POWER TALK 2012
Carcosa Seri Negara,
Kuala Lumpur
25th September 2012

Prepared by Investor Relations
INTRODUCTION
Three Major Utilities in Malaysia

<table>
<thead>
<tr>
<th></th>
<th>FY'92</th>
<th>FY'99</th>
<th>FY'06</th>
<th>FY'07</th>
<th>FY'08</th>
<th>FY'09</th>
<th>FY'10</th>
<th>FY'11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Installed Capacity (MW)</td>
<td>5,652</td>
<td>7,520</td>
<td>11,464</td>
<td>11,515</td>
<td>11,515</td>
<td>11,530</td>
<td>11,530</td>
<td>11,530</td>
</tr>
<tr>
<td>Total units sold (Gwh)</td>
<td>22,631</td>
<td>49,322</td>
<td>82,215</td>
<td>86,545</td>
<td>90,650</td>
<td>87,780</td>
<td>95,196.6</td>
<td>97,1887.8</td>
</tr>
<tr>
<td>Total customers (million)</td>
<td>3.32</td>
<td>5.09</td>
<td>6.81</td>
<td>7.07</td>
<td>7.33</td>
<td>7.59</td>
<td>7.87</td>
<td>8.11</td>
</tr>
<tr>
<td>Total employees</td>
<td>22,752</td>
<td>24,786</td>
<td>28,067</td>
<td>28,822</td>
<td>29,210</td>
<td>29,149</td>
<td>30,535</td>
<td>31,935</td>
</tr>
<tr>
<td>Total assets (RM bn)</td>
<td>19.72</td>
<td>48.61</td>
<td>65.09</td>
<td>67.72</td>
<td>69.84</td>
<td>71.36</td>
<td>75.88</td>
<td>79.00</td>
</tr>
</tbody>
</table>

* Includes IPPs
INTRODUCTION
Vertically Integrated Utility

Core Business - Peninsula

<table>
<thead>
<tr>
<th>Core Business</th>
<th>Generation</th>
<th>Transmission</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>52.8%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

As at May 2012:

<table>
<thead>
<tr>
<th></th>
<th>RM 87.2 bn</th>
<th>(USD27.5bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td>RM 26.5 bn</td>
<td>(USD8.3 bn)</td>
</tr>
<tr>
<td>Revenue</td>
<td>21,749 MW</td>
<td></td>
</tr>
<tr>
<td>Total Installed Capacity</td>
<td>21,749 MW</td>
<td></td>
</tr>
<tr>
<td>Market Capitalisation (7th)</td>
<td>RM 36.7 bn</td>
<td>(USD11.6 bn)</td>
</tr>
</tbody>
</table>

* Exchange rate of USD1 = RM3.175
INTRODUCTION
Industry Regulatory Framework

- **Prime Minister/Cabinet**
- **Ministry of Energy, Green Technology and Water** (Regulator)
  - Promote competition
  - Protect interests of consumers
  - Issue licenses
  - Tariff regulation
- **Tenaga Nasional Berhad**
- **Economic Planning Unit (EPU)**
  - Develops and complements Privatisation Policy
  - Evaluates and selects IPPs
  - Recommends ESI policies
- **Other Govt. Agencies & Corporations**
  - Shareholders
    - Ministry of Finance/Khazanah Nasional Berhad
      - Holds ‘Golden’ Share
      - 35.5%
    - Public
      - 6.0%
    - Foreign
      - 11.7%
  - Empowered by Electricity Supply Act 1990
- **IPPs**
- **Consumers**
  - 35.5%
  - 46.8%
  - Foreign
  - 6.0% 11.7%

* Shareholding figures as at May ‘12
INTRODUCTION
Installed Capacity vs Generation Mix

Total Installed Capacity
Installed Capacity Market Share:
TNB : 52.7%
IPP : 47.3%

Generation Mix as at May 2012
Generation Market Share:
TNB : 48.6%
IPP : 51.4%
INTRODUCTION
No of Customer vs Sales Value vs Unit Sales

Average Tariff by Sector

Industrial
Commercial
Domestic
Others

* 3QFY12
BUSINESS STRATEGY & DIRECTION
2nd Phase of TNB 20-Year Strategic Plan - Geographical Expansion

SERVICE EXCELLENCE 2010
- Improve Core Operations under T7 Strategy
- Place TNB as the best performing company in Malaysia by 2007 and as the Regional best by 2010

