TEMASEK

Temasek Review 2025

SENSE, ADAPT, THRIVE

Net Portfolio Value Rises to Record S$434b, Up S$45b

A resilient and forward-looking portfolio

S$434b Net Portfolio Value

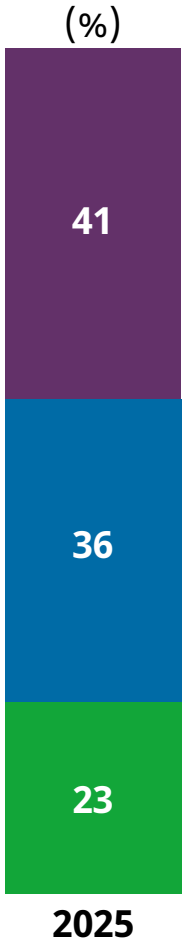
7% 20-year Return To Shareholder[1]

5% 10-year Return To Shareholder[1]

S$52b Invested During The Year[2]

S$42b Divested During The Year[2]

PORTFOLIO SEGMENTS



41 Singapore-based Temasek Portfolio Companies (TPCs)

36 Global Direct Investments (GDIs)

23 Partnerships, Funds, and Asset Management Companies (PFAs)

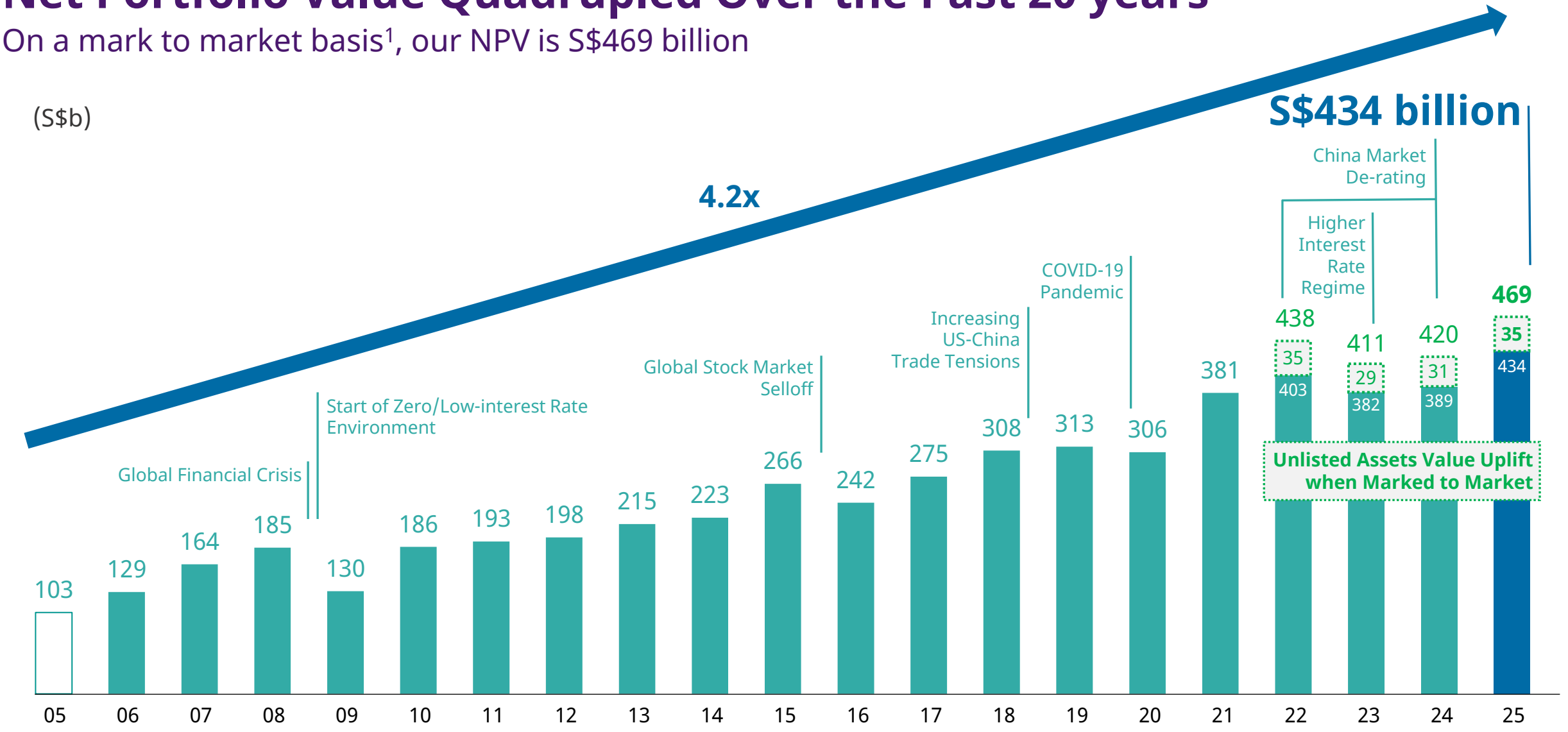
Note: All figures in this presentation deck are in reference to our net portfolio value of S$434b, which is equivalent to US$324b, as at 31 March 2025.

