

Our journey has just begun



TEMASEK



YEARS  
TEMASEK

*Cover: Sherlyn Lim on an outing with her sons,  
Amos and Dean, on Sentosa Island, Singapore.*

## Our journey has just begun

The world is fast changing around us.

Populations urbanise, and life expectancies continue to rise. We are entering a new digital age – machines are increasingly smarter, and people ever more connected.

Change brings unprecedented challenges – competing demands for finite resources, safe food and clean water; health care for an ageing population.

Challenges spawn novel solutions – personalised medicine, digital currencies, and more.

As investor, institution and steward, Temasek is ready to embrace the future with all that it brings.

With each step, we forge a new path.

At 40, ***our journey has just begun.***

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Explore *Temasek Review 2014* at  
[www.temasekreview.com.sg](http://www.temasekreview.com.sg)  
 or scan the QR code



# 千里之行，始于足下

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

*Lao Zi*



# The Temasek Charter

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**Temasek is an active investor and shareholder.**

We deliver sustainable value over the long term.

**Temasek is a forward looking institution.**

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

**Temasek is a trusted steward.**

We strive for the advancement of our communities across generations.



*(Left to right) Bok Qiuli, Raahul Kumar and Sng Ren Yeong on an early morning run along the Dragonfly Lake at Gardens by the Bay, Singapore.*

# Ten-year Performance Overview

Our net portfolio more than doubled over the last decade to **S\$223 billion**.

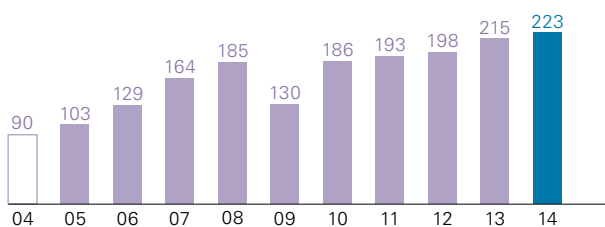
(as at 31 March)

## S\$223b

Portfolio value

Up S\$133 billion  
over the decade

Portfolio Value (S\$b)

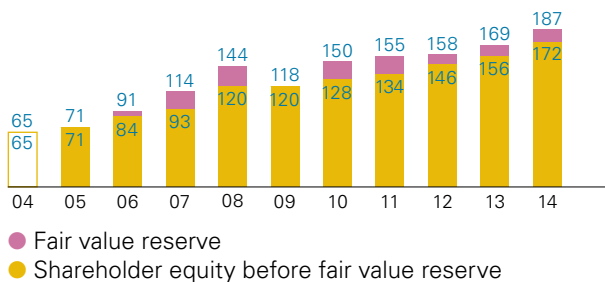


Group Shareholder Equity (S\$b)

## S\$187b

Group shareholder equity

Up S\$122 billion  
over 10 years

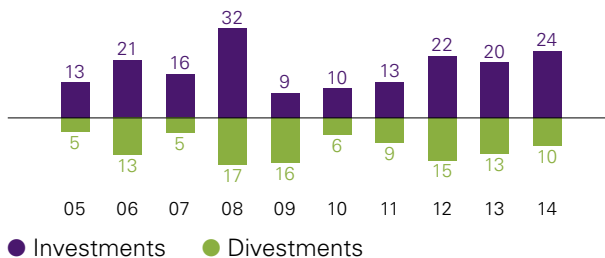


Investments & Divestments (S\$b)

## S\$24b

Invested during the year

Invested S\$180 billion  
over the decade





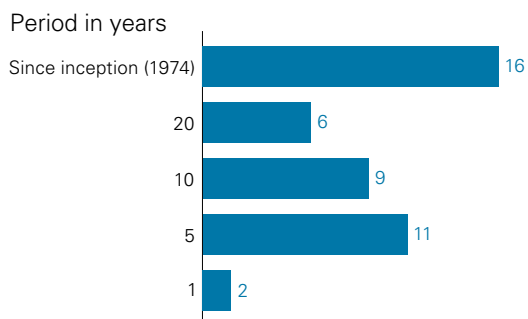
(as at 31 March)

**1.50%**

One-year return to shareholder

Total shareholder return of 9% over 10 years

**S\$ Total Shareholder Return (%)**

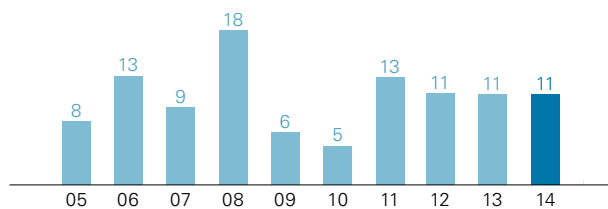


**S\$11b**

Group net profit

Average annual group net profit of S\$10 billion over the decade

**Group Net Profit (S\$b)**

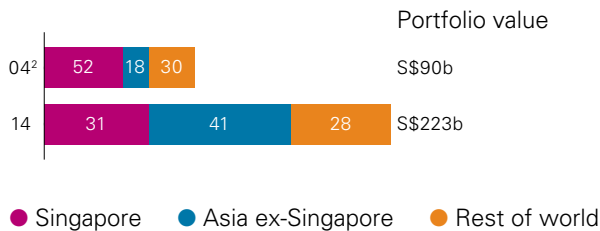


**72%**

Exposure to Asia

Underlying Singapore assets up S\$22 billion over 10 years

**Portfolio by Geography<sup>1</sup> (%)**



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

<sup>2</sup> Restated distribution basis.

# Portfolio Highlights

Our net portfolio was S\$223 billion, with a 60:40 underlying exposure to mature economies<sup>1</sup> and growth regions<sup>2</sup>.



(as at 31 March 2014)

## Global Exposure<sup>3</sup>

**41%**

Asia ex-Singapore

**31%**

Singapore

**24%**

North America & Europe, Australia & New Zealand

**4%**

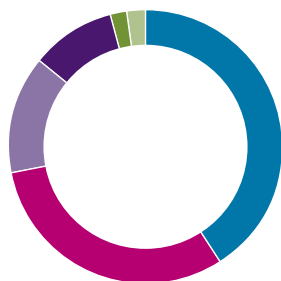
Latin America, Africa, Central Asia & the Middle East

<sup>1</sup> Singapore, Japan & Korea, North America & Europe, Australia & New Zealand.

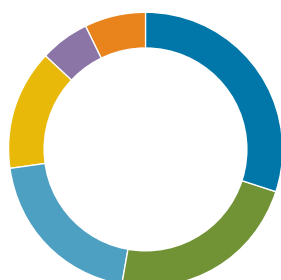
<sup>2</sup> Asia (excluding Singapore, Japan & Korea), Latin America, Africa, Central Asia & the Middle East.

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

(as at 31 March)

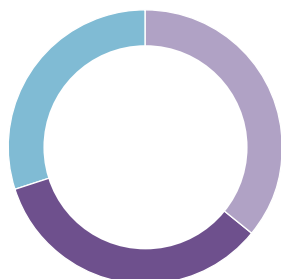
Geography<sup>3</sup> (%)

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

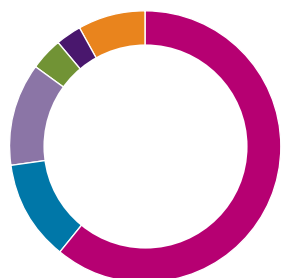
Sector<sup>3</sup> (%)

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

## Liquidity (%)



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

Currency<sup>4</sup> (%)

	2014	2013
● Singapore dollars	<b>61</b>	65
● Hong Kong dollars	<b>12</b>	11
● US dollars	<b>12</b>	6
● British pounds sterling	<b>4</b>	6
● Euros	<b>3</b>	2
● Others	<b>8</b>	10

<sup>4</sup> Distribution based on currency of denomination.

# From Our Chairman

**As we celebrate our 40<sup>th</sup> year in 2014, the world is poised on the cusp of change, and we look to a future of challenges and opportunities.**

The US has started to taper its loose monetary stance, and China began reining in its debt fuelled growth. It will take several years more for the major central banks to normalise their massive balance sheet expansions of the last five years.

Fractional politics from the stresses since the Global Financial Crisis could delay some of the much needed reforms.

At the same time, bustling ideas and innovation are shaping an increasingly e-enabled world. This may transform social structures, much like agriculture and industrialisation did in the past.

These developments and softer markets in Asia last year gave us the opportunity to add to our positions in what has been one of our most active years for new investments.

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**9%**

Ten-year TSR

## Portfolio and Financial Performance

As at 31 March 2014, our net portfolio value was S\$223 billion<sup>1</sup>. We ended the year with a net cash position, excluding a net fresh capital injection of almost S\$5 billion from our shareholder as part of their asset allocation decision.

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**16%**

TSR since inception

One-year Total Shareholder Return (TSR) was 1.50% in Singapore dollar terms, impacted by our exposure to Asian listed assets. The TSR computation excludes capital injections from our shareholder and includes dividends paid to our shareholder.

Our Wealth Added was S\$11.8 billion below our risk-adjusted cost of capital hurdle for the year.

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<sup>1</sup> US\$177 billion as at 31 March 2014.

Our net portfolio value was up S\$133 billion from S\$90 billion 10 years ago, with a 10-year TSR of 9%. Twenty-year TSR was 6%, and TSR since inception in 1974 was 16%<sup>2</sup>.

Group<sup>3</sup> shareholder equity was S\$187 billion, including fair value reserve of S\$15 billion, while group net profit held steady at S\$11 billion.

### Portfolio Activities

Temasek has been an active investor over the last decade, investing a total of almost S\$180 billion and divesting nearly S\$110 billion.

Last year, we stepped up our pace, and made S\$24 billion of new investments, with S\$10 billion of divestments, partly to take advantage of market weakness in Asia.

In line with our strategy, our top three sectors for investments during the year were financial services, life sciences and energy. Towards the end of the year, we stepped up our investment activities in the consumer sector.

In the financial services sector, we raised our stake in AIA, the largest independent pan-Asia insurer, to over 3.5%, and increased our stake in Industrial and Commercial Bank of China to 8.9% of its outstanding H-shares. We acquired about 1.1% of Lloyds Banking Group, the largest domestic UK bank by assets, with leading market shares in mortgage and deposits.

Opportunities in the life sciences sector included an investment of almost US\$1 billion in Gilead Sciences, a major developer of treatments for cancer, HIV and other diseases; and US\$500 million in Thermo Fisher Scientific, a provider of laboratory equipment and consumables.

In the energy space, we invested GBP235 million in the BG Group, a UK-listed oil and gas company. Separately, we invested about S\$2 billion in Pavilion Energy, which purchased a 20% interest in three gas concession blocks in Tanzania from Ophir Energy. Post March transactions included a US\$150 million commitment to Seven Energy in Nigeria, an indigenous oil and gas producer.

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# S\$223b

Portfolio value

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# 1.50%

One-year TSR

<sup>2</sup> TSR since inception was 18% in US dollar terms.

<sup>3</sup> Consolidation of balance sheets and income statements of Temasek and its subsidiaries, in accordance with Singapore Financial Reporting Standards.

In March 2014, our wholly owned subsidiary, Breedens Investments, made an offer for Olam, an integrated supply chain manager and processor of agricultural products and food ingredients. The offer closed in May 2014, and our stake in the company increased to 58.5%.

Our US\$5.7 billion purchase of a 24.95% stake in A.S. Watson from Hutchison Whampoa was completed in April 2014. This is one of our largest single transactions, increasing our exposure to the consumer sector, especially to a growing Asia and a recovering Europe.

Divestments during the year included part of our stakes in Bharti Telecom and Seoul Semiconductor. We also exited Tiger Airways, Cheniere Energy and Youku-Tudou.

Singapore and China remained our two largest countries by underlying assets, at 31% and 25% respectively, as at 31 March 2014.

Our exposure to North America and Europe grew to 14%.

We occasionally use put and call options as part of our investment and divestment activities. Their gross notional amount was under S\$350 million as at 31 March 2014.

Less than 10% of our portfolio was invested in third party managed funds.

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**S\$187b**

Group shareholder equity

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#### **Our Institution**

Part of our institution building includes planning and designing systems and processes to foster long term discipline. Apart from our long standing public markers, such as our Temasek Bonds, we continue to work on the possibility of having retail bond investors as our stakeholders.

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**S\$11b**

Group net profit

During the year, we structured a pool of our diversified, good quality private equity funds into Astrea II. This was well received by institutional co-investors, and serves as a test bed to eventually offer similar opportunities to retail investors in the medium term.

Over the last few years, we have worked methodically to build up our Temasek Geometric Expected Return Model (T-GEM) to simulate long term returns from our portfolio for different economic scenarios. During the year, we refined T-GEM to reflect the concentration and illiquidity characteristics of the Temasek Portfolio.

As a development engine for Temasek's next phase of growth, our Enterprise Development Group continues to push ahead to innovate, to enhance existing portfolio companies, to develop new businesses and to catalyse early stage businesses. The projects that we undertake are commercially driven and expected to yield returns over the long term.

Our office in London was opened in March 2014 to cover Europe and Africa, and our New York office in June 2014 to cover the Americas. This helps us to better access investment opportunities and further enhance our stakeholder engagement in these regions.

We have an energetic team of people with diverse and complementary capabilities, always willing to learn and reinvent ourselves. Our learning and development programmes keep us abreast of developments around the world, including disruptive technologies. For example, our staff ventured into the new world of digital currency to make donations to charities using Bitcoins.

### Our Communities

As an investor, institution and steward, we are part of the broader community.

Since 2003, we have been setting aside a share of annual positive returns above our risk-adjusted hurdle for community endowments. This is our way of sharing with the wider community on a sustainable basis.

In March, we launched a new endowment – the Temasek Emergency Preparedness Fund, or T-PREP Fund. This endowment of S\$40 million will support programmes that help communities to prepare for and recover from emergencies, traumas and disasters.

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**S\$24b**  
Investments  
for the year

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**S\$10b**  
Divestments  
for the year

Under the T-PREP Fund, Temasek Cares partnered Singapore Power and SingPost in May 2014 to distribute starter kits to all 1.2 million households in Singapore. Each kit included N95 masks for protection against airborne pandemic transmissions or haze. It helps remind everyone to stay prepared for various emergencies.

In the same spirit of being prepared, I am proud that all Temasek staff completed Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) training during the year.

### In Appreciation

During the year, I had the privilege of succeeding S Dhanabalan as Chairman of Temasek. Dhana retired in July 2013, after 17 years of sterling service as Chairman. He has shaped the values and ethos of Temasek.

I was very pleased that Cheng Wai Keung accepted the Board's nomination as Deputy Chairman from 4 November 2013.

We were also delighted to welcome Lucien Wong, Chairman and Senior Partner of Allen & Gledhill, and Robert Zoellick, former President of the World Bank, to our Board in March and August 2013 respectively.

In June this year, we welcomed Robert Ng, Chairman of Sino Land Company, and Bobby Chin, retired Managing Partner of KPMG Singapore, to our Board. We also look forward to Peter Voser, retired CEO of Royal Dutch Shell, joining our Board in January 2015.

I thank my colleagues on the Board for their support and guidance for Temasek through the year, and especially Dhana for agreeing to stay on as honorary adviser. The management and staff of Temasek are highly committed individuals. I have been impressed by their hard work as a team, and their strong set of MERITT values. I thank them all for their tireless and dedicated contributions.

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**S\$40m**

T-PREP Fund to help communities stay prepared for emergencies

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We opened new offices in London and New York.



We also thank our other stakeholders for their support – our shareholder, bondholders, business partners, advisers, co-investors, regulators, philanthropic organisations, friends, vendors and the broader public. I am grateful that their trust over the years has encouraged us, and helped us build a second wing with our Asia investment strategy over the last decade.

We owe a debt of gratitude to the many men and women in our portfolio companies and Temasek, who have contributed one way or another over the past 40 years. The drive and dedication, ideas and innovation of the boards, management and workers played a huge part in the journey that has brought Temasek to this 40<sup>th</sup> year milestone.

Last but not least, we are pleased to have launched our Twitter platform, @Temasek, as an additional channel to help us engage with our stakeholders in an ever connected world.

Even as we celebrate our 40<sup>th</sup> anniversary this year, I know that our journey has just begun.

A handwritten signature in black ink, consisting of a series of fluid, connected strokes that form the name 'Lim Boon Heng'.

LIM BOON HENG  
Chairman

July 2014



# Investor

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## Temasek is an active investor and shareholder.

### We deliver sustainable value over the long term.

- Temasek is an investment company. We own and manage our assets based on commercial principles.
- As an active investor, we shape our portfolio by increasing, holding or decreasing our investment holdings. These actions are driven by a set of commercial principles to create and maximise risk-adjusted returns over the long term.
- As an engaged shareholder, we promote sound corporate governance in our portfolio companies. This includes the formation of high calibre, experienced and diverse boards.
- Our portfolio companies are guided and managed by their respective boards and management; we do not direct their business decisions or operations.
- Similarly, our investment, divestment and other business decisions are directed by our Board and management. Neither the President of Singapore nor our shareholder, the Singapore Government, is involved in our business decisions.

# Value since Inception

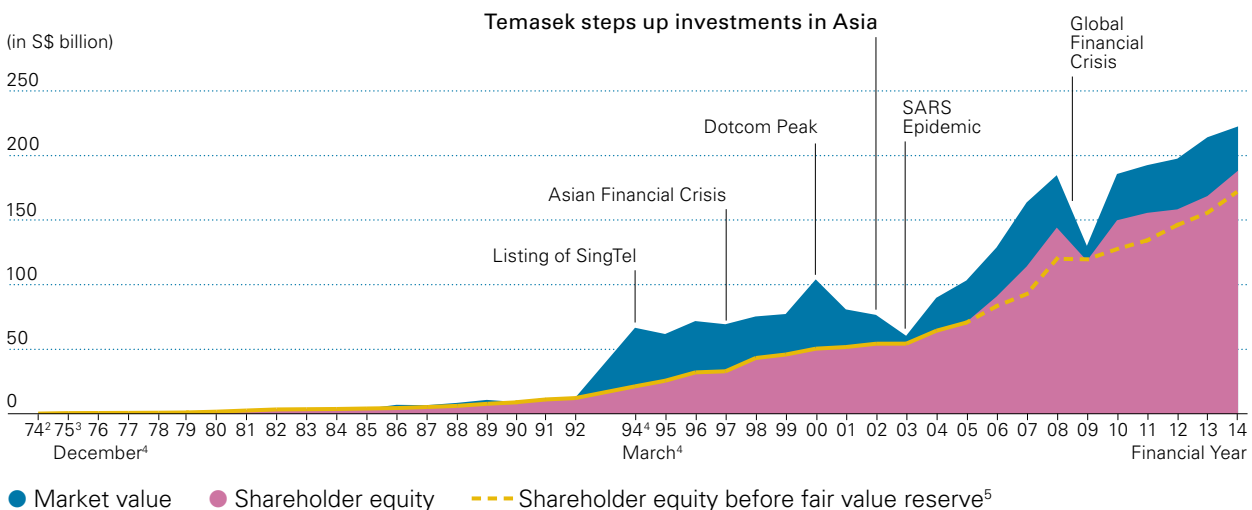
In our earlier years, we grew with our portfolio companies as Singapore transformed. Since 2002, we have actively invested in the transformation of Asia and beyond.

Our early portfolio<sup>1</sup> reflected a developing Singapore. It included a bulk handler of grains, an electrical appliance manufacturer, and the Development Bank of Singapore. As Singapore developed, we grew with stalwarts such as Singapore Power, SingTel, and PSA.

Over time, several portfolio companies grew beyond Singapore. CapitaLand became one of Asia's largest real estate companies, spanning Asia, Europe, and beyond. Singapore Airlines is one of the most respected global brands, serving more than 60 cities.

We stepped out into Asia in 2002, and have since invested further afield. In 40 years, our portfolio has grown from S\$354 million at inception to S\$223 billion.

## Temasek Portfolio Value since Inception



<sup>1</sup> See the list of companies in the initial portfolio on page 100.

<sup>2</sup> Incorporation of Temasek on 25 June 1974.

<sup>3</sup> Financial year 75 began on 25 June 1974 and ended 31 December 1975.

<sup>4</sup> Financial year-end was changed from 31 December before 1993 to 31 March from 1994 onwards.

<sup>5</sup> 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.

# Total Shareholder Return

## We track our total returns to our shareholder over various periods.

Total Shareholder Return (TSR) is a compounded and annualised measure, which includes dividends paid to our shareholder and excludes capital injections from our shareholder.

