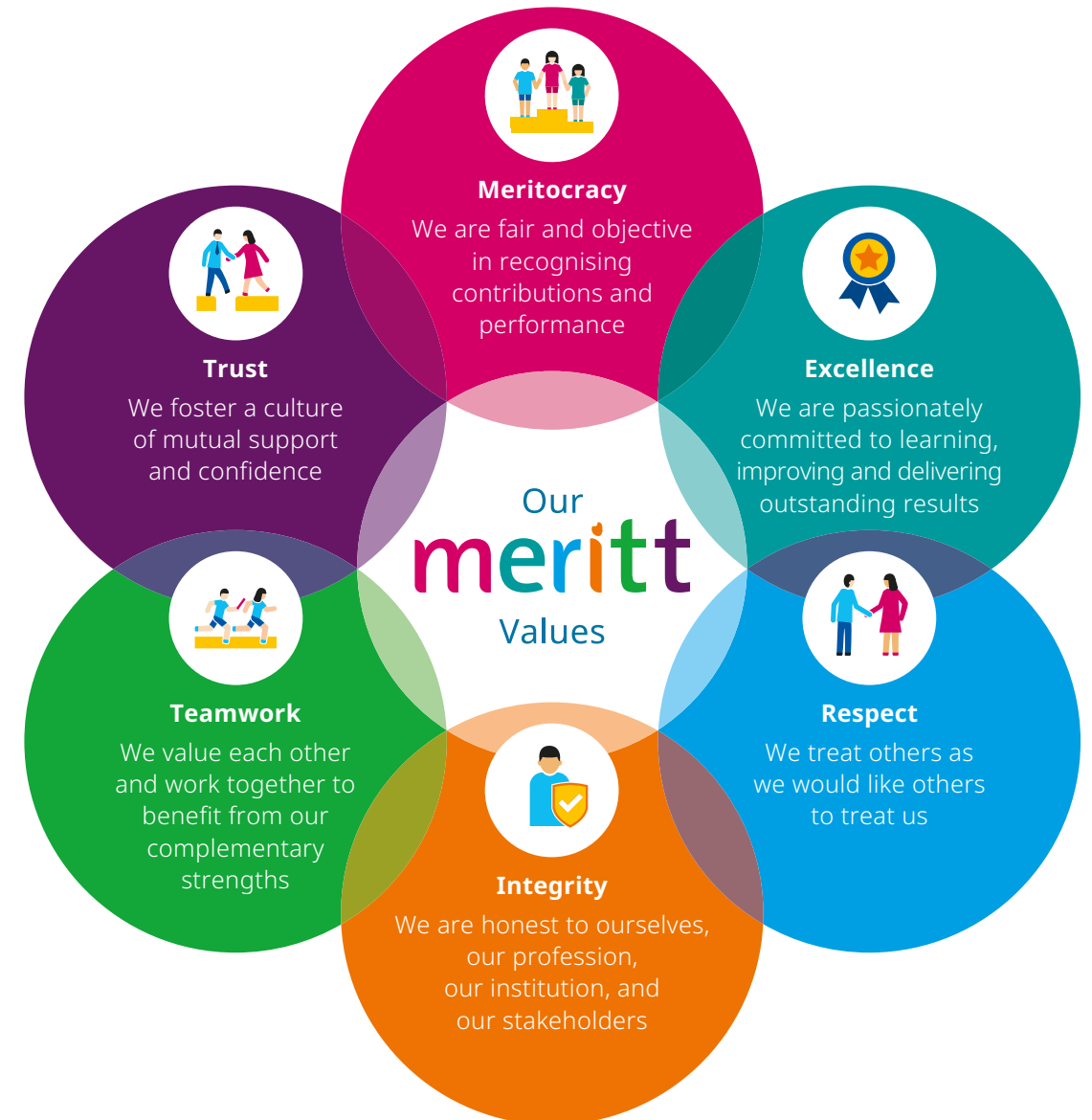
 See the list of our senior team at [temasekreview.com.sg/team](https://temasekreview.com.sg/team) or scan the QR code

# Our Values

We are guided by our MERITT values and strive to do well, do right, and do good.

As a purpose-driven organisation, we are guided by our MERITT values, and are united by our Temasek Heartbeat.

Our people give back to their communities, including working through *T-Touch*, a staff-driven volunteer initiative.



