

TEMASEK

Temasek Review 2025

SENSE,  
ADAPT,  
THRIVE



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

A resilient and forward-looking portfolio

**S\$434b**

Net Portfolio Value

**7%**

20-year Return To Shareholder<sup>1</sup>

**5%**

10-year Return To Shareholder<sup>1</sup>

**S\$52b**

Invested During The Year<sup>2</sup>

**S\$42b**

Divested During The Year<sup>2</sup>

## PORTFOLIO SEGMENTS

(%)

41

Singapore-based Temasek Portfolio Companies (TPCs)

36

Global Direct Investments (GDIs)

23

Partnerships, Funds,  
and Asset Management Companies (PFAs)

2025

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

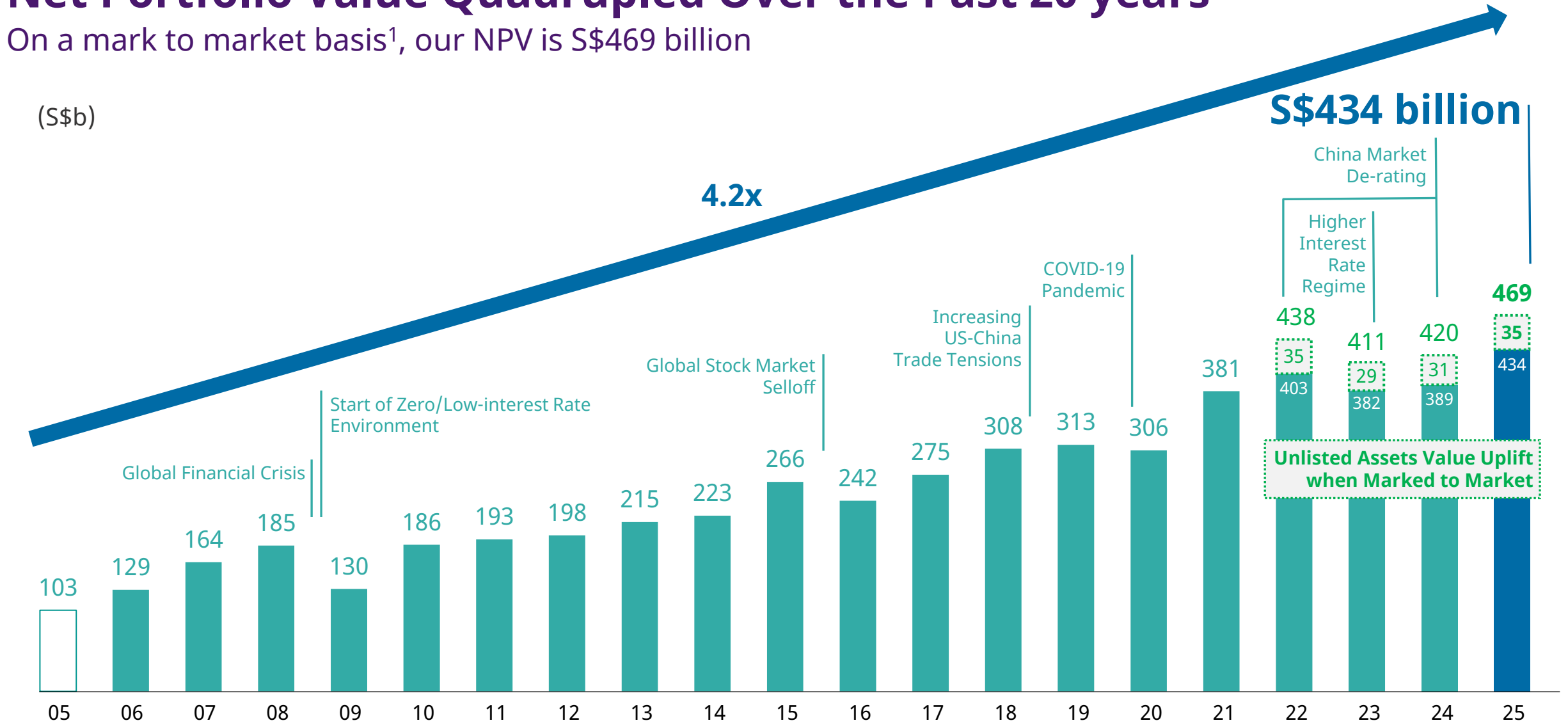
<sup>1</sup> As at 31 March 2025, the 1-year Total Shareholder Return in S\$ terms was 11.8%.