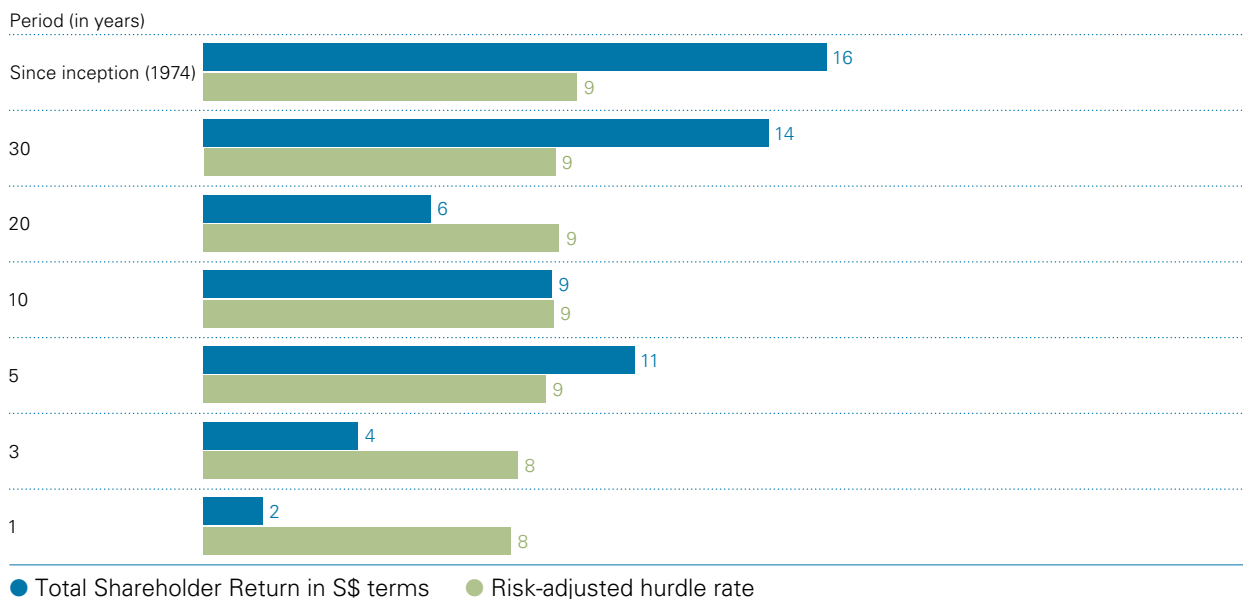
As at 31 March 2014, our one-year TSR was 1.50% in Singapore dollar denomination<sup>6</sup>. Our three-year TSR was 3.89% and our five-year TSR was 10.86%.

We track multi-year TSR as a long term investor. Our 20-year TSR was 6% versus the Singapore 20-year annualised core inflation<sup>7</sup> of under 2%. TSR since our inception 40 years ago was 16%.

We measure our TSR against our risk-adjusted hurdle rate, which is derived using a capital asset pricing model. The hurdle rate is built bottom-up, and aggregated over all our investments.

(as at 31 March 2014)

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



<sup>6</sup> TSR in US\$ terms was 0%, 4%, 15%, 12%, 7%, 16% and 18% for 1, 3, 5, 10, 20, 30 and 40-year periods respectively.

<sup>7</sup> As of the year ended March 2014, annualised core inflation in Singapore was 1.8%, 2.1%, 1.7% for 1, 10 and 20-year periods respectively (Source: Monetary Authority of Singapore).

# Investment Philosophy

## We are owners of our portfolio, working to deliver sustainable long term value to our stakeholders.

Temasek was formed in 1974 to separate the ownership responsibilities of commercial companies from the larger national policy responsibilities of the Singapore Minister for Finance<sup>1</sup>.

Our basic investment philosophy over the 40 years since remains largely unchanged as an owner and investor for the longer term, even as our focus and priorities evolved with time.

A skeletal organisation was built in the first decade to rationalise an eclectic portfolio. This quiet beginning belies a strong sense of ownership, a constant search to do the right thing, and an embedded commercial discipline.

As Singapore transformed from a fledgling island state to a manufacturing and financial hub in the 1980s, it pioneered a tripartite partnership among labour, employers and government, to foster growth and development. Temasek grew with successful Singapore icons such as Singapore Airlines and the Development Bank of Singapore, now DBS Group. We began exploring the idea of investing beyond Singapore.

Starting in the mid-1990s, the Singapore Government further corporatised and privatised certain key services such as telecommunications, ports and electricity supply. The transfer of SingTel to Temasek marked the start of our third decade. SingTel's subsequent listing in November 1993, the largest IPO then, heralded a policy move to open the economy to competition. Singapore Power was restructured, spinning out its power generation assets to Temasek. We subsequently reorganised the power generation assets into three competing companies to foster greater efficiency.

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We aim to deliver sustainable returns over the long term.

Temasek caught the winds of change in Asia, as its economies recovered from the depths of the 1997 Asian Financial Crisis. Our investments since 2002 into Asia gave us a second wing in our fourth decade, enhancing our portfolio returns. The three wholly owned power generation companies were sold in open international tenders to three different operators.

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<sup>1</sup> Under the Singapore Minister for Finance (Incorporation) Act (Chapter 183), the Minister for Finance is a body corporate.

We aim to deliver sustainable returns over the long term through our four investment themes, and the long term trends they represent:

- Transforming Economies
- Growing Middle Income Populations
- Deepening Comparative Advantages
- Emerging Champions

Consequently, our Asia exposure outside Singapore multiplied almost six times over the decade, while exposure outside Asia more than doubled. Our underlying exposure to Singapore was up S\$22 billion from 10 years ago, but now forms a smaller 31% share of the Temasek portfolio.

Investments of a newer vintage, made after 2002 when we stepped out into Asia, have delivered annualised returns of 15% to Temasek, while investments made prior to March 2002 have delivered an annualised 11% since 2002.

We track our returns against a risk-adjusted hurdle. This drives our investment strategy, capital allocation, performance measurement and incentive system to deliver over market cycles.

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Our investment and divestment decisions are shaped by our intrinsic value tests.

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## Delivering Sustainable Returns Over the Long Term



As an owner, we have the flexibility to take concentrated positions, and invest over varying horizons. We may choose to invest, divest or remain in cash as our investment stance. Individual investment and divestment decisions are shaped by our bottom-up intrinsic value tests.

As an investor, our roots go beyond financial investments in public companies. Singapore icons such as Singapore Airlines and DBS grew from start-ups over 40 years ago. In 2013, we formally established the Enterprise Development Group to reprise our early role as a builder of businesses, seeding the next generation of enterprises.

As a shareholder, we promote good governance and thoughtful values in our portfolio companies. We look to their boards to drive strategy and their management to deliver sustainable long term returns on their respective strategies.

We periodically review our key portfolio companies to understand their value potential, and share our perspectives as appropriate with the respective boards and management for their consideration.

Temasek does not direct the business decisions or operations of its portfolio companies.

We maintain full flexibility to reshape and actively rebalance our portfolio as opportunities arise.

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We have the flexibility to take concentrated positions.

Less than 10% of our portfolio is invested in funds managed by third parties. These help to deepen our insights, and catalyse co-investments. Conversely, we share opportunities with like-minded co-investors from time to time.

Depending on market conditions, we may express our interest to invest or divest selected positions through put and call options. As at 31 March 2014, their gross notional amount was under S\$350 million.



## A Responsible Investor

At Temasek, we invest for future generations.

We play our part as a responsible investor and a trusted steward through our business and social investments, with governance and sustainability at our core.

We invest in people, both inside and outside Temasek – to build people, build communities, build bridges among people, and rebuild lives.

Our MERITT values guide us to strive for excellence and act with integrity. Respect for our staff translates into programmes for a healthy workplace and a sustainable work life. Last year, we completed our staff training in emergency resuscitation<sup>1</sup>.

Our staff are active volunteers, from helping voluntary welfare organisations to plan and set up their computer networks, to cleaning beaches alongside daily rated workers to help raise funds for bursaries and health care.

Beyond Temasek, our investments in people, through various endowments, focus on education and health care, community building, science and medical research, as well as institutional development. These aim to foster sustainable improvements in lives.

We have a vested interest in advocating clean water, clean air, clean energy, safe food and waste reduction. Among our investments are global leaders in water technologies and waste management, including waste-to-energy plants.

Our investments in microfinance as well as small and medium enterprise financing help to support enterprise, job creation and better earnings through skills upgrading.

We advocate good governance as a principled investor and a trusted steward – from partnering the International Monetary Fund to develop the Santiago Principles for sovereign investing, to fostering good governance in partnership with others around the world.

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We advocate  
good governance as  
a principled investor.

<sup>1</sup> Certified training in Cardiopulmonary Resuscitation (CPR) and use of Automated External Defibrillators (AEDs).

## We were most active in Asia last year, followed by North America and Europe.

During the financial year ended 31 March 2014, we invested S\$24 billion and divested S\$10 billion. Our net investments of S\$14 billion were the highest since the Global Financial Crisis, as we positioned ourselves to take advantage of a gradually recovering global economy.

The top three sectors for our investments during the year were financial services, life sciences and energy. Towards the end of the year, we also stepped up our investments in the consumer sector.

In financial services, we added exposure beyond commercial banks, and made several investments in non-banking sub-sectors.

In the insurance sub-sector, we invested in AIA Group and Ping An Insurance. As part of our portfolio rebalancing amongst the Chinese banks, we increased our H-share stake in Industrial and Commercial Bank of China (ICBC) to 8.9%. These investments are proxies to long term economic growth and the emergence of pension and wealth planning in Asia.

In life sciences, we focused on innovative solutions for unmet clinical needs and to control healthcare costs.

We invested almost US\$1 billion in Gilead Sciences, a US-based biopharmaceutical company which specialises in developing novel therapies for infectious diseases and cancer. We increased our stake in Celltrion, a Korean biopharmaceutical company developing biosimilars, a type of generic biotech drug. Celltrion was the first company to receive European Medicines Agency approval for a monoclonal antibody biosimilar. We invested US\$500 million in Thermo Fisher Scientific, a global market leader in laboratory tools, to support its acquisition of Life Technologies.

In the energy space, we invested S\$2 billion in Pavilion Energy, which aims to be a leading player in the liquefied natural gas (LNG) supply chain in Asia. Other investments included Fieldwood Energy, an oil and gas company with key assets in the Gulf of Mexico.

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The top three sectors for investments were financial services, life sciences and energy.

Our investment themes of growing middle income populations and transforming economies underpinned our investments in the consumer sector. In March 2014, our wholly owned subsidiary, Breedens Investments, made an offer for Olam, a global supply chain manager and processor of agricultural products and food ingredients. The offer closed on 23 May 2014, raising our stake in the company to 58.5%.

We made a US\$5.7 billion investment in A.S. Watson, which was completed post March 2014. A.S. Watson is a global health and beauty retailer with over 10,500 retail outlets in Asia and Europe, including growth markets in Central and Eastern Europe.

In terms of geography, Asia accounted for about half of our new investments during the year, followed by North America and Europe with a combined 40% share of our investments.

In Asia, most of our investments were in China. Apart from the financial services investments in Ping An Insurance and ICBC, we invested actively in the consumer and technology sectors. Our investments included China Huiyuan Juice, a juice manufacturer and distributor; Yashili International, a Chinese infant milk formula manufacturer; and 21Vianet, China's largest independent internet data centre.

In Europe, we took positions in Lloyds Banking Group, the largest domestic bank in the UK; and in BG Group, increasing our exposure to global LNG. We completed our investment in Markit, an information services and solutions provider to the financial services industry. Post March 2014, we committed EUR425 million to NN Group, a Dutch insurance company.

In North America, apart from the life sciences sector, we invested US\$373 million in Qualcomm, the world's largest fabless semiconductor company, focused on wireless communication technologies.

Elsewhere, we stepped up our investments in India and Mexico. Investments in India included S\$300 million in ICICI Bank, India's largest private sector bank; and S\$90 million in Adani Ports, the largest private sector port company in India. In Mexico, we invested about S\$385 million in Banorte, one of the leading domestic banks in the country.

Key divestments included part of our stakes in Bharti Telecom and Seoul Semiconductor. We exited our shareholdings in Tiger Airways, Inmet Mining, Cheniere Energy and Youku-Tudou.

---

**S\$14b**  
Net investments  
for the year

## Our Central Scenario sees Asia continuing to transform against a global backdrop of structural, policy and credit risks.

China is shifting gear away from credit fuelled growth. Wide ranging reforms may support a more sustainable pace of around 7% over the next decade.

The US is slowing its monetary expansion. Healthy corporate balance sheets await policy clarity, while shale energy and innovation have fuelled exuberance in some sectors. We expect US growth to hover below 3% for the next few years.

Outlook for Europe remains mixed, with uneven structural reforms.

Geopolitical risks from the Ukraine to the South China Sea cast an uncertain shadow, in contrast to optimism in India from a positive election outcome.

Our updated Central Scenario is now closer to the Upside “Goldilocks” Scenario of last year. We have more granular assumptions for the nearest five years, with a five-year transition to our long term expectations for years 10 to 20, for our various scenarios.

### Simulation of Returns Over 20 Years

We use our Temasek Geometric Expected Return Model (T-GEM) to simulate both geometric returns and annual returns over 20 years. These simulations are not predictive – they indicate potential outcomes based on our Central Scenario and our portfolio mix as at 31 March 2014.

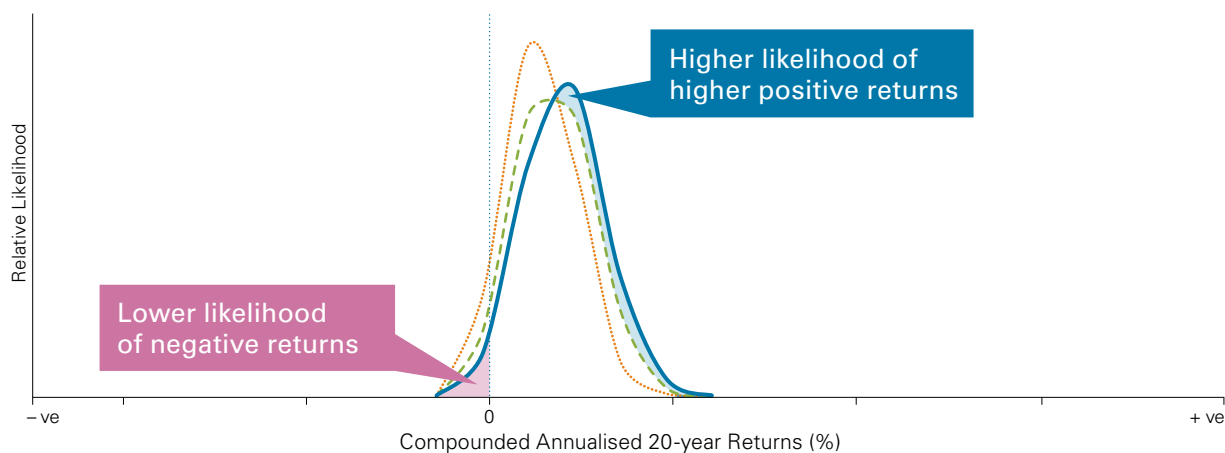
We first simulate a widely diversified Global Equity Portfolio, and then a passive Thematic Portfolio mimicking the country and sector mix of our portfolio. Finally, we add concentration and illiquidity premiums to simulate the returns of our Temasek Portfolio.

The geometric returns distribution curves show the possible returns at the end of 20 years. The wider annual returns distribution curves indicate a more volatile range of returns in any one year during the 20 years.

The geometric returns curve for our Temasek Portfolio shows a higher likelihood of higher positive returns than those for the Global Equity and Thematic Portfolios. The Temasek Portfolio is also slightly more volatile, as reflected by its flatter and wider annual returns curve.

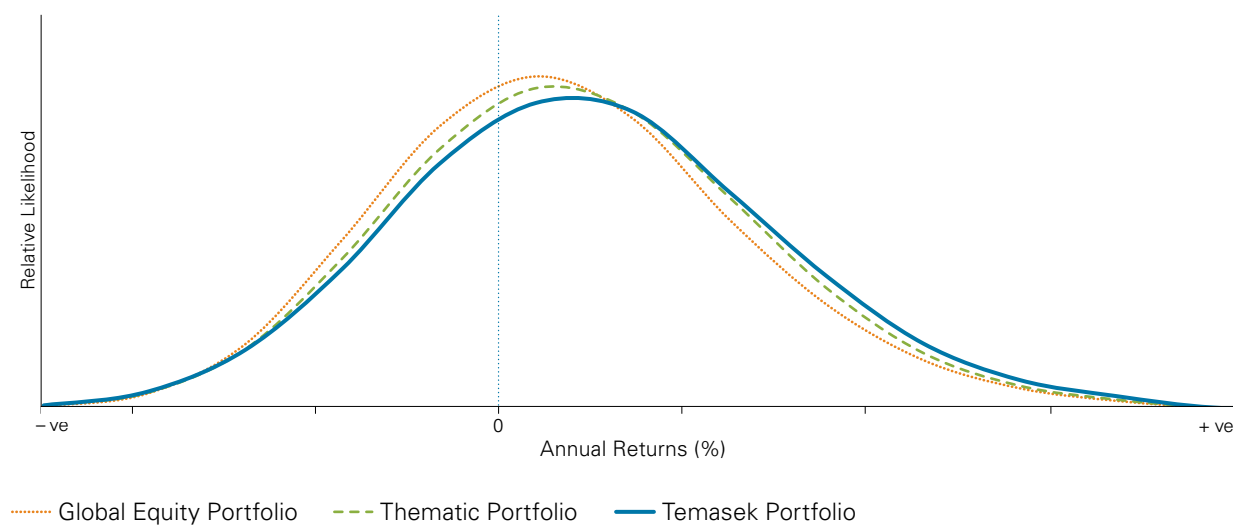
(as at 31 March 2014)

Likelihood of Geometric (Compounded Annualised) 20-year Returns



(as at 31 March 2014)

Likelihood of Annual Returns Over 20 Years



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

Our portfolio of mostly equities means higher year to year volatility of returns, including a higher risk of negative returns, with expectation of higher positive returns over the long term.

As an owner, we are fully flexible in our ability to deploy capital. We do not have predefined concentration limits or targets for investing, whether by asset class, country, sector, theme or single name.

Our risk management framework covers strategic, performance and operational risks. We track and manage risks proactively and through cycles. There are designated risk owners for specific risks at Company or unit levels. Major decisions, including policies on risks, and large investments or divestments, are Board level decisions.

We further discipline our risk taking with a compensation philosophy that emphasises long term outcomes over short term, and aligns employee and shareholder interests over market and economic cycles.

We manage our leverage and liquidity conservatively for resilience and flexibility, even in times of extreme stress.

---

### Risk Categories

Strategic risks	Performance risks	Operational risks
<ul style="list-style-type: none"><li>• Reputation</li><li>• Aggregate risk profile</li><li>• Funding &amp; liquidity</li><li>• Political</li><li>• Structural foreign exchange</li></ul>	<ul style="list-style-type: none"><li>• Macroeconomic</li><li>• Geography</li><li>• Industry</li><li>• Markets</li><li>• Tax</li></ul>	<ul style="list-style-type: none"><li>• People</li><li>• Legal &amp; regulatory</li><li>• Systems &amp; processes</li><li>• Counterparty</li><li>• Business disruption</li></ul>

---

## Systems and Processes

To minimise operational risks, we embed risk management in our systems and processes. These include our approval authority delegation, company policies, and risk reporting to our Board. Processes such as our two-key system and specialist reviews enable diverse views to be shared and debated.

Country and sector risks are built into our risk-adjusted cost of capital hurdle for each investment.

## Legal & Regulations

We comply with all obligations under Singapore laws and regulations, including those arising from international treaties. We also comply with the laws and regulations of the jurisdictions where we have investments or operations.

Our Legal & Regulations unit (LRU) ensures that policies, processes and systems are consistent with applicable laws, and aligned with Board directives. For instance, our policy on derivative transactions permits only personnel authorised by a board resolution to enter into such transactions within tightly defined scopes and limits on behalf of specific designated entities.

LRU monitors regulatory reporting compliance through robust securities tracking systems. Regulatory requirements are continually reviewed and updated to track changes in laws and regulations.

Our Temasek Code of Ethics and Conduct (T-Code) and its related policies guide our Board directors and staff in their daily dealings. With integrity as one of the overarching principles, T-Code policies on probity cover areas such as anti-bribery, whistle-blowing and prohibition against insider trading.

## Business Continuity and Incident Management

Our contingency management framework ensures business continuity, and helps manage potential risk incidents such as security and other threats.

We care for the security and well-being of our staff and their families during emergencies. During the prolonged haze in June 2013 due to forest fires in Indonesia, we provided N95 mask kits to staff and their families in Singapore, and opened up office spaces to them for their comfort.

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Our policy permits only personnel authorised by a board resolution to enter into derivatives transactions within tightly defined scopes and limits.

