

INVESTOR PRESENTATION

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BUSINESS STRATEGY & DIRECTION

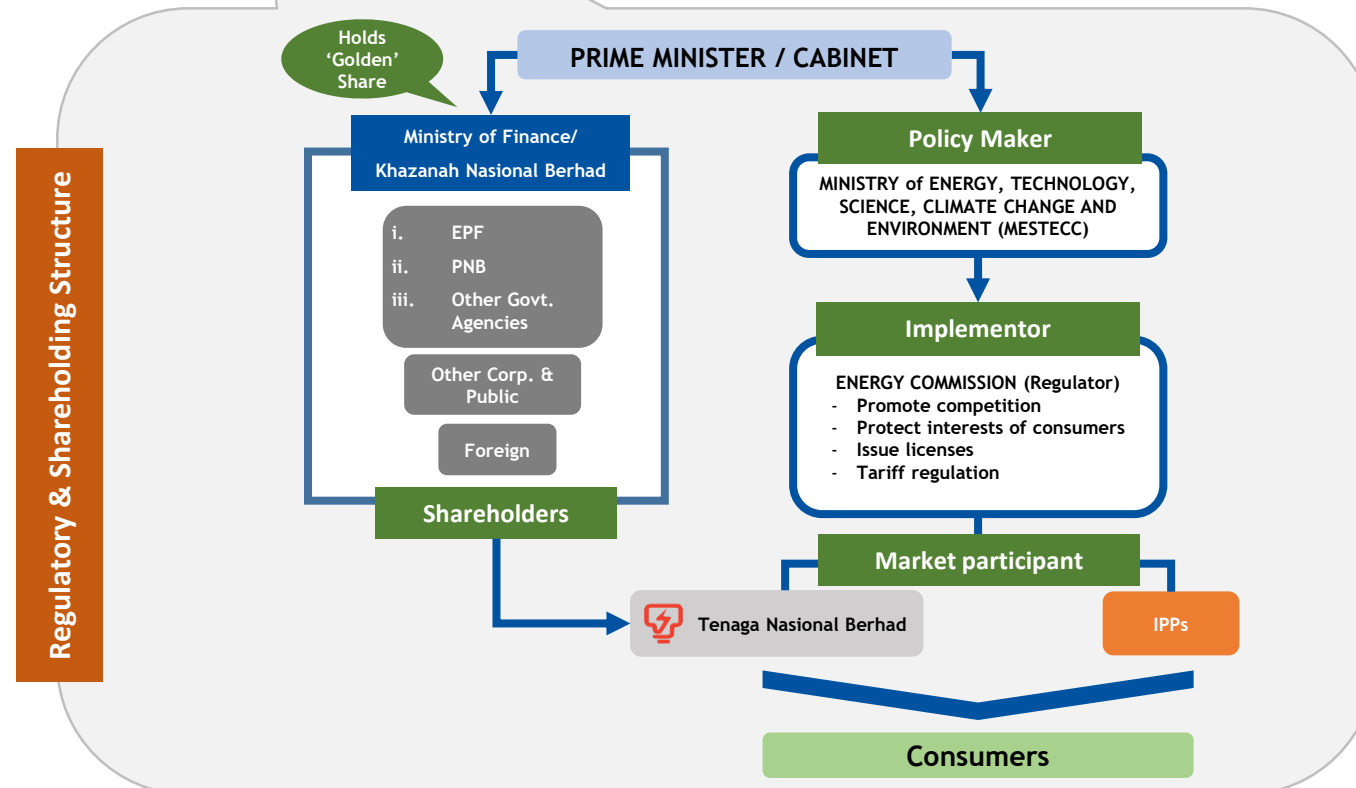
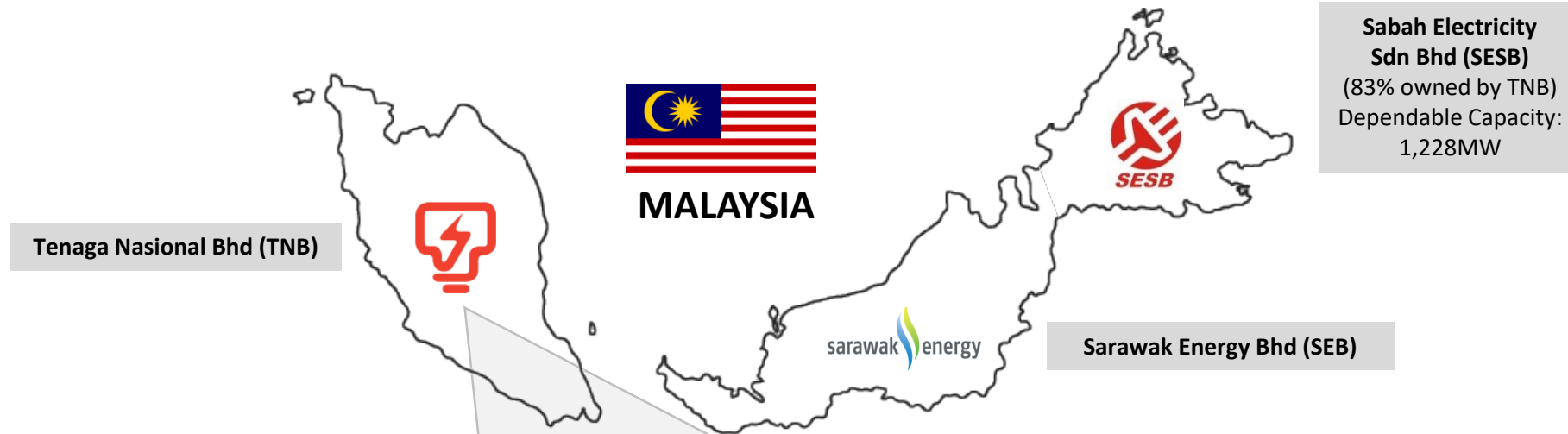
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FINANCIAL & TECHNICAL HIGHLIGHTS

INTRODUCTION TO TENAGA



INTRODUCTION TO TENAGA

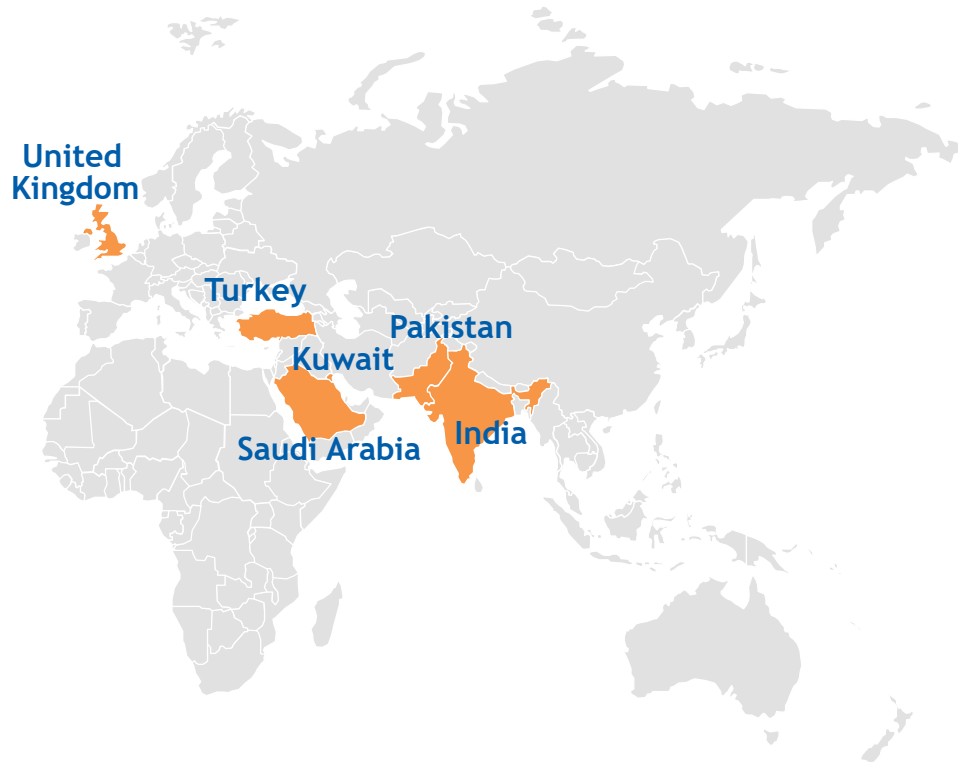
| Core Business | Generation | Grid/Transmission | Distribution Network & Customer Service |
|---------------|---|--|---|
| | Non-Regulated Business | Regulated Business | |
| | <p>Generation Mix:</p> <ul style="list-style-type: none"> Oil & Distillate  0.1% Solar  0.4% Hydro  3.0% Gas & LNG  41.9% Coal  54.6% <p>Installed Capacity: 23,881MW TNB: 12,873MW @ 53.9% IPP: 11,008MW @ 46.1%</p> <p>Generation Market Share: 51.7%</p> <p>Equivalent Availability Factor (EAF): 91.9%</p> <p><small>Note: TNB installed capacity & Market Share a) Based on gross capacity b) Excludes Tembat (15MW)</small></p> | <p>Transmission Network Length: 23,082KM</p> <p>Transmission Substations: 443</p> <p>Transmission System Minutes: 0.19 mins</p> | <p>Distribution Network Length: 660,038KM</p> <p>Distribution Substations: 81,327</p> <p>SAIDI: 12.8 mins</p> <p>Customer Satisfaction Index (CSI): 8.1</p> |

Source: TNB Data / Info as at 1QFY19 (March 2019)

| Non-Core Business | Subsidiaries | | |
|-------------------|--|--|--|
| | Non-Regulated Business | | |
| | <p>Operation & Maintenance (O&M)</p> <ul style="list-style-type: none"> TNB Repair & Maintenance Sdn. Bhd. (REMACO) <p>Manufacturing</p> <ul style="list-style-type: none"> Tenaga Switchgear Sdn. Bhd. Malaysia Transformer Manufacturing Sdn Bhd. Tenaga Cables Industries Sdn. Bhd. | <p>Renewables & Energy Efficiency Services</p> <ul style="list-style-type: none"> TNB Renewables Sdn. Bhd. GSPARX Sdn. Bhd. TNB Energy Services Sdn. Bhd. TNB Engineering Corporation Sdn. Bhd. | <p>Education & Research</p> <ul style="list-style-type: none"> TNB Integrated Learning Solution Sdn. Bhd. (ILSAS) TNB Research University Tenaga Nasional (UNITEN) |

INTRODUCTION TO TENAGA

Expanding Global Footprint To Achieve Aspiration – TNB is currently present in more than 5 countries



**TNB'S FOCUS ON INTERNATIONAL
EXPANSION
AND INVESTMENT IN THERMAL &
RENEWABLE ENERGY**



United Kingdom

- 50% equity ownership in Vortex Solar Investments S.à.r.l
- 80% equity ownership in Operational Onshore Wind Portfolio in UK



Turkey

- 30% equity ownership in GAMA Enerji A.Ş.



