TENAGA NASIONAL BERHAD

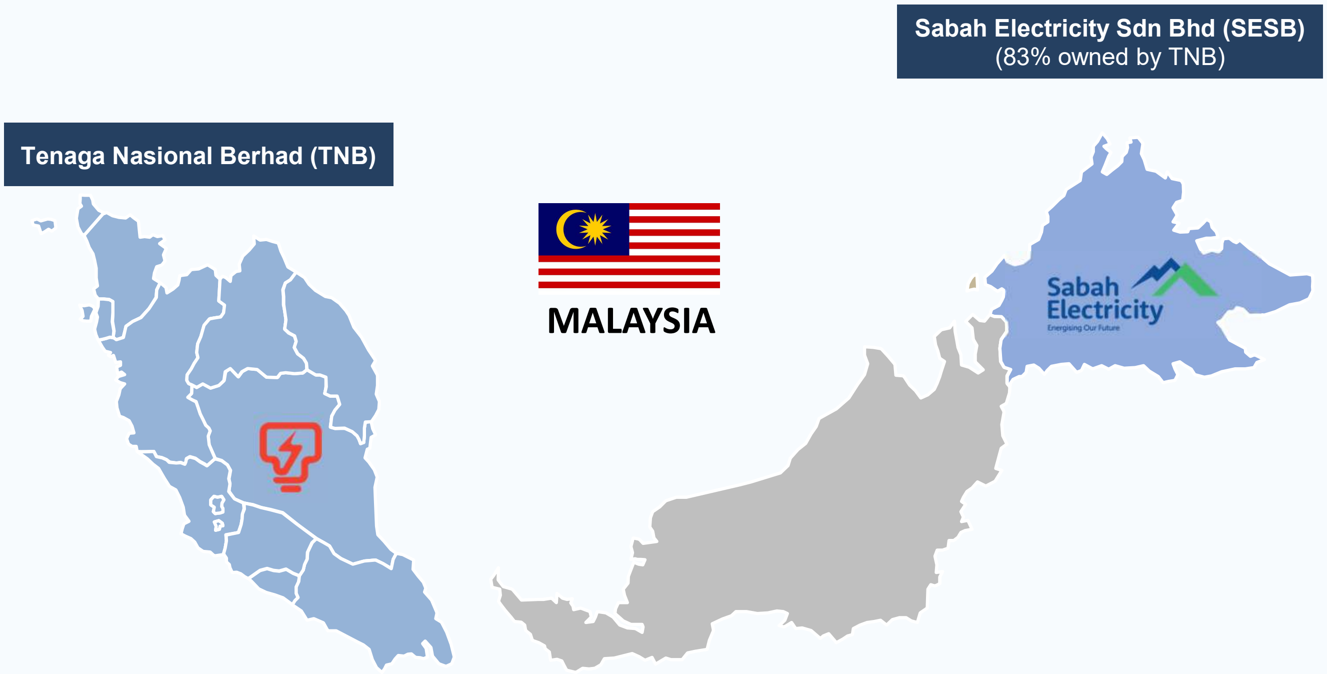
PRESENTATION TO INVESTOR

March 2026

TNB Bukit Selambau, Kedah

Investor Relations, Group Finance Divisions

TNB is the largest electricity utility company in Malaysia and at the forefront of the country's energy transition



Our Presence in Peninsular Malaysia

Holds 48.8% of Domestic Generation Capacity

Our grid network and retail business* are governed by the Incentive Based Regulation (IBR) framework

Transmission length: 29,519 km
Substations: 543
System Minutes: 0.0019 minutes

Distribution Network: 738,028 km
Substations: 99,374
SAIDI: 47.88 minutes

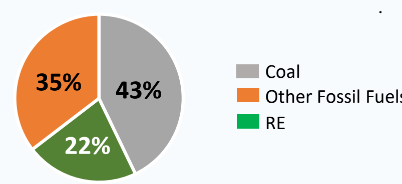
Retail customers: 10.4 mil
Customer Satisfaction Index (CSI): 87%

*Data as of December 2024

Group Portfolio

Total TNB Gross Capacity: 21,044MW (December 2025)

- Domestic: 17,673MW
- International: 3,371MW



Notes:
1. RE inclusive of large hydro and small RE
2. Data is based on gross installed capacity
3. Solar capacity based on MWp

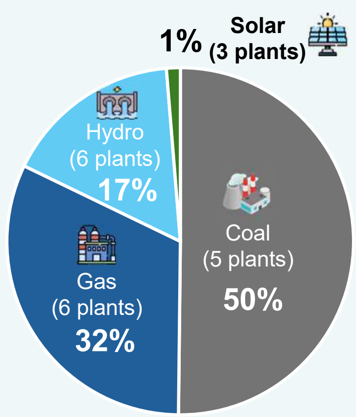
Main Subsidiaries

TNB GENCO, Sabah Electricity, TNB Engineering Corporation, TNB REMACO, GSPARX, allo!, Malaysia Transformer, TSG, tci, TNB Research