# Our *OneTemasek* Team

We have about 900 people, representing 33 nationalities across 13 offices in 9 countries, investing and working together to build a better tomorrow.

We strive to do well, do right, and do good, to build a brighter, kinder and more inclusive tomorrow for this and future generations.

At the core of this ambition is our people — their values, passions, capabilities, and their willingness to learn, lead and take on new ideas and responsibilities.

## Rooted in Meritocracy

Temasek has its roots in Singapore, a country founded on the ideals of meritocracy, regardless of race, language or religion. Our character is shaped by the values, the integrity and the capability of our people.

Temasek, built and sustained by its people, serves as an active global investor and a trusted steward. We value diversity, the cross-fertilisation of experiences and ideas across geographies and cultures, and the ability to connect dots in a complex world.

## Developing Our People

We work to transform for relevance and impact, as we have done through the years.

We encourage mobility as a way of developing our talent, both between functions and across geographies. Our colleagues are given opportunities to broaden their experiences and exposure outside their home base, and also to build their skill sets and leadership capabilities across our global network.

## An Inclusive Team

We bond as *OneTemasek*, embracing different perspectives, skill sets and experiences.

The interaction among all of us from diverse backgrounds creates an inclusive workplace where we can grow and thrive individually and collectively as an institution, towards our common Purpose, *“So Every Generation Prospers”*.

Our offices around the world are anchored by strong local cores.

Overall, our nationality mix is about 60% Singaporeans and 40% other nationals, which includes about 10% Singapore Permanent Residents (PRs). This mix will evolve as we grow our international footprint.

## Supporting Our Communities

Our staff are active volunteers who give back to their communities in many ways.

Our annual Community Day is on 25 June, the date on which we were incorporated in 1974. Staff in our various offices work with beneficiaries on each anniversary and throughout the year.

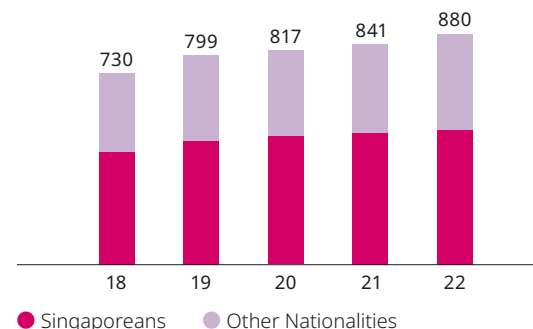
Our people have volunteered to support our community response towards COVID-19, and other activities to extend a helping hand to the vulnerable.



Jenny Wee, an Associate in Temasek's Legal & Regulatory team, distributing oximeters at Temasek Shophouse.

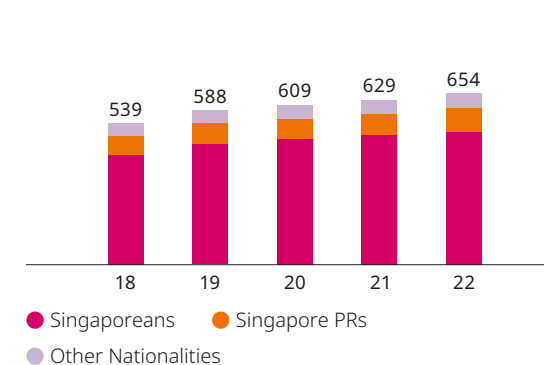
(as at 31 March)

## Our Staff Composition – Global



About 60% of our staff across our 13 offices in 9 countries are Singaporeans. Chinese (11%), American (6%), Indian (6%), British (3%) and Malaysian (3%) constitute the next 5 largest nationality groups.

## Our Staff Composition – Singapore



We have grown over the last two decades, from less than 200 to over 600 strong in Singapore.

Learn more about our people at [temasekreview.com.sg/heartbeat](https://temasekreview.com.sg/heartbeat) or scan the QR code



Our ownership ethos places the institution above the individual, emphasises long term over short term, and aligns employee and shareholder interests over economic cycles.

Our compensation framework aims to foster a high performing and responsible culture, where our employees think and act as owners with a strong sense of intergenerational duty. We balance rewards for short term performance and long term value creation, and share gains and pains alongside our shareholder.

Deferred incentives and clawbacks are integral to our remuneration. Longer term incentives can be deferred up to 12 years, and are subject to market risks and clawbacks, to account for the sustainability of returns over market cycles.