GEOGRAPHICAL EXPANSION (SERVICES) 2015
- Expand works and services related to the energy sector
- Creation of new revenue stream leveraging on TNB’s knowledge and competencies in the energy business

OVERSEAS INVESTMENT 2020
- Improve financial position and human resource readiness of TNB
- Venture into power/energy related investments in the international arena

GLOBAL LEADERSHIP 2025
- Excel in:
  - All business areas
  - Reputation as a strong business partner
  - Ability to continue to create shareholder value
- TNB acknowledged as amongst the most admired companies globally
Growth Strategies to move TNB to the Next Level
BUSINESS STRATEGY & DIRECTION
2<sup>nd</sup> Phase of TNB 20-Year Strategic Plan - GEMILANG 2015

Leveraging on 4 Core Success Thrust

- Building Trust and Relationship
- Building Capacity
- Building Performance
- Building Growth

VIBRANT WORKFORCE
PRODUCTIVITY REVOLUTION
Business Strategy & Direction

TNB 20-Year Strategic Plan

Sustaining Growth by Going International

• Way forward:
  • Leverage on TNB’s capabilities (in MENA area) in pursuing International Business (O&M), Project Management in Generation Business
  • Utilise existing related services (consultation & training) and manufacturing products as stepping stone for future business in new frontier countries
  • New business area - in Renewable Energy
  • Deploy various avenues for human resource requirement
    • Hire expertise through contract scheme based on business requirement
    • Deploy attractive scheme for TNB experts
    • Alliance with strategic partners (local & international)
    • Establish knowledge management/repository for data and information sharing
BUSINESS STRATEGY & DIRECTION
2nd Phase of TNB 20-Year Strategic Plan - Geographical Expansion

President/
Chief Executive Officer

SESB

Strategic Management &
Performance

TNBR

Legal Services

Chief Financial
Officer

Non-Core Business
• Planning Division
• Group Human
Resource Division
• Information
Technology &
Communication
Division
• Procurement
Division

Core Business
• Generation
Division
• Transmission
Division
• Distribution
Division

Corporate Affair
& Services
Division
• Corporate
Services
• Corporate
Affairs &
Communication
• Regulatory &
Stakeholder
• CSR

New Business &
Major Project
Division
• Investment
Management
• Major Projects
• International
Business
**BUSINESS STRATEGY & DIRECTION**

*2nd* Phase of TNB 20-Year Strategic Plan - Geographical Expansion

**New Division Focusing on Non-Regulated Businesses**

**New Business & Major Project Division**

- **Investment Management**
  1. Market / Industry Scanning
  2. Country Intelligence
  3. ‘Deal Maker’
  4. Portfolio Management:
     - Nurture / Grow / Exit TNB’s subsidiaries
     - Excluding:- YTN, ILSAS, UNITEN, TNBR

- **Major Projects**
  1. Generation project development
  2. Bidding for new generation project domestically

- **International Business**
  1. New business development (Power, O&M, Land Bank)
  2. Services - O&M
  3. Supplies - BuyCo
  4. Manufacturing
BUSINESS STRATEGY & DIRECTION
2nd Phase of TNB 20-Year Strategic Plan - Geographical Expansion

New Division Focusing on Improvement in Communication and Stakeholders Engagement

Corporate Affair & Services Division

Corporate Affairs
1. Strategic communication
2. Corporate communication
3. Media relation

Regulatory & Stakeholder Management

Corporate Services
1. Security services and intelligence
2. Land wayleave management
3. Property services
4. Logistics services

Stakeholder Relationship
1. Identify and manage key stakeholders who have major influence in TNB’s business
2. Establish rapport and build excellent relationship with stakeholders
3. Influence stakeholders to accept and endorse TNB’s position on strategic matters
4. Utilise various means to further TNB’s cause. Eg. NGOs, community leaders, Politicians and media

CSR
Chief Strategic Management & Performance

Performance Monitoring
1. Monitoring and reporting KPIs
2. Monitoring breakthrough strategies

Performance Management & Deliverable
1. Organise labs to identify blockers, cut red tape
2. Drive deliverables and high performance
3. Facilitate implementation of decisions made at Labs
4. Scan issues highlighted by public/media/customer/staff
5. Identify new strategies essential for Gemilang 2015
6. Research/Strategy Unit - Economic Analysis
## BUSINESS STRATEGY & DIRECTION