Saudi Arabia

- 20% equity ownership in a Malaysian Shoaiba Consortium Sdn Bhd
- REMACO O&M Services for Shuaibah IWPP



Kuwait

- REMACO O&M for 225MW Sabiya Power Generation & Water Distillation Plant
- REMACO O&M for Shuaiba North Co-Gen 780MW Power; 204,000 m3/day water
- REMACO O&M for 210MW Doha West Power Generation & Water Distillation Plant



Pakistan

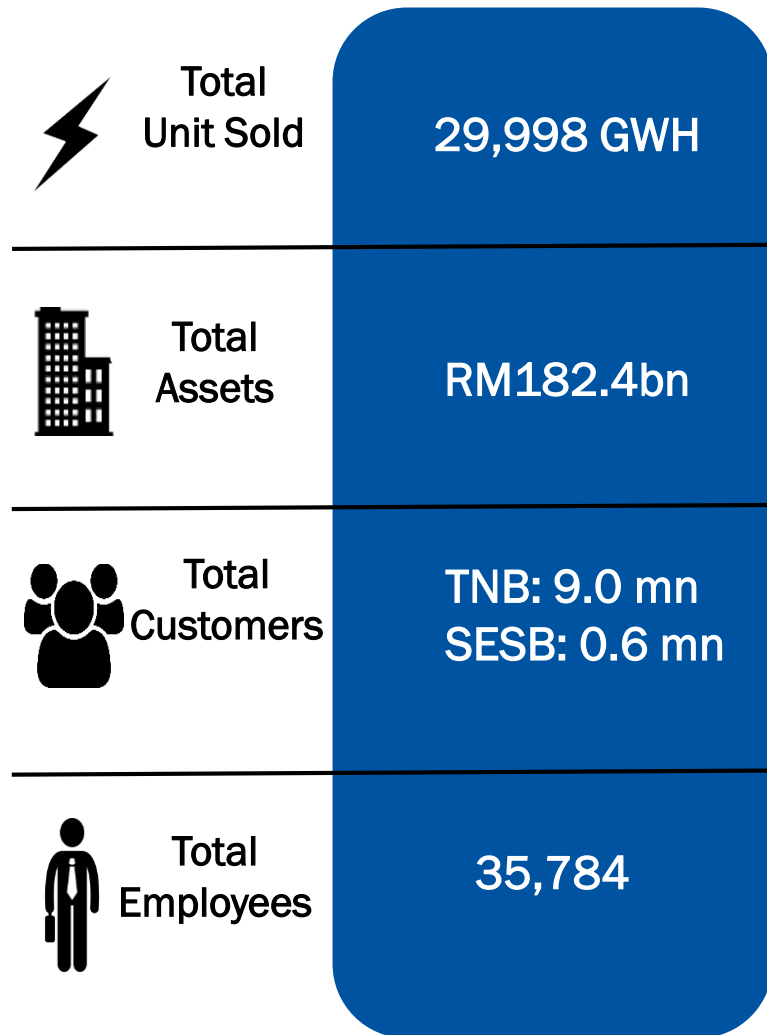
- Liberty Power Ltd 235MW
- REMACO O&M Services - Bong Hydro Plant
- REMACO O&M Services - Balloki Power Plant



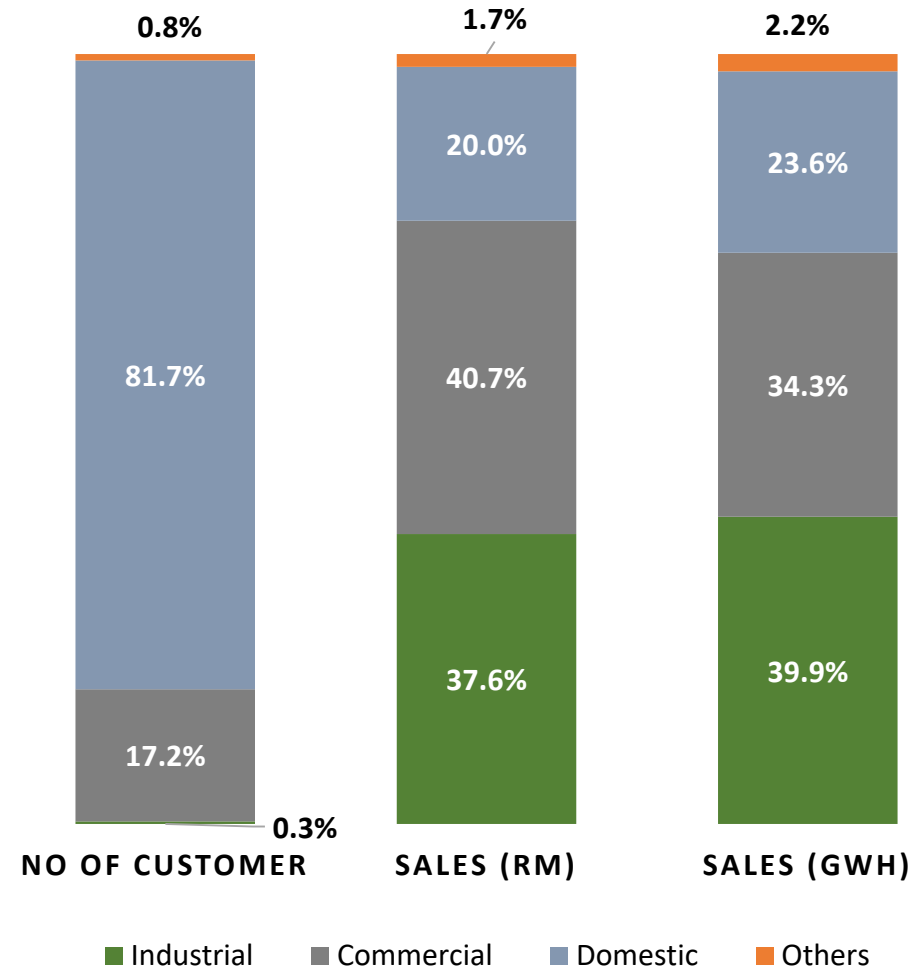
India

- 30% equity ownership in GMR Energy Ltd
- Convertible debenture in Bajoli Holi

INTRODUCTION TO TENAGA



TNB Sectoral Sales Analysis*



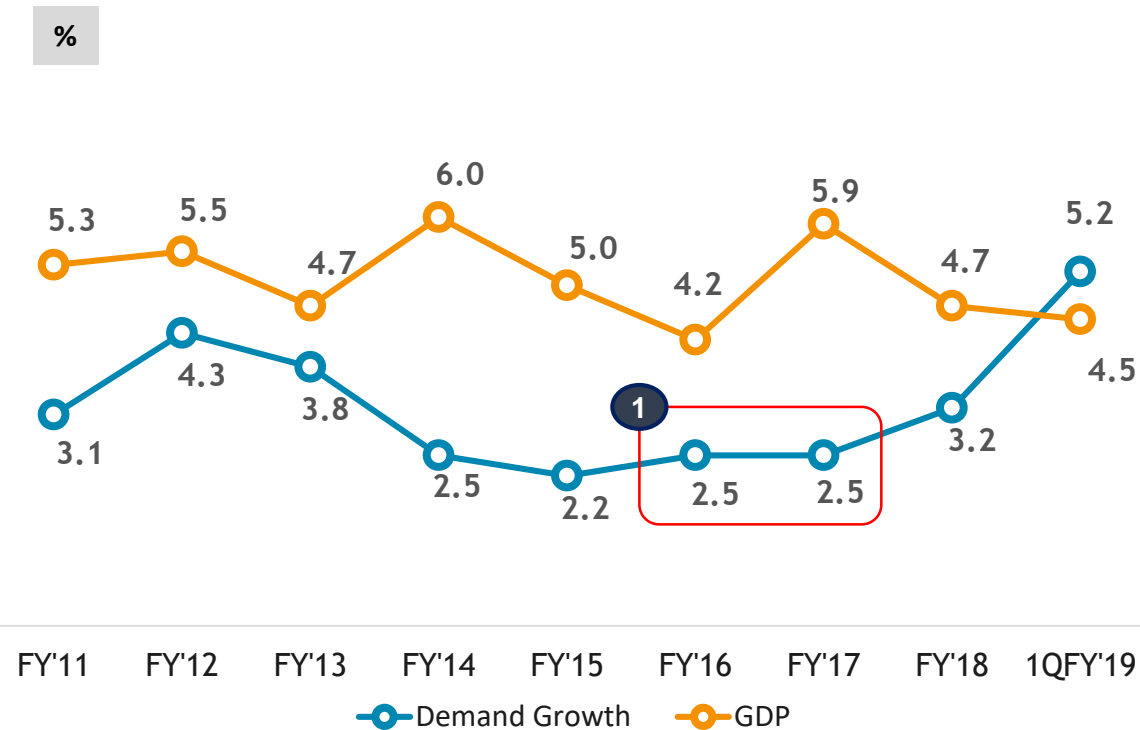
Note: Data / Info as at 1QFY19 (March 2019)

* TNB exclude SESB

INTRODUCTION TO TENAGA

Higher Demand Growth Supported by New Peak Demand in 1QFY'19

GDP & Demand Growth by Financial Year

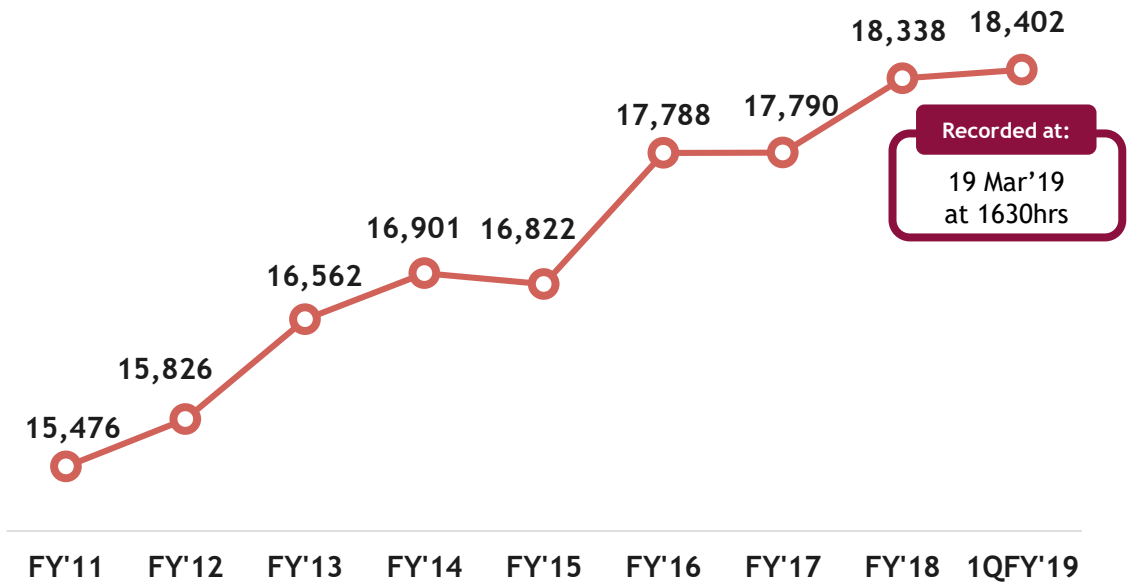


1

Average demand growth for FY2016 & FY2017. This is to eliminate the one-off El-Nino phenomenon during 3QFY'16

