



TNB RISK MANAGEMENT POLICY

We are committed towards effective risk management through the implementation of the TNB Risk Management Framework for the achievement of our objectives.

All TNB employees are accountable and responsible to manage risk, which is the effect of uncertainty on objectives, by:

- assessing risk and opportunity in alignment to objectives;
- anticipating and responding to potential risk resulting from changes in internal and external context;
- integrating risk management in all activities and decision-making;
- communicating risk information through a clear and robust monitoring and reporting structure; and,
- continually improving the suitability, adequacy and effectiveness of risk management.

We believe holistic assessment and effective management of our risk will result in informed decision-making to create and protect our value.

"BETTER WORLD. BRIGHTER LIVES."

Datuk Ir. Ts. Shamsul Bin Ahmad
President/Chief Executive Officer
Tenaga Nasional Berhad

31 July 2026