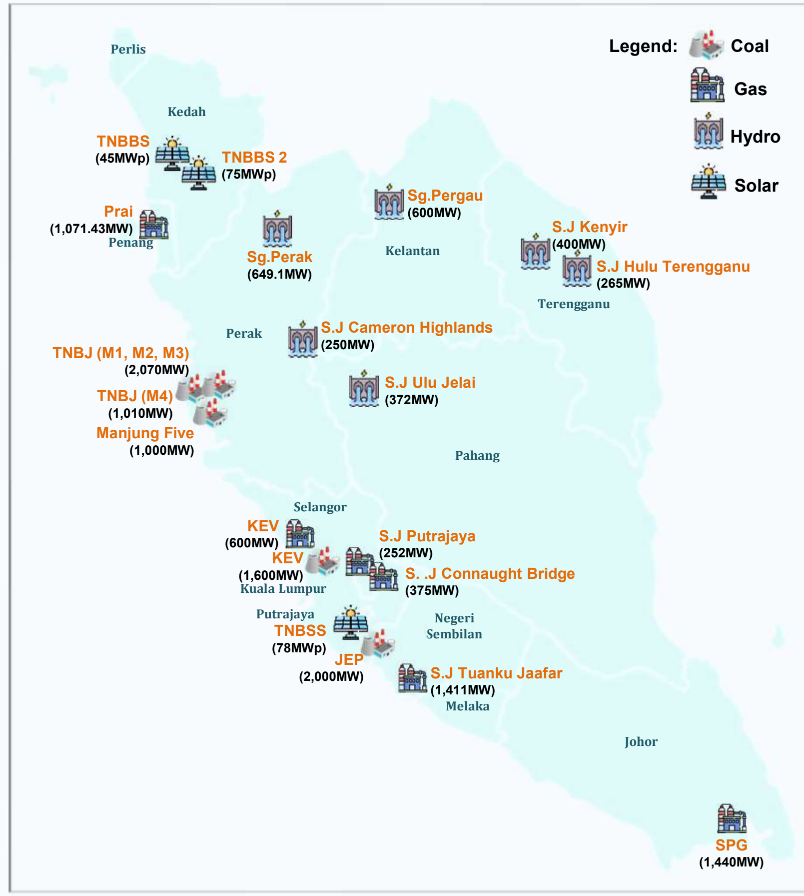
TNB's generation footprint in Peninsular Malaysia — anchoring 55% of market share

Generation Portfolio

TNB holds **55%** (15,312MW)
of Peninsular gross installed capacity
(28,040MW*)



** Solar capacity is quoted in MWp*



Note: Data as of December 2025 excluding small RE and minority stake

TENAGA NASIONAL
Better. Brighter.

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 Onshore & Offshore wind, Solar and Hydro

Solar **863.0MW**
Onshore Wind **242.8MW**
Offshore Wind **41.5MW**
Hydro **137.8MW**

United Kingdom · Ireland

VANTAGE RE

Equity stake: 100%
806.4MW Capacity

- 123.9MW in onshore wind
- 275.8MW in solar
- 365.0MW in solar *(55% equity)*
- 41.5MW in offshore wind *(49% equity)*


Blyth Offshore Windfarm


Bunkers Hill

Australia

SPARK RENEWABLES

Equity stake: 100%

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


Bomen Solar Farm

Turkiye

GAMA ENERJİ A.Ş.

Equity stake: 30%

- **256.7MW** in hydro and wind

Services

REMACO
A subsidiary of TNB Power Generation

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)
   - Saudi Arabia
     - Shuaibah Power and Desalination Plant (O&M)
2. **Technical Advisory**
   - Cambodia
     - Electricité du Cambodge (EDC) Heavy Fuel Oil Plant of **400MW**

Note: Data as of December 2025

COMPOSITION OF BOD

NON-INDEPENDENT NON-EXECUTIVE CHAIRMAN
TAN SRI ABDUL RAZAK BIN ABDUL MAJID

EXECUTIVE DIRECTOR / PRESIDENT / CEO
DATUK Ir. Ts. SHAMSUL BIN AHMAD

Senior Independent Non-Executive Director

ONG AI LIN

Expertise: Audit & Finance

Independent Non-Executive Directors

DATO' MERINA BINTI ABU TAHIR

Expertise: Accounting

GOPALA KRISHNAN K.SUNDARAM

Expertise: Law

JUNIWATI RAHMAT HUSSIN

Expertise: Corporate Planning and Human Resource

ALAN HAMZAH BIN SENDUT

Expertise: Accounting

DATO' ZULKIFLI BIN IBRAHIM

Expertise: Engineering

Non-Independent Non-Executive Directors

DATUK RAMZI BIN MANSOR

Ministry of Finance (MOF)

ROHAYA BINTI MOHAMMAD YUSOF

Employees Provident Fund (EPF)

