

ENERGISING A

SUSTAINABLE TOMORROW



Inside This Report

► Cover Rationale

Energising A Sustainable Tomorrow

Tenaga Nasional Berhad has continued to play our role in driving the nation forward. We have been there, powering reliable and affordable energy to people and businesses as well as progressing sustainably in line with our focused strategies.

Today, our role is even more critical than ever. As the world emerges from the grips of a devastating pandemic, there is an urgent need to rebuild lives and economies in a manner that is sustainable. This is something that resonates with TNB's ongoing transformation. We believe that to energise a sustainable tomorrow, we need to work together, as one, to make lives brighter for a better world.

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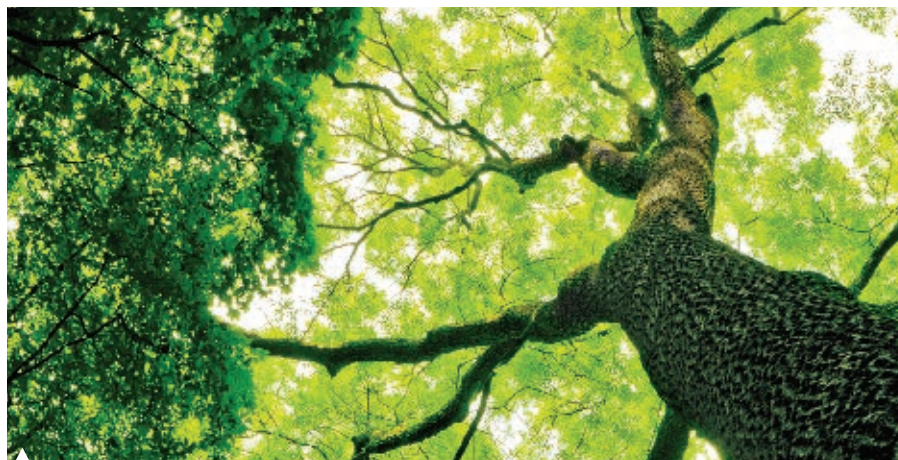
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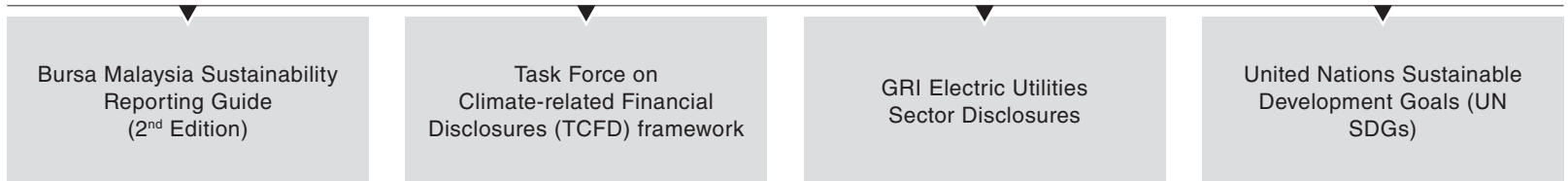
About This Report

In these challenging times, the need to prioritise sustainability has never been more critical for businesses in order to seize opportunities amidst climate change risks, the COVID-19 pandemic, increased digitalisation and a rapidly transforming business landscape. We aim to always be ready to not only face these disruptions but also find opportunities to thrive while creating value for our stakeholders. As a responsible organisation, we are committed to embedding sustainability at the core of our decision-making processes and integrating it across our value chain. We aspire to continue driving sustainable development for our stakeholders by delivering reliable and affordable energy, embracing innovation and further empowering our people.

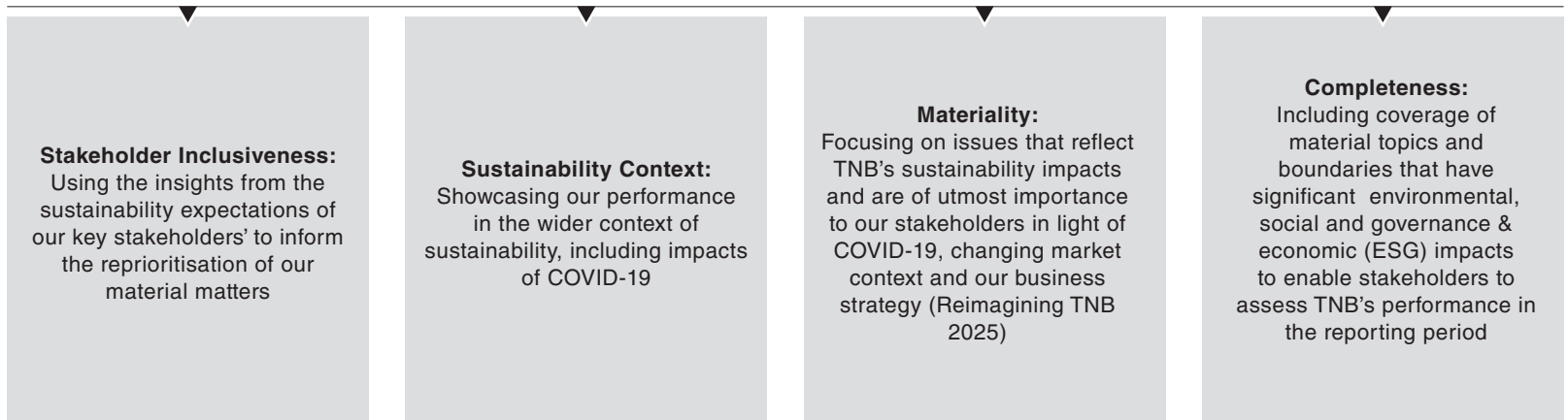
Our fourth annual Sustainability Report (“Report”), which replaces our FY2019 Sustainability Report, provides the most recent account of our commitments, efforts and progress on sustainability matters that are material to TNB’s business and stakeholders. Through this report, we continue to disseminate transparent and meaningful information on how we manage our material matters by disclosing our strategy, initiatives and performance against targets, where applicable, which cut across our four (4) sustainability pillars: Governance, Economic, Environmental and Social. This report should be read together with our FY2020 Integrated Annual Report (“IAR2020”) that contains a comprehensive account of our business and operations. Our key sustainability highlights are disclosed in the Sustainability Statement section of the IAR2020.

Frameworks and Guidelines

Our sustainability disclosures are based on Bursa Malaysia’s Main Market Listing Requirements and with reference to the following Malaysian and global disclosure frameworks and benchmarks:



This report has been prepared in accordance with the GRI Standards: Core option. The report content has been defined by applying the Reporting Principles of GRI:



About This Report

Reporting Scope and Period

This Report contains information for the financial year ended 2020 (FY2020), from 1 January 2020 to 31 December 2020. The scope and boundary of material disclosures primarily cover our core and non-core business operations under the purview of TNB divisions (“TNB Company”) and its subsidiaries (“TNB Group”) in Peninsular Malaysia. Where relevant, we have expanded our disclosures beyond Peninsular Malaysia to include our Sabah, Labuan and international operations. Unless otherwise stated, this Report excludes joint ventures and supplier activities.

Wherever possible, we have disclosed three (3) years of historical quantitative data for comparison purposes of the selected indicators. Where data for FY2020 is not available, the most recent data is provided. TNB voluntarily discloses the information as we believe in upholding the principles of corporate transparency, disclosure, and communication with our stakeholders.

Report Content

Overall, this Report provides a better understanding of the integration of sustainability in TNB and our sustainability performance against commitments and targets. The key enhancements for specific sections of this Report are highlighted in the table below.

SECTION IN THE REPORT	KEY ENHANCEMENT
▶ How We Are Governed	<ul style="list-style-type: none"> • Demonstrated clearer integration of sustainability within our Corporate Governance Model
▶ What Matters to Us and Linking Our Performance to Global Agendas	<ul style="list-style-type: none"> • Detailed the materiality assessment process conducted in FY2020 and disclosed the materiality matrix that better reflects our ESG focus • Explained the interlinkages of material matters, risks, opportunities and corporate strategy • Demonstrated our performance against the UN SDGs, targets and commitments
▶ How TNB Is Addressing a Global Pandemic	<ul style="list-style-type: none"> • Highlighted TNB’s response and business resilience in light of COVID-19 by showcasing our efforts to stimulate economic recovery and growth, support our customers and the wider community, while protecting our people
▶ Climate Change	<ul style="list-style-type: none"> • Enhanced climate change disclosures with reference to the recommendations of the TCFD framework

Independent Assurance

While we have not sought external assurance for this report, we aspire to follow leading practices for independent, third-party assurance on sustainability disclosures in the near future.

Feedback

We are fully committed to listening to our stakeholders’ feedback to continuously improve our reporting and sustainability practices. We welcome feedback on this report and any aspect of our sustainability practices and performance. Please address any comments or queries to the Head of Sustainability at sustainabilityhq@tnb.com.my.

President/Chief Executive Officer's Message



Dear Valued Stakeholders

I am pleased to present the fourth edition of TNB's Sustainability Report, and to share the progress of our sustainability journey throughout FY2020. As a nation, Malaysia continues to brave uncertainties from unprecedented environmental, social and governance & economic (ESG) impacts and severe health risks brought about by the COVID-19 pandemic. These challenging times have also seen a decrease in Malaysia's electricity demand due to restrictions imposed on business activities, which directly impacted TNB. Now, more than ever, it is vital that we stay ahead in navigating key challenges including the risks posed by climate change and the pandemic, while continuing our efforts to ensure energy reliability and balancing energy affordability and sustainability, in addressing the Energy Trilemma.

In my new role as CEO of TNB, it is also a great honour to chair our Sustainable Development Committee (SDC). I have been dedicating my time towards formulating key strategic priorities for TNB, including assimilating environmental, social and governance & economic (ESG) considerations into our investment decision process. We look forward to coming up with innovative ideas that will propel us towards a more sustainable pathway in line with our aspiration "to be a leading provider of sustainable energy solutions in Malaysia and internationally". We strive to enhance our Group-wide approach to sustainability that cuts across four (4) sustainability pillars: Governance, Economic, Environmental and Social.

This year saw us refresh our corporate strategy, Reimagining TNB 2016-2025, to provide clarity in our strategic direction of spearheading the energy transition in Malaysia, with a focus on greener energy generation. Similarly, we also revisited

our materiality assessment and disclosed our materiality matrix, offering more meaningful and transparent disclosures to stakeholders on our sustainability priorities and management thereof. Our commitment to the United Nations Sustainable Development Goals (UN SDGs) since 2018 has been strengthened by aligning our performance to four (4) select UN SDGs – Goal 7 (Affordable and Clean Energy), Goal 8 (Decent Work and Economic Growth), Goal 13 (Climate Action) and Goal 17 (Partnership for the Goals).

These trying times have showcased TNB's resilience in weathering the storm and forging ahead, stronger than before. We are extremely grateful for the unwavering support from our stakeholders who have helped us navigate the past year to enable us to serve the nation, as we keep the lights on and create value for all.

President/Chief Executive Officer's Message

Reimagining TNB's Sustainability Pathway and Energy Transition

We are highly cognisant of the imminent threats brought about by climate change not only to our business sustainability but also to the environment and the nation's well-being. Globally, electricity and heat production are responsible for approximately 30% of greenhouse gas (GHG) emissions. In Peninsular Malaysia, we are transitioning towards a future of low-carbon generation with the proportion of coal in the capacity mix projected to decrease from 37% in 2021 to 22% by 2039. This has been reinforced by the Government's revision of the Malaysia renewable energy (RE) target from 20% in 2025 to 31%, and which now includes large hydro. Additionally, with the net electricity demand in Peninsular Malaysia expected to grow by 0.6% per annum from 2021 to 2030, and 1.8% per annum from 2031 to 2039, it is becoming increasingly important to meet these demands in an environmentally sustainable manner. We are mindful of these key factors as we chart out TNB's sustainability pathway and strengthen our position in the energy transition landscape.

In view of this, we have prioritised "Climate Change and Energy Efficiency" as one of our top priority material matters. As TNB's focus resonates with Malaysia's ratification of the Paris Agreement, we have progressively been developing strategies to mitigate and adapt to climate change. In FY2020, we mitigated 5.98 million tCO₂e, which is an improvement of 11.4% from last year. We attribute this to our consistent emission mitigation initiatives which include increasing our low-carbon and RE generation, energy efficiency measures and tree planting initiatives.

In FY2020, we revised our RE capacity target with the aim of generating 8,300MW by 2025, which also includes large hydro, to complement our aspiration. Domestically, our RE development strategy is focused on expanding large hydro and Large Scale Solar (LSS) generation assets as well as distributed RE generation. A notable milestone for our domestic RE generation in FY2020 is the second LSS project in Bukit Selambau, Kedah, with a 30MWp capacity connected to the Grid. Additionally, our wholly owned subsidiary, GSPARX Sdn. Bhd., generated a total of 81MWp from retail rooftop solar photovoltaic (PV) installations. Following the successful PV installations at Mydin Mall Manjoi in Ipoh, GSPARX was awarded projects for five (5) more premises in Peninsular Malaysia through the Supply Agreement for Renewable Energy (SARE) scheme. Together, the LSS and GSPARX projects have contributed to our current RE capacity of 3,398.2MW.

We have also established platforms to encourage RE supply and trading among our customers. These comprise the myGreen+ that is facilitated by Malaysian Green Attribute Tracking System (mGATS) for customers to subscribe to green energy from the grid. mGATS enables customers to purchase RE certificates (RECs) from RE generators. We are encouraged by the increasing uptake of green energy generation among consumers. In FY2020, TNB issued 483,400MWh worth of RECs, constituting approximately 65% of the total tradable units for the year. There were also 120 subscriptions to myGreen+ resulting in 190MWh generating capacity as at year end.

On the International front, we have outlined our RE growth strategy across three (3) ambitions. Ambition 1 would be our main RE growth driver in which we leverage on TNB's existing asset, capabilities and experience to grow further within the UK before entering adjacent European RE markets. Ambition 2 outlines our strategy to grow the Utility business in the South East Asia (SEA) region beginning with RE as the market entry point before venturing into other parts of the Utility value chain, angling towards Energy Transition. These ambitions are complemented by Ambition 3 in which TNB would be investing in relevant technologies that would enhance our sustainability goals while futureproofing TNB's RE ambitions and long-term growth.

Our key achievements during the year for Ambition 1 was the acquisition of the remaining 20% stake in Tenaga Wind Ventures (TWV) UK Limited (the largest FiT wind portfolio in the UK) and acquisition of 5% controlling stake of our solar asset – Vortex Solar Investments S.a.r.l (one of the largest solar platforms in the UK under the Renewable Obligation Certificate (ROC) subsidy scheme). These are key in setting up Vantage RE, our Renewable Asset Co (RACo) platform, which would drive TNB's RE capacity growth via acquisition of stable return operating assets with a capacity target of 2,000MW by end 2025. We also aim to enter the RE Development market with the establishment of a ReDevCo platform. This leverages on Tenaga Renewables Sdn. Bhd. (TRe) successful Solar development track record in Malaysia and broadens our capabilities in other RE development such as wind while allowing TNB to capitalise on the burgeoning growth of RE capacity in the UK/Europe.

In relation to Ambition 2, TNB has developed a strategic partnership with Sunseap Group for solar development in Vietnam and cross-border supply of RE to Singapore's corporate RE100 customers. The partnership includes TNB acquiring a minority stake in a 21.6MW solar rooftop project in Vietnam.

With current RE capacity of 666MW in the international market, TNB targets to grow our RE capacity to 8,300MW by 2025. This signifies the international RE business as a priority for TNB to thrive in the long term, in line with its aspiration as the leading provider of sustainable energy solutions.

Malaysia's energy transition will also need to be enabled by adopting a more digitalised and smarter grid system with enhanced flexibility and reliability to accommodate bi-directional intermittent energy flows from the increased RE. Our Grid of the Future journey encompasses investments that will advance the reliability of the grid such that it can continue to transmit energy from intermittent energy sources. These advancements will incorporate robust digitalisation, cybersecurity and climate resilience into the grid system. We are proud to have achieved a Smart Grid Index (SGI) score of 62.5% (a marked improvement of 10.7% from 51.8% in 2019) with recognition for best practice in Customer Empowerment and Satisfaction dimension. This index is the world's first SGI for utilities that uses seven (7) key dimensions that are based on smart grid definitions namely monitoring and control, data analytics, supply reliability, customer empowerment and satisfaction, green energy, security and distributed energy resources (DER) integration. Moving forward, we will continue future proofing our grid by investing RM9 billion annually from 2021 to 2023, as approved by the Government.

We seek to amplify our research and development efforts to address various climate change mitigation and adaptation aspects. These will include solar PV cooling technology for enhanced efficiency, exploring food waste as feedstock for biogas plants, and alternatives for biomass sources. We are also assessing the feasibility of carbon capture and utilisation technologies particularly through planting crops with high growth rates and CO₂ fixation abilities at areas near coal plants. This year, we adopted the Task Force on Climate-related Financial Disclosures (TCFD) framework and have taken steps to enhance our disclosures to align with the pillars of the TCFD framework, which are governance, strategy, risk management and metrics & targets. Moving forward, we aim to set targets for the reduction of our Scope 1 and 2 GHG emissions as we formulate our sustainability pathway. We are also looking to streamline our initiatives with the considerations outlined in the International Energy Agency (IEA)'s roadmap on net zero emissions by 2050 for the global energy sector.

Supporting Nation Building

As the leading electricity utility company in Malaysia, we play a significant role in contributing to nation building, which has been more crucial than ever in light of the pandemic. We directed our focus towards stimulating the economy while keeping the lights on, alleviating our customers' financial burdens and safeguarding our *warga* TNB. These efforts go over and above our existing upskilling and reskilling programmes that are dedicated to preparing our employees and the industry for the new energy future.

Since the beginning of the Movement Control Order (MCO) in March 2020, we have channeled approximately RM250 million worth of funds towards relieving the financial stress that our customers face. This was done through the Government's *Pakej Rangsangan Ekonomi Prihatin* (PRIHATIN) scheme and TNB's Easy Payment Plan, where relief packages were rolled out via discounted electricity bills and offering six-month interest-free payment plans, respectively. In addition, we waived all late payment interest fees and have suspended disconnection activities until 30 September 2021. We also supported the wider community through various in-kind donations. In FY2020, we contributed RM27.5 million in the form of donations of medical supplies and personal protective equipment (PPE) to government hospitals, departments, agencies as well as various State Governments. We channeled RM4.36 million in *zakat* contributions to the underprivileged communities affected by the pandemic, focusing on single mothers, orphanages and care homes. A further RM1 million was contributed towards lighting up security official posts nationwide to ensure reliable electricity for the frontliners manning it throughout the period from March to November 2020. The *Tabung Warga TNB Prihatin* (*Tabung*) was recently introduced on 9 June 2021 with an initial target of RM3 million to provide financial aid to Malaysians whose livelihoods have been severely impacted by the COVID-19 pandemic. The funds for the *Tabung* are contributed voluntarily by *warga* TNB through a direct deduction of their June or July salary, in a joint effort with TNB to help our fellow Malaysians through these challenging times.

President/Chief Executive Officer's Message

TNB Reskilling Malaysia Programme was introduced this year as part of our six (6) game changers initiative to help Malaysians, particularly those who are unemployed or retrenched. This programme, conducted by TNB Integrated Learning Solution Sdn. Bhd. (ILSAS), aims to equip trainees with skillsets to fit newer job roles that are increasingly in demand. Trainees are selected based on job matching and interview sessions based on the interests of the applicants and potential employers. Beyond this, we have also designed specific upskilling programmes to enhance the competencies of our contractors. Our reskilling and upskilling initiatives as a whole are expected to create 4.5 million new higher skilled and higher waged jobs.

Digitalising Our Customers' Experience

We believe in giving our customers the best experience possible by not only providing excellent service and meaningful engagement, but also by creating a "prosumer" environment through the empowerment of our customers with smart, sustainable solutions that enable them to monitor their consumption and partake in electricity supply and trade, thus exceeding their expectations of beyond the kWh offerings. We are happy to see our efforts come to fruition with our highest ever Customer Satisfaction Index (CSI) score of 86% from 81% since 2016.

We continuously look for ways to leverage on cutting edge digital technologies to improve the quality of our services. Our smart meter roll-out is designed to provide near real-time energy consumption data through the myTNB web portal and mobile application. Customers will be able to track their energy consumption and thus explore avenues to reduce their consumption. We have been experiencing an increasing trend in the uptake of our myTNB mobile application over the years, which is an indication of how our customers' are evolving towards becoming more digitally-savvy. This year, a further 891,294 smart meters have been installed in Melaka and selected areas in the Klang Valley. We target to install 1.5 million smart meters by the end of 2021 and another 2.1 million by 2024, covering approximately 40% of our customers in Peninsular Malaysia.

Nurturing Skills and Protecting Our People

Our employees are the driving force and core contributors towards our progress and achievements over the years. It remains our priority to provide them with opportunities for personal and professional growth, as well as protecting their safety, health and well-being. This will not only boost productivity and future-proof our workforce, but also reinforces their trust and confidence in the organisation. We launched Reimagining Culture which redefines our corporate identity and core values that we have disseminated to our *warga* TNB through change management initiatives.

As a result of the unwavering dedication of our *warga* TNB, especially those who have braved the risk of exposure during this pandemic, we are proud to record positive trends in our operational reliability. This is demonstrated through our performance of domestic conventional plants' Equivalent Availability Factor (EAF) of 87.39%, our domestic networks' System Average Interruption Duration Index (SAIDI) of 44.95 minutes per customer, and transmission system minutes at 0.0806 minutes. I wish to convey my deepest appreciation to all *warga* TNB for tirelessly working to keep the lights on.

Mindful of the heightened importance of occupational health and safety during this pandemic, particularly for our frontliners in critical services, we promptly formulated our COVID-19 Crisis Response Team who were tasked to plan and execute rapid and robust group-wide response measures, amidst greater uncertainty. We also allocated over RM21.4 million for employee allowances and return-to-work kits, provisions such as masks, sanitisers as well as disinfection and preparatory measures. We consistently enforce strict standard operating procedures (SOPs) and disseminated timely information to our people. There has been a consistent positive trend towards curbing workplace injuries, with a decrease in the Group's Lost Time Injury Frequency (LTIF) from 1.42 in FY2019 to 1.29 in FY2020. Sadly, we recorded four (4) fatalities, comprising one (1) employee and three (3) contractors who were performing non-electrical work. We express our deepest sympathies to the affected families and resolve to constantly strengthen our safety measures to avoid any loss of life in our commitment to achieving zero fatalities.

Serving the Local Communities

Our annual community development initiatives encompass socioeconomic, environmental and education-related programmes that are conducted together with various stakeholders including Government bodies and foundations. We ensured the continuity of our flagship community-related programmes to uplift the lives of the marginalised and underserved despite the pandemic.

The Rural Electrification programme and Village Street Lighting project continues to be a top priority as we work towards connecting as many rural communities as possible to TNB's grid to enable equal access to electricity. We also invested a total of RM9.9 million in our "Home for the Needy" programme, which is dedicated towards providing livable spaces to underserved communities. Meanwhile, our environmental sustenance programme that mainly comprises several Mangrove Planting Programmes and the Fireflies Conservation Projects across the country, also acts as a catalyst for ecotourism for local communities. We planted 10,600 mangrove saplings to enhance coastal protection and provided monetary donations to 76 boatmen at four (4) firefly colonies to alleviate their financial burdens from the impact of the pandemic on tourism this year.

We believe in quality education as the key to socioeconomic upliftment, and that it should be equitable to all. Thus, our educational development programmes focus on providing opportunities to underprivileged communities. In FY2020, they were mainly centred around channeling monetary donations to the relevant schools as physical engagements were limited due to COVID-19. We have contributed RM6.4 million towards the eight (8) schools under our Trust Schools Programme. Apart from this, RM1.36 million was channeled towards the *Ceria ke Sekolah* programme in the form of school supplies before the school year, which benefitted 6,850 primary school students. We also continue to invest in our B40 programme since 2018, dedicated towards providing financial aid to secondary students, to which we have disbursed a total of RM675,000 as at December 2020. Since 2006, we have been proud to support young Malaysians in their quest to excel in hockey through our National Hockey Development and Thunderbolts Programme, and channeled more than RM2 million towards this initiative.

Our educational institutions such as Universiti Tenaga Nasional (UNITEN), ILSAS and Yayasan Tenaga Nasional (YTN) play a pivotal role in shaping a new generation of industry leaders. Through UNITEN and YTN, we contribute towards bridging the gap to accessing quality education by providing scholarships to deserving students. This year, UNITEN awarded 2,416 scholarships, while YTN awarded 678 scholarships, amounting to RM8.09 million and RM37.1 million respectively. YTN initiated *Dermasiswa* MyBF in 2018, a full sponsorship programme for students from underprivileged families to attain a tertiary education or vocational qualification. This year, 5,268 scholarships were awarded under the programme, with an investment of RM40.4 million. We also conduct our flagship training programmes via ILSAS, with 20,936 individuals trained in FY2020. This year, we successfully hosted the 4th ILSAS International Conference on Learning and Development (ICLAD) virtually, attended by 1,227 participants from 33 organisations across seven (7) SEA countries.

Outlook

We are committed to upscaling our efforts, recognising that sustainability is an ongoing journey. We will continue to enhance the integration of sustainability across the Group to not only safeguard our business sustainability but also strengthen the trust and create long-term value for our stakeholders. As we actively plan our sustainability pathway, we are looking towards disclosing our targets and commitments in the second half of FY2021. We deeply appreciate the partnerships and collaborations with our stakeholders, as further reinforced by our commitment to UN SDG 17 (Partnerships for the Goals). As Malaysia continues to battle the COVID-19 pandemic, TNB remains deeply connected to the *rakyat*. My heart goes out to all fellow Malaysians, who inevitably would have faced some degree of hardship due to the COVID-19 outbreak. We will get through this difficult time together, towards a better world and brighter lives.



Datuk Ir. Baharin Bin Din
President/Chief Executive Officer

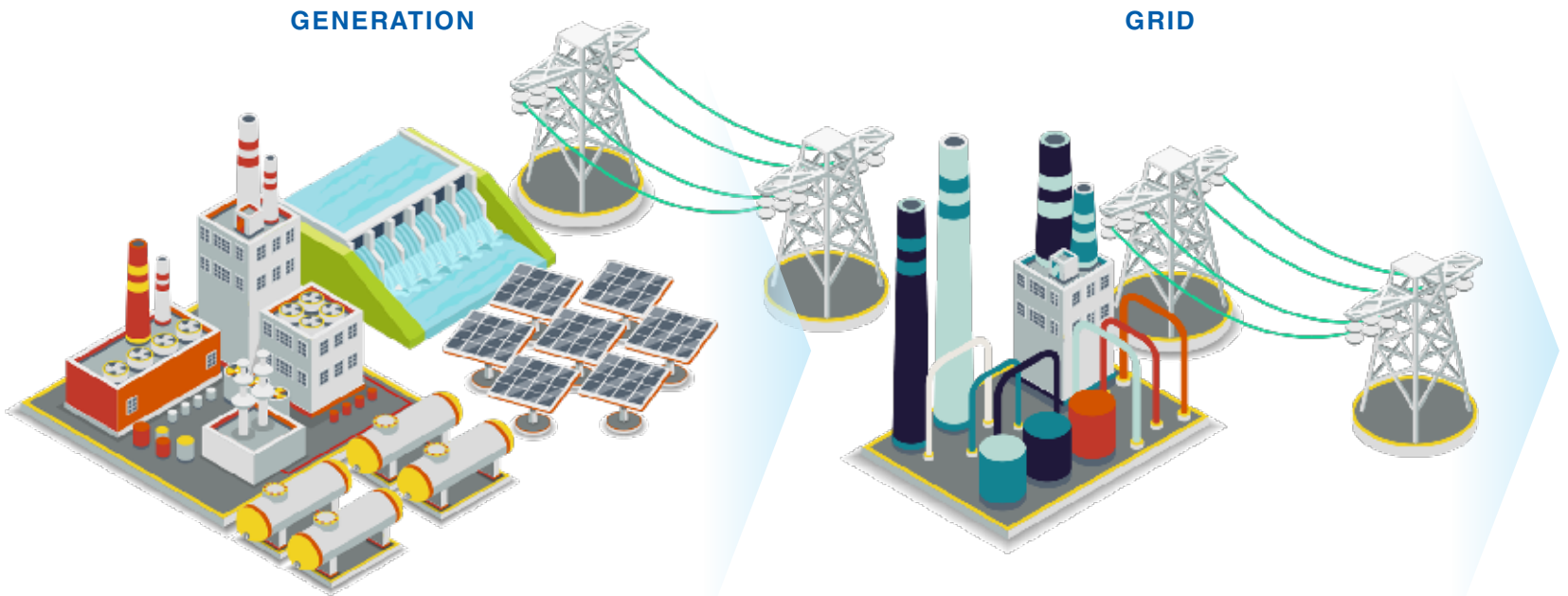
About TNB

We are proud to be the nation’s largest electricity utility company for over 70 years that provides affordable and reliable services to our wide customer base. Headquartered in Kuala Lumpur, we serve about 9.44 million accounts across Peninsular Malaysia, with the remaining 0.64 million customers in Sabah and Labuan. TNB also has equity ownership of international assets in four (4) countries, namely United Kingdom, Saudi Arabia, Pakistan and India.



Our Value Chain

Our value chain represents our core business which comprises the end-to-end electricity production and supply chain. We are mindful of the various ESG impacts across our value chain, and thus continuously take efforts in engaging our key stakeholders to manage our impacts.



TNB Power Generation Sdn. Bhd. (TPGSB) operates and maintains TNB's portfolio of power generating assets, comprising thermal generation facilities and large hydro-generation schemes in Peninsular Malaysia.