## Annual Cash Bonuses – Our Short Term Incentives

Our short term annual cash bonuses are driven by company-wide, team and individual performance, and capped within budgeted limits.

## WA Bonus Bank – Our Medium Term Incentives

A portion of our Wealth Added (WA) incentive pool is distributed into each employee's notional WA bonus bank account, based on the individual's performance and contributions over four years. A negative pool is effectively a clawback.

## Co-ownership Grants – Our Long Term Incentives

We may award co-investment grants, which vest according to performance or time-based conditions, and lapse after 12 years.

## Co-ownership Alignment in Practice

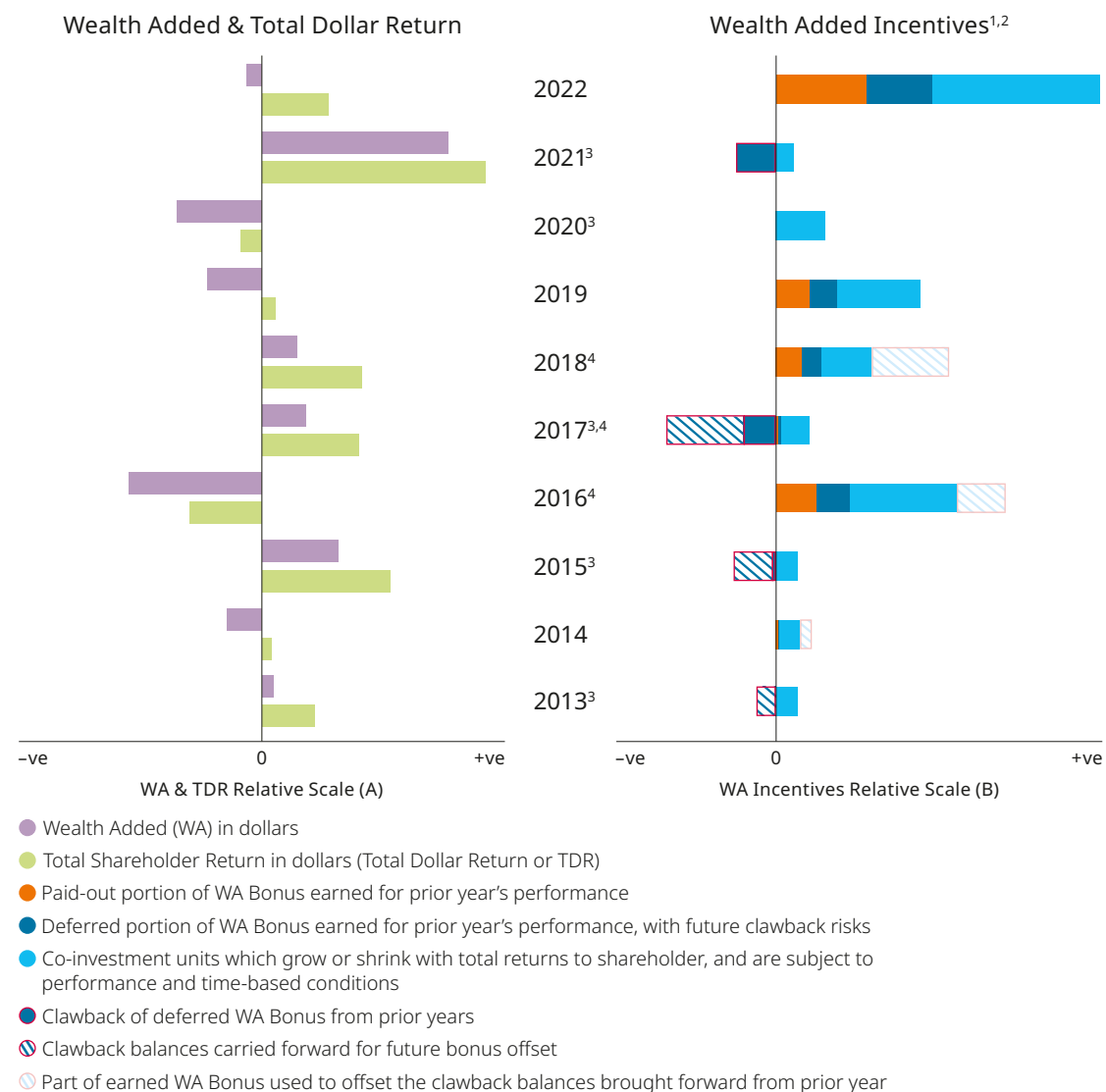
As part of co-ownership alignment, we have clawbacks when both WA and portfolio returns are negative. In the last decade, we had four clawback pools. Three of these were clawback balances carried forward when the deferred WA incentives were not enough to clear the clawback pools from prior years. Clawback balances were then made good from future years' positive WA.

