

TENAGA NASIONAL BERHAD

INVESTOR PRESENTATION

Delivering Tomorrow's Energy Transition

October 2026



TNB is Malaysia's largest integrated electricity utility, powering the nation's energy transition



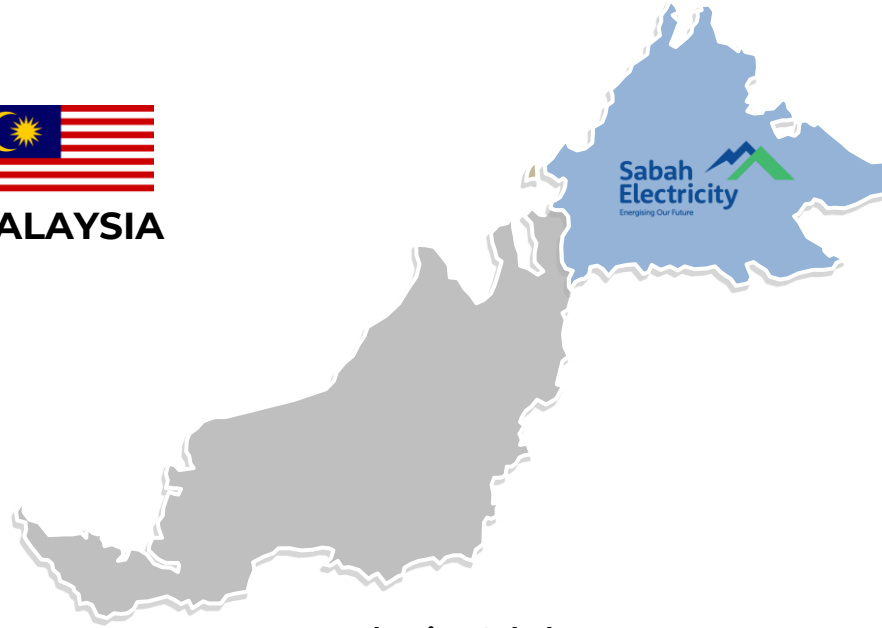
Peninsular Malaysia

Operations under
Tenaga Nasional Berhad (TNB)

52% Installed Capacity Market Share



MALAYSIA



East Malaysia - Sabah

Operations through Sabah Electricity Sdn Bhd (SESB), an 83%-owned subsidiary of TNB

Peninsular Operations



**Generation Capacity
(June 2026)**
15,301MW¹

Grid & Distribution Network (2025)

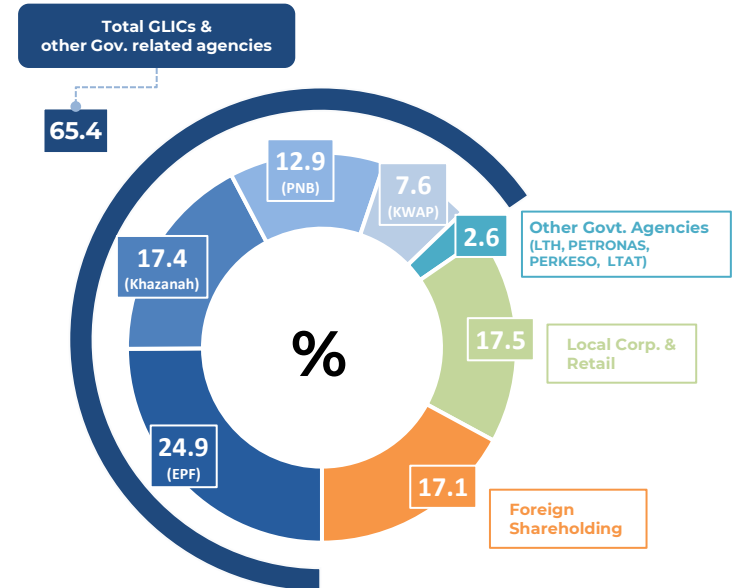
Lines:
735,357 km

Substations:
90,639

Customers (2025)
10.66 mil

Employees (2025)
31,989

TNB Shareholding Structure (June 2026)



**Listed on
Bursa Malaysia**

FBM KLCI



**Market Capitalisation
as at June 2026**

RM83.2 bil
(3rd largest in
FBM KLCI index)

¹ Total gross capacity excluding small RE and minority stake

A strong and diverse Board providing effective governance and strategic oversight