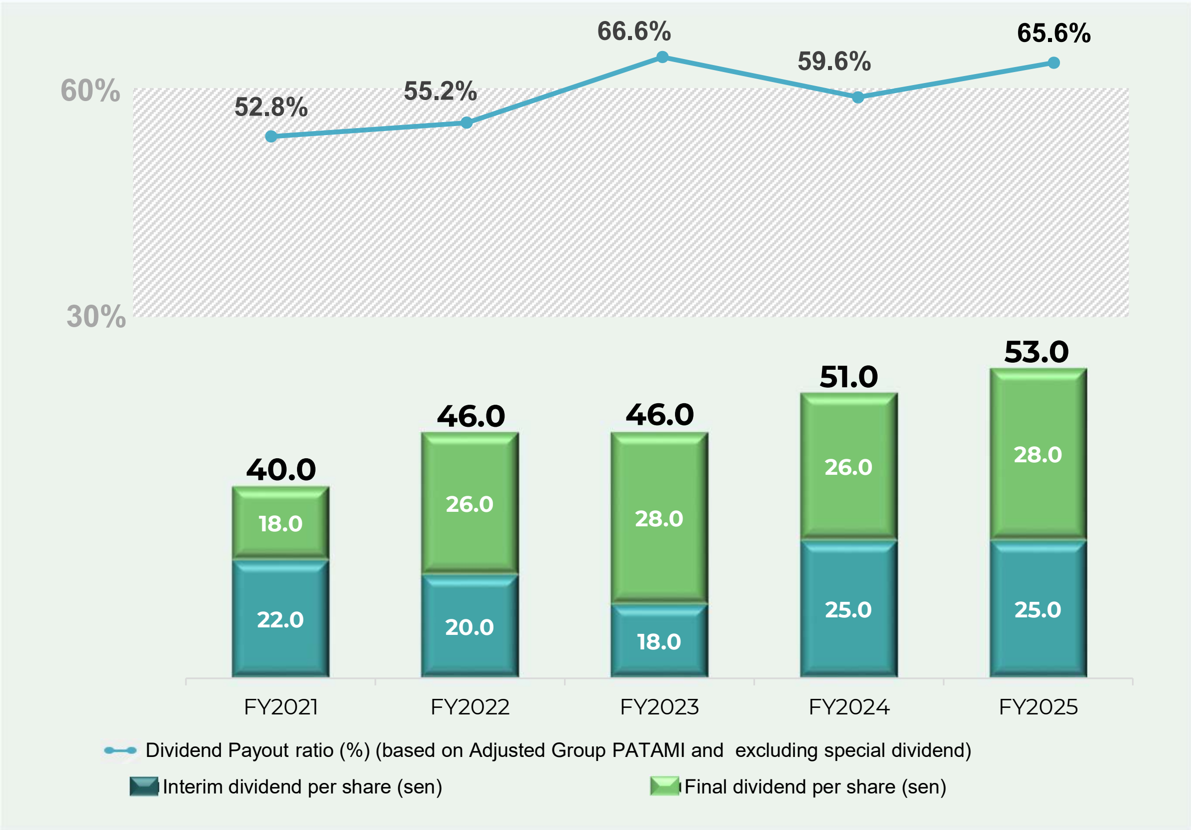
MUZZAM BIN MOHAMAD

Permodalan Nasional Berhad (PNB)

We continue to deliver stable dividend payouts, reflecting our commitment to rewarding shareholders and maintaining prudent capital management

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)



Group earnings supported by;