[1] As at 31 March 2025, the 1-year Total Shareholder Return in S$ terms was 11.8%.

[2] The activity for the year was higher compared to last year as we actively rebalanced our portfolio in light of the changing macroeconomic environment.

Net Portfolio Value Quadrupled Over the Past 20 years

On a mark to market basis[1], our NPV is S$469 billion



(as at 31 March)

[1] Applying a similar methodology, marking our unlisted portfolio to market would bring our net portfolio value to S$469 billion, S$420 billion, S$411 billion, and S$438 billion for the financial years ended 31 March 2025, 2024, 2023, and 2022 respectively.

Constructing a Resilient and Forward-Looking Portfolio

PORTFOLIO COMPONENTS

- **Resilient long-term** component: Deliver stable returns with a narrower range of outcomes over time
- **Dynamic** component: Strong growth prospects and long-term compounding potential

PORTFOLIO SEGMENTS

[1] As at 31 March and constructed with a net portfolio value of S$434 billion.

Actively Engaging our TPCs to Enhance Value

Their strong returns and dividend income help us to build a resilient portfolio, and provide liquidity for our investment activities

SINGAPORE PORTFOLIO HAS DONE WELL

Top TPCs based on market value[1]

DBS
Singtel
mapletree
PSA
SPgroup Empowering the Future of Energy
Singapore Airlines
ST Engineering
CapitaLand
sembcorp

ENHANCING VALUE AND BUILDING ALIGNMENT

- Strategic Review
- Capital Structure Optimisation
- Business Transformation
- Operational Performance
- Management Compensation Framework
- Investor Communications
- Sustainability Framework
- High Calibre and Diverse Boards

[1] Valuing our listed investments at share prices as of the last trading day of our financial year and our unlisted investments at book value less impairment. Book value refers to Temasek's cost of investment plus our share of the investee company's profits or losses, changes in other equity reserves, minus write down (if any).

Investing in Resilient Compounders and Dynamic Growth Areas

Enhancing resilience by investing in market leaders that can thrive amidst global uncertainty, across geographies and sectors, and aligned with the four structural trends

Stable cash flows and earnings

Access to large domestic markets that are relatively self-sufficient

Resilient supply chains and strong pricing power

Scaling our exposure into opportunities, such as:

Core-plus Infrastructure[1]

Artificial Intelligence

Emerging Tech

E.g. quantum computing, robotics, materials and energy technologies, AI-accelerated STEM commercialisation

Innovation

E.g. AI-native applications, space technologies, cybersecurity

Sustainable Solutions

E.g. low-carbon fuels (such as sustainable aviation fuels, green hydrogen, ammonia) and carbon capture and storage

[1] Refers to a category within the infrastructure asset class that offers a risk-return profile higher than traditional core infrastructure but lower than growth infrastructure investments. Examples include digital infrastructure and energy transition assets.

Core-plus Infrastructure[1]

Building resilience and liquidity through investing in infrastructure assets

Digital Enablers (Data Centres)

Increased adoption of AI accelerated demand for AI data centres and related infrastructure

Energy Transition and Resilience

Growing demand from rising electrification and data centres

Ageing Infrastructure

Global demand to modernise infrastructure drives innovation and economic growth

INVESTMENT AND PARTNERSHIP EXAMPLES

- Temasek partnered PSA to streamline their non-core assets, sharpen their focus on port operations, and fortified its global competitiveness for long-term growth
- Temasek partnered Brookfield to acquire majority shareholding in Neoen in 2024
- Temasek is a partner in the Brookfield Global Transition Fund
- Temasek voted for the demerger of Sembcorp's marine business, and was supportive of Sembcorp's brown to green pivot since 2020, including their 2028 25GW renewables target
- Temasek partnered EQT to establish O2 Power in 2020. We divested our stake post 31 March 2025
- Temasek is a partner in GIP's Fund V and also joined the AI Infrastructure Partnership (AIP) established by BlackRock, GIP, Microsoft, and MGX

[1] Refers to a category within the infrastructure asset class that offers a risk-return profile higher than traditional core infrastructure but lower than growth infrastructure investments. Examples include digital infrastructure and energy transition assets.