### Headline Key Performance Indicators: 2nd Phase - GEMILANG 2015 & As At 3QFY12

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>TARGET FY 2015</th>
<th>ACTUAL FY 2011</th>
<th>1st Qtr</th>
<th>2nd Qtr</th>
<th>3rd Qtr</th>
<th>YTD FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Return on Assets (ROA) (%)</td>
<td>6 - 7</td>
<td>2.1</td>
<td>2.0 - 3.0</td>
<td>2.1</td>
<td>3.2</td>
<td>4.1</td>
</tr>
<tr>
<td>Company CPU (sen/kwh)</td>
<td>&lt; 29.9</td>
<td>32.7</td>
<td>32.7 - 33.7</td>
<td>33.9</td>
<td>32.3</td>
<td>31.1</td>
</tr>
<tr>
<td>Revenue from Non-Regulated Business (RM bn)</td>
<td>5.0</td>
<td>1.8</td>
<td>1.8 - 1.9</td>
<td>0.4</td>
<td>1.0</td>
<td>1.5</td>
</tr>
<tr>
<td>Unplanned Outage Rate (UOR)(%)</td>
<td>&lt; 4.0</td>
<td>7.1</td>
<td>3.6 - 4.0</td>
<td>6.0</td>
<td>4.4</td>
<td>3.8</td>
</tr>
<tr>
<td>T &amp; D Losses (%)</td>
<td>6 - 7</td>
<td>9.0</td>
<td>8.7 - &lt;9.3</td>
<td>8.5</td>
<td>8.7</td>
<td>8.4</td>
</tr>
<tr>
<td>Transmission System Minutes (mins)</td>
<td>&lt; 1.0</td>
<td>1.0</td>
<td>1.1 - 2.5</td>
<td>0.2</td>
<td>0.2</td>
<td>1.0</td>
</tr>
<tr>
<td>Distribution SAIDI (mins)</td>
<td>&lt; 50.0</td>
<td>78.9</td>
<td>&gt;75.0 - 80.0</td>
<td>14.6</td>
<td>27.5</td>
<td>43.4</td>
</tr>
</tbody>
</table>
• Tenaga is currently in the 2nd phase of the 20-year Strategic Plan. In this phase we are looking at opportunities in expanding our business in the O&M services in energy related business. This initiative will be driven by REMACO, a 100% owned subsidiary.

• Currently REMACO has contracts in O&M services at:
  • Shuaibah IWPP project
  • LPL
  • Hydro plant in Azad Jammu and Kashmir, Pakistan
  • Narrawal Diesel Combined Cycle Plant, Pakistan
  • Amurang Plant, Sulawesi
  • Sibolga Plant, Sumatera

• Tenaga is focusing on the MENA (Middle East and North Africa) region, as well as South East Asia region.

• However, due to the unrest situation in MENA, we remain cautious in venturing business in the area. Meantime, we are looking at opportunities in South East Asia such as Vietnam and Indonesia.
ILSAS continues to provide services for power companies in emerging countries including Vietnam, Yemen, Mongolia, Laos, Indonesia, Thailand, Nepal, Egypt and Pakistan.

**Liberty Power Ltd**
- 235MW IPP
- Shuaibah IWPP
  - 900MW Power
  - 880,000 m³/day Water
  - 150,000 m³/day Water

**BMC District Cooling, UAE**
- 30,000 RT

**Al Reef District Cooling, UAE**
- 8,000 RT

**TNEC JV**
- O&M Services for Shuaibah IWPP
- O&M Services for Liberty Power Ltd, Pakistan
- Supply of transformers to Saudi Arabia
- Supply of transformers to Brunei
- Supply of switchgears to Pakistan
- Supply of switchgears to Brunei
- IPP, IWPP & Development Projects
- Supply & Services

ILSAS is involved in O&M Services for Sibolga Plant, Sumatra, and O&M Services for Amurang Plant, Sulawesi.
KEY HIGHLIGHTS

3 months ended 31st May FY2012 (3rd Quarter)

• Net profit of RM619.1 million
• Recognition of fuel cost compensation of RM777.8 million from Nov’11 - May’12
• 6.5% increase in Group Revenue as compared to 2nd Quarter FY2012 against 5.9% decrease in Operating Expenses
• Average coal price of USD104.3/mt as compared to USD108.5/mt in the previous quarter
• EBITDA margin at 29.4% as compared to 47.0% reported for the previous quarter