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

# Net Portfolio Value Quadrupled Over the Past 20 years

On a mark to market basis<sup>1</sup>, our NPV is S\$469 billion

(S\$b)



(as at 31 March)

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

# Constructing a Resilient and Forward-Looking Portfolio

PERFORMANCE

## PORTFOLIO COMPONENTS

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

## PORTFOLIO SEGMENTS



<sup>1</sup> As at 31 March and constructed with a net portfolio value of S\$434 billion.

# Actively Engaging our TPCs to Enhance Value

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

## SINGAPORE PORTFOLIO HAS DONE WELL

Top TPCs based on market value<sup>1</sup>



## ENHANCING VALUE AND BUILDING ALIGNMENT

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

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



# Investing in Resilient Compounders and Dynamic Growth Areas

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



**Stable cash flows and earnings**



**Access to large domestic markets that are relatively self-sufficient**



**Resilient supply chains and strong pricing power**

Scaling our exposure into opportunities, such as:



**Core-plus Infrastructure<sup>1</sup>**



**Artificial Intelligence**



**Emerging Tech**

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



**Innovation**

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



**Sustainable Solutions**

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

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

# Core-plus Infrastructure<sup>1</sup>

Building resilience and liquidity through investing in infrastructure assets

## Digital Enablers (Data Centres)

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

## Energy Transition and Resilience

Growing demand from rising electrification and data centres

## Ageing Infrastructure

Global demand to modernise infrastructure drives innovation and economic growth

## INVESTMENT AND PARTNERSHIP EXAMPLES



Temasek partnered PSA to streamline their non-core assets, sharpen their focus on port operations, and fortified its global competitiveness for long-term growth



Temasek partnered Brookfield to acquire majority shareholding in Neoen in 2024



Temasek is a partner in the Brookfield Global Transition Fund



Temasek voted for the demerger of Sembcorp's marine business, and was supportive of Sembcorp's brown to green pivot since 2020, including their 2028 25GW renewables target



Temasek partnered EQT to establish O2 Power in 2020. We divested our stake post 31 March 2025



Temasek is a partner in GIP's Fund V and also joined the AI Infrastructure Partnership (AIP) established by BlackRock, GIP, Microsoft, and MGX

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

# Artificial Intelligence

Investing in promising companies across the AI value chain

## Scaled AI Winners

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

## AI Factories

Infrastructure-like businesses that enable the broader AI ecosystem

## Emerging AI Innovators

Early-stage AI-native companies with disruptive potential

## Direct Investments

Backing incumbents that rapidly adopt AI and AI-native disruptors

### Physical Infrastructure



### Digital Enablers



### Digital Applications



### Physical Applications



## Building Ventures

Complement engagements with TPCs

aicadium

minden.ai



## AI Funds

Access key networks, insights, and expertise

### Cross-sector collaboration

AI Infrastructure Partnership (AIP)<sup>1</sup>

### VC funds with AI expertise



khosla ventures



### AI specialist funds



SignalFire

<sup>1</sup> Temasek joined the AI Infrastructure Partnership post 31 March 2025.



# Partnerships, Funds, and Asset Management Companies

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



<sup>1</sup> All figures are as at 31 March.