i. Improved generation performance
ii. World-class network performance

Equivalent Plant Availability Factor, EAF (Generation) %

FY2025
87.8%
FY2024: 81.2%
2025 Target: 83.2%
2026 Target: 84.3%

Improved overall performance by power plants

System Minutes (Transmission) Minutes

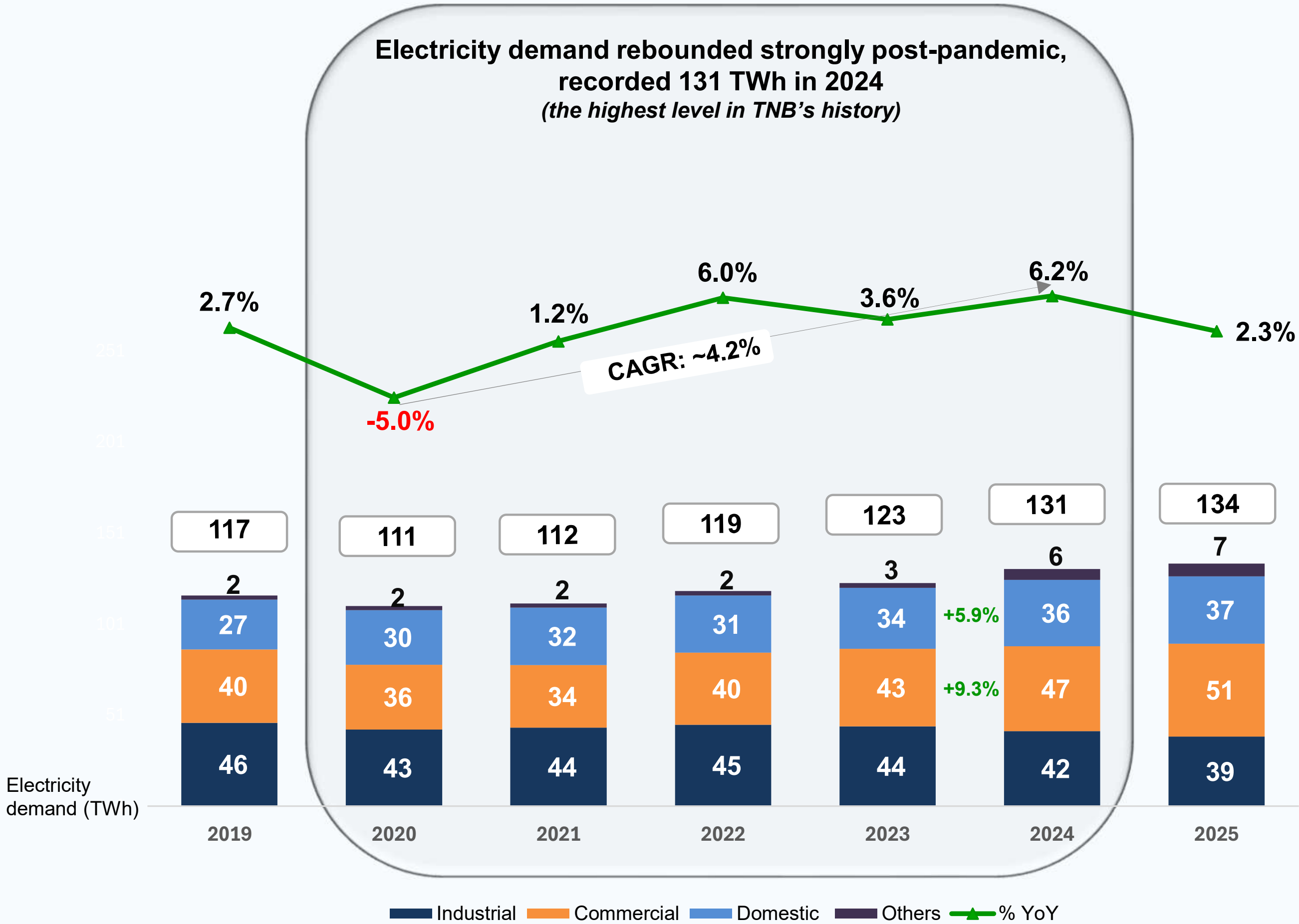
FY2025
0.15
FY2024: 0.002
2025 Internal Threshold: 1.5
2026 Internal Threshold: 1.5

SAIDI (Distribution Network) Minutes

FY2025
46.93
FY2024: 47.88
2025 Internal Threshold: 48.0
2026 Internal Threshold: 47.0

World class network performance safeguarded our regulated business earnings

Peninsular Malaysia's electricity demand continued to strengthen, driven by resilient and growing economy



