

TENAGA Link

Communicating To Large Power Customers

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WEATHERING THE ECONOMIC HAZE

K.H. Lim
Managing Director
SGL Carbon Sdn Bhd



The **POWER** That Goes ON

Ir. Hj. Azman Mohd
Vice President
Distribution Division, TNB



Editor's Note

IF YOU BELIEVE, IT WILL HAPPEN

We are closing the screen of 2008. So much has happened this year – in politics, business, social life, sport and disasters, both locally and worldwide. The political and economic climate is changing for both better and for worse.

One of the major challenges is the tough economic situation experienced in 2008. We can expect more years of economic difficulties, as predicted by the experts. But isn't it in tough periods that our faith is strengthened and we stand united? Yes, there are always blessings in disguise when faced with hardships.

With the need to keep a cautious eye on finances, the public is undoubtedly concerned about how services will fare in such troubled times. We at TNB completely empathize with this fear, and we understand the need to retain the faith of the people. After all, trust is an important factor in a healthy, lasting relationship.

What we can do to provide stability during these times is to continue what we have diligently been doing for the past decade: supply swift, optimal service to those that count, where it counts and when it counts. For years, we have worked tirelessly providing light to Malaysians, and we take the current trials and tribulations in the country in our stride.

In this issue, exclusive interviews with several key members of TNB family will reveal their steadfast commitment to customers despite the current hardships. Our cover story features Ir. Hj. Azman Mohd., Vice President of the Distribution Division and veteran member of TNB staff, who earnestly shared with us his views on improving service standards to provide customers with only the best.

Haji Abdullah Basir Abdul Ghani, General Manager of TNB Malacca and another veteran also divulges his strictness and consistency when it comes to good work principles. It is no surprise then, with these dedicated people at TNB, the Customer Satisfaction Index, was 7.1 points, exceeding the 7.0 point for the first time in more than ten years.

Completing the round-up is an interview with Mr. Lim Kiang Hua, Managing Director of SGL Carbon Asia-Pacific Sdn Bhd, a prime customer of TNB, who has similar beliefs regarding the integration of constant motivation with optimal service.

At TNB, customers are and will be always our first priority. Despite the current political and economic turmoil, we are unfazed in our mission to continue providing maximum service. We believe that tempering difficult times with patience yields sweet fruit in the end!

The Editor



Editor Roslan with Assistant Editors, Syed (right) and Zulkifli.

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Advisor : Ir. Hj. Azman Mohd

Editor : Roslan Ab Rahman

Assistant Editors : Syed Hidzam Osman, Zulkifli Hj. Ahmad

Editorial Advisors : Hj. Zaharuddin Tajul Arus, Ir. Halim Osman, Ir. Nirinder Singh

Contributors : Melissa Ann Pereira, Zahirah Long, Rosidah Abdul Manan, Wong Kai Lan, Mohd Zaiharin Mohd Tahir, Geraldine Linda, Saiful Hafiz Ramli

Letters To The Editor

We welcome comments regarding the contents of *Tenaga Link*. Letters must include your name, address and telephone contact number. All letters to the Editor should be addressed to:

Tenaga Link

Senior Manager (Public Relations & Media),
Distribution Division, Level 17, Wisma TNB, No. 19, Jalan Timur,
46200 Petaling Jaya Selangor Darul Ehsan or email to hidzam@
tnb.com.my / ZulkifliAh@tnb.com.my

A portrait of Ir. Hj. Azman Mohd, a middle-aged man with short dark hair and glasses, wearing a dark suit, white shirt, and a red tie with a white geometric pattern. He is looking slightly to the left of the camera with a serious expression. The background is a dark, textured wall.

“The vision and mission is still the same. They are not going to change just because the Vice President has changed. Most important is maintaining the consistency of our standard and our services.”

THE POWER THAT GOES ON

At first glance, Tuan Hj. Azman Mohd gives the impression of a man of daunting stature. His dark business suit, smart tie and spectacles immediately bring to mind the image of a no-nonsense, professional business type who is serious about his work. While the latter description is true, Azman's exterior also belies a more compassionate side: one that is deeply concerned about the wellbeing of TNB's customers.

As the new Vice President (VP) for the Distribution Division of Tenaga Nasional Berhad (TNB), these are especially important qualities to have in order to ensure that responsibilities can be carried out smoothly. Nobody understands this better than Azman, who has been serving TNB for almost 30 years and is no stranger to hard work.

Beginning his career at TNB as an engineer at Mentakab, Pahang, he gradually evolved over the years to higher posts at various offices, holding positions such as District Manager in Rawang, General Manager in Perlis and General Manager of Strategic Management and Organisation Development at the main office. Prior to his current position, he held the post of TNB's Region 2 Senior General Manager.

When asked about how this latest arrangement would affect Distribution Division, his reply is succinct and matter-of-fact: "The vision and mission is still the same. They are not going to change just because the vice president has changed. There are certain areas that we need to pay attention to, but we feel that we have a good set of priorities. Most important is maintaining the consistency of our standard and our services."

The Distribution Division's main task is to manage distribution network operations and electricity retail operations. It manages over 104 outlets across the country, including 37 area offices. Some of their duties include planning, operating and performing repairs and maintenance. They are also responsible for purchasing and marketing electricity and connecting new supplies, among other duties.



Of TNB's three core businesses (Generation, Transmission and Distribution), Distribution is the most interpersonal as it deals most directly with clients' needs such as electricity supply, damages and credit management. As Azman puts it, they are the 'front liners' who spearhead customer services. With such hefty responsibilities at hand, it is crucial to maintain a close relationship with clients – especially when one considers the current global economic downturn and its effect on the public.