Yearly Peak Demand

MW

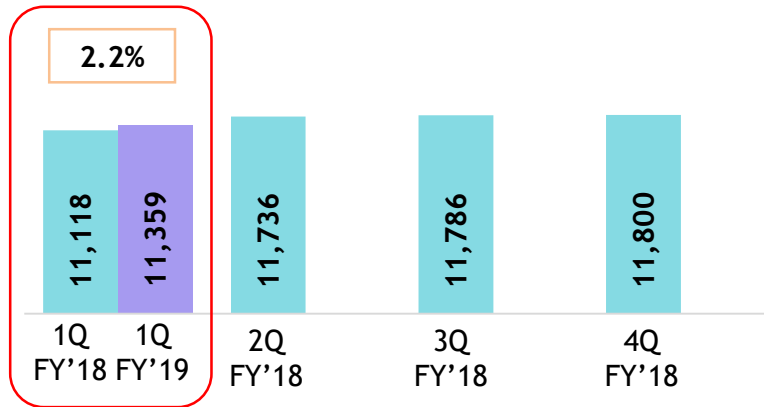


INTRODUCTION TO TENAGA

Positive Growth for All Sectors (GWh)

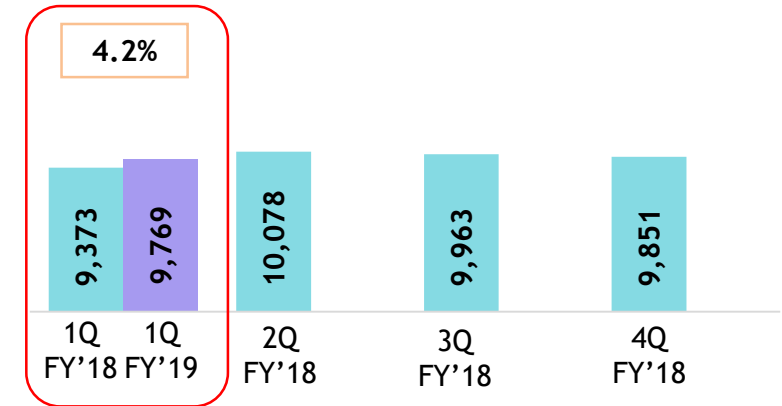
Industrial

Main contributors : Iron & steel and chemical products.

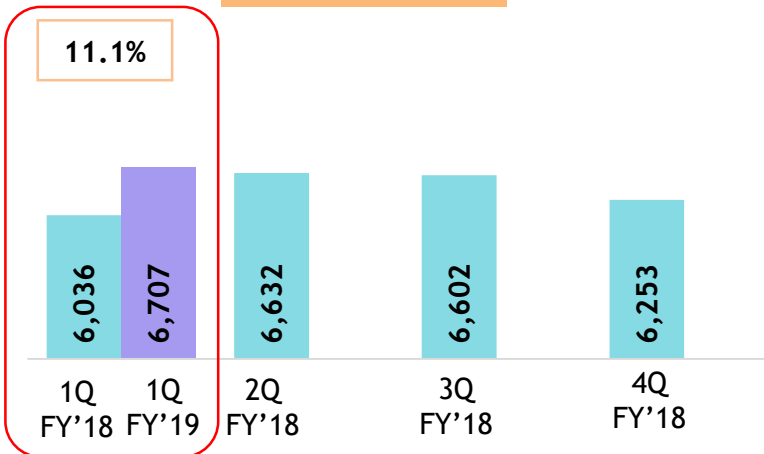


Commercial

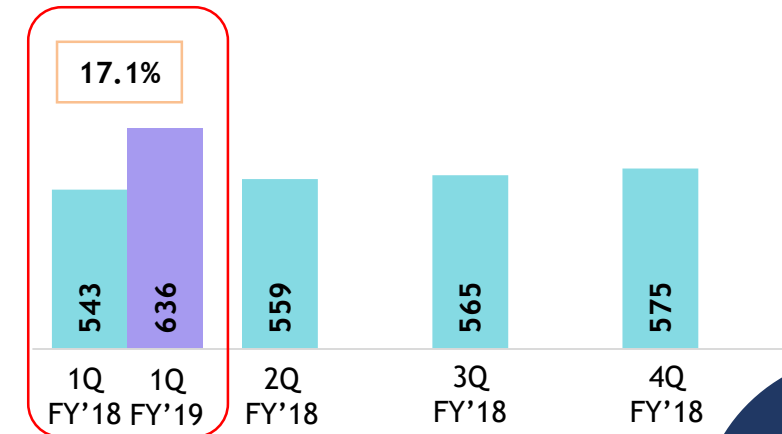
Main contributors : Business services and transportation services.



Domestic



Others



Q-o-Q (Calendar Year Comparison)
Sectoral Demand Growth

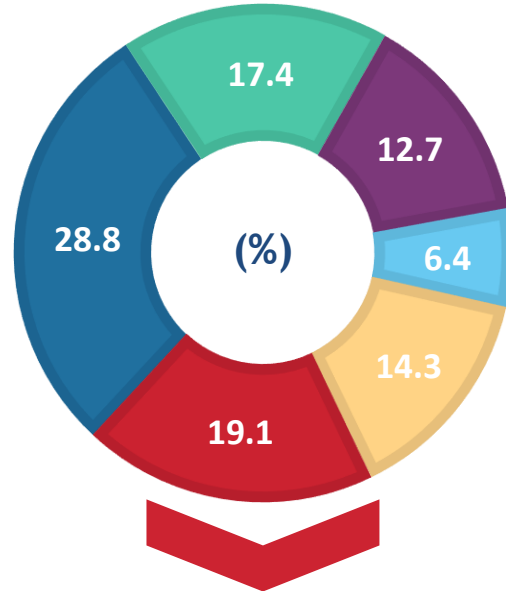
■ / ■ Unit Sales in 2018 / 2019
■ Growth in 2019

INTRODUCTION TO TENAGA

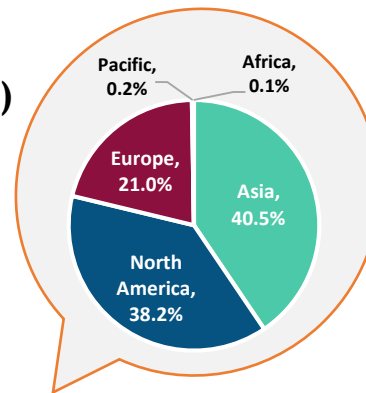
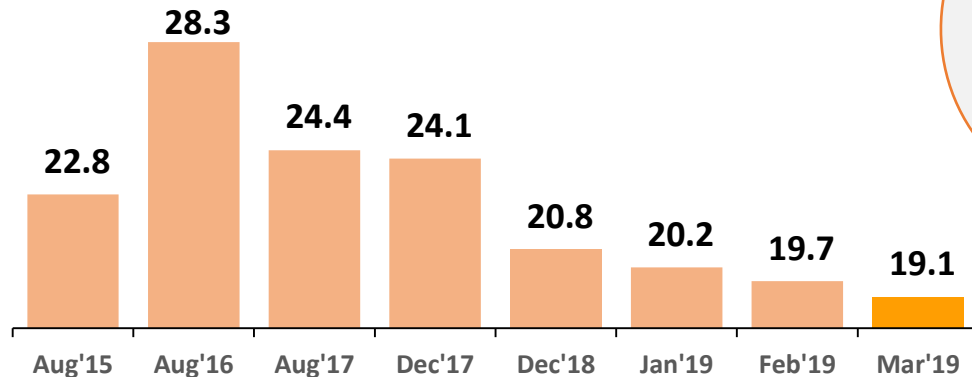
TNB Shareholding

Shareholding as at Mar'19

- Khazanah Nasional Berhad
- Permodalan Nasional Berhad
- Employees Provident Fund Board
- Other Government Agencies
- Other Local Corp. & Malaysian Public
- Foreign Shareholdings

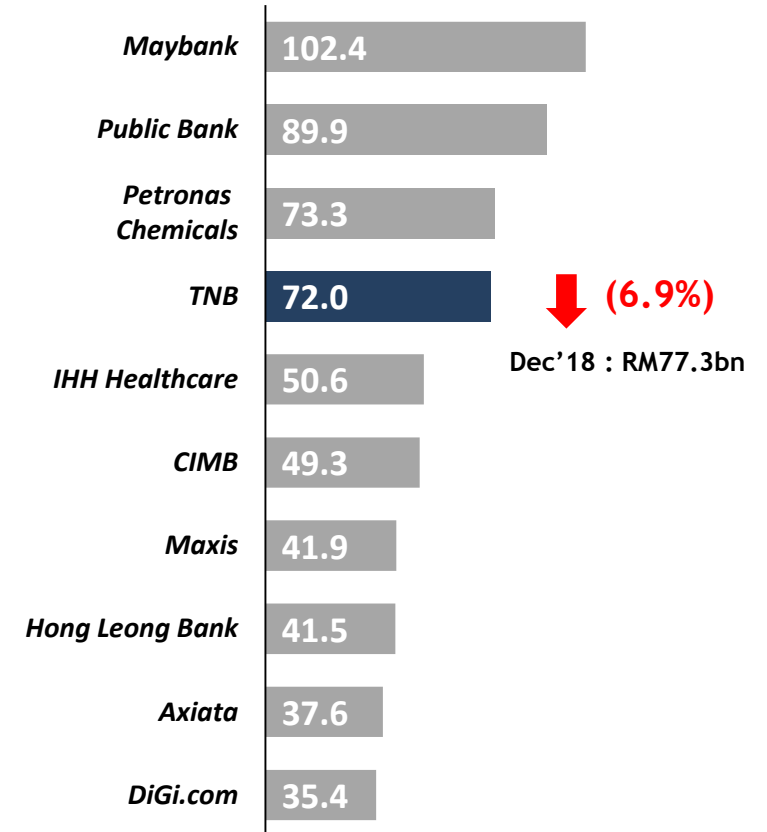


Foreign Shareholdings (%)