TOTAL DOMESTIC GENERATION CAPACITY

13,110.53MW

GAS
4,054.43MW

COAL
6,440.00MW

LARGE HYDRO
2,536.10MW

LARGE-SCALE SOLAR
80.00MW

* For wholly owned and majority owned (equity basis) generating assets in Peninsular Malaysia

The Grid Division manages and operates the 132kV, 275kV and 500kV transmission network (National Grid) in Peninsular Malaysia.

MAXIMUM DEMAND ON 10TH MARCH 2020

18,808MW
IN PENINSULAR MALAYSIA

LENGTH OF DOMESTIC TRANSMISSION NETWORK*

24,607
CIRCUIT-KM

DOMESTIC TRANSMISSION SUBSTATIONS*

462
UNITS

NUMBER OF TRANSMISSION TRANSFORMERS OPERATED*

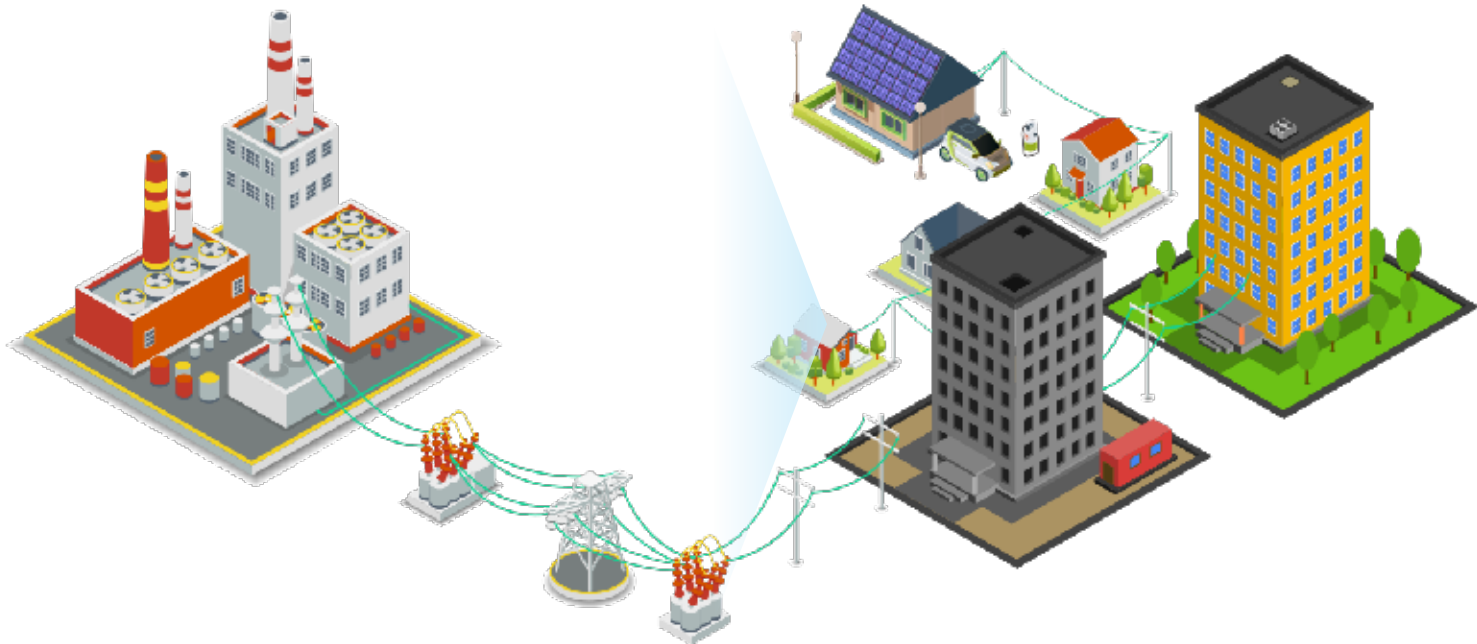
1,321
UNITS

* For wholly-owned transmission network in Peninsular Malaysia

Our Value Chain

DISTRIBUTION NETWORK

RETAIL



The Distribution Network Division is responsible for the asset lifecycle of the Nation's 33kV, 22kV, 11kV, 6.6kV, 0.415kV and 0.24kV distribution network to end users ensuring reliable electricity supply to businesses and homes.

LENGTH OF DOMESTIC DISTRIBUTION NETWORK*

703,312
CIRCUIT-KM

DOMESTIC DISTRIBUTION SUBSTATIONS*

85,127

NUMBER OF DISTRIBUTION TRANSFORMERS OPERATED*

92,093

The Retail Division operates a network of state and area offices to provide products and services to customers. We strive to win our customers by building long-term and meaningful relationships through continuous ongoing customer centric approaches.

UNITS SOLD

110,881.8GWh
IN PENINSULAR MALAYSIA

TOTAL NUMBER OF CUSTOMERS IN PENINSULAR MALAYSIA

9,443,113

Domestic: 7,728,407

Comprises most of Malaysia's population, who drive us to deliver excellence in our products and services.

Commercial: 1,590,373

Carries out the full range of business and commercial activities that support the country's economic growth.

Industrial: 31,654

Manufacturers of various goods and services. Though relatively small in number, they account for most of our electricity sales.

Others: 92,679

Comprises mining, street lighting, agriculture and RE generators.

* For wholly-owned distribution network in Peninsular Malaysia

Our International Presence

UNITED KINGDOM

POWER PLANT

TENAGA WIND VENTURES UK LTD

Capacity:

Wind: 26.6MW

TNB Shareholding:



VORTEX SOLAR INVESTMENTS S.A.R.L.

Capacity:

Solar: 365MW

TNB Shareholding:



TURKEY

POWER PLANT

GAMA ENERJI A.S.

Capacity:

Wind: 117.5MW

Hydro: 131.3MW

Natural Gas: 853MW

TNB Shareholding:



PAKISTAN

POWER PLANT

LIBERTY POWER LTD (WHOLLY-OWNED)

Capacity:

Natural Gas: 235MW

TNB Shareholding:



OPERATIONS & MANAGEMENT SERVICES

TNB REMACO & BALLOKI POWER PLANT NATIONAL POWER PARK MANAGEMENT COMPANY LIMITED – Balloki Power Plant

Capacity:

Natural Gas: 1,223MW

KUWAIT

POWER PLANT

SABIYA POWER GENERATION & WATER DISTILLATION PLANT

Capacity:

Natural Gas Distillate: 252MW

DOHA WEST WATER DISTILLATION STATION

Capacity:

Natural Gas Distillate: 170MW

OPERATIONS & MANAGEMENT SERVICES

Maintenance Services Agreement

Mechanical Works
DOHA WEST PLANT

Instrumentation & Control Systems

SHUWAIKH POWER PLANT
DOHA WEST PLANT

SAUDI ARABIA

POWER PLANT

SHUAIBAH INDEPENDENT WATER & POWER PROJECT (IWPP)

Capacity:

Fuel Oil: 1,190MW

TNB Shareholding:



WATER DESALINATION
Total Capacity:
1,039,000 m³/day

INDIA

POWER PLANT

GMR ENERGY LTD

Capacity:

Solar: 26MW

Coal: 1,650MW

Natural Gas: 388MW

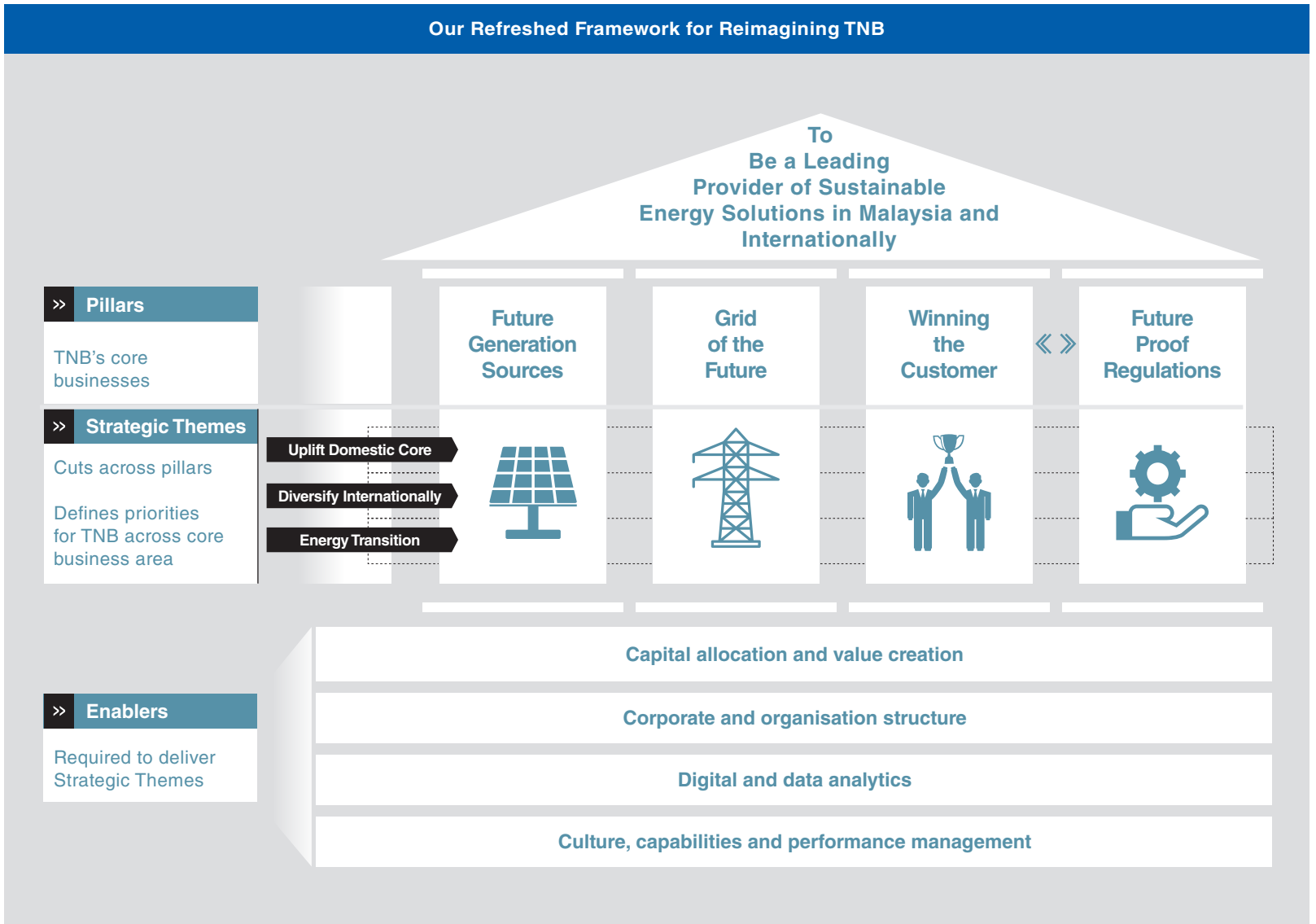
TNB Shareholding:



Our Corporate Strategy

The rapidly evolving industry landscape ignited by the energy transition globally, encouraged us to revisit our Reimagining TNB 2016-2025 (RT) strategy, just as we reached the midpoint of our strategic journey. We also revised our aspiration, “To be a leading provider of sustainable energy solutions in Malaysia and internationally”: With our refreshed strategy and aspiration, we hope to strengthen our position in the future energy landscape.

We incorporated three (3) Strategic Themes: Uplift Domestic Core, Diversify Internationally and Energy Transition, that cut across our four (4) core strategic pillars: Future Generation Sources, Grid of the Future, Winning the Customer and Future Proof Regulations. We also added two (2) new enablers to our strategy framework: Digital and data analytics; and Culture, capabilities and performance management. Our four (4) core strategic pillars continue to drive our revised aspiration, with key sustainability considerations integrated across these pillars, forming the basis of our sustainability strategy.



For more information on our corporate strategy, refer to page 28 of the IAR2020. For more information on how we integrate sustainability within our corporate strategy, refer to the "TNB's Sustainability Strategy" and the "What Matters to Us" section on pages 14 and 22, respectively.

Our Corporate Strategy

Strategic Pillar	Strategy	Outlook
<p> Future Generation Sources</p> <p>Relevant UN SDGs:</p>    <p>With the ongoing global Energy Transition, the future energy source is green and renewable as the world seeks to decarbonise in order to mitigate climate change.</p>	<ul style="list-style-type: none"> Improving the performance and efficiency of current conventional assets while looking for opportunities to expand TPGSB's portfolio in Southeast Asia Expanding TNB's international generation assets by: <ul style="list-style-type: none"> Leveraging on our UK RE assets to establish a Renewable Asset Company (RACo), which aims to add 2.5GW to the existing capacity by 2025 Developing greenfield RE projects through RE Developer Company (ReDevCo) Growing our utility business in Southeast Asia Growing our renewable generation assets through bidding excellence, cost excellence and leveraging market experience in the Southeast Asia region 	<ul style="list-style-type: none"> Full commissioning of the 1,440MW Combined Cycle Gas Turbine (CCGT) Southern Power Generation in early 2021 Focusing on asset & service expansion, turnaround excellence and productivity uplift over the next 5 years as TPGSB pursues new clean energy growth opportunities and services expansion Embark on the next phase of our UK/Europe growth ambition by acquisition of brownfield subsidised RE assets under the RACo platform Grow presence in ASEAN by first acquiring and/or developing RE assets through partnership with a local/regional player(s)
<p> Grid of the Future</p> <p>Relevant UN SDGs:</p>    <p>Our grid is critical to the success of TNB's energy transition. We are making significant investments into the national grid in order to enhance its ability to support increasing generation of renewable energy by our prosumers, reliably and efficiently. Fully automated, the grid will also empower customers to better manage their consumption.</p>	<ul style="list-style-type: none"> Leveraging new technology and improving efficiency through six (6) investment categories, which include investing in new grid connections, grid refurbishment, safety & environmental compliance, self-healing grid, grid digital intelligent infrastructure and smart tools & equipment Identifying key focus areas to enable the successful transformation of the distribution grid, which includes developing smart grid, unleashing capabilities and increased digitalisation 	<ul style="list-style-type: none"> Continuing the 500kV Backbone Projects and System Reinforcement projects. We have obtained approval from the regulators to deploy RM8.4 billion worth of regulated network CAPEX projects in FY2018-2021, of which 58% is to enable supply provision, and 28% to improve systems performance Under the Advanced Metering Infrastructure (AMI) programme, installing another 608,706 smart meters in 2021 in the Klang Valley, to bring the total to 1.5 million smart meters
<p> Winning the Customers</p> <p>Relevant UN SDGs:</p>    <p>We seek to serve and win our customers via all "click, call and come over" touch points throughout our customer journeys. We continuously innovate new solutions and enhance service offerings by leveraging on digital customer solutions and interactions as well as digital enterprise. Moreover, we also focus on notably delivering value in the green energy and energy efficiency space through various offerings in solar, smart solutions, electric mobility and platform solutions for green attributes and smart lifestyle.</p>	<ul style="list-style-type: none"> Focusing on creating value for our key stakeholders, namely our customers, our people and our shareholders. This includes: <ul style="list-style-type: none"> Empowering customers through greater convenience and control over their energy usage (e.g. myTNB mobile application) Becoming the customers' preferred choice for quality and personalised service which is enabled by our people's knowledge, skills and innovative technology Enabling our shareholders to benefit from a technology-driven, efficient organisation that builds relationships based on trust 	<ul style="list-style-type: none"> Growing beyond the kWh offerings through upcoming solutions such as electric vehicle (EV) infrastructure and platform solutions to support and drive the sustainability agenda Proposing a fit-for-purpose retail regulated revenue approach to adequately respond to customers Shifting towards a new organisational design, moving from functional specialisation to customer & solution-focused, and supported by an agile workforce to provide excellent customer experience Improving customer service delivery as customers are seeking to interact with us digitally, desiring greater visibility and control over their energy costs Increasing customer's energy literacy and driving them towards smart and efficient lifestyle through our channels by informing, educating and engaging our customers
<p> Future Proof Regulations</p> <p>Relevant UN SDGs:</p>    <p>As the electricity supply industry is highly regulated, it is imperative for TNB to engage in continuous dialogue and discussion with the Government and relevant regulators. The objective is to collaborate on policies that will help shape the sustainability of an industry that plays a critical role in supporting socio-economic development.</p>	<ul style="list-style-type: none"> Working together with key regulators towards shaping a sustainable industry landscape 	<ul style="list-style-type: none"> Submitted our Regulatory Period 3 (RP3) proposal in February 2021, with negotiations to begin in Q2 2021. Our RP3 proposal is focused on efficiency and enhancing the role of both the transmission and distribution grid in order to enable Malaysia's Energy Transition

Sustainability at TNB

Key Milestones

Over our 70 years of service, we have witnessed several transformations and milestones unfold within the organisation and around us. TNB has made significant strides since the First Grid connection constructed from the West Coast to the East Coast in the 1970s. In the same way, our sustainability practices have evolved towards driving impactful, long-term value for our business and stakeholders. Our key achievements and lessons learnt, especially in the last 20 years, continue to shape our sustainability strategy and practices.

2001-2005

- Launch of the Village Street Lighting Project to ensure public areas in villages are lit
- Initiation of the Community Outreach Programme, a platform for TNB's management to engage with the community
- Launch of the Kampung Kuantan Firefly Conservation Project to protect one of the largest firefly colonies in Southeast Asia
- The Jana Landfill Small Renewable Energy Programme (SREP) Project commenced operations in 2004

2006-2010

- Launch of TNB's CareLine 15454 service in 2007
- TNB received the Prime Minister's Industry Excellence Award for 2007. We also won the Quality Management Excellence Award (Category 4).
- Completion of the solar hybrid rural electrification project in Pulau Perhentian, Terengganu in 2007
- Completion of the state-wide Sabah grid in 2007, linking the West Coast Grid and the East Coast Grid
- Launch of the 'Tree for a Tree' Programme to reduce carbon emissions through tree planting in public areas
- Roll out of the Online Bill payment service that allows customers to view and pay bills online
- Introduction of TNB's Customers First Programme and Customer Charter to upgrade the quality of our services

2011-2015

- Launch of the Customer First Programme as part of TNB's continued efforts to upgrade its quality of services
- Introduction of our Corporate Integrity Pledge to promote transparency and good governance
- Introduction of our Green Energy Policy in support of the national green agenda
- Partnership with World Wildlife Fund (WWF) for the TNB-WWF Malaysia Earth Hour Awareness Campaign in 2013

2016-2020

- Introduction of Reimagining TNB, our corporate strategic plan in 2016
- Formalisation of Sustainability Development Committee (SDC) to review, evaluate and advise on sustainability in 2017
- Commenced carbon footprint assessment in 2017
- Establishment of the TNB Green Energy Development Fund in 2017 by SDC to channel 1% to 2% of TNB's profit after tax towards non-commercially feasible Green Energy projects annually
- Published first standalone Sustainability Report in 2017
- First roll-out of smart meters as part of Advanced Metering Infrastructure to deliver innovative services and solutions to our customers in 2018
- Incorporation of GSPARX Sdn. Bhd. in 2018 to promote self-generation from solar energy by facilitating the Net Energy Metering (NEM) scheme and Supply Agreement for Renewable Energy (SARE)
- Sustainability Report prepared in accordance with the GRI Standards: Core Option in 2019
- Enhanced disclosure based on the TCFD framework
- Provided support to our customers during the COVID-19 pandemic, which include:
 - Not disconnecting electricity supply until 30 September 2021 for domestic customers with no arrears exceeding 6 months as of 31 December 2020
 - Offering the Easy Payment Plan (EPP) to eligible domestic customers until 31 December 2021 to ease their financial burden
 - Deferring the Connected Load Charge (CLC) and introducing installment plans for non-domestic customers on a case by case basis
 - Roll out of Government assistance such as *Pakej Rangsangan Ekonomi 2020*, *PRIHATIN* and *Bantuan Prihatin Elektrik Tambahan* (BPE)
- Achieved a Customer Satisfaction Index (CSI) score of 86%, which is the highest in 20 years
- Unveiled new aspiration in 2020 "To be a leading provider of sustainable energy solutions in Malaysia and internationally"

Sustainability at TNB

TNB's Sustainability Strategy

We are responsible for ensuring reliable supply and fair tariffs, while delicately balancing socioeconomic considerations and conserving the environment. This is also in line with our aim to stay ahead of industry disruptions which are centred around decarbonisation, decentralisation, digitalisation and deregulation.

The foundation of managing sustainability at TNB is the integration of our sustainability pillars: Governance, Economic, Environmental and Social, within Reimagining TNB 2025. Our sustainability strategy is centered on TNB's most material ESG issues and contributions to the UN SDGs.

Through our efforts in relation to the UN SDGs, we continue to play our role in joining both the private and public sectors globally to take urgent action in tackling the challenges in sustainable development. TNB has identified four (4) UN SDGs that are most relevant to how we create value for our business and stakeholders, which are Goal 7 (Affordable And Clean Energy), Goal 8 (Decent Work and Economic Growth), Goal 13 (Climate Action), and Goal 17 (Partnerships for the Goals).

Sustainability Pillars

Reimagining TNB

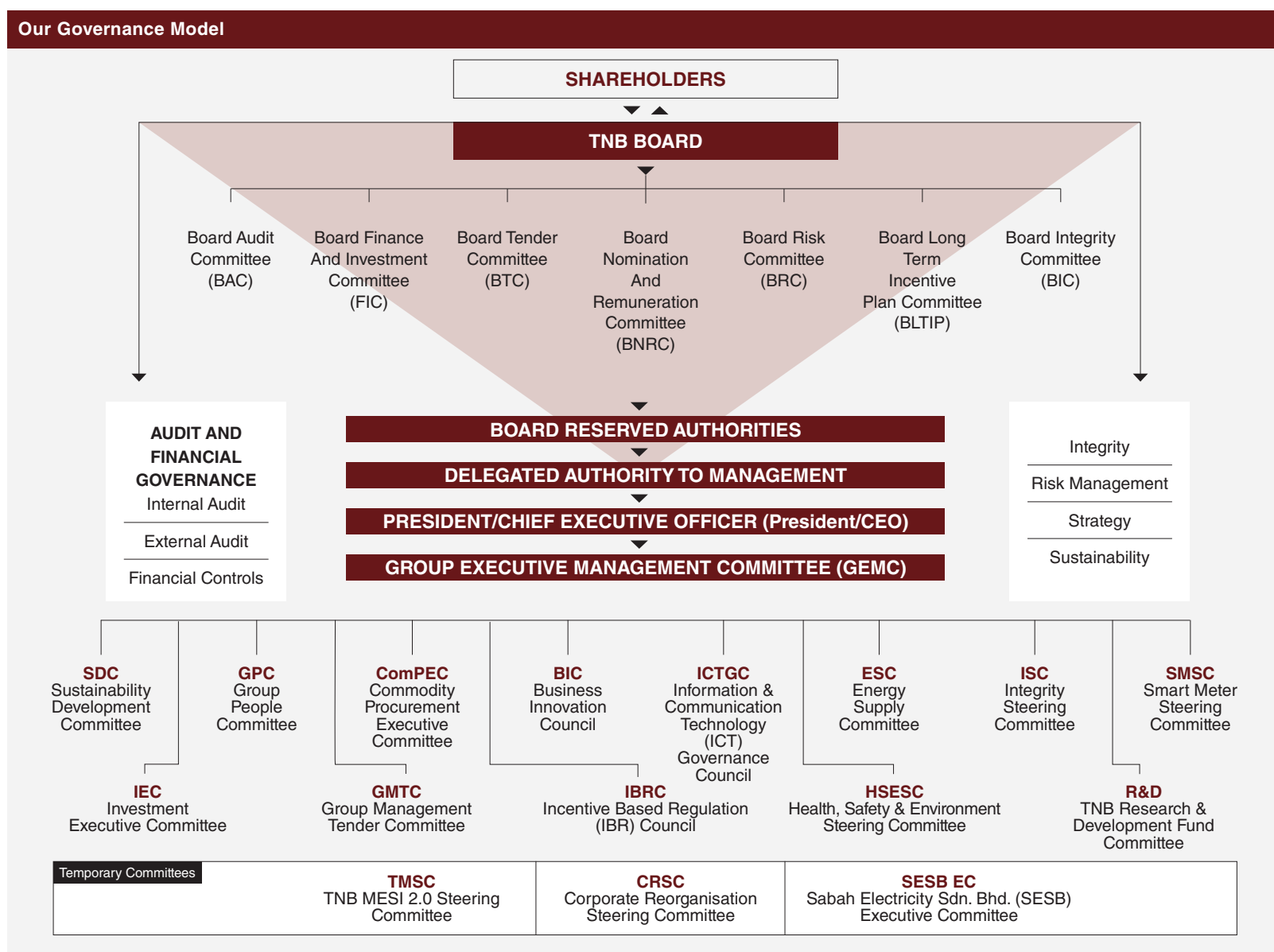


Spirit of Responsibility

How We Are Governed

It is the Board's priority to ensure the highest standards of corporate governance, integrity and ethics across the Group to maintain our stakeholders' high levels of trust and confidence in our ability to achieve long-term growth. This priority is also outlined in our materiality matrix under the material matter "Responsible and Ethical Business Practices".

TNB's Governance Model, underpinned by the principles of the Malaysian Code on Corporate Governance 2017 (MCCG), clearly defines the way in which we operate, and the conduct expected from our Board of Directors, Board Committees, employees and external parties when representing the organisation. Under this model, ESG considerations are embedded within TNB's overall strategies, decision-making processes and operations.



► For more information on our corporate governance, refer to the "Creating Value Through Strong Governance" section of the IAR2020.

Sustainability at TNB

TNB's Board oversees the group-wide integration of sustainability and sets the tone from the top regarding the critical role of sustainability in the creation and protection of value for stakeholders. The Sustainability Development Committee (SDC) and respective Management Committees are responsible for managing sustainability risks and opportunities as well as monitoring the effectiveness and performance of related initiatives. TNB's Chief Strategy and Ventures Officer leads the SDC whose members comprise the senior management team from core and non-core business and subsidiaries. The SDC evaluates and advises on the strategic direction and implementation of sustainability which are then escalated to other relevant committees and/or the Board of Directors for approval.

The SDC convened twice in FY2020 and discussed the following items:

- Review of key stakeholders, material matters and materiality matrix
- Sustainability targets, strategies and initiatives
- Addressing the interests and concerns of external and internal stakeholders
- Climate change related risks and opportunities

From March 2021 onwards, the SDC will be chaired by the CEO, which is in line with the recent developments in the MCCG.



We strive to conduct our business activities in a responsible and transparent manner, and in compliance with applicable laws and regulatory requirements while upholding accountability across all levels of the organisation. Group-wide, all employees and Board of Directors are required to abide by TNB's Code of Ethics ("the Code") and other policies and procedures. These internal control measures outline the procedures and guidelines on responsible and ethical business practices and our engagement with internal and external stakeholders.

The Code covers compliance with laws and regulations, sound employment practices, confidentiality and privacy, provisions on conflicts of interest, giving and accepting business courtesies and the protection and proper use of TNB's assets and resources. TNB's key policies include:

Governance & Economic

- Anti-Bribery Policy
- Ethics & Integrity Policy
- Risk Management Policy
- Confidentiality Policy
- Asset Management Policy
- Limits of Authority
- Procurement and Supply Chain Policy and Procedures
- Investment Policy
- Group Financial Policies and Procedures
- Personal Data Protection Policy
- Gifts, Hospitality and Related Benefits Policy
- Conflicts of Interest Policy
- Whistleblowing Policy
- Integrity Pact and Committee Integrity Pledges Policy

Environment

- Environmental Policy
- Green Policy
- Innovation Policy

Social

- Safety & Health Policy
- Physical Security Policy
- Communication Policy
- Disciplinary Procedures
- Group Human Resource circulars and guidelines

This year, TNB recorded no incidents of non-compliance with socio-economic laws and regulations.

► For more information on our Code of Ethics, please refer to the *Creating Value Through Strong Governance* on page 101-102 of the IAR2020. TNB's Code of Ethics are available on TNB's website www.tnb.com.my.

Sustainability at TNB



Risk Management and Internal Controls

Approved by the Board Risk Committee (BRC) in FY2019, TNB's Risk Management Framework is in line with the ISO 31000:2018 Risk Management – Guidelines and provides a structured approach to risk management, comprising the assessment of sustainability-related risks for informed decision-making.

Our risk management and internal control systems are designed to manage risks within acceptable levels, rather than eliminate risks. Therefore, they provide reasonable rather than absolute assurance against material losses, misstatements or other significantly adverse consequences. We regularly review our risks to ensure its relevance to the Group. The Board and Management will also review and approve policies, codes and procedures to consistently enhance risk mitigation.

▶ For more information on TNB's Risk Management, please refer to the Statement on Risk Management and Internal Control section of the IAR2020.

Upholding a Strong Sense of Integrity

We are committed to instilling and upholding high standards of integrity across the Group. Going beyond compliance to create a culture of excellence, integrity has been determined as a Core Value under Reimagining Culture, defined by the three (3) Behaviours:

We continue to practise our zero-tolerance rule towards bribery and corruption, with avenues to report suspicious unethical conduct outlined in the Whistle Blowing Procedure. We have retained our ISO 37001:2016 Anti-Bribery Management System (ABMS) certification, as verified through our internal audits, and continue the implementation of the TNB Corporate Integrity Management System (TCIMS). Subsequent to the implementation of TCIMS, all Divisions/Departments are required to register Fraud & Bribery Risk in Tenaga Risk Information System (TRIS) and take appropriate actions. This year, our Integrity Department distributed the Anti-Bribery Management System Implementation Kit to all subsidiaries as a guide to implementing ABMS and TCIMS.