"As a company that supplies electricity, we will be similarly affected since we are secondary customers. If our customers are having problems, TNB also faces the

same situation.”

Azman admits that the economic climate does not look encouraging. Rather than submit to the pessimism the situation has spurred him and his staff to research new strategies that will enable them to provide effective and optimal service and consequently ease customers’ difficulties during such trying times.



“We understand that these are difficult times for people,” he clarifies. “Our objective is to provide them with the highest level of service possible to reduce their suffering.”

“We understand that these are difficult times for people. Our objective is to provide them with the highest level of service possible to reduce their suffering.”

“We place a lot of emphasis on cost saving in our investments,” Azman stresses. “We are working to minimize action plans. Rather than spending time and money to create too many action plans that may cause confusion, we are now more selective and implement only the most effective ones. We are also looking at credit management and towards reducing weaknesses like breakdowns.”

One of the new measures they are banking on in the coming year is the Oscillating Weight Transient System (OWTS), a technology that is able to detect weak joints in cables and underground cable failures. Previously, such damages were difficult to detect and consumed much time as proper equipment was not available. However, with the advent of OWTS, TNB will be able to lessen the frequency of such occurrences in the future. At the moment, OWTS has already been supplied to all major states in Malaysia.

It is clear that Distribution values positive relationship with customers. With over seven million customers nationwide, the best way to maintain such ties is by providing quick and efficient service so that clients’ operations will not be disturbed. When discussing the measures taken to enhance such services, Azman comes across as passionate and dedicated to Distribution’s plans and developments. Service standard and performance are the roots of all consequent results.

“When you walk into a restaurant, or a shop or any of outlet, you expect consistency, excellence and standardized service at every branch. This is what we aim to achieve. In the past, there were complaints about varying service levels at different outlets ranging from good to less satisfactory. This year, we are setting a definite standard and putting processes in place for every station, outlet and manager. The drive is to ensure that all staff meet the same standard.”

“We are currently working with the Energy Commission to determine a customer service standard level which will be standardized throughout the Peninsular at all branches,” he reveals. “Our objective is to get all 104 outlets to



meet the standard, so that not only can our Prime clients expect excellent service, but those customers from as far as Masai and Perlis. Once the Commission sets the standard, I will also set internal standards that not only meets, but exceeds these standards because I believe in the long run. If the normal length of time to supply electricity is one month and I will set the standard to

“This year, we are setting a definite standard and putting processes in place for every station, outlet and manager. The drive is to make people everywhere meet the same standard.”

supply within 24 hours. This will have a definite impact on customers.”

This is not a spontaneous goal; rather one that has been two years in the making since the presence of ISO. TNB is working around the clock to bring the goal to its desired end through their collaboration with the Energy Commission. With careful planning, the expected result will be a service level that far exceeds usual standards.

In line with his desire to set a service standard level that will ensure enhanced customer service at all outlets nationwide, he is constantly on the lookout for new ideas that will further advance their strategies. “I’m always eager to learn new ways to do things effectively and faster. I’m thirsty for new strategies - is there a better way to do the job, with one stroke instead of ten? It’s not

“Subconsciously, I'm always eager to learn new ways to do things effectively. I'm always thirsty for new strategies: is there a better way to do it, with one stroke instead of ten? It's not about making yourself dizzy; it's about selecting the best initiative for the job.”

about making yourself dizzy with many tasks, it's about selecting the best initiative for the job.”

Hinting on some of the ideas that are currently being developed, Azman is enthusiastic about the progress. “We have a systematic model or plan that incorporates compliance, standards, consistency and service levels, and all the relevant people needed to make it happen are involved. I want to do it because it has never been done before, and I believe we can do it.”

“This is a gradual process. The issue right now is that we have enough processes, but the degree of compliance and conformity are still somewhat vague,” he remarks. Highlighting the famous Distribution Division's slogans that is Keep The Lights On, The Faster We Connect The Faster We Collect, Stop The Bleeding, he acknowledged their importance in promoting a positive attitude among staff but emphasized that right now, what is needed is “less rhetoric and more action.”

On paper, such meticulously laid out plans spell success. Actually executing them, on the other hand, is a heavy task that leaves no room for error. Nonetheless, Azman is confident that his team can pull it off. He likens Distribution with its many outlets to a franchise or a formula business, where one outlet has the perfect business and service level which is then replicated at other outlets. “By understanding this concept, we can meet or even exceed customer expectations and set high standards,” he adds.

TNB has segmented service standards into two categories: external and internal standards. Once these are defined, brainstormers at the HQ begin churning out ideas as to the processes that can meet these standards and how they can be effectively replicated. Rather than struggling to maintain various standards at different branches, it is much easier to have one well-developed process that can be applied across all outlets. For this concept to be implemented successfully, Azman is firm about changing the current mindset and strategy planning to include a broader and more visionary scope.

Azman and his staff have not forgotten the most vital ingredient in making change happen: paying attention to feedback from customers. TNB has various channels for its customers to provide feedback such as the TNB Careline, annual and regular dialogues and other ongoing programs where clients have the opportunity to voice their opinions. It is through these platforms that TNB is able to gauge its performance and customer satisfaction rate.

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Regular interaction with customers ensures a close bond between both parties. With the uncertain future that the economic recession brings, it is comforting to know that Azman and his team are striving harder than ever to provide customers with the quality service that they deserve. Whatever the future holds, TNB can guarantee its customers that it will be a light that never dies. ■

One reason SGL Carbon Sdn. Bhd. came to Malaysia was that after careful evaluation of its selection criteria, Malaysia came out tops over such countries as China, Indonesia, South Korea, and Thailand. In Malaysia, the political situation relative to other countries is very stable, and this of course is conducive to good business – This revelation came from the Managing Director, K. H. Lim.