Institutional: 19.10%
Individual: 0.02%

Top 10 KLCI Stocks by Market Capitalization as at Mar'19



Note:

TNB Latest Market Cap: RM67.1bn (4th), as at 14th May 2019

INTRODUCTION TO TENAGA

Composition of BOD



CHAIRMAN
TAN SRI LEO MOGGIE



EXECUTIVE DIRECTOR / CEO
AMIR HAMZAH BIN AZIZAN

Independent Non-Executive Directors (Total = 5)



NORAINI BINTI CHE DAN

Expertise: Audit & Finance



GEE SIEW YOONG

Expertise: Audit & Finance



ONG AI LIN

Expertise: Audit & Finance



GOPALA KRISHNAN A/L K.SUNDARAM

Expertise: Law



JUNIWATI BINTI RAHMAT HUSSIN

Expertise: Project Management, Corporate
Planning and Human Resource

Non-Independent Non-Executive Directors (Total =3)



DATO' ROSLINA BINTI ZAINAL

(Khazanah)



AMRAN HAFIZ BIN AFFIFUDIN

(Khazanah)



DATUK AHMAD BADRI BIN MOHD ZAHIR

(MoF)

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INCENTIVE BASED REGULATION (IBR)

A Mechanisms For Tariff Setting With Incentives To Improve Efficiency & Greater Transparency

Regulatory Environment:

1. Clear and Transparent Regulatory Framework

Clear and transparent regulatory framework governed by the Energy Commission provides investors with confidence in TNB's cash flow visibility

2. Consistent and Clear Returns

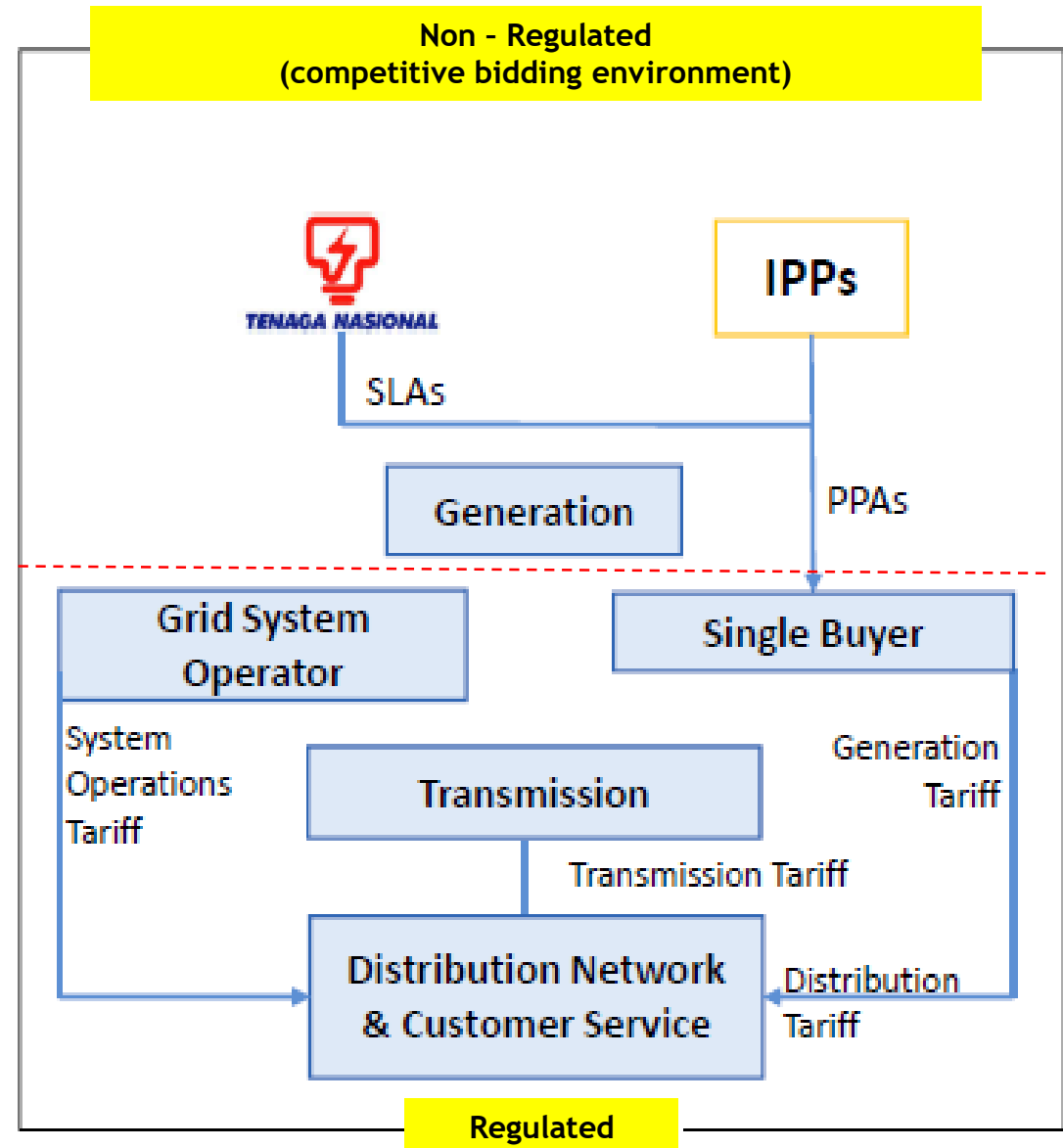
Regulatory WACC of 7.3% provides consistent and clear return to debt and equity holders

3. Shield against Uncontrollable Swings

Imbalance Cost Pass-Through mechanism shields Tenaga against uncontrollable swings in input costs, with a review every 6 months

4. Incentives for Operational Efficiencies

Incentive / Penalty mechanism provides clear incentives for TNB to achieve operational efficiencies



INCENTIVE BASED REGULATION (IBR)

Imbalance Cost Pass-Through (ICPT) Mechanisms Ensures TNB Remain Neutral

Base Tariff under IBR framework comprises of:

- a) Opex, Depreciation of Regulated Assets & Tax Expenses of Business Entities
 - transmission, grid system operation, Single Buyer operation, distribution network and customer services
- b) Power purchase cost charged by generators to the Single Buyer
(based on fuel forecast base price)
- c) Return on regulated assets (rate base) of Business Entities
 - Reviewed every 3 years

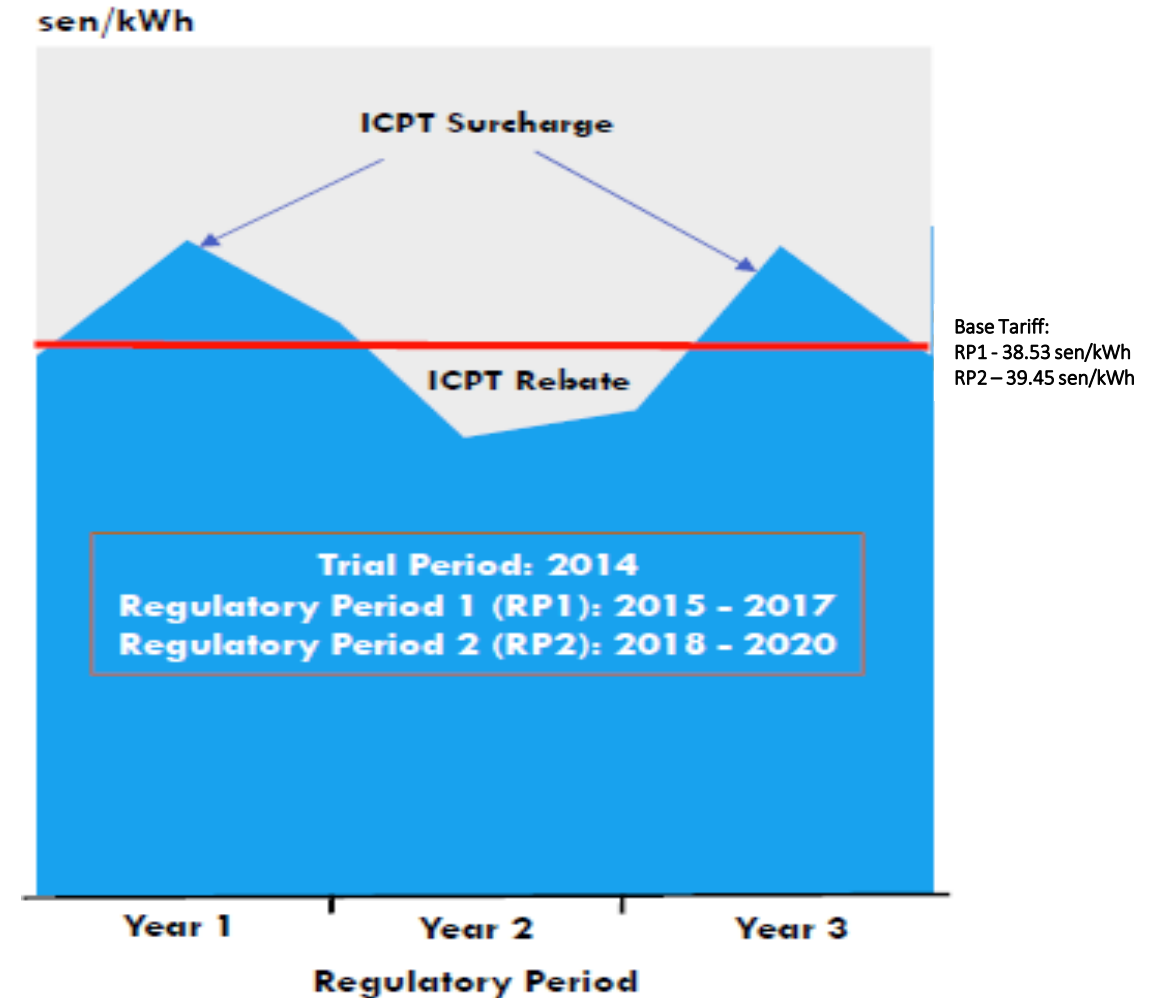
Imbalance Cost Pass-Through (ICPT):

- a) ICPT is 6-monthly pass-through of variations in uncontrollable fuel costs and other generation specific costs (imbalance cost) incurred by utility for the preceding 6-month period
 - Reviewed every 6 months