All employees are required to sign the annual Integrity Pledge, declare any conflict of interest, and complete the Integrity E-Learning Module. Similarly, we have developed an E-Learning Module for our vendors that will be rolled out in FY2021. This year, 23 Integrity Engagement Programme (IEP) sessions were conducted across the Group which saw the participation of 1,007 employees.

Last year, the TNB-MACC Corruption Prevention Programme was launched to raise awareness on anti-corruption and shape a high-integrity workforce. Following this, several engagement sessions were conducted under this programme throughout the year, which included two (2) sessions with the senior management team and Board of Directors on Corporate Liability. The sessions were attended by 276 participants.





Reimagining Culture was introduced this year in light of TNB's redefined aspirations and refreshed strategy. It serves to institutionalise a culture of excellence among our people by detailing our six (6) Core Values, under each of which there are a set of Behaviours.

▶ For more information on Reimagining Culture, please refer to the Employment Management and Relations section on page 52 of this Report.

Sustainability at TNB

TNB's Stakeholder Engagement

We are dedicated to building strong relationships with key stakeholder groups and committed to having regular and proactive engagements with stakeholders, essential for TNB's strategic management of sustainability. Through meaningful interactions, we can leverage on the insights of both their pressing and emerging interests or concerns to develop effective solutions and improve our value creation model. This helps to further keep us focused on key sustainability matters.

Our Stakeholder	Customers	Government
Engagement Platform	 <p>Our customers comprise domestic, commercial and industrial customers, including Small & Medium-sized Enterprises (SMEs) and large corporations</p> <ul style="list-style-type: none"> ▲ Customer service outlets ■ Call centre ■ myTNB mobile application and online portal ● Customer surveys ● Social media ◆ Roadshows ● Campaigns 	 <p>The Malaysian Federal and State Governments, parliamentarians, municipal councils and regulators</p> <ul style="list-style-type: none"> ● Meetings and briefings ◆ Site visits ◆ Round table sessions ● One-to-one engagements ● Outreach programmes ▲ Summits/conferences
Areas of Interest or Concern	<ul style="list-style-type: none"> • Accessible and reliable supply of electricity • Affordable tariffs • Energy efficiency • Billing and payment platform • New technologies (e.g. smart meters, smart solutions and solar solutions) • Customer Service • Green Energy/Renewable Energy (RE) • TNB's relief packages during COVID-19 crisis 	<ul style="list-style-type: none"> • Regulatory and operational compliance • Changes in the regulatory framework and electricity supply industry • Disaster and cyber security management • Nation-building initiatives, including community and capability development • Security and reliability of electricity • Affordable tariffs • Environmental management
Our Response	<ul style="list-style-type: none"> • Sustainable Infrastructure and Ecosystems, page 30 • Customer Centricity, page 38 • How TNB Is Addressing a Global Pandemic, page 27 	<ul style="list-style-type: none"> • How TNB is Addressing a Global Pandemic, page 27 • How We Are Governed, page 15 • Sustainable Infrastructure and Ecosystems, page 30 • Minimising Environmental Impacts, page 43 • Community Investment and Promoting Education, page 61
Value Created for Stakeholders	<ul style="list-style-type: none"> • Provision of relief packages to support customers during the pandemic • Rolling out products and services that utilise innovative technology and promote energy efficiency among customers • Swift and transparent responses to customer feedback to continuously enhance customer experience • Providing reliable and affordable electricity 	<ul style="list-style-type: none"> • Collaboration with the Government to achieve the objective of the industry • Contributing to socioeconomic, skills and educational development of the wider community • Contributing to fiscal revenue through tax payments • Supporting the nation's economic recovery post-pandemic

Sustainability at TNB

Investors



Institutional and retail investors, analysts and potential investors with interest

- Financial results announcements
- ▲ Integrated Annual Report and Sustainability Report
- ▲ Investor relations conferences and roadshows
- One-to-one and group engagements
- ▲ Annual General Meeting (AGM)

- Group business strategy and internal reorganisation
- Changes in the Regulatory Period (RP) and IBR Framework
- Operational and financial performance
- Current and planned ESG efforts
- Impacts of COVID-19 on TNB
- International investment plans

- How TNB Is Addressing a Global Pandemic, page 27
- Sustainable Infrastructure and Ecosystems, page 30
- Customer Centricity, page 38
- Minimising Environmental Impacts, page 43
- Climate Change, page 47
- Employment Management and Relations, page 51
- Prioritising Health, Safety and Personal Well-Being, page 58

- Execution of robust business strategies for long-term business sustainability and growth
- Communication strategies on the renewable assets expansion
- Payment of attractive dividends in a timely manner

Employees



Our 35,576 full-time employees, excluding contractors

- One-to-one engagements
- ▲ Townhalls
- Webinars
- Online portal (intranet), newsletters, emails and TV TNB
- ★ Employee surveys
- ▲ Social media
- Corporate Social Responsibility (CSR) events
- ◆ *Turun padang*, brown-bag sessions and other outreach programmes

- Health and safety
- Employee well-being and workplace culture
- Talent and skills development
- Employee satisfaction
- Employee engagement on TNB's strategies and direction
- CSR opportunities
- Current and planned ESG efforts



- How TNB Is Addressing a Global Pandemic, page 27
- Employment Management and Relations, page 51
- Prioritising Health, Safety and Personal Well-Being, page 58
- Community Investment and Promoting Education, page 61

- Protecting the safety and health of employees, especially during the pandemic
- Providing capability development and career progression opportunities
- Conducting impactful employee engagement that promotes high employee satisfaction

Legend:

- ▲ Daily
- All the time
- Ongoing
- ◆ As needed
- Quarterly
- ▲ Annually
- ★ Biannually

Sustainability at TNB

Our Stakeholder	Trade Unions	Vendors
Engagement Platform	 <p>Three (3) registered unions and two (2) workers associations that cover all executive and non-executive employees</p>	 <p>3,442 contractors and suppliers</p>
Areas of Interest or Concern	<ul style="list-style-type: none"> • Joint meetings and engagement sessions • Negotiations and collective agreements • Collective agreements • One-to-one engagements 	<ul style="list-style-type: none"> • Engagement sessions with key suppliers • Training and workshops • TNB Vendor Day • TNB Vendor Portal
Our Response	<ul style="list-style-type: none"> • Employee welfare and issues • Collective bargaining • Employee engagement on TNB's strategies and direction 	<ul style="list-style-type: none"> • Capability development and knowledge sharing • Procurement processes • Industry support for business growth • Potential health and safety impacts
Value Created for Stakeholders	<ul style="list-style-type: none"> • How TNB is Addressing A Global Pandemic, page 27 • Employment Management and Relations, page 51 	<ul style="list-style-type: none"> • Fostering open communication and strong relationships with employees • Safeguarding employees' interests and needs
		<ul style="list-style-type: none"> • How TNB Is Addressing a Global Pandemic, page 27 • Sustainable Infrastructure and Ecosystems, page 30 • Prioritising Health, Safety and Personal Well-Being, page 58
		<ul style="list-style-type: none"> • Providing capability development opportunities for suppliers • Fair and transparent procurement processes • Supporting the local supplier ecosystem

Our Stakeholder Engagement Approach:

Enhance the understanding of major issues when engaging with Government, investors, vendors and NGOs

Pursue two-way communication with customers and communities

Align the vision with strategies based on mutual trust with employees and trade unions

Sustainability at TNB

Communities



Local communities we engage with, in or near areas where we operate, including those impacted by our operations

Non-Governmental Organisations (NGOs) and Associations



Consumer associations, think tank groups, environmental groups and chambers of commerce

- ◆ Outreach programmes
- CSR events
- ◆ Townhalls
- ◆ Dialogue sessions
- ▲ Sporting events

- ◆ One-to-one engagements
- Outreach programmes
- Seminars and knowledge sharing sessions
- ◆ Collaboration sessions
- Social media

- Community development and support
- Communication on development plans and projects
- Potential health, safety and environmental impacts

- Affordable tariffs
- Innovation in technology and RE
- Quality of service
- Supply reliability
- Current and planned ESG efforts

- How TNB Is Addressing a Global Pandemic, page 27
- Minimising Environmental Impacts, page 43
- Community Investment and Promoting Education, page 58

- Sustainable Infrastructure and Ecosystems, page 30
- Minimising Environmental Impacts, page 43
- How TNB Is Addressing a Global Pandemic, page 27

- Contributing to the upliftment of society through business and corporate social responsibility initiatives
- Connecting underserved areas
- Protecting the safety of communities where we operate

- Advocating solutions to be utilised amongst our society as well as customers in environmental, social and governance aspects

Legend:

- ▲ Daily
- All the time
- Ongoing
- ◆ As needed
- ⬢ Quarterly
- ▲ Annually
- ★ Biannually

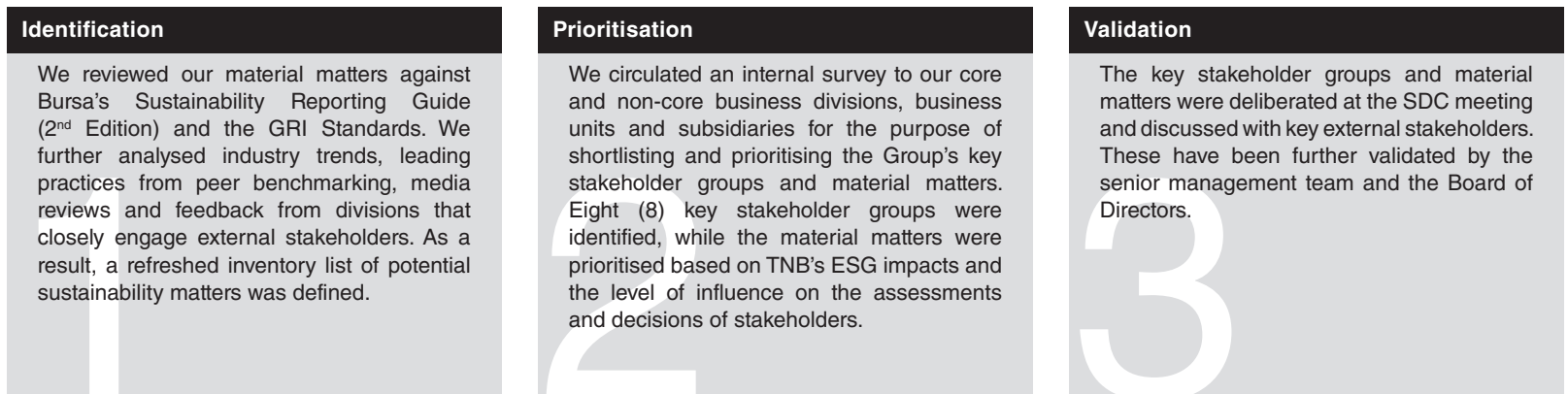
Sustainability at TNB

What Matters to Us

TNB’s material sustainability matters reflect the key environmental, social and governance & economic (ESG) topics that significantly impact our business and stakeholders. With an in-depth understanding of our material matters, we can better define our strategies and resource allocation plans, thereby positioning TNB to implement meaningful actions and anticipate sustainability challenges.

Since FY2016, we have conducted two (2) materiality assessments involving key internal stakeholder workshops. We also undertake annual reviews with senior management and the SDC to maintain relevance and alignment to TNB’s corporate strategies, industry developments, emerging risks and opportunities, and stakeholder concerns.

This year, we conducted our third materiality assessment through the following process:



We streamlined the list of material matters from 26 in 2019 to 18 in 2020 to further focus our sustainability management approach. Notably, the materiality assessment process resulted in the emergence of two (2) new material matters, Rights of Indigenous Peoples and Tax. Through the process of gathering views on stakeholder interests and concerns, we noted several material matters with significant increase in concern. The feedback gained through the process will allow us to continue streamlining our sustainability efforts.



Notes:

¹ Combination of “Reliable Energy and Fair Tariffs”, “Asset Optimisation” and “Emergency Preparedness”

² Combination of “Climate Change” and “Energy Efficiency”

³ Combination of “Renewable Energy”, “Fuel Mix Policy” and “Efficient Technology and Innovation”

⁴ Combination of “Occupational Health & Safety” and “Health and Wellbeing”

⁵ Combination of “Responsible & Ethical Business Practices” and “Anti-corruption”


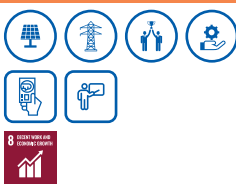





⁶ Combination of “Community Development” and “Education”

⁷ Combination of “Procurement Practices”, “Human Rights Assessment”, “Supplier Social Assessment” and “Supplier Environmental Assessment”

Sustainability at TNB

We have prioritised 18 material matters for FY2020 and mapped them to RT and our direct and indirect contributions to the UN SDGs. These matters have also been mapped to our six (6) strategic risks that were identified as having the potential to prevent TNB from achieving our RT objectives.

➤ For more information on TNB's Risks and Opportunities, please refer to the Statement on Risk Management and Internal Control on page 118 of the IAR2020.

Sustainability Pillar	Material Matters	Link to Strategic Risks	Alignment to RT and UN SDGs
GOVERNANCE			
Spirit of Responsibility	Responsible and Ethical Business Practices	<ul style="list-style-type: none"> Regulatory constraints that can negatively impact TNB business Ineffective engagement and communication to stakeholders 	
<ul style="list-style-type: none"> Reinforce ethical and safe business culture 	Ensuring robust corporate governance in TNB		
ECONOMIC			
Empowering the Nation	Business and Financial Performance	<ul style="list-style-type: none"> Inability to keep pace with changing customers' expectations Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business 	
<ul style="list-style-type: none"> Provide reliable and efficient energy to customers Supply electricity domestically and internationally 	Measures taken to achieve business and financial growth		
	Reliable Energy and Fair Tariffs	<ul style="list-style-type: none"> Inability to keep pace with changing customers' expectations Inability to adapt to changing market environment Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business 	
	Ensuring the availability, affordability and reliability of electricity in the short, medium and long-term, including in the event of emergencies and crises		
	Customer Experience	<ul style="list-style-type: none"> Inability to keep pace with changing customers' expectations Inability to adapt to changing market environment Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business 	
	Providing exceptional customer experience by exceeding their expectations and empowering them to become prosumers, while ensuring data security		
	Cyber Security Management	<ul style="list-style-type: none"> Inability to leverage on available and new technology 	
	Safeguarding digital systems from cyber security risks, threats and attacks		
	Sustainable Supply Chain	<ul style="list-style-type: none"> Inability to adapt to changing market environment Inability to leverage on new technology Ineffective engagement and communication to stakeholders 	
	Engaging in sustainable supply chain practices and strengthening the local energy ecosystem		
	Tax	<ul style="list-style-type: none"> Regulatory constraints that can negatively impact TNB business Ineffective engagement and communication to stakeholders 	
	Contributing to Government revenue through transparent tax practices		

Legend:
 Reimagining TNB Pillar:
 Reimagining TNB Enabler:



Future Generation Sources



Grid of the Future



Winning the Customer



Future Proof Regulations



Capital Allocation and Value Creation



Corporate and Organisation Structure

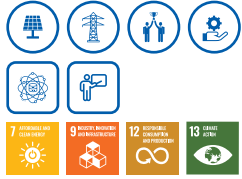




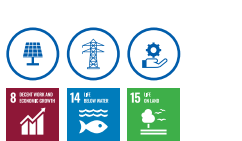


Digital and Data Analytics



Culture, Capabilities and Performance Management

Sustainability at TNB

Sustainability Pillar	Material Matters	Link to Strategic Risks	Alignment to RT and UN SDGs
ENVIRONMENTAL			
Environmental Stewardship <ul style="list-style-type: none"> Support transition to a low-carbon economy Minimise environmental impact 	Energy Transition and Innovation Contributing to the national RE target and driving innovation to anticipate changing trends and build business resilience	<ul style="list-style-type: none"> Inability to adapt to changing market environment Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business Inability to keep pace with changing customers' expectations 	
	Environmental Management Ensuring compliance and effective management of environmental impacts	<ul style="list-style-type: none"> Regulatory constraints that can negatively impact TNB business 	
	Climate Change and Energy Efficiency Efforts to address climate change impacts and manage greenhouse gas (GHG) emissions	<ul style="list-style-type: none"> Inability to leverage on available and new technology Inability to keep pace with changing customers' expectations Regulatory constraints that can negatively impact TNB business 	
	Natural Resource Consumption Responsible consumption of natural resources including fuel and water	<ul style="list-style-type: none"> Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business 	
	Waste Management Effective management of waste from business operations	<ul style="list-style-type: none"> Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business 	
	Biodiversity Management Pursuing environmental conservation efforts and safeguarding biodiversity in our areas of operation	<ul style="list-style-type: none"> Inability to leverage on available and new technology Regulatory constraints that can negatively impact TNB business 	

Legend:

Reimagining TNB Pillar:



Future Generation Sources



Grid of the Future



Winning the Customer



Future Proof Regulations

Reimagining TNB Enabler:



Capital Allocation and Value Creation



Corporate and Organisation Structure



Digital and Data Analytics



Culture, Capabilities and Performance Management

Sustainability at TNB

Sustainability Pillar	Material Matters	Link to Strategic Risks	Alignment to RT and UN SDGs
SOCIAL			
Our People and Their Value <ul style="list-style-type: none"> Foster a favourable working environment that boosts employee morale and development Protect the safety, health and well-being of our employees 	Safety, Health and Well-being Promoting a working culture that upholds high standards of occupational health and safety, and protects employee welfare	<ul style="list-style-type: none"> Regulatory constraints that can negatively impact TNB businesses Ineffective engagement and communication to stakeholders 	
	Capability Development Development of technical and leadership skills for a future ready workforce	<ul style="list-style-type: none"> Competency mismatch to drive strategy 	
	Employment Culture Creating a diverse and inclusive culture while closely engaging with our employees	<ul style="list-style-type: none"> Ineffective engagement and communication to stakeholders Competency mismatch to drive strategy 	
Contributing to Upliftment of Communities <ul style="list-style-type: none"> Enrich the lives of communities by driving socioeconomic upliftment 	Community Development and Education Channeling investments to community and educational programmes to advance positive socio-economic impacts	<ul style="list-style-type: none"> Ineffective engagement and communication to stakeholders 	
	Rights of Indigenous Peoples Engaging with Indigenous Peoples and respecting their rights	<ul style="list-style-type: none"> Ineffective engagement and communication to stakeholders 	

Legend:

Reimagining TNB Pillar:



Future Generation Sources



Grid of the Future



Winning the Customer



Future Proof Regulations

Reimagining TNB Enabler:



Capital Allocation and Value Creation



Corporate and Organisation Structure



Digital and Data Analytics







Culture, Capabilities and Performance Management

Sustainability at TNB

Linking Performance to Global Agenda

Since 2018, we have supported the 17 UN SDGs that contribute to the 2030 Agenda for Sustainable Development. TNB's largest impacts are focused on four (4) UN SDGs which are aligned to our strategic direction. This year, we have taken a step further by mapping our contribution to the selected UN SDGs against our targets and key initiatives, showcasing our progress for the year. We have also defined our future priorities for each of these UN SDGs to enhance our commitment towards the global agenda.

	Target and Initiatives	FY2020 Results	Focus in FY2021 and Beyond
 <p>UN SDG 7 Affordable and Clean Energy</p> <p>We prioritise energy efficiency, clean energy technology and related infrastructure.</p>	<ol style="list-style-type: none"> Increase RE capacity to 8.3GW by 2025, (including large hydro of 2.54GW) Maintain System Average Interruption Duration Index (SAIDI) under 50 minutes/customer/ year through SAIDI 50 initiatives 	<ul style="list-style-type: none"> Domestic renewable energy generation capacity: 3,398.2MW (including large hydro and solar PV rooftop of 81MW) SAIDI in Peninsular Malaysia at 44.95 minutes/customer/year System Availability: 99.78% The Equivalent Availability Factor (EAF): 87.4% for wholly-owned and majority owned TNB power plants in Peninsular Malaysia Transmission system minutes of 0.08 minutes 	<ul style="list-style-type: none"> Growing RE assets, both domestically and internationally Expanding Large Scale Solar (LSS) and solar PV rooftop installations to boost the solar manufacturing sector Optimising assets to enhance system and supply reliability which contributes to affordability Ensuring grid stability due to higher penetration of variable RE sources Enabling customers' participation through digitalisation
 <p>UN SDG 8 Decent Work and Economic Growth</p> <p>We promote sustainable business performance and create employment opportunities.</p>	<ol style="list-style-type: none"> Sustain strong revenue growth that subsequently leads to high tax and zakat contributions Install 9 million smart meters across Peninsular Malaysia in phases under Advanced Metering Infrastructure (AMI) initiative by 2026, which provides an avenue for digital upskilling and job creation 	<ul style="list-style-type: none"> Revenue for FY2020: RM43,976.0 million Tax and zakat for FY2020: RM521.6 million (excluding deferred tax) Smart meters installed: 891,294 	<ul style="list-style-type: none"> Reskilling employees to be well equipped for greater digitalisation and automation Enhancing digital connectivity to promote inclusive development
 <p>UN SDG 13 Climate Action</p> <p>We support Malaysia's commitment to the Paris Agreement and seek to mitigate our GHG emissions and environmental impacts, as well as adapt to climate risks.</p>	<ol style="list-style-type: none"> Improve energy efficiency, which aligns with the Government's National Energy Efficiency Action Plan 	<ul style="list-style-type: none"> Total GHG emissions mitigated: 5.98 million tCO₂e Total GHG emissions (Scope 1 and 2): 39.28 million tCO₂e Energy savings from TNB buildings: 6,389.57MWh GHG emissions intensity: 0.57 tCO₂e/MWh 	<ul style="list-style-type: none"> Contributing to the deployment of electric vehicle (EV) charging infrastructure nationwide Nurturing an ecosystem of energy efficiency Expanding on R&D and innovation to roll out technologies that contribute to climate change mitigation and adaptation Setting targets for the reduction of GHG emissions (Scope 1 and 2)
 <p>UN SDG 17 Partnerships for the Goals</p> <p>We continue to form partnerships with key stakeholders with the objectives to meet future industry demands and contribute positively to the environment and the community.</p>	<ol style="list-style-type: none"> Establish a wide range of partnerships to promote accessible and clean energy as well as the upliftment of communities 	<ul style="list-style-type: none"> Total contribution to community development programmes: RM63.93 million, including RM27.50 million channeled towards donating medical supplies in light of COVID-19 Partnership with Ministry of Rural Development to provide electricity infrastructure in rural areas Partnership with Malaysia Airports Holdings Bhd (MAHB) to supply electricity and cooling at the Kuala Lumpur International Airport (KLIA) Partnerships with Government agencies and private companies to create a wider ecosystem for RE and energy efficiency (EE) investments for our customers Partnership with Malaysian Green Technology and Climate Change Centre (MGTC) to install EV charging stations nationwide 	<ul style="list-style-type: none"> Strengthening partnerships and collaborations for community development and environmental management

How TNB is Addressing a Global Pandemic

The world is vulnerable and under great pressure caused by unprecedented challenges arising from the COVID-19 pandemic. Apart from severe health risks, the world is reeling from the impacts of the economic downturn and disruptions due to supply chain disruptions, reduced demand, movement restrictions, and unemployment.

TNB has the responsibility of powering the nation and ensuring that its critical infrastructure remains running and functioning even amidst a global pandemic. "Keeping the lights on" is always our top priority as we continue to innovate and find effective methods to support our stakeholders in navigating economic recovery.

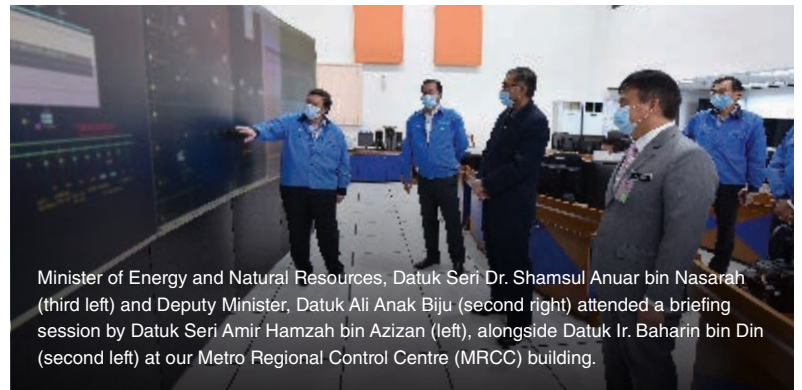
Our Response to COVID-19:

- 1 Stimulating Our Business and the Economy
- 2 Providing Support to Customers and Communities
- 3 Safeguarding Our Employees

Stimulating Our Business and the Economy

In this time of crisis, Government and industries need to work together to rapidly understand the implications of the pandemic while determining actions to mitigate the most immediate impacts. This goes hand in hand with supporting lives and livelihoods, and charting a course for a swift and sustainable recovery. With an uncertain global outlook, we face a longer-term health and economic crisis where it may take more than two (2) years for a recovery to take hold.

The immediate focus should undoubtedly be on containing the pandemic. However, we also need to quickly move to restart the economy and mitigate financial distress. In relation to the latter, TNB has identified areas of high growth potential where Malaysia can nurture a local industry ecosystem that is globally competitive and improves national productivity. Therefore, we are focusing on the six (6) game changers to proactively support the Government in their action plan for Malaysia's economic recovery.



Minister of Energy and Natural Resources, Datuk Seri Dr. Shamsul Anuar bin Nasarah (third left) and Deputy Minister, Datuk Ali Anak Biju (second right) attended a briefing session by Datuk Seri Amir Hamzah bin Azizan (left), alongside Datuk Ir. Baharin bin Din (second left) at our Metro Regional Control Centre (MRCC) building.

The Six (6) Game Changers	Strategic Direction	Value Creation
Catalysing the Economy through Grid of the Future	We aim to invest RM27 billion in "Grid of the Future" technologies, including important core upgrades and expansion for 2021-2023.	Expected to deliver an estimated GDP impact of RM20 billion as well as create over 300,000 jobs from 2021-2023.
Building a Global Solar Manufacturing Hub for Malaysia	We aim to invest up to 1,400MW in LSS and 75MW on distributed solar generation in Malaysia, to drive the growth of the solar manufacturing sector.	Contributes to the country's 31% renewable energy target in generation mix by 2025. The hub is expected to generate RM6 billion in GDP and 47,000 jobs over the next two (2) years.
Raising National Competitiveness through Energy Efficiency (EE)	We aim to support achieving at least 8% national energy savings by 2025, focus on immediate economic stimulus agenda and long-term development of energy efficiency in relevant industries.	Supports the Government in refreshing the National Energy Efficiency policy which aims to help combat climate change and reduce Malaysia's energy per GDP ratio. This is expected to contribute RM32 billion to Malaysia's GDP and create 140,000 jobs over the next three (3) years.
Making Malaysia the Electric Vehicle Hub for ASEAN	We aim to grow the existing automotive industrial ecosystem as outlined in the National Automotive Policy (NAP) 2020.	Supports Malaysia's position as the region's energy-efficient hub, through R&D in areas such as vehicle-grid interoperability and using EV charging systems for various functions. We expect a GDP contribution of RM55 billion plus RM50 billion in exports, and 323,000 new jobs created, both by 2030.
Advancing Connectivity for Our Digital Economy	We aim to play a role in the <i>Pelan Jalinan Digital Negara</i> (JENDELA), formerly known as the National Fiberisation and Connectivity Plan, and 5G rollout by using existing network infrastructures to fast-track adoption.	Expected to contribute RM10 billion to GDP and create over 150,000 jobs over the next three (3) years.
Reskilling Malaysia by Embracing the Future of Work	We will focus on reskilling and upskilling Malaysia's workforce via various training bodies, including UNITEN and ILSAS. We also aim to play a leading role in coordinating a cross-GLC reskilling initiative for Malaysian workers to be transitioned into new sectors of the economy by 2030. Under TNB's Reskilling Malaysia Programme itself, we aim to provide training to 5,000 individuals by 2021, and 17,500 in total by 2024.	Prepares Malaysians for future job demands in an evolving economy while boosting the country's GDP. This is expected to create 4.5 million new jobs in higher skill and higher wage roles.

Sustainability at TNB

Providing Support to Customers and Communities

Keeping the lights on during a pandemic

The COVID-19 pandemic has brought about untold damage to lives and economies everywhere, impacting livelihoods as a result of the movement restrictions and the loss of source of income. In these unusual and difficult times, our priority at TNB has been to serve the nation and rakyat, while also ensuring the safety and well-being of our people.

We empathise with the financial burdens that COVID-19 has inflicted on our customers and helped to ease their burden by offering different relief packages. In FY2020, we collaborated with the Government on the *Pakej Rangsangan Ekonomi Prihatin (PRIHATIN)* to offer support including discounted bills for all 7.66 million domestic customers. The PRIHATIN focuses on supporting consumption, investments and tourism spend, among others, all of which will help stimulate the local economy.

February to June 2020

- As announced by the Government under the *Pakej Rangsangan Ekonomi 2020 (PRE2020)*, a 15% discount on total monthly electricity consumption from 1 April to 30 September 2020 was provided to six (6) categories of businesses affected by COVID-19.
- Subsequently, the Economic Stimulus Package was extended to other sectors under PRE2020, including domestic, commercial, industrial and agriculture sectors were entitled for a 2% discount on their total monthly electricity consumption for the period of six (6) months from 1 April to 30 September 2020.
- Under PRIHATIN, an additional 15%-50% discount was offered to domestic customers in Peninsular Malaysia based on the total monthly consumption of each household, with higher discounts given for the lower consumption band.