*K. H. Lim
Managing Director, SGL Carbon Sdn. Bhd.*

WEATHERING THE ECONOMIC HAZE - The SGL Way

Tell us about the background of SGL Carbon Sdn Bhd.

SGL Group has a very long history, if you look at its predecessor companies, our business history is more than 100 years.

Very briefly, our history goes back to the time when SGL was formed in 1992 as a

merger between SIGRI, a German company, and Great Lakes Carbon in the United States. SGL is an acronym for 'SIGRI-Great Lakes'. The SI in SIGRI comes from Siemens, whereas the GRI stands for Griesheim, a town just outside of Frankfurt, where one of our earliest plants was founded and is still in existence. SIGRI was a joint

venture between Siemens and the former pharmaceutical and industrial conglomerate named Hoechst AG.

Then in 1995, SGL Group was formed when we were listed on the Frankfurt Stock Exchange. As a group, we also acquired many other carbon and graphite producers in



We were granted a manufacturing license, but as I noted earlier, we did not operate the company until around 2002, because it was set up for the purpose of manufacturing graphite electrodes, one of our key products used in the steel industries. Additionally there was the 1997-98 Asian financial crisis, which affected our business in that period, therefore we did not pursue our project at that time. Later on, around 2001-02, there was a crisis in the American steel industry, which also led to a poor global steel market. This, too, was a factor in the delay.

But we always maintained the long-term intention to invest and start a plant in Malaysia to manufacture graphite electrodes. In fact, even before we received our license, we had been going around the country to inspect some possible sites for the project. Initially we identified the East Coast, specifically Kemaman. In 2002 we shifted the site to Banting.

In 2004, the SGL Group headquarters declared that the future of SGL will be decided in Asia. This is a very strong statement. When you make a statement like this, you have to put it into action. Asia is a growing region. Traditionally, our business had been focused on Western Europe and North America. But for our future growth, we envisage that the Asian region will be the most dynamic location. Therefore we have decided to spread out our production plants and facilities, and we have chosen Malaysia as the graphite hub of the Asia-Pacific region.

One reason we came to Malaysia was that after careful evaluation of our selection criteria, Malaysia came out tops over such countries as China, Indonesia, South Korea and Thailand. In Malaysia, the political situation relative to other countries is very stable, and this of course is conducive to good business. We are also monitoring the political developments here in the past year, and it seems to us that this country is maturing into a more democratic society. The Government of Malaysia is pro-business and fully support foreign direct investments in particular one of a global scale like our project.

Malaysia also stands out well in terms of infrastructure, especially the airports and harbours. One of the reasons we are located here in Banting is the proximity to Kuala Lumpur International Airport. Additionally, the country's major seaport is only 30 minutes away from where we are.

From a logistic point of view, Malaysia is also strategically-positioned in South-East Asia region. The investment policies and the tax incentives are excellent. In the course of this project we have not encountered any major problems with the authorities. So far, they have been very cooperative and understanding.

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Of course, we also have other investments in China. At the moment, these are our two most important cornerstones in Asia: China and Malaysia.

What are your company's main activities? What is the range of carbon-based products that your company produces? What are the main products and what are they used for?

We are one of the world's largest carbon and graphite producers. We have a very high degree of expertise and technology in carbon fibres, composites and other carbon-based products, not to mention fine-grain and coarse-grain graphite materials.

The applications for these products are very wide indeed. In Malaysia we will primarily manufacture graphite electrodes and graphitized cathodes on the 45 acres of factory space that we occupy. In the mid-term range (two or three years in the future) we see good potential in expanding into more advanced graphite-material production.

Graphite electrode is used in the steel industry whereby electric arc furnaces are charged with scrap-metal for recycling to make steel. They act as conductors to power the furnaces. For this reason, our electrodes are important to the steel industry. Graphite electrodes are consumable; the electrodes are burnt off in the melting process and you have to keep adding more electrodes in the process.

On the other hand, graphitized cathodes are used in aluminium smelting. In contrast to electrodes, cathodes are investment products employed in electrolysis of alumina. Thus they are non-consumable items and are part of the processing equipment in aluminium smelting. Graphitized cathodes are only replaced after much wear and tear for example every six or seven years.

We also produce carbon-fibre composites, specialty graphites e.g. for application in solar cells, automotive parts, aerospace and other very wide ranging applications.

Europe, for example in France and Poland.

In 1997, we set up the first operative company in Malaysia i.e. SGL Carbon Asia-Pacific Sdn Bhd as our regional headquarters. The other company, SGL Carbon Sdn. Bhd., was already set up in 1995, but it remained non-operative until 2002 because it was set up as a manufacturing concern.

Tell us about the history of its incorporation in Malaysia. Why Malaysia was chosen as the graphite hub operational HQ for SGL Group in Asia?

In 1995 we started SGL Carbon Sdn. Bhd., incorporated as a manufacturing company.

Who are your customers?

The graphite electrode plant here serves the entire Asian region. Our clients are steelmakers who own electric arc furnaces. Practically all of the steel companies in Malaysia use graphite electrodes - Southern Steel, Kinsteel Perwaja, Mega Steel - all of these are our clients, just to name a few.

In the region, our customers are based in Thailand, Indonesia (such as Krakatau Steel), China, Taiwan, South Korea, India, and even the Middle East. In fact, this plant was built to serve the Asian market as a whole. About sixty percent of our sales are targeted towards export markets in Asia, while the remainder is for domestic consumption.