9 months FY2012

• Net profit of RM3,189.7 million
• 14.8% increase in Group Revenue against a 8.2% increase in Operating Expenses
• Average coal price of USD107.5/mt as compared to USD103.0/mt in the YTD 3rd Quarter FY2011
• 4.2% Unit electricity demand growth in Peninsular Malaysia
• EBITDA margin at 31.1% as compared to 21.1% reported for the corresponding period in FY2011
## FINANCIAL RESULTS

Unaudited Income Statement (Group)

- **14.8% Increase in Group Revenue Against 8.2% Increase in Operating Expenses**
- >100% Increase in Operating Profit mainly Attributed to Fuel Cost Compensation
- Net Profit Attributable to the Owners of the Company of RM 3.2bn

<table>
<thead>
<tr>
<th></th>
<th>YTD FY 2011</th>
<th>YTD FY 2012</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Restated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuing Operations:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>23,086.7</td>
<td>26,513.6</td>
<td>14.8</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(21,621.1)</td>
<td>(23,399.0)</td>
<td>(8.2)</td>
</tr>
<tr>
<td>Operating income</td>
<td>406.4</td>
<td>1,989.7</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Operating profit</td>
<td>1,872.0</td>
<td>5,104.3</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Forex</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Transaction Gain / (Loss)</td>
<td>(5.8)</td>
<td>(10.3)</td>
<td>77.6</td>
</tr>
<tr>
<td>- Translation Gain / (Loss)</td>
<td>107.6</td>
<td>(323.8)</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Share of results of jointly controlled entities and associates (net of tax)</td>
<td>71.1</td>
<td>13.1</td>
<td>(81.6)</td>
</tr>
<tr>
<td>Profit before finance cost</td>
<td>2,044.9</td>
<td>4,783.3</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Finance income</td>
<td>277.1</td>
<td>101.7</td>
<td>(63.3)</td>
</tr>
<tr>
<td>Finance cost</td>
<td>(668.1)</td>
<td>(633.3)</td>
<td>5.2</td>
</tr>
<tr>
<td>Profit before taxation</td>
<td>1,653.9</td>
<td>4,251.7</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Taxation and Zakat</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Company and subsidiaries</td>
<td>(218.5)</td>
<td>(756.4)</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>- Deferred taxation</td>
<td>(148.4)</td>
<td>(303.2)</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Profit from continuing operations</td>
<td>1,287.0</td>
<td>3,192.1</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Discontinued Operations:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit/ (Loss) from discontinued operations (net of tax)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Profit for the financial period</td>
<td>1,287.0</td>
<td>3,192.1</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>Attributable to:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Owners of the Company</td>
<td>1,304.0</td>
<td>3,189.7</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td>- Non-controlling interests</td>
<td>(17.0)</td>
<td>2.4</td>
<td>&gt;100.0</td>
</tr>
<tr>
<td></td>
<td>1,287.0</td>
<td>3,192.1</td>
<td>&gt;100.0</td>
</tr>
</tbody>
</table>
### FINANCIAL RESULTS

#### Executive Summary (Restated Fuel Cost Compensation)

<table>
<thead>
<tr>
<th></th>
<th>YTD</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3QFY11</td>
<td>3QFY12</td>
</tr>
<tr>
<td><strong>Net Profit Attributable to the Owners of the Company</strong></td>
<td>1,304.0</td>
<td>3,189.7</td>
</tr>
<tr>
<td><strong>Adjustments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior Year Fuel Cost Compensation</td>
<td>(1,678.6)</td>
<td></td>
</tr>
<tr>
<td>Current Year Fuel Cost Compensation</td>
<td>916.0</td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td>(229.0)</td>
<td>419.9</td>
</tr>
<tr>
<td><strong>Adjusted Net Profit</strong></td>
<td>1,991.0</td>
<td>1,931.0</td>
</tr>
<tr>
<td><strong>Forex Translation Gain/(Loss)</strong></td>
<td>107.6</td>
<td>(323.8)</td>
</tr>
<tr>
<td><strong>Adjusted Net Profit Before Forex Translation Gain/(Loss)</strong></td>
<td>1,883.4</td>
<td>2,254.8</td>
</tr>
</tbody>
</table>
## FINANCIAL HIGHLIGHTS