July – December 2020

Bantuan Prihatin Elektrik (BPE) was an additional assistance package provided by the Government of Malaysia and TNB to all domestic customers in the form of free electricity up to RM77 per month, equivalent to the first 300kWh electricity usage for three (3) months during Movement Control Order (MCO) from April to June 2020. It was a one-off amount reflected in the July 2020 electricity bill.

In addition, domestic customers who consumed electricity between 601 - 900 kWh per month enjoyed a 10% discount which is an additional 8% of the existing 2% discount from April to December 2020.

The PRIHATIN electricity bill discount for all domestic customers was extended to 31 December 2021.

End of December 2021

The Easy Payment Plan, which was implemented in May 2020, will be extended until 31 December 2021 to eligible domestic customers.

December 2020 – September 2021

For domestic customers with no arrears exceeding six (6) months on 31 December 2020, there would be no disconnection of electricity supply for a period of nine (9) months (1 January to 30 September 2021).

Details of *Bantuan Prihatin Elektrik*

Block	Total Maximum Bill	Total Domestic Customers	Electricity Discount Under <i>Pakej Rangsangan Ekonomi (PRIHATIN)</i>	<i>Bantuan Prihatin Elektrik (BPE)</i>	Total Benefits (April, May, June 2020)
1-200kWh	RM43.60	2,630,000	50%	Free electricity usage up to RM77/month	Free electricity usage up to RM231
201-300kWh	RM77.00	1,640,000	25%		
301-600kWh	RM231.80	2,410,000	15%	Free RM77/month	Free up to RM231 + 15% Discount
601-900kWh	RM395.60	916,000	2%	Free RM77/month + additional 8% discount	Free up to RM231 + 10% Discount
> 900kWh	> RM396.15	79,000	2%	Free RM77/month	Free up to RM231 + 2% Discount

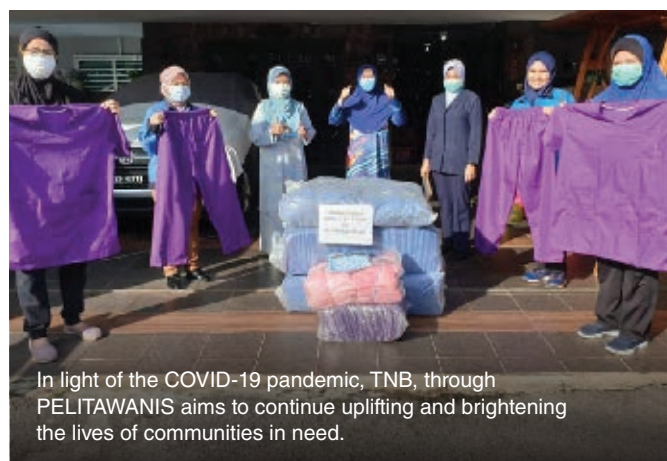
Note:

- The one-on-one financial assistance was provided on top of existing Economic Stimulus Package and has been reflected in the July 2020 bill
- If customers had made payments for April, May and June, the excess amount paid in those three months has been credited in the July 2020 bill
- For electricity consumption between 601-900kWh per month, an additional 8% discount has been given from April until September 2020

Lending a helping hand

We aim to help the broader community by providing critical financial aid including *zakat* contribution and in-kind donations of approximately RM4.36 million to those affected by COVID-19. To support the nation's capacity to treat COVID-19 patients, we donated necessary medical supplies, such as ventilators, respirators, and personal protective equipment (PPE), to government hospitals, departments, and agencies. As of December 2020, we had disbursed RM27.5 million for these donations. TNB further contributed RM1 million for lighting up security official posts during MCO enforcement throughout the nation from March to November 2020.

Our people have also showcased the community spirit, for example PELITAWANIS, TNB Women's Association, raised over RM1 million for the *Tabung Kilat* COVID-19 PELITAWANIS to help the B40 community, orphanages, frontliners, nursing homes, and students stranded at higher education institutions.



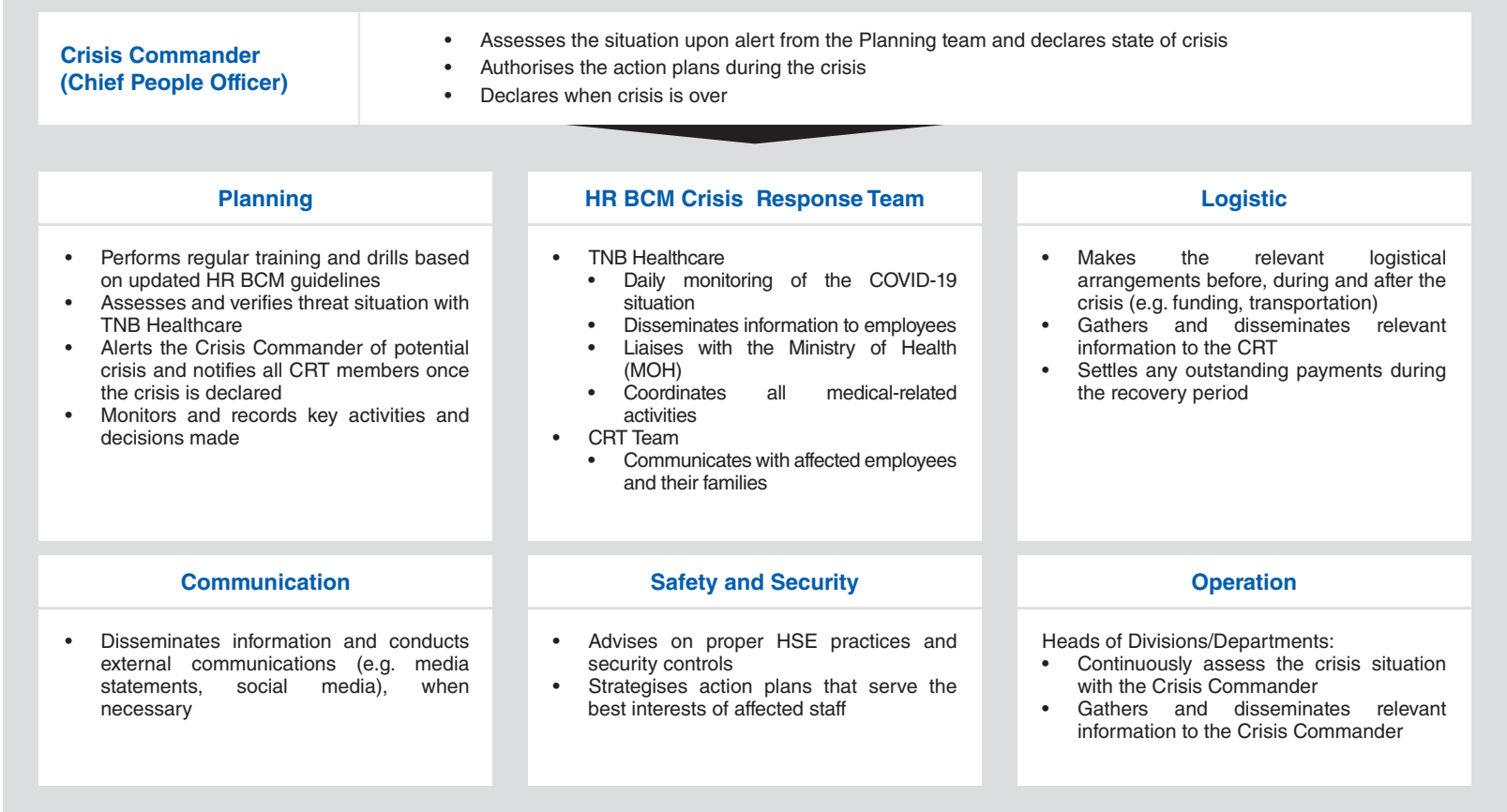
In light of the COVID-19 pandemic, TNB, through PELITAWANIS aims to continue uplifting and brightening the lives of communities in need.

Sustainability at TNB

Safeguarding Our Employees

The occupational health and safety of our employees has been of critical priority at TNB during this pandemic. In response, we rapidly established the COVID-19 Crisis Response Team (CRT) under the Group Human Resources (GHR) Division as part of our Business Continuity Management (BCM). The CRT also falls within the purview of the COVID-19 Executive Committee for sound governance.

TNB's HR Crisis Command Structure





- 01 Strategic Actions**
- Protocols were implemented to monitor employees who tested positive for COVID-19, while contact-tracing procedures were deployed
 - Most training programmes were migrated online to a digital learning delivery to minimise infection risks
 - PPE has been made available to TNB employees, with priority given to our frontliners which include personnel in Kedai Tenaga, meter readers, and security officers at our premises
 - Work-from-home initiative was implemented, where applicable, to safely and remotely continue operations


- 02 Communicating With Our People**
- Frequent communication to all employees on COVID-19 information and safety measures
 - Access to counselling services for employees who face mental health challenges and personal struggles during this period
 - Webinars focused towards maintaining mental and physical well-being while working from home


- 03 Standard Operating Procedures (SOPs)**
- TNB has established and launched the Employee Self Health Declaration (ESHD) portal, a daily health check-in platform to monitor our people's well-being
 - Clear SOPs to promote good personal hygiene and social distancing are consistently communicated and made accessible to all employees

As our prime concerns were changed to safeguard our people and ensure business continuity, we have invested more than RM21.4 million to our COVID-19 Pandemic Management as at 31 December 2020 covering key initiatives including:

- 

COVID-19 allowance for TNB frontliners in critical services (April - June 2020)
RM18,330,750
- 

Employee return-to-work kits
RM815,000
- 

Masks, face shields, hand sanitisers
RM1,260,670
- 

Building disinfection and preparatory measures
RM504,650

Empowering the Nation

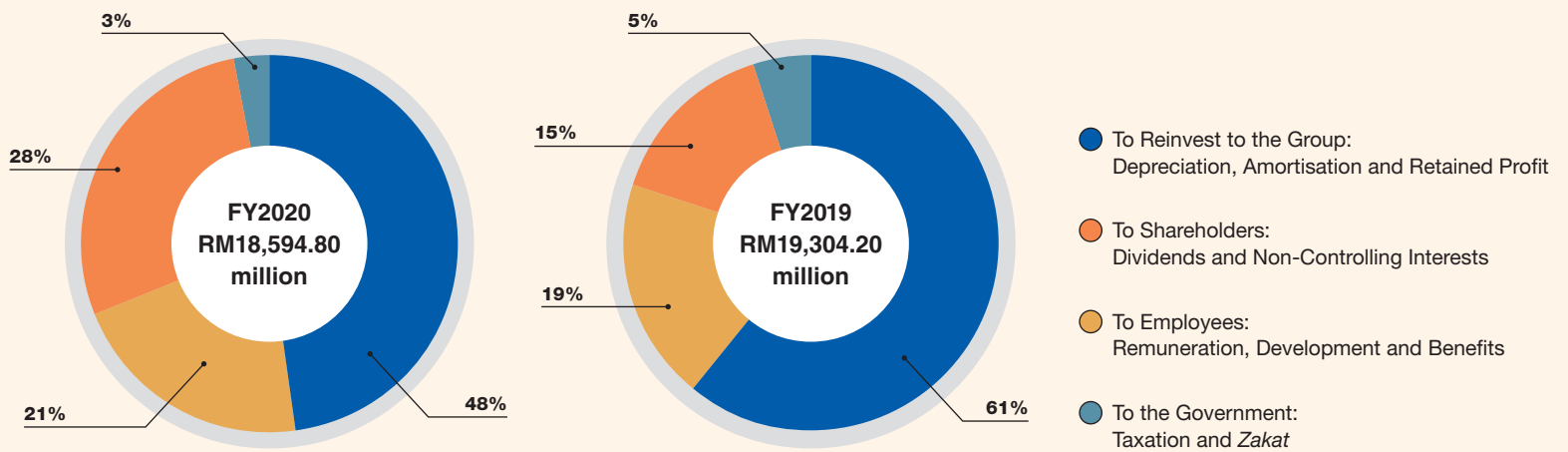
Sustainable Infrastructure and Ecosystems

Developments in the energy industry landscape, along with the shift towards low-carbon generation and grid digitalisation require TNB to be innovative, cost-effective and efficient to remain competitive.

RELATED MATERIAL MATTER(S):

- Business and Financial Performance
- Tax
- Energy Transition and Innovation
- Reliable Energy and Fair Tariffs
- Climate Change and Energy Efficiency
- Cyber Security Management
- Sustainable Supply Chain

Value Distribution to Stakeholders



Note: The amount distributed "To the Government: Taxation and Zakat" excludes deferred tax.

➤ For more information on TNB's business performance and value distribution, please refer to the Statement of Value Added section on page 12 of the IAR2020.

We attribute our business and financial growth to a strong foundation of trust and confidence from our key stakeholders due to our ability to create long-term value through our sustainability efforts. In this challenging year, our revenue decreased by about 13.7% to RM43.98 billion. This is mainly attributed to Imbalance Cost Pass Through (ICPT) rebates from lower fuel prices and the reduction in overall capacity payment as a result of the COVID-19 relief packages provided to our customers. However, we are proud to say that we have maintained robust value distribution to our key stakeholders, all while maintaining affordable and reliable electricity supply.



With a total capacity of 30MW, the Large Scale Solar (LSS) plant located in Bukit Selambau, Kedah began operations 114 days ahead of schedule.

Reliable Energy and Affordable Tariffs

It is our top priority to provide affordable, reliable and sustainable energy to all our customers. This is enabled by the Government’s Incentive Based Regulation (IBR) framework, which underpins how our electricity tariffs are determined. Under this framework, tariffs consist of the base tariff and Imbalance Cost Pass-Through (ICPT).

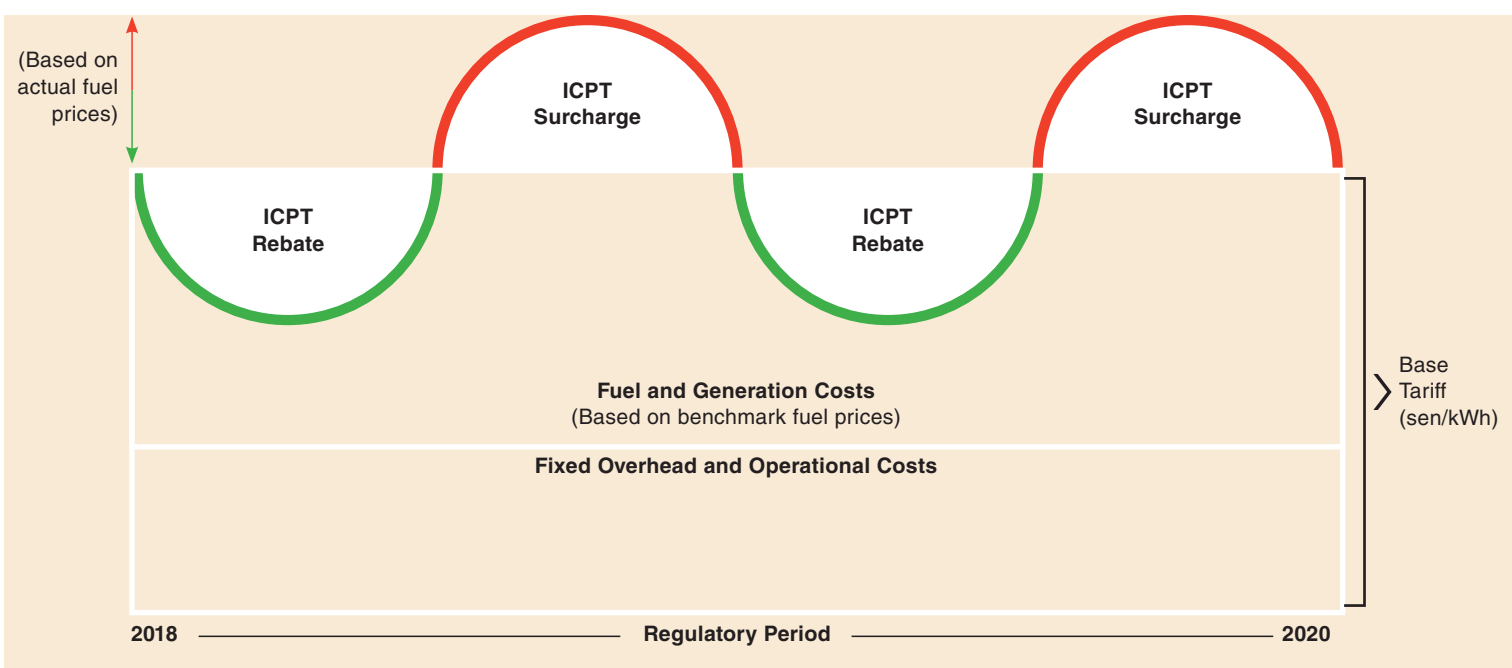
IBR Framework

1. Base tariff

- Maintained over a three-year period (Regulatory Period)
- Reflects fuel, generation, capital, operation, maintenance and administration costs of all the regulated entities

2. ICPT

- Reviewed every six (6) months by the Energy Commission and approved by the Government
- An adjustment mechanism, reflected in the form of rebates or surcharge, based on the changes in fuel and generation costs



Source: www.energywatch.com.my

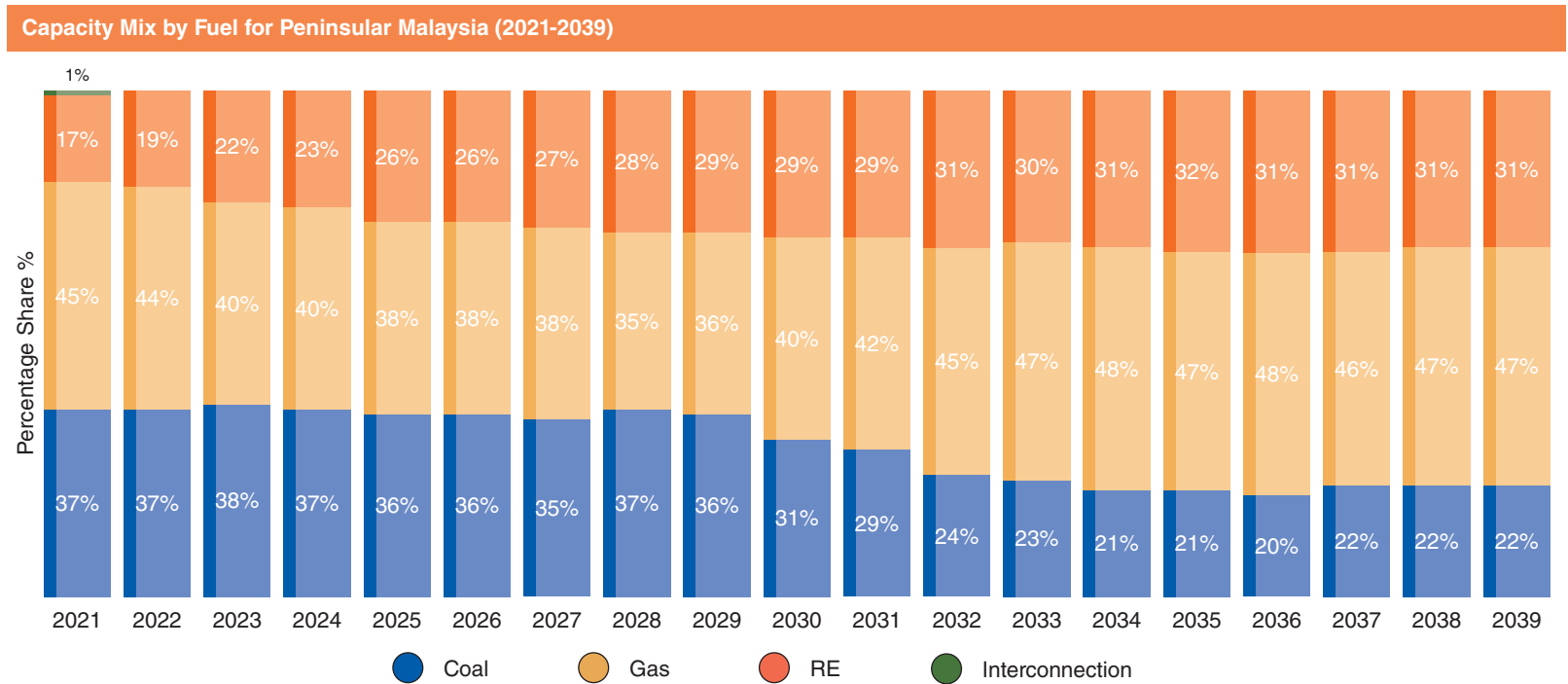
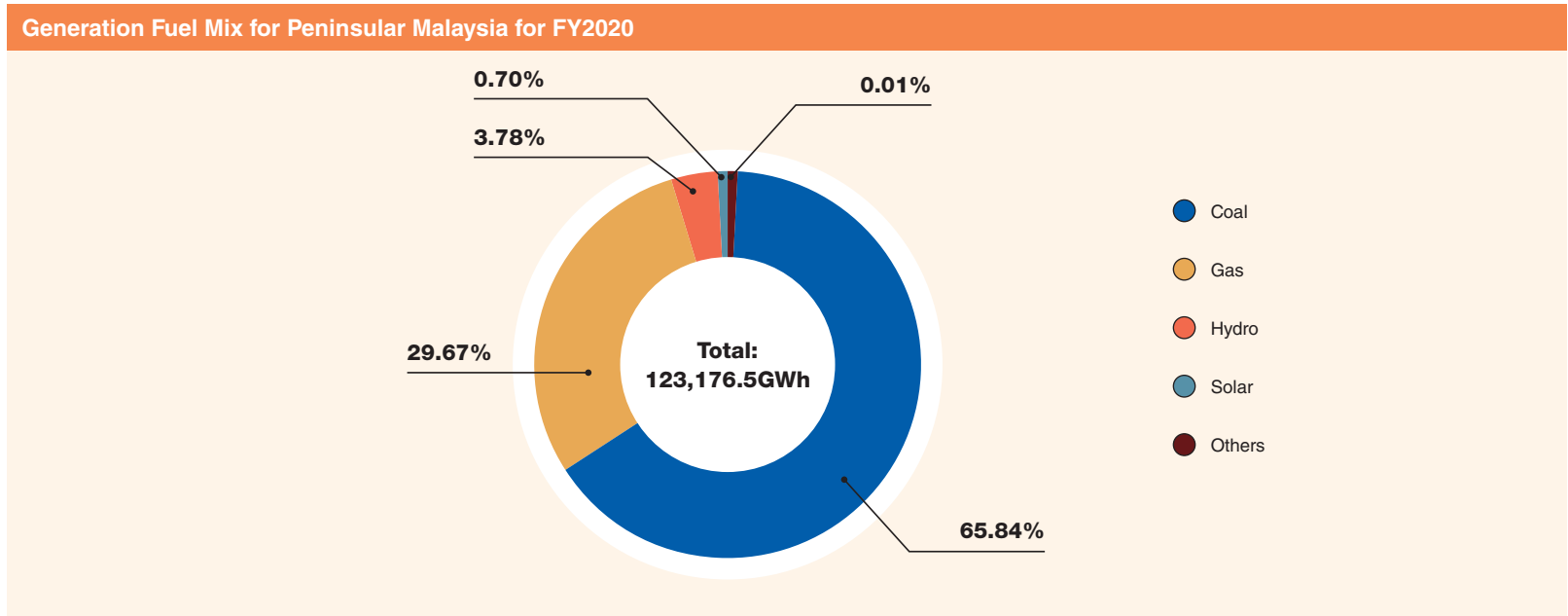
The ICPT mechanism is not imposed on domestic customers with a monthly electricity consumption of 300kWh or less. From the period of January to June 2020, there was a reduction of 0.55 sen/kWh in the ICPT surcharge, followed by a subsequent reduction of 2.00sen/kWh in the period of July to December 2020. These rebates were due to reduction in actual fuel costs for those time periods.

▶ For more information on the ICPT, please refer to <https://www.tnb.com.my/faq/tariff/>.

Empowering the Nation

Generation Fuel Mix

TNB's generation fuel mix is dependent on the Peninsular Malaysia Generation Development Plan determined by the Planning and Implementation Committee for Electricity Supply and Tariff (JPPPET), which is chaired by the Ministry of Energy and Natural Resources (KeTSA). This plan is developed based on the underlying principle of balancing the security of electricity supply, affordability and environmental sustainability.



Source: Report on Peninsular Malaysia Generation Development Plan 2020 (2021 - 2039)

According to JPPPET's latest Generation Development Plan for Peninsular Malaysia, the percentage of coal in the capacity mix is projected to decrease from 37% in 2021 to 22% by 2039. Coal plants with a total capacity of 7,044MW are projected to be retired and replaced with only 2,800MW of new coal capacity. While the medium term is expected to reflect the current scenario where coal and gas dominate the capacity mix, there is an increased uptake in terms of the shift towards gas and renewables, in line with global sustainability trends and JPPPET projections. Additionally, the Government has revised its RE target for Malaysia which now includes large hydro, from 20% RE capacity mix by 2025 to 31% and 40% in 2035. For Peninsular Malaysia, the RE capacity mix will be at 26% and 31% by 2025 and 2035 respectively.

Empowering the Nation

Transitioning Towards Cleaner Energy Generation

As the need for greater climate action becomes more pressing, TNB is progressively transitioning towards cleaner energy generation, mainly through the adoption of efficient technologies and expansion of our RE assets.



TNB's Domestic RE Development

- Since 2017, we have made significant progress in the development of our LSS plants. This year, we operationalised our second LSS plant at Bukit Selambau, Kedah on 8th September 2020, 114 days ahead of schedule and within budget. The plant has a generating capacity of 30MWp, thus bringing our domestic capacity from LSS to 80MWp. To-date, 248.9GWh of electricity has been delivered to the grid from our LSS plants
- Besides our LSS plants, our other significant RE source include large hydroelectric plants that make up a generating capacity of 2,536.1MW. In addition to power generation, these plants are designed to control water retention and release, which can help with flood mitigation
- Construction of our new 4MW mini hydroelectric station at Sungai Tersat, Kuala Berang, Terengganu is currently 90% complete and is expected to commence operations in May 2021
- We also channel efforts into securing smaller-scale RE generation assets, such as rooftop solar photovoltaic (PV) panels, mini hydro, biogas and waste-to-energy plants through existing schemes like Feed-In Tariff (FiT) and Net Energy Metering (NEM). Our solar PV installations, facilitated by GSPARX, have contributed about 81MW of generating capacity

► For more information, please refer to the *Manufactured Capital* and *Natural Capital* sections on page 48 and page 50 of the IAR2020, respectively.

Developments in TNB's Hydroelectric Power Generation

1. Telom Transfer Tunnel Scheme at the Ulu Jelai Hydroelectric Project (UJHEP)

UJHEP was commissioned in 2016 and has a total capacity of 372MW. The Telom Transfer Tunnel Scheme is expected to improve UJHEP's firm capacity by approximately 40%. This 8.5 km tunnel will form a connection from Sungai Telom and increase the water flow into Susu Dam by 41%. Following the milestone in September 2019 where the tunnel excavation achieved its breakthrough three months earlier than expected, the wet commissioning of this project was completed on 27th November 2020, 34 days ahead of schedule.




2. Development of Large Hydro Plant

We are currently in discussion with Suruhanjaya Tenaga (ST) on the terms and conditions for the Nenggiri large hydro plant, which will have a capacity of 300MW.