NON-INDEPENDENT NON-EXECUTIVE CHAIRMAN



**TAN SRI ABDUL RAZAK
BIN ABDUL MAJID**

EXECUTIVE DIRECTOR / PRESIDENT / CEO



**DATO' SRI Ir. Ts. SHAMSUL
BIN AHMAD**



INDEPENDENT NON-EXECUTIVE DIRECTORS



**DATO' MERINA
BINTI ABU TAHIR**
Expertise: **Accounting**



**GOPALA KRISHNAN
K.SUNDARAM**
Expertise: **Law**



**DR. HASNITA
BINTI DATO' HASHIM**
Expertise: **Investment Banking
and Financial Management**



**ALAN HAMZAH
BIN SENDUT**
Expertise: **Accounting**



**DATO' ZULKIFLI
BIN IBRAHIM**
Expertise: **Engineering**



NON-INDEPENDENT NON-EXECUTIVE DIRECTORS



**DATO' SRI AB RAHIM
BIN AB RAHMAN**
Ministry of Finance (MOF)



**ROHAYA
BINTI MOHAMMAD YUSOF**
Employees Provident Fund (EPF)



**MUAZZAM
BIN MOHAMAD**
Permodalan Nasional Berhad (PNB)

TNB operates across Malaysia's electricity value chain and strategically aligned adjacent businesses

Core Business

Generation

Generation of electricity via conventional thermal and renewable sources



Grid

Transfer electricity across both medium and low voltage networks



Distribution Network (DN)

Transfer of low voltage to residential and commercial



Retail

Provides dynamic energy solutions to our customers



Domestic

Commercial

Industrial



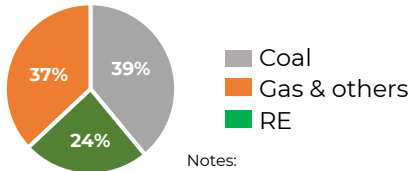
Deliver Clean Generation

Drive operational excellence while securing a future-ready domestic generation pipeline to sustain long-term earnings resilience

Group Portfolio Installed Capacity

Total Gross Capacity: **19,863MW**

- Domestic: 16,492MW
- International: 3,371MW



Notes:

- RE inclusive of large hydro and small RE
- Data is based on gross installed capacity
- Solar capacity based on MWp

Develop Energy Transition Network

Scaling regulated network investments to enable energy transition while preserving grid reliability and earnings stability



Transmission lines:
26,594 km

Substations:
497

System Minutes:
0.15 minutes



Distribution lines:
708,763 km

Substations:
90,142

SAIDI:
46.93 minutes

Note: T&D Peninsular Data as of December 2025

Dynamic Energy Solution

Expanding customer-centric energy solutions to capture demand growth, strengthen regulated retail earnings, and diversify income streams through beyond-kWh solutions



Retail customers: 10.66 mil
Customer Satisfaction Index (CSI): 90%

Note: Data as of December 2025



EV Charge Points: 284



Rooftop Solar: 563MWp secured

Note: Data as of June 2026

Adjacent Business

Manufacturing



MALAYSIA TRANSFORMER



TENAGA CABLE INDUSTRIES SDN. BHD.

Utility & Services



A subsidiary of TNB Power Generation



A subsidiary of Tenaga Nasional Berhad



Emerging Our Future



A subsidiary of Tenaga Nasional Berhad

Infrastructure



TNBES

Evolve - Sustain - Value
A subsidiary of Tenaga Nasional Berhad

A subsidiary of Tenaga Nasional Berhad

Research & Education



The Energy University



TNB INTEGRATED LEARNING SOLUTION



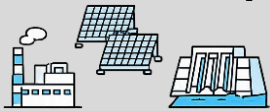
TNB RESEARCH

Regulated businesses governed by the Incentive Based Regulation (IBR) framework

Malaysia's electricity industry operates under the Incentive-Based Regulation (IBR) framework, which promotes transparency, operational efficiency and predictable returns

Electricity Industry Structure

Contracted Generation under PPA/SLA/REPPA



TNB Genco / IPP /
RE Developer

Regulated Business under IBR

Base Tariff: 45.40 sen/kWh

Ring-fenced entities



Single Buyer Generation

(Pass -Through)

Generation

32.42 sen/kWh

~ **70%**



1 GSO & 2 SBO

Networks & Retail

12.98 sen/kWh

~ **30%**



3 Grid, 4 DN
& 5 Retail

Why IBR Matters?



Transparent
regulatory
framework



Shield against
uncontrollable
cost volatility



Predictable
regulated
earnings



Incentives for
operational
efficiencies

REVENUE CAP

Mitigates Demand Risk

- Allowed annual revenue based on approved demand growth. Any excess/shortfall is adjusted through revenue adjustment mechanism.
- RBEs: **Grid, DN, GSO & SBO**

PRICE CAP

Mitigates Pricing Risk

- Any excess/shortfall of revenue made due to higher/lower average selling price (ASP) compared to base tariff is adjusted through revenue adjustment mechanism.
- RBE: **Retail**



>80% of Group revenue is generated
from regulated business

RP4 (2025 – 2027) provides stable regulatory return with sufficient expenditure allowances to support future growth

