AUTHOR: ; SECTION: SUPPLEMENT AUDIENCE : 25,910 PAGE: S6 PRINTED SIZE: 311.00cm²
REGION: KL MARKET: Malaysia PHOTO: Full Color ASR: MYR 5,832 WORDS: 726
ITEM ID: DP0121994086

21 SEP, 2026

Tenaga Nasional Bhd

The Edge, Malaysia

Tenaga Nasional Bhd

Build trust before it is needed

The most vital insight Tenaga Nasional Bhd has drawn from its investor relations (IR) journey is the importance of building trust before you need it.

"Credibility comes from absolute consistency between what we say, what we do and what investors subsequently see in our executions and deliverables. We would encourage listed peers to view IR as a genuine two-way dialogue. Listen to investor feedback, understand their concerns and channel those insights to management to ensure they are actively incorporated into strategic decision-making," Tenaga's IR team shares after the utility giant bagged two awards at the Bursa Malaysia IR Awards 2026 for Best Sustainability Communications and Best Large-Cap Company in IR for Utilities.

Never communicate only when the news is good. Be proactive, it advises, because investors most highly value transparency during tough quarters or market uncertainty — tell them what happened, why it occurred, how management is addressing it, and what to expect going forward. Rather than attempt to polish difficult numbers or frame every outcome positively, "we consciously acknowledge challenges and trade-offs", it says when facing such situations.

This discipline was put to the test during recent periods of heightened market scrutiny surrounding electricity tariff adjustments and the nuances of the Automatic Fuel Adjustment (AFA) mechanism. With global commodity prices fluctuating and domestic tariff structures evolving, the investment community needed clarity about the policy and the impact on customers and the group's earnings.

"Our role was to provide clear context on the mechanism and its underlying drivers, explain the protections in place for customers and clarify the implications for TNB. The strategic principle is that uncertainty creates far more market anxiety than bad news itself. By being proactive, factual and balanced, we equip investors to make well-informed decisions," Tenaga says.

It attributes its awards haul to moving from viewing IR as a purely communications function to treating it as a strategic bridge between the group and its investors. "This means being highly deliberate about understanding what matters to investors, anticipating their questions and ensuring our messaging is supported by clear data, consistency and direct access to leadership."

The group has also been placing greater emphasis on communicating Tenaga's overarching strategy, growth story and emerging opportunities, instead of allowing the market to view it solely through the lens of a traditional utility. "We actively identify investors' concerns and pinpoint where gaps exist in our narrative, communicating these insights back to management to ensure those issues are addressed. The awards are not just a recognition of how we communicate but of the trust we have built through sustained engagement and transparency over time," it adds.

Whether it is communicating high-level strategy to institutional funds or keeping everyday retail investors informed and engaged, accessibility is central to the group's strategy. "Our focus is ensuring Tenaga's story is equally accessible to different audiences while rigorously maintaining the highest standard of substance, transparency and reporting integrity," it explains.

Through it all, there must be one consistent Tenaga story, regardless of the levels of depth required or audience type.

"Whether engaging an institutional fund or a retail shareholder, every investor must clearly understand where TNB is heading, why we are pursuing that strategy and how we intend to create long-term value."

TNB's scale presents distinct narrative hurdles. The group has an expansive asset portfolio comprising its regulated electricity business comprising networks and retail, to generation across thermal and renewables, its international footprint, and other adjacent and related businesses. Distilling such an enterprise without oversimplifying the mechanics is an ongoing challenge.

TNB's solution is to avoid masking technical complexity, opting instead to organise that complexity logically around the group's broader strategic roadmap in a way that allows investors to easily understand what matters most, what drives long-term value creation and how the business segments fit together.

It has also started deploying artificial intelligence and analytics, which it sees as "vital enablers in modern IR" — particularly in speeding up data processing and identifying actionable insights to refine its investor engagement. This includes using them to identify and target potential investors, monitor shifts in market sentiment and analyse the group's shareholding base while benchmarking against peers.

"Ultimately, automation and analytical tools allow our team to spend less time manually processing information, and more time understanding investor perspectives, and anticipating their concerns, and facilitating better conversations with them," it adds. E