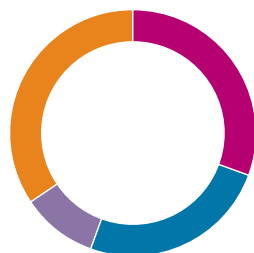
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We comply with laws and regulations where we invest or operate.

Concentration Profile of S\$223b Portfolio

(as at 31 March)

Country<sup>1</sup> (%)



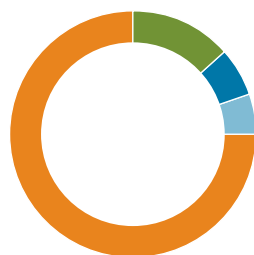
	2014	2013
● Singapore	<b>31</b>	30
● China	<b>25</b>	23
● Australia	<b>10</b>	13
● Rest of portfolio	<b>34</b>	34

Sector<sup>1</sup> (%)



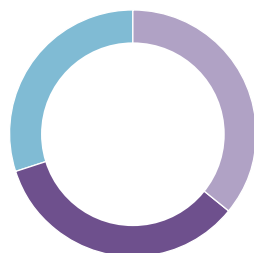
	2014	2013
● Financial Services	<b>30</b>	31
● Telecommunications, Media & Technology	<b>23</b>	24
● Transportation & Industrials	<b>20</b>	20
● Rest of portfolio	<b>27</b>	25

Single Name (%)



	2014	2013
● Singapore Telecommunications Limited	<b>13</b>	14
● China Construction Bank Corporation	<b>6</b>	8
● DBS Group Holdings Ltd	<b>5</b>	*
● Rest of portfolio	<b>76</b>	78

Liquidity (%)



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

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

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



### Concentration Profile

We invest for long term returns, and our concentration profile is the result of our investment decisions in aggregate.

Our largest geographic concentration by underlying assets remains in Asia, with 31% and 25% in Singapore and China respectively as at 31 March 2014. Australia is third at 10% of our portfolio. This takes into account the underlying assets of our portfolio companies; for example, CapitaLand's assets in China.

Our largest sector concentration as at 31 March 2014 was in the financial services sector, at 30% of the total portfolio, down from 31% a year ago, partly reflecting market movements.

Our top 10 holdings represent 51% of the total portfolio value. SingTel remains our largest single name concentration at 13% of our portfolio in March 2014, down from 30% in March 2004.

### Risk to Short Term Reported Returns

Our mark to market policy aims to reduce the behavioural risk of holding on to poor investments for fear of reporting realised losses. There is consequently greater volatility in reported annual results.

In any given year, our portfolio value may see a once-in-20-years swing of as much as 30-40%. We saw this during the Global Financial Crisis, when our portfolio value fell 30% in one year, only to rebound 43% the next year.

We track the Value-at-Risk (VaR) of our portfolio using weekly price movements weighted towards the most recent six months. This provides an estimate of a one-in-six chance of how our portfolio value may fall over the following 12-month period, assuming no active changes to our portfolio composition or market conditions.

Read more on Temasek VaR at  
[www.temasekreview.com.sg/var](http://www.temasekreview.com.sg/var)  
or scan the QR code

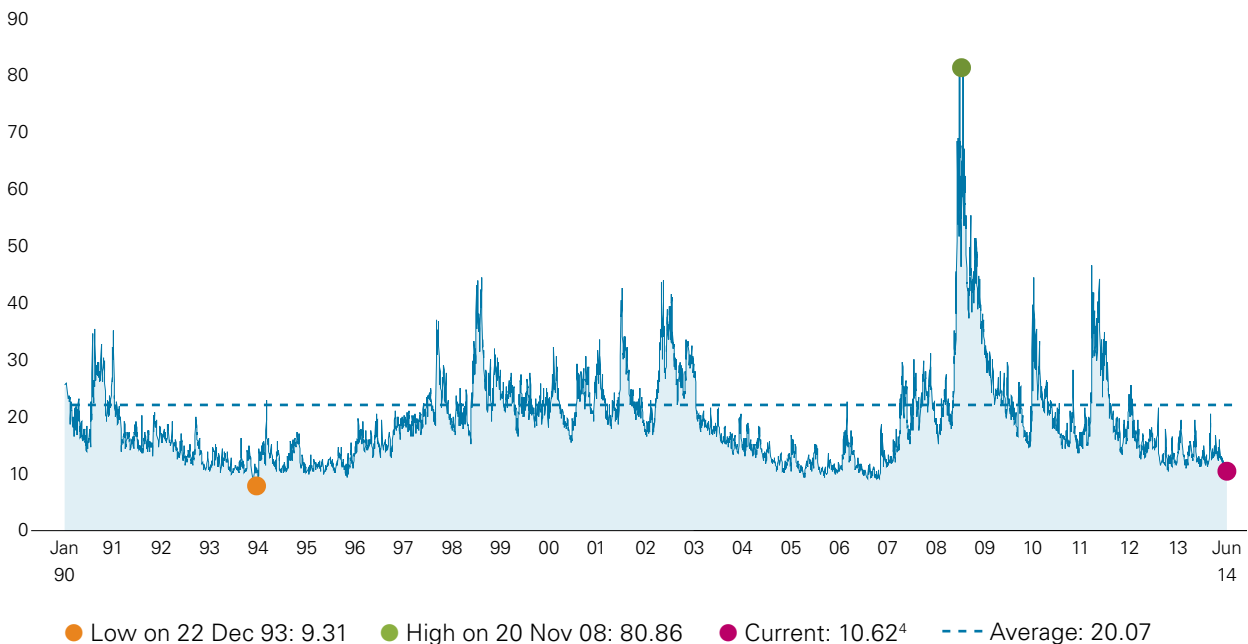


As at 31 March 2014, our one-year VaR was S\$18 billion<sup>1</sup> or 8% of net portfolio. It is the lowest since the Global Financial Crisis except for last year<sup>2</sup>, and in line with lower market volatility.

The current low VaR may give a false sense of security as the history of the CBOE<sup>3</sup> Volatility Index (VIX) shows.

For much of 2005 and 2006, prior to the Global Financial Crisis, VIX was also around 10-12, close to its all-time low of 9, and similar to current levels of VIX. Risks may again be masked by the successive and reactive Central Bank policies of the past few years.

#### Daily Trends for VIX from January 1990 to June 2014



<sup>1</sup> This means a one-in-six chance for our portfolio value to fall by S\$18 billion or more within 12 months. Conversely, this means a five-in-six chance of a gain in value or an outcome better than a S\$18 billion decline in value.

<sup>2</sup> The corresponding VaR for the year before was S\$13 billion or 6% of portfolio value.

<sup>3</sup> Chicago Board Options Exchange.

<sup>4</sup> As of close of trading day on 19 June 2014.

## Likely One-year Returns

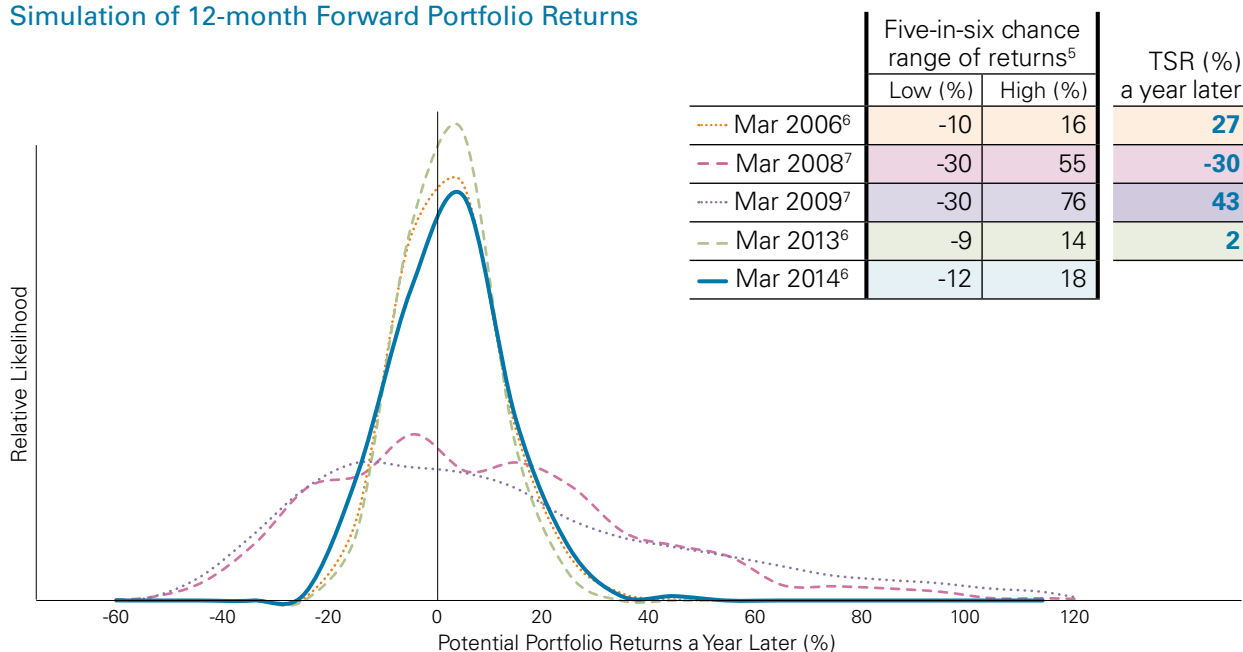
We use Monte Carlo simulation based on past market data to give a sense of the likelihood of a range of returns for the following 12 months.

Applied to the Temasek portfolio mix, our Monte Carlo simulation shows a five-in-six chance that our one-year portfolio returns can range from -12% to +18%.

In the chart below, the Monte Carlo simulation curves represent the likelihood of one-year returns for some of the recent financial years. Their peaks suggest the most likely portfolio returns one year later. The flatter curves of March 2008 and 2009 indicate the higher volatility of the Global Financial Crisis.

(as at 31 March)

### Simulation of 12-month Forward Portfolio Returns



<sup>5</sup> Based on Monte Carlo simulation for 12-month forward portfolio returns distribution, assuming no change in market conditions or portfolio mix.

<sup>6</sup> Periods of low market volatility.

<sup>7</sup> Periods of high market volatility.



# Institution

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## Temasek is a forward looking institution.

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

- As an institution and as individuals, we act with integrity and are guided by our Temasek values.
- We foster an ownership culture which puts institution above individual, emphasises long term over short term, and aligns employee and shareholder interests.
- We pursue excellence as an institution by developing our people, capabilities and processes.
- We challenge and reinvent ourselves to stay relevant in a rapidly changing world. We do things today with tomorrow in mind.

*(Left to right) Florence Kang, Justin Dzau and Claris Wang planting an Orange Jessamine sapling.*

# Our MERITT Values

Our character and culture as an institution are rooted in our MERITT values. They shape our thoughts, actions and habits as individuals and as one team.

# meritt

## **Meritocracy**

We are fair and objective in recognising contributions and performance

## **Respect**

We treat others as we would like others to treat us

## **Teamwork**

We value each other and work together to benefit from our complementary strengths

## **Excellence**

We are passionately committed to learning, improving and delivering outstanding results

## **Integrity**

We are honest to ourselves, our profession, our institution, and our stakeholders

## **Trust**

We foster a culture of mutual support and confidence

# Public Markers

## Our *Temasek Review*, credit ratings and Temasek Bonds serve as public markers of our financial discipline and credit quality.

Our *Temasek Review* is a public scoreboard of our performance, good or bad, published annually since 2004, for all to see.

Our credit ratings serve as public tripwires, marking the boundaries of our strategic actions and commercial choices. Since 2004, we have been rated AAA/Aaa as an investment company by two international rating agencies.

Our Temasek Bond spreads are like singing canaries in coal mines. They provide real-time early warning, in case of credit deterioration.

These public markers instil and preserve financial discipline. They also facilitate our engagement with the wider community, and broaden our stakeholder base to include bondholders, and potential partners or investees.

These are but one strategic facet of our commitment to lay the foundation for a robust and disciplined institution for the future.

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### Institutional Discipline

Public Marker	Function	Indicator
<i>Temasek Review</i>	Scoreboard	Performances over varying periods
Credit Ratings	Tripwires	Strategic choices and commercial trade-offs
Temasek Bonds	Singing canaries	Real-time credit alerts

# Our Temasek Heartbeat

## The Temasek Charter and our MERITT values set the standard for us as individuals, and as an institution.

The 490 of us, coming from 29 countries, are more than just employees. We can make a difference as responsible members of our communities.

### A “MAD” Beginning

Taking proper care of ourselves is a first step towards taking care of others. In 2007, we encouraged and incentivised all staff to go for annual health checks. This was the start of our “Make a Difference” (MAD) journey.

In 2008, our MAD programme was formalised.

Annual goals for individuals and teams cover non-work targets for self, family, institution and community. They include health and fitness, learning and coaching, T-Code (Temasek Code of Ethics and Conduct) compliance and institution building, and community service.

### “A Home Away from Home”

Temasek is our home away from home, a family friendly workplace, where colleagues become family.

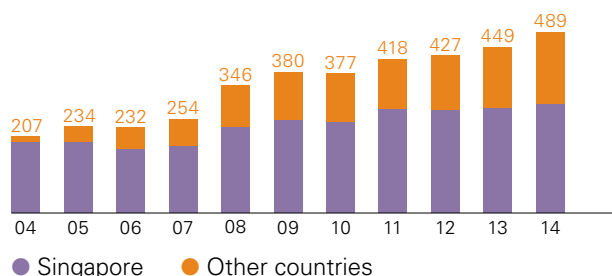
Our popular annual Kids@Work Day gives the children of our colleagues a fun peek into the workplace of their parents. In turn, our staff get to know their colleagues’ children. The recent expansion of our office in Singapore gave us the opportunity to create a private space for our nursing mothers.

(as at 31 March)

## Our Staff by Nationality

# 20%

Based outside Singapore





**Staying Healthy**

The completion of annual health checks has become the norm for all our staff, creating greater awareness and interest in fitness and healthy living. Awareness spurred a conscious effort to keep fit and exercise. We saw a steady increase of staff within the healthy weight range, up 11 percentage points from 2008, to 72% in 2013.

**Learning and Returning**

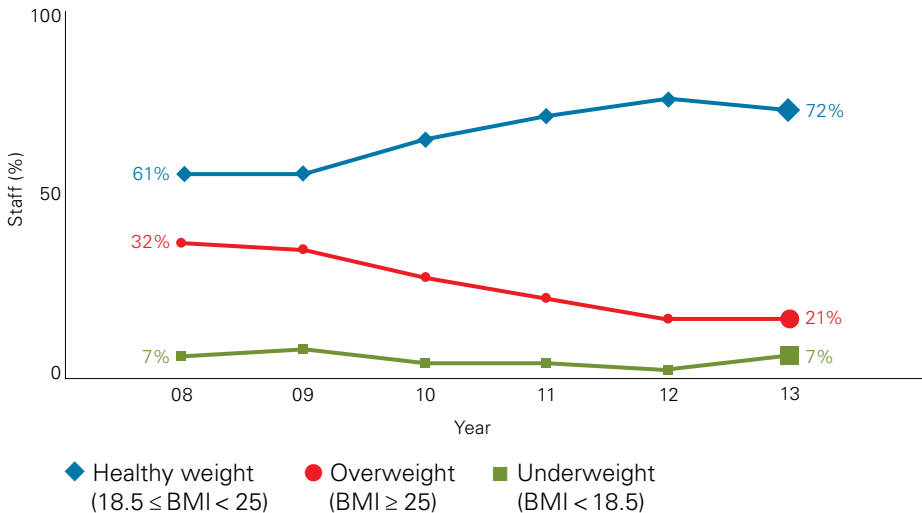
Learning keeps our minds active, and essential life skills enable us to be ready to help others in practical ways. One learning goal last year was to be trained in Cardiopulmonary Resuscitation (CPR) and the use of Automated External Defibrillators (AEDs). All our staff are now CPR and AED ready, with some requesting that their family members be similarly trained.

We learn as a team, reviewing regularly how we can do things better, from streamlining our two-key investment partnership process to ensuring open and productive performance feedback sessions.

Individually, in teams, or as a company, we are active contributors to the community in various ways. We clocked over 5,000 hours of community service, driven by passionate individuals and co-ordinated teams. This ranged from helping voluntary welfare organisations plan and set up their IT networks, to donation drives for various needs around Asia.

(as at 31 December)

**Organisation Weight Profile (2008 to 2013)**



By learning about others, earning respect of others, and giving to others, our people are a credit to their families and Temasek. We are active volunteers in more ways than one.

### Celebrating Our Anniversary

Each year, we mark our founding anniversary with our annual Community Day. In 2013, we organised an outing to the Singapore Zoo and River Safari for 240 disadvantaged students. It was an opportunity to help build their confidence through fun and games.



### Contributing Our IT Skills

Our staff volunteers installed new computers and software for the Singapore Leprosy Relief Association Home, our adopted home for 14 years. We ensured that data was securely transferred from the old to the new system. A similar exercise was conducted for the Students Care Service (SCS) centres.



### Making Dumplings for the Aged

Our Beijing office colleagues visited Fu Shouxuan Geracomium, a nursing home in Xicheng District. After presenting gifts of woollen blankets to the residents, we made Chinese dumplings for them. Other homes which we adopt elsewhere include the Singapore Cheshire Home.



### “Live Life” Renal Care Project

Through our Chennai team, we donated seven new dialysis units to the Sir Ivan Stedeford Hospital, Chennai. They also helped monitor the construction of a new hospital block to house the dialysis units. Various teams of volunteers adopt projects to meet practical needs in the communities where we have our offices.



### Celebrating Families!

We spent an afternoon mingling with children of SCS and their families, to promote parent-child bonding through learning activities. SCS provides after school care for children with learning difficulties, or who come from socially disadvantaged backgrounds.



### Dr. Sonrisas

Our Mexico colleagues had fun with children between 5 and 12 years old under the Dr. Sonrisas programme. They brought the children to KidZania Santa Fe, a kid-size city edutainment centre with buildings, streets, shops, and a transport system that offers role playing activities.



### Fundraising for Typhoon Haiyan

Last year, when Typhoon Haiyan struck the central region of the Philippines, our staff launched an internal donation drive for the victims, and Temasek matched their contributions. As a company, we provide support by matching staff donations to various community causes around the world.



### Beach Cleaning @ East Coast Park

Our Singapore colleagues spent a day cleaning the beach together with members of the Amalgamated Union of Public Daily Rated Workers. The event raised funds for hospitalisation and death benefits, bursary awards, and skills upgrading training for the members.



## Our debt issuance programmes provide a cost effective and flexible balance between long and short term funding.

We issue Temasek Bonds as a discipline to build a broader stakeholder base. Together with shorter term debt, they supplement our primary sources of funds for our investments. These sources include divestment proceeds, dividends from our portfolio companies, and distributions from funds.

As at 31 March 2014, we had 13 Temasek Bonds outstanding under our US\$15 billion Guaranteed Global Medium Term Note (MTN) Programme. They totalled S\$11.9 billion<sup>1</sup> with a weighted average maturity of over 13 years. In line with Temasek's AAA/Aaa corporate credit rating by Standard and Poor's Ratings Services (S&P) and Moody's Investors Service (Moody's) respectively, the MTN Programme and all the Temasek Bonds are also rated AAA/Aaa.

Our US\$5 billion Euro-commercial Paper (ECP) Programme complements the longer-dated MTN Programme. As at 31 March 2014, our short term borrowings comprised ECP of S\$1.4 billion<sup>2</sup>, with a weighted average maturity of about three months. The ECP Programme has been assigned the highest short term ratings of A-1+ by S&P and P-1 by Moody's.

The total debt outstanding under our MTN and ECP Programmes was S\$13.3 billion<sup>3</sup>; under 6% of our portfolio value.

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### Debt Issuance Programmes

Duration	Programme	Format	S&P	Moody's
Long term	Temasek Bonds: US\$15b MTN Programme	144A / Reg S	AAA	Aaa
Short term	Temasek ECP: US\$5b ECP Programme	Reg S	A-1+	P-1

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<sup>1</sup> Approximately US\$9.5 billion as at 31 March 2014.