2025 – 2027 Outlook

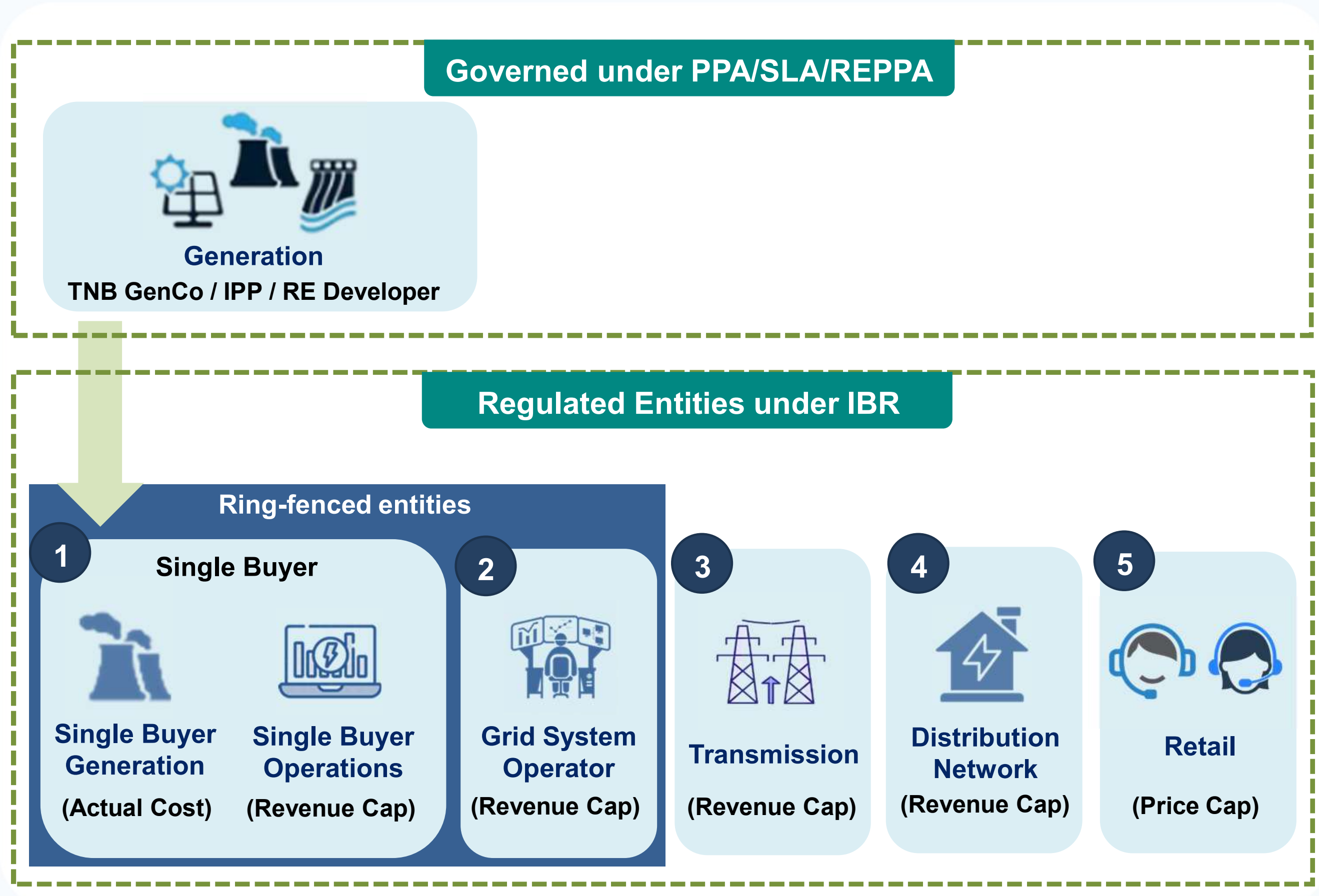
Demand forecast

4.9%
Average annual growth

2025: 134,560 GWh @ 4.5%
2026: 141,873 GWh @ 5.4%
2027: 148,660 GWh @ 4.8%

TENAGA NASIONAL Better. Brighter.

Our regulated business is governed by the Incentive-Based Regulation (IBR) framework which provides stable returns to the Group while ensuring a more efficient energy sector



The IBR mechanism provides:

- Clear and transparent regulatory framework
- Consistent and stable returns
- Shield against uncontrollable swings
- Incentives for operational efficiencies

- Regulated business made up more than 80% of the overall Group revenue.
- **Revenue cap:** Allowed annual revenue based on approved demand growth. Any excess/shortfall is adjusted through revenue adjustment mechanism.
- **Price cap:** Any excess/shortfall of revenue made due to higher/lower average selling price compared to base tariff is adjusted through revenue adjustment mechanism.

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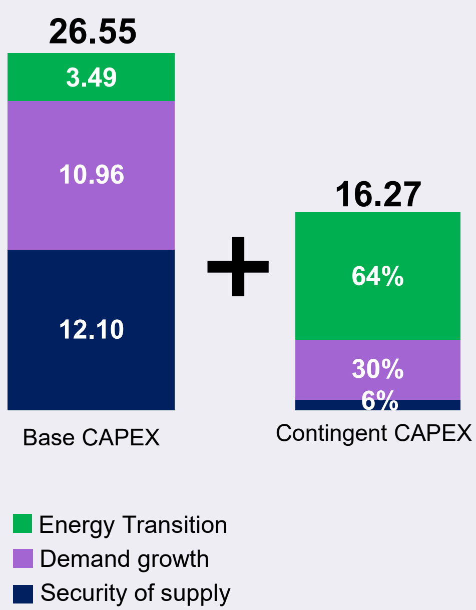
We have successfully secured our returns at 7.3% and sufficient expenditure allowance for the next 3 years

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
Coal price (USD/MT)	79	97
FOREX (RM/USD)	4.123	4.307
Gas price (RM/mmBTU)	T1: RM26 - RM30 (800mmscfd) T2: RM33	T1: RM24 - RM35 (800mmscfd) T2: RM46
OPEX (RM bil)	17.9	20.8
BASE CAPEX (RM bil)	20.6	26.6 *(with RM16.3 bil Contingent CAPEX)*
WACC	7.3%	7.3%

RP4 Allowed CAPEX (RM bil)



Contingent CAPEX

- Investments required to:
  - a) **Maintain security of supply**;
  - b) **Meet potential demand growth** in supporting economic priorities (e.g. data centres and industries); and
  - c) **Facilitate Energy Transition (ET):** Upgrading infrastructures to support RE, NETR and interconnection projects.
- The list of projects has been **pre-approved by the Energy Commission (EC) and will be implemented once triggers occur.** For example:
  - a) Accelerated ET– Accelerating smart projects related to distribution automation (DA), smart meters (AMI), and investments in EV infrastructure; and
  - b) Demand growth – New ESA with data centres and robust system for EV charging.
- Revenue recognised in the same year expenditure is incurred (effective FY2025), similar to base CAPEX.
- Entitled for the same regulatory return at 7.3%.