This demanding framework for sharing gains and the associated risks and pains through market cycles has been tested and reaffirms our ownership ethos.

In addition, we continue to set aside a portion of the time-based co-investment grants towards our carbon abatement goals, in line with our T2030 sustainability goals.

(for year ended 31 March)

## WA Incentives of Key Team



<sup>1</sup> WA incentives awarded in the year were for WA performance in the prior year.  
<sup>2</sup> WA incentives of key management team which includes CEOs, Presidents, Senior Managing Directors, Managing Directors, as well as management Directors.  
<sup>3</sup> No new T-Scope pool was generated due to negative WA in the prior year.  
<sup>4</sup> WA Bonus attributable to the IPO of Alibaba was split into three tranches over 2016, 2017 and 2018, subject to sustained performance.

# Public Markers

Our *Temasek Review*, Credit Profile and Temasek Bonds serve as public markers to anchor our commitment as a robust and disciplined institution through generations.

The *Temasek Review* is our annual scorecard.

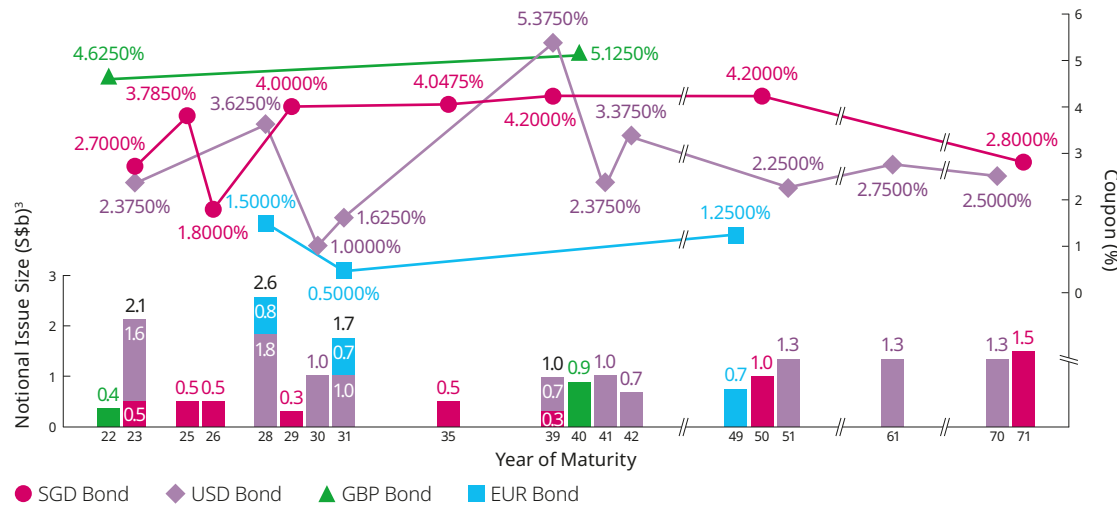
Our Credit Profile covers our key credit parameters<sup>1</sup> in terms of leverage, interest coverage, and debt service coverage. Our credit ratios facilitate a quantitative assessment of our credit quality and demonstrate our fundamental strength as an investment company.

We have received overall credit ratings of Aaa/AAA by Moody's Investors Service and S&P Global Ratings respectively<sup>2</sup>.

We issue Temasek Bonds and Euro-commercial Paper periodically to a diversified investor base, including retail, institutional and accredited investors. Their credit spreads are living public market signals of any perceived changes in Temasek's credit quality.

Our public markers instil financial discipline, broaden our stakeholder base, and facilitate our communications with the wider community.

## Temasek Bonds – Maturity Profile and Coupon



Read more on Temasek's Credit Profile at [temasekreview.com.sg/credit](https://temasekreview.com.sg/credit) or scan the QR code

<sup>1</sup> Based on the financial information of Temasek as an investment company, namely Temasek Holdings (Private) Limited (THPL) and its Investment Holding Companies (IHCs). IHCs are defined as THPL's direct and indirect wholly owned subsidiaries, whose boards of directors or equivalent governing bodies comprise employees or nominees of THPL, wholly owned Temasek Pte. Ltd. (TPL), and/or TPL's wholly owned subsidiaries. The principal activities of THPL and its IHCs are that of investment holding, financing, and/or the provision of investment advisory and consultancy services.