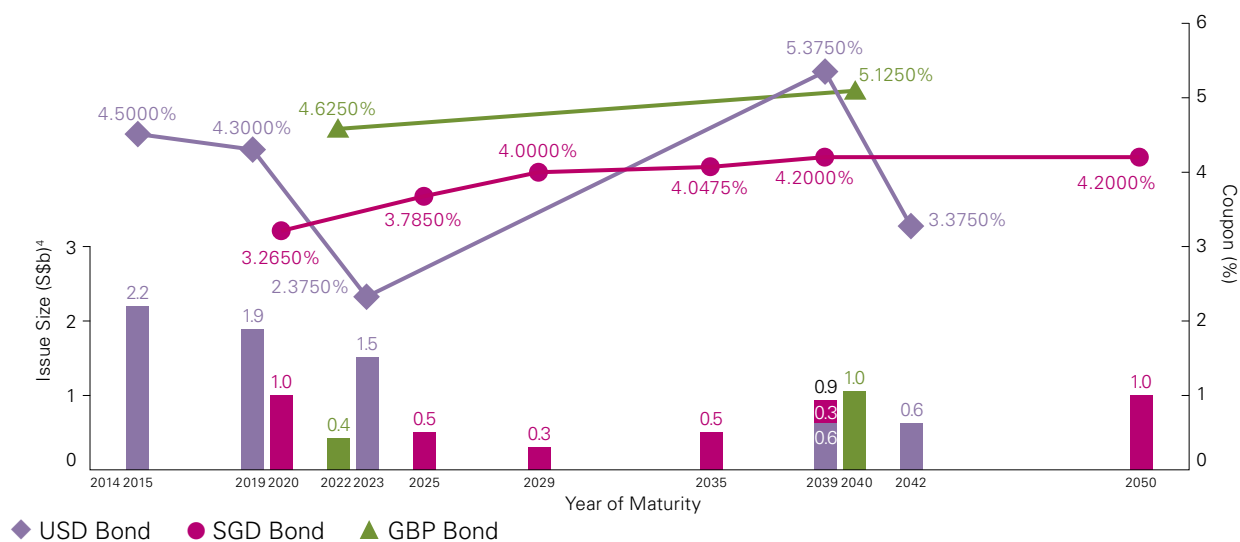
<sup>2</sup> Approximately US\$1.1 billion as at 31 March 2014.

<sup>3</sup> Approximately US\$10.6 billion as at 31 March 2014.

## Temasek Bonds – Issue Profile

Bond Series	Currency	Billions	Tenor (years)	Coupon (%)	Yield at Issuance (%)	Issue Date	Maturity Date
T2015-US\$	USD	1.75	10	4.5000	4.5750	21 Sep 05	21 Sep 15
T2019-US\$	USD	1.5	10	4.3000	4.3280	26 Oct 09	25 Oct 19
T2023-US\$	USD	1.2	10.5	2.3750	2.4660	23 Jul 12	23 Jan 23
T2039-US\$	USD	0.5	30	5.3750	5.4410	23 Nov 09	23 Nov 39
T2042-US\$	USD	0.5	30	3.3750	3.5020	23 Jul 12	23 Jul 42
T2020-S\$	SGD	1.0	10	3.2650	3.2650	19 Feb 10	19 Feb 20
T2025-S\$	SGD	0.5	15	3.7850	3.7850	5 Mar 10	5 Mar 25
T2029-S\$	SGD	0.3	20	4.0000	4.0000	7 Dec 09	7 Dec 29
T2035-S\$	SGD	0.5	25	4.0475	4.0475	5 Mar 10	5 Mar 35
T2039-S\$	SGD	0.3	30	4.2000	4.2000	7 Dec 09	7 Dec 39
T2050-S\$	SGD	1.0	40	4.2000	4.2000	2 Aug 10	2 Aug 50
T2022-£	GBP	0.2	12	4.6250	4.6620	26 Jul 10	26 Jul 22
T2040-£	GBP	0.5	30	5.1250	5.1550	26 Jul 10	26 Jul 40

## Temasek Bonds – Issue Size and Coupon



<sup>4</sup> Exchange rates as at 31 March 2014.

# Wealth Added

In 2003, we adopted the discipline of measuring our returns against risk-adjusted hurdles, to account for capital deployed and the associated risks.

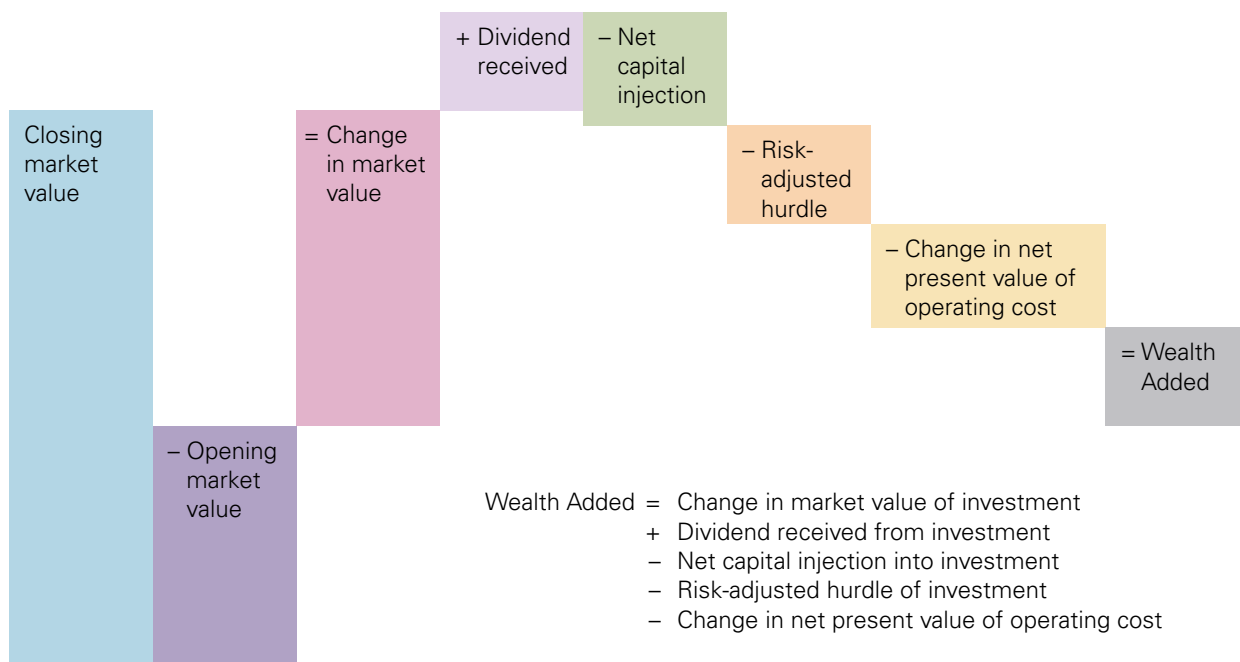
Wealth Added (WA) is our dollar returns above a risk-adjusted hurdle. Investments in riskier sectors or markets have higher hurdles.

Total WA is the sum of all our individual investment WA, adjusted for changes in the net present value of our operating costs.

When WA is positive, we have a positive WA bonus pool to share. Part of this WA bonus pool is deferred to future years. When WA is negative, i.e. when returns are below our risk-adjusted hurdle in aggregate, we share a negative bonus pool. This means a clawback of the deferred bonuses earned in prior years, and if needed, from future bonus pools as well.

Our WA was S\$11.8 billion below our cost of capital hurdle for the year.

## Illustration of Wealth Added



# Remuneration Philosophy

**We put our institution above ourselves, emphasise long term over short term, and think and act as owners.**

Our base salaries reflect market benchmarks. We took ownership during every major recession to volunteer pay cuts as one team. During the Global Financial Crisis, our senior managers took the lead and volunteered up to 25% pay reductions.

Our bonuses are driven by our performance as individuals, as teams and as a company. Our returns above or below our risk-adjusted hurdle determine our Wealth Added (WA) incentive pool for longer term incentives. These are deferred up to 12 years and subject to clawbacks and market risks, to account for sustainability of returns over market cycles.

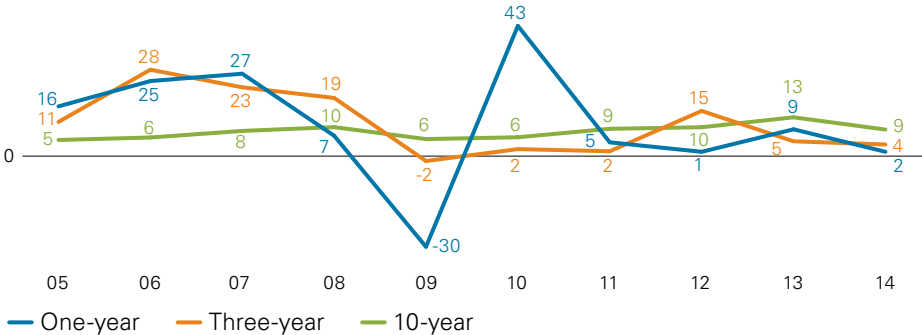
Clawback provisions have been integral to our bonus plans since 2003.

## Annual Cash Bonuses – Our Short Term Incentive

We set annual individual, team and company targets for annual bonuses. These annual incentives are capped within budgeted limits. One incentive requires our three-year Total Shareholder Return (TSR) performance to exceed our three-year annualised cost of 10-year debt. A non-financial “Make a Difference” (MAD) goal aims for 100% T-Code compliance.

(as at 31 March)

### Rolling S\$ Total Shareholder Return (%)



### WA Bonus Bank – Our Medium Term Incentive

A portion of our WA incentive pool, positive or negative, is distributed into the individual notional WA bonus bank accounts, based on each individual's performance and relative contributions over a period.

If WA bonus bank balances are positive, senior management receive payouts of no more than a third of their WA bank balances. Payout ratios for mid-level management and support staff were relaxed in 2008, to half and two thirds respectively, with smaller deferred portions at risk of clawbacks in future.

### Co-ownership Grants – Our Long Term Incentive

Our staff may be awarded co-investment grants with performance or time-based vesting conditions. Their values grow or fall with our returns, and they lapse no later than 12 years.

If WA is positive, part of our WA incentive pool funds the Temasek performance-based co-investment (T-Scope) grants. These have stringent multi-year portfolio performance conditions to trigger a five-year vesting. Another portion is held as a company-wide reserve for up to seven years. When WA is negative, the clawback will first be made good from this reserve. Any reserve balance is released progressively for time-based co-investment (U-Scope) grants, which vest in five annual tranches after date of grant.

Our annual operating budget includes limited time-based staff co-investment (S-Scope) grants, which vest over five years, starting in the third year.

### Co-ownership Alignment in Practice

When our portfolio returns fell below our risk-adjusted hurdles in the depths of the Global Financial Crisis in 2008/2009, the consecutive negative WA bonuses wiped out our individual WA bonus bank accounts. The remaining negative WA incentive pool was carried forward and made good from the positive WA pool earned the following year.

The negative WA incentive pool for the year ended 31 March 2014 will be added to the existing clawback balance to be made good in future.

The Global Financial Crisis and its aftermath tested and reinforced our ownership ethos of sharing gains and pains through market cycles.

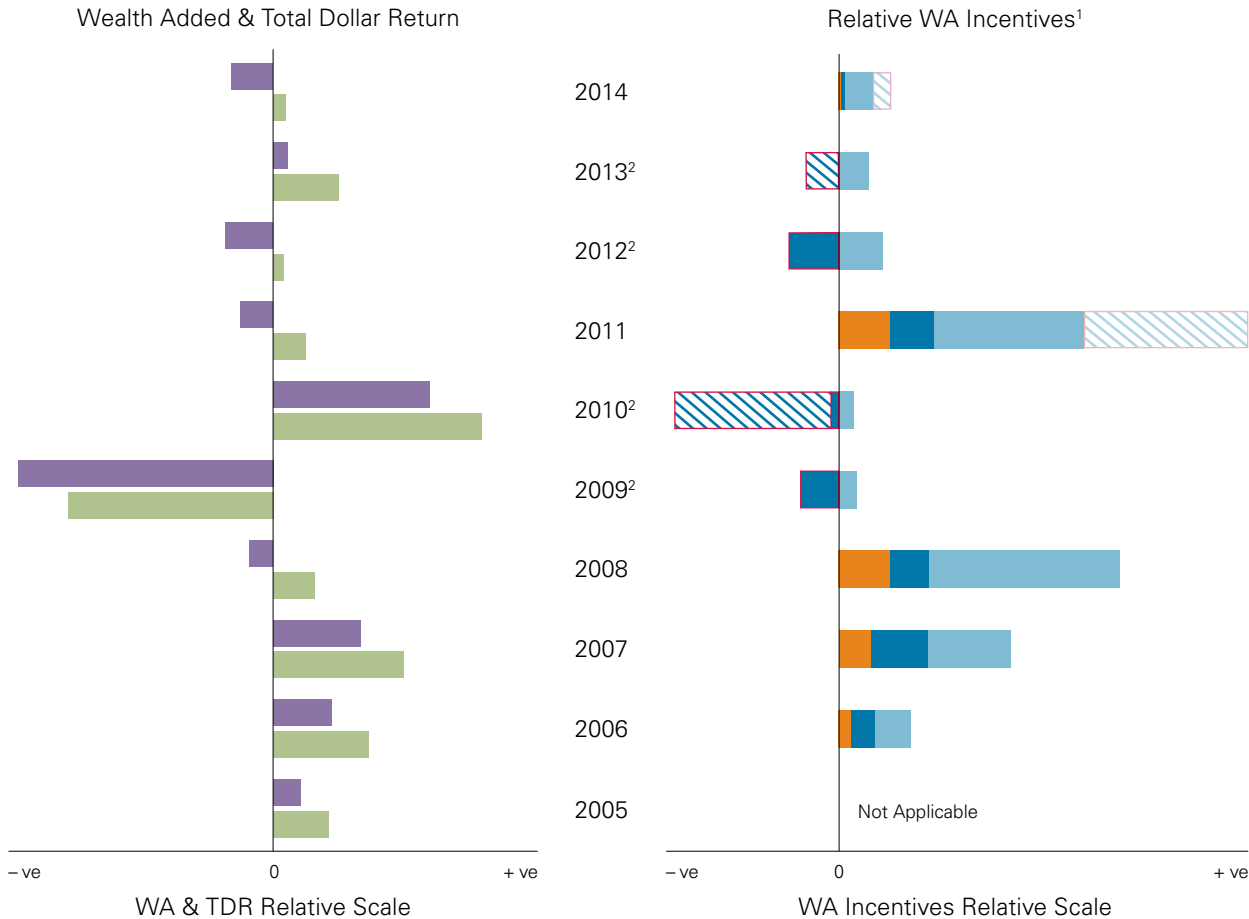
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Incentives are deferred up to 12 years, and subject to clawbacks and market risks.



(for year ended 31 March)

WA Incentives of Key Team



- Wealth Added (WA) in dollars
- Total Shareholder Return in dollars (Total Dollar Return or TDR)
- Paid-out portion of WA Bonus earned for prior year's performance
- Deferred portion of WA Bonus earned for prior year's performance, with future clawback risks
- Co-investment units which grow or shrink with total returns to shareholder, and are subject to performance and time-based conditions
- Clawback of deferred WA Bonus from prior years
- Clawback balances carried forward for future bonus offset
- Part of earned incentive used to offset the clawback balances brought forward from prior year

<sup>1</sup> WA incentives on relative scale for key management team which includes CEO, Presidents, Senior Managing Directors, Managing Directors, management Directors, as well as Executive Directors.

<sup>2</sup> No T-Scope units were awarded due to negative WA of the previous year.

# Seeding Future Enterprises

## Our Enterprise Development Group brings focus to our role as a builder of businesses, seeding, growing and nurturing promising enterprises.

Established in 2013, the Enterprise Development Group (EDG) focuses on four aspects of building businesses – to seed and develop new businesses; to transform existing businesses; to enable growing businesses, and to identify innovative trends and opportunities.

EDG pursues commercial opportunities that are expected to yield returns, including those with long gestations. Of particular interest are new business models and game changers.

EDG plays an enabler role across all stages of an enterprise, from early stage investments to disruptive business models. Its direct investing activities are complemented by Temasek's Private Equity Fund Investment team, which extends and develops EDG's network of relationships.

### Seeding New Businesses

Pavilion Energy was established to address the region's growing demand for cleaner energy, especially around the liquefied natural gas supply chain. In November 2013, Pavilion Energy entered into an agreement to purchase a 20% interest in three blocks of gas in Tanzania from Ophir Energy for over US\$1.2 billion.

Other new businesses being considered include platforms for health care and nature conservation.

### Providing Growth Capital

Two new platforms, Heliconia Capital and Clifford Capital, were seeded after two years of evaluation to complement Vertex Venture. Collectively, these capital managers address the funding needs of promising small and medium enterprises (SMEs) in Singapore, from start-up to growth and project financing.

Within the year, Heliconia has built up an investment portfolio and pipeline of promising SMEs, while Clifford has grown its project financing portfolio commitment to over US\$450 million. Vertex has also launched two new funds to address Singapore and US opportunities.

---

We seeded two new platforms to address funding needs of SMEs.

The promising SMEs in which Heliconia has invested include the FNA Group International, a travel retail player that owns The Cocoa Trees, a chocolate retailer in Asia; and Rigel Technology, a regional provider of sanitary ware and bathroom products.

Clifford supported Singapore-based companies in their exports or overseas investments. Among its loan portfolio is the financing of a Floating Production Storage Offloading unit that will operate in Brazil, constructed with the participation of several Singapore SMEs.

Vertex manages two Asia-focused funds, which invest in early to mid-stage technology companies in Asia. Last year, it launched two more funds – S\$100 million to invest in Singapore-based start-ups and US\$80 million for North American opportunities.

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We seek to understand disruptive trends and their effects on current businesses.

**Innovating through Partnerships**

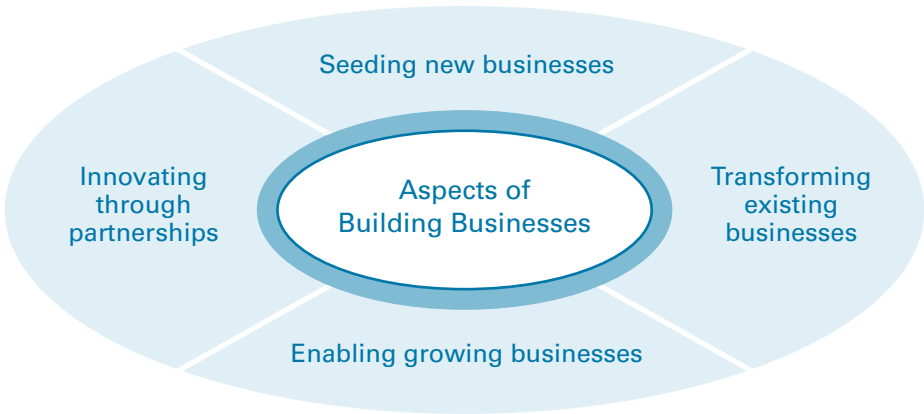
EDG established an Innovation Unit to help identify investable spaces, access innovation and gain early insights into emerging technology. The unit also seeks to understand disruptive trends and their effects on current business models.

Investments in venture capital (VC) funds are another way for EDG to access the latest global technology trends. Two examples are investments into Lightstone Ventures, a North American VC fund focused on the healthcare sector, and Andreessen Horowitz, a US-based VC fund focusing on technology and software investments.

Other partnerships cover Israel, China and elsewhere, across a wide range of sectors.

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**Building Businesses**



# Board of Directors

## Our Board provides overall guidance and policy directions to our management.

The majority of our Board members are non-executive independent private sector business leaders. Our Board operates on a commercial basis, with the added responsibility of protecting the Company's past reserves, given Temasek's status as a Fifth Schedule entity<sup>1</sup> under the Singapore Constitution.

On 1 August 2013, Mr Lim Boon Heng succeeded Mr S Dhanabalan, who retired as Chairman after 17 years of outstanding service. Mr Cheng Wai Keung, a Director since 15 September 2011, was appointed Deputy Chairman on 4 November 2013. Mr Robert B Zoellick, retired President of the World Bank Group, joined the Board on 15 August 2013.

On 10 June 2014, two additional members joined our Board – Mr Robert Ng Chee Siong, Chairman of Sino Land Company in Hong Kong, and Mr Bobby Chin Yoke Choong, retired Managing Partner of KPMG Singapore. A third new member, Mr Peter Robert Voser, retired CEO of Royal Dutch Shell, will be joining our Board on 1 January 2015. Temasek's Board size will increase from 10 to 13 with these three new appointments.

The annual Board schedule includes quarterly two-day meetings, plus additional meetings as needed. Six Board meetings were held in the last financial year.

The Board has reserved the following matters for its decision:

- overall long term strategic objectives
- annual budget
- annual audited statutory accounts
- major investment and divestment proposals
- major funding proposals
- CEO appointment and succession planning
- Board changes

---

Majority of our Board are non-executive independent private sector business leaders.

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<sup>1</sup> Fifth Schedule entities designated under the Singapore Constitution include the Government of Singapore Investment Corporation Pte Ltd, which manages the reserves of the Singapore Government. Other designated entities with constitutional safeguards for their respective past reserves are statutory boards such as the Central Provident Fund Board, the Monetary Authority of Singapore, Housing and Development Board, and Jurong Town Corporation. See section on *Trusted Steward* on page 62 for more information.