Principle for ICPT Calculation

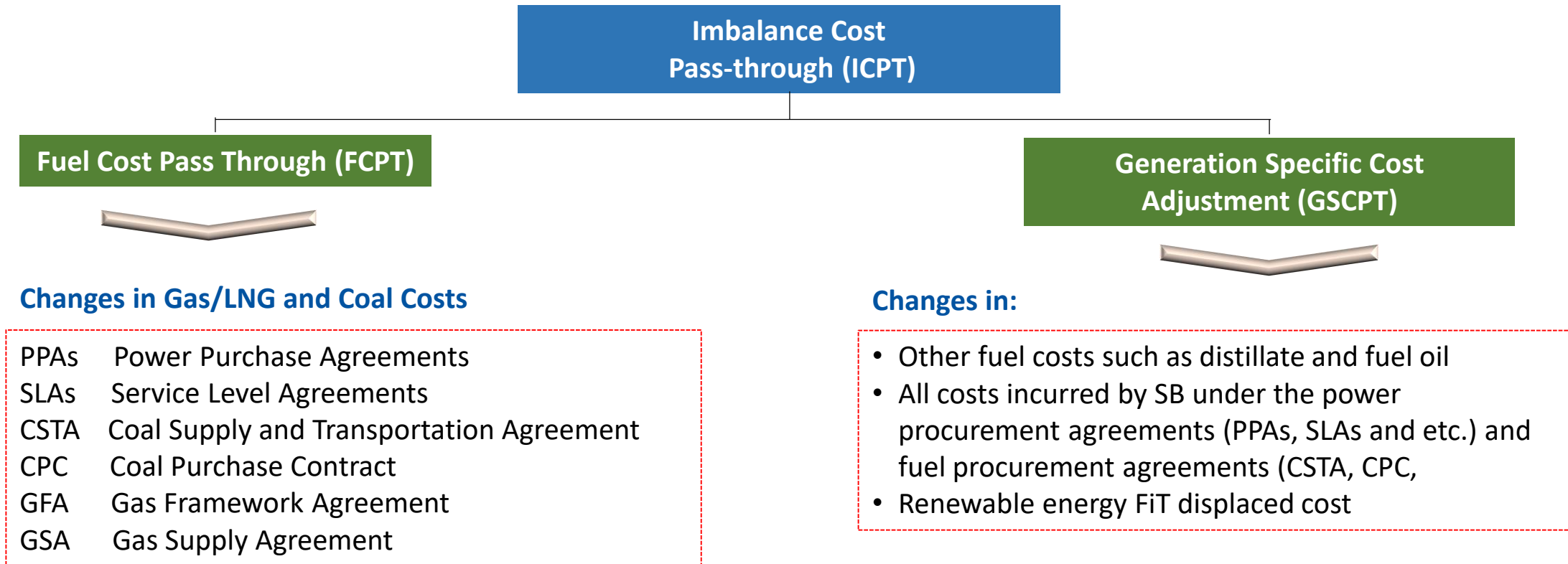
Cost components comprise of

- The ICPT is calculated based on an estimated actual fuel cost and generation specific costs for a particular six (6) months period against the corresponding baseline costs in the Base Tariff.



INCENTIVE BASED REGULATION (IBR)

Imbalance Cost Pass-Through (ICPT) Comprises Two Components



RP2

| ICPT | Announcement | Surcharge | Period |
|--------------|--------------|-------------|--------------|
| Jan – Jun'18 | RM698.19mn | 1.35sen/kWh | Jul – Dec'18 |
| Jul – Dec'18 | RM948.00mn | 2.15sen/kWh | Jan – Jun'19 |

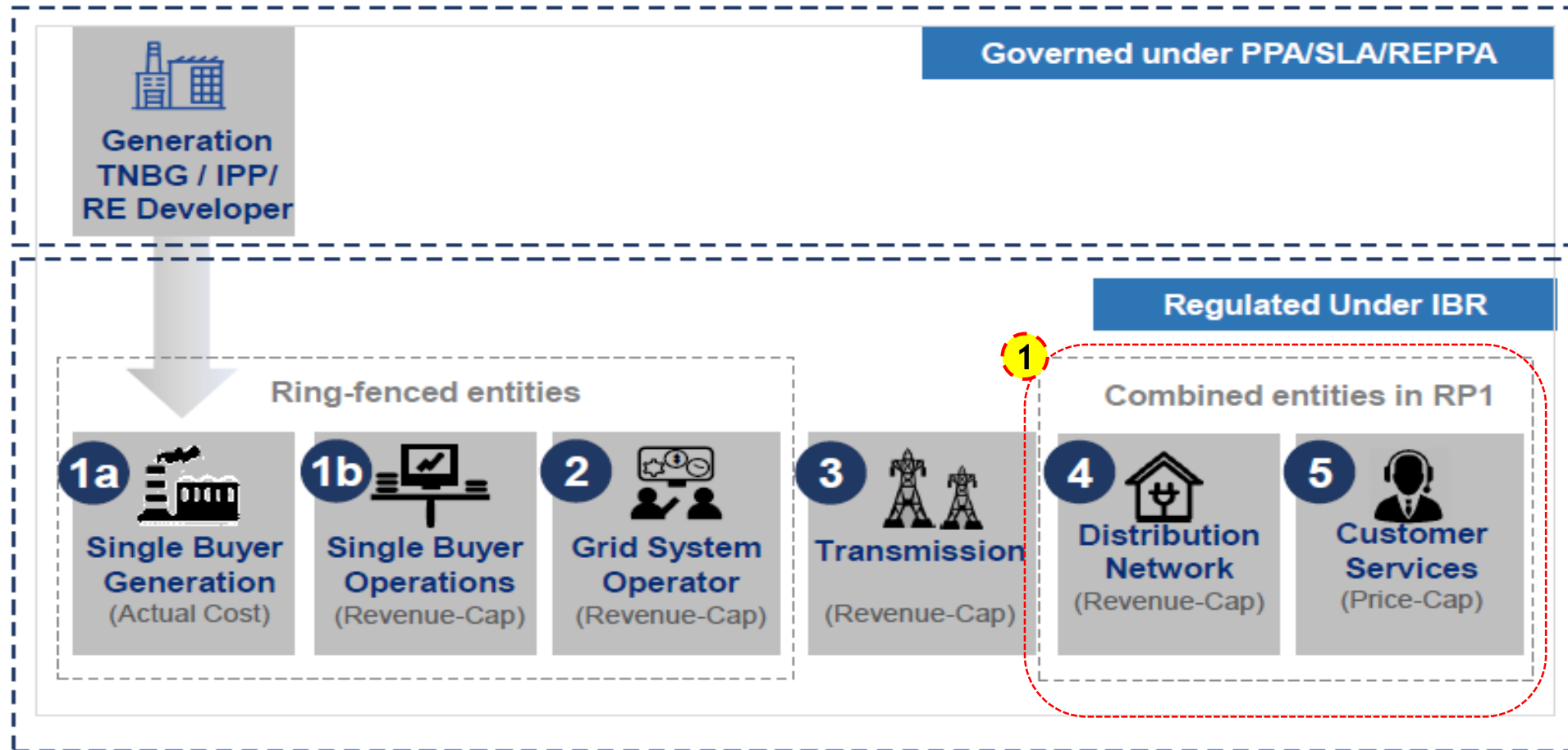
INCENTIVE BASED REGULATION (IBR)

New Features in Electricity Tariff Review for RP2 (2018-2020)

| More efficient and reliable electricity supply | Support Government's initiatives and aspirations | New addition in Key Performance Indicators | Separation of Distribution Networks and Customer Services |
|---|---|--|---|
| <ul style="list-style-type: none">• Efficient and reliable electricity supply at the lowest efficient cost;• Enhancement in safety and reliability with smart grid capabilities. | <ul style="list-style-type: none">• Supporting Government's initiatives in green energy and sustainability for example AMI, Distribution Automation, Group Relamping of streetlight, etc.• Continue the gas price subsidy rationalization by gradual removal of gas price subsidy; | <ul style="list-style-type: none">• New performance indicators on each business entity that are in line with Government's policies;• Enhancement on KPI mechanisms and principles (symmetric and asymmetric). | <ul style="list-style-type: none">• Separation of these business entities will enhance the system reliability and consumer experience;• This will increase the productivity and consumer satisfaction. |

INCENTIVE BASED REGULATION (IBR)

IBR Entities

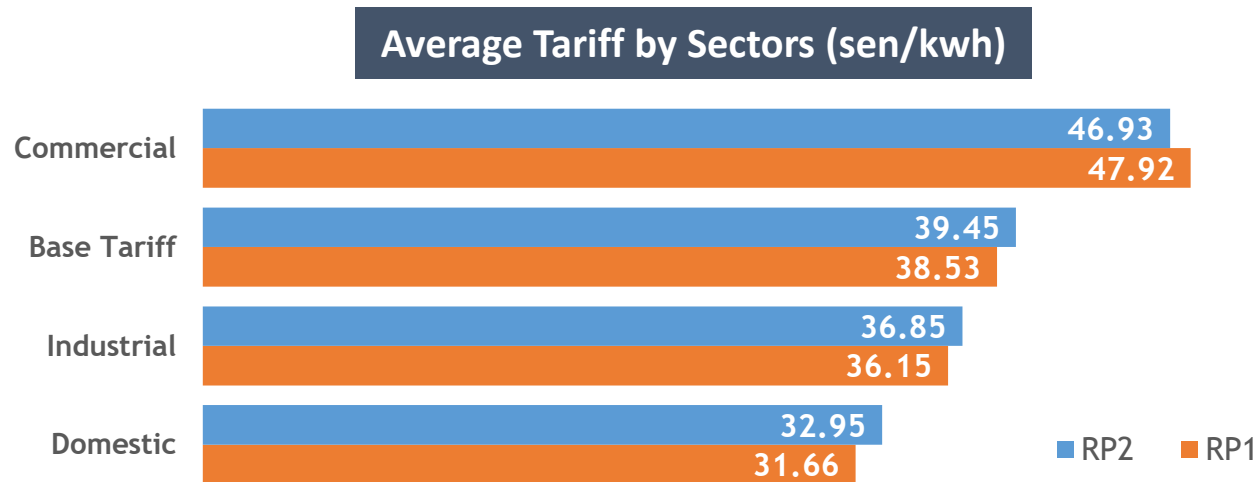
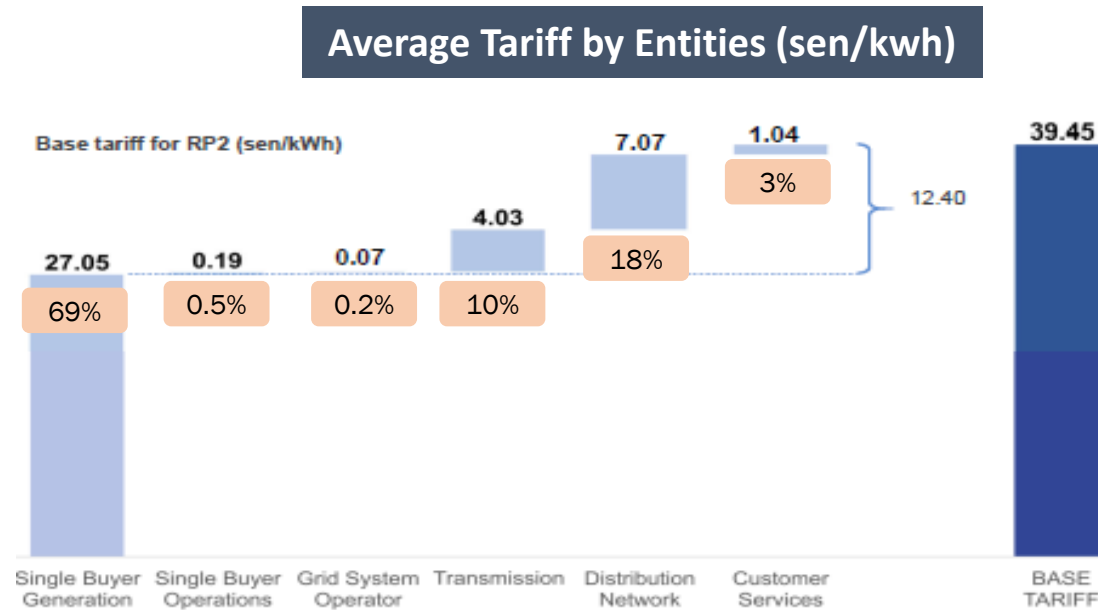