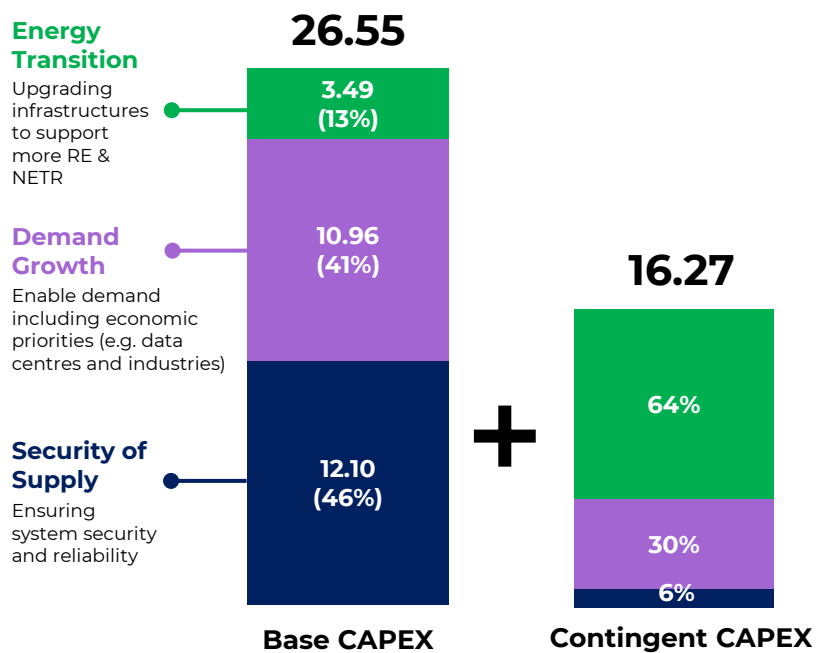
Tariff Parameters

Regulatory Period 3 (RP3) > Regulatory Period 4 (RP4)

Base Tariff (sen/kWh)	39.95	45.40
Average Sales (TWh)	116.8	141.7
OPEX (RM bil)	17.9	20.8
CAPEX (RM bil)	20.6	26.6 + 16.3 (Contingent CAPEX)
WACC	7.3%	7.3%
Coal price (USD/MT)	79	97
FOREX (RM/USD)	4.123	4.307
Gas price (RM/mmbTU)	T1: RM26 - RM30 (≤800mmscfd) T2: RM33 (>800mmscfd)	T1: RM24 - RM35 (≤800mmscfd) T2: RM46 (>800mmscfd)

RP4 Allowed CAPEX

CAPEX amount,
RM bil



CONTINGENT CAPEX



Pre-approved projects by the Energy Commission (EC)

- Examples:
 - Accelerating smart projects - distribution automation (DA), advanced metering infrastructure (AMI) and investments in EV infrastructure.
 - Demand growth – Meet new demand from data centres with signed ESAs and support EV charging infrastructure.



Activated upon trigger events

Projects implemented once specific triggers are met.



Same-year revenue recognition

Revenue recognised in the year expenditure is incurred (effective FY2025), aligned with Base CAPEX.



Same regulated return

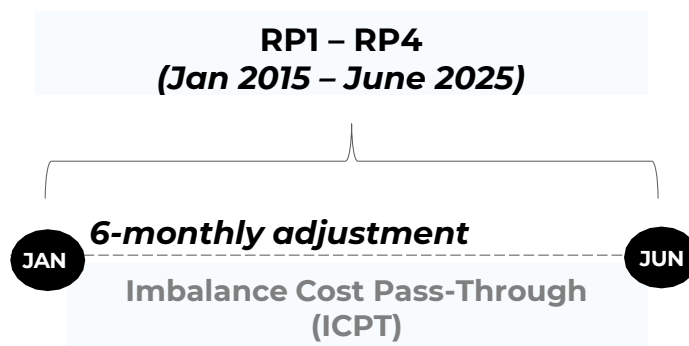
Eligible for the same regulated return (7.3%) as Base CAPEX.

Energy Transition Demand growth Security of supply

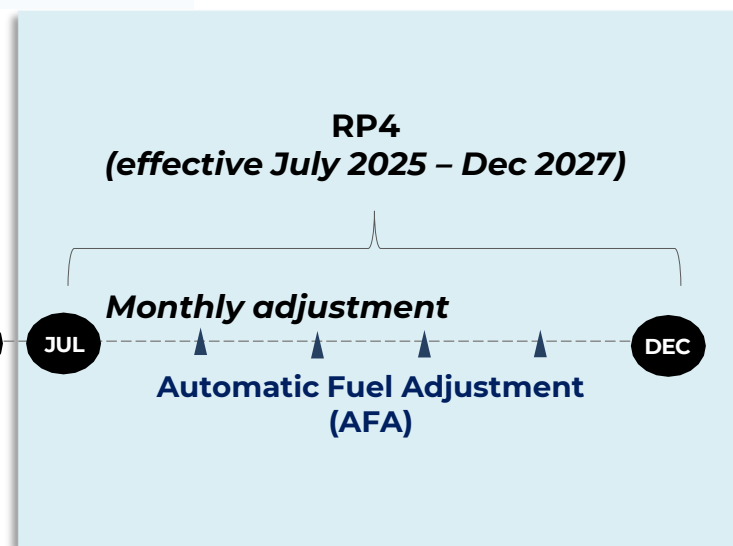
AFA Mechanism enhances RP4 certainty through timely fuel cost recovery