The following Board committees, each chaired by a non-executive Director who is independent of management, have been set up with specific delegated authorities, to assist the Board in its responsibilities:

- Executive Committee
- Audit Committee
- Leadership Development & Compensation Committee

The Board has separate and independent access to information to assist it with its deliberations, including the opportunity to request supplementary or explanatory information from management. Management provides information to the Board on an ongoing basis to allow the Board to effectively discharge its responsibilities.

#### Executive Committee (ExCo)

The ExCo has been delegated the authority to approve new investment and divestment decisions up to a defined threshold, beyond which, transactions will be considered by the Board. The minutes of ExCo meetings are circulated to the Board. It met eight times during the year.

#### Audit Committee (AC)

Comprising only independent directors, the role of the AC is to support the Board in its oversight responsibilities by reviewing, among other things, our system of internal controls, and processes used for financial reporting, audit, and monitoring compliance with laws and regulations. The AC also reviews the scope and results of the external audit, and the independence of the external auditors.

The AC is supported by Internal Audit (IA). To ensure its independence, IA reports functionally to the AC and administratively to the office of the CEO. IA has full and unrestricted access to all records, properties and personnel to effectively perform its functions. Aside from periodic planned reviews of key control processes for all offices, IA may also undertake special reviews requested by our Board, AC or senior management.

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Our Board has the added responsibility of protecting Temasek's past reserves.

During the year, the AC met four times and reviewed the following:

- annual audited statutory accounts
- compliance with regulatory and accounting standards
- internal controls system and risk management framework
- impairment recommendations
- reports on violations of Temasek Code of Ethics and Conduct
- independence and performance of the external auditors

#### Leadership Development & Compensation Committee (LDCC)

The LDCC is responsible for recommending Board and management leadership plans to the Temasek Board. This includes Board and CEO succession, as well as guidelines and policies on performance measurement and compensation plans. The LDCC met three times last year.

#### Board and Committee Processes and Decisions

Decisions at Board and Committee meetings are based on a simple majority of the votes, including those via telephone or video conference. In the case of a tied vote, the Chairman has a second or casting vote. Where a Board resolution is obtained via circulation, the resolution becomes effective upon approval by at least two thirds of the Board.

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Board members with interests that may conflict with Temasek are recused.

Board members with interests that may conflict with specific Temasek interests are recused from the relevant information flow, deliberations and decisions.

Quarterly Board meetings include Executive Sessions for the non-executive Directors to meet without the presence of management. The annual CEO succession review is part of these deliberations.

### Board Committee Membership as at 31 March 2014

	Board	ExCo	AC	LDCC
Lim Boon Heng <sup>1</sup>	Chairman	Chairman		Chairman
Cheng Wai Keung	Deputy Chairman <sup>2</sup>	Member		
Kua Hong Pak	Member		Chairman	
Goh Yew Lin	Member		Member	Member
Ho Ching	ED & CEO	Member		Member
Michael Lien JL	Member		Member	Member
Teo Ming Kian	Member	Member		
Marcus Wallenberg	Member			
Lucien Wong YK	Member		Member	Member
Robert B Zoellick <sup>3</sup>	Member			

### Additional Board Members after 31 March 2014

	Board	ExCo	AC	LDCC
Bobby Chin YC <sup>4</sup>	Member		Member	
Robert Ng CS <sup>4</sup>	Member			
Peter R Voser <sup>5</sup>	Member			

<sup>1</sup> Appointed as a Director on 1 June 2012, Mr Lim Boon Heng was appointed Chairman of the Board, ExCo and LDCC respectively on 1 August 2013, succeeding Mr S Dhanabalan, who retired on the same day.

<sup>2</sup> Appointed as a Director on 15 September 2011, Mr Cheng Wai Keung was appointed Deputy Chairman of the Board on 4 November 2013.

<sup>3</sup> Appointed on 15 August 2013.

<sup>4</sup> Appointed on 10 June 2014.

<sup>5</sup> Director from 1 January 2015.

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## Board of Directors

### LIM Boon Heng<sup>1</sup>

Chairman (since August 2013)

- Deputy Chairman  
Singapore Labour Foundation
- Chairman  
NTUC Enterprise Co-operative Limited
- Former Secretary-General  
National Trades Union Congress
- Held several Cabinet positions in the  
Singapore Government from 1993 to 2011

### CHENG Wai Keung<sup>2</sup>

Deputy Chairman (since November 2013)

- Chairman and Managing Director  
Wing Tai Holdings Limited
- Distinguished Service Order (DUBC) in 2007
- Justice of the Peace since 2000

### KUA Hong Pak

Director (since November 1996);

Chairman, Audit Committee

- Managing Director and Group CEO  
ComfortDelGro Corporation Limited;  
Deputy Chairman, SBS Transit Ltd; and  
Deputy Chairman, VICOM Ltd
- Singapore Public Service Star in 1996
- Re-appointed a Justice of the Peace in 2010
- Honorary Shenyang Citizenship in 1997

### GOH Yew Lin

Director (since August 2005)

- Managing Director  
GK Goh Holdings Limited
- Chairman
  - SeaTown Holdings Pte Ltd
  - Yong Siew Toh Conservatory of Music
  - Singapore Symphonia Company Limited
- Trustee and Investment Committee Chairman  
National University of Singapore
- Deputy Chairman  
National Arts Council

### HO Ching<sup>3</sup>

Executive Director & CEO

- Executive Director since May 2002;  
CEO since January 2004
- Former President and CEO  
Singapore Technologies Group
- Fellow of the Academy of Engineering  
Singapore

### Michael LIEN JL

Director (since January 2010)

- Executive Chairman  
Wah Hin & Co Pte Ltd
- Trustee and Investment Committee Member  
National University of Singapore
- Founder  
Leap Philanthropy

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<sup>1</sup> Director since June 2012. Appointed Chairman of the Board on 1 August 2013.

<sup>2</sup> Director since September 2011. Appointed Deputy Chairman of the Board on 4 November 2013.

<sup>3</sup> Director since January 2002.



(as at 31 March 2014)

**TEO Ming Kian**

Director (since October 2006)

- Chairman
  - MediaCorp Pte Ltd
  - Vertex Venture Holdings Ltd
  - Temasek Life Sciences Laboratory Limited
  - FF Canvac Pte Ltd
  - Earth Observatory of Singapore  
Nanyang Technological University
- Former Permanent Secretary at various Singapore Government ministries and Executive Chairman in key agencies
- Commander First Class (Sweden) – Royal Order of the Polar Star (1994)
- Singapore Meritorious Service Medal (2008)

**Marcus WALLENBERG**

Director (since July 2008)

- Chairman
  - Skandinaviska Enskilda Banken
  - SAAB AB
  - Foundation Asset Management  
Sweden AB
- Former Chairman
  - International Chamber of Commerce
  - LKAB
- Former Deputy Chairman  
L M Ericsson
- Former President and CEO  
Investor AB

**Lucien WONG YK**

Director (since March 2013)

- Chairman and Senior Partner  
Allen & Gledhill LLP
- Chairman  
Maritime and Port Authority of Singapore
- Trustee  
Singapore Business Federation
- Board Member
  - Hap Seng Plantations Holdings Berhad
  - Singapore Airlines Limited
  - Singapore Press Holdings Limited
  - Singapore Health Services Pte Ltd

**Robert B ZOELLICK**

Director (since August 2013)

- Chairman  
Goldman Sachs International Advisors
- Member  
Board of Laureate Education, Inc.
- Senior Fellow  
Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University
- Former President (2007-2012)  
World Bank Group
- Former Deputy Secretary (2005-2006)  
U.S. State Department
- Former U.S. Trade Representative  
(2001-2005)

(after 31 March 2014)

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## Additional Board Members

### **Bobby CHIN YC**

Director (since June 2014)

- Member  
Council of Presidential Advisers
- Deputy Chairman  
NTUC Enterprise Co-operative Limited
- Associate Member  
The Institute of Chartered Accountants,  
England & Wales
- Fellow Chartered Accountant  
Institute of Singapore Chartered Accountants
- Conferred the Singapore Public Service  
Star in 2011 and the Singapore Public  
Service Medal in 2003

### **Robert NG CS**

Director (since June 2014)

- Chairman  
Sino Land Company Limited
- Vice Chairman  
M+S Pte Ltd
- Director  
DBS Bank (Hong Kong) Limited
- Member  
11<sup>th</sup>/12<sup>th</sup> National Committee, Chinese  
People's Political Consultative Conference

### **Peter R VOSER**

Director (w.e.f. January 2015)

- Chairman
  - Catalyst
  - Board of Trustees of St. Gallen Foundation  
for International Studies
- Director  
Roche Holdings Limited
- Former Chief Executive Officer  
Royal Dutch Shell plc
- Former Member
  - Supervisory Board of Aegon N.V.
  - Supervisory Board of UBS AG
  - Swiss Federal Auditor Oversight Authority
- Title of Dato Seri Laila Jasa awarded by His  
Majesty the Sultan of Brunei (2011)

# Senior Management

## Our senior management sets the tone and culture of our team, and drives execution and delivery.

Management implements the strategy and policy directions set by our Board, with defined levels of authority for investment, divestment and other operational matters, in accordance with Board delegation.

The following committees assist our CEO under the terms of reference approved by our Board:

- The Strategy, Portfolio and Risk Committee (SPRC)
- The Senior Divestment and Investment Committee (SDIC)
- The Senior Management Committee (SMC)

The SPRC reviews macroeconomic, global, political, technological and social trends that provide the context in which new opportunities and risks may arise, in both existing and new markets. It reviews the risk tolerance framework to keep it relevant, as well as value creation opportunities.

The SDIC actively manages and shapes our portfolio on an ongoing basis, and decides on investments and divestments up to the delegated authority limits.

The SMC reviews and sets overall management and organisational policies. These include internal controls, the implementation of our Derivatives Framework, and the Valuation Policy approved by the Audit Committee. The SMC has developed the Temasek Code of Ethics and Conduct and constituted the Ethics Committee to assist in its implementation.

Our senior management also oversees Temasek's compliance with the rules and regulations of the jurisdictions where we have investments or operations. Policies, systems and processes are in place to assist us in such compliance. These are reviewed and updated regularly, in particular for new markets and new asset classes.

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Senior Management

Fidah ALSAGOFF

Gary ANG

ANG Peng Huat

Michael BUCHANAN

Belinda CHAN

Dawn CHAN

CHAN Wai Ching

Kevin CHANG

Mukul CHAWLA

CHEO Hock Kuan

CHEONG Kok Tim

Lena CHIA<sup>1</sup>

CHIA Song Hwee

CHIAM Fong Sin

Robert CHONG<sup>2</sup>

CHUA Eu Jin

Jeffrey CHUA

John CRYAN

Gregory CURL

Stephen FORSHAW

Promeet GHOSH

Grace GOH

Lorenzo GONZALEZ BOSCO

Clare GU

Nagi HAMIYEH

David HENG

HO Ching

Wolfgang KLEMM

KOO Tsai Kee

Paul LAM

Ravi LAMBAH

LAU Teck Sien<sup>2</sup>

Paul LEONE<sup>2</sup>

LEE Theng Kiat

LEONG Wai Leng

LIM Fung Jen

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<sup>1</sup> Till 9 June 2014.

<sup>2</sup> Till 30 June 2014.

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(as at 31 March 2014)

(after 31 March 2014)

Klaus LUCKE

Khodor MATTAR

ONG Beng Teck

PEK Siok Lan

PNG Chin Yee

Jonathan POPPER

Dilhan Pillay SANDRASEGARA

Boon SIM

Rohit SIPAHIMALANI

Rohit SOBTI

TAN Chong Lee

TAN Suan Swee

TAY Sulian

Juliet TEO

Alan THOMPSON

Gwendel TUNG

Matheus VILLARES

WU Yibing

Neil McGREGOR

WU Hai

Read the full description of  
our senior team at  
[www.temasekreview.com.sg/team](http://www.temasekreview.com.sg/team)  
or scan the QR code





# Steward

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## Temasek is a trusted steward.

**We strive for the advancement of our communities across generations.**

- Temasek is a responsible corporate citizen. We engage our communities based on the principles of sustainability and good governance.
- We support community programmes that focus on building people, building communities, building capabilities and rebuilding lives in Singapore and beyond.
- We engage stakeholders in the development of sound governance practices.
- Under the Singapore Constitution, Temasek has a responsibility to safeguard its past reserves.

*Johan Dulat teaching his son, Tristan, to ride a bicycle at the Singapore Botanic Gardens.*

## The role and reputation of Temasek as a trusted steward depends on our people and values, our governance and conduct.

Our Temasek Charter espouses who we are and what we do. We have corporate responsibilities as a member of the wider community, and additional stewardship responsibilities under the Singapore Constitution.

Under the Singapore Companies Act, Temasek is an exempt private company<sup>1</sup>. We are a commercial investment company directed by our own Board.

Under the Singapore Constitution, Temasek<sup>2</sup> is one of the designated Fifth Schedule entities<sup>3</sup>. We have a constitutional responsibility to safeguard the past reserves of our Company.

Temasek's past reserves are those accumulated by the Company before the current term of Government.

---

We are a commercial investment company directed by our own Board.

Neither the President of the Republic of Singapore<sup>4</sup> nor the Singapore Government, our shareholder, is involved in our investment, divestment or other business decisions, except in relation to the protection of Temasek's own past reserves.

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Temasek does not manage CPF savings.

Temasek does not manage Central Provident Fund (CPF) savings, the Government surpluses, the foreign exchange reserves of Singapore, nor the reserves of any other Fifth Schedule entity designated under the Singapore Constitution. These are independently managed by the relevant Fifth Schedule entities such as the CPF Board and the Monetary Authority of Singapore. Each Fifth Schedule entity is separately accountable for the protection of its own past reserves.

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<sup>1</sup> Under the Singapore Companies Act (Chapter 50), an exempt private company has no more than 20 shareholders and no corporate shareholder, and is exempted from filing its audited financials with the public registry.

<sup>2</sup> Temasek Holdings (Private) Limited.

<sup>3</sup> Fifth Schedule entities designated under the Singapore Constitution include the Government of Singapore Investment Corporation Pte Ltd, which manages the reserves of the Singapore Government. Other designated entities with constitutional safeguards for their respective past reserves are statutory boards such as the CPF Board, the Monetary Authority of Singapore, Housing and Development Board, and Jurong Town Corporation.



## Relating to the President of Singapore

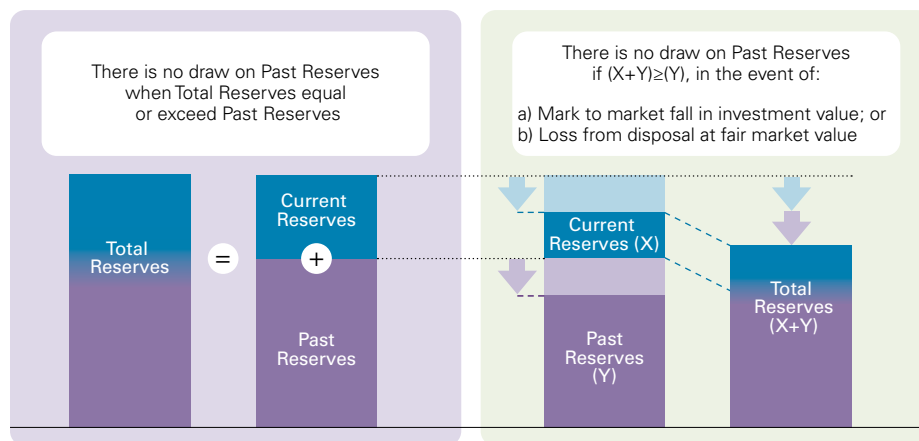
As a Fifth Schedule entity, our Board has a responsibility to protect our Company's past reserves. This includes ensuring that every disposal of investment is transacted at fair market value<sup>5</sup>.

Our Board and CEO have a duty to seek approval from the President before any draw occurs on our Company's past reserves.

There is no draw on past reserves as long as our total reserves equal or exceed our past reserves.

Mark to market declines on existing investments would not be a draw on past reserves. Similarly, a realised loss on disposal of an investment would not constitute a draw on past reserves, as long as the disposal was done at fair market value.

## Protection of Temasek's Past Reserves



<sup>4</sup> The Singapore President has an independent custodial role to safeguard the separate past reserves of the Singapore Government and the Fifth Schedule entities designated under the Singapore Constitution, including Temasek.

<sup>5</sup> Fair market value is the price agreed between a willing buyer and a willing seller on an arm's length basis.

### Relating to Our Shareholder

Incorporated on 25 June 1974, Temasek is wholly owned by the Singapore Minister for Finance<sup>1</sup>.

We provide annual statutory financial statements audited by an international audit firm, as well as periodic updates to our shareholder. While we are a Singapore exempt private company, exempted from disclosing any financial information publicly, we have chosen to publish our Group Financial Summary and portfolio performance in our annual *Temasek Review* since 2004.

Temasek declares dividends annually from profits we earn. These are recommended by our Board for our shareholder's consideration at the annual general meeting<sup>2</sup>. Our Board balances a sustainable distribution of profits to our shareholder and the retention of profits for reinvestments to generate future returns.

Temasek's dividends to our shareholder form part of the Singapore Government's investment income. At least half of such income derived from past reserves must be locked away for future generations. The Singapore Government may use the balance of this income for its budget spending. This is how dividend contributions from Temasek are shared between present and future generations.

Our shareholder's right to appoint, reappoint or remove our Board members is subject to the President's concurrence<sup>3</sup>. This safeguards the integrity of our Board in protecting our past reserves. The appointment or removal of the CEO by our Board is also subject to the concurrence<sup>3</sup> of the President.

---

Temasek does not direct the business decisions or operations of its portfolio companies.

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<sup>1</sup> Under the Singapore Minister for Finance (Incorporation) Act (Chapter 183), the Minister for Finance is a body corporate.

<sup>2</sup> Under Article 122 of Temasek's Articles of Association, dividends declared by our shareholder cannot exceed the amount recommended by our Board.

<sup>3</sup> The President's concurrence is exercised independently and not on the advice of Cabinet.

## Relating to Our Portfolio Companies

We manage our portfolio as an active investor and owner. We increase, decrease or hold our investment holdings to enhance our risk-adjusted returns for the long term.

As an active and engaged shareholder, we promote sound corporate governance in our portfolio companies.

We support the formation of high calibre, experienced and diverse boards to guide and complement management leadership. This includes encouraging the boards of portfolio companies to identify and consider potential directors with relevant backgrounds and experience.

Board directors have a fiduciary duty to safeguard the interests of their respective companies. Accordingly, we advocate that boards be independent of management in order to provide effective oversight and supervision of management. This includes having mostly non-executive members on boards with the independence and experience to oversee management.

We advocate that the Chairman and CEO roles be held by separate persons, independent of each other, to ensure a healthy balance of power for independent decision making, and a greater capacity for management supervision, by the board.

Companies in our portfolio are guided and managed by their respective boards and management. Temasek does not direct their business decisions or operations.

We protect our interests by exercising our shareholder rights, including voting at shareholders' meetings as needed.

---

Temasek exceeds the applicable standards of disclosure and other guidelines under the Santiago Principles.

### Relating to Our Communities

As a trusted steward, our engagement with communities in Singapore and around the world is based on the twin pillars of sustainability and good governance.

We support community programmes that focus on building people, building communities, building capabilities and rebuilding lives. These programmes enable individuals, families and communities to have sustainable improvements and progress in their lives.

More than a decade ago, we instituted a policy of setting aside a share of our excess returns for community contributions in each year that we exceed our risk-adjusted hurdle. This policy is founded on the concept of sustainable and responsible contributions.

The skills and capabilities for the management of endowment funds and for the development and management of community and social programmes are very different. This was why we established Temasek Trust in 2007 to oversee the management and distribution of endowments and gifts from Temasek, which have been earmarked for specific non-profit philanthropic organisations (NPPOs).

The governance model separates the fund management from the NPPOs. This enables them to focus on what they do best – developing programmes for the community, with the peace of mind that their funding source would be professionally managed to give them a sustainable source of support over the years.

We comply with all obligations under Singapore laws and regulations, as well as those of the jurisdictions where we have investments or operations.

We follow developments in international investment and trade agreements, and engage with thought leaders and authorities. We aim to promote a better understanding of how state owned entities like ourselves operate based on commercial principles, independent of government interference.

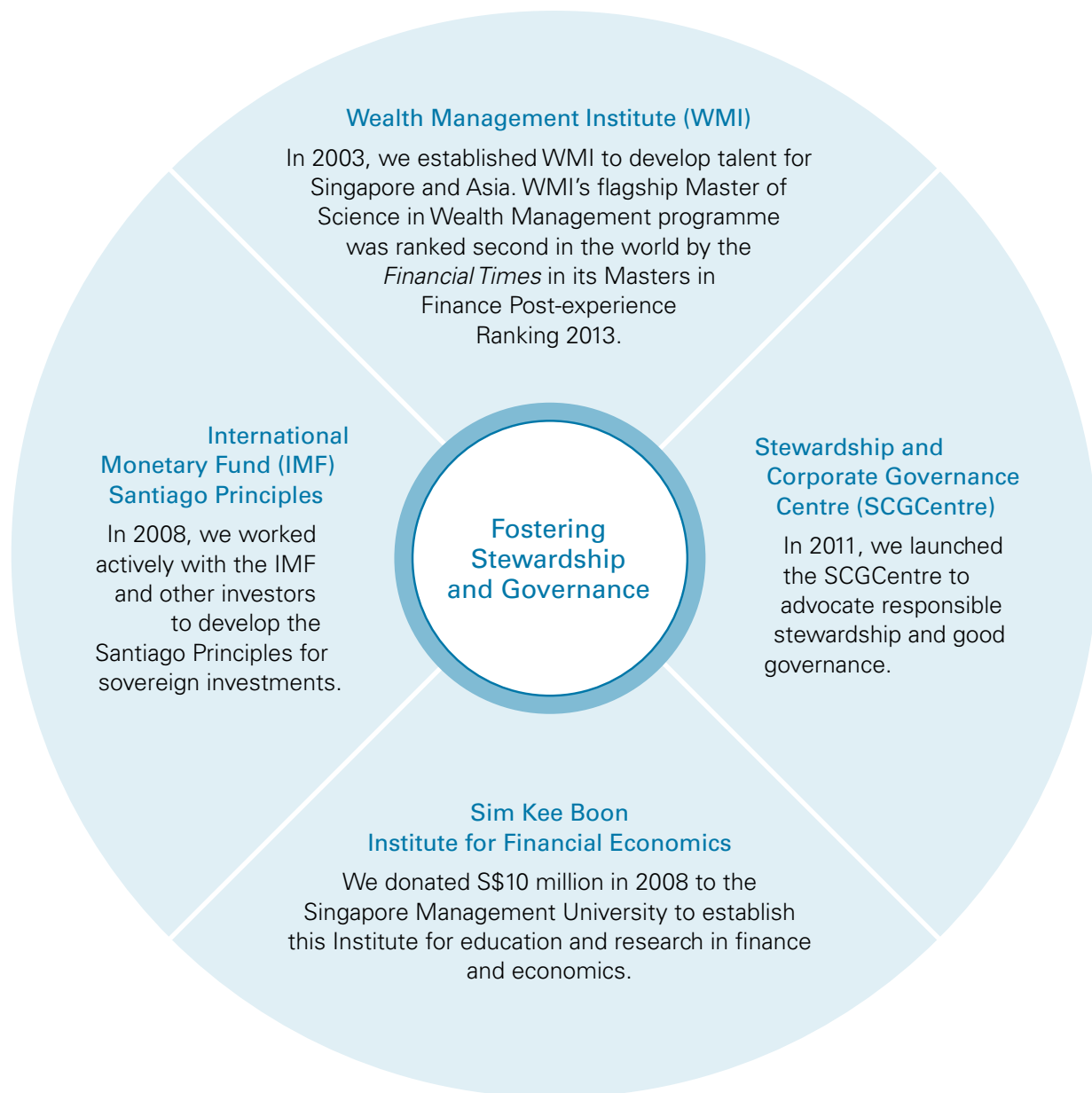
An example is our active participation with the International Monetary Fund and various sovereign investors from around the world to develop best practices under the Santiago Principles for sovereign investments. Temasek exceeds the applicable standards of disclosure and other guidelines under the Santiago Principles.

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We support programmes that enable people to progress in their lives.

# Fostering Stewardship and Governance

Temasek has seeded new institutions to build new capabilities and partnered multilateral agencies to promote best practices in stewardship and governance.



# Social Endowments & Community Engagement

**As individuals and as an institution, we have a stake in the well-being of our community, and a responsibility to exercise good stewardship through our social contributions.**

Since our inception in 1974, we have established 16 endowments, aimed at building people, building communities, building capabilities and rebuilding lives, in Singapore and Asia. Our endowments and philanthropic entities touched the lives of more than 170,000 people.



## Temasek Trust

Temasek Trust was established in 2007 to independently oversee the management and disbursement of Temasek's philanthropic endowments and gifts. Its Board of Trustees comprises Chairman Lee Seng Wee and S Dhanabalan from Singapore, and Ratan Tata from India.

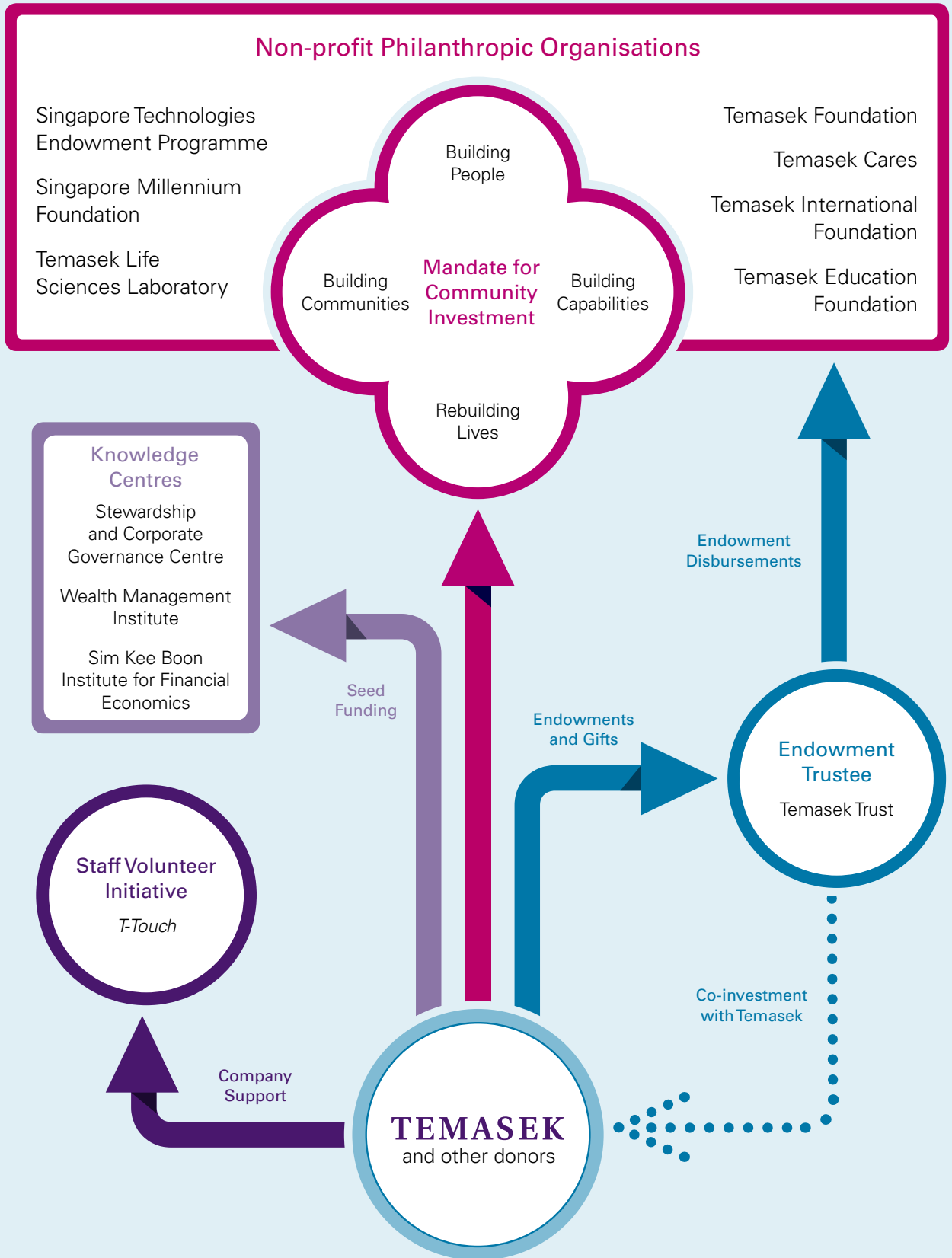
Endowment gifts from Temasek are initially co-invested with Temasek. When the endowments reach critical mass, the Trust may appoint other third party fund managers approved by Temasek. The Trust is responsible for the disciplined disbursement of the endowments on a sustainable basis to designated non-profit philanthropic organisations (NPPOs).



## Temasek Foundation

Supported by Temasek's largest endowment, Temasek Foundation (TF) partners Singapore and international institutions to develop or support programmes in Asia.

TF seeks to build people through education and health care; build institutions through governance, public administration and urban management; build bridges among Asia's diverse communities through networks of exchange for students, journalists, leaders and others; and rebuild lives of communities affected by natural disasters by boosting their disaster response capabilities. Since May 2007, TF has supported 222 programmes in 20 countries in Asia.





### Temasek Cares

Set up in 2009, Temasek Cares is a Singapore charity<sup>1</sup> with a focus on improving the lives of underprivileged individuals, families and communities in Singapore.

Over the last five years, Temasek Cares has sponsored 67 programmes, including many pilot programmes for new services. These have touched about 17,600 lives, including those with physical disabilities and psychological disorders, children with learning and developmental challenges, abused women and their children, single parents, and the elderly requiring long term care.

In March 2014, Temasek Cares received an additional mandate under the Temasek Emergency Preparedness Fund to help people in Singapore to be prepared and to cope with emergencies. To date, the 'Stay Prepared' initiative has rolled out two programmes – the KITS (Kids in Tough Situations) Pilot Programme and the Starter Kit Programme.

Organised in partnership with KK Women's and Children's Hospital, KITS aims to provide community-based therapy to children who have emotional and psychological difficulties arising from trauma. It will cover some 7,000 teachers, parents and members of the public to raise awareness of trauma and its effects on children.

The Starter Kit programme was a timely reminder for all Singapore households to be better prepared for emergencies, through the distribution of N95 masks to charitable homes and every household.



### Singapore Technologies Endowment Programme

The Singapore Technologies Endowment Programme (STEP) is now in its 17<sup>th</sup> year, helping youth in Asia to know each other and contributing to their education. Its popular Sunburst Youth Camp (SYC) has hosted more than 2,000 teenage students since 1998, including over 600 students from Singapore.

Many SYC alumni are now adults, actively engaged in their communities. One outreach programme in Singapore saw some 1,500 students from the Institute of Technical Education assisting disadvantaged families to retrofit their homes, and engaging the elderly and the needy youth.

<sup>1</sup> Temasek Cares is an Institution of a Public Character set up in 2009 to commemorate the 35<sup>th</sup> anniversary of Temasek Holdings.



### Temasek Life Sciences Laboratory

Temasek Life Sciences Laboratory (TLL) is now well recognised for bio-molecular science research and applications that benefit people in Asia and beyond. The research institute focuses primarily on understanding the cellular mechanisms that underlie the development and physiology of plants, fungi and animals, which provides the foundation for biotechnology innovation. In 2013, TLL published 80 papers in peer-reviewed journals and made four discoveries, out of which two have been licensed.



### Singapore Millennium Foundation

The Singapore Millennium Foundation (SMF) funds research relevant to Singapore, including research into mental health, Parkinson's disease, liver and lung cancer, ageing and palliative care, pedagogy and special needs education, and non-medical bioscience. Since 2008, research sponsorships for hospitals, education and research institutions have totalled more than S\$39 million. SMF has also sponsored the Lee Kuan Yew Water Prize since 2008, which honours outstanding contributions by individuals or organisations towards solving the world's water challenges.



### Temasek Education Foundation

Temasek Education Foundation (TEF) supports programmes that nurture young talent in the areas of sports, mathematics, science, arts and music. TEF has endowments totalling S\$150 million, including three S\$35 million endowments named after Singapore's pioneering leaders, EW Barker, Tay Eng Soon and David Marshall.



### Temasek International Foundation

Temasek International Foundation promotes regional scholarship and international fellowship. Its S\$25 million S Rajaratnam Endowment focuses on international exchange and fellowship programmes. The S\$35 million Hon Sui Sen Endowment promotes talent development in the Asian financial sector. Its Temasek Regional Regulators Scholarship Programme administered by the Wealth Management Institute helps regulators and central bankers to keep up with continuous changes and developments in a region where wealth is growing rapidly.



# Touching Lives

Our NPPOs identify needs and spearhead programmes for the growth and development of people in our communities.

## Building Capabilities

### Temasek Life Sciences Laboratory

Professor Yu Hao, recipient of the prestigious 2013 President's Science Award Was conferred the 2013 President's Science Award in recognition of his contribution to scientific research in the field of plant functional genomics and its biotechnological applications to economically functional crops.

### Singapore Millennium Foundation

**Tele-rehabilitation for elderly stroke patients**  
Implemented a low cost patient centric tele-rehabilitation system incorporating real time video conferencing for therapists to monitor and communicate with their stroke patients remotely.

### Temasek Foundation

#### Technical and Vocational Education and Training Programme in Indonesia

A partnership with The Polytechnic Association of Indonesia and Republic Polytechnic (RP), trainers from RP shared their expertise in Problem-Based Learning pedagogy with trainers and academic staff from 14 Indonesian polytechnics.

### Temasek Foundation

#### Leaders in Economic Development Programme

28 Asian policymakers and senior economists from 10 countries participated in the inaugural 'Temasek Foundation Leaders in Economic Development' programme to share experiences in economic development and strategies.

### Temasek Foundation

#### Nurses Training Programme in Lao PDR

A collaboration with the Ministry of Health of Lao PDR and Nanyang Polytechnic to train 100 nurse leaders, educators and clinical instructors in the areas of nursing management, nursing pedagogy and specialised clinical nursing.

### Temasek Foundation

#### Academic Quality Assurance Systems for the Brunei Maritime Academy

A training programme where Singapore Polytechnic trainers shared their knowledge with 80 maritime specialists from Brunei on developing a training quality assurance system.



A patient using the tele-rehabilitation system while performing sitting balance exercises.



Hands-on training for Lao nursing professionals at Nanyang Polytechnic's School of Health Sciences.

Read more examples of  
Temasek-supported NPOs  
at [www.temasektrust.org.sg](http://www.temasektrust.org.sg)  
or scan the QR code



## Building People

### STEP

**STEP NUS Sunburst Environment Programme**  
130 young people from ASEAN, China and India spent a week in Singapore with global environment experts to learn more about climate change, biodiversity, chemicals and the environment, and food security.

### Temasek Foundation

**Specialists' Community and Action Leadership Exchange Programme (TF SCALE)**  
300 students from various polytechnics and technical institutions in Cambodia, Indonesia, Philippines, Singapore, Thailand and Vietnam engaged in holistic learning and cross-cultural exchanges.



Student leaders participating in the inaugural TF SCALE programme.

## Rebuilding Lives

### Temasek Cares

**Kids in Tough Situations (KITS) Pilot Programme** – supporting children with trauma-related psychological and emotional difficulties

A three-year programme to train more than 60 community-based social workers, school counsellors and therapists in Trauma-Focused Cognitive Behavioural Therapy, covering children and their caregivers.

### Temasek Cares

**Employment Support Services**  
Providing employment support to 350 people recovering from mental illnesses, including job matching and coaching for reintegration into the working environment.



Trained trauma therapists in a sharing session.

## Building Communities

### Temasek Cares

**Caring Assistance from Neighbours**  
Establishing a network of neighbours and training them as 'Carers' to provide support to frail elderly living by themselves.

### Temasek Cares

**Integration Support Programme for Preschoolers with Autism**  
Helping young children with autism integrate into mainstream preschool.

### Temasek Cares

**Career Rising**  
A mentoring programme in partnership with MENDAKI to help workers from low-income families take on professional, managerial and executive jobs.



Dr. Fatimah Lateef chatting with MENDAKI mentee on career upgrade.

# From Ideas to Solutions

Together with our friends and partners, we are ready to tackle challenges, bring ideas to life, and help shape a better tomorrow.

Fullerton Financial Holdings (FFH), a Temasek subsidiary, has developed microfinance business models, to enable small businesses and lower income families to pursue opportunities and better their lives. Through their partners, FFH operates a network of over 3,300 outlets serving more than seven million customers in seven countries in Asia.

## China

FFH has partnered with Bank of China (BOC) since 2009 to set up village banks in rural counties.

The first BOC Fullerton Community Bank opened in 2011 in Qichun, Hubei province, and has become the biggest village bank operator in China. Other successes include the financing of modern greenhouses for Shandong farmers that helped double their production, and microloans to help retirees establish small businesses.

BOC Fullerton now operates 54 village banks and 18 sub-branches in 10 provinces,

serving over 300,000 customers, including businesses, and migrant workers.

In 2013, *The Economic Observer* honoured BOC Fullerton Community Bank with the “Most Outstanding Village Bank of the Year” award.



Providing rural communities with microfinancing solutions.

## India

In 2006, Fullerton India Credit Company (FICC), a unit of FFH, piloted programmes to offer financial solutions to the rural poor, via its 400 branches.

With timely, affordable and easily accessible microcredit, rural households in 30,000 villages are now able to sustain and grow their livelihoods. In July 2013, FICC received several awards recognising its programmes and their impact on local communities.

## Indonesia

FFH's subsidiary in Indonesia, Bank Danamon, was an early adopter of technology for microfinance, through its savings and loan initiative, *Danamon Simpan Pinjam*, in 2004.

In its 10<sup>th</sup> year of operation, it is now serving 1.2 million

self-employed entrepreneurs and working families, across 127 cities, providing micro and small business-financing as well as credit facilities under a responsible financing framework.



Market vendors access microloans through *Danamon Simpan Pinjam*.

## Engaging Friends

Our friends are our larger family, with whom we draw strength and overcome odds, share ideas and grow together.

### Sharing Experiences

Our engagements range from in-depth discussions on the global economy to potential investment opportunities. During the year, Temasek hosted over 90 delegations from 40 countries, including Indonesia, Mongolia, Italy, the US and the UK.

We shared perspectives on governance with national institutions such as China's State-Owned Assets Supervision and Administration Commission (SASAC) and the New Zealand Superannuation Fund. We also continued dialogues at multilateral level with the International Monetary Fund, the International Forum of Sovereign Wealth Funds and other institutions.



Attendees at the SASAC-Temasek Directors Forum.

### Fostering Learning and Fellowship

Last year, we organised 120 learning events and six business forums for boards and management of our portfolio companies, partners and friends.

In partnership with *stars foundation*, we held the inaugural *stars Singapore symposium* in February 2014. The event saw around 100 global young leaders discussing global and Asia-specific developments and challenges.

Our three flagship programmes – *Young LEADERS!*, *LEADERS!*, and *Global LEADERS!* – welcomed more than 140 participants from 10 countries, including Singapore, Australia, China, Indonesia, Kazakhstan, Malaysia, and Vietnam.



*LEADERS!* programme participants from Asia collaborating on a project.

### Connecting with Temasek Alumni

We stay connected with almost 500 former colleagues through the Temasek Alumni Network. The 2014 highlight was the March annual dinner, which brought together close to 100 alumni.

### Temasek International Panel

Meeting for the 10<sup>th</sup> year, our Temasek International Panel (TIP) members and special guests shared perspectives on global issues and opportunities. Special guests included He Ping, Honorary Chairman, China Poly Group Corporation, and The Hon Alexander Downer AC, former Foreign Minister of Australia, who addressed more than 300 business leaders and guests at a special luncheon.



Sharing insights and views at TIP meeting.

# Temasek International Panel

**Our friends have been generous in sharing their perspectives and wisdom. We also benefited tremendously from the counsel of our emeritus members.**

The Temasek International Panel was formed in 2004, and its members have helped deepen our understanding of the fast changing global environment. We look forward to continuing to learn from their experience and insights.

(as at 31 March 2014)

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## Members

**David BONDERMAN**  
Founding Partner  
TPG Capital

**Minoru MAKIHARA**  
Senior Corporate Advisor  
Mitsubishi Corporation

**Dr Jacob A FRENKEL**  
Chairman  
JP Morgan Chase International

**Dr Pedro Sampaio MALAN**  
Chairman  
International Advisory Board,  
Itaú Unibanco Holdings S.A.

**Hon John HOWARD OM AC**  
Former Prime Minister  
Australia

**Lee R RAYMOND**  
Retired Chairman and CEO  
Exxon Mobil Corporation

**Dame DeAnne JULIUS**  
Former Chairman  
Chatham House

**Ratan N TATA**  
Chairman Emeritus  
Tata Sons

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## Emeritus Members

**Dr HAN Seung-soo**  
Former Prime Minister  
Republic of Korea

**Sir Richard SYKES, FRS**  
Chairman  
The Royal Institution of Great Britain

**Lucio A NOTO**  
Managing Partner  
Midstream Partners, LLC

# Temasek Advisory Panel

Into its 11<sup>th</sup> year, Temasek has drawn on the collective wisdom and counsel of distinguished business leaders of the Temasek Advisory Panel.