1

In RP1, these 2 entity are grouped as Price -Cap entity

INCENTIVE BASED REGULATION (IBR)

New Base Tariff Under IBR Mechanism RP2



| Entities | | RP1 (sen/kWh) | Variance (sen/kWh) |
|----------------------|------------|------------------|-----------------------|
| Single Buyer | Generation | 26.76 | +0.29 |
| | Operation | 0.19 | - |
| Grid System Operator | | 0.05 | +0.02 |
| Transmission | | 3.66 | +0.37 |
| Distribution | | 7.87 | +0.24 |
| Base Tariff | | 38.53 | +0.92 |

INCENTIVE BASED REGULATION (IBR)

RP2 Parameters

WACC

7.3%

RP1: 7.5%

Avg. Regulated Asset Based (RAB)

RM54.8bn

(Avg. RAB in 2020)

RP1: RM43.6bn

(Closing RAB)

TARIFF

39.45 sen/kwh

RP1: 38.53 sen/kwh

OPEX

RM18.2bn

(Approved OPEX)

RP1: RM16.9bn

(Closing OPEX)

CAPEX

RM18.8bn*

(Approved CAPEX)

RP1: RM15.7bn

(Closing CAPEX)

*** Special
Projects
approved**

1.5 million
smart meters in
homes

367,000
LED streetlights

Fibre Optic
network development
for energy security &
reliability

Fuel Parameters

Coal



USD75/MT

(RM14.47/mmbtu @ RM4.212/USD)

RP1: USD87.5/MT @ RM3.100/USD

LNG



RM35/mmbtu

RP1: RM41.68/mmbtu

Regulated

Gas

@1,000mmscfd



RM24.20/mmbtu (Jan'18 - Jun'18)

RM25.70/mmbtu (Jul'18 - Dec'18)

RM27.20/mmbtu (Jan'19 - Dec'20)

RP1: RM15.20/mmbtu – RM22.70/mmbtu

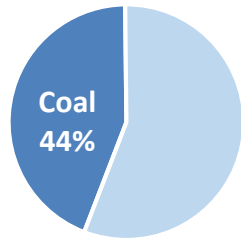
RP2 Forecasted Gas Utilization: 840 mmscfd

INCENTIVE BASED REGULATION (IBR)

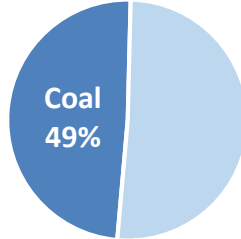
Generation and Customer Mix

Generation Mix RP1 vs RP2

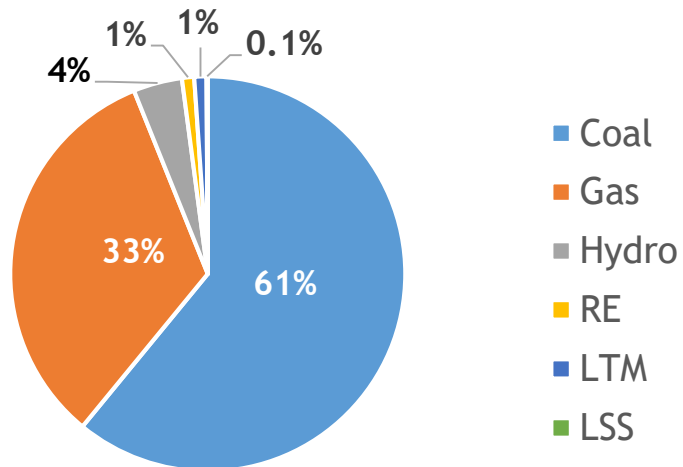
RP1 Base



RP1 Actual



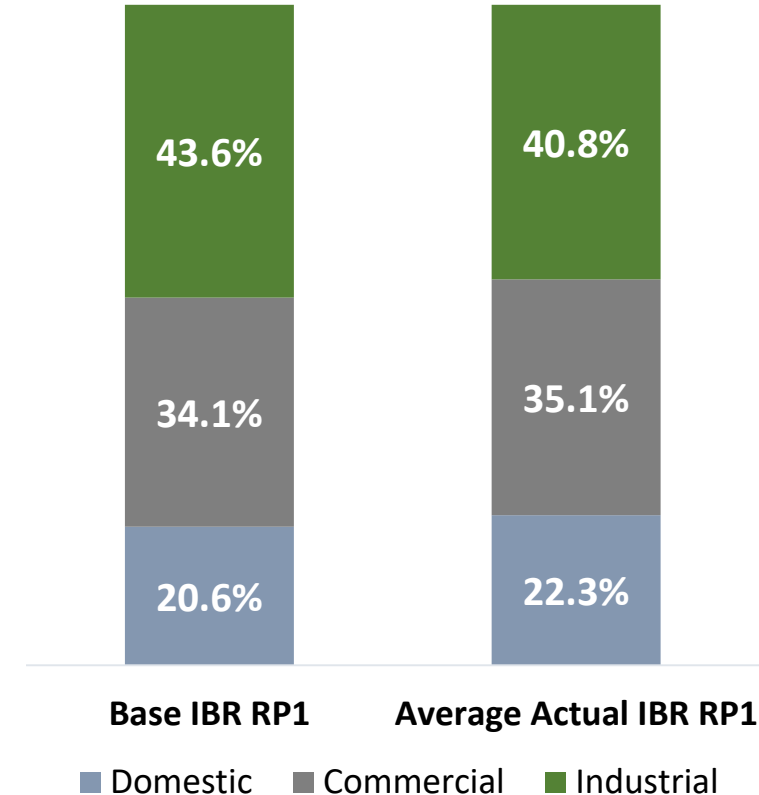
RP2



- Coal
- Gas
- Hydro
- RE
- LTM
- LSS

Made possible by improved coal plants performance and additional commissioning of coal plants.

Changes in Customer Mix (%) in RP1 (2015-2017)



RP2 Forecasted Demand Growth: 1.8 – 2.0%

Note:

LTM – Laos, Thailand & Malaysia Interconnection; **LSS** – Large Scale Solar

INCENTIVE BASED REGULATION (IBR)

The Government has reactivated MyPower to drive MESI Reform 2.0

Objectives of MESI Reform 2.0



To increase industry efficiency through:

- Greater utilisation of market-based competition
- Reduce government intervention & increase transparency
- Cost reflective & time based tariff with targeted subsidies
- Increase cross-border trade



To future-proof industry, structure, regulations and key processes to ensure the introduction of market-based competition, adoption of new technologies, promotion of RE and EE initiatives will add value to consumers & improve energy security.



To empower consumers

by facilitating the growth of prosumers, at the same time incentivising consumers to change their consumption patterns as and when required.

Aspirations from the public for greater participation in MESI - MyPower

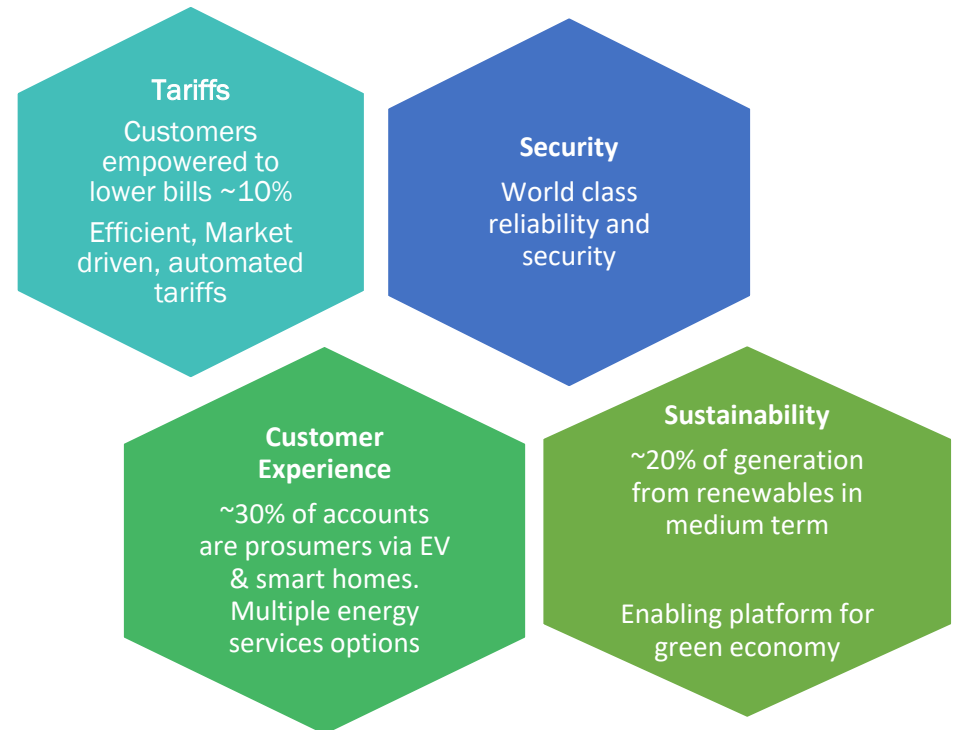


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BUSINESS STRATEGY & DIRECTION

Reimagining TNB To Future Proof Our Business Towards A Sustainable Future

4 STRATEGIC PILLARS



**Future
Generation
Sources**



**Grid of the
Future**



**Winning
the
Customer**



**Future
Proof
Regulations**

Towards Achieving Top 10 Global Utility by 2025

BUSINESS STRATEGY & DIRECTION

International Acquisition - Four International Acquisitions to Support Aspiration



30%

Equity interest of GAMA Enerji A.S.