### Year-On-Year Analysis (Restated Fuel Cost Compensation)

**EBITDA Margin Reflects Consistent Performance**

<table>
<thead>
<tr>
<th></th>
<th>FY2011 [Restated]</th>
<th>FY2012</th>
<th>9 Months (Sept-May)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rm mn</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Units Sold (GWh)</strong></td>
<td>72,266.8</td>
<td>75,360.8</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>23,086.7</td>
<td>26,513.6</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenses (before depreciation)</strong></td>
<td>17,715.9</td>
<td>20,262.4</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>406.4</td>
<td>311.1</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>5,777.2</td>
<td>6,562.3</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA Margin (%)</strong></td>
<td><strong>25.0%</strong></td>
<td><strong>24.8%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Depreciation and Amortisation</strong></td>
<td>2,989.2</td>
<td>3,136.6</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>2,788.0</td>
<td>3,425.7</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT Margin (%)</strong></td>
<td>12.1%</td>
<td>12.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Finance Cost</strong></td>
<td>668.1</td>
<td>633.3</td>
<td></td>
</tr>
<tr>
<td><strong>Profit Before Tax &amp; Forex Translation</strong></td>
<td>2,462.3</td>
<td>2,896.9</td>
<td></td>
</tr>
<tr>
<td><strong>Net Profit Before Forex Translation</strong></td>
<td>1,883.4</td>
<td>2,254.8</td>
<td></td>
</tr>
<tr>
<td><strong>Translation Gain / (Loss)</strong></td>
<td>107.6</td>
<td>(323.8)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Profit attributable to:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equity Holders</strong></td>
<td>1,991.0</td>
<td>1,931.0</td>
<td></td>
</tr>
<tr>
<td><strong>Non-controlling Interest</strong></td>
<td>(17.0)</td>
<td>2.4</td>
<td></td>
</tr>
</tbody>
</table>

### Average Coal Price

- **Consumed (USD/MT) * FOB**
  - FY'11: 88.0
  - FY'12: 97.3
  - Var (%): 10.6%

- **Freight**
  - FY'11: 14.6
  - FY'12: 9.7
  - Var (%): -33.6%

- **Others**
  - FY'11: 0.4
  - FY'12: 0.5
  - Var (%): 25.0%

- **CIF**
  - FY'11: 103.0
  - FY'12: 107.5
  - Var (%): 4.4%

### Average Coal Price

- **Consumed (RM/MT) (CIF)**
  - FY'11: 316.0
  - FY'12: 332.3
  - Var (%): 5.2%

- **Coal Consumption (mn MT)**
  - FY'11: 13.9
  - FY'12: 15.5
  - Var (%): 11.5%
# FINANCIAL HIGHLIGHTS

Year-On-Year Analysis (Restated Fuel Cost Compensation)

EBITDA Margin Reflects Consistent Performance

<table>
<thead>
<tr>
<th>RM mn</th>
<th>FY2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1Q [Restated]</td>
</tr>
<tr>
<td>Total Units Sold (GWh)</td>
<td>25,225.0</td>
</tr>
<tr>
<td>Revenue</td>
<td>8,694.4</td>
</tr>
<tr>
<td>Operating Expenses (before depreciation)</td>
<td>6,769.5</td>
</tr>
<tr>
<td>Operating Income</td>
<td>94.9</td>
</tr>
<tr>
<td>EBITDA</td>
<td>2,019.8</td>
</tr>
<tr>
<td>EBITDA Margin (%)</td>
<td>23.2%</td>
</tr>
<tr>
<td>Depreciation and Amortisation</td>
<td>1,031.7</td>
</tr>
<tr>
<td>EBIT</td>
<td>988.1</td>
</tr>
<tr>
<td>EBIT Margin (%)</td>
<td>11.4%</td>
</tr>
<tr>
<td>Finance Cost</td>
<td>211.9</td>
</tr>
<tr>
<td>Profit Before Tax &amp; Forex Translation</td>
<td>864.3</td>
</tr>
<tr>
<td>Net Profit Before Forex Translation</td>
<td>688.9</td>
</tr>
<tr>
<td>Translation Gain / (Loss)</td>
<td>(419.1)</td>
</tr>
<tr>
<td>Net Profit attributable to :</td>
<td></td>
</tr>
<tr>
<td>Equity Holders</td>
<td>269.8</td>
</tr>
<tr>
<td>Non-controlling Interest</td>
<td>(2.3)</td>
</tr>
</tbody>
</table>
Coal Procurement Estimate for FY2012 at 21.0 mn MT