As we extend our investments beyond Asia, we will be setting up regional advisory panels, starting with the Americas in 2014.

(as at 31 March 2014)

**FOCK Siew Wah**  
Group Chairman  
PSA International

**Peter SEAH**  
Chairman  
DBS Group Holdings

**Dr LEE Boon Yang**  
Chairman  
Keppel Corporation Limited

**Ernest WONG**  
Chairman  
Fullerton Financial Holdings

**Stephen LEE**  
Chairman  
Singapore Airlines

**XIE Qihua**  
Honorary Chairwoman  
Metallurgical Council of China  
Council for the Promotion of  
International Trade

**NG Kee Choe**  
Chairman  
CapitaLand Limited

**Retired Chairman**  
Baosteel Group Corporation





# Group Financial Summary

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## Statement by Auditors

We are the auditors of Temasek Holdings (Private) Limited (“Temasek”). We have audited the statutory consolidated financial statements of Temasek and its subsidiary companies (the “Group”) for the financial years ended 31 March 2008, 2009, 2010, 2011, 2012, 2013 and 2014 and have issued unqualified audit reports<sup>1</sup>. The audited statutory consolidated financial statements of the Group for the financial years ended 31 March 2005, 2006 and 2007 were audited by PricewaterhouseCoopers LLP<sup>2</sup> whose auditors’ reports<sup>3</sup> were also unqualified.

Under the Singapore Companies Act, Chapter 50, Temasek is an exempt private company and is not required to publish its audited statutory consolidated financial statements.

Management is responsible for the preparation and presentation of the Group Financial Summary for the financial years ended 31 March 2005 to 2014 set out from pages 82 to 87. The Group Financial Summary consists of the Group Financial Highlights, Group Income Statements, Group Balance Sheets and Group Cash Flow Statements as at and for the financial years ended 31 March 2005 to 2014 and Group Statements of Changes in Equity for the financial years ended 31 March 2013 and 2014, which is prepared and presented based on the audited statutory consolidated financial statements. The Group Financial Summary does not contain all the disclosures required by Singapore Financial Reporting Standards applied in the preparation of the audited statutory consolidated financial statements of the Group. Reading the Group Financial Summary, therefore, is not a substitute for reading the audited statutory consolidated financial statements of the Group.

Our responsibility is to express an opinion on the Group Financial Summary based on our procedures, which were conducted in accordance with Singapore Standard on Auditing (SSA) 810 – *Engagements to Report on Summary Financial Statements*.

In our opinion, the Group Financial Summary is summarised and presented consistently, in all material respects, with the audited statutory consolidated financial statements of the Group.

KPMG LLP

KPMG LLP

Public Accountants and Chartered Accountants  
Singapore

30 June 2014

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<sup>1</sup> Dated 16 July 2008, 15 July 2009, 1 July 2010, 29 June 2011, 27 June 2012, 26 June 2013 and 30 June 2014 respectively.

<sup>2</sup> PricewaterhouseCoopers LLP was converted from a partnership to a limited liability partnership on 1 January 2009.

<sup>3</sup> Dated 15 July 2005, 13 July 2006 and 5 July 2007 respectively.

## Statement by Directors

Our auditors, KPMG LLP, have expressed unqualified opinions on the audited statutory consolidated financial statements of Temasek Holdings (Private) Limited and its subsidiary companies (the "Group") for the financial years ended 31 March 2008 to 2014. Our auditors for the financial years ended 31 March 2005 to 2007, PricewaterhouseCoopers LLP<sup>2</sup>, have expressed unqualified opinions on the audited statutory consolidated financial statements of the Group for the financial years ended 31 March 2005 to 2007.

On behalf of the directors



LIM BOON HENG

Chairman

30 June 2014



HO CHING

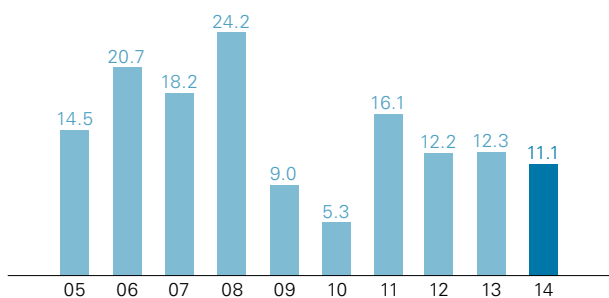
Executive Director & Chief Executive Officer

30 June 2014

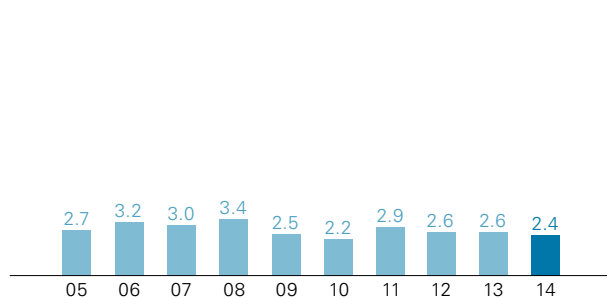
# Group Financial Highlights<sup>1</sup>

(for year ended 31 March)

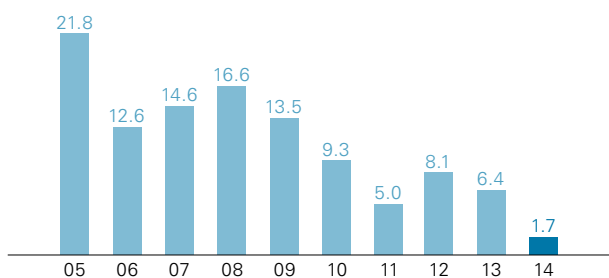
## Profit Margin<sup>2</sup> (%)



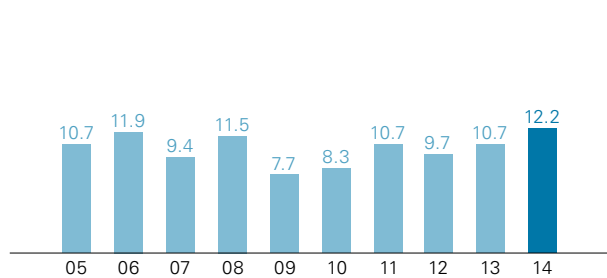
## VA/Employment Cost<sup>3</sup>



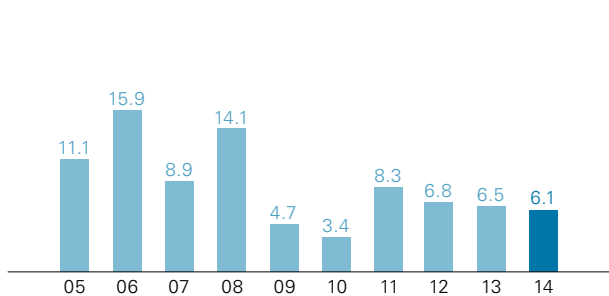
## Net Debt to Capital<sup>4</sup> (%)



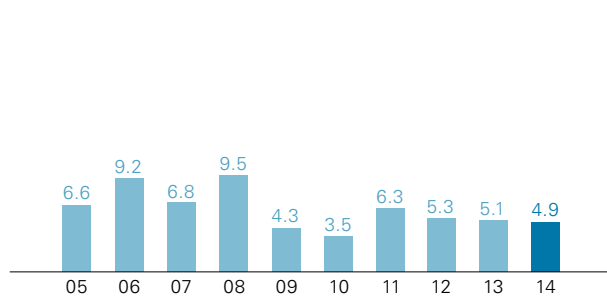
## EBITDA Interest Coverage<sup>5</sup>



## Return on Average Equity<sup>6</sup> (%)



## Return on Average Assets<sup>7</sup> (%)



<sup>1</sup> The Group Financial Summary, including highlights as set out from pages 82 to 87, is prepared and presented based on the audited statutory consolidated financial statements of the Group for the financial years ended 31 March 2005 to 2014.

<sup>2</sup> Profit before share of results of associated companies, partnerships and joint ventures, expressed as a percentage of revenue.

<sup>3</sup> Gross value added per dollar of employment cost.

<sup>4</sup> Net debt expressed as a percentage of the sum of shareholder equity, non-controlling interests and net debt.

<sup>5</sup> Profit before income tax, finance expenses, depreciation, amortisation and impairment loss on property, plant and equipment and intangibles, divided by finance expenses.

<sup>6</sup> Profit attributable to equity holder of the Company expressed as a percentage of average shareholder equity.

<sup>7</sup> Total profit, add back finance expenses, expressed as a percentage of average total assets.

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

For year ended 31 March	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
<b>Profit attributable to equity holder of the Company</b>	<b>7.5</b>	<b>12.8</b>	<b>9.1</b>	<b>18.2</b>	<b>6.2</b>	<b>4.6</b>	<b>12.7</b>	<b>10.7</b>	<b>10.6</b>	<b>10.9</b>

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

As at 31 March	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 <sup>8</sup>	–	7.0	21.1	23.9	(1.5)	21.9	20.9	11.8	13.2	14.9
<b>Shareholder equity</b>	<b>70.9</b>	<b>90.6</b>	<b>114.0</b>	<b>144.1</b>	<b>118.4</b>	<b>149.7</b>	<b>155.5</b>	<b>158.2</b>	<b>169.1</b>	<b>187.3</b>
Net debt <sup>9</sup>	26.9	16.7	23.6	33.8	22.1	17.8	9.5	16.1	13.3	3.7

<sup>8</sup> Prior to the financial year ended 31 March 2006, long term investments were stated at cost less allowance for diminution in value. With the introduction of FRS39 *Financial Instruments: Recognition and Measurement* during the financial year ended 31 March 2006, available-for-sale financial assets (AFS) were required to be measured at fair value. At each reporting date, AFS are remeasured at their fair value. Changes in fair value, other than impairment losses, are recognised in other comprehensive income and presented in the fair value reserve in equity until the AFS are disposed. Impairment losses are recognised in the income statement.

<sup>9</sup> Total debt less cash and cash equivalents.

# Group Income Statements

In S\$ billion

For year ended 31 March	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	<b>81.1</b>
Cost of sales	(43.8)	(53.3)	(49.3)	(53.3)	(57.5)	(50.7)	(53.0)	(56.3)	(56.0)	<b>(54.5)</b>
Gross profit	23.7	26.5	25.3	30.0	22.1	26.0	30.5	27.2	27.8	<b>26.6</b>
Other income	4.1	9.4	8.3	15.8	16.2	4.5	4.9	6.3	5.0	<b>5.0</b>
Expenses:										
Selling & Distribution	(3.9)	(4.1)	(4.3)	(5.2)	(5.0)	(5.3)	(5.8)	(5.6)	(5.2)	<b>(4.7)</b>
Administrative	(7.0)	(8.0)	(8.1)	(8.6)	(8.1)	(8.7)	(7.3)	(8.0)	(8.2)	<b>(8.4)</b>
Finance	(2.1)	(2.4)	(2.6)	(3.2)	(2.7)	(2.4)	(2.6)	(2.6)	(2.4)	<b>(2.1)</b>
Other expenses	(5.0)	(4.9)	(5.1)	(8.7)	(15.3)	(10.0)	(6.2)	(7.1)	(6.7)	<b>(7.4)</b>
Profit before share of results of associated companies, partnerships and joint ventures	9.8	16.5	13.5	20.1	7.2	4.1	13.5	10.2	10.3	<b>9.0</b>
Share of results of associated companies and partnerships	1.4	1.2	(0.8)	3.2	1.3	2.4	2.6	3.0	3.2	<b>5.1</b>
Share of results of joint ventures	1.0	1.3	1.6	2.2	1.9	2.0	1.7	1.6	1.7	<b>1.7</b>
Profit before income tax	12.2	19.0	14.3	25.5	10.4	8.5	17.8	14.8	15.2	<b>15.8</b>
Income tax expense	(1.8)	(2.5)	(1.3)	(3.0)	(1.3)	(1.7)	(2.0)	(1.4)	(1.9)	<b>(2.2)</b>
Profit from continuing operations	10.4	16.5	13.0	22.5	9.1	6.8	15.8	13.4	13.3	<b>13.6</b>
Profit from discontinued operations	*	*	*	–	–	–	–	–	–	<b>–</b>
Total profit	10.4	16.5	13.0	22.5	9.1	6.8	15.8	13.4	13.3	<b>13.6</b>

Profit attributable to:

<b>Equity holder of the Company</b>	<b>7.5</b>	<b>12.8</b>	<b>9.1</b>	<b>18.2</b>	<b>6.2</b>	<b>4.6</b>	<b>12.7</b>	<b>10.7</b>	<b>10.6</b>	<b>10.9</b>
Non-controlling interests	2.9	3.7	3.9	4.3	2.9	2.2	3.1	2.7	2.7	<b>2.7</b>
Total profit	10.4	16.5	13.0	22.5	9.1	6.8	15.8	13.4	13.3	<b>13.6</b>

\* Less than S\$0.1 billion.

# Group Balance Sheets

In S\$ billion

As at 31 March	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
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 <sup>1</sup>	–	7.0	21.1	23.9	(1.5)	21.9	20.9	11.8	13.2	14.9
<b>Shareholder equity</b>	<b>70.9</b>	<b>90.6</b>	<b>114.0</b>	<b>144.1</b>	<b>118.4</b>	<b>149.7</b>	<b>155.5</b>	<b>158.2</b>	<b>169.1</b>	<b>187.3</b>
Non-controlling interests	25.3	25.4	24.4	25.7	22.6	23.5	24.0	23.5	25.6	23.9
	96.2	116.0	138.4	169.8	141.0	173.2	179.5	181.7	194.7	211.2
Property, plant and equipment	69.3	65.6	65.5	75.3	68.2	68.0	66.8	67.8	69.0	55.4
Intangibles	14.7	14.5	14.8	21.4	19.9	19.1	18.9	17.9	18.1	16.4
Investments in associated companies, partnerships and joint ventures	17.0	27.1	35.0	39.5	41.1	44.6	42.1	49.5	52.8	59.3
Financial assets	13.8	27.5	52.3	73.9	40.2	64.2	65.3	60.7	70.0	81.0
Investment properties	7.8	1.8	3.6	5.0	5.3	6.5	7.1	7.9	4.3	4.7
Properties under development	0.5	0.5	0.2	0.6	0.8	0.2	0.2	0.4	0.5	1.4
Other non-current assets	8.3	10.0	10.4	9.4	9.5	10.2	11.3	10.7	11.9	10.4
Deferred tax assets	2.1	1.7	1.6	1.8	2.0	1.8	1.7	1.5	1.4	1.4
Net current assets/ (liabilities)	14.7	12.6	8.4	(3.1)	11.8	22.0	27.6	32.8	33.4	35.6
Current assets	65.6	65.0	59.0	68.6	60.9	70.2	84.5	86.2	89.4	89.0
Current liabilities	(50.9)	(52.4)	(50.6)	(71.7)	(49.1)	(48.2)	(56.9)	(53.4)	(56.0)	(53.4)
	148.2	161.3	191.8	223.8	198.8	236.6	241.0	249.2	261.4	265.6
Non-current liabilities	(52.0)	(45.3)	(53.4)	(54.0)	(57.8)	(63.4)	(61.5)	(67.5)	(66.7)	(54.4)
	96.2	116.0	138.4	169.8	141.0	173.2	179.5	181.7	194.7	211.2

<sup>1</sup> Prior to the financial year ended 31 March 2006, long term investments were stated at cost less allowance for diminution in value. With the introduction of FRS39 *Financial Instruments: Recognition and Measurement* during the financial year ended 31 March 2006, available-for-sale financial assets (AFS) were required to be measured at fair value. At each reporting date, AFS are remeasured at their fair value. Changes in fair value, other than impairment losses, are recognised in other comprehensive income and presented in the fair value reserve in equity until the AFS are disposed. Impairment losses are recognised in the income statement.

# Group Cash Flow Statements

In S\$ billion

For year ended 31 March	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Operating cash flow before working capital changes	16.9	18.6	17.6	21.2	14.0	16.4	20.2	16.8	18.4	<b>18.0</b>
Changes in working capital	(4.4)	2.6	2.5	(0.3)	1.5	(4.1)	(2.9)	(1.6)	(3.2)	<b>(1.3)</b>
Cash generated from operations	12.5	21.2	20.1	20.9	15.5	12.3	17.3	15.2	15.2	<b>16.7</b>
Income tax paid	(1.5)	(1.6)	(1.6)	(2.0)	(1.8)	(1.3)	(1.3)	(2.0)	(1.7)	<b>(2.2)</b>
Net cash inflow from operating activities	11.0	19.6	18.5	18.9	13.7	11.0	16.0	13.2	13.5	<b>14.5</b>
Net cash inflow/(outflow) from investing activities	(4.7)	(16.5)	(23.3)	(30.4)	0.1	(5.3)	(4.9)	(14.8)	(11.8)	<b>(17.6)</b>
Net cash inflow/(outflow) from financing activities	(4.8)	(0.2)	2.2	13.3	(6.4)	(0.2)	(1.7)	(1.4)	2.0	<b>0.9</b>
Net increase/(decrease) in cash and cash equivalents held	1.5	2.9	(2.6)	1.8	7.4	5.5	9.4	(3.0)	3.7	<b>(2.2)</b>



# Group Statements of Changes in Equity

In S\$ billion

	Attributable to Equity Holder of the Company				<b>Total</b>
	Share Capital and Other Reserves	Revenue Reserve	Currency Translation Reserve	Non- controlling Interests	
Balance at 1 April 2012	64.2	98.3	(4.3)	23.5	<b>181.7</b>
Total profit	–	10.6	–	2.7	<b>13.3</b>
Others, net <sup>1</sup>	4.3	(2.3)	(1.7)	(0.6)	<b>(0.3)</b>
Balance at 31 March 2013	68.5	106.6	(6.0)	25.6	<b>194.7</b>
Total profit	–	10.9	–	2.7	<b>13.6</b>
Others, net <sup>1</sup>	9.8	(2.2)	(0.3)	(4.4)	<b>2.9</b>
<b>Balance at 31 March 2014</b>	<b>78.3</b>	<b>115.3</b>	<b>(6.3)</b>	<b>23.9</b>	<b>211.2</b>

<sup>1</sup> Comprise movements during the financial year including but not limited to:

- Issuance of ordinary shares;
- Change in fair value of financial assets;
- Dividends to shareholder;
- Share of associated companies' and joint ventures' reserves; and
- Currency translation differences.





# Major Investments











*(Left to right) Juliet Teo, Teo Hui Keng and Eddy Ho  
cruising along the Helix Bridge, Singapore.*

# Major Investments

The foundation of our success is our portfolio of successful enterprises.

## Sources:

1. Financials for the companies are based on their respective annual filings.
2. EVA figures are provided by the respective companies, except for the following, which are calculated by Temasek based on their respective annual filings: AIA Group, Bank of China, China Construction Bank, China Pacific Insurance (Group), DBS Group, Industrial and Commercial Bank of China, Lloyds Banking Group, Ping An Insurance (Group), PT Bank Danamon Indonesia, Standard Chartered, Alibaba Group, Bharti Airtel, Celltrion, Gilead Sciences, Thermo Fisher Scientific, The Mosaic Company, BG Group, Kunlun Energy, MEG Energy, Repsol and Turquoise Hill Resources.
3. Market relevant information is sourced from Bloomberg, Stock Exchanges and public filings by companies.

Financial Services	Shareholding <sup>4</sup> (%) as at 31 March 2014	Currency	Market Capitalisation or Shareholder Equity <sup>1</sup>	
			2014	2013
 AIA Group Limited	4	HKD'm	<b>443,219</b>	409,496
 Bank of China Limited	<1 <sup>#</sup>	HKD'm	<b>920,160</b>	1,014,992
 China Construction Bank Corporation	6 <sup>#</sup>	HKD'm	<b>1,353,342</b>	1,579,191
 China Pacific Insurance (Group) Co., Ltd.	2	HKD'm	<b>200,800</b>	214,853
 DBS Group Holdings Ltd	29	SGD'm	<b>39,551</b>	39,047
 Industrial and Commercial Bank of China Limited	2	HKD'm	<b>1,552,886</b>	1,803,363
 Lloyds Banking Group plc	1	GBP'm	<b>53,278</b>	34,280
 Ping An Insurance (Group) Company of China, Ltd.	3	HKD'm	<b>425,532</b>	438,420
 PT Bank Danamon Indonesia, Tbk.	67 <sup>#</sup>	IDR'b	<b>41,693</b>	61,821
 Standard Chartered PLC	18	GBP'm	<b>30,464</b>	41,106

<sup>1</sup> Market Capitalisation or Shareholder Equity: For listed companies, 2014 refers to positions as at 31 March 2014. For unlisted companies, 2014 refers to positions as at 31 March 2014 or 31 December 2013, in accordance with their respective financial year ends. Similarly for 2013.