# Alternative Assets

Enabling portfolio diversification beyond traditional equities

## Private Credit and Hybrid Solutions

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

**ARANDA**  
PRINCIPAL STRATEGIES

**HPS**  
a part of BlackRock

## Private Equity Funds

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

**EQT**

**KKR**

**TPG**

## Liquid Alternatives and Uncorrelated Strategies

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

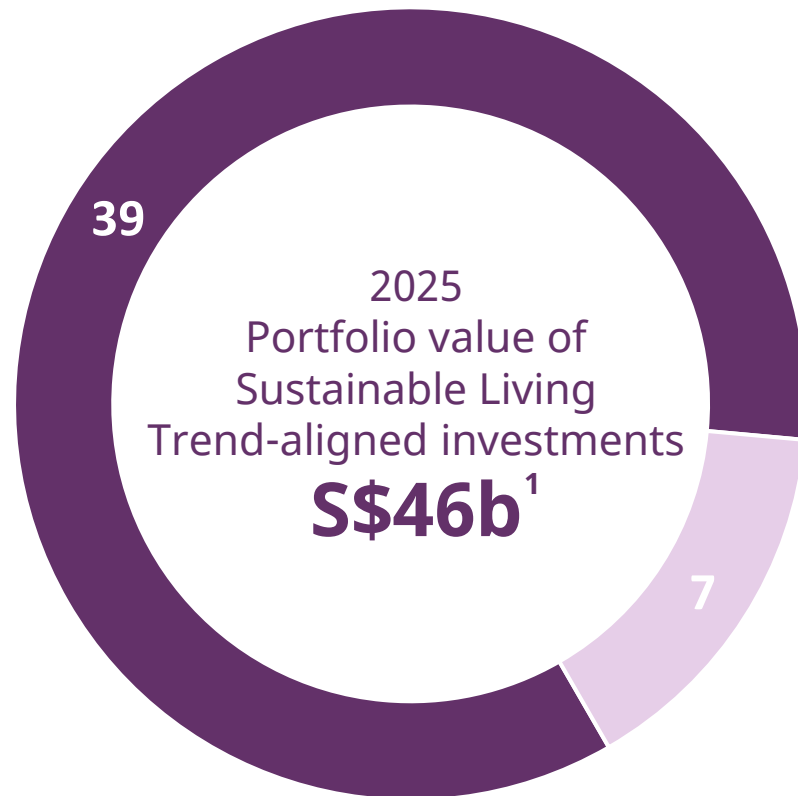
**CITADEL**

**POPHOUSE**

**PRISMIC**

# Sustainability at the Core

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



## Our Focus Areas



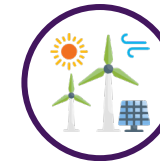
Food



Water



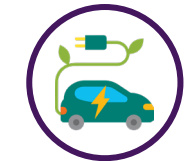
Waste



Energy



Materials



Clean  
Transport



Built  
Environment

Sustainability-Focused Investments  
**S\$39 billion**



AMOGY

electra

NEOEN



Climate Transition Investments  
**S\$7 billion**

Atlantica  
Sustainable Infrastructure

sembcorp

TOPSOE

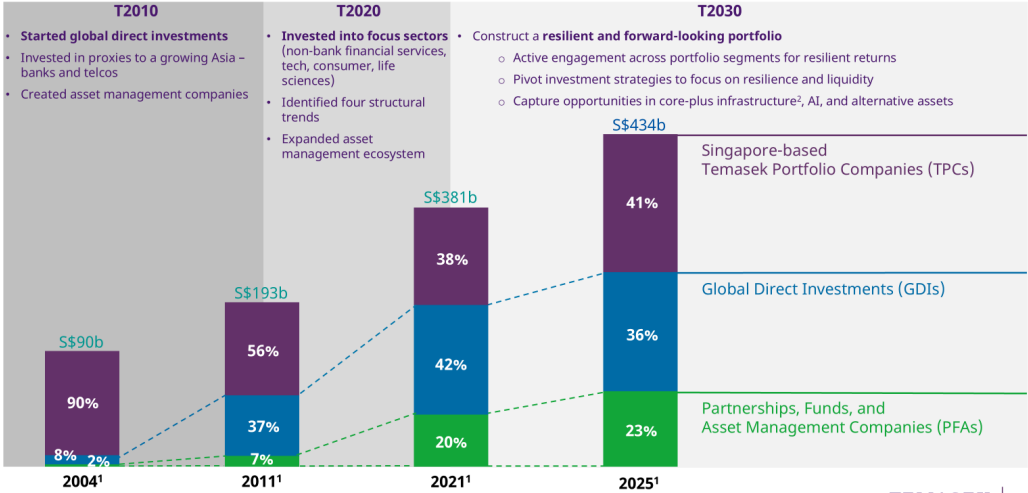
<sup>1</sup> Made up of listed and unlisted investments aligned with the Sustainable Living trend, and excludes other assets and liabilities.