Empowering the Nation

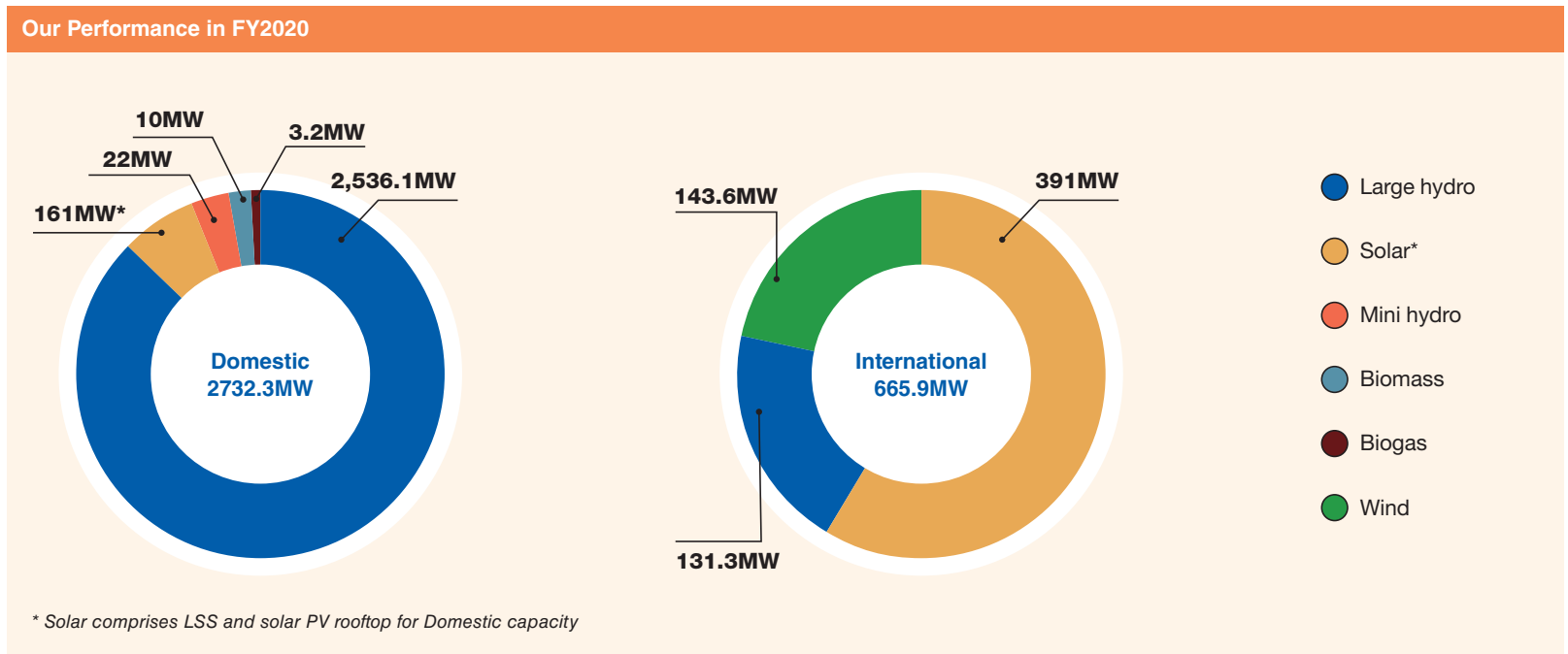
Increased Shareholding of International Assets

Our international presence comprises energy-related assets, both conventional and RE, in countries such as Turkey, Saudi Arabia, Pakistan, India and the United Kingdom. We have charted strategic actions to grow our international presence, which is centred around these three (3) ambitions:

 <ul style="list-style-type: none"> • UK and Europe to become the RE growth driver <ul style="list-style-type: none"> - Establish Vantage RE as the Renewable Asset Co (RACo) to drive the growth of TNB's RE assets in the UK and Europe via acquisition of stable return operating assets - Establish a Renewable Energy Development Company (ReDevCo) to enhance TNB's return by leveraging on its solar development track record and broadening capabilities in other RE development such as wind in order to capitalise on the burgeoning growth of RE capacity in UK and Europe 	 <ul style="list-style-type: none"> • Grow Utility business in the South East Asia region by <ul style="list-style-type: none"> - Using Renewable Energy as the market entry point through partnership with firms that has established local/regional presence - Venture into other parts of the Utility value chain by angling towards Energy Transition 	 <ul style="list-style-type: none"> • Future proof TNB with the right technologies for the Energy Transition <ul style="list-style-type: none"> - Investment in technologies such as distributed generation, battery storage, energy management, smart grid and EV infrastructure in the near future
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In addition to power generation, our international business activities also contribute to water security. The water desalination plant operated by Shuaibah Independent Water and Power Project in Saudi Arabia, desalinates and supplies water to key cities in the region such as Mekah and Jeddah. We are also involved in water conveyance in Amman, Jordan via Gama Enerji Anonim Sirketi (GEAS) in Turkey.

▶ For more information, please refer to the Manufactured Capital section on page 48 of the IAR2020.



Empowering the Nation

Continued Reliability of Electricity Supply and Operational Excellence

We are vigilant in safeguarding the supply of electricity, one of our prime responsibilities to the nation. We leverage on our Business Continuity Management (BCM), asset optimisation initiatives and innovative technologies to not only ensure the continuity of our services but also deliver operational excellence, encourage business growth and improve energy and cost efficiency.

Focus	Our Approach	Key FY2020 Activities
<p>Business Continuity Management practices are established to safeguard human lives, assets and the environment in a crisis or disruption, both natural and technological</p>	<ul style="list-style-type: none"> TNB's BCM Framework is the basis on which divisions, including power plants, customise and implement their respective business continuity and emergency response plans The effectiveness of these plans are tested at each level of the organisation, from corporate headquarters to zones and states. Drills were conducted under various scenarios such as wide-area electricity disruptions, cyber security intrusion, floods and the pandemic Our Cyber Security Operating Model, ISO/IEC 27001:2013 certified Information Security Management System, Payment Card Industry Data Security Standard certification for online payments, policies and security controls protect data accessibility and integrity <p>➤ For more information on TNB's flood management practices, please refer to the Climate Change section on page 50 of the Report.</p>	<ul style="list-style-type: none"> We initiated COVID-19 preparatory measures as early as January 2020 when the virus started spreading rapidly in neighbouring countries. Business continuity plans across the Group were enhanced to ensure availability and reliability of electricity supply to the nation while protecting the safety and health of employees and customers <p>➤ For more information on how we have responded to the COVID-19 pandemic, please refer to pages 27-29 of this Report.</p> <ul style="list-style-type: none"> We initiated the Stakeholders and Community Engagement for Disaster Risk Reduction of TNB's Hydro Dams Programme (SEP) in May 2020. The objectives of the SEP are to increase awareness among surrounding communities and encourage the participation of local authorities and agencies in managing potential dam-related disasters
<p>Asset Optimisation is necessary to maintain and protect assets</p>	<ul style="list-style-type: none"> TNB's Asset Management Plan is an effective management system that is ISO 55001:2014 certified. The Plan charts a roadmap to achieve the greatest value from physical assets Our Asset Performance Management System focuses on the management of the asset's entire lifecycle 	<ul style="list-style-type: none"> Preventive Maintenance and Condition-Based Maintenance ensures assets are in optimal condition SAIDI 50 Initiatives focus on reducing frequency and duration of outages Turnaround Programme unlocks asset potential and enhances the performance of TNB's power plants Intelligent Predictive and Diagnostic Monitoring System detects anomalies in operations of major assets thus enabling early preventive actions Drones enhance land planning functions and Geospatial Information System data, that are needed to manage, operate and analyse TNB's network assets Automatic Fault Analysis and Fault Location Identification System enable faster decision-making by operation and maintenance teams during restoration processes
<p>Innovative technologies provide more accessible products and services</p>	<ul style="list-style-type: none"> TNB's initiatives are centred around "Grid of the Future" technologies, including digitalisation of our grid system for increased flexibility 	<ul style="list-style-type: none"> Distributed Generation (DG) infrastructure enhances network visibility, transparency and reliability for all DG connections Advanced Metering Infrastructure (AMI), including smart meters, enables remote automated meter readings and detailed load profile information for better load management and control of electricity consumption <p>➤ For more information on AMI, please refer to page 40 of the Customer Centricity section.</p> <ul style="list-style-type: none"> Volt-VAr Optimisation enables TNB to perform control and system network optimisation Distribution Automation provides real-time management of network operations Pelan Jalinan Digital Negara (JENDELA) aims to increase accessibility of high-speed broadband services Wide Area Monitoring System (WAMS) enhances the system operators' real-time "situational awareness" that is vital for a safe and reliable grid

Stakeholders and Community Engagement for Disaster Risk Reduction of TNB's Hydro Dams Programmes (SEP)

Following the success of the Integrated Community Based Disaster Management (ICBDM) project that concluded in December 2019, TNB launched the SEP in May 2020. The objectives of the SEP are to increase awareness among surrounding communities and encourage the participation of local authorities and agencies in managing potential dam-related disasters. The key activities conducted this year include:

01

Visit by the Hulu Terengganu authorities to the Sultan Mahmud Kenyir Dam for a dam safety awareness session

02

Briefing session on the Early Warning System conducted for the Kuala Kangsar District Officer and other relevant authorities

03

Desktop drills with relevant agencies at the Sultan Abu Bakar Dam, Cameron Highlands

04

Installation of sirens for the Early Warning System at the Pergau Dam

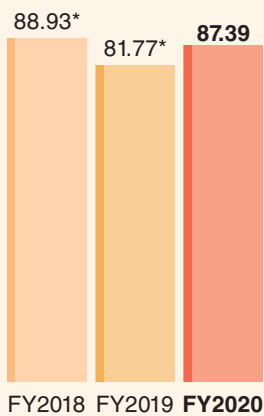
Empowering the Nation

We closely monitor our energy reliability and operational excellence through the following performance indicators:

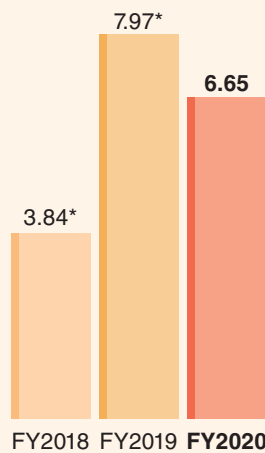
- The Equivalent Availability Factor (EAF) and Equivalent Unplanned Outage Factor (EUOF) (%) has improved, which indicates enhanced power plant reliability
- Maintaining our Transmission System Availability and the reduction in our Transmission System Minutes, showcases an improvement in our grid system
- The decrease in our System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI) are attributable to greater reliability in our distribution network

Our Performance in FY2020

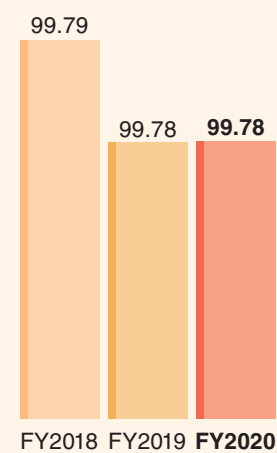
EAF (%)



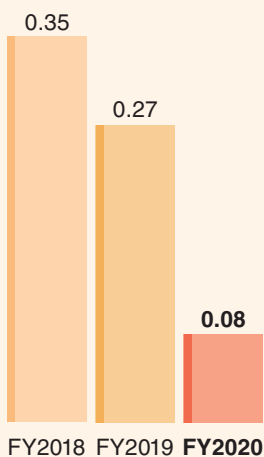
EUOF (%)



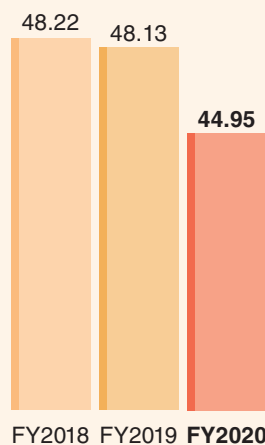
Transmission System Availability (%)



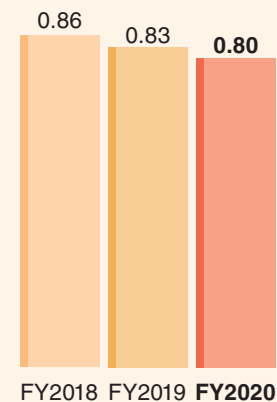
Transmission System Minutes (Minutes)



SAIDI (Minutes/Customer/Year)



SAIFI (Frequency/Customer/Year)



* Data has been restated to include performance from Kapar Energy Ventures (KEV)

Conducted 11 ERP drills at thermal and hydro power plants and nine (9) flood drills at state and zone level

Conducted one (1) online cyber drill that covered critical business operations

Approximately 26,000 premises have been fiberised under JENDELA

Empowering the Nation

Sustainable Supply Chain

We promote responsible supply chain activities that abides with our business principles and high standards of ethics, as encapsulated in our Procurement Code of Conduct and Procurement and Supply Chain (P&SC) Policy and Procedures. We support Malaysia’s business ecosystem by channeling over 95% of our procurement spend on local suppliers.

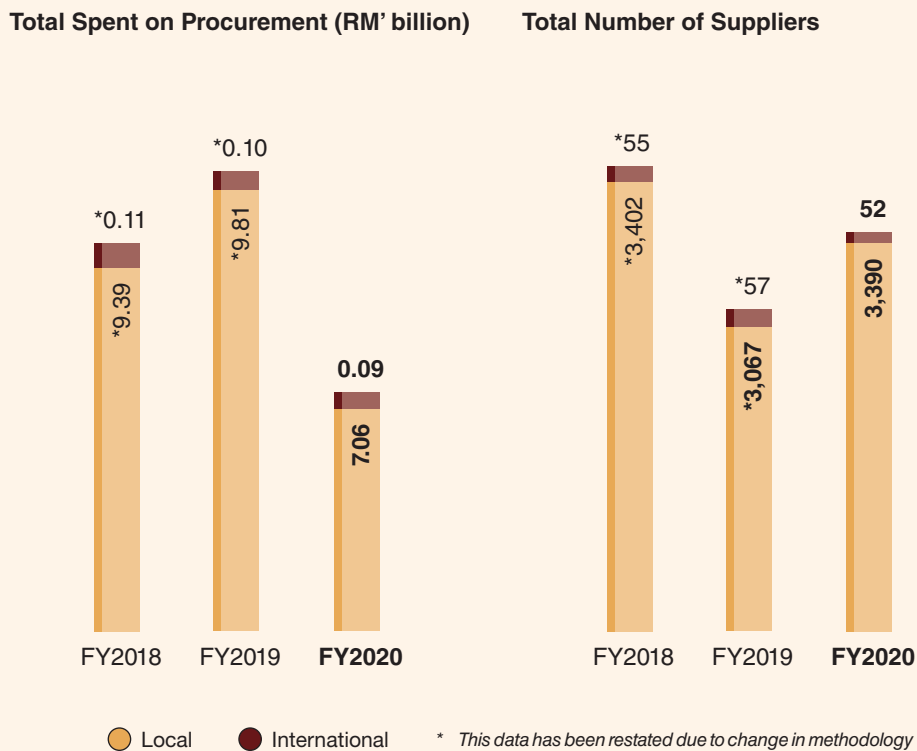
Given our large number of suppliers, we will be taking further steps to positively influence their ESG practices, with more focus on occupational health and safety, and human rights. This is reflected in our P&SC 2.0 Transformation Programme launched this year, part of which addresses nation-building through vendor development.

P&SC 2.0 Transformation Programme

The three (3) focus areas identified that will drive P&SC 2.0 are:

- Enhance Customer Experience: Hassle-free enhanced customer experience
- Value to Business: Deliver savings for business
- New and Enhanced Capabilities: Build new and enhanced capabilities supported by Digital

Performance in FY2020 for TNB Group



Upskilling Programme for TNB's Contractors

Our Upskilling Programme is specially designed and engineered by TNB to help our contractors enhance their competencies and deliverables. This programme is intended to be holistic in nature, covering training on street lighting, cabling works, substation, overhead lines and metering. To ensure continuous supply without interruption to customers, TNB has also embarked on the programme of live-line working method trained by TNB’s in-house expert to contractors.

Contractors who have completed these mandatory training programmes will be certified with the Technical Qualification Cards (*Kad Kelayakan Teknikal*, KKT). Since January 2020, TNB has made it mandatory for our contractors to deploy only KKT certificate holders on-site.

The Upskilling Programme serves as a win-win approach for both TNB and our contractors. TNB will be able to expect higher-quality products and services from contractors that meet our specifications and expectations, while contractors will be given the opportunity to become more competitive and be enlisted as preferred contractors for TNB.

Since FY2019, we embarked on our procurement digital transformation journey. This digitalisation journey is aimed towards improving the overall reliability and efficiency of our procurement process. To-date, we have rolled out the following P&SC digital solutions:

- Procurement Connected Planning (PCP): Digitalises planning for procuring, delivery and improvements of material and service availability, by connecting data, people and processes
- Procurement Cycle Digitalisation (PCD): Facilitates and guides the end-to-end Procurement Lifecycle process via Business Process Management System
- Robotic Process Automation (RPA): Uses robotics to provide opportunities to free up resources from manual activities that are repetitive and time consuming in nature
- *Sistem Maklumbalas Bahan*: Manages users’ complaints on damaged materials through web and mobile applications
- Contractor and Supplier Evaluation (CASE): Provides a centralised platform to evaluate and monitor the performance of contractors and suppliers from contract to pay process
- P&SC Approval System (PSAS): A single digital platform which has online alerts, standardised templates and tracking and reporting capabilities
- LAPASAR: An online business-to-business platform that allows companies to purchase supplies, acting like an ‘add-to-cart and checkout’ service used in business-to-customer marketplaces

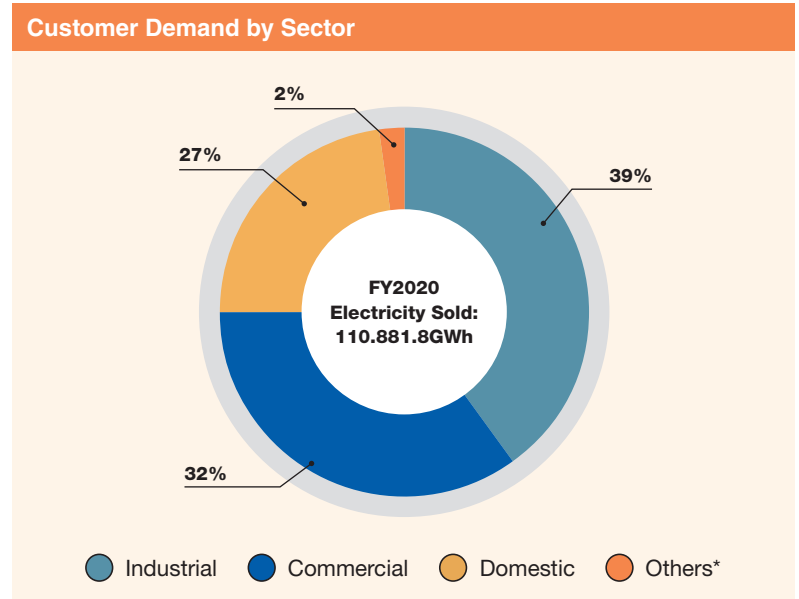
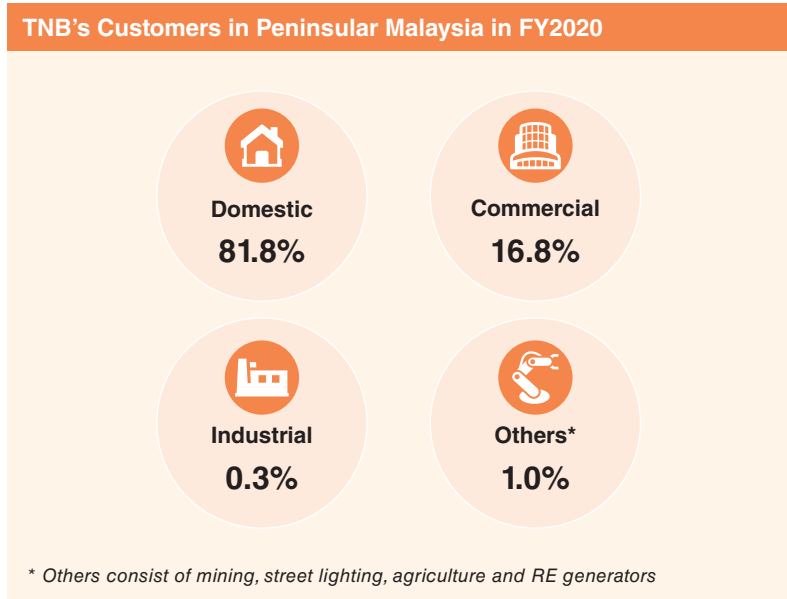
Empowering the Nation

Customer Centricity

We seek to continually strengthen customer trust by providing exceptional service through effective engagements and offering innovative solutions that empower our customers while ensuring their data privacy.

RELATED MATERIAL MATTER(S):

- Customer Experience
- Climate Change and Energy Efficiency



Winning Our Customers

It remains our top priority to serve our growing customer base with reliable, affordable and sustainable services and solutions. In FY2020, we sold 110,881.8 GWh of electricity in Peninsular Malaysia, with our industrial and commercial customers continuing to make up the highest proportion of electricity demand.



TNB strives to win customer trust and loyalty over the long-term through effective engagement, quality service and exceptional customer experience.

Empowering the Nation

Customer Engagement and Satisfaction

We value the insights, feedback and concerns of our customers obtained through our customer interaction “click, call and come over” platforms. Through our annual Customer Satisfaction Index (CSI), we are able to assess the level of customers’ satisfaction with the overall service delivery throughout the year. Among the criteria assessed by our domestic, commercial and industrial customers are reliability and quality, complaint handling, the efficiency of customer service channels, safety, planned shutdown, breakdown and restoration, closure of accounts and new connections.

Our Customer Feedback Mechanism alerts us on critical issues raised by customers, enabling us to take the necessary actions to resolve them efficiently. This year, we added a Service Request and Complaint (SRC) category in our customer relationship management.

In FY2020, our Customer Satisfaction Index (CSI) score was 86%, an increase from 81% in the past four (4) consecutive years and the highest in 20 years

In FY2020, we received customer complaints about an increase in electricity bills during the MCO period. Understanding the need to quickly clarify and ease their concerns, we held a press conference and our customer service officers provided one-to-one explanations of the calculations and billing adjustments via the TNB CareLine and TNB Kedai Tenaga. As meter reading activities

and issuance of physical bills were suspended during the MCO from March to May 2020 to protect the health of our customers and employees, TNB had implemented a prorated billing mechanism, to ensure customers were not overcharged. This mechanism gives lower and fairer billing charges compared to non-prorated methods as it is based on projections calculated from previous months’ usage. However, we found that there was an increase in usage of work-from-home policies that resulted in higher than normal billing charges.

Cognisant of our customers’ difficulties brought on by COVID-19, we took this opportunity to introduce targeted assistance:

- Residential customers: Provided relief programmes since the beginning of the MCO in April 2020 through Easy Payment Plan (EPP), embargo on disconnections and waiver of interest on late payments
- Commercial and industrial customers: Assistance was extended through Deferment of Project Minimum Monthly Charge (PMMC), Waiver for Top-Up and/or Standby Charges for Co-generators, Deferment of Connected Load Charge (CLC) and Waiver of Power Factor penalty for Smart Meter 1 Phase customers

➤ For more information on how we are helping our customers during the COVID-19 pandemic, please refer to page 28.

TNB Customer Interaction Channels



Click:

- myTNB Mobile Application
- myTNB Portal
- Social media (@TNBCareLine)
- SMS
- Write-in (email)
- Web Chat



Call:

- Contact Centre & Interactive Voice a Response (IVR)



Come Over:

- Kedai Tenaga
- Kiosk
- 3rd Party Services
- Key Account Managers

myTNB Mobile Application

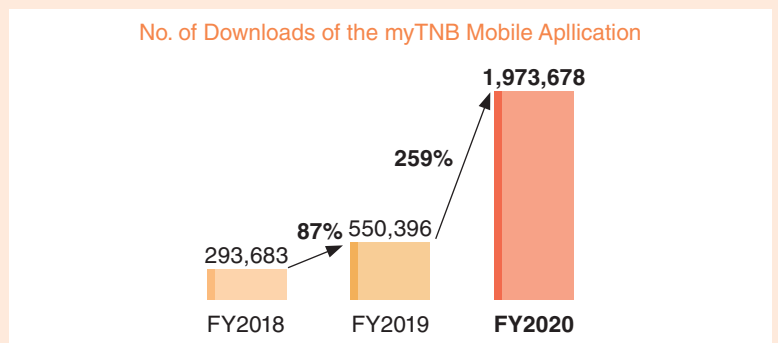
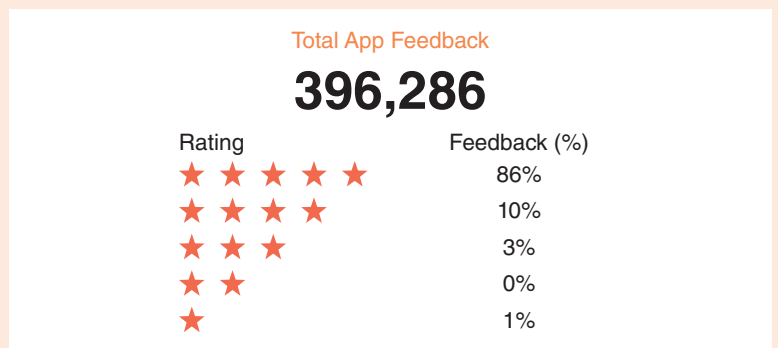
TNB launched the myTNB mobile application as a one-stop centre for each customer to manage their TNB account. The mobile application contains the following features which were designed to enhance the customer experience:

- All-in-one homepage for an overview of all TNB-linked accounts
- Interactive dashboard to monitor energy consumption and expenditure
- Seamless and secure in-app payments
- Feedback submission
- Self meter-reading
- Personalised notifications

In FY2020, three (3) new features were launched:

- The mobile application was made available for Huawei smartphone users
- Introduced both English and Malay language options for users to choose from
- Users with international phone numbers are able to register for the app and submit feedback

There has been an increasing trend in the number of downloads of the myTNB application which can be attributed to active customer engagement efforts over the years. The approximately 260% increase in downloads between FY2019 and FY2020 is mainly contributed by increased digital adoption that was inevitably accelerated during the pandemic due to movement restrictions.



Customer Centricity

Safeguarding Customer Privacy

On top of complying with the relevant regulations, particularly the Personal Data Protection Act (PDPA) 2010, we protect customer data privacy and access through our Cyber Security Operating Model, Personal Data Protection Policy and strict security controls. We have implemented several security controls to-date to reinforce our online payment systems through the Payment Card Industry Data Security Standard. We remain vigilant against the risk of unlawful access and use of our customers' data.

To date, we have had ZERO reported complaints regarding breaches to customer privacy

Beyond kWh Services

We have taken the initiative to bring innovative solutions to the market and broadened our portfolio of products and services, transcending 'beyond kWh services' to provide more choices and experiences to customers. This mainly encompasses energy efficiency (EE) and RE solutions that will empower our customers to play a more active role in the electricity supply industry.

Enabling Smarter Choices for Our Customers

TNB continuously seeks ways to provide our customers with a variety of solutions that are aimed towards improving their overall experience with our product and service offerings. We have a wide range of smart, energy-efficient solutions being progressively rolled out to our customers.

Advanced Metering Infrastructure (AMI)

01 AMI is an integrated and intelligent system that includes smart meters. Well equipped with digital features, it provides near real-time data through our myTNB web portal and mobile app that customers can use to monitor and manage their electricity usage, thus potentially leading to cost savings. This feature also proved to be beneficial during the MCO period, when customers with smart meters were able to obtain their actual bill instead of the estimated amount.

02 Even while facing some restrictions during the MCO period, we managed to deploy 300,000 smart meters in Melaka as at August 2020, marking the completion of Phase 1. During the Conditional MCO period, we were permitted to carry out the installation while making sure we followed the COVID-19 SOP Guidelines.

As of December 2020, there were a total of 891,294 smart meters installed primarily in Melaka and Klang Valley. The remaining installation of approximately 608,706 meters will be in Klang Valley and will mark the achievement of our target of 1.5 million smart meters installed by the end of 2021.

03 Beyond 2021, we target to install 7.5 million smart meters nationwide throughout the Regulatory Period 3 and beyond. We have strategic collaborations with local vendors to develop new technologies and capabilities that will facilitate the expansion of this initiative.

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graph TD
    A[MyTNB Web Portal] --> B[Access energy usage information]
    C[MyTNB Mobile App] --> B
    B --> D[Smart Meter]
    D --> E[Receive bills through]
    E --> F[Email]
    E --> G[Post]
    
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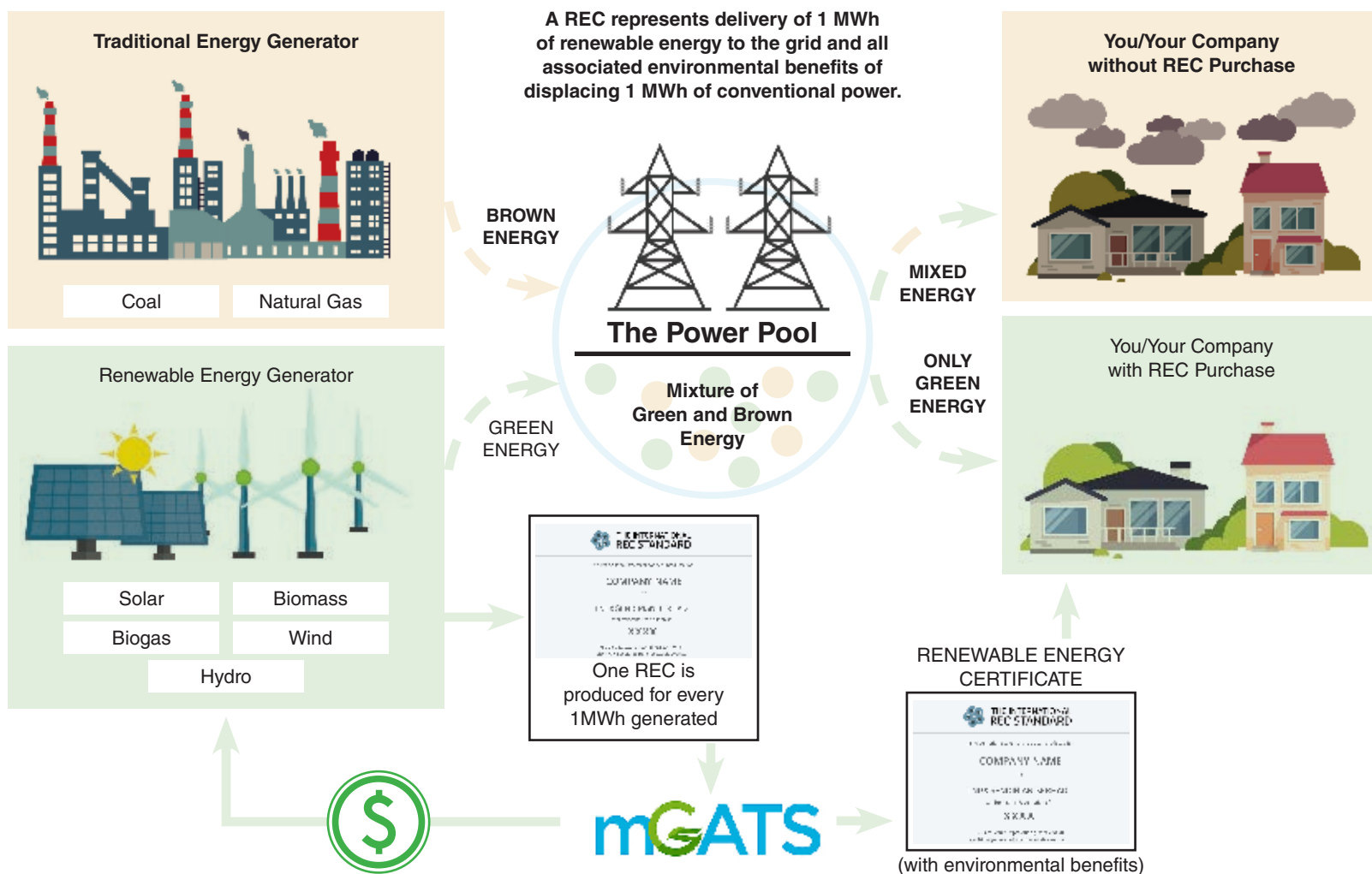
Initiative	Description and FY2020 Highlights
Energy efficiency (EE) programmes with various stakeholders	<ul style="list-style-type: none"> TNB conducted 16 EE awareness programmes, which garnered an overall satisfaction score of 83% We noted that about half the general public is aware of our EE programmes Due to the COVID-19 pandemic, we utilised digital platforms to conduct EE awareness programmes especially with higher learning institutions including Universiti Teknologi Mara (UiTM) and Universiti Kebangsaan Malaysia (UKM) EE expertise was shared with Istana Arau Perlis as well as the 11th Infantry Brigade of Malaysia
Making Electricity Visible (MaEVI) and MaEVI-B	<ul style="list-style-type: none"> Helps customers monitor their electricity consumption, automate their appliances and improve their home security through a mobile application
Energy Performance Contracts (EPCs)	<ul style="list-style-type: none"> An arrangement between energy services companies and facility owners to improve EE through investments in energy efficient equipment To date, contracts worth a total of RM5.45 million have been signed between TNB Energy Services Sdn. Bhd. and facility owners including two (2) new EPC projects in FY2020: <ul style="list-style-type: none"> Contract with Institut Teknologi Petroleum PETRONAS (INSTEP) with a contract value of about RM2.45 million Contract with Penang International School (Uplands) with a contract value of about RM200,000 The expected annual energy savings from the two (2) new EPC projects this year are approximately 473,402kWh

Customer Centricity

Promoting RE to Our Customers

We provide platforms to promote and facilitate the development of RE generation and supply among our customer base as a way of supporting the energy transition. For instance, TNB supports customers who utilise the Government’s Feed-in Tariff (FiT) Programme and Net Energy Metering (NEM) Scheme, while also implementing their own beyond-the-meter schemes and initiatives to promote RE development like myGreen+ and mGATS.