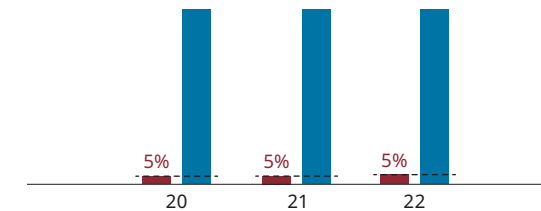
# Credit Quality

Institution

Our Temasek Credit Profile is a snapshot of our credit quality and financial strength<sup>1</sup>.

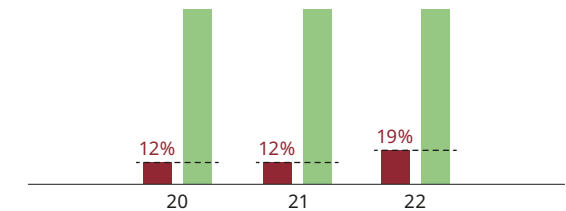
(for year ended 31 March)

## Total Debt 5% of Net Portfolio Value



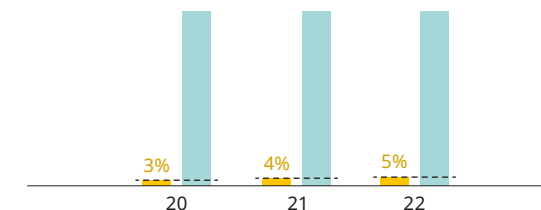
● Total Debt ● Net Portfolio Value

## Total Debt 19% of Liquid Assets<sup>4</sup>



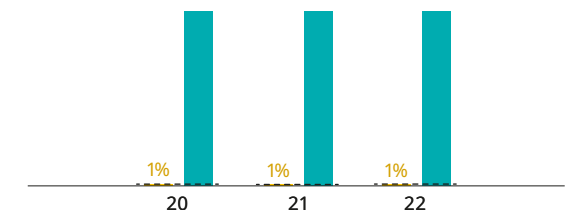
● Total Debt ● Liquid Assets

## Interest Expense 5% of Dividend Income



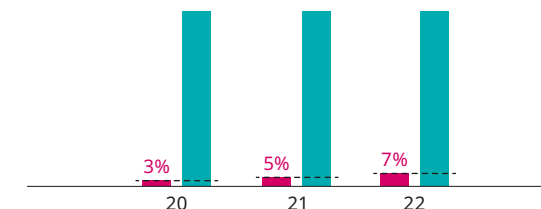
● Interest Expense ● Dividend Income

## Interest Expense 1% of Recurring Income<sup>5</sup>



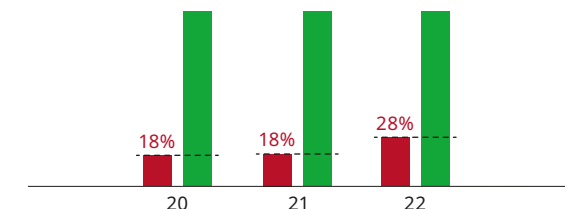
● Interest Expense ● Recurring Income

## Total Debt due in One Year 7% of Recurring Income<sup>5</sup>



● Total Debt due in One Year ● Recurring Income

## Total Debt due in next 10 Years 28% of Liquidity Balance<sup>6</sup>



● Total Debt due in next 10 Years ● Liquidity Balance

<sup>2</sup> From time to time, rating agencies may modify their rating criteria. Such criteria changes may lead to a revision in the rating assigned to an entity, sometimes even when the entity's financial position has not materially changed.

<sup>3</sup> Exchange rates as at 31 March 2022.

<sup>4</sup> Mainly cash and cash equivalents, and sub-20% listed assets.

<sup>5</sup> Divestments, dividend income, income from investments and interest income.

<sup>6</sup> Cash and cash equivalents, and short term investments.

# A Trusted Steward

We do things today with tomorrow clearly in our minds, always aspiring to do well, do right, and do good, for today's and future generations.

Our Temasek Charter defines who we are and what we do as an investor, institution and steward.

We own and manage our portfolio for the long term, as a commercial company registered under the Singapore Companies Act, guided by our Board.