# Adapting our Portfolio to Seize Opportunities



## By Portfolio Segments

### Pivoting our Portfolio Segments

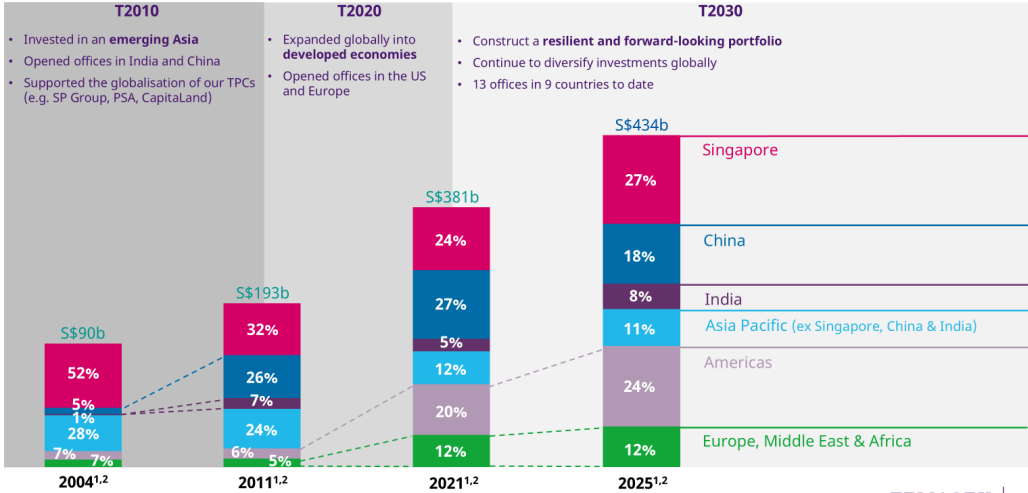


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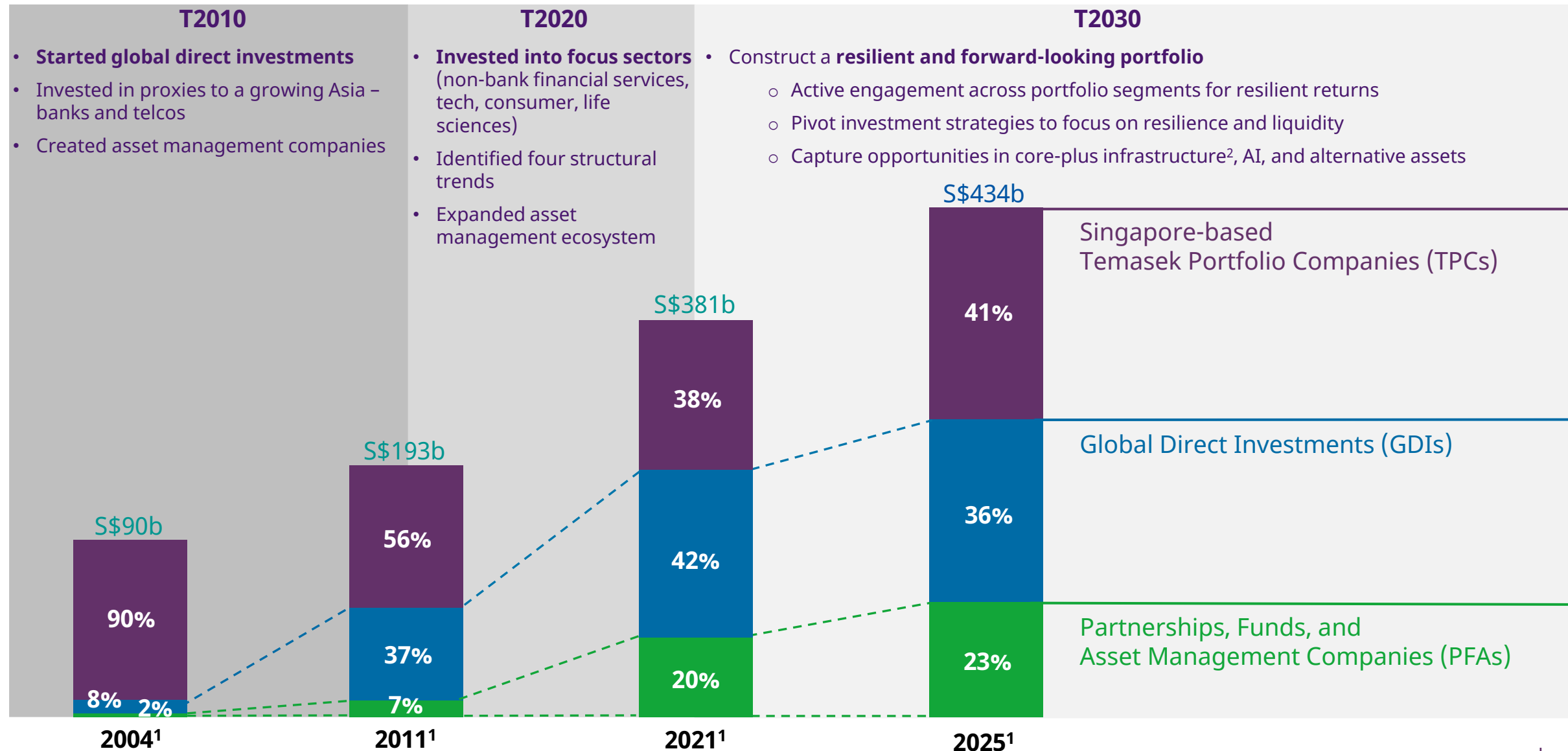
## By Geography

### Broadening our Exposure Globally



<sup>1</sup> Distribution based on underlying assets.  
<sup>2</sup> As at 31 March.