<table>
<thead>
<tr>
<th></th>
<th>FY'04</th>
<th>FY'05</th>
<th>FY'06</th>
<th>FY'07</th>
<th>FY'08</th>
<th>FY'09</th>
<th>FY'10</th>
<th>FY'11</th>
<th>3QFY'12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Coal Price (CIF) (USD/metric tonne)</td>
<td>34.0</td>
<td>49.8</td>
<td>52.8</td>
<td>45.3</td>
<td>76.4</td>
<td>90.2</td>
<td>88.2</td>
<td>106.9</td>
<td>107.5</td>
</tr>
</tbody>
</table>

- **Fixed Price**
- **Index Linked**
- **Ongoing negotiations (to be negotiated & to be sourced)**
<table>
<thead>
<tr>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
</tbody>
</table>
OUTLOOK - KEY TAKEAWAYS

POSITIVE OUTLOOK FOR FY2013

DEMAND
Remains healthy with the implementation of ETP projects

COAL
Price remains Stable

GAS
VOLUME
Improving with the commissioning of RGT

FY2013
OUTLOOK - KEY TAKEAWAYS

1. Demand Growth Driven by Commercial Sector

Commercial sectors recorded positive growth Y-o-Y of 5.3%

Low Voltage
Shop Lots & Retail Business

Medium Voltage
Shopping Malls, 3 Star Hotels, Office Buildings

Medium Voltage (Peak / Off-Peak)
Mega Shopping Malls, 4-5 Star Hotels, Hospitals, Airports, Ports
OUTLOOK - KEY TAKEAWAYS

1. Demand Growth Driven by Commercial Sector
   To-date Total ETP 120 Projects; with Combined Investment Value of RM182.7bn

ETP 1 (9 EPPs = RM5.31bn)
25 October 2010

ETP 2 (9 EPPs = RM8.2bn)
30 November 2010

ETP 3 (19 EPPs = RM67bn)
11 January 2011

ETP 4 (23 EPPs = RM14.78bn)
8 March 2011

ETP 5 (12 EPPs = RM11.12bn)
19 April 2011

ETP 6 (15 EPPs = RM63.38bn)
13 June 2011

ETP 7 (13 EPPs = RM1.43bn)
8 September 2011

ETP 8 (13 EPPs = RM5.85bn)
10 November 2011

ETP 9 (7 EPPs = RM5.6bn)
13 September 2012

ETP 10 (19 EPPs = RM11.12bn)

NEW
KEY TAKEAWAYS

1 Demand Growth Driven by **Commercial** Sector: Tenaga’s Role in ETP2

The Infrastructure Investment Creates a Solid Foundation in Supporting the Implementation of ETP

ENSURING RELIABILITY OF ELECTRICITY SUPPLY
KEY TAKEAWAYS

1. Demand Growth Driven by **Commercial Sector:**
   2 NKEAs that Directly Benefit Tenaga

   **Building an Integrated Urban Mass Rapid Transit System**
   - The proposed MRT system for Greater KL/KV will span 141 kilometres with three major routes serving a radius of 20 kilometres of the city centre.
   - The system is estimated to be able to carry up to 2 million riders by 2020, serving 11% of total trips within Greater KL/KV and 64% of travel in and out of the KL city centre.

2. Connecting to Singapore via a High Speed Rail (HSR) System
   - The proposed deployment of an HSR system connecting Greater KL/KV and Singapore will connect Southeast Asia’s two largest economic agglomerations and unlock economic growth in intermediate Malaysia cities.
   - The HSR service will essentially transform travel on the Greater KL/KV - Singapore route by making daily travel a viable alternative.
   - Door-to-door travel time will take just 1.5-2 hours. This represents a savings of over two hours over air travel, the fastest available mode today.