Artificial Intelligence

Investing in promising companies across the AI value chain

Scaled AI Winners

AI-native leaders and adaptive incumbents that have reached breakout scale

AI Factories

Infrastructure-like businesses that enable the broader AI ecosystem

Emerging AI Innovators

Early-stage AI-native companies with disruptive potential

Direct Investments

Backing incumbents that rapidly adopt AI and AI-native disruptors

Physical Infrastructure

NVIDIA, tsmc, BROADCOM

Digital Enablers

databricks, V7

Digital Applications

veeam, INTAPP

Physical Applications

WAYMO, Field AI, Zipline

Building Ventures

Complement engagements with TPCs

aicadium

minden.ai

resaro

AI Funds

Access key networks, insights, and expertise

Cross-sector collaboration

AI Infrastructure Partnership (AIP)[1]

VC funds with AI expertise

General Catalyst, khosla ventures, Lightspeed, THRIVE CAPITAL

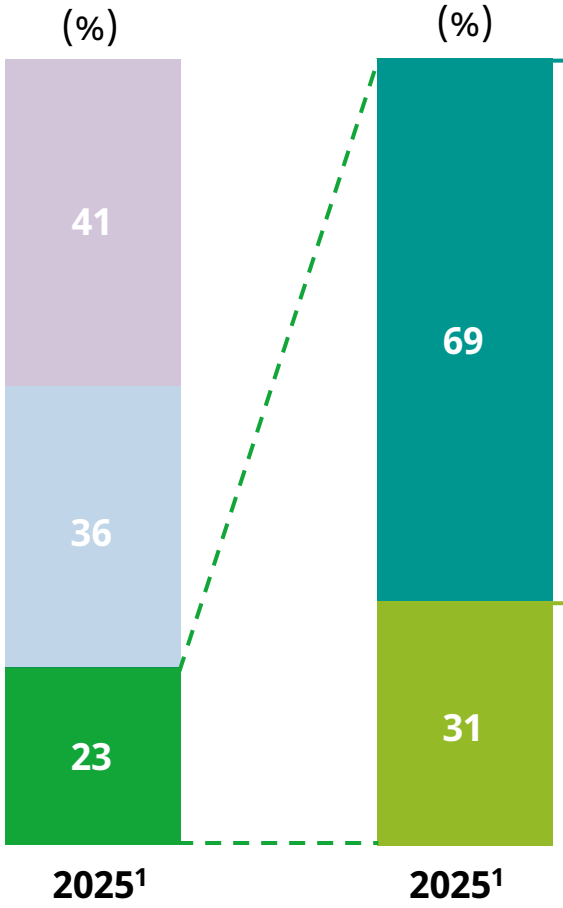
AI specialist funds

Radical Ventures, SignalFire

[1] Temasek joined the AI Infrastructure Partnership post 31 March 2025.

Partnerships, Funds, and Asset Management Companies

We have been focusing on this segment of our portfolio alongside greater global capital flow into alternative assets



Partnerships and Funds

Include strategic partnerships and high-quality funds diversified across geographies, sectors, and vintages

Brookfield
Global Infrastructure Partners
a part of BlackRock
EQT
KKR
LeapFrog Investments
TPG

Asset Management Companies

Manage capital (including third-party) in our wholly-owned and co-investment platforms

SEVIORA
ARANDA
PRINCIPAL STRATEGIES
CLIFFORD CAPITAL
Decarbonization Partners
BlackRock | TEMASEK
EVOLUTION Debt Capital
vertex
65 EQUITY PARTNERS

[1] All figures are as at 31 March.