The aluminium-smelting business is not as active in South-East Asia. Indeed, at present there is only one aluminium-smelting company in South-East Asia. We hope the project being discussed for Sarawak will come into fruition in due course as this would be a very good opportunity for us to serve.

What is the progress like of the construction of a world-class fully-integrated graphite electrode and graphitized cathode production facility in Selangor by your company? Furnish us with more information on this project i.e. the reasons for its construction, your hopes and aspirations in this project.

The project is on schedule. This site used to be an old oil-palm estate. The land clearing commenced in November 2006. Most of the earthworks were done throughout 2007, and the groundbreaking ceremony proper was held in March of that year. In 2008 the present structures were put up – the

administrative building, the graphitization blocks, maintenance and finishing buildings and so on. At the moment, everything is on schedule, and the entire fully-integrated plant will be completed by the first half of 2011.

In realizing this project, we're also collaborating with many local partners. For example, the project consultants, contractors and surveyors all hail from local companies. As far as the construction industry is concerned, Malaysian corporations are already of superior quality; we even export our expert knowledge overseas for building infrastructure. While it is necessary to bring imported technology here for the critical equipments on our plant, we utilize local expertise for the construction of the plant itself. The good interaction that we have between our foreign and local experts, helps us to meet the project schedule very well.

There is also the matter of construction costs. In a way, this current economic crisis is also a boon for us in the sense that the prices of raw materials are crashing. Where there is a crisis, there is also an opportunity. The present economic situation is actually helping us lower our construction costs.

Altogether we have ten other graphite-electrode plants around the world – three in the United States, two plants in Poland, and one each in Spain, Canada, Italy, Austria, and Germany. Ours is the only plant in Asia, and due to our international reach, we are able to learn from each other. Our Spanish plant, for instance, is the best when it comes to the latest technological know-how in graphitization and we invite our Spanish colleagues here for their

“Our company is oriented towards the future. We predict there will be more and more applications for carbon-graphite products.”

experiences with graphitization. In addition, we derive our machining techniques from one of our American companies. And for pitch impregnation, we make use of another European technology.

Your business activities are worldwide. How does the global economic turmoil affect your business functions? What are your strategies to deal with it?

The current economic meltdown is affecting businesses worldwide; there's no escape. Since our business is global, we are also affected in terms of lower demand for our products. Therefore 2009 will be a very challenging year. At the moment it is difficult for us to give a guidance of our performance this year, because the economic climate is still very hazy. However, having said that, SGL Group as a company is well-positioned to tackle the economic downturn. In 2004 we had completed our refinancing of the company, and our balance sheets today are very much healthier. Our equity ratio is low, and we have good cash balances.

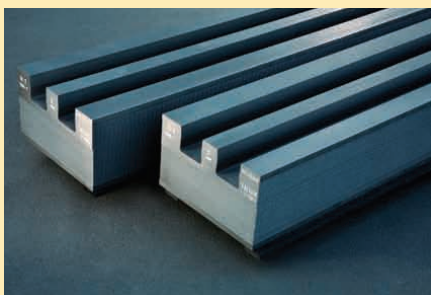
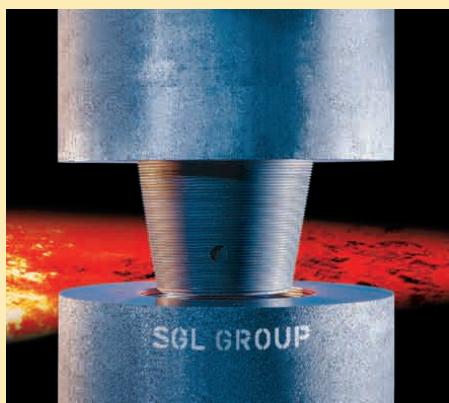
In terms of operational measures, we will have to be more flexible and adjust our operating costs and capacities accordingly to match lower demands. We are also watching our working capital; debt collection is a big challenge. We will take measures not to overspend. We are not slowing down in our Malaysia project. We are not going to defer our schedule but in terms of our capital expenditure, we also look at what is necessary to be spent on this year, and what can be postponed by six or nine months.

We have an initiative in the company which we call SGL Excellence, namely, a culture of continuous improvement in our business worldwide. We do things in high quality and at a lower cost at the same time.

At our latest corporate meeting, we came up with a new tagline for the year: *SGL Excellence to counter the Global Crisis.*

Looking ahead, what is the prospect of carbon-based industries in the near future, locally and internationally? How about your company in particular?

We are in an advanced material business, and we see a lot of future prospects, because there are a lot of opportunities to replace traditional products. Carbon is lightweight



The high quality carbon-based products manufactured by SGL Carbon

and very resistant to high temperatures. It has an advantage over heavier materials.

Our company is oriented towards the future. We predict there will be more and more applications for carbon and graphite products, for example in lithium-ion batteries for laptops, cellphones, solar energy, fuel cells, silicone wafers and the like. In Asia, steel and aluminium demand will rise sharply in the long term due to our rapidly-urbanizing population and ever-higher standards of living.

In Europe, wind power is an important source of renewable energy. We are supplying carbon composites for the turbine blades used to generate wind power. Previously much of the material was steel, especially so with offshore wind turbines.

As for future cars running on fuel cells, there will be no need to pump petrol, and the resulting exhausts will not consist of carbon dioxide, but water!

So all this translates to good growth prospects for the carbon and graphite industry. We are very bullish on the future.

What will be the biggest business issue of your company this year?

The biggest issue will be in managing our sales and production costs to cope with the lower demands. We wish to avoid as many bad debts as possible. At this time, we also need to look into strategic partnerships with strong customers.