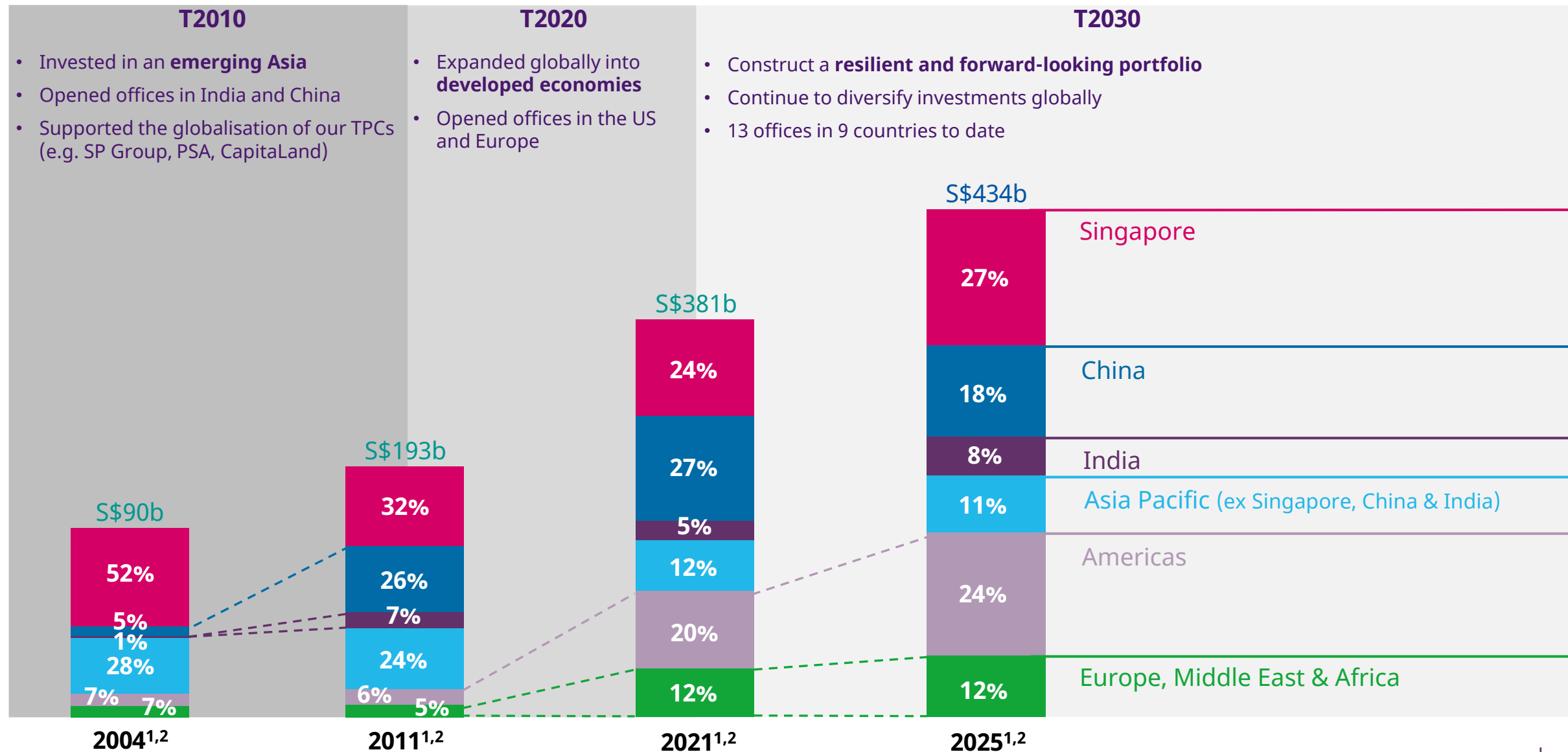
# Pivoting our Portfolio Segments



<sup>1</sup> As at 31 March.

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

# Broadening our Exposure Globally


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

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



# Looking Ahead – Singapore



## Market Outlook

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

## Investment Stance

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

# Looking Ahead – United States



## Market Outlook

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

## Investment Stance

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

# Looking Ahead – China



## Market Outlook

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

## Investment Stance

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

# Looking Ahead – Europe



## Market Outlook

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

## Investment Stance

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

# Looking Ahead – India



## Market Outlook

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

## Investment Stance

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

# Looking Ahead – Southeast Asia



## Market Outlook

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

## Investment Stance

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

<sup>1</sup> Google Temasek Bain e-Conomy SEA 2024 Report.





## Sense

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

## Adapt

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

## Thrive

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



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