Initiative	Description	Performance in FY2020
Feed-in Tariff (FiT) Programme	<ul style="list-style-type: none"> Equips RE asset owners in Peninsular Malaysia with Feed-in Approvals to supply electricity to the grid at a fixed price 	<ul style="list-style-type: none"> To-date, 9,478 FiT projects have been commissioned with an installed capacity of 537.02MW
Net Energy Metering (NEM) Scheme	<ul style="list-style-type: none"> Allows customers in Peninsular Malaysia to export excess energy produced from their solar PV systems back to the grid 	<ul style="list-style-type: none"> To-date, there are 3,288 NEM participants making up a total capacity of 1,040.04MW
Self-generation from solar PV	<ul style="list-style-type: none"> TNB implements beyond-the-meter schemes for Supply Agreement for Renewable Energy (SARE) such as solar leasing, Power Purchase Agreement (PPA) or a hybrid of both schemes 	<ul style="list-style-type: none"> In FY2020, 129 contracts were secured by commercial and industrial customers through SARE, while 297 residential customers acquired solar PV panels through direct purchases. This resulted in a total RE generating capacity of approximately 81MW
myGreen+ and mGATS	<ul style="list-style-type: none"> myGreen+ and mGATS were introduced in FY2019 to promote RE development among customers and allow customers to purchase green energy without having to install RE infrastructure and equipment 	<ul style="list-style-type: none"> To-date, there are 120 subscriptions to myGreen+, resulting in 190MWh generating capacity mGATS provides a platform for customers to purchase Renewable Energy Certificates (REC) and this year, TNB issued 483,400MWh of RECs, which are about 65% of the 748,904MWh available



Customer Centricity

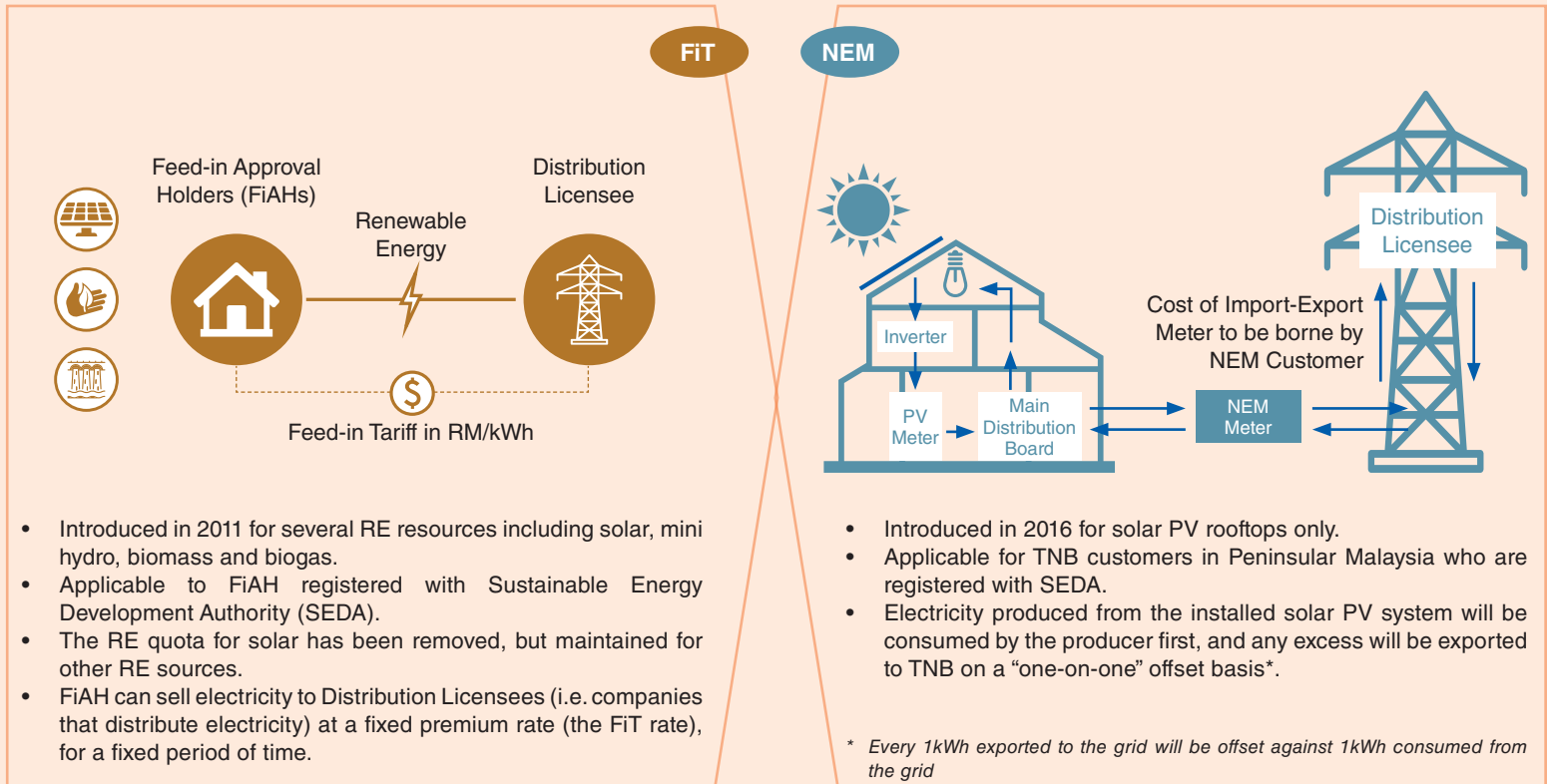
Solar PV for Malaysia's Chain Retailer

GSPARX completed the installation of rooftop solar PV with a capacity of 340kWp at Mydin Mall Manjoi in Ipoh in October 2020. The project is anticipated to save a total of RM3.24 million over a 25-year period. As of December 2020, RM13,600 in electricity bills have been saved. Following the success of this partnership, the first of its kind for chain retailers in Malaysia, Mydin Holdings has awarded GSPARX contracts for five (5) other branches in Peninsular Malaysia, which is expected to contribute to a total of 8.3MWp.



Dato' Nor Azman bin Mufti (seated left) and Datuk Ir. Megat Jalaluddin bin Megat Hassan (seated far right) at a signing ceremony with Mydin mall to install rooftop solar PV at its branches. (Picture taken in September 2019)

Comparison between FIT and NEM:



Environmental Stewardship

Minimising Environmental Impacts

Given the nature and scale of our business activities, we place great importance in minimising our environmental footprint across our value chain and assets.

RELATED MATERIAL MATTER(S):
• Environmental Management
• Biodiversity Management
• Natural Resource Consumption
• Waste Management
• Rights of Indigenous Peoples

Governing Environmental Matters

Generating electricity unavoidably entails consumption of fuel and water in large quantities. However, TNB strives to ensure that we do not utilise more resources than absolutely required and we implement initiatives to improve operational efficiency. We manage our environmental impacts through optimal waste management, effective biodiversity conservation and reduction of greenhouse gases and pollutants. These commitments and management plans are encapsulated in our Environmental Policy.

In FY2020, six (6) sanctions were recorded, arising from our non-compliance to environmental legal requirements. Our efforts to mitigate this include establishing more stringent scheduled waste management guidelines, conducting regular audits, inspections and awareness sessions, and appointing a scheduled waste coordinator at each state of operations, among others.



Besides lighting up homes, we grow green ones too and endeavour to continue our conservation efforts towards improved environmental performance.

Environmental Stewardship

Our approach and key FY2020 highlights:

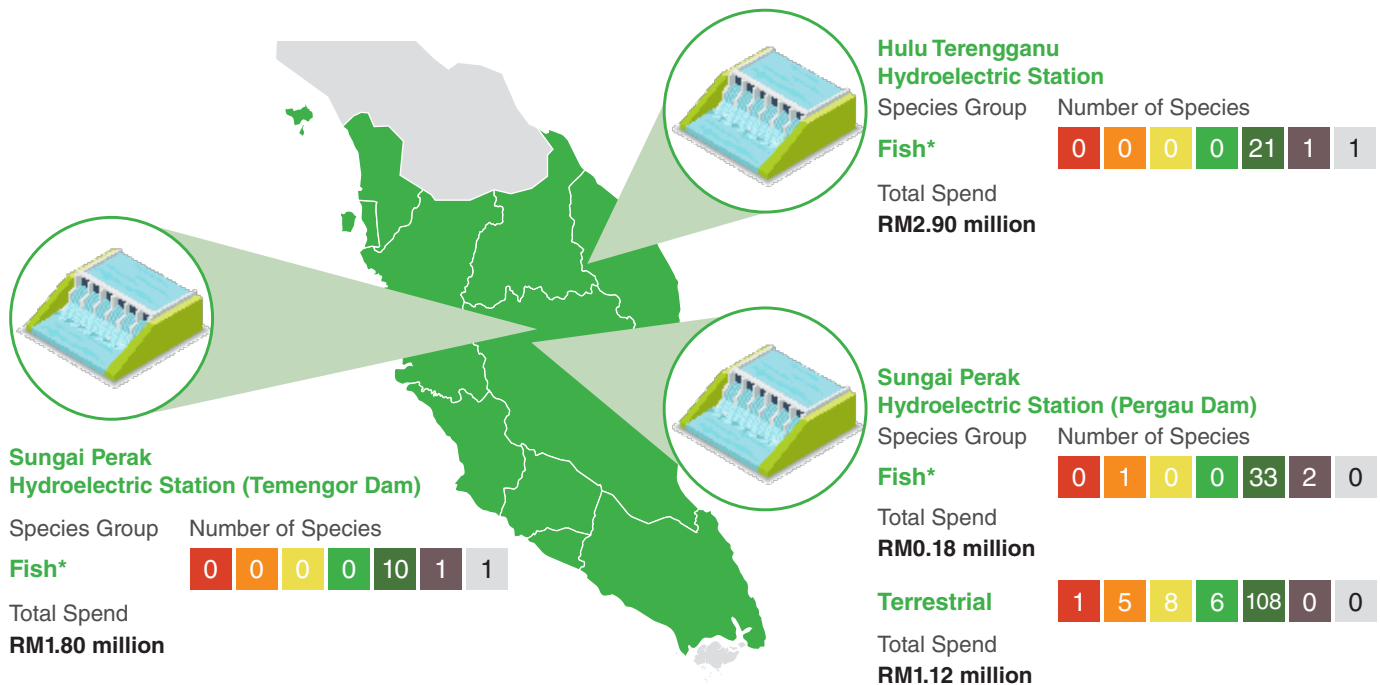
- TNB's Health, Safety and Environmental Management System (HSEMS) outlines environmental standards and strengthens the governance of environmental requirements across all divisions, departments and business units in TNB. The inclusion of environmental requirements under our HSEMS since FY2019 has allowed for more robust identification, management and monitoring of environmental matters relevant to TNB
- Our environmental performance is under the purview of the Environmental Management Committee, which comprises the Environmental Performance Monitoring Committee and Environmental Regulatory Compliance Monitoring Committee across all relevant divisions, departments and business units in TNB
- The self-monitoring environmental management tool, Guided Self-Regulation (GSR), has been implemented across all relevant division and subsidiaries
- Training modules on environmental awareness have been developed and are in the pipeline to be rolled out to all employees via ILSAS
- TNB Safety Information System (TSIS) has served as a platform to report any form of environmental-related incidents in addition to occupational health and safety-related hazards since 2016, thus demonstrating a strong integration between health, safety and the environment

Focus	Key FY2020 Activities	Performance in FY2020												
<p>Natural Resource Management</p>	<ul style="list-style-type: none"> • Plant optimisation and waste minimisation programmes are certified ISO 14001:2015 compliant and tracks water consumption on a monthly basis at our power plants • Water consumption that deviates higher than the norm is investigated and followed up with an action and mitigation plan • Our water management practices have contributed to the observed downward trend in our total water consumption 	<p>Total Water Consumption Across All TNB's Operations (Megalitres)</p> <table border="1"> <caption>Total Water Consumption Across All TNB's Operations (Megalitres)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Consumption (Megalitres)</th> </tr> </thead> <tbody> <tr> <td>FY2018</td> <td>8,047.9</td> </tr> <tr> <td>FY2019</td> <td>7,269.3</td> </tr> <tr> <td>FY2020</td> <td>7,065.3</td> </tr> </tbody> </table>	Fiscal Year	Consumption (Megalitres)	FY2018	8,047.9	FY2019	7,269.3	FY2020	7,065.3				
Fiscal Year	Consumption (Megalitres)													
FY2018	8,047.9													
FY2019	7,269.3													
FY2020	7,065.3													
<p>Waste Management</p>	<ul style="list-style-type: none"> • TNB's centralised waste management systems complies with regulatory requirements set out by the DOE • We abide by our Health, Safety and Environment (HSE) Guidelines on Scheduled Waste Management and other waste optimisation programmes that focus on domestic waste management at TNB's premises • Scheduled waste management practices include internal audits and site inspections, which are necessary for continual improvements • We have witnessed a decrease in the generation of scheduled waste out of which there been an increase in scheduled waste diverted from disposal in FY2020 • We accredit this positive trend towards centralised waste disposal management practices by our Warehouse and Logistics department since FY2019 	<p>Scheduled* Waste Generated and Diverted from Disposal (Metric Tonnes)</p> <table border="1"> <caption>Scheduled* Waste Generated and Diverted from Disposal (Metric Tonnes)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Scheduled* Waste Diverted from Disposal</th> <th>Scheduled* Waste Directed to Disposal</th> <th>Total Scheduled* Waste</th> </tr> </thead> <tbody> <tr> <td>FY2019</td> <td>1,549</td> <td>31,685</td> <td>33,234**</td> </tr> <tr> <td>FY2020</td> <td>5,456</td> <td>12,664</td> <td>18,120**</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ● Scheduled* Waste Diverted from Disposal ● Scheduled* Waste Directed to Disposal <p>* We refer to DOE's terminology of scheduled waste which means waste that has hazardous characteristics, and thus has the potential to negatively affect the environment and public health.</p> <p>** These figures have been restated due to errata.</p>	Fiscal Year	Scheduled* Waste Diverted from Disposal	Scheduled* Waste Directed to Disposal	Total Scheduled* Waste	FY2019	1,549	31,685	33,234**	FY2020	5,456	12,664	18,120**
Fiscal Year	Scheduled* Waste Diverted from Disposal	Scheduled* Waste Directed to Disposal	Total Scheduled* Waste											
FY2019	1,549	31,685	33,234**											
FY2020	5,456	12,664	18,120**											

Focus	Key FY2020 Activities	Performance in FY2020																
<p>Biodiversity Management</p>	<ul style="list-style-type: none"> The International Union for Conservation of Nature (IUCN)'s Red List studies are conducted at Hulu Terengganu Hydroelectric Station and Sungai Perak Hydroelectric Station (Temenggor Dam and Pergau Dam) Collaborations with environmental organisations at these sites ensures the right expertise are leveraged for biodiversity conservation 	<p>Total Spend on IUCN Studies (RM million)</p> <table border="1"> <caption>Total Spend on IUCN Studies (RM million)</caption> <thead> <tr> <th>Site</th> <th>FY2018</th> <th>FY2019</th> <th>FY2020</th> </tr> </thead> <tbody> <tr> <td>Hulu Terengganu Hydroelectric Station</td> <td>5.65</td> <td>7.68</td> <td>2.9</td> </tr> <tr> <td>Sungai Perak Hydroelectric Station (Temenggor Dam)</td> <td>3.53</td> <td>0.26</td> <td>1.8</td> </tr> <tr> <td>Sungai Perak Hydroelectric Station (Pergau Dam)</td> <td>-</td> <td>1.76</td> <td>1.3</td> </tr> </tbody> </table> <p><i>Notes:</i></p> <ol style="list-style-type: none"> The study on terrestrial species for the Hulu Terengganu Hydroelectric Station and Sungai Perak Hydroelectric Station (Temenggor Dam) were concluded in FY2018 The Sungai Perak Hydroelectric Station (Pergau Dam) was a new IUCN site added in FY2019 	Site	FY2018	FY2019	FY2020	Hulu Terengganu Hydroelectric Station	5.65	7.68	2.9	Sungai Perak Hydroelectric Station (Temenggor Dam)	3.53	0.26	1.8	Sungai Perak Hydroelectric Station (Pergau Dam)	-	1.76	1.3
Site	FY2018	FY2019	FY2020															
Hulu Terengganu Hydroelectric Station	5.65	7.68	2.9															
Sungai Perak Hydroelectric Station (Temenggor Dam)	3.53	0.26	1.8															
Sungai Perak Hydroelectric Station (Pergau Dam)	-	1.76	1.3															

We are pleased to report that the number of species that fall under the “Critically Endangered” to “Near Threatened” categories continue to remain at single digits for all three (3) large hydroelectric dams, indicating that TNB’s operation brings low impact to biodiversity.

Key Findings of TNB’s IUCN Red List Studies as of FY2020



● Critically Endangered (CE)
 ● Endangered (EN)
 ● Vulnerable (VU)
 ● Near Threatened (NT)
● Least Concern (LC)
 ● Data Deficient
 ● Not Evaluated

* There is no quantitative data for terrestrial species in FY2020 as the relevant studies for the site have concluded

Environmental Stewardship

Our biodiversity-related initiatives:

Site	Initiatives and Highlights in FY2020
<p>Hulu Terengganu Hydroelectric Station</p>	<ul style="list-style-type: none"> • Forest seedlings from trees and grass were replanted for forest regeneration at sites that have undergone changes in environmental conditions. Forest regeneration will enhance the habitat's function as a wildlife corridor • Conservation efforts for fish species are carried out through various eco-tourism activities such as fish sanctuaries (e.g. Kelah Sanctuary), as part of TNBR's Fish and Fisheries Management, and sport fishing through the catch-and-release methods. These activities also increase tourism in the area, thus enhancing the livelihoods of local communities
<p>Sungai Perak Hydroelectric Station (Temengor Dam)</p>	<ul style="list-style-type: none"> • Managed by the Perak State Park Cooperation TNB, this site also holds various eco-tourism activities • With Sungai Tiang being located in the Eco-Cultural Zone of the Proposed EcoTourism Zone at Royal Belum State Park, many of the eco-tourism activities in that area are run in collaboration with <i>Koperasi Orang Asli Kampung Sungai Tiang</i>, (KOAST) • The <i>Orang Asli</i> community are also involved with nature and heritage conservation efforts at the <i>Tasik Temenggor</i>, an important freshwater ecosystem
<p>Sungai Perak Hydroelectric Station (Pergau Dam)</p>	<ul style="list-style-type: none"> • <i>Taman Perlindungan Ekosistem Sultan Ismail Petra (TPESIP)</i> was gazetted as a State Park in March 2020 • TNB is currently developing a Management Plan and Action Plan for TPESIP, and conducted a workshop this year with various state agencies to review and finalise its contents

We actively engage with nearby communities, which include Indigenous Peoples or Orang Asli communities, who live near our operations. We roll out initiatives with the purpose of protecting their well-being and generating socioeconomic benefits.



TNB is committed to protecting the wellbeing of local communities who will be directly affected by our operations.

Environmental Stewardship

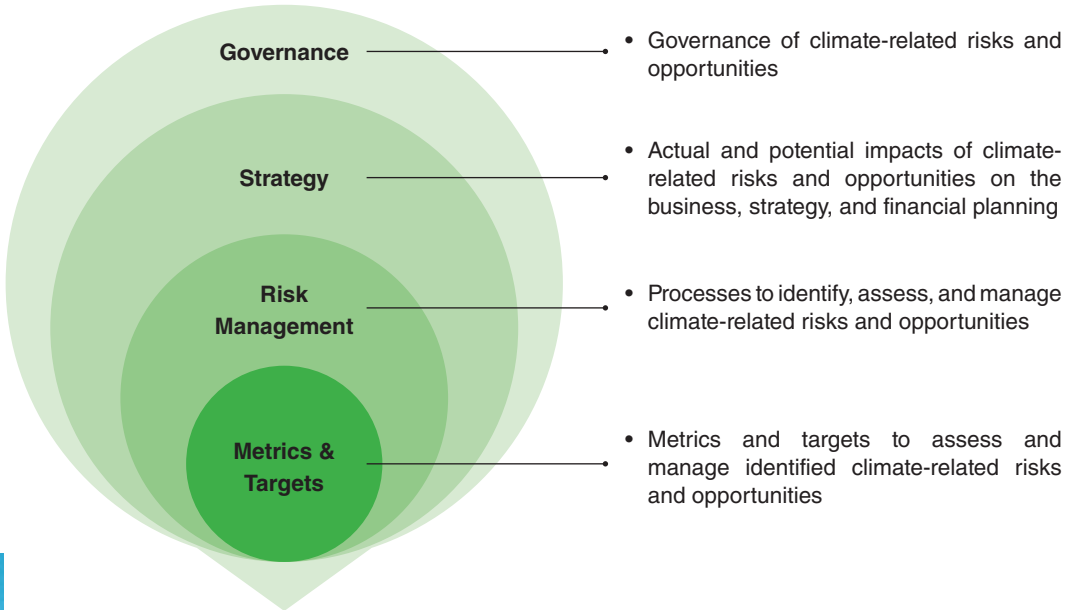
Climate Change

We embrace innovative solutions that facilitate our climate change mitigation and adaptation efforts, especially on the reduction of greenhouse gas (GHG) emissions from our operations.

RELATED MATERIAL MATTER(S):

- Climate Change and Energy Efficiency
- Energy Transition and Innovation

Recommendations of the TCFD Framework



Addressing Climate Change

In line with UN SDG 13 on Climate Action, we have studied the adoption of the Financial Stability Board’s Task Force on Climate-related Financial Disclosures (TCFD) framework to anticipate and manage the physical and transition risks and opportunities to our business, including a consideration of the financial implications of such risks. We will continue to progressively disclose our efforts with reference to the four core elements recommended by the TCFD framework: Governance, Strategy, Risk Management and Metrics & Targets.



With the ongoing global energy transition, the future energy source is green and renewable as the world seeks to lower its carbon footprint in order to mitigate climate change.

Climate Change

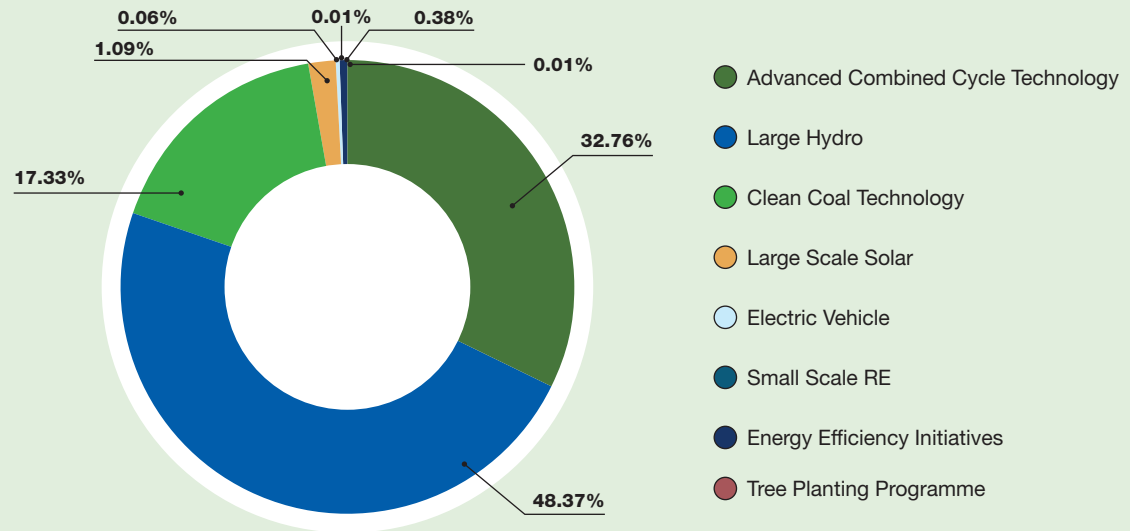
TCFD Core Elements	How We Address It						
<p>Governance</p>	<ul style="list-style-type: none"> All matters pertaining to climate change fall under the purview of the SDC, with oversight by the Board Principles to guide climate action, particularly on GHG emissions, are covered under our Environmental Policy and Environmental Management System <p>▶ For more information, please refer the Spirit of Responsibility: How We Are Governed section on page 15, and “Minimising Environmental Impacts” section on page 43.</p>						
<p>Strategy</p>	<ul style="list-style-type: none"> TNB has identified its key climate-related physical risks, including higher occurrences of floods and storms, which informed our strategies and action plans Our climate change mitigation strategies and approach are centred around expanding low-carbon generation assets, reducing GHG emissions and managing our energy consumption Our low-carbon generation portfolio encompasses both RE assets and conventional assets that have adopted efficient technology, such as Ultra-Supercritical Coal-Fired (USC) technology and Advanced Combined Cycle technology We also conduct research and development (R&D) on carbon mitigation. For instance, the development of the Floating Solar PV System (FSPV) on Coal Ash Pond, which was piloted by TNB Janamanjung. In FY2020, the 105kWp-capacity system has generated 120.62MWh of energy for consumption within the premises. This initiative has resulted in CO₂ mitigation of 121.76 tCO₂, which is the equivalent of 6,653 trees being planted. We manage our energy consumption through initiatives, such as EE improvement programmes for our buildings and power plants, retrofitting assets, and conducting EE training for employees. This includes our Energy Efficiency Rewards Programme that was launched since 2014 We also have a Sustainability Energy Management (SEM) Framework based on the ISO 50001:2011 Energy Management System and ASEAN Energy Management System (AEMAS) In the immediate term, the six (6) game changers comprise strategies to address climate-related risks, including modernising the grid to be resilient against the impacts of climate change, decarbonising our energy mix through building a global solar manufacturing hub, fostering a local ecosystem of energy efficiency manufacturers, technology and solution providers, and rolling out EV infrastructure to support shift towards electric automobiles This year, TNB conducted an “Energy Transition” study to assess different scenarios of the future energy landscape of Malaysia by 2030. TNB has aligned its RT with the scenario that pushes for a green agenda and is driven by national policies and incentives <p>▶ For more information, please refer to the “6 game changers” section on page 27 of this Report.</p>						
<p>Risk Management</p>	<ul style="list-style-type: none"> TNB has recently developed its Climate Change Risk Assessment Tool and has preliminarily identified and categorised climate-related risks into market, policy and legal, technology and physical risks Climate-related risk has been identified as a strategic risk to TNB and is being addressed within our ERM Framework Our FY2020 materiality assessment, which is largely stakeholder-led, has similarly determined climate change as a priority material matter On top of the ERM Framework, climate-related risks and opportunities are managed by ISO 14001:2018 Environmental Management System <p>▶ For more information, please refer to the What Matters to Us section on page 22.</p>						
<p>Metrics & Targets</p>	<ul style="list-style-type: none"> Our GHG Emissions Management System (GEMS), a web-based data input and procession software, is utilised for regular GHG emissions data collection and analysis <div data-bbox="462 1742 1667 2177" style="border: 1px solid black; padding: 10px;"> <p style="background-color: #008000; color: white; text-align: center; margin: -10px -10px 10px -10px;">Our Performance in FY2020</p> <table style="width: 100%; text-align: center;"> <thead> <tr> <th style="width: 33%;">Scope 1 and 2 GHG Emissions* (million tCO₂e)</th> <th style="width: 33%;">GHG Emissions Intensity* (tCO₂e/MWh)</th> <th style="width: 33%;">GHG Emissions Mitigated* (million tCO₂e)</th> </tr> </thead> <tbody> <tr> <td> <p>FY2018 FY2019 FY2020</p> </td> <td> <p>FY2018 FY2019 FY2020</p> </td> <td> <p>FY2018 FY2019 FY2020</p> </td> </tr> </tbody> </table> <p>● Scope 1 ● Scope 2</p> </div> <p>* The data for FY2018 & FY2019 are updated using Global Warming Potential (GWP) from the Intergovernmental Panel on Climate Change (IPCC) 5th Assessment Report and respective year of Single Buyer emission factor data</p>	Scope 1 and 2 GHG Emissions* (million tCO ₂ e)	GHG Emissions Intensity* (tCO ₂ e/MWh)	GHG Emissions Mitigated* (million tCO ₂ e)	<p>FY2018 FY2019 FY2020</p>	<p>FY2018 FY2019 FY2020</p>	<p>FY2018 FY2019 FY2020</p>
Scope 1 and 2 GHG Emissions* (million tCO ₂ e)	GHG Emissions Intensity* (tCO ₂ e/MWh)	GHG Emissions Mitigated* (million tCO ₂ e)					
<p>FY2018 FY2019 FY2020</p>	<p>FY2018 FY2019 FY2020</p>	<p>FY2018 FY2019 FY2020</p>					

TCFD Core Elements **How We Address It**

Metrics & Targets

- Despite the increase in GHG emissions attributed to the addition of ultra super critical power plants during the year, our emissions mitigated improved as a result of enhanced efforts towards expanding low-carbon generation, RE and EE solutions

GHG Emissions Mitigated in FY2020



- Our EE improvement programmes, along with our work-from-home arrangements, have contributed towards lower energy consumption in FY2020 across the 12 TNB buildings

Our Performance in FY2020

Energy consumption across 12 TNB buildings (kWh)



- Moving forward, we are looking into setting targets for the reduction of Scope 1 and Scope 2 GHG emissions as well as implementing a roadmap for climate change mitigation and adaptation actions

Climate Change



Feature: Climate Change Mitigation and Adaptation Initiatives at TNB

We have been taking steps to address both climate change mitigation and adaptation in TNB, including implementing flood mitigation initiatives and conducting R&D on innovative solutions from carbon capture to alternative sources of RE.