Alternative Assets

Enabling portfolio diversification beyond traditional equities

Private Credit and Hybrid Solutions

- Flexible and tailored solutions to meet borrower needs
- Generate attractive risk-adjusted returns that can withstand market volatility

ARANDA PRINCIPAL STRATEGIES

HPS a part of BlackRock

Private Equity Funds

- Invest in top-tier managers with proven and consistent track records
- Opportunity to co-underwrite and co-invest

EQT

KKR

TPG

Liquid Alternatives and Uncorrelated Strategies

- Invest in hedge funds
- Generate returns through uncorrelated strategies like closed block insurance and royalties

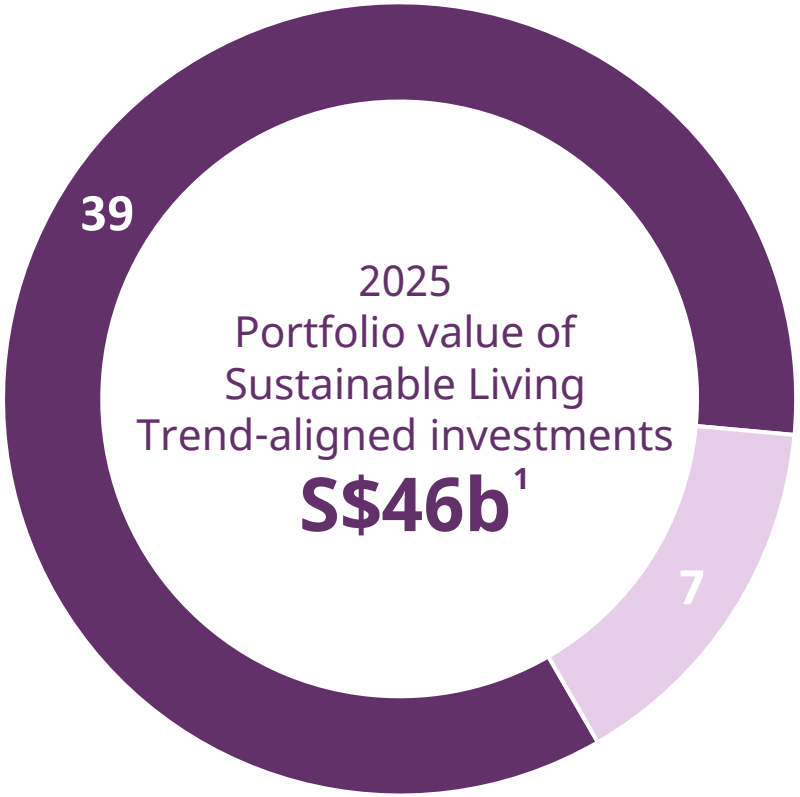
CITADEL

POPHOUSE

PRISMIC

Sustainability at the Core

During the year, we invested S$4 billion in line with the Sustainable Living trend



Our Focus Areas

Food | Water | Waste | Energy | Materials | Clean Transport | Built Environment

Sustainability-Focused Investments
S$39 billion

AIRA | AMOGY | electra | NEOEN | Zipline

Climate Transition Investments
S$7 billion

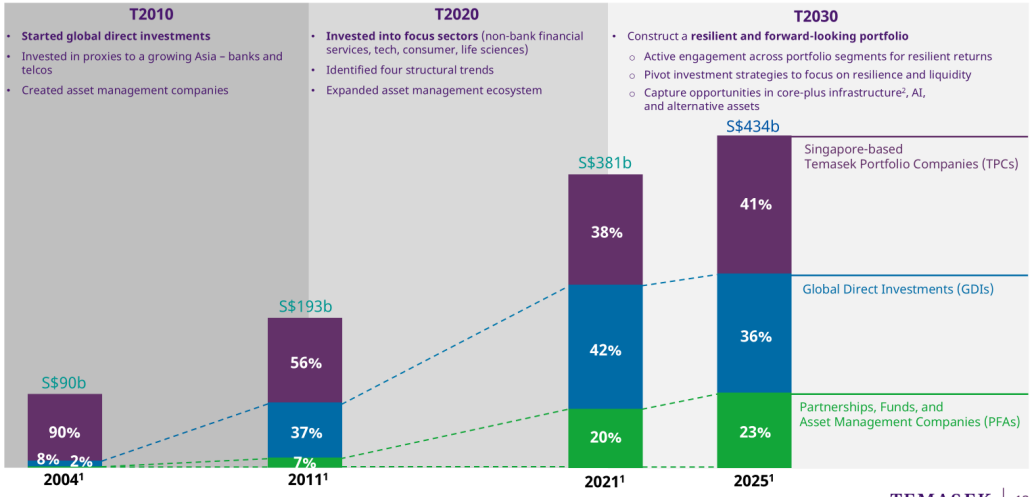
Atlantica Sustainable Infrastructure | sembcorp | TOPSOE

[1] Made up of listed and unlisted investments aligned with the Sustainable Living trend, and excludes other assets and liabilities.