GREATER KUALA LUMPUR/KLANG VALLEY

RM21bn GNI 20,000 JOBS

RM6.2bn GNI 28,700 JOBS

POTENTIAL CUSTOMERS FROM COMMERCIAL CATEGORY
**KEY TAKEAWAYS**

1. Demand Growth Driven by Commercial Sector:
   2 NKEAs that Directly Benefit Tenaga

GREATER KUALA LUMPUR/KLANG VALLEY

3. Creating Iconic Places and Attractions
   - Greater KL/KV has immense potential to further leverage existing heritage sites that can be preserved and redeveloped in a manner that both celebrates the history and heritage of Greater KL/KV, but also embraces a future as a cosmopolitan and global city.
   - These iconic places also generate higher economic activities through additional hotel stays, retail revenues from visitors and locals and additional employment.
KEY TAKEAWAYS

1. Demand Growth Driven by Commercial Sector: 2 NKEAs that Directly Benefit Tenaga

- Shift from Industrial-based to Service-based economy
- Increasing market share from Commercial sector
- Commercial sector contributes the highest electricity sales margin

### Sectoral Sales Analysis (Gwh)

<table>
<thead>
<tr>
<th>Year</th>
<th>Industrial</th>
<th>Commercial</th>
<th>Domestic</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>3QFY12</td>
<td>43.5</td>
<td>34.1</td>
<td>20.7</td>
<td>1.7</td>
</tr>
<tr>
<td>FY11</td>
<td>44.3</td>
<td>33.8</td>
<td>20.3</td>
<td>1.6</td>
</tr>
<tr>
<td>FY10</td>
<td>44.8</td>
<td>33.4</td>
<td>20.3</td>
<td>1.5</td>
</tr>
<tr>
<td>FY09</td>
<td>44.1</td>
<td>33.9</td>
<td>20.4</td>
<td>1.7</td>
</tr>
<tr>
<td>FY08</td>
<td>48.0</td>
<td>31.9</td>
<td>18.7</td>
<td>1.4</td>
</tr>
<tr>
<td>FY07</td>
<td>48.2</td>
<td>31.6</td>
<td>18.9</td>
<td>1.4</td>
</tr>
<tr>
<td>FY06</td>
<td>47.7</td>
<td>29.9</td>
<td>18.1</td>
<td>4.3</td>
</tr>
</tbody>
</table>

*Industrial, Commercial, Domestic, Others*
KEY TAKEAWAYS

2 Improving Gas Volume: 2 NKEAs that Directly Benefit Tenaga

Unlocking Premium Gas Demand in Peninsular Malaysia

- Unlocking gas demand will have an estimated GNI impact for Malaysia of approximately USD0.81bn by 2020.
- Switching from diesel to natural gas will yield approximately USD0.6bn in annual savings for Malaysian industries.

- The facilities will have a maximum throughput capacity of 3.8mn tonnes per year or about 530mmcfddd.
- Gas would be imported in LNG tankers/vessels in liquid form and regasified at the facility before it is transported into the Peninsular Gas Utilisation (PGU) pipeline network.

RM2.4bn GNI RM1.07bn INVESTMENT

HIGHER GAS AVAILABILITY
KEY TAKEAWAYS

2 Improving Gas Volume: Better Outlook when LNG Terminal is Commissioned

Construction of the plant in Sungai Udang port in Melaka by consortium of Muhibbah and Perunding Ranhill Worley has commenced in April 2011
KEY TAKEAWAYS

3 Stable Coal Price in FY2013

Coal swaps expected to remain fairly steady in FY2013; below USD100/mt

Australia and Indonesia → Newcastle Index
South Africa → Richards Bay API4
All information contained herein is meant strictly for the use of this presentation only and should not be used or relied on by any party for any other purpose and without the prior written approval of TNB. The information contained herein is the property of TNB and it is privileged and confidential in nature. TNB has the sole copyright to such information and you are prohibited from disseminating, distributing, copying, re-producing, using and/or disclosing this information.
CONTACT DETAILS

For further enquiries, kindly contact us at:

INVESTOR RELATIONS AND MANAGEMENT REPORTING DEPARTMENT
Tenaga Nasional Berhad
4th Floor, TNB Headquarters
No.129, Jalan Bangsar
59200 Kuala Lumpur MALAYSIA
Tel: +603 22965566
Fax: +603 22840095
Email: ird@tnb.com.my
Website: www.tnb.com.my

IR officers:
Anida Ishak Tel: +603 22966748 Email: anidai@tnb.com.my
Effariza Mohd Nordin Tel: +603 22966647 Email: effarizamn@tnb.com.my
Nura Nadia Abd. Hadi Tel: +603 22966787 Email: nuranadiaah@tnb.com.my
THANK YOU

www.tnb.com.my