Fuel Cost Recovery (2015 – 2027)

Historical



Current



Automatic Fuel Adjustment (AFA)

Base tariff + AFA, sen/kWh

Automatic Fuel Adjustment

+10%

Allowed Generation Tariff

32.42

RP4

- ✓ **Monthly mechanism** to recover actual generation costs, **reflecting prevailing fuel prices**
- ✓ **Automatic adjustment** applies if AFA **does not exceed 10%** of the Allowed Generation Tariff for the **prevailing month**
- ✓ Any adjustment **exceeding 10%** of the Allowed Generation Tariff for the **prevailing month** **requires Minister approval**

The AFA mechanism **strengthens transparency** by ensuring customers benefit from **timely adjustments** that **reflect current fuel and generation cost**, supporting efficient price signal.

Source: Guidelines on Electricity Tariff Determination under IBR for Peninsular Malaysia 2025

TNB is the market leader in Peninsular Malaysia's power generation, with a 52% share of installed capacity

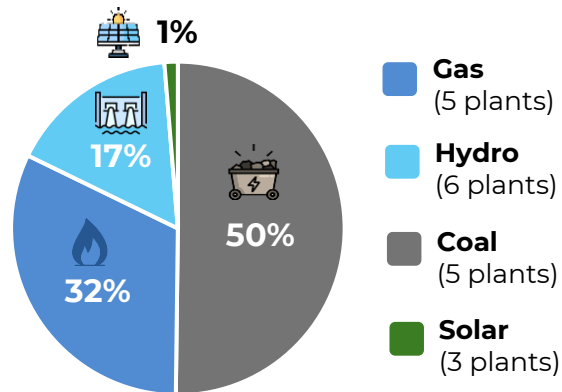
Domestic Generation Portfolio

52%

Installed Capacity Market Share

15.3GW of Peninsular Malaysia installed capacity 29.2GW

INSTALLED CAPACITY BY FUEL TYPE



Security of supply

Balanced portfolio with strong baseload assets



Nationwide footprint

Strategically located across Peninsular Malaysia



Transition ready

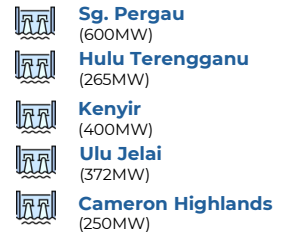
Expanding renewables to support Energy Transition

GENERATION FOOTPRINT ACROSS PENINSULAR MALAYSIA

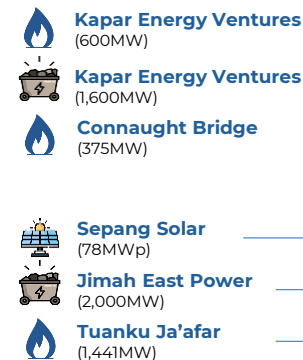
Northern



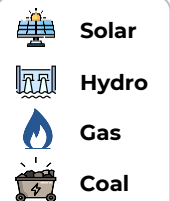
East Coast



Central



Southern



Note:

1. Data as of June 2026 excluding small RE and minority stake
2. Solar capacity is quoted in MWp

We are also a global player as we strive to future proof our business by expanding our RE footprint and establishing strategic partnerships with leading RE players

OUR GLOBAL PRESENCE

Renewable Assets

~1.3GW
Operational
RE Capacity

4
Countries

3
Technologies
Solar, Onshore & Offshore wind,
and Hydro




Solar
863.0MWp


Onshore
Wind
242.8MW


Offshore
Wind
41.5MW


Hydro
137.8MW

1 VANTAGE RE



United Kingdom



Ireland

Equity stake: 100%
907.9MW Capacity



- 123.9MW in onshore wind
- 377.5MWp in solar
- 365.0MWp in solar (55% equity)
- 41.5MW in offshore wind (49% equity)



Blyth Offshore Windfarm



Bunkers Hill



Whiteside Hill

2 SPARK RENEWABLES



Australia

Equity stake: 100%



- **120.5MWp** in solar
- ~1GW in wind and solar under Dinawan Energy Hub – under development



Bomen Solar Farm

3 GAMA ENERJİ A.Ş.



Türkiye

Equity stake: 30%



- **137.8MW** in hydro
- **118.9MW** in onshore wind

Services



Key projects

1. Operation & Management and Maintenance, Repair & Overhaul :



Pakistan

- Balloki Combined Cycle Gas Turbine 1,223MW (O&M)



Kuwait

- Doha West and Shuwaikh Power Stations (O&M)
- Sabiya Station-1, Sabiya Station-2& Shuaibah North Power Stations (MRO)