Adapting our Portfolio to Seize Opportunities

By Portfolio Segments

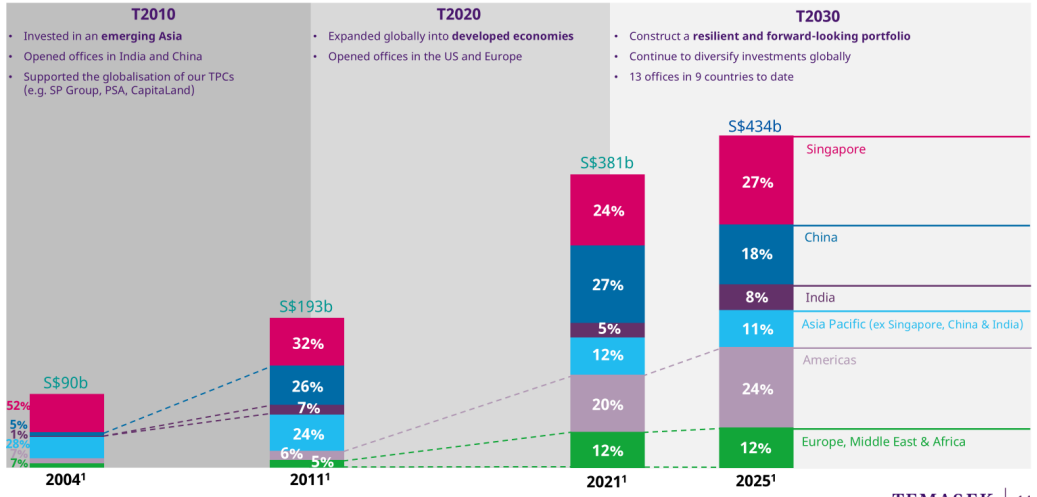
Pivoting our Portfolio Segments



¹ As at 31 March.
² Refers to a category within the infrastructure asset class that offers a risk-return profile higher than traditional core infrastructure but lower than growth infrastructure investments. Examples include digital infrastructure and energy transition assets.

By Geography

Broadening our Exposure Globally



¹ Distribution based on underlying assets.
² As at 31 March.

Pivoting our Portfolio Segments

T2010

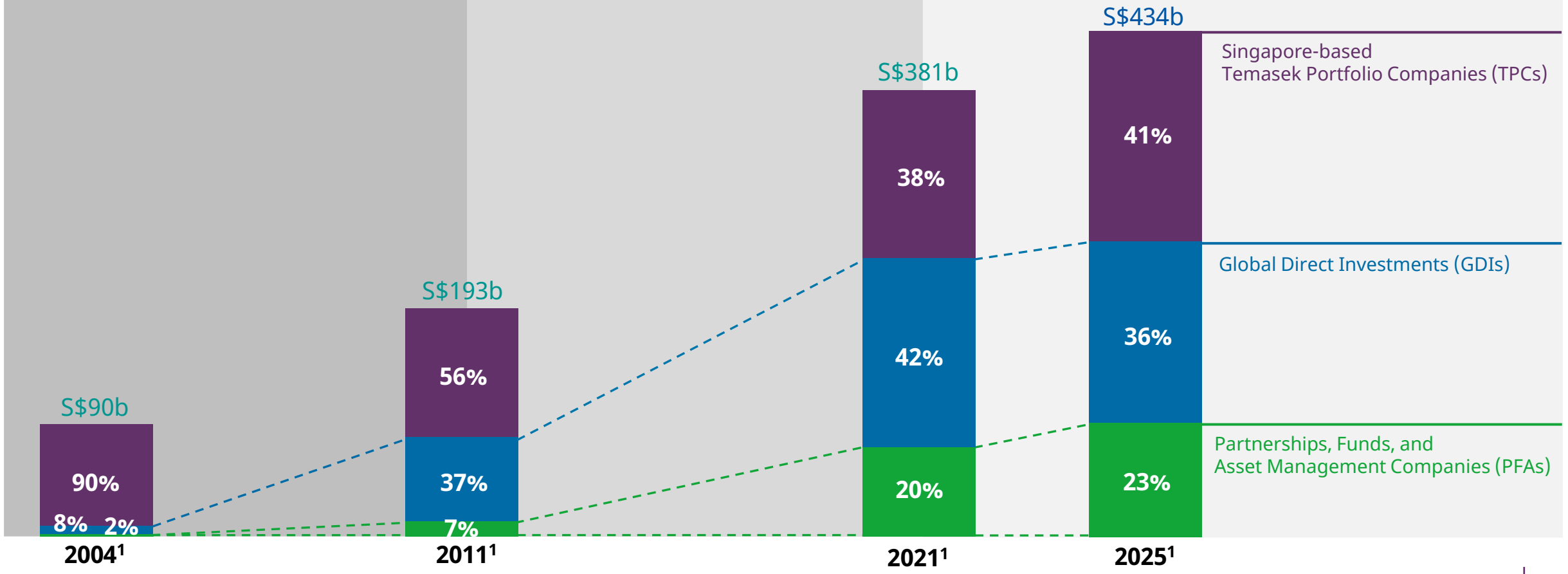
- **Started global direct investments**
- Invested in proxies to a growing Asia – banks and telcos
- Created asset management companies

