

# TEMASEK HOLDINGS

## News Release

### **Temasek Charter reiterates Temasek's focus on long-term value**

*Temasek updates Charter on its 35<sup>th</sup> anniversary*

**Singapore, 25 August 2009** – In conjunction with its 35<sup>th</sup> anniversary, Temasek Holdings (Temasek) today released an updated Temasek Charter.

Speaking at the launch, Temasek Chairman, Mr S Dhanabalan, said, "Temasek's mission remains to create and deliver sustainable long-term returns for our stakeholders. We have refined our Charter to more clearly articulate our focus as a value-oriented investor, and also as a shareholder focused on achieving sustainable returns by engaging with the boards and management of our portfolio companies. We will continue to review our Temasek Charter regularly, and update it as needed in consultation with our shareholder, to ensure that it remains relevant to our current activities and aspirations as an institution."

First published in 2002 and updated in 2009, the Temasek Charter re-affirms the role of Temasek as an active investor and value-adding shareholder to deliver sustainable long-term value.

The Charter outlines how Temasek would work with its portfolio companies to ensure financial discipline and sound governance in building significant international or regional businesses. As an active shareholder, Temasek re-emphasises its governance principles as the cornerstone for Temasek and its portfolio companies to deliver sustainable value.

Temasek's mission to achieve sustainable growth remains unchanged in the updated Charter, which also spells out Temasek's commitment to contribute a part of our returns to encourage the growth and development of the wider community.

Over the years, as Asia evolved, Temasek's underlying exposure outside Singapore has also increased. This resulted partly from the successful transformation of Temasek-linked Singapore companies into regional or international businesses, and partly because Temasek itself has been an active investor, adding several Asia blue chips to its portfolio.

Today, two-thirds of Temasek's underlying portfolio is outside Singapore, compared to a predominantly Singapore portfolio in 2002.

Temasek continues to contribute actively to Singapore. Over the last year, it has participated in the recapitalisation of several Singapore listed companies, invested in Singapore-based companies such as Olam International, and launched *Temasek Cares*, a philanthropic initiative focused on helping the underprivileged and building the community in Singapore.

Mr Dhanabalan emphasised, "The Temasek Charter defines our role as an active investor and value-adding shareholder. Our Charter serves as a guide to anchor Temasek on strong commercial principles to create and deliver sustainable long-term value for our stakeholders, as we continue to evolve and transform with Singapore and the world."

- ends -

### **About Temasek Holdings**

Incorporated in 1974, Temasek Holdings is a global investment firm headquartered in Singapore. Supported by affiliates and offices around the world, it holds and manages a diversified S\$185 billion (US\$134 billion) portfolio as at 31 March 2008, concentrated principally in Singapore, Asia and the OECD economies.

Temasek's investment strategies centre on four themes – Transforming Economies, Thriving Middle Class, Deepening Comparative Advantages and Emerging Champions – with its portfolio of companies coming from nine major sectors: financial services; telecommunications and media; transportation and logistics; real estate; infrastructure, industrial and engineering; energy and resources; technology; life sciences; and consumer and lifestyle.

Total shareholder return for Temasek since its inception in 1974 has been more than 18% compounded annually. It has a corporate credit rating of AAA/Aaa by rating agencies Standard & Poor's and Moody's respectively.

For further information on Temasek, please visit [www.temasek.com.sg](http://www.temasek.com.sg)

**For media enquiries, please contact:**

Mark Lee  
Director, Corporate Affairs  
Tel: (65) 6828 6509  
E-mail: [marklee@temasek.com.sg](mailto:marklee@temasek.com.sg)

Paul Ewing-Chow  
Senior Associate, Corporate Affairs  
Tel: (65) 6828 6979  
E-mail: [paulewingchow@temasek.com.sg](mailto:paulewingchow@temasek.com.sg)