2. Technical Advisory



Cambodia

- Electricité du Cambodge (EDC) Heavy Fuel Oil Plant of 408MW

Growing electricity demand and expanding customer energy solutions drive long-term retail growth



CORE RETAIL BUSINESS (REGULATED)



Electricity Demand

2025 Actual

133,895
GWh

2026 Forecast*

141,873
GWh

1HFY2026 (actual):
70,328GWh

* IBR approved 2026 demand growth



Average
Annual Growth

4.9%

2025 – 2027 Outlook**

** IBR approved forecast under RP4

DEMAND GROWTH DRIVERS



Commercial Sector

The largest contributor

39%

of total electricity sales

**13.74% YoY growth supported
by growing data centre demand**



Data Centre Demand



42

projects
in operation



5.65GW maximum
demand



KEY CUSTOMER SOLUTIONS & DIGITAL SERVICES



ROOFTOP SOLAR (GSPARX)

GSPARX is a wholly owned subsidiary of TNB that specialises in rooftop solar solutions

Strategic Focus



Empowering customer participation



Scale distributed solar adoption



Customer-centric rooftop solution

ACHIEVEMENTS

GSPARX
Evolve · Sustain · Value

563MW_p

Secured capacity

3,339

Secured projects



EV ECOSYSTEM

Expanding EV ecosystem by facilitating 3rd party Charge Point Operators (CPOs) and expanding TNB Electron

Strategic Focus



Advancing electrification



Accessible EV charging infrastructure



Supports Malaysia's Net Zero aspirations

ACHIEVEMENTS

ELECTRON

284

charge points

EV industry

6,418

charge points

Green lane supply connections

448 @ 74MW



ENERGY EFFICIENCY

Driving measurable energy efficiency through customer-centric solutions

Strategic Focus



Empowering digital customers



Promote energy optimisation



Enhance customer engagement

ACHIEVEMENTS



>8.4 mil

myTNB
subscribers



>148,000

Time of Use (ToU)
scheme subscribers



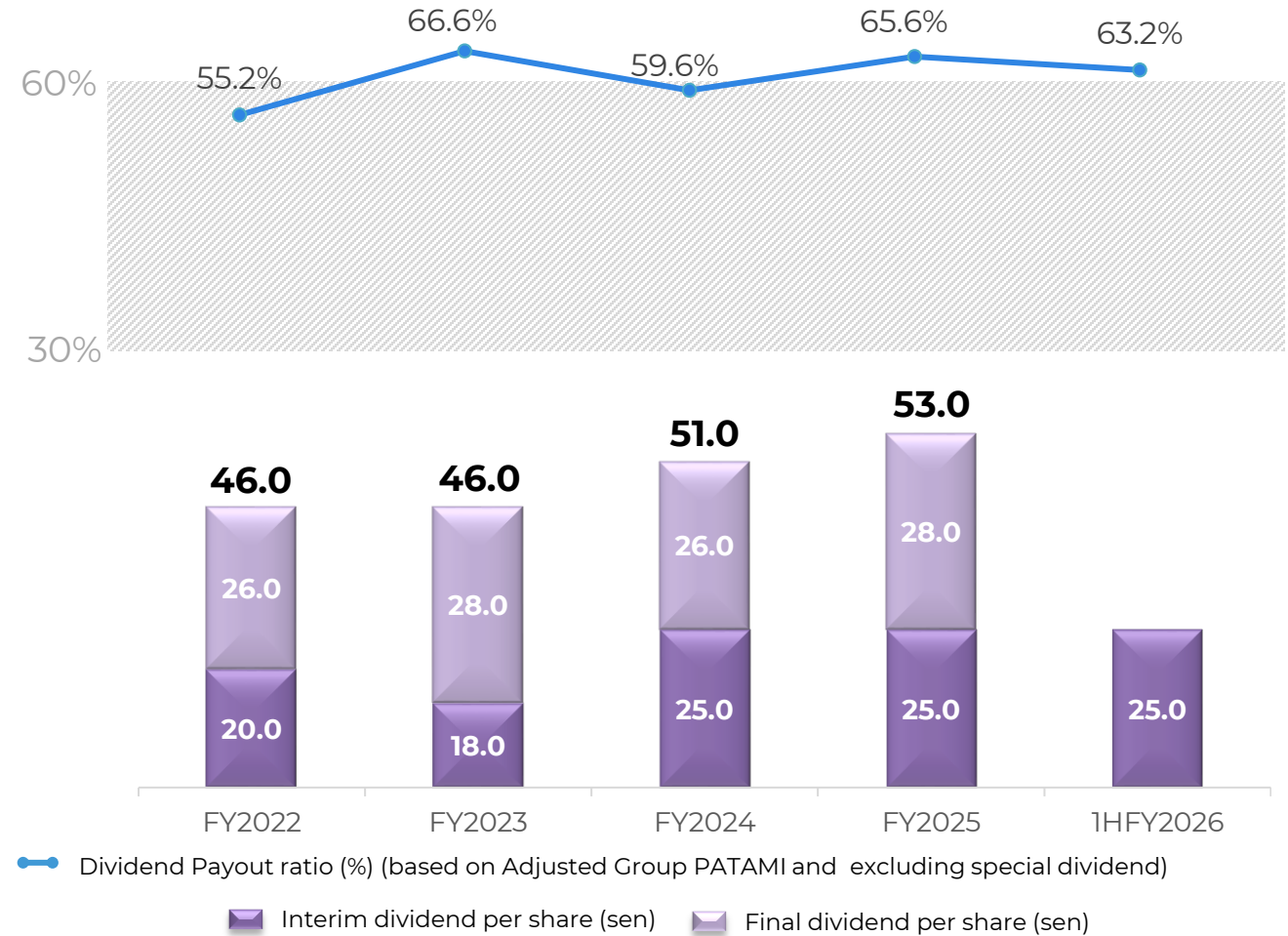
**TNB continues to benefit from resilient electricity demand while
expanding customer-centric energy solutions and digital services to support long-term growth**