T2020

- **Invested into focus sectors** (non-bank financial services, tech, consumer, life sciences)
- Identified four structural trends
- Expanded asset management ecosystem

T2030

- Construct a **resilient and forward-looking portfolio**
  - Active engagement across portfolio segments for resilient returns
  - Pivot investment strategies to focus on resilience and liquidity
  - Capture opportunities in core-plus infrastructure[2], AI, and alternative assets



[1] As at 31 March.

[2] Refers to a category within the infrastructure asset class that offers a risk-return profile higher than traditional core infrastructure but lower than growth infrastructure investments. Examples include digital infrastructure and energy transition assets.

Broadening our Exposure Globally

T2010

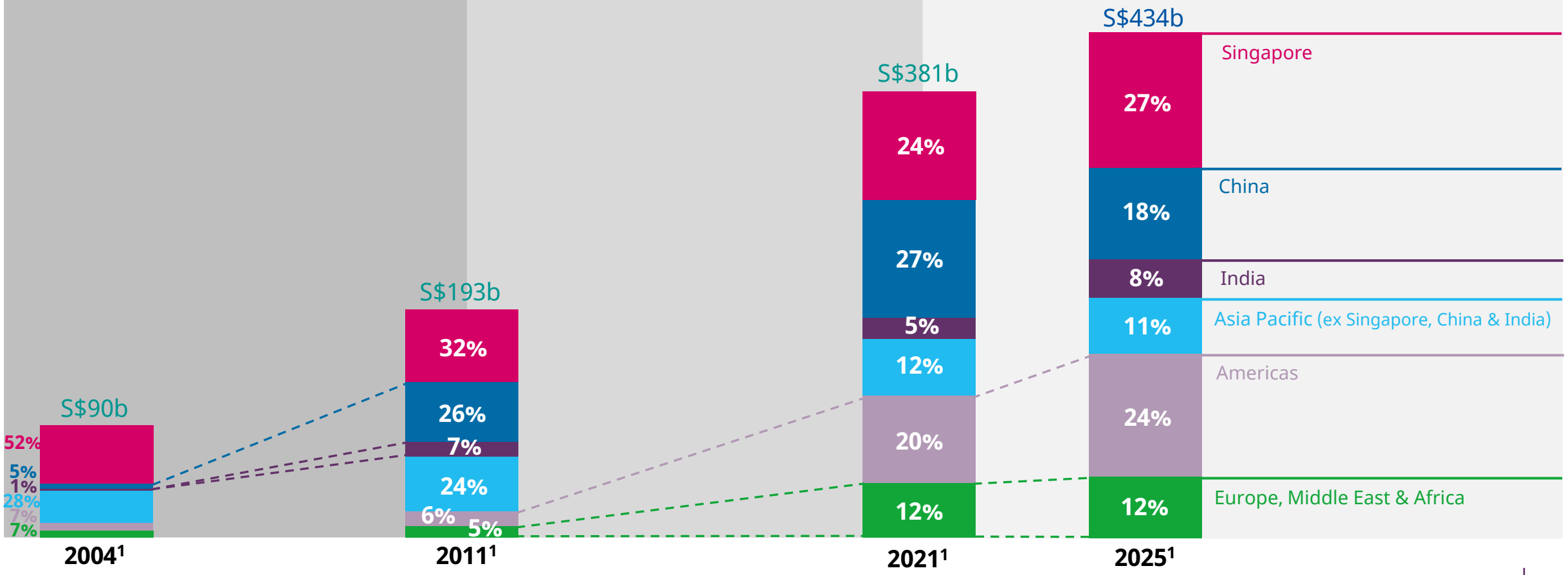
- Invested in an **emerging Asia**
- Opened offices in India and China
- Supported the globalisation of our TPCs (e.g. SP Group, PSA, CapitaLand)

