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## TNB transforming finance function into talent devt driver

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**KUALA LUMPUR:** Tenaga Nasional Bhd (TNB) is transforming its finance function into a driver of talent development and business partnerships.

Badrulhisyam Fauzi, the power company's chief financial officer (CFO), said that such a strategy focusing on finance is pivotal to ensuring that Malaysia's energy future is built on a foundation of fiscal resilience.

The transformation is a direct response to the scale of the energy transition and the management of RM43 billion in planned capital investments, he said in a recent social media

post.

The evolution of finance from traditional stewardship to strategic influence was a key theme shared by Badrulhisyam at the CFO Conference 2026, which is a key event for finance leaders to gain insights and networking opportunities.

He cited how in this new landscape, finance sits at the centre of organisational strategy, where talent development is now a top CFO priority.

While automation and artificial intelligence (AI) can make finance teams up to three times more productive, strong leadership, governance and

strategic insight remain critical in building future-ready teams capable of supporting complex decisions.

Badrulhisyam said that TNB is advancing this shift through a structured focus on technology, commercial acumen and deep collaboration.

By fostering a culture of digital courage and psychological safety, finance professionals are empowered to act as true business partners who can challenge assumptions and deliver real-time, actionable insights.

With a firm seat at the leadership table, the CFO and the finance function continue

to shape sustainable growth and support the National Energy Transition Roadmap (NETR).

The NETR aims to transform Malaysia into a low-carbon economy by 2050, focusing on energy efficiency, renewable energy, hydrogen, bioenergy, green mobility and carbon capture and storage.

"By bridging technical excellence with strategic vision, we are delivering lasting value for the nation and our shareholders while ensuring Malaysia's energy future is built on a foundation of fiscal resilience," said Badrulhisyam. — Bernama