Assets include a 840MW natural gas-fired plant and 117.5MW wind plants



30%

Equity interest of GMR Energy Limited.

Assets include 2,298MW coal, gas and solar plants.

Vortex Solar UK

50%

Equity interest of Vortex Solar Investments S.a.r.l.

Assets include 24 operational solar PV Farm across England and Wales with net installed capacity of about 365MW

Tenaga Wind Ventures

80%

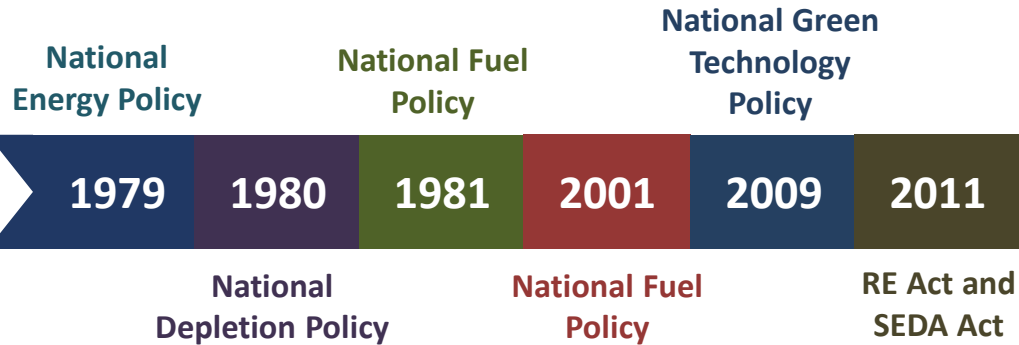
Equity interest of GVO Wind Limited & Blumerang Capital Limited

Assets include 53 operational onshore medium wind turbines with a total combined capacity of 26.1MW

BUSINESS STRATEGY & DIRECTION

Renewable Generation - Government Green Policy & Initiatives

Evolution on National Energy Policies



- Minimise negative impacts on the environment
- Promote efficient utilisation of energy



- Green Technology as the driver to accelerate the national economy
- Promote Sustainable Development

Government Green Development Plan

8th Malaysia Plan (2001-2005)

- RE as the fifth fuel
- Target: 5% RE in energy mix



9th Malaysia Plan (2006-2010)

- RE Grid-connectivity
- Target:
 - Peninsula 300 MW
 - Sabah 50 MW



10th Malaysia Plan (2011-2015)

- RE installed capacity
- Target: 985 MW of RE by 2015



11th Malaysia Plan (2016-2020)

Reduction up to 45% in GHGs emission intensity of GDP compared to 2005 level

2014 : 26.8%

Formulation of a comprehensive demand side management (DSM) master plan

2017: Completed DSM Preliminary Study

Renewable energy installed capacity of 8,885MW by 2020

2017: 7,260MW*



NEW RE TARGET SET BY MESTECC
20% of Total Installed Capacity
by **2025**

MESTECC = Minister of Energy, Science, Technology, Environment and Climate Change

* The increase in the total installed capacity of RE is based on the adoption of the ASEAN definition of RE by Malaysia in 2016 which takes into account all types of hydro energy in the calculation without limiting their capacities.

BUSINESS STRATEGY & DIRECTION

Green Projects

- **Clean coal plant** – Ultra-Supercritical technology
- **District Cooling System** - Significant cost savings in air-conditioning expenses and environmentally-friendly technology (i.e. KLIA2, IJN, UiTM Seremban 3, BMC Abu Dhabi)
- **Demand Side Management** - Promote efficiency, increase system reliability and reduce peak electricity demand

Biodiversity Management

- **Preserving animal habitat** such as Kelah sanctuary and Lampan Sungai fish breeding
- **TNB Youth Environmental Education & Awareness Programme** focusing on National Elephant Conservation Center at Sungai Dekka, Hulu Terengganu.

TNB Green Energy Policy

TNB Environmental Policy

Commissioned

Renewable Generation

Domestic (75MW)

- TNB Sepang Solar – 50MW
- Biomass (10 MW) JV with Felda @ Felda Jengka, Pahang
- Biogas (3.2 MW) JV with Sime Darby Plantations, @ Layang-layang, Johor and Bagan Datuk, Perak
- Mini Hydro – 10MW
- GSPARX Rooftop Solar – 1.3MW
- Floating solar in Sg Labu WTP in Sepang - 108kWp

International (284MW)

- TNB Vortex Solar, UK - Solar (182.5MW)
- TNB Wind Ventures, UK - Wind (20.9MW)
- GAMA, Turkey - Wind (33.8MW), Hydro (39.4MW)
- GMR, India – Solar (7.8MW)

In the pipeline

Renewable Generation

Domestic

- Bukit Selambau – 30MW
- GSPARX Rooftop Solar – Target 500MW by 2020

International

- GMR Bajoli Holi, India – Hydro (Gross 180MW)

Environment Management

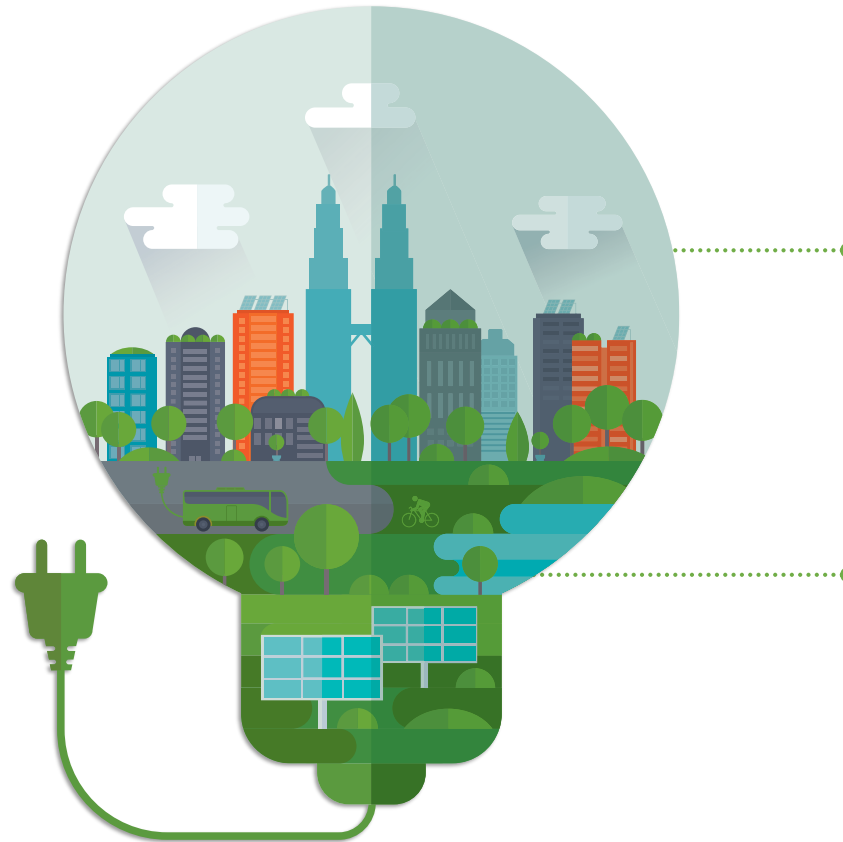
- **Strategic partner with Department of Environment (DOE)** to promote **Guided Self Regulation (GSR) for environmental management** within Malaysia.
- GSR is an initiative to **transform regulation enforcement** and **build a culture of better environmental awareness and management**.

BUSINESS STRATEGY & DIRECTION

Building Renewable Energy Portfolio for Greener Future

**TNB RE Targets by
2025
1,700MW**

As at to date:
International - 280MW
Domestic - 75MW
Total - 355MW



Large Scale Solar (LSS)



TNB Sepang Solar

50 MW

**COD: 19th Nov 2018
(Completed)**



TNB Bukit Selambau

30 MW

COD: 31st Dec 2020

**Physical Progress: 26%
(Planned: 27%)**

Note: PPA Tenure 21 years



BUSINESS STRATEGY & DIRECTION

Conventional Generation Projects



Coal

Jimah East Power

2,000 MW

COD:

U1: 15th June 2019, U2: 15th Dec 2019

Physical Progress: 99%

(Planned: 99%)

Gas

Southern Power Generation

1,440 MW

COD:

1st July 2020

Physical Progress: 80%

(Planned: 78%)



BUSINESS STRATEGY & DIRECTION

Environmental, Social & Governance (ESG)

Environmental (E)



50MW Large Scale Solar (LSS), **cut emissions** by approx. **64,000** tCO₂e/year, additional 30MW LSS to **further reduce emissions** after COD in Dec 2020



The latest coal generation plants using **ultra-supercritical technology** consume less **fuel per MWh electricity** produced in comparison to conventional coal power plant further contributing to **lower carbon emissions**.