We are very client-focused. We are currently devising a program called Customer Value Initiative to improve the quality of our products and services for example, reducing variation and increasing consistency in high quality.

What are your marketing functions to address your customers' needs and wants?

Strategic partnerships are essential to us. We're looking into key global accounts as part of our long-term plan. Through our Customer Value Initiative, we study the demands of our customers – issues like on-time delivery, our commercial practices and our reputation. Customer satisfaction is very important.

Your company's claim, "Broad Base, Best Solutions". What does it reflect?

What we mean by "Broad Base" is our experience in carbon materials and technology as well as our global presence. As for "Best Solutions", it comes to the numerous applications for our products and what we can do with regards to our goods, services, and innovative ideas to help our customers find application solutions.

What are the work principles that you want your staff to exemplify and practice?



Group photo: From left Zuhairi, Mohd Johar, K.H Lim, Zulkifli and Azwana.

“From past experiences, especially while we were in negotiations to build a sub-station on our plant, our relationship with TNB has so far been a fruitful one.”

Personally, I've been in the corporate world for almost 30 years, and I always look for a few basic qualities. To me integrity is important. One must retain one's integrity through good times and bad. Discipline in work ethics is another vital attribute. So are empowerment and teamwork. In the end, my staff must always remind themselves that customers come first. This is part of the spirit of SGL Excellence.

What is the company's commitment in environmental affairs?

At SGL we have always paid strict compliance to environmental regulations. We respect the environment in which we operate. In fact, as an international company, meeting environmental standards is only the start. We always try to do better than what is already established by current standards.

In our organization we have an EHS (Environment, Health and Safety) manager. Since this is a new project, we've also engaged an EHS consultant to conduct environmental audits in addition to those from the local authorities. We also provide regular safety and environmental awareness training for our staff.

Being a hi-tech manufacturing company, you rely substantially on the efficient

supply of electricity power. Your comments on TNB's performance thus far as an electricity supplier, in its services and technical assistance?

We will be one of the largest consumers of electricity in the country, with estimated consumption rates of up to 45 MW. So far we have not started production; the first stage will commence in March.

From past experiences, especially while we were in negotiations to build a sub-station on our plant, our relationship with TNB has so far been a fruitful one. I myself was personally involved in talks with your consumer services department, and I found that at the operative level, the managers that I dealt with from the technical department and the head offices in Bangsar and Petaling Jaya were very customer-friendly. I have only good words to say about TNB's operations. We were also told that this project is the first time that TNB is financing the sub-station. This shows that TNB is open-minded and willing to be innovative.

One thing I should point out, however, is that with TNB being a very large corporation, bureaucracy is inevitable. When it comes to obtaining approvals, it can be a very lengthy process. Probably there are a lot of decision-makers along the way, and I find this to be very bureaucratic. For instance, sometimes we would only obtain the signatures on our agreements after six to eight months. Perhaps the system needs a little fine-tuning here and there. Otherwise, everything else is good.

Malaysia has very reasonable electricity tariff rates compared with many other countries in Asia. We do know that the tariff here is regulated by the Cabinet. Thus there is no need for long-term contracts because the government protects the tariff. We hope that in the long run, the government would continue to look into the interests of manufacturers to ensure our competitiveness with regard to electricity rates. ■

CARE Understand Clients' Desire



In order to enhance a closer relationship with the corporate customers, the Customers Service & Marketing Department, TNB Distribution Division has organised a get-together session with some of the corporate customers which was held on 17 December 2008 at the level 20th Wisma TNB, Jalan Timur Petaling Jaya.

The gathering aimed to increase the understanding of the concept of the CARE Programme (Corporate Account Relationship Enhancement Programme), introduction of the CSM Department Management, informing the latest services offered by TNB and also to promote the TNB bulk payment system.

During his opening speech, Roslan Ab. Rahman, General Manager CSM informed that the corporate customers is managed by the 32 CARE Managers whom act as the contact person to assist them on any of their concerns on TNB's services. Hence, he urged them to give cooperation where ever possible to the CARE Managers. Also present was Nazariah Ibrahim, General Manager (Finance), TNB Distribution Division.

The Programme adopts the concept of one-contact point for the corporate customers which are divided into 8 segments namely banks, retail, utilities, fast food chain, telecommunication, hotels, transport and petroleum. It is hope this gathering would enhance a closer relationship between TNB and the corporate customers from all the 8 segments, hence, achieving the customers service excellence through our CARE Programme.



VP DISTRIBUTION MEETS CHAIRMAN OF ENERGY COMMISSION

KUALA LUMPUR : Ir. Hj. Azman Mohd made a courtesy visit to Dato' Pian Sukro, Energy Commission Chairman, at the latter's office recently.

The one hour meeting took place in a friendly manner where both parties discussed current issues pertaining to the country's power supply operation.

The meeting also strengthened the relationship between TNB and the regulator's party.



Friendly... A cheerful moment between Ir. Haji Azman (right) and Dato' Pian.

SERVICE EXCELLENCE PROGRAMME FOR SAMSUNG

SEREMBAN : With the purpose to comprehend and to realize the Service Excellence (SE10/10) programme, the Distribution Division conduct series of visits to TNB's Prime Power Consumers.

The most recent was a visit by Ir. Hj. Azman Mohd, Vice President (Distribution) to Samsung Sdn. Bhd.'s factory, situated in Seremban, Negeri Sembilan.

During the visit, Samsung group and TNB group had a round table discussion on issues pertaining to the quality of service rendered by TNB. Ir. Hj. Azman and his group were also brought to visit the operational area of Samsung Sdn. Bhd., which manufactures electronic items.



Also together in the TNB team were Roslan Ab. Rahman, General Manager (Customer Service and Marketing); Megat Said Megat Ramli, Assistant General Manager (Commercial Affairs), Ismail Kalil, General Manager (Negeri Sembilan) and Mohd. Jaffery Mohd Raffles, Area Manager (Seremban).

PRIME CUSTOMERS -

TNB Prime Customers consist of Large Power Customers (LPCs); distinguished by their average monthly bill. A number of 1,000 companies throughout the nation are in the Prime Customers' list, of which 75% are industrial customers and 25% are commercial customers. Being the core customers, taking care of their needs is the utmost importance to TNB. For that, TNB through its Key Account Management Section, Customer Service & Marketing Department has set up a special programme called PRIME programme, which has the task to provide personalized and value-added customer service to these "top of the list" customers.

In addition, PRIME customers are frequently visited by TNB officers as part of the PRIME Programme. The objectives are to:

- build customers relationship
- enhance customers satisfaction
- understand the customers better
- get feedback on TNB services and performances

The existing Prime customers will be featured in this regular section, providing an opportunity for us to take a look at who's who in the business.

PUNCAK NIAGA HOLDINGS BERHAD



Tan Sri Rozali Ismail
Executive Chairman

The Puncak Niaga Holdings Berhad (PNHB) Group is the leading and dynamic integrated water services company in Malaysia. PNHB is an investment holding company whilst its subsidiaries are principally involved in the operation, maintenance, management, construction, rehabilitation and refurbishment of water treatment facilities, supply and distribution of treated water within the State of Selangor and the Federal Territories of Kuala Lumpur and Putrajaya, undertaking research and development and technology development for the water, wastewater and environment sectors as well as undertaking works related to the oil and gas industry and other materials and the provision of offshore and onshore engineering works.

Established on 7 January 1997, PNHB was listed on the Main Board of Bursa Malaysia Securities Berhad

on 8 July 1997. As at the end of December 2007 PNHB's market capitalisation stood at RM2.0 billion. It is the first water treatment and supply concession company to be listed on Bursa Malaysia Securities Berhad under the Infrastructure Project Company guidelines issued by Securities.

Wisma Rozali,
No. 4, Persiaran Sukan,
Seksyen 13,
40100 Shah Alam,
Selangor Darul Ehsan.

Tel No. 03-5522 8589
Fax No. 03-5522 8598

Website : www.puncakniaga.com.my
Email : corpcom@puncakniaga.com.my

INTERNATIONAL BRASS INDUSTRIES SDN BHD



Dato' A. Muthukumar
Executive Vice Chairman

International Brass Industries Sdn. Bhd., (IBI) a leading manufacturer of high quality brass products located in Balakong Industrial area, Selangor Malaysia. By employing state-of-the-art technology, sourcing the know-how from reputed equipment suppliers Germany and Japan, the company has established itself as a market leader in brass rods and wire products.

IBI is a fully integrated environment friendly plant, the only one of its kind in Malaysia complete with environment and waste management system bringing to our clients the leading edge in manufacturing of high quality brass products for various industrial applications.

No. 1, Jalan Perusahaan Utama,
Taman Industri Selesa Jaya,
43300 Balakong,
Selangor Darul Ehsan.

Tel No. 03-89618118
Fax No. 03-89616511

Email : info@ibibrass.com

MYCRON STEEL BERHAD



Azlan Abdullah
Executive Director / CEO

Mycron Steel Berhad (622819-D) (MSB), was incorporated in Malaysia under the Companies Act on 24 July 2003 as a public limited company. MSB's principal activity is investment holding.

Its wholly owned subsidiary, Mycron Steel CRC Sdn Bhd (MSCRC), was incorporated in Malaysia under the Companies Act on 6 January 1989 and commenced production in June 1990. MSCRC is the first CRC manufacturer in Malaysia and operates from its cold rolling mill factory located on an 18 acre site located in Shah Alam, Selangor Darul Ehsan.

Lot 717, Jalan Sungai Rasau,
Seksyen 16, P.O. Box 7168,
40706 Shah Alam, Selangor.

Tel No. 03-55106608
Fax No. 03-55103720

Email : enquiry@mycronsteel.com

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Professor Robin Pollard
Pro Vice Chancellor

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The Sunway campus is a dynamic community of scholars comprising staff and students, supported by collegial processes and comprehensive first-class infrastructure, and aspiring to intellectual achievement of the highest order. At present there are some 4,000 students and 400 staff, with growth projected to lead to over 6,000 students and 600 staff.

Now over ten years old, the Sunway campus of Monash University is an exemplar of transnational education. About one quarter of the student body is international. The campus continues to develop steadily, and now enjoys excellent facilities for world-class education and research. All academic



Monash University Sunway Campus

staff members are expected to engage in scholarly research.

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Malaysia

Tel No. +603 5514 6000
Fax No. +603 5514 6001

Website : www.monash.edu.my
Email : info@monash.edu.my



Furnace with fire



Billet casting

LION GROUP'S STEEL OPERATIONS

Amsteel Mills Sdn Bhd, a member of The Lion Group commenced operations in 1978. It operates two steel mills, in Klang and Banting, both in Selangor, which are equipped with modern facilities comprising Electric Arc Furnaces of 85-ton and 160-ton respectively, 6-strand Continuous Casting Machines and Ladle Furnaces to produce billets for rolling into bars and wire rods. The Banting mill produces special grade bars and wire rods for automotive parts, mattress and mechanical springs, turning parts, wire ropes and other specialty uses

Another mill operated by The Lion Group under the name of Antara Steel Mills Sdn Bhd in Johor produces billets and bars including angle bars and U-channels. Together, Amsteel Mills and Antara Steel Mills have a total steel making capacity of 3.05 million tonnes per annum and rolling capacity of 2.35 million tonnes per annum. Antara Steel Mills also operates a 900,000 tonne per annum hot briquetted iron (HBI) plant using the Midrex Direct Reduction technology in Labuan, East Malaysia.

Strategically located in the Klang Valley in Peninsular Malaysia, Amsteel Mills' proximity to Malaysia's premier port, Port Klang, makes it ideally located to

cater to the requirements of domestic customers as well as international markets. Antara Steel Mills' location in the south of Peninsular Malaysia is also well placed to cater to the southern region including the Asean market. A commitment towards prompt and reliable delivery services has enabled Amsteel Mills and Antara Steel Mills to gain both local and international acceptance and customer satisfaction for their products and services.

Combining human skills, experience, technology and equipment, Amsteel Mills and Antara Steel Mills have established themselves as reputable mills in supplying quality steel products to the domestic and international markets. The mills' commitment to quality is proven with their achieving the ISO 9002 Quality System awarded by Standard Industrial Research Institute of Malaysia (SIRIM) and British Standards Institute (BSI).

The Lion Group also operates an integrated flat steel mill, Megasteel Sdn Bhd in Banting, which has an annual capacity of 3.2 million tonnes of hot rolled coils and 1.45 million tonnes of cold rolled coils.

The Group's new direct reduced iron (DRI) plant in Banting, Lion DRI Sdn Bhd has a capacity of 1.54 million tonnes per annum and also uses the Midrex technology to produce DRI to make high grade steel.

Wisma Lion,
Lot 2319, Kawasan Perindustrian Olak Lempit,
Mukim Tanjung 12,
42700 Banting, Selangor

Tel No. 03-31816666 / 8866
Fax No. 03-31816921

Website : www.lion.com.my
Email : corpcomm@lion.com.my

TNB Customer Satisfaction Index 2008

Summary Report

Since its first execution in 1994, a total of 10 surveys of the TNB Customer Satisfaction Index (CSI) have been carried out. The survey was conducted by an external Service Provider (International) and since 1998, Taylor Nelson Sofres Sdn. Bhd, a London based company has conducted 8 of the TNB CSI surveys. Survey respondents are from TNB's Customer Groups i.e Residential, Commercial and Industrial, in all 13 regions which covers 11 Peninsula states, including Federal Territory and Putrajaya. The CSI has objectives as follows:

- To measure satisfaction of customers by survey sampling
- To obtain an overall index for Service Levels improvement
- To obtain feedback for TNB service categories
- To identify action plans to improve Service Levels



City of Kuala Lumpur night scene

As a matter of fact, the CSI is a vital barometer towards achieving Service Excellence by 2010.

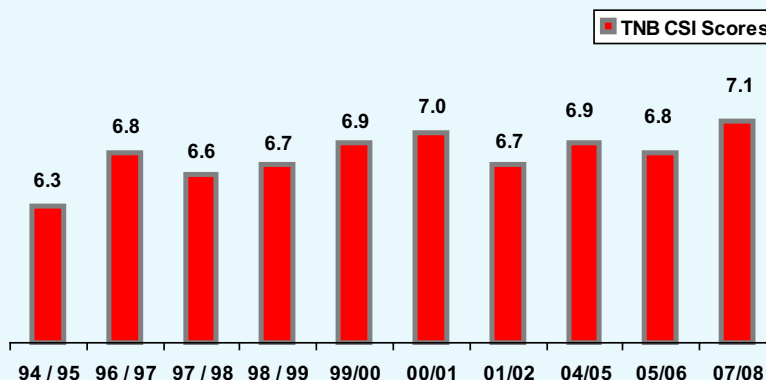
The survey used the quantitative face-to-face approach from Customer Base. Structured questionnaires were formulated on 11 service areas and the ratings are based on performance using the 10-point scales. These ratings were based on the service or usage experiences in the 12 months period. The sampling was made according to statistically accepted levels. For the Residential group, it was done door to door by random, while for the Commercial and Industrial groups, the business directory and TNB customer lists were used.

The sample size obtained for the Residential group was 3896, 2168 for Commercial and 2489 for Industrial group, thus making the total sample size of 8553. The survey respondents have to meet certain criteria; for Residential, the criteria is an adult 18 years old and above, and is the main person responsible for the household utilities (bill payment, making enquiries, maintenance). For Commercial and Industrial, the criteria is the main person is responsible for the company/building utilities.

Results

Overall there is an increase in the 2007/08 CSI scores in all customer groups, over the previous year's (2005/06) scores. In the Residential group, the score is 7.3, Commercial group 7.2 and Industrial group 6.9, compared to 7.1, 6.8 and 6.6 respectively in the 2005/06 survey.

The following chart shows the overall TNB CSI 2007/08 Score.



The total average score of 7.1 points for all customer groups is the highest over the last 10 years, and also the highest increment of 0.3 points over the previous year score. This year's score also marked for the first time in more than 10 years, the overall CSI score exceeds 7.0 points. This is a strong indication that achieving service excellence by 2010 is on the way.



*Haji Abdullah Basir Abdul Ghani
General Manager of TNB Malacca*

So far, TNB have made several accomplishments in Malacca that they can be proud of. These include the Centre of Excellence State, AKP Award, Zero Interruptions of the Malacca International Trade Centre and ACP below 30 days.

THE MAN IN MALACCA

It takes firm perseverance to retain passion for one's work, especially if they have been toiling in the same profession for years on end. For Haji Abdullah Basir, General Manager of TNB Malacca, 25 years of experience with TNB has not diminished his enthusiasm for his job in the slightest.

A graduate of the University of Manitoba, Canada, Basir first honed his

craft at TNB at the Temerloh, Pahang office for 8 years before being promoted to District Manager in Bentong. His career took him through several other states including Johor, Kelantan and Kuala Lumpur during what he jokingly calls his "two-and-a-half-year era" where coincidentally, all his postings lasted for the exact same length of time.

Now based in Malacca, Basir has adapted well to the post of General Manager. "I've learned much from this company in terms of knowledge, training and experience in managing the electrical system in this state. I've been in various divisions and met all kinds of people. It is a kind of responsibility I gladly take on as a way of repaying the company for all they have done for me.

It is never a matter of superiority.”

Although Basir has settled down quite comfortably, this hardly means that he has time to be idle. State government expectations in Malacca are high when it comes to service standards, and TNB is no exception. Basir credits Malacca Chief Minister Datuk Seri Mohd Ali Rustam for setting such standards and having a clear vision of developing Malacca into a benchmark that other states may emulate.

“Of course, it is as important to meet or even exceed the standard as it is to set it,” Basir concedes. “We are aiming for zero interruption where the staff is able to work independently but capably, as well as faster service and better communication between the staff and customers.” He cites Singapore as an example of a country with well-managed infrastructure and speedy service.

Basir is quick to elaborate on TNB’s hands-on and tireless nature. “When there is no electricity, customers feel the heat on the outside, but we feel the heat both outside and inside. What we can do is to convince them, the state government and the Chief Minister through our actions that we are an excellent organization that provides products that are far beyond the usual standards.”

TNB pulls out all stops to maintain a stable relationship with its customers. Prime customers, who contribute about 80% of revenue, are especially important. “We visits and regular interactive discussions with them. We regard them as partners and not just clients. There are no barriers, and communication must be open and trusting.”

TNB Malacca also hosts special PAIR (Prime Account Information Representative) programs, which are similar to CARE programs in Kuala Lumpur. Every officer is tasked with

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several Prime customers whom he is wholly in charge of. The concept is to regard the officer and customer as a pair or a partnership. PAIR is an ongoing process and Basir hopes that in the future, all industries will be involved in the programme.

So far, TNB has made several accomplishments in Malacca that they can be proud of. These include Malacca International Trade Centre in Ayer Keroh and Eye on Malaysia Ferris

wheel near the Malacca River. Thanks to punctual, impressive service, the supply of electricity to both areas is smooth and has not suffered any interruptions. In addition, both places have boosted state tourism considerably.

Even as the country’s current economic state continues to be bleak, Basir has not lost sight of plans to continue expanding Malacca’s potential as an industrial state and tourist destination. With the Zarina Industrial Park already in place in Alor Gajah, ongoing efforts to construct more shopping complexes will still proceed, along with initiatives for the internationalization of the Malacca Airport and the acquiring of the world heritage status for the state.

“The core of modern development rests on electricity,” he affirms. “In order to ensure that plans stay afloat, they must be supported by TNB. Fortunately, we are capable of providing such support whenever needed.”

As crucial as electricity is to these projects, it is useless to have sophisticated machinery without the good human resource. Competency and experience play an important role. Given that the structure of manpower in Malacca still leaves a little to be desired, Basir and his staff are working hard to enhance overall performance.

In dealing with occurrences of power interruption, research new ways to reduce such problems are conducted. A recent development is OTS - Oscillating Wave Test Set equipment, which costs close to RM 1 million but is surely a worthy investment for Malacca in the long run.

Basir further comments that they have to take into account the sensitivity of customers and the state government. The best way to reduce breakdowns is to prioritise and take the most effective preventive measures possible.

Ultimately, our hope is that all relevant

parties will continue to give their support to Malacca. Collectively, we can realize the business potential of the state and successfully face the challenges.”

Even with so many projects under his belt, customer can rest easy in knowing that Basir is a man of consistent work principles. “The boss must be a living example to his staff to be,” he insists. “If he has set a standard, he must teach his staff not merely to meet it, but to go beyond it.

Inevitably, there are times when we feel exhausted and lonely, wondering why we fight this battle. To me as a Muslim, work is a form of worship. When we feel defeated, it is up to us to determine whether we are sincere about our work or not. We are also blessed with so much in terms of education and knowledge, and we have to use them to the best of our abilities. Our output reflects our real self and when we don’t do our best, we are actually lowering our own position?”

“We should always examine the bigger picture of our work. Our job is not just to connect cables, for instance. This job brings a ray of light into our lives. Connecting cables is our manner of contribution towards making others’ lives happier.”

On the other hand, Basir is keen to avoid what is commonly termed “success syndrome”. “We do not want a situation where Malacca is at a successful stage and the staff feel that they deserve to relax their standards and be stagnant in their efforts. It is a dangerous place to be in. Our staff are already quite capable. Our main challenge is to keep them continuously motivated. We are confident that TNB Malacca will gradually improve their its

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men are looking to find new ways to train their staff to become experts at their work, especially considering the vast number of projects being carried out in Malacca.

In the long run, Basir’s prime concern is ensuring that TNB carries out all the services that it can offer to its customers to the best of their abilities. For this man, rest is not an option as his work carries more meaning to him than just fulfilling his duties and receiving a monthly paycheck.



City of Malacca night scenes

work standard and bring us to be number 1 in the country.”

Another common challenge faced is the transfer of experienced officers to other areas, who are then replaced with newcomers who need time to adjust to the field. Basir and his

“We should always examine the bigger picture of our work. Our job is not just to connect cables, for instance. This job brings a ray of light into our lives. Connecting cables is our manner of contribution towards making others’ lives happier.” ■

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