T2020

- Expanded globally into **developed economies**
- Opened offices in the US and Europe

T2030

- Construct a **resilient and forward-looking portfolio**
- Continue to diversify investments globally
- 13 offices in 9 countries to date



[1] Distribution based on underlying assets.

[2] As at 31 March.

Looking Ahead – Singapore

Market Outlook

- Open economy expected to be under some pressure this year
- Potential negative impact due to global policy uncertainty
- Ample fiscal and monetary policy levers that can be pulled during challenging growth periods

Investment Stance

- **Building a resilient portfolio**
  - Active engagement with our TPCs to enhance long-term value
  - Create synergistic networks with partners and innovators (e.g. Xora, Centre of Hydrogen Innovations, Breakthrough Energy Fellows – Southeast Asia)

Looking Ahead – United States

Market Outlook

- Risks around immigration, tariffs, and fiscal tightening have likely peaked
- Inflation risks suggest that the Fed's stance will likely be more reactive to macro conditions this time
- Investors are mindful of potential volatility in currency markets and capital flows
- World-class capabilities in AI could potentially boost economic and productivity growth

Investment Stance

- **Remains largest destination for our capital**
  - Strong business fundamentals
  - Culture of accelerative innovation
  - Deep capital markets

Looking Ahead – China

Market Outlook

- Steady growth target of 5% challenging amid trade uncertainties
- Stronger government spending sends a positive signal
- Inflation kept low due to structural challenges and soft consumption

Investment Stance

- **Focused on long-term prospects**
  - Opportunities in green economy
  - Innovations in life sciences
  - Leading domestic brands continue to scale

Looking Ahead – Europe

Market Outlook

- Elevated trade uncertainty could dampen growth
- Easing inflationary pressures to keep ECB rates low
- German fiscal package forms growth tailwinds
- Heightened focus on streamlining regulation for investment – Draghi report warrants close monitoring

Investment Stance

- **Invest in globally competitive companies and select opportunities in key industries within Europe**
  - E.g. industrials and new energy, financial services, and consumer
  - Partnerships with family-owned businesses

Looking Ahead – India

Market Outlook

- Growth resilient amidst global trade uncertainty
- US-IN trade deal looks promising alongside other FTAs
- Key drivers of growth include capex, supply chain re-orientation and domestic consumption

Investment Stance

- **Strong domestic consumption**
  - Consumer
  - Financial services
  - Healthcare

Looking Ahead – Southeast Asia

Market Outlook

- Near-term outlook clouded by uncertainty around US trade negotiations and governments facing complex issues
- Upside on medium-term outlook given structural reforms and supply chain diversification

Investment Stance

- **Staying committed to SEA**
  - Opportunities aligned with our structural trends (e.g. technology, consumer, and healthcare)
  - Forge strategic partnerships
  - Fast-growing digital economy (>S$300b[1] in revenue, 2024) driven by urbanisation and rapid digitalisation

[1] Google Temasek Bain e-Conomy SEA 2024 Report.

Sense

- Shifting macroeconomic environment
- Capturing market dislocation opportunities, de-risking positions facing structural headwinds as part of our investment discipline

Adapt

- Active engagement across portfolio segments for resilient returns
- Pivot investment strategies to focus on resilience and liquidity
- Capture opportunities in core-plus infrastructure, AI, and alternative assets

Thrive

- Achieved record S$434b NPV, up S$45b over the past year
- 20-year returns remained resilient at 7%
- A resilient and forward-looking portfolio to deliver sustainable returns

Connect with us