Our added responsibility under the Singapore Constitution is to safeguard the past reserves<sup>1</sup> of our Company. Neither the President of Singapore<sup>2</sup> nor the Singapore Government is involved in our investment or other business decisions, except in relation to the protection of our past reserves.

Temasek does not manage Singapore's Central Provident Fund savings. Neither are we a fund manager of Government assets or foreign exchange reserves.

## Relating to the President of Singapore

The Board and CEO of Temasek have a duty to seek the President's approval before any draw occurs on our past reserves. There is no draw on our past reserves if our total reserves equal or exceed our past reserves. Mark to market declines on existing investments are not a draw on past reserves. We have a duty to ensure every disposal of investment is transacted at fair market value<sup>3</sup>. A realised loss arising from such disposals at fair market value is not a draw on past reserves.

## Relating to Our Shareholder

We declare dividends annually in accordance with our dividend policy.

## Relating to Our Portfolio Companies

Companies in our portfolio are guided and managed by their respective boards and management. Temasek does not direct their business decisions or operations. We expect companies to abide by sound corporate governance and codes of conduct and ethics.

## Relating to Our Communities

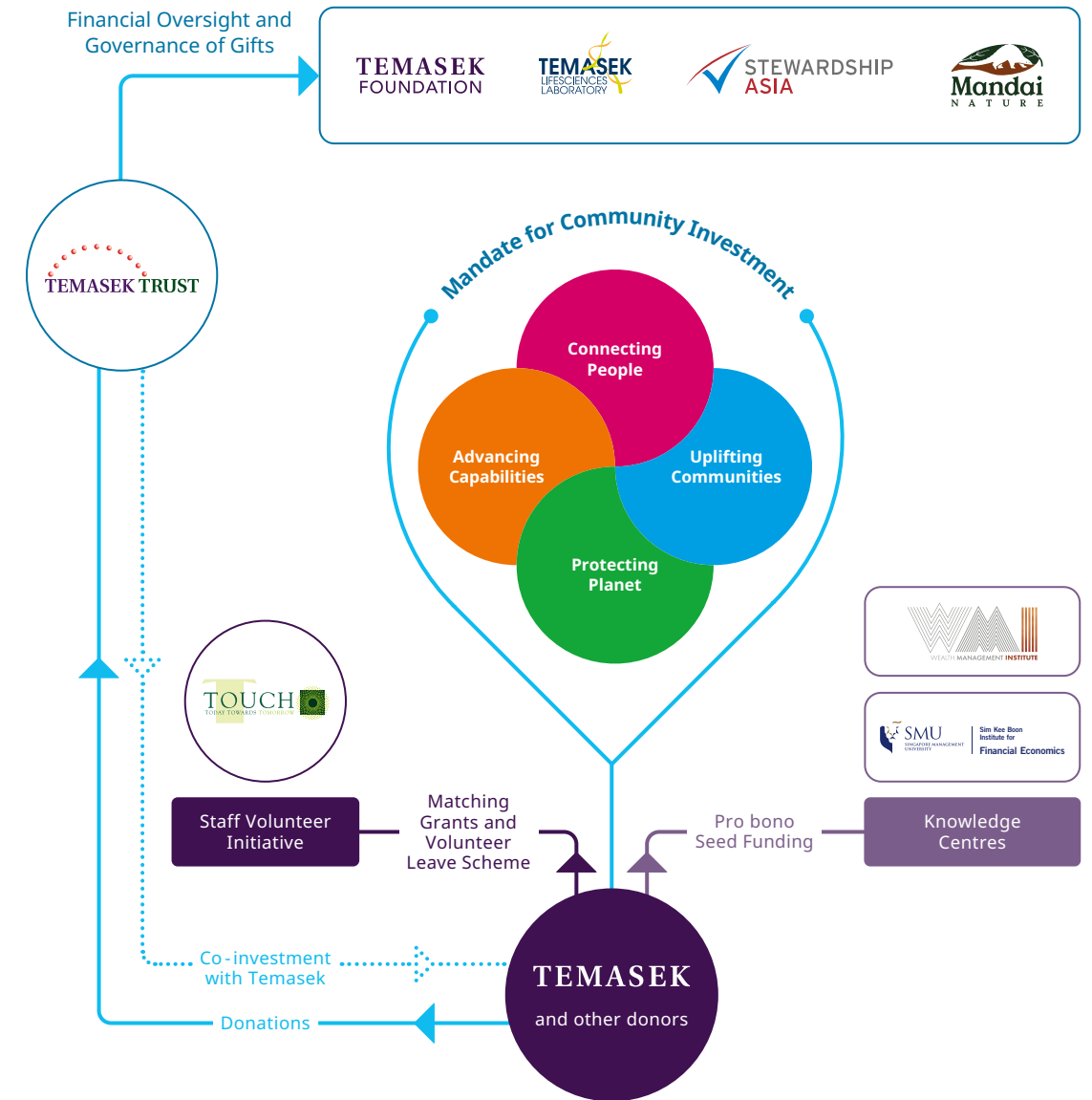
We gift philanthropic funds to Temasek Trust to support community initiatives. These philanthropic gifts are disbursed from Temasek Trust to Temasek Foundation and other non-profit entities to support programmes on a sustainable basis, delivering on our Community Investment Mandate to connect people, uplift communities, protect our planet and advance capabilities.