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AFA Mechanism enhances RP4 certainty through timely fuel cost recovery

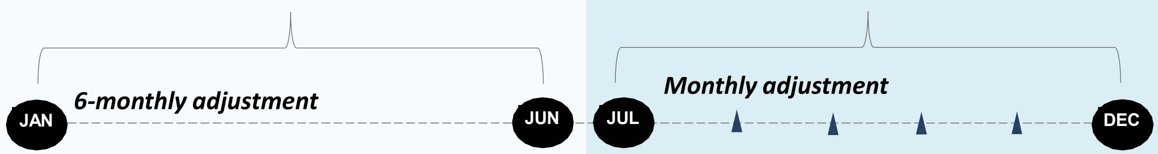
Fuel Cost Recovery (2015 – 2027)

Historical

RP1 – RP4
(Jan 2015 – June 2025)

Current

RP4
(effective July 2025 – Dec 2027)



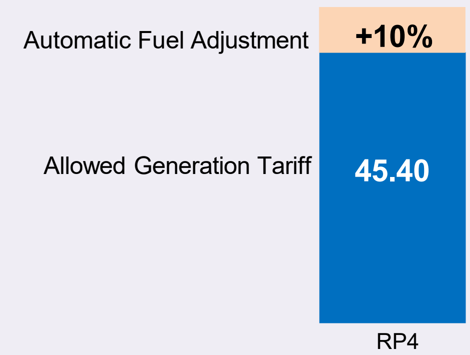
Imbalance Cost Pass -Through (ICPT)

Automatic Fuel Adjustment (AFA)

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

Automatic Fuel Adjustment (AFA)

Base tariff + AFA, sen/kWh



- ✓ **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**

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

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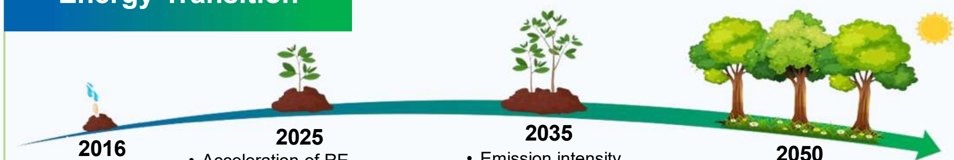
TNB's long-term strategic priorities are anchored on its aspiration to achieve Net Zero emissions by 2050

Energy Transition



2016
Our ET journey started here

2025
- Acceleration of RE investments towards 2050
- 5% annual reduction through carbon emission intensity

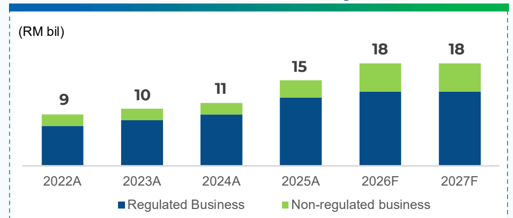
2035
- Emission intensity **reduction of 35%**
- Reduction of **coal capacity by 50%**

2050
Aspire to achieve Net Zero & Coal-Free by 2050

National Energy Transition Roadmap (NETR) aims to achieve:

70%
RE capacity target by 2050

Investment Outlook up to 2027



Deliver Clean Generation

Accelerate Generation Decarbonisation

- **Decarbonise thermal fleet** through optimisation and fuel transition while maintaining 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

Develop Energy Transition Network

Greater System Complexity

Need for:
- **Flexibility**
- **Digitalisation**
- **Advanced system planning**

Evolved to Decentralised Model powered by DER[1]
to **coordinate the system** and **safeguard reliability**

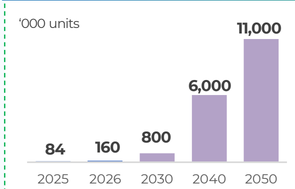
[1] DER: Distributed Energy Resources

Opportunities

Grid flexibility solutions	• to enable 70% RE penetration by 2050
Higher energy storage	• to strengthen system stability • 5x100MW of grid connected battery
Regional interconnection	• Expand from 9 to 18 planned links under APAEC[2] 2026-2030 • 17-25GW power grid potential

Dynamic Energy Solutions

BEV Adoption



Electrified transport boosting energy demand

Empower Omnisumers

- Digital Solutions
- Billing solutions
- Platform solutions
- Energy efficiency solutions
- Electric Mobility solutions
- Solar rooftop
- Energy storage solutions
- Green energy attributes