<sup>2</sup> Key Figures: FY2013 refers to financial year ended March 2014 or December 2013 or November 2013 or June 2013, in accordance with the respective financial year ends of the companies. Similarly for FY2012. Revenue for Financial Services consists of net interest income and other operating revenue.

<sup>3</sup> TSR: For listed companies, source is Bloomberg.  
 Period for one-year TSR is from 31 March 2013 to 31 March 2014.  
 Period for three-year TSR is from 31 March 2011 to 31 March 2014.  
 Period for five-year TSR is from 31 March 2009 to 31 March 2014.  
 For unlisted companies, shareholder equity is used in the computations. TSR is based on shareholder equity as at their respective financial year ends.

## Glossary

EVA	= Economic Value Added, attributable to investors
Market Capitalisation	= Market value as at 31 March 2014 and 31 March 2013
NA	= Not applicable
PATMI	= Profit/(Loss) after tax and non-controlling interests
Shareholder Equity	= Shareholder equity reported by the respective companies based on their annual filings
TSR	= Total Shareholder Return

Revenue		PATMI		EVA		Key Figures <sup>2</sup> Change in EVA		TSR <sup>3</sup> (%) Years		
FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	1	3	5
21,926 <sup>5</sup>	20,387 <sup>5</sup>	2,822 <sup>5</sup>	3,019 <sup>5</sup>	332 <sup>5</sup>	1,523 <sup>5**</sup>	(1,191) <sup>5</sup>	1,816 <sup>5**</sup>	9.3	16.5	NA
407,509 <sup>6</sup>	366,176 <sup>6</sup>	156,911 <sup>6</sup>	139,656 <sup>6*</sup>	44,970 <sup>6</sup>	41,066 <sup>6*</sup>	3,904 <sup>6</sup>	(11,429) <sup>6*</sup>	1.8	(2.0)	12.4
511,140 <sup>6</sup>	462,533 <sup>6</sup>	214,657 <sup>6</sup>	193,179 <sup>6</sup>	77,718 <sup>6</sup>	83,995 <sup>6*</sup>	(6,277) <sup>6</sup>	(4,179) <sup>6*</sup>	(9.0)	(4.6)	9.3
192,217 <sup>6</sup>	167,157 <sup>6</sup>	9,261 <sup>6</sup>	5,077 <sup>6</sup>	(3,567) <sup>6</sup>	(3,513) <sup>6</sup>	(54) <sup>6</sup>	NA	10.2	(3.9)	NA
9,098	8,514	3,672	3,809	231	520	(289)	402	4.3	7.2	18.2
578,901 <sup>6</sup>	529,720 <sup>6</sup>	262,649 <sup>6</sup>	238,532 <sup>6</sup>	92,653 <sup>6</sup>	114,127 <sup>6**</sup>	(21,474) <sup>6</sup>	NA	(6.8)	(5.0)	8.6
18,478 <sup>7</sup>	20,517 <sup>7</sup>	(838)	(1,471)	(6,999)	(6,021)	(978)	NA	52.8	8.7	16.3
421,221 <sup>6</sup>	339,193 <sup>6</sup>	28,154 <sup>6</sup>	20,050 <sup>6</sup>	6,175 <sup>6</sup>	7,469 <sup>6</sup>	(1,294) <sup>6</sup>	(3,020) <sup>6</sup>	7.9	(5.7)	7.6
19,020	17,928	4,042	4,012	(1,363)	(714) <sup>*</sup>	(649)	9 <sup>*</sup>	(31.1)	(10.2)	15.9
18,777 <sup>5</sup>	18,783 <sup>5*</sup>	4,090 <sup>5</sup>	4,887 <sup>5</sup>	181 <sup>5</sup>	1,015 <sup>5*</sup>	(834) <sup>5</sup>	672 <sup>5*</sup>	(22.9)	(4.4)	12.4

<sup>4</sup> Percentages rounded to the nearest whole number.

<sup>5</sup> Figures in USD'm.

<sup>6</sup> Figures in RMB'm.

<sup>7</sup> Total income net of insurance claims.

# Includes significant interests held by Fullerton Financial Holdings Pte. Ltd.






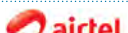


\* Restated or reclassified by respective companies, which include effects of changes to accounting standards.

\*\* Restated due to change in adjustment basis.










● For year ended November 2013/2012.

● For year ended December 2013/2012.

Market Capitalisation  
or Shareholder Equity<sup>1</sup>

		Shareholding <sup>4</sup> (%)	Currency	2014	2013
Telecommunications, Media & Technology		as at 31 March 2014			
	Markit Group Holdings Limited	##	USD'm	<b>2,056</b>	1,737
	Intouch Holdings Public Company Limited	42	THB'm	<b>247,696</b>	259,720
	Singapore Technologies Telemedia Pte Ltd	100	SGD'm	<b>3,114</b>	3,364
	STATS ChipPAC Ltd.	84	SGD'm	<b>782</b>	991
	Alibaba Group Holding Limited	##	RMB'm	<b>NA<sup>6</sup></b>	(24)
	Bharti Airtel Limited	3	INR'm	<b>1,270,174<sup>7</sup></b>	1,107,950 <sup>7</sup>
	MediaCorp Pte Ltd	100	SGD'm	<b>721</b>	734
	Singapore Telecommunications Limited	52	SGD'm	<b>58,194</b>	57,238

Transportation & Industrials

	Evonik Industries AG	5	EUR'm	<b>13,178</b>	6,718
	Keppel Corporation Limited	20	SGD'm	<b>19,760</b>	20,214
	Neptune Orient Lines Limited	65	SGD'm	<b>2,579</b>	3,066
	PSA International Pte Ltd	100	SGD'm	<b>10,057</b>	9,265
	Sembcorp Industries Ltd	49	SGD'm	<b>9,810</b>	9,277
	Singapore Technologies Engineering Ltd	50	SGD'm	<b>11,903</b>	13,359
	Singapore Airlines Limited	56	SGD'm	<b>12,313</b>	12,778
	Singapore Power Limited	100	SGD'm	<b>9,219</b>	8,464
	SMRT Corporation Ltd	54	SGD'm	<b>1,552</b>	2,403

<sup>1</sup> Market Capitalisation or Shareholder Equity: For listed companies, 2014 refers to positions as at 31 March 2014. For unlisted companies, 2014 refers to positions as at 31 March 2014 or 31 December 2013, in accordance with their respective financial year ends. Similarly for 2013.

<sup>2</sup> Key Figures: FY2013 refers to financial year ended March 2014 or December 2013 or November 2013 or June 2013, in accordance with the respective financial year ends of the companies. Similarly for FY2012. Revenue for Financial Services consists of net interest income and other operating revenue.

<sup>3</sup> TSR: For listed companies, source is Bloomberg.  
 Period for one-year TSR is from 31 March 2013 to 31 March 2014.  
 Period for three-year TSR is from 31 March 2011 to 31 March 2014.  
 Period for five-year TSR is from 31 March 2009 to 31 March 2014.  
 For unlisted companies, shareholder equity is used in the computations. TSR is based on shareholder equity as at their respective financial year ends.

								Key Figures <sup>2</sup>		TSR <sup>3</sup> (%)	
Revenue		PATMI		EVA		Change in EVA		Years			
FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	1	3	5	
948	861	139	125	NA <sup>6</sup>	NA <sup>6</sup>	NA	NA	2.6	7.1	NA	
9,435	8,545	14,568	13,787	10,957	10,143	814	3,681	0.6	48.7	49.5	
3,030	2,805	(38)	(140)	(202)	(336)	134	(2,403)	0.0	19.9	8.6	
1,599 <sup>5</sup>	1,702 <sup>5</sup>	(47) <sup>5</sup>	17 <sup>5</sup>	(144) <sup>5</sup>	(63) <sup>5</sup>	(81) <sup>5</sup>	43 <sup>5</sup>	(21.0)	(21.0)	8.5	
NA <sup>6</sup>	34,517	NA <sup>6</sup>	8,532	NA <sup>6</sup>	8,246	NA	NA	NA	NA	NA	
857,461	769,045*	27,727	22,757	NA <sup>6</sup>	(98,256)	NA	(2,893)	9.2 <sup>7</sup>	(3.5) <sup>7</sup>	0.7 <sup>7</sup>	
658	621	4	46	7	8	(1)	(19)	1.5	14.6	8.6	
16,848	18,183	3,652	3,508	2,048	1,867	181	(76)	6.3	12.8	13.4	
12,874	13,365*	2,054	1,165*	392	915*	(523)	(7)*	(15.1) <sup>8</sup>	NA	NA	
12,380	13,965	1,846	2,237	939	1,375	(436)	351	4.1	4.0	25.5	
8,831 <sup>5</sup>	9,512 <sup>5</sup>	(76) <sup>5</sup>	(412) <sup>5*</sup>	(582) <sup>5</sup>	(586) <sup>5*</sup>	4 <sup>5</sup>	147 <sup>5*</sup>	(15.9)	(19.3)	(0.3)	
4,649	4,499	1,425	1,257	601	451	150	154	19.3	15.7	13.9	
10,798	10,189	820	753	433	422	11	(50)	8.9	5.0	22.5	
6,633	6,380	581	576	414	430	(16)	22	(7.9)	10.2	14.5	
15,244	15,098	360	379	(897)	(783)	(114)	217	(1.1)	(4.1)	7.4	
4,793	4,942*	920	357	235	258	(23)	(81)	13.0	8.9	14.3	
1,164	1,119	62	83	7	56	(49)	(36)	(34.3)	(15.7)	(4.3)	

<sup>4</sup> Percentages rounded to the nearest whole number.

<sup>5</sup> Figures in USD'm.

<sup>6</sup> Information not available.

<sup>7</sup> Market information based on data from the National Stock Exchange of India Ltd. using the ticker "BHARTI IN".












<sup>8</sup> TSR since listing date, from 25 April 2013 to 31 March 2014.

## Information not disclosed due to confidentiality obligations.

\* Restated or reclassified by respective companies, which include effects of changes to accounting standards.

● For year ended December 2013/2012.

● For year ended March 2014/2013.

		Market Capitalisation or Shareholder Equity <sup>1</sup>			
Life Sciences, Consumer & Real Estate		Shareholding <sup>4</sup> (%) as at 31 March 2014	Currency	2014	2013
	Olam International Limited	25	SGD'm	<b>5,306</b>	4,111
	CapitaLand Limited	39	SGD'm	<b>12,306</b>	15,027
	Celltrion, Inc.	15	KRW'b	<b>4,443</b>	5,359
	Gilead Sciences, Inc.	<1	USD'm	<b>108,729</b>	74,348
	Li & Fung Limited	3	HKD'm	<b>95,810</b>	89,413
	M+S Pte. Ltd.	40	SGD'm	<b>NM<sup>6</sup></b>	NM <sup>6</sup>
	Pulau Indah Ventures Sdn Bhd	50	MYR'm	<b>NM<sup>6</sup></b>	NM <sup>6</sup>
	Thermo Fisher Scientific Inc.	1	USD'm	<b>47,968</b>	27,454
	Mapletree Investments Pte Ltd	100	SGD'm	<b>8,273</b>	7,509
	SATS Ltd.	43	SGD'm	<b>3,402</b>	3,385
	Wildlife Reserves Singapore Pte Ltd	88	SGD'm	<b>192</b>	176

<sup>1</sup> Market Capitalisation or Shareholder Equity: For listed companies, 2014 refers to positions as at 31 March 2014. For unlisted companies, 2014 refers to positions as at 31 March 2014 or 31 December 2013, in accordance with their respective financial year ends. Similarly for 2013.

<sup>2</sup> Key Figures: FY2013 refers to financial year ended March 2014 or December 2013 or November 2013 or June 2013, in accordance with the respective financial year ends of the companies. Similarly for FY2012. Revenue for Financial Services consists of net interest income and other operating revenue.

<sup>3</sup> TSR: For listed companies, source is Bloomberg.  
 Period for one-year TSR is from 31 March 2013 to 31 March 2014.  
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 Period for five-year TSR is from 31 March 2009 to 31 March 2014.  
 For unlisted companies, shareholder equity is used in the computations. TSR is based on shareholder equity as at their respective financial year ends.



Revenue		PATMI		EVA		Key Figures <sup>2</sup> Change in EVA		TSR <sup>3</sup> (%) Years		
FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	1	3	5
20,802	17,094*	363	371	5	79	(74)	(86)	32.3	(5.3)	10.9
3,977	3,301	850	930	(379)	18	(397)	(287)	(16.4)	(2.2)	6.8
226	350*	102	174*	(38)	19*	(57)	(17)*	(15.8)	4.1	20.1
11,202	9,703	3,075	2,592	2,226	1,716	510	NA	44.4	49.4	25.0
20,745 <sup>5</sup>	20,222 <sup>5</sup>	725 <sup>5</sup>	617 <sup>5</sup>	137 <sup>5</sup>	320 <sup>5*</sup>	(183) <sup>5</sup>	121 <sup>5*</sup>	10.0	(14.3)	7.6
NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NA	NA	NM <sup>6</sup>	NA	NA
NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NM <sup>6</sup>	NA	NA	NM <sup>6</sup>	NA	NA
13,090	12,510	1,273	1,178	(529)	(116)	(413)	NA	57.6	30.1	27.9
549	686	859	932	267	248	19	230	11.5	11.2	12.8
1,787	1,819	180	185	40	69	(29)	26	4.8	14.5	27.9
139	112	16	1	3	(3)	6	(7)	9.1	5.9	8.0

<sup>4</sup> Percentages rounded to the nearest whole number.

<sup>5</sup> Figures in USD'm.









<sup>6</sup> Information not meaningful. Joint venture with Khazanah Nasional Berhad. Projects under development.

\* Restated or reclassified by respective companies, which include effects of changes to accounting standards.

● For year ended June 2013/2012.

● For year ended December 2013/2012.

● For year ended March 2014/2013.

		Market Capitalisation or Shareholder Equity <sup>1</sup>			
Energy & Resources		Shareholding <sup>4</sup> (%) as at 31 March 2014	Currency	2014	2013
	The Mosaic Company	6	USD'm	<b>19,492</b>	25,379
	BG Group plc	<1	GBP'm	<b>38,101</b>	38,417
	FTS International, Inc.	41	USD'm	<b>586</b>	2,277*
	Kunlun Energy Company Limited	1	HKD'm	<b>104,780</b>	132,842
	MEG Energy Corp.	5	CAD'm	<b>8,315</b>	7,215
	Repsol, S.A.	6	EUR'm	<b>24,537</b>	20,327
	Turquoise Hill Resources Ltd.	9	CAD'm	<b>7,445</b>	6,506
	Pavilion Energy Pte Ltd	100	SGD'm	<b>2,105</b>	2

<sup>1</sup> Market Capitalisation or Shareholder Equity: For listed companies, 2014 refers to positions as at 31 March 2014. For unlisted companies, 2014 refers to positions as at 31 March 2014 or 31 December 2013, in accordance with their respective financial year ends. Similarly for 2013.

<sup>2</sup> Key Figures: FY2013 refers to financial year ended March 2014 or December 2013 or November 2013 or June 2013, in accordance with the respective financial year ends of the companies. Similarly for FY2012. Revenue for Financial Services consists of net interest income and other operating revenue.

<sup>3</sup> TSR: For listed companies, source is Bloomberg.  
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 Period for five-year TSR is from 31 March 2009 to 31 March 2014.  
 For unlisted companies, shareholder equity is used in the computations. TSR is based on shareholder equity as at their respective financial year ends.

Revenue		PATMI		EVA		Key Figures <sup>2</sup> Change in EVA		TSR <sup>3</sup> (%) Years		
FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	FY2013	FY2012	1	3	5
4,766 <sup>5</sup>	9,974 <sup>5</sup>	340 <sup>5</sup>	1,889 <sup>5</sup>	(185) <sup>5</sup>	1,323 <sup>5**</sup>	(1,508)	27	(14.3)	(12.9)	5.1
19,101 <sup>6</sup>	18,963 <sup>6</sup>	2,441 <sup>6</sup>	4,523 <sup>6</sup>	(4,632) <sup>6</sup>	(217) <sup>6</sup>	(4,415) <sup>6</sup>	NA	0.7	(9.1)	2.5
1,925	1,925	(1,692)	(1,816)*	248	(2,217)	2,465	(2,478)	(74.3)	(45.2)	NA
43,430	32,953	6,851	6,518	6,826	6,032	794	NA	(20.0)	3.0	34.0
1,315	1,037	(166)	53	(669)	(422)	(247)	(122)	14.4	(8.7)	NA
56,298	57,852*	195	2,060	(5,579)	(4,856)	(723)	NA	23.3	(3.0)	13.4
110 <sup>6</sup>	78 <sup>6*</sup>	(112) <sup>6</sup>	(412) <sup>6*</sup>	(1,370) <sup>6</sup>	(1,521) <sup>6*</sup>	151 <sup>6</sup>	NA	(25.7)	(41.8)	(6.5)
18	–	(4)	(1)	(38)	NA	NA	NA	(111.9)	NA	NA

<sup>4</sup> Percentages rounded to the nearest whole number.

<sup>5</sup> FY2013 refers to seven-month transition period from 1 June 2013 to 31 December 2013 and FY2012 refers to financial year ended 31 May 2013, due to a change in financial year end from 31 May to 31 December.

<sup>6</sup> Figures in USD'm.

\* Restated or reclassified by respective companies, which include effects of changes to accounting standards.

\*\* Restated due to change in adjustment basis.

● For year ended December 2013/2012.

● For year ended March 2014/2013.

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# Temasek Portfolio at Inception

Temasek was incorporated in 1974 to commercially manage an initial portfolio valued at S\$354 million, acquired from the Singapore Minister for Finance<sup>1</sup>. This move enabled the Singapore Government to focus on its core role of policymaking and regulations.

Companies in bold are still within the Temasek portfolio, directly or indirectly, while the rest have been divested or liquidated.

1. Acma Electrical Industries Ltd
2. Cerebos Singapore Pte Ltd
3. Chemical Industries (F.E.) Ltd
- 4. Development Bank of Singapore Ltd<sup>2</sup>**
5. Instant Asia Cultural Shows Pte Ltd
6. Insurance Corporation of Singapore Ltd
7. International Development and Construction Corporation
8. Intraco Ltd
- 9. Jurong Bird Park Pte Ltd<sup>3</sup>**
- 10. Jurong Holdings Pte Ltd<sup>4</sup>**
- 11. Jurong Shipbuilders Pte Ltd<sup>4</sup>**
- 12. Jurong Shipyard Pte Ltd<sup>4</sup>**
- 13. Keppel Shipyard Pte Ltd<sup>5</sup>**
14. Metrawood Pte Ltd
15. Ming Court Hotel Ltd
16. Mitsubishi Singapore Heavy Industries Pte Ltd
17. National Engineering Services Pte Ltd
18. National Grain Elevator Ltd
19. National Iron & Steel Mills Ltd<sup>6</sup>
- 20. Neptune Orient Lines Ltd**
- 21. Primary Industries Enterprises Pte Ltd<sup>7</sup>**
- 22. Sembawang Holdings Pte Ltd<sup>4</sup>**
- 23. Singapore Airlines Ltd**
- 24. Singapore Airport Duty-Free Emporium Pte Ltd<sup>8</sup>**
25. Singapore Cable Car Pte Ltd
26. Singapore General Aviation Service Company Pte Ltd
27. Singapore National Printers Pte Ltd
28. Singapore Offshore Petroleum Services Pte Ltd
29. Singapore Textiles Industries Ltd
30. Singapore Treasury Building Pte Ltd
- 31. Singapore Zoological Gardens<sup>3</sup>**
32. Singmanex Pte Ltd
33. Sugar Industry of Singapore Ltd
34. United Industrial Corporation Ltd
35. United Vegetable Oil Pte Ltd

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<sup>1</sup> Under the Singapore Minister for Finance (Incorporation) Act (Chapter 183), the Minister for Finance is a body corporate.

<sup>2</sup> Now part of DBS Group Holdings Ltd.

<sup>3</sup> Now part of Wildlife Reserves Singapore Pte Ltd.

<sup>4</sup> Now part of Sembcorp Industries Ltd.

<sup>5</sup> Now part of Keppel Corporation Limited.

<sup>6</sup> Formed to produce iron and steel in Singapore, NatSteel (formerly known as National Iron & Steel Mills Ltd) was first divested in 1986. Temasek reinvested in NatSteel in 1998 in support of their investment in Brazil. Temasek divested NatSteel in 2002 when NatSteel initiated a sale process.

<sup>7</sup> Now part of SATS Ltd., a catering and airport services company.

<sup>8</sup> Now jointly owned by Singapore Airlines Limited and SATS Ltd.

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