1HFY2026 interim dividend payout of 63.2% underpinned by earnings stability and prudent capital management

**1HFY2026
Dividend Payout** >> **RM1.5 bil**

Dividend Policy

We will continue to honour our dividend policy of 30% to 60% dividend payout ratio, based on the TNB Group Consolidated Net Profit Attributable to Shareholders After Minority Interest (PATAMI), excluding Extraordinary and Non-Recurring items (adjusted PATAMI)



STRATEGIC OUTLOOK



TNB's long-term strategic priorities are anchored on its aspiration to achieve Net Zero emissions by 2050

Our Energy Transition Journey



TNB targets 5% annual reduction in carbon emission intensity (Scope 1) starting 2024, through **two strategic levers**:

1 CARBON MANAGEMENT STRATEGY

-  **Reduce carbon emission**
Lowering carbon emissions across the company (Scope 1, 2 & 3).
-  **Capture carbon emission**
Capture and storing of carbon dioxide (CO₂) before it is released into the atmosphere through Project Bloom.
-  **Offset carbon emission**
Purchase carbon credits to offset carbon emissions with the goal to reduce overall emissions over time.

MEASURES:

- Carbon Emission (tCO₂e)
- Carbon Emission Intensity (tCO₂e/MWh)

2 INCREASE RENEWABLE ENERGY CAPACITY

A) Capture RE growth potential in domestic and international markets:



Domestic

Capture Malaysia market through TRe & Genco:

- Large Scale Solar (LSS)
- Corporate Green Power Purchase (CGPP)
- NETR Flagship Projects: Centralised Solar Park & Hybrid Hydro Floating Solar (HHFS)
- Third Party Access (TPA)



International



Capture the United Kingdom market through Vantage RE



Capture Australia market through Spark Renewables

B) Embark on strategic partnership for new technology such as:

Grid-scale BESS:

Support higher solar penetration through enhanced grid flexibility and resilience

MEASURES:

- RE Capacity (MW)
- Net Generation from RE (MWh)

Advancing TNB's Energy Transition aspiration through three strategic priorities to build a future-ready electricity value chain

DELIVER CLEAN GENERATION



- Decarbonise thermal fleet while ensuring security of supply
- Scale renewable energy capacity in line with national energy transition priorities
- Advance low-carbon technologies to support firm and dispatchable clean power (e.g. hydrogen, ammonia co-firing, CCUS, nuclear readiness)
- Expand renewable portfolio selectively across priority markets with disciplined capital allocation

Focus Areas

GENCO

- Operational improvement and committed projects
- Non-coal M&A and new cleaner capacity expansion
- Brown to green transition

NED

- Maximising value from existing assets and progressing development pipelines to operation
- Strengthen capability building through technology-focused agenda

Focus markets:



Malaysia

Driven by:
TNB Renewables



UK Ireland

Driven by:
Vantage RE Ltd



Australia

Driven by:
Spark Renewables

DEVELOP ENERGY TRANSITION NETWORK



- Modernise transmission and distribution networks for greater automation and resilience
- Deploy flexible solutions (e.g. grid scale storage, community storage) to manage intermittency and peak demand
- Enable Renewable Energy Zones to unlock large scale, coordinated renewable development
- Catalyse regional interconnection through the ASEAN Power Grid (APG)

Opportunities

DER¹ Increase: Investment in CESS² and VRDT³ in line with the growth for CRESS and CREAM

Grid flexibility

- Network readiness enabling 70% RE penetration by 2050

Technology solutions

- Compressed Air Energy Storage
- Battery Energy Storage System
- AI-based Predictive Maintenance for Underground Cable
- Smart Green Island