[2] APAEC: ASEAN Plan of Action for Energy Cooperation

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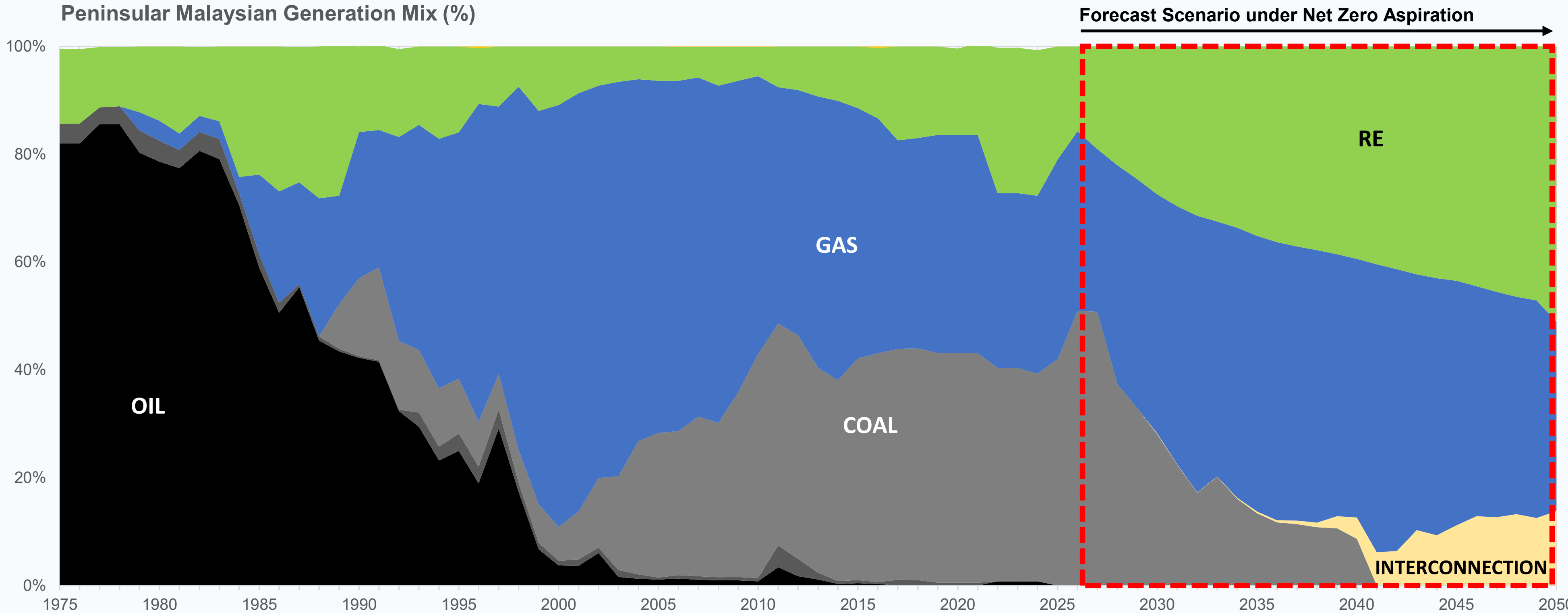
The nation's current generation mix reflects the diversification required for security of supply, and will continue to shift as we take a responsible approach towards energy transition



- Historically, Malaysia's generation mix was dominated by the use of oil as we transitioned into gas and then coal
- **Moving forward, RE will grow significantly as costs rapidly decline**

Note: RE includes solar, hydro, biomass, biogas and waste to energy (WTE)

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TNB's fast-track sustainability agenda will bring major shifts across the value chain, ensuring business growth while meeting our ESG commitment

Deliver Clean Generation

GenCo aims to capture ~RM40 bil revenue from domestic market by 2050

Fast track decarbonisation

1. Coal plants early retirement
2. Repowering plants with cleaner fuel and green tech
3. Strategic technology partnership

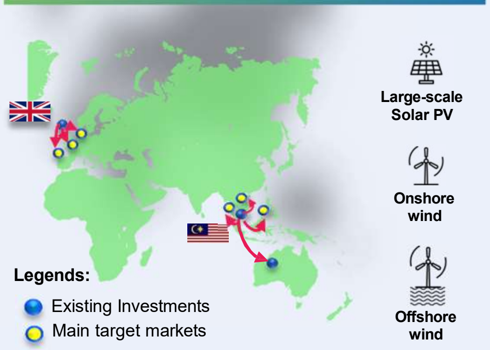
Explore opportunities in ASEAN

Hydro
Gas

~800 MW
Target share of capacity by 2050

- Increase enterprise value and sustainability position of GenCo
- Possibility of an IPO of GenCo

NED aims ~USD7 bil Equity investment by 2050



FOCUS MARKETS

EXISTING

MY Driven by: TNB Renewables
UK Ireland Driven by: Vantage RE
AU Driven by: Spark Renewables

EXPLORING

SEA
TH PH VN

14.3GW by 2050
(Average portfolio return of 7% – 9%)

Develop Energy Transition Network

Regulated asset base (RAB) to grow to ~RM100 bil by 2050

- Renewable Energy (VRE) and Distributed Energy Resources (DER)
- Propelling growth of transportation and industrial customers electrification
- Reducing carbon footprint and preserving the forestry & natural environment

Regional Interconnection

To strengthen security of supply and open investment opportunities

Potential Earnings by 2050: ~RM7 bil

Dynamic Energy Solutions

We will invest RM90 mil to support BEV ecosystem with the following key strategic moves:

1. Build charging infrastructure
2. Reskill & upskill workforce
3. Lead by example through TNB Fleet electrification
4. Sponsor EV-related studies
5. Foster coalition among EV sector players