<sup>1</sup> Under the Singapore Constitution, Temasek's past reserves are those accumulated by the Company before the current term of Government.  
<sup>2</sup> The Singapore President has an independent custodial role under the Singapore Constitution to safeguard the respective past reserves of the Singapore Government and the Fifth Schedule entities, including those of Temasek.  
<sup>3</sup> Fair market value is the price agreed between a willing buyer and a willing seller on an arm's length basis.

# Enabling a Better World

Steward

Our not-for-profit gifts to Temasek Trust enable Temasek Foundation and other non-profit entities to connect people, uplift communities, protect our planet and advance capabilities, in Singapore, Asia and beyond.



See how we enable a better world at [temasekreview.com.sg/touchinglives](https://temasekreview.com.sg/touchinglives) or scan the QR code



# Making a Difference

Our staff and philanthropic initiatives enable people to rise above challenges, so that our communities can have brighter and more resilient futures.

## Strengthening the Mental Health of Seniors

Ms Lim Li Cheng, 70, a retired bank receptionist, suffers from schizophrenia and spends most of her time alone in her one-room rental flat in Clementi. At times, she finds herself consumed by negative thoughts and mood swings. These feelings intensified during Singapore's COVID-19 circuit breaker period in 2020.

However, she has grown calmer and more relaxed in recent months due to the fortnightly mental health screening sessions, which tap on Artificial Intelligence (AI) technology, and follow-up counselling sessions organised by social service agency Lions Befrienders (LB).

***“Social stigma and fear of losing face are preventing many seniors from sharing or seeking help for their mental health problems. Some are socially isolated, especially during the pandemic, which can feed into negative tendencies and aggravate their mental condition. The evidence-based F.A.C.E. programme can help detect mental health issues accurately, and allow early intervention to keep our seniors healthy and resilient.”***

– Lim Hock Chuan, Head, Programmes, Temasek Foundation



LB's social worker Qayyum Norshapiee conducting a mental health screening for Li Cheng.



The AI software analysing Li Cheng's emotions in real time.

***“The screenings have helped me to become more aware of my feelings. My counsellor also reminds me to relax and focus on things that are important. I feel calmer now,”***

– Lim Li Cheng, participant of F.A.C.E. programme

## Harnessing Technology

Li Cheng is among over 4,000 seniors who will be screened by the end of 2023 for mental health issues as part of LB's *Facial Analysis Correlation of Emotions* (F.A.C.E.) programme. The programme, which was rolled out in July 2021, is supported by a S\$190,000 grant from Temasek Foundation that covers costs such as the purchase of laptops and software licence fees.

The software uses proprietary computer vision algorithms and machine learning techniques to analyse facial expressions, and provides information on the emotions of the seniors such as contentment, sadness and fear. Based on the reports, counsellors recommend appropriate follow-up actions, such as referring serious cases to hospitals or counselling sessions for milder cases.

Since the start of the pandemic two years ago, LB has observed that more seniors are showing signs of mental health issues. However, it does not employ enough experienced counsellors to conduct the screenings.

LB found its solution in the AI software. The software can be operated by people without experience in counselling. In fact, it takes only about two weeks to train someone to operate the software and conduct the 15-minute question and answer session.

Seniors said the screenings are useful and would recommend it to others who want to understand their emotions better.