Reduction in GHG emissions intensity from **0.55** to **0.54** tCO₂e/MWh



Increase in total GHG emissions mitigation from **2,359,770** to **5,030,079** tCO₂e through the used of hydro, renewable energy and efficient technology power plant

Social (S)



Allocated **RM10 million** for **1,000 students** in the fields of Science, Technology, Engineering and Mathematics (STEM)



816 students (596 local & 220 abroad universities) awarded Yayasan Tenaga Nasional (YTN) scholarship



UNITEN produced **3,145** graduates with **93.7%** employability rate within 6 months

Governance (G)

Cultivate Ethical Conduct To Reinforce Sound Business Decisions & Forward-Looking Culture

Leadership & Effectiveness

Accountability

Statement On Risk Management & Internal Controls

Relations With Shareholders



Obtained **ISO 37001:2016** Anti Bribery Management System certification

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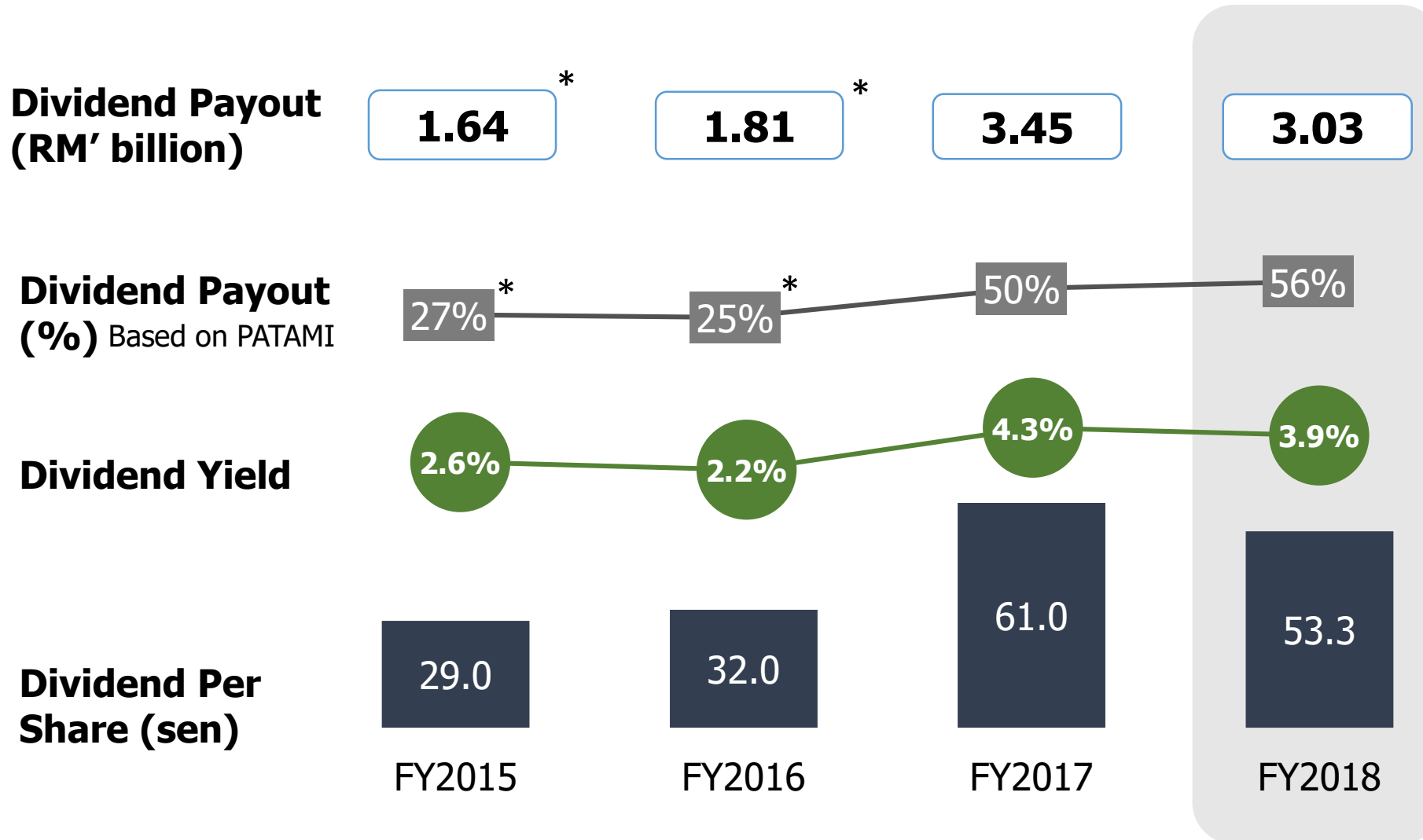
CAPITAL MANAGEMENT

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FINANCIAL & TECHNICAL HIGHLIGHTS

CAPITAL MANAGEMENT

Highest Dividend Payout at 56% of Adjusted PATAMI



DIVIDEND POLICY

30% - 60% dividend payout ratio of Group PATAMI, excluding Extraordinary, Non-Recurring items

* Dividend paid based on the previous dividend policy of 40% - 60% of Company's Annual Free Cashflow from Operations less Normalised Capex and Interest Servicing

CAPITAL MANAGEMENT

Gearing Level Registered at 44.3%



Note:

1. Debt consists of Principal + Accrued Interest + Accounting Treatment (FRS139)
2. Company Debt: RM20.26bn as at Mar'19
3. Company Gearing: 28.2% as at Mar'19

| Statistics | 31 st Mar'19 | 31 st Dec'18 |
|------------------------------------|-------------------------|-------------------------|
| Total Debt (RM' Bil) | 46.9 | 47.8 |
| Net Debt (RM' Bil) * | 29.8 | 29.6 |
| Gearing (%) | 44.3 | 44.8 |
| Net Gearing (%) | 28.2 | 27.7 |
| Fixed : Floating | 98:2 | 95:5 |
| Final Exposure | 98:2 | 95:5 |
| Weighted Average Cost of Borrowing | 5.03 | 4.98 |
| Final Exposure ** | 5.04 | 4.99 |

* Net Debt excludes deposits, bank and cash balances & investment in UTF

** Inclusive of interest rate swap

| Closing FOREX | 31 st Mar'19 | 31 st Dec'18 |
|---------------|-------------------------|-------------------------|
| USD/RM | 4.08 | 4.14 |
| 100YEN/RM | 3.69 | 3.75 |
| GBP/RM | 5.32 | 5.27 |
| USD/YEN | 110.60 | 110.28 |

- 1 Lower mainly due to repayment of Mizuho Loan (USD300mn) amounting of RM1.2bn
- 2 Increased due to repayment of Mizuho Loan with lower interest rate

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FINANCIAL & TECHNICAL HIGHLIGHTS

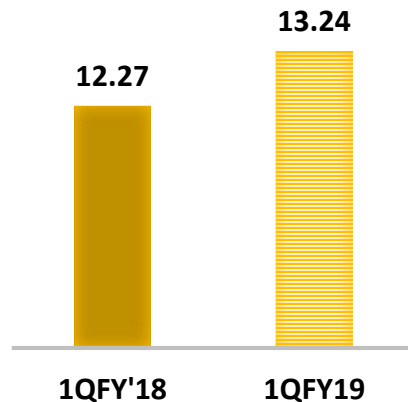
FINANCIAL & TECHNICAL HIGHLIGHTS

Financial Performance Overview for 1QFY'19

REVENUE

RM 13.24bn

RM bn



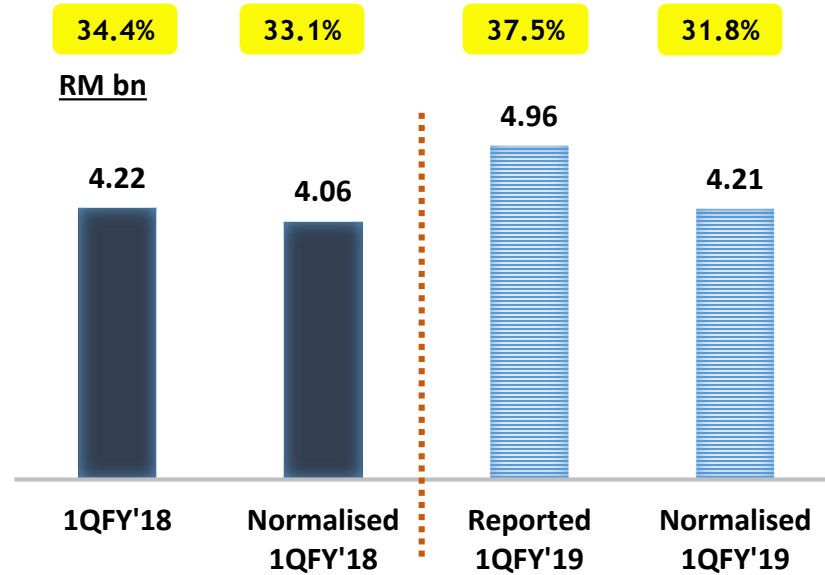
Higher revenue due to :

- Increase in TNB Sales of RM0.6bn at the back of 5.2% Demand Growth
- Increase in Subsidiaries Sales of RM0.1bn

EBITDA

RM 4.96bn

RM bn



EBITDA Margin

EBITDA for 1QFY'19 includes:

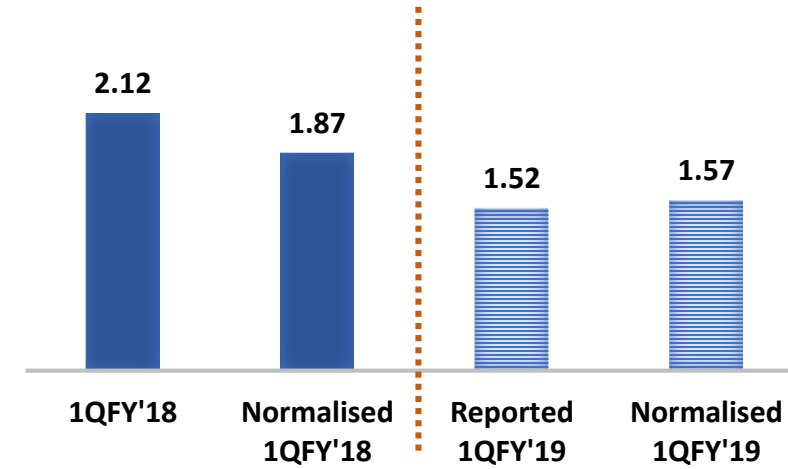
- MFRS 16 adjustment (Capacity Payment) of RM1,090.1mn
- Impairment of GMR of RM198.3mn
- Allowance for doubtful debt of RM128.7mn
- Impairment of financial guarantee for GAMA of RM135.7mn

(please refer appendix 2 for details of the impairments)

PAT

RM 1.52bn

RM bn



PAT in 1QFY'19 includes:

- MFRS 16 net impact of RM22.8mn
- Current taxation of RM513.8mn as (Higher taxation due to Reinvestment Allowance claims has been fully utilized)

(please refer next slide for details of Normalized PAT)

FINANCIAL & TECHNICAL HIGHLIGHTS

Consistent Technical Performances

Equivalent
Plant Availability
Factor (EAF)

91.9%*
1QFY'18: 92.8%*

**The figure is for all TNB plants*



System Minutes

0.19 mins
1QFY'18 : 0.04 mins



SAIDI

12.8 mins*
1QFY'18 : 11.7 mins*

**The figure is for TNB SAIDI*



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THANK YOU


For further enquiries, kindly contact us at:



Investor Relations Office:

CoE Investor Relations
Group Finance Division
Tenaga Nasional Berhad
4th Floor, TNB Headquarters
No.129, Jalan Bangsar,
59200 Kuala Lumpur, MALAYSIA

 +603 2296 6748


 +603 2284 0095

 tenaga_ird@tnb.com.my

 www.tnb.com.my


Investor Relations Team:

1) Ms. Anis Ramli

 +603 2296 6821


 AnisRa@tnb.com.my

2) Mr. Ahmad Nizham Khan

 +603 2296 6951

 nizham.jamil@tnb.com.m

3) Mr. Sathishwaran Naidu

 +603 2296 3618

 sathishwaran@tnb.com.my