2030 EV Market Potential

80,000 charging points
4,432 k tons CO_2 emission reduction
800,000 BEV on the road
RM 1,258 mil annual electricity revenue
2.318 TWh annual electricity sales

Driving changes in customer behaviour

myTNB app
- Targeting **>8.5 million subscribers**

Time of Use (TOU) scheme
- Targeting an **additional 150k–200k** new customer applications

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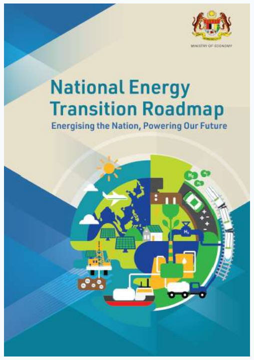
The National Energy Transition Roadmap (NETR) aims to shift Malaysia from a traditional fossil fuel-based economy to a high-value green economy

Responsible Transition (RT) Pathway 2050 to shift Malaysia's energy systems from fossil fuel-based to greener and low-carbon systems



Aligned with the national aspirations and commitments to sustainable development

- The **Twelfth Malaysia Plan 2021-2025** which outlines aspirations for the nation to achieve net zero emissions by 2050.
- The **National Energy Policy (DTN)** launched in September 2022 with aspirations to become a low carbon nation in 2040.

Review of RE policies

1. To increase the country's installed RE capacity from **40% in 2035** to **70% by 2050**;
2. To introduce the concept of a **self-contained system according to the "willing buyer, willing seller" principle** to the RE development framework;
3. To increase **the installation of solar systems on government buildings;** and
4. To allow **cross-border RE trade** through the establishment of an electricity exchange system, complementing the ASEAN power grid initiative.

NETR Part 1
(6 energy transition levers)

Optimise
- Energy efficiency

Shift to Renewables
- Renewable energy
- Bioenergy
- Hydrogen
- Green mobility

Abate
- Carbon capture utilisation and storage (CCUS)

NETR Part 2
(Focus on biomass, waste-to-energy usage, CCS and hydrogen integration)

1. Establish the National Energy Council
2. Set up the National Energy Transition Facility (NETF) with a seed fund of RM2 billion
3. Establish and launch a RE exchange in 2024

Note: The NETR was announced in two parts: Part 1 in July 2023 and Part 2 in August 2023

We remain resolute in delivering our RE target capacity of 14.3GW by 2050

RE portfolio

4.6GW as at December 2025

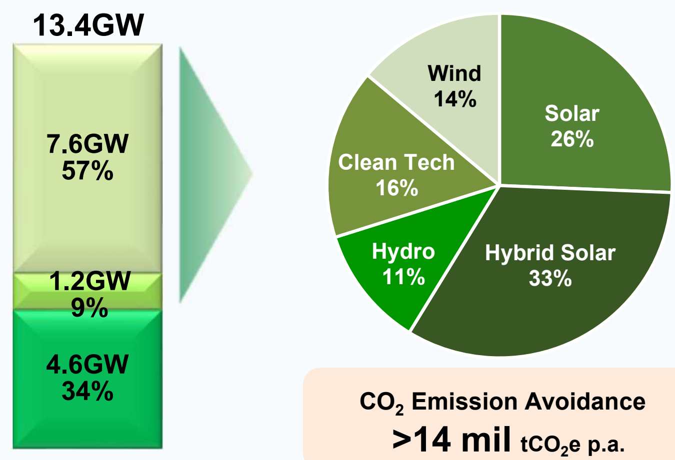
HYDRO	2,700MW 59%
SOLAR	1,600MWp 35%
WIND	284MW 6.2%
BIOMASS	12.5MW 0.3%
BIOGAS	4.8MW 0.1%

Notes:
1. Solar gross capacity is quoted in MWp
2. Numbers manually computed will not match due to decimal variance

Champion for 3 flagship catalyst projects

- Establishment of Large-Scale Solar Parks over 5 sites, each with 100MW capacity,
- Development of Hybrid Hydro-Floating Solar (HHFS) at existing dams with a capacity of 2,500MW, and
- Co-firing of Hydrogen and Ammonia at our power plants.

13.4GW Group Secured RE Capacity
(as at December 2025)



CO_2 Emission Avoidance
>14 mil tCO_2e p.a.

In operation Under construction In pipeline

Note: Exclude SESB

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This presentation and discussion may contain forward looking statements by Tenaga Nasional Berhad related to financial trends for future periods. Some of the statements contained in this presentation or arising from this discussion which are not of historical facts are statements of future expectations with respect to financial conditions, results of operations and businesses, and related plans and objectives. Such forward looking statements are based on Tenaga Nasional Berhad's current views and assumptions including, but not limited to, prevailing economic and market conditions and currently available information. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or achievements to differ materially from those in the forward-looking statements. Such statements are not and, should not be construed, as a representation as to future performance or achievements of Tenaga Nasional Berhad. It should be noted that the actual performance or achievements of Tenaga Nasional Berhad may vary significantly from such statements.

Thank you

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