Learn more about the F.A.C.E. programme at [temasekreview.com.sg/FACE](https://temasekreview.com.sg/FACE) or scan the QR code



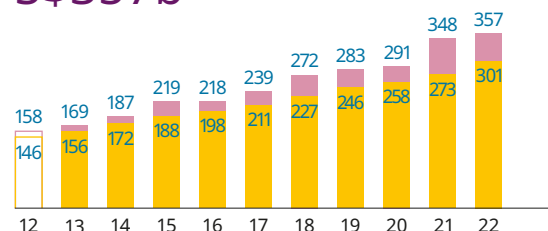
# Group Financial Highlights

Group shareholder equity was S\$357 billion, with group net profit of S\$11 billion.

(as at 31 March<sup>1</sup>)

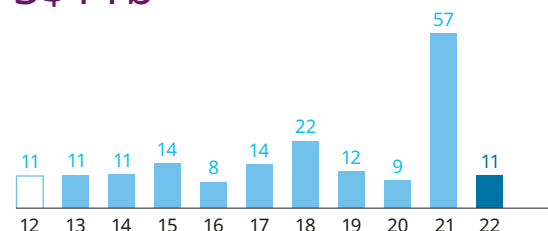
## Group Shareholder Equity (S\$b)

**S\$357b**



## Group Net Profit (S\$b)

**S\$11b**



- Mark to market (MTM) movement of sub-20% investments
- Shareholder equity excluding MTM movement of sub-20% investments

## Group Income Statements (in S\$ billion)

| For year ended 31 March <sup>1</sup>  | 2013        | 2014        | 2015        | 2016       | 2017        | 2018        | 2019        | 2020        | 2021        | 2022         |
|---|-------------|-------------|-------------|------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue   | 94.3        | 92.4        | 101.6       | 101.5      | 97.0        | 107.4       | 114.6       | 118.6       | 110.9       | <b>134.9</b> |
| <b>Group net profit</b>   | <b>10.7</b> | <b>10.9</b> | <b>14.5</b> | <b>8.4</b> | <b>14.2</b> | <b>21.7</b> | <b>11.8</b> | <b>8.8</b>  | <b>56.5</b> | <b>10.6</b>  |
| Group net profit, including unrealised MTM losses/(gains) of sub-20% investments <sup>2</sup> |             |             |             |            |             |             | 11.8        | 8.8         | 56.5        | <b>10.6</b>  |
| Unrealised MTM losses/(gains) of sub-20% investments  |             |             |             |            |             |             | 1.0         | 2.6         | (45.5)      | <b>10.3</b>  |
| <b>Group net profit, excluding unrealised MTM losses/(gains) of sub-20% investments</b>       | <b>10.7</b> | <b>10.9</b> | <b>14.5</b> | <b>8.4</b> | <b>14.2</b> | <b>21.7</b> | <b>12.8</b> | <b>11.4</b> | <b>11.0</b> | <b>20.9</b>  |

From the financial year ended 31 March 2019, IFRS 9 requires unrealised MTM gains or losses of sub-20% investments to be included in the Group net profit.

**View the full Group Financial Summary at [temasekreview.com.sg/groupfinancials](http://temasekreview.com.sg/groupfinancials)**

## Group Balance Sheets (in S\$ billion)

| As at 31 March <sup>1</sup> | 2013         | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Total assets                | 341.5        | 344.0        | 405.8        | 415.8        | 447.6        | 490.6        | 509.0        | 595.0        | 653.0        | <b>672.3</b> |
| <b>Shareholder equity</b>   | <b>169.2</b> | <b>187.4</b> | <b>218.6</b> | <b>218.1</b> | <b>238.9</b> | <b>272.1</b> | <b>283.5</b> | <b>290.5</b> | <b>347.5</b> | <b>357.3</b> |
| Net debt <sup>3</sup>       | 19.6         | 9.0          | 32.6         | 44.4         | 39.3         | 49.7         | 51.9         | 83.3         | 91.5         | <b>90.0</b>  |

<sup>1</sup> On 1 April 2018, the Group adopted International Financial Reporting Standards (IFRS) with retrospective application for the year ended 31 March 2018. Comparative financial statements for the years ended 31 March 2013 to 2017 were prepared based on Singapore Financial Reporting Standards.

<sup>2</sup> From the financial year ended 31 March 2019, IFRS 9 requires unrealised MTM gains or losses of sub-20% investments to be included in the Group net profit.

<sup>3</sup> Total debt less cash and cash equivalents.

# Contact Information

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