Regional Interconnection

- Strengthen security of supply and open investment opportunities

5 upcoming projects

~8GW potential grid energy

DYNAMIC ENERGY SOLUTIONS



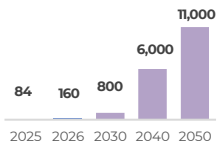
- Power the growth of strategic digital infrastructure, including data centres
- Enable large-scale transport electrification through grid reinforcement and nationwide charging infrastructure
- Support industrial electrification and decarbonisation, particularly for hard-to-abate sectors
- Unlock energy management solutions for prosumers (e.g. rooftop PV, energy efficiency)

Opportunities

BEV adoption

- Electrified transport boosting energy demand

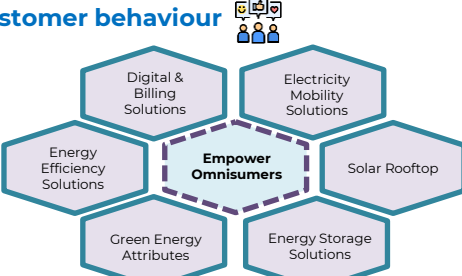
EV Cars ('000 units)



2030 EV market potential

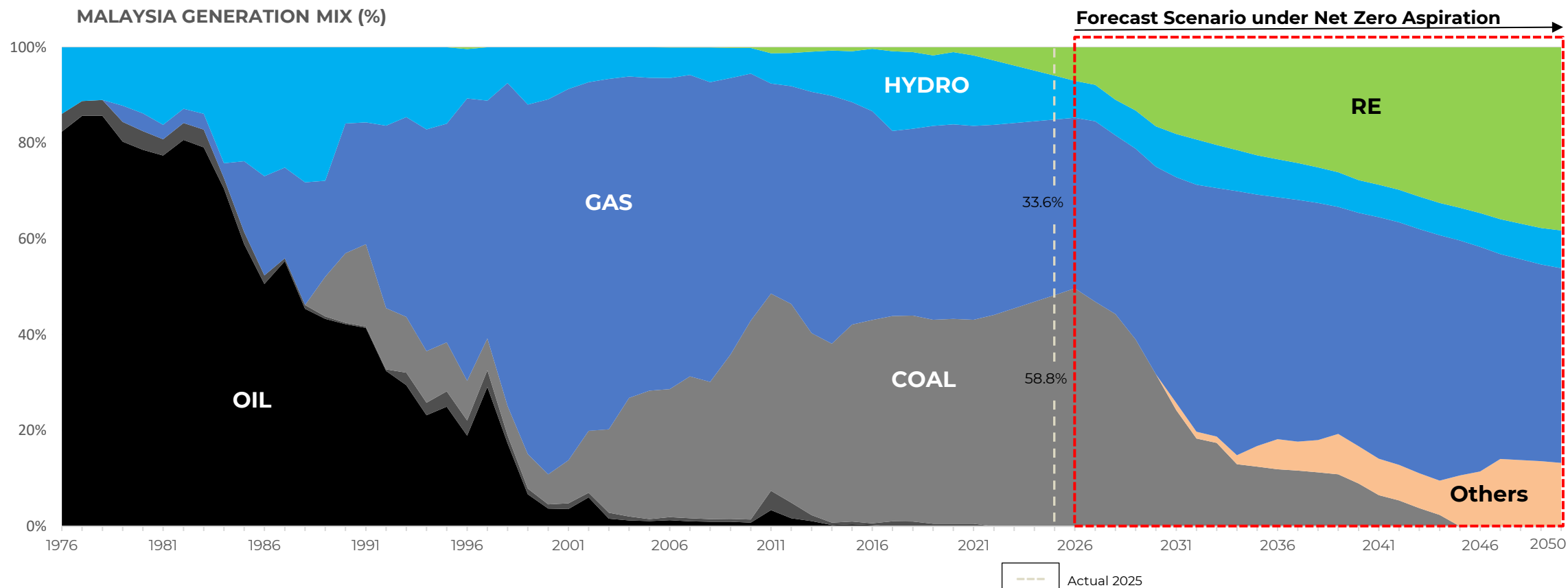
800k BEV on the road	30k charge points
RM1.44 bil annual regulated revenue	3.3TWh annual regulated electricity

Shaping customer behaviour



¹ DER: Distributed Energy Resources, ² CESS: Community Energy Storage Systems,, ³ VRDT: Voltage Regulating Distribution Transformers

The nation's current generation mix reflects the diversification required for security of supply, and will continue to shift as we take a responsible approach towards energy transition



- Note:
1. Electricity Generation Mix is for Malaysia (Peninsular Malaysia, Sabah and Sarawak)
 2. The forecast scenario under the Net Zero Aspiration for Peninsular Malaysia is based on TNB's internal analysis, while Sabah and Sarawak's future generation is estimated based on projected demand and capacity growth and scaled using Peninsular Malaysia's total generation
 3. RE (non-hydro) consists of solar, biomass, biogas, waste-to-energy and hydrogen
 4. Others consist of nuclear and interconnection