R&D on RE Generation

- Solar PV cooling technology: To improve the efficiency of solar PV systems which typically lose power output when the temperature rises. Two types of retrofitted cooling systems have successfully shown improvements in energy generation of up to 15kWp
- Biogas sources from food waste: TNBR is collaborating with other divisions, subsidiaries and external parties to study the feasibility of biogas plants from food waste as it is considered one of the more promising waste to energy solutions to be taken up in Malaysia. Food waste has the potential to become feedstock for biogas plants due to its high organic content
- Alternatives for biomass sources: TNBR is still in its early stages of exploring suitable crop alternatives that would ensure a stable source of biomass energy generation. TNBR has also developed a technology that improves the fuel properties of empty fruit bunches (EFB). While EFB is currently the most talked about biomass resource in Malaysia, economical and logistical concerns need to be addressed in order to ensure a stable and continuous supply chain

Carbon Capture and Utilisation

We are also exploring the feasibility of photosynthesis from crop plantation as a means to absorb CO₂. This is supplemented by a life cycle assessment of CO₂ emissions from crop planting, which is a result of change in land use, and activities such as planting, fertilising, harvesting and transportation. Subject to these outcomes, TNB may, in the future consider planting crops with high growth rates and CO₂ fixation abilities in areas near CO₂ emissions sources such as coal-fired and gas-fired power plants.

Building Resilience Towards Natural Disasters

Being conscious of the physical risks to our business arising from climate change, particularly floods and storms, we have enhanced existing assets to minimise service disruptions and improve early detection of natural disasters. We also carried out emergency response plan drills to better prepare and this will help in the immediate activation of safety measures for our people and the community.

Our flood management practices are implemented under BCM and Integrated Community Based Disaster Management (ICBDM) programmes, which include:

- Community-based Early Warning System: Developed to help evacuation of communities in case of emergencies
- Flood Drills: Conducted annually at all relevant locations in Peninsular Malaysia. Due to COVID-19, selected flood drills were conducted online this year
- Flood Mitigation: Built and upgraded infrastructure to better withstand floods, such as enabling hydro dam water retention and release functions, raising existing substations, erecting raised platforms, building flood barriers, and tailoring normal operating procedures to suit high risk systems
- Flood Analysis and Risk Assessments (FARA): Utilised by our Distribution Network Division since 2018 for monitoring of water levels to give advanced warning on floods occurrences
- Logistical Preparations: Arranged logistical resources ranging from portable generators, industrial and marine vehicles emergency lighting and satellite communications



We have implemented our flood management practices to better withstand floods by erecting raised platforms at our infrastructures.

Our People and Their Value

Employment Management and Relations

Our people are essential to TNB's success. We strive to establish a diverse and inclusive working environment that creates strong leaders, promotes high performance and develops skilled and adaptable talent.

RELATED MATERIAL MATTER(S):




- Employment Culture
- Capability Building

Conducive Workplace

We value the importance of our people in delivering our RT strategy, which has also been reflected by the addition of "Culture, capabilities and performance management" as an enabler in our refreshed strategy framework. We seek to attract, retain and develop a high-performing workforce that is equipped with the competencies that can sustain and improve their agility and productivity. We rely on the foundation that is our Human Resources (HR) strategy, which comprises HR Leap 6 and HR Guiding Principles to ensure a robust talent pipeline and promote a culture of high performance.

HR Leap 6 Implements the HR Guiding Principles

HR Guiding Principles

-  Focused on People with Care
-  Clarity of Actions with Knowledge
-  Simplicity of Processes with Trust

HR Leap 6: HR policies and process categorised into six (6) pillars

- PLAN** ▶ Business Driven
- RECRUIT** ▶ Agile Workforce
- DEVELOP** ▶ Learning Organisation
- RETAIN** ▶ Total Motivation
- GROW** ▶ Adaptive Mindset
- EXIT** ▶ Legacy

This year, we also established a new HR Blueprint (2020-2025) through which TNB's HR strives to become a Trusted Strategic Business Driver in catalysing business growth and delivering HR excellence via the following Four Big Audacious Goals:

- Create Value Driven HR
- Build Organisation Synergy and Agility
- Maximise Workforce Return on Investment (ROI)
- Establish Purpose Driven Workforce



Gearing towards stronger growth together, Reimagining Culture redefines our core values, grounding our people with these cornerstones to thrive in our rapidly evolving business landscape and dynamic transformation. (Picture taken in February 2020)

Our People and Their Value



Reimagining Culture

In FY2020, we further launched Reimagining Culture to redefine our core values to drive our business transformation. We catalysed culture shifts, imperative for our people to thrive in our rapidly evolving business landscape. A series of workshops and roadshows were conducted for employees as part of our change management initiatives and to obtain their views on TNB's identity and culture. Our six (6) core values that form the cornerstone of Reimagining Culture are:



Integrity



Collaborative



Professionalism



Customer Centricity



Forward Thinking



Mindfulness

The main activities conducted to instill Reimagining Culture include:

1. Reimagining Culture Workshop and Survey

Our Reimagining Culture journey commenced in FY2019 with a series of 20 workshops involving 435 employees across various levels to gather viewpoints on what should encompass the shift in our culture narrative. This was supplemented by the responses from the company-wide survey that was rolled out. The outcomes from these activities were then deliberated among the Board of Directors and the Executive Committee to formulate the next steps.

2. Better World Brighter Lives Workshop & Train the Trainers Session

Conducted both physically and virtually, the aim of this workshop was to introduce TNB's Senior Leaders to the new Corporate Identity and provide insights on how they should start to inculcate the new culture into daily practices. A total of 35 sessions were conducted which garnered the participation of 800 TNB leaders. We also conducted similar sessions with approximately 50 representative members of all unions and associations.

Some of our leaders volunteered to become trainers for the transformational journey in their respective business units. To prepare them with the skills and knowledge to conduct the training, Train-The-Trainers sessions were conducted.

3. Better World Brighter Lives Roadshow

16 representatives from our Senior Management conducted a series of physical and virtual roadshows, to introduce the new TNB Corporate Identity to our employees. The contents of the roadshow sessions were focused around the purpose of redefining our identity and communicating the Management's expectations of our employees in practicing and taking ownership of it. In FY2020, nine (9) roadshows have been carried out involving 4,859 employees.

We will continue instilling our Reimagining Culture Group-wide through ongoing communication initiatives in the future.

Our People and Their Value



Awards Won



Bronze - Best HR Communication Strategy
Human Resources Asia Recruitment Awards 2020



Gold - Excellence in Crisis Management and Recovery
Human Resources Excellence Awards 2020

Excellence in Crisis Management and Recovery

TNB won the Gold award for Excellence in Crisis Management and Recovery against 10 other finalists at the Human Resources Excellence Awards 2020. This award has positioned TNB as a reference point and benchmark for crisis and recovery during this COVID-19 pandemic. The main criteria that held TNB in high regard was early and proactive preparations to adapt to the MCO period, efforts towards business continuity and channelling support towards the wider community in need.

▶ For more information on how we have responded to the COVID-19 pandemic, please refer to pages 27-29 of this report.



Runner-up
Graduates' Choice Award 2020

Our approach and key FY2020 highlights:

01

Talent attraction, recruitment and retention strategies are necessary to build a strong pipeline. Both physical and virtual recruitment initiatives were organised to attract talented individuals who share our values.



In FY2020, there were nine (9) key recruitment initiatives in FY2020:

- **Yes2Work with JPA Scholars**, designed to empower participants by providing them with necessary exposure and development to increase employability
- **KBS Virtual Career Fair**, a five-day online event that focuses on live engagements between employers and participants, which was attended by 531 participants
- **Talentbank Digital Career Festival 1&2**, a digital career fair held for 60 days to boost employer branding, promote internships, and graduate employment opportunities, which attracted 7,152 participants
- **MDEC Digital Jobs Expo**, a five-day online event that features a series of webinars on digital economy jobs, which had 2,233 visitors
- **Tenaga XP Hi-Tea Session**, an engagement session with 12 experienced hires with a background in Cyber Security and Digital Innovation
- **ALL4YOUTH Programme with GLCs**, a collaboration which aims to identify and promote solutions that will increase youth employment and employability
- **UNITEN Career Fair Week**, a platform for companies to showcase diverse career opportunities
- **Elevate Your Potential with TNB**, a collaboration with student associations to organise career-related webinar sessions
- **Collaboration with Malaysia Student Association Japan (MSAJ)** to organise a webinar session with Malaysian students in Japan

02

Employee benefits are important in ensuring a sense of security among our employees in their well-being. We offer competitive remuneration and benefits that support work-life balance, including for employees with families, as well as mental and physical healthcare:



Employee Benefits

- Competitive benefits packages
- Childcare facilities and nurseries
- Housing accommodation and quarters for employees
- Counselling services
- Sports and recreational facilities
- Career and development opportunities

03

Listening to our people means having open conversations and encouraging an exchange of ideas.

- Employees have access to various platforms to encourage two-way communication
- Through our biannual Engagement Pulse Survey (EPS), and our biennial Employee Engagement Survey (EES), we are able to obtain views on what it is like to work at TNB which gives us an understanding of our strengths and areas of improvement
- The EPS conducted in January and July 2020 received a score of 90% and 89% respectively (as compared to 88% and 90% last year), while the EES conducted in FY2020 received a score of 89%. Overall, the results demonstrate that employees are feeling positive about working in TNB, despite the challenging year
- To further improve connectivity of all divisions across TNB, we have appointed 46 Engagement Champions to monitor implementation of employee engagement activities
- Our grievance policy outlines grievance mechanisms and our whistleblowing channel serves as a safe platform for employees to express their concerns
- As a testament to our continuous efforts, we have maintained a relatively low turnover rate of 3.9%

Our People and Their Value

Career Development and Training

Career development and training contributes to the smooth delivery of TNB's strategic objectives and is an integral part of sustainable business growth. Our training programmes serve as a platform for our people to enhance their capabilities and expand their horizons to achieve strong personal and professional development. We have our group-wide Learning & Development Policy, rolled out in FY2020, which details strategies towards effective career development for our employees.

RM76.5 million
was invested in training and development

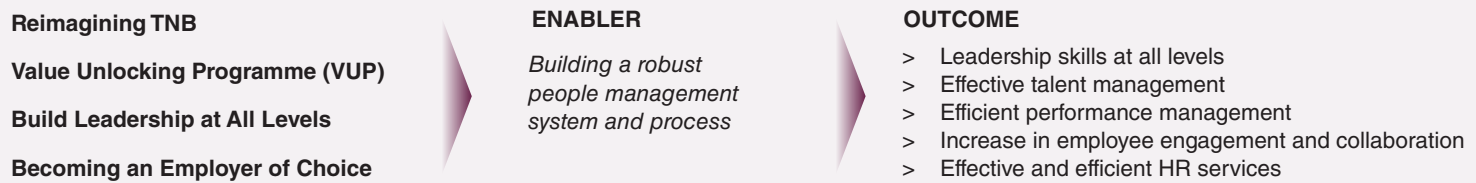
Total of
490,000 training hours by TNB Company

Our Structured Approach to Leadership Development

Developing a strong pipeline of highly skilled, confident leaders enable seamless succession planning as we believe that it can be applied at all levels of employment. We have our TNB Leadership Competencies that outline the desired qualities of a competent leader. This feeds into our holistic people management system called the People Matters Better Brighter (PMBB).

TNB People Matters Better Brighter (PMBB)

PMBB provides an end-to-end experience that empowers our employees to take ownership and manage their professional journey. Through this system, employees have purview of their expectations and action plans to close competency gaps. PMBB provides courses that cut across eight (8) different modules that are aimed at providing our employees with the relevant skillsets and competencies in leadership, business acumen, engagement and communication.



Eight (8) modules



Unified set of TNB leadership competencies

- Demonstrates motivation and drive to achieve challenging goals
- Plan and prioritise to deliver impactful results
- Takes ownership of decisions and follows through to deliver results
- Empowers others to take ownership by assigning authority and responsibility to appropriate resources
- Develops personal knowledge and skills to continuously improve and grow
- Plays an active role in developing, coaching, mentoring and motivating others
- Envisions TNB's strategic aspirations and translates the vision into achievable objectives
- Articulates the vision clearly to all stakeholders to gain support and inspires action to work towards a common goal
- Understands the business and able to translate needs into requirements to drive business excellence
- Processes the necessary functional/technical knowledge and skills to deliver business impact
- Builds relationships and engages in stakeholder partnerships to accomplish TNB's goal
- Remains modest by minimising pride and conceit in achieving results

Our People and Their Value

Our learning and development initiatives are carried out through the programmes highlighted in the table below:

Programme	Key FY2020 Highlights
<p>Career Enhancement Management (CEM)</p> <p>Platform to closely align employee's role to specific skillset from employment until retirement.</p>	<ul style="list-style-type: none"> • 17 intervention programmes comprising Mindset Change, Business Acumen, Pre-Retirement, Financial Awareness, and others were conducted for 1,352 participants • Hosted for 150 employees, the Project Assignment Forum promotes leadership, accountability and intrapreneurship • To enhance the strategic and competitive mindset of employees, four (4) business acumen programmes were conducted for 95 groups of TNB employees • 46 non-executive employees received training in the Skill Enhancement Programme to meet new job scopes and demands • CEM Engagement Sessions with 5 labour-related unions: <i>Persatuan Eksekutif TNB, Persatuan Pegawai-Pegawai Eksekutif, Kesatuan Percantuman Pekerja-Pekerja, Persatuan Unit Keselamatan</i>, and Support Service Office Unions to communicate on matters pertaining to people mobility, especially on surplus management
<p>Leadership Development Centre (LDC)</p> <p>Provides leadership and development programmes for all employee categories. The main learning partners for the initiatives are ILSAS and UNITEN.</p>	<ul style="list-style-type: none"> • Executive Presence: 12 sessions, consisting of Delta Leaders and Managing Directors • Thrust Leadership Programme: 50 participants comprising Managing Directors and Delta Leaders • Leadership Drive (LD): 70 trainees from Batch 3 • Master of Business Administration (MBA) programme: 32 employees from Cohort 4 • Masterclass on Business Analytics and Managerial Judgement: 60 participants for each programme, including Delta Leaders and Managing Directors • Field & Forum, a sharing session on "Leadership Journeys": 130 participants comprising C-suites, General Managers and Delta Leaders
<p>Division Academies</p> <p>Collaboration with TNB Integrated Learning Solution Sdn. Bhd. (ILSAS) to develop Subject Matter Experts (SMEs) in TNB's core business areas.</p>	<ul style="list-style-type: none"> • GenCo Academy (formerly known as Generation Academy): 82 SMEs • Grid Academy: 32 SMEs • Distribution Network (DN) Academy: 30 SMEs <ul style="list-style-type: none"> - DN Academy Batch #1 completed their course • Retail Academy: 1,319 participants currently undergoing the learning journey towards becoming SMEs
<p>Digital Skills Training</p> <p>Collaboration with ILSAS to transition towards digital learning for seamless and uninterrupted, continuous learning and development for TNB employees.</p>	<ul style="list-style-type: none"> • Training approach in 2020 shifted rapidly towards digitalisation, in part due to COVID-19, but largely due to existing internal digital transformation efforts • Most face-to-face (f2f) classroom activities were transformed to digital platforms, including bite-sized learning, webinars, and e-learning
<p>TNB Reskilling Malaysia Programme</p> <p>Conducted by ILSAS and partially funded by TNB, this is part of our six (6) game changers to assist Malaysians, especially unemployed individuals and retrenched workers, to access new job opportunities. As a prerequisite, interested applicants and potential employers will need to register their interests for this programme with ILSAS. Thereafter, job matching and interview sessions will be conducted with both parties. Successful applicants will be eligible to undergo this Programme to acquire the necessary skills to fit their new role. All courses are applicable and open to non-TNB employees.</p>	<ul style="list-style-type: none"> • This programme intends to deliver a seamless end-to-end journey for prospective trainees that are successful in the job matching/ interview processes by equipping them with the necessary skills to perform new types of roles that are required by the industries in Malaysia • The training courses include: <ul style="list-style-type: none"> - Installation, operation and maintenance of grid connected PV system - Installation of smart meters - Operation and maintenance of power systems - Maintenance of low voltage electrical facilities - Maintenance of medium voltage electrical facilities - Other industrial technical requirement • These courses for solar installers, smart meter installers, and electricians, were selected based on three (3) criteria: <ul style="list-style-type: none"> - Significant job demand within Malaysia's power sector - Ability to train workers in a relatively short time frame (for example, two weeks) - Minimal entry requirements (trainees need only an SPM qualification)

Our People and Their Value

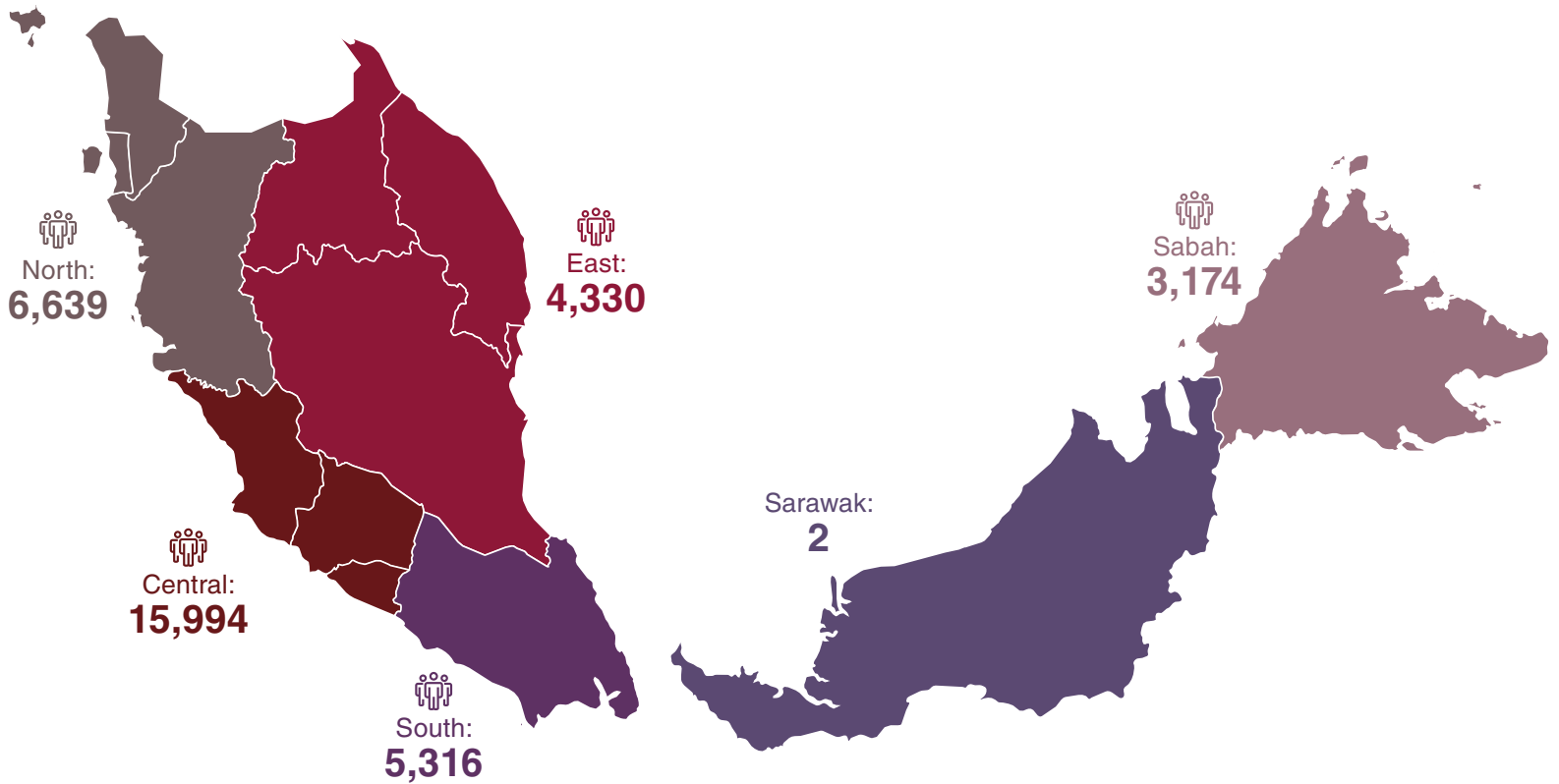
Diversity and Inclusiveness

We strongly believe in practicing fair employment that nurtures a conducive work environment built on trust and respect. We aim to provide equal opportunities and ensure that all employees, regardless of their age, gender, religious affiliation and disability are treated fairly and feel valued at work. We also appreciate the value that diversity brings in terms of driving creativity and innovation that is brought about by a variety of skillsets and viewpoints.

Our approach and key FY2020 highlights:

- In FY2020, we highlighted diversity and inclusion as a Core Value under Reimagining Culture, “Collaborative: We embrace diversity and inclusivity, and we value outside-in perspectives”
- We do not tolerate any form of harassment at the workplace, whether verbal, physical, sexual or visual, including discriminatory comments as outlined in our Code of Ethics
- This year, there has been a 14% increase of women in senior management roles for TNB Group, from 83 in FY2019 to 95 in FY2020
- As shown on the next page, there was a decrease in employee turnover from 1,594 in FY2018 to 1,305 in FY2020. This downward trend is attributed to higher morale and employee engagement
- We continue to provide employment opportunities for Persons with Disabilities (PWD). Our inclusive and accessible workplace has fostered the year on year growth in the number of employees with disabilities at TNB, with an increase of 14% in FY2020

Total Number of Employees for TNB Group by region:

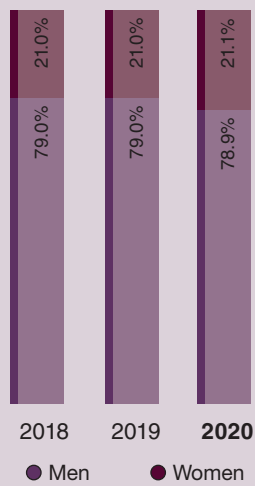



Total: 35,576
Others*: 121
* Others refers to employees at international operations

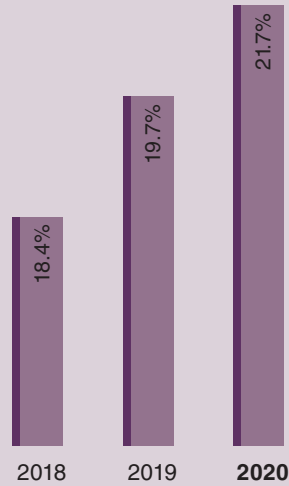
Our People and Their Value

Performance in FY2020 for TNB Group

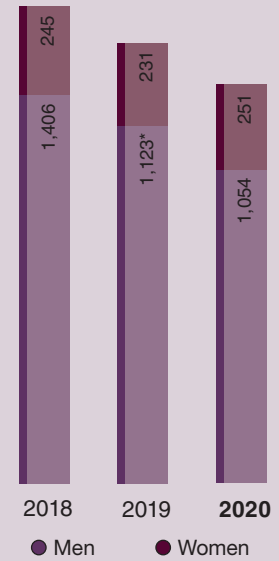
Employee Breakdown by Gender (%)



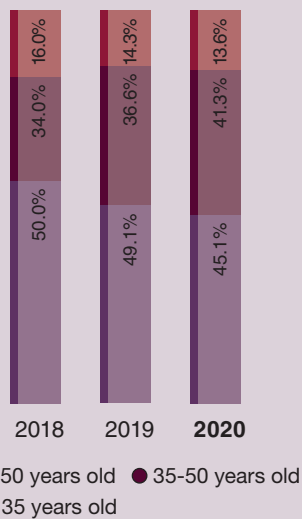
Women in Senior Management Roles (%)



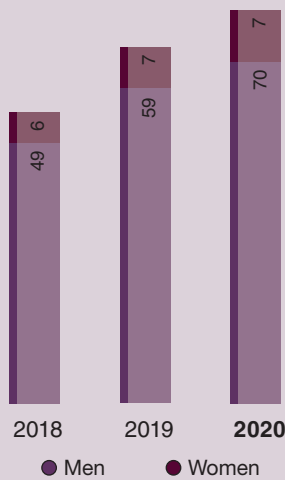
Employees Turnover by Gender (No.)



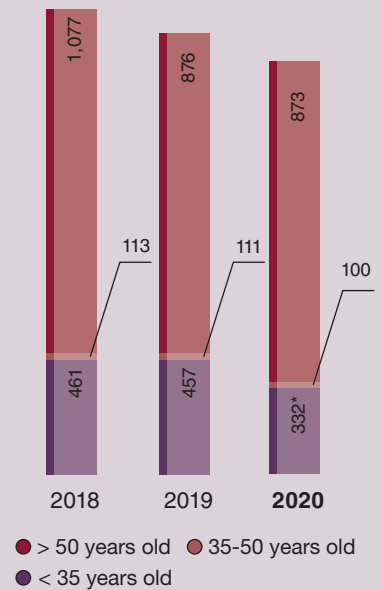
Employee Breakdown by Age Group (%)



PWD Employed by Gender (No.)



Employees Turnover by Age Group (No.)



* These figures have been restated due to errata.

Our People and Their Value

Prioritising Health, Safety and Personal Well-Being

As a responsible employer, we prioritise the occupational health and safety, and welfare of our employees and workers, while recognising their inherent human rights.

RELATED MATERIAL MATTER(S):

- Safety, Health and Well-being

Promoting Occupational Health and Safety Practices

Robust occupational safety and health systems and practices are important in protecting our human capital while also reinforcing the trust and confidence of our key stakeholders. As it is our utmost priority to keep our people safe, we uphold strong safety standards to prevent work-related injuries and illnesses and seek ways to achieve our target of having zero fatality at the workplace and maintaining our Lost Time Injury Frequency (LTIF) at below 1.0. We strive to consistently seek ways to improve our health and safety practices to show our care and support to our employees and contractors while driving business sustainability.












Our implemented policies and management systems are complemented by efforts to instil a safety culture that encourages values of shared responsibility in our employees, workers, suppliers and surrounding communities.

Our People and Their Value

Our approach and key FY2020 highlights:

<p>01 Health, Safety & Environmental Management System</p> <ul style="list-style-type: none"> We are guided by TNB's Safety and Health Policy to implement our safety governance framework We are governed by our Health, Safety & Environmental Management System (HSEMS), which has been progressively implemented across divisions and subsidiaries since 2019. We conduct HSE Corporate audits to measure compliance with HSEMS elements We are progressively transitioning from OHSAS 18001:2007 Occupational Health and Safety Assessment Series to ISO 45001:2018 Occupational Health and Safety. In FY2020, our Distribution Network Division was ISO 45001:2018 certified Our HSE Steering Committee is supported by division-level HSE Committees and meet every quarter to discuss safety performance, mitigation measures and overall strategic direction for HSE management at TNB Contractors under the Distribution Network Division are required to provide safety quality assurance through self declaration of safety compliance before commencing work 	<p>02 Accident Reduction Programme</p> <p>Our accident reduction programmes are imperative for preventing safety incidents at the workplace:</p> <ul style="list-style-type: none"> Our Fleet Management Division collaborated with e-hailing service provider, Grab, to provide alternative modes of transportation for official travel within TNB premises in the Klang Valley. This initiative is aligned with our prohibition of motorcycle use for any official business travel Introduced the Construction Work Permit (CWP) under Grid Development in November 2020 to minimise safety risks at grid construction sites. The launch in November 2020 serves as the interim implementation, while the full roll out is expected in April 2021. Three (3) engagement sessions were conducted virtually to launch CWP which also served as a briefing session for this interim implementation, involving 47 contractors and testers Distribution Network Division introduced "Nampak Dengar & Rasa Selamat (NDRS)" programmes to enhance awareness on early detection or symptoms of incidents. The NDRS comprises 16 initiatives that are based on 3E, which is Engineering, Education and Enforcement. This initiative is an important driver of DN's 5-year business plan 	<p>03 HSE Digitalisation (eHSE online system)</p> <p>As we are transitioning towards adopting more digitalisation in our HSE practice, we have progressively developed modules since 2018, in preparation for the full implementation of our eHSE online system in 2022. The modules developed include:</p> <ul style="list-style-type: none"> Introducing Notice, Compound, Lawsuit (NCL) & Non-Conformance Report (NCR) to ease the process of reporting, handling and resolving any issues of non-conformance or non-compliance Establishing the Safety Health Committee (SHC) online system to improve its effectiveness Developing the online Chemical Register & Legal Compliances module to improve regulatory compliance
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We go beyond our safety standards and policies, channeling our efforts towards engaging our people and establishing a robust safety culture.