Our diversified clean portfolio has grown to 17.4GW of secured capacity, strengthening TNB's long-term growth platform across domestic and international markets

17.4GW
SECURED GROUP CLEAN CAPACITY
(DOMESTIC AND INTERNATIONAL)

4.77GW

In operation

1.66GW

Under construction

11.0GW

In pipeline

27%

10%

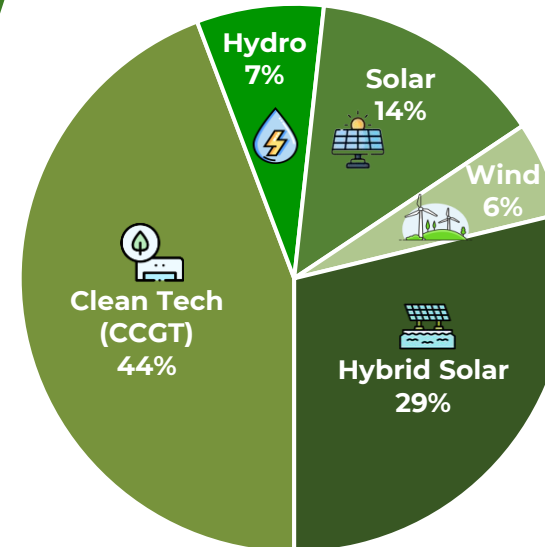
63%

IN OPERATION (4.77GW)

Technology	Capacity
 Hydro	2,689MW (56.4%)
 Solar	1,779MWp (37.3%)
 Wind	284MW (6.0%)
 Biomass	12.5MW (0.3%)
 Biogas	4.8MW (0.1%)

FUTURE CAPACITY (under construction & in the pipeline)

12.7GW



CLIMATE IMPACT

CO₂ Emission Avoidance



>23 million*
tCO₂e p.a.



Supporting
Malaysia's
Net Zero aspiration

* Based on total secured Group clean capacity

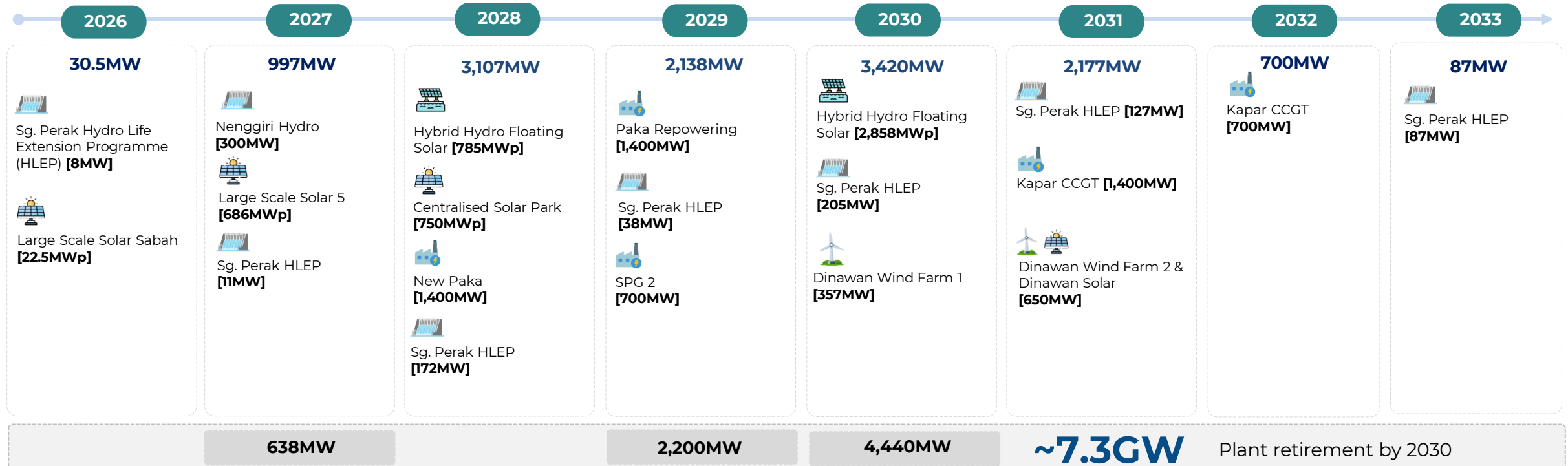
Strong generation pipeline strengthens energy security, advances the energy transition and supports sustainable long-term growth

EXECUTING A STRONG AND DIVERSIFIED GENERATION PORTFOLIO



~12.7GW

Projects under construction
and in pipeline



Legend:  Ground Mounted Solar  Floating Solar  Hydropower  Wind  CCGT

- Notes:
- Domestic solar capacity is quoted in MWp
 - The completion timeline and capacity of new clean generation plants are subject to change as project development progresses
 - Data as of June 2026

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