Action	Description
<p>Implementing Safety Culture</p>	<ul style="list-style-type: none"> Tenaga Safety Culture (TSC) promotes four (4) safety core values: Assess, Comply, Intervene and Actively Caring <ul style="list-style-type: none"> Assess: Stop work if it is not safe Comply: Follow the rules no matter what Intervene: See something unsafe, say something Actively Caring: Show concern for each other's safety TNB's Life-Saving Rules, comprising nine (9) rules on lifesaving and injury prevention measures to ensure people on-site as well as those on the road "Get Home Safe" <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; width: 45%;"> <p style="text-align: center; background-color: #4a4a4a; color: white; margin: 0;">CORE RULES</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div> Isolate, earth and test before touch</div> <div> Valid permit to work mandatory</div> <div> Wear arc flash suit when switching</div> </div> </div> <div style="border: 1px solid black; padding: 5px; width: 45%;"> <p style="text-align: center; background-color: #4a4a4a; color: white; margin: 0;">SUPPLEMENTARY RULES</p> <div style="display: flex; justify-content: space-around; text-align: center;"> <div> Use fall protection</div> <div> Obtain authorisation before entering confined space</div> <div> Wear helmet/safety belt. No speeding</div> <div> Caution. Suspended load</div> <div> No phones while driving</div> <div> No drugs. No alcohol</div> </div> </div> </div> <ul style="list-style-type: none"> Behaviour Based Safety programme communicates best practices and lessons learned across our operations The Behavioural Assessment Programme was built on the Behaviour Based Safety programme to inculcate a safety mindset among meter readers who use motorcycles to conduct their tasks. In FY2020, all meter readers had undergone this programme
<p>Reporting on Hazards and Incidents</p>	<ul style="list-style-type: none"> Work-related hazards, unsafe acts and unsafe conditions can be reported through different platforms, known as Potential Incident Platforms: <ul style="list-style-type: none"> Safety Quality Audit Safety Quality Enforcement Safety Representatives Inspection Management by Walkabout Potential Incidents reporting has been made as a KPI for relevant employees with the aim of increasing awareness and minimising hazards and risks Our online platforms, such as Tenaga Safety Information System, captures reports of incidents and near misses which are then investigated. Corrective actions are implemented to prevent recurrence, while lessons learned are communicated through different channels such as stand down sessions, bulletins, and e-mail Appointment of Occupational Health Doctor at TNB panel clinics through partnerships with TNB Healthcare to improve the occupational health risks

Our People and Their Value



Supporting Employees' Health and Wellness

We advocate lifestyle practices that contribute to the overall improvement of our employees' physical wellness and mental well-being as can be seen in our initiatives from mobile applications to health screenings. Moving forward, we will establish a 'Wellness Statement' for TNB employees to identify intervention programmes for those in need.

 <p>KOMUNITI SIHAT PEMBINA NEGARA PROGRAMME ("KOSPEN PLUS")</p> <p>Partnered with Ministry of Health Malaysia in six (6) scopes: Healthy diet, no smoking, active lifestyle, weight management, health screening and healthy mind</p>	 <p>HEALTHY CAFETERIA</p> <p>Eight (8) healthy cafeterias certified by Ministry of Health to provide greater meal options</p>	 <p>BOOKDOC MOBILE APP</p> <p>Over 15,764 employees use BookDoc Mobile App, an online platform that incentivises users to stay active and allow patients to connect with healthcare professionals</p> <p>Our people have walked more than 4.67 billion steps covering a total distance of 3.50 million km</p>	 <p>WELLNESS WEBINARS</p> <p>16 webinars held in collaboration with Kementerian Kesihatan Malaysia covering topics such as healthy minds, exercising and nutrition tips while working from home</p>
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Contributing to Upliftment of Communities

Community Investments and Promoting Education

We strive to make people's lives better and brighter by equipping them with necessary skills, sustaining the environment and enhancing their livelihoods. We engage in a wide range of programmes that seek to leave a long-lasting positive impact on people and communities.

RELATED MATERIAL MATTER(S):

- Community Development and Education
- Rights of Indigenous Peoples

Contributing to Community Development

TNB is committed to our role in supporting nation-building, which includes using our platform and resources to uplift underserved communities and contribute positively to their lives. We believe that giving back to the community will not only support long-term economic growth but also cultivate a stronger sense of unity and harmony among the rakyat. We carry out our community development programmes through partnerships and collaborations with the Government and various NGOs to implement projects that will have a great impact on our stakeholders and beneficiaries. Despite limiting our Corporate Social Responsibility (CSR) events and initiatives due to COVID-19 in 2020, we still invested RM62.93 million, which included RM2.45 million for our sports related programmes and three (3) focus areas as follows:



Awards Won

Sustainability & CSR Malaysia Awards

Company of the Year Award Overall Excellence

Global CSR Awards 2020

Platinum - Best Environmental Excellence Award

Gold - Best Community Programme Award

Silver - Excellence in Provision for Literacy & Education Award



Economic and Social

We believe that capability, social and community development supports liveability and enhances livelihood by uplifting the economic and social quality of life.

FY2020 Contributions:
RM49.22 million*

* The above figures exclude investments in employee training and development



Environment

We believe that the future of our planet and next generation depends on our responsible behaviour today.

FY2020 Contributions:
RM1.36 million



Education

We believe that education can transform lives of not just one individual but families and generations.

FY2020 Contributions:
RM9.90 million*

* The above figures exclude scholarships and convertible loans from UNITEN & YTN

These investments include our contribution of RM27.50 million towards assisting the Government in the nation's path to economic recovery arising from COVID-19 impacts.



For more information on how we have responded to the COVID-19 pandemic, please refer to pages 27-29.



The Yang di-Pertuan Agong, Al-Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah (in blue shirt) and Raja Permaisuri Agong, Tunku Hajah Azizah Aminah Maimunah Iskandariah (far right) with the recipients of *Projek Baiti Jannati*, a CSR project which fundamentally aims to provide liveable spaces to those in need.

Contributing to Upliftment of Communities

Economic and Social Transformation

Our firm belief in ensuring electricity accessibility to all is an important cornerstone in all our sustainability efforts, including community development initiatives. We advocate for equal access to electricity, recognising that it is a basic need for daily life and socioeconomic growth. We also seek to improve the lives of rural communities through providing livable spaces with proper sanitation and opening up opportunities to earn a livelihood. We are proud to collaborate with the Government in achieving these ambitions. Additionally, we find ways to incorporate elements of energy efficiency in our programmes to reach out to the wider community on its importance to sustainable development.

Rural Development

BELB Programme

With the support of the *Kementerian Pembangunan Luar Bandar (KPLB)* through the Rural Electrification Programme (BELB), we supply power to rural areas such as villages and *Orang Asli* settlements that are not within the operational area of local authorities. We connect these villages to TNB's grid lines, where possible. For settlements too remote to be connected to our grid lines, we utilise off-grid alternatives such as solar hybrids, generator sets, and mini hydro. To date, we have improved connectivity in 30 villages.

LJK Programme

The Government has established the Village Street Lighting (LJK) programme since 2002 with the purpose to ensure public areas in remote villages such as police stations, religious buildings and roads are well lit at night, thus facilitating community safety. TNB is collaborating on the implementation of LJK and this year, we installed 20,634 streetlights in 6,397 villages.

Desa Harapan Programme

Initiated by KPLB since 2019, this programme involves the participation of Government bodies and corporations to contribute to socioeconomic development in rural areas through various donations. Villages will be selected based on certain criteria and supported for two (2) years.

This year, TNB donated RM277,000 to two (2) villages, *Kampung Kuala Temonyong* and *Kampung Weng*, in Kedah for various projects that would help improve the residents' job prospects and income, thus enhance their standard of living.



Home Rewiring Programme

We have progressed with our Home Rewiring Programme to refurbish and rewire homes that belong to the underprivileged in Peninsular Malaysia. Initiated in 2017, our target is to rewire 1,000 homes, and to date, 316 homes have been rewired with a total contribution of RM141,915 in FY2020.

Promoting Energy Efficiency



LED Streetlight Replacement Programme

The LED Streetlight Replacement programme, established since 2018, replaces High-Pressure Sodium Vapour streetlights with LED lights which enable both cost and energy efficiency in all state capital cities. The lower wattage from LED lights results in an estimated kWh and cost savings of about 30%-40%. Currently, 483,776 lights have been installed across Peninsular Malaysia, an increase from 326,053 in FY2019.

Contributing to Upliftment of Communities

Providing Homes for Community Well-being



Home for the Needy Programme

In partnership with State Governments, we help refurbish and build new homes through the “Home for the Needy” programme targeted mainly for single parents, senior citizens and individuals with disabilities. This programme is carried out under two concurrent projects namely, *Projek Baiti Jannati* (PBJ), and *Program Mesra Rakyat* (PMR). In FY2020, this programme helped 199 families, which includes 168 families from PBJ, and 31 families from PMR, with a total contribution of RM9.9 million for both programmes.



Better Brighter Shelter (BBS) Programme

TNB’s Better Brighter Shelter (BBS) programme aims to provide accommodation, such as dormitories and transit homes, for families whose members are undergoing medical treatments. This service is provided to underserved communities from rural areas or the outskirts of Kuala Lumpur. Serdang Hospital and National Heart Institute (IJN) have been linked to this programme since its launch in 2018. Partnerships have also been established with Yayasan Kebajikan Negara (YKN) and IJN Foundation, and in FY2019, with Melaka Hospital. Total allocation for this programme was RM5.1 million with a breakdown of IJN - RM2.4 million, Serdang Hospital - RM1.5 million and Melaka Hospital - RM1.2 million. In FY2020, the total spend amounted to RM687,000.

Environmental Sustenance Programmes

We recognise the importance of protecting our natural heritage that holds multiple benefits for our planet and its inhabitants. In addition to our environmental initiatives, we also conduct programmes that contribute not only to preserving and conserving the environment, but also to generate benefits for surrounding communities.



Mangrove Planting Programme

A significant initiative under our reforestation efforts is our annual mangrove planting that was implemented Group-wide to improve the protection of coastal environments as well as to encourage sustainable fisheries in the Janamanjung vicinity. In FY2020, 10,600 mangrove saplings were planted in *Sungai Limau*, Manjung with a total spend of RM250,000. This year’s initiative was in collaboration with an NGO, Global Environmental Centre and the Manjung District Office, along with the involvement of the *Sungai Limau* community, *Sahabat Hutan Bakau Kuala Gula* and *Sahabat Hutan Bakau Lekir Sitiawan*.



Fireflies Conservation Project

We continued to conserve Malaysia’s firefly colonies by carrying out conservation efforts in areas like *Kampung Kuantan*, which has one of the largest firefly colonies in Southeast Asia, as well as *Kampung Yak Yah*, Kemaman, Terengganu; *Kampung Sungai Timun*, Rembau, Negeri Sembilan; and *Kampung Dew*, Taiping, Perak. In FY2020, we spent RM36,000 on infrastructure, community development and promotion & publicity. We also spent RM986,000 on R&D for majority of these areas. Our efforts to boost eco-tourism, which involved donating new boats and conducting language classes for local boatmen have created socioeconomic benefits for the local communities.

Tourism was severely affected due to COVID-19, which resulted in significant financial distress to those reliant on it as their main source of income. This year’s contribution was RM33,500 for 76 boatmen across all four (4) firefly colonies. Comprising RM25,500 to 36 boatmen from the *Kampung Kuantan* Fireflies Park, RM4,000 to 20 boatmen from *Kampung Dew*, RM2,800 to 14 boatmen from *Kampung Sungai Timun* and RM1,200 for 6 boatmen from *Kampung Yak Yah*.

Contributing to Upliftment of Communities

Transforming Lives Through Education

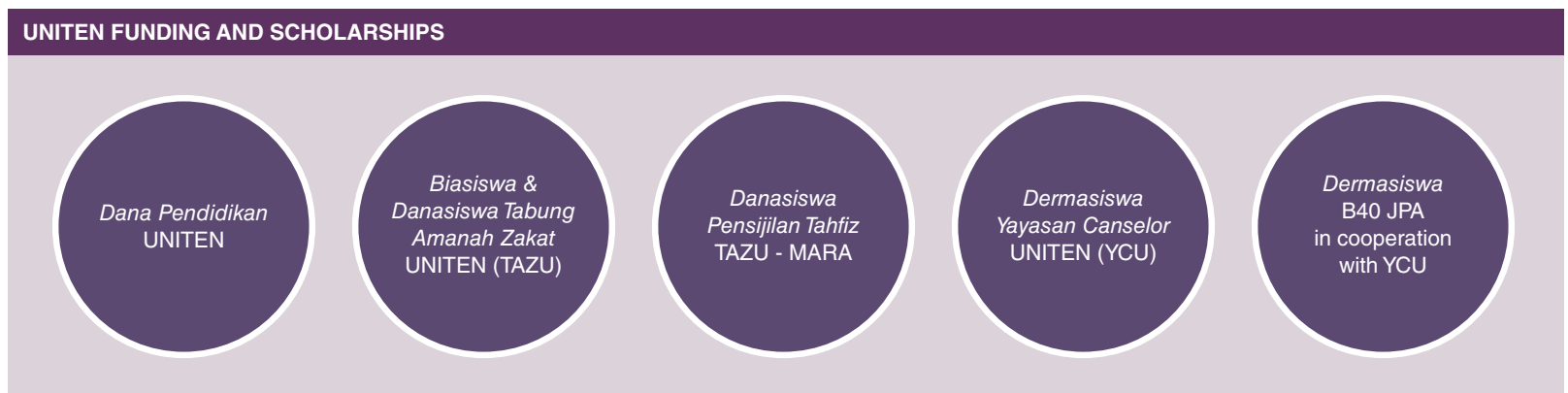
At TNB, our commitment to providing access to education is clearly demonstrated through significant investments in our key educational institutions – UNITEN, LDC and TNB ILSAS, our foundation Yayasan Tenaga Nasional (YTN) – as well as our community programmes.

UNITEN – The Energy University

UNITEN is a private university offering courses in the fields of engineering, computing and informatics, energy economics, business management and accounting. UNITEN is gaining traction as an energy research hub, facilitated by TNB’s respected industry standing.

UNITEN aims to become a globally competitive, energy-focused university by 2025. In order to achieve this goal, the university developed its 10-year strategic plan of “Building Opportunities, Living Dreams 2025” (BOLD2025). A significant part of this strategy includes leveraging on technology to transform traditional education and placing greater R&D efforts on sustainability and RE through its Institute of Sustainable Energy.

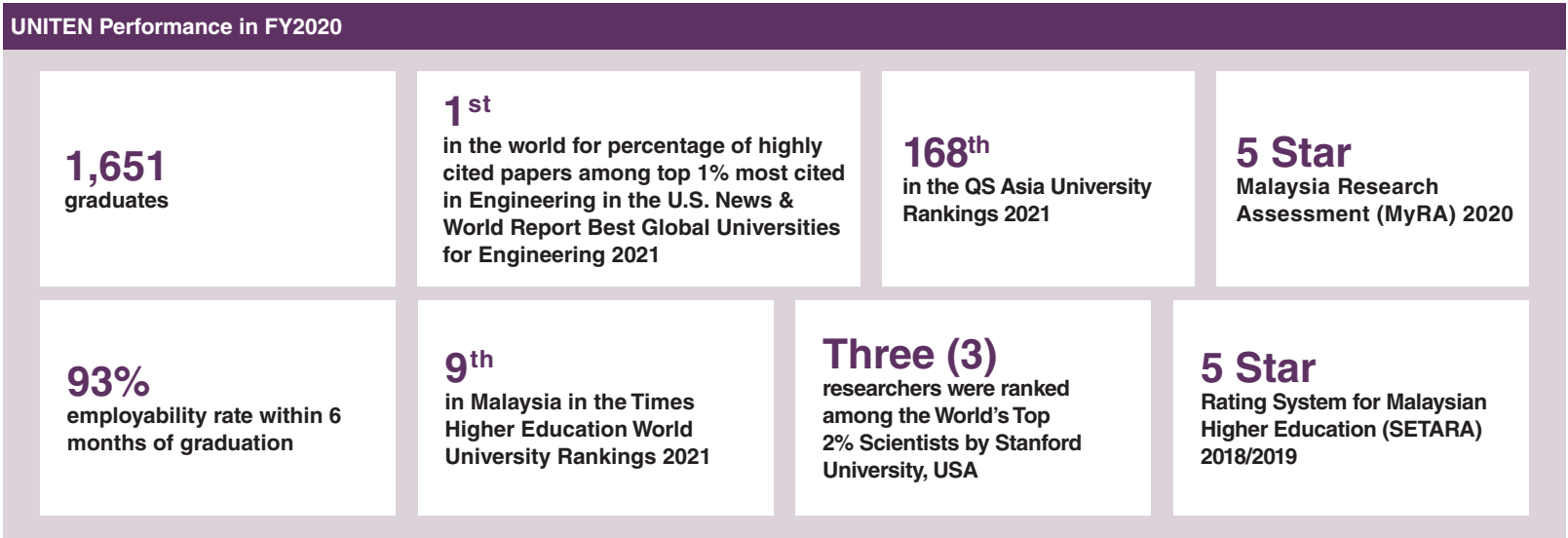
We believe strongly in making education accessible to all and have thus channeled financial aid to underprivileged students. The various funding and scholarships that we provide to our students include:



This year, UNITEN awarded RM7.82 million to a total of 2,295 recipients, an increase from the RM7.22 million awarded to 2,250 students last year.

Key Activities	Description	Key FY2020 Highlights
Smart UniverCity	A joint initiative between UNITEN and TNB to roll out features that will transform UNITEN into a living lab for smart city solutions	<ul style="list-style-type: none"> UNITEN received a smart street lighting system with 197 smart lanterns A new Control Management System (CMS) and Internet of Things (IoT) communication network for Smart Street Lighting System (SSLS) was implemented
Research Highlights	UNITEN Research Hub and URND conduct research focusing on the well-being of society	<ul style="list-style-type: none"> 33 research projects undertaken with the aim of promoting current developments such as low-carbon technologies, sustainable energy management framework, cybersecurity, electricity optimisation using deep learning, IoT and happiness measurement algorithm

Contributing to Upliftment of Communities



TNB Integrated Learning Solution Sdn. Bhd. (ILSAS)

ILSAS is not only the official training institute for TNB employees, but it is also considered a premier institution for professionals in the wider power and utility industry. With the adoption of internationally recognised frameworks including ISO 9001:2015 Quality Management System and the United Kingdom Accreditation Service (UKAS) standards as well as multiple certifications by renowned organisations, ILSAS is demonstrably committed to offering high quality training.

ILSAS certifications and accreditations include:

- Accredited by the Energy Commission (EC) to carry out competency courses
- Approved as a City and Guilds (UK) Centre
- Certified as an Institute of Leadership Management (ILM) (UK) Centre
- Certified as a Department of Occupational Safety and Health (DOSH) Examination Centre
- Authorised Centre for Sustainable Energy Development Authority (SEDA)
- Approved solar PV training and examination centre by the Department of Skills Malaysia

ILSAS aims to be the Global Leader Learning Solution Provider and has formulated its business plan for 2019 to 2023 based on three (3) pillars – ILSAS Vision, ILSAS Mission, and ILSAS Aspiration with the following strategic objectives:

- To build capabilities for current and future organisational strategies by providing learning solutions to increase individual, team and organisational performance and productivity
- To rapidly respond to growth and embed innovation in products and services
- To position ILSAS for a quantum leap growth as a business entity that is cash positive and sustainable

Programme in FY2020	Description	Target Participant
Training related to AMI and Advanced Distribution Management System (ADMS)	A change management programme for TNB's employees involved with ADMS to ensure that they are ready to support and operationalise the new system and embrace the new way of working	<ul style="list-style-type: none"> • Smart meter installers, contractors • TNB frontliners from Distribution Network Division • TNB Retail Division • TNB Distribution Network system operator
Development of Safety Documents and Safety Training for GSPARX	Drives all contractors and owners of premises to take the necessary safety precautions before, during and after solar PV system installations	<ul style="list-style-type: none"> • GSPARX and its contractors
TNB Global Business Solutions (TGBS) Culture Transformation	This project is designed to promote a high-performance culture that enables the optimum implementation of the TGBS function as a customer-driven, intelligent solutions provider	<ul style="list-style-type: none"> • TGBS employees

Contributing to Upliftment of Communities

Programme in FY2020	Description	Target Participant
<p>Solar Aerial Vehicle Competition 2020</p>	<p>In partnership with the Jabatan Pendidikan Politeknik & Kolej Komuniti (JPPKK), it is a competition to develop a concept for a flying vehicle that uses solar energy. This will help promote new courses in RE and EE at selected polytechnic universities, thus sparking interest among the students</p>	<ul style="list-style-type: none"> • Polytechnic universities
<p>Intelligent Monitoring System Using Smart Glasses</p>	<p>Provides a solution that enables effective repair and maintenance by reducing costs, downtime and accidents through a smart glass gadget. A pilot project has been successfully conducted by the Grid Division and is ready to be deployed on a small scale</p>	<ul style="list-style-type: none"> • Grid Division employees and contractors

ILSAS Key FY2020 Highlights

315
employees with **199** trainers

RM55.3 million
in revenue

20,936
individuals trained

4th ILSAS International Conference on Learning and Development (ICLAD) was conducted virtually using 3D image technology, which generated commendable feedback from participants

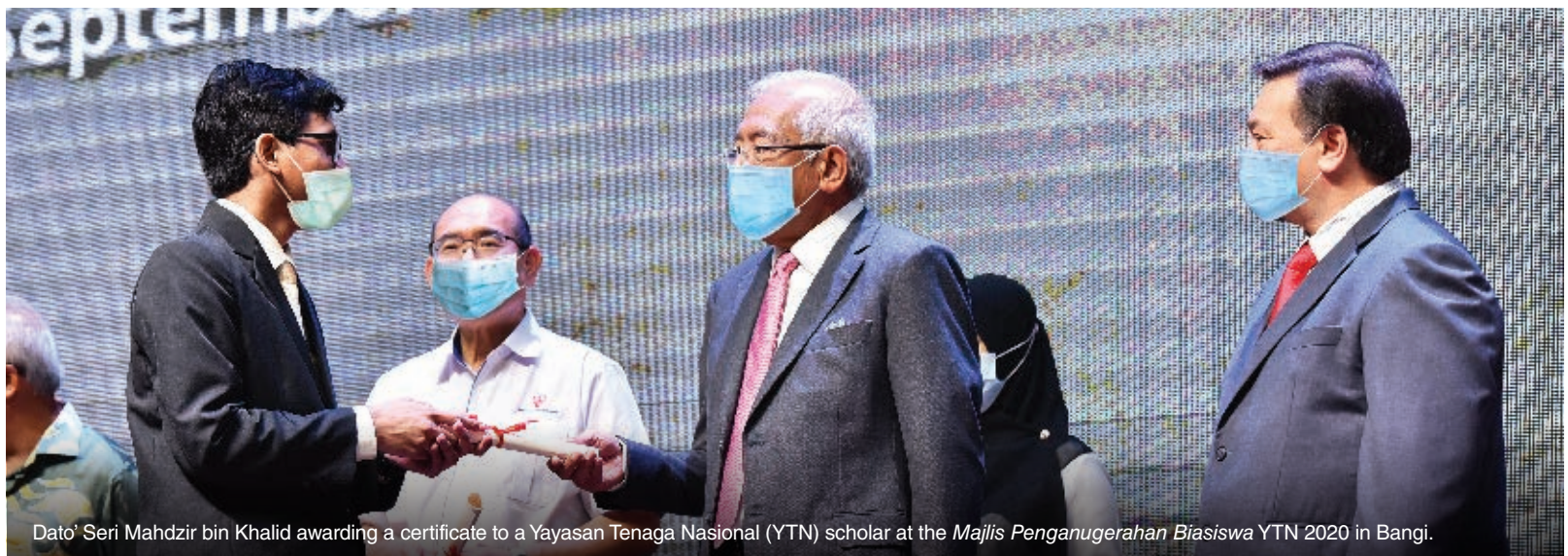
Yayasan Tenaga Nasional

YTN's main objective is to provide Malaysians from all backgrounds with equal opportunities to obtain higher education qualifications. Governed by a Board of Trustees and an organising committee, YTN has been providing financial assistance since 1993 by awarding scholarships and study loans to deserving candidates in pursuit of tertiary education locally and abroad. With the mission to transform lives through excellent education opportunities, we have invested over RM1.2 billion in scholarships and helped over 18,000 students since YTN's incorporation.

YTN Key FY2020 Highlights

Financial aid totalling
RM37.1 million for YTN scholars

678
YTN scholarship recipients



Dato' Seri Mahdzir bin Khalid awarding a certificate to a Yayasan Tenaga Nasional (YTN) scholar at the *Majlis Penganugerahan Biasiswa YTN 2020* in Bangi.

Contributing to Upliftment of Communities


Dermaiswa My Brighter Future (MyBF)


Our Prime Minister, Tan Sri Muhyiddin bin Mohd Yassin, presented a *Dermaiswa My Brighter Future* scholarship award to a recipient, witnessed by Minister of Higher Education, Datuk Seri Dr. Noraini binti Ahmad (left), Datuk Seri Dr. Shamsul Anuar bin Nasarah (third right) and Dato' Seri Mahdzir bin Khalid (right).

MyBF Scholarship was founded by YTN to uplift marginalised youth and promote equitable access to tertiary education, particularly for families in the B40 bracket registered under the *eKasih* scheme. The scholarship covers tuition fees, boarding and living expenses of recipients pursuing tertiary education in Science, Technology, Engineering & Mathematics (STEM) and Technical & Vocational Education & Training (TVET) at any of the seven (7) selected public universities, community colleges and polytechnic institutions in Malaysia.

Student development programmes are conducted by YTN for MyBF recipients throughout the year to help the scholars develop their professional and entrepreneurial skills, as well as to facilitate networking sessions with industry leaders.

Key FY2020 Highlights

5,268
students
benefited
from the
MyBF
scholarships

Note of Understanding for
MyBF programme was signed
between YTN and Ministry of Higher
Education Malaysia (MOHE)

**10 engagement
sessions**
were conducted with MyBF sponsored
students

**RM40.4
million**
of financial aid
provided to MyBF
scholar

**“Prime - My Care”
Programme**
was implemented to enhance the
competencies of MyBF sponsored
students through social responsibility
activities within the local community

**MyBF Video
Creating
Competition**
was organised to raise TNB's brand
reputation

Contributing to Upliftment of Communities

Educational Development Programmes

We value how quality education can make a difference and create a resounding positive impact that benefits not just a single individual but families and communities as well. We believe it is a vital component in reducing income inequality, especially for the future generation of Malaysia's workforce. We typically conduct annual educational development programmes, however, most of our activities for FY2020 were postponed for the safety of the community and our volunteers due to COVID-19. Mindful of the current restrictions, we continued to assist the community mainly by providing financial assistance.


Promoting Equal Opportunities to High-Quality and Well-Rounded Education





Trust Schools Programme

Our Trust Schools Programme is a public-private partnership between the Ministry of Education (MoE) and Yayasan AMIR, a non-profit foundation established in 2011 by Khazanah Nasional Berhad. The aim is to improve the delivery of curriculum and enhance the management of eight (8) schools for 5 years from 2017 to 2021. Since 2017, TNB has contributed RM25.6 million to the Trust Schools Programme with an annual allocation of RM6.4 million to the following schools:


 Sekolah Menengah Kebangsaan Seri Samudera, Perak


 Sekolah Kebangsaan Seri Samudera, Perak


 Sekolah Menengah Kebangsaan Kg. Jawa, Selangor

 Sekolah Kebangsaan Kg. Jawa, Selangor

 Sekolah Menengah Kebangsaan Seri Paka, Terengganu

 Sekolah Kebangsaan Paka 111, Terengganu

 Sekolah Menengah Kebangsaan Jeli, Kelantan

 Sekolah Kebangsaan Jeli 1, Kelantan



Ceria Ke Sekolah Programme

Our *Ceria ke Sekolah* programme is conducted prior to the start of the school year to provide school supplies, such as uniforms, bags, shoes and stationeries to primary school students from low-income families. In FY2020, we funded RM1.36 million for this programme, which benefitted 6,850 students.



B40 Programme

Since the launch of the B40 programme in 2018, we have supported 450 secondary school students from B40 families enrolled at the three (3) schools in Kuala Lumpur: Sekolah Menengah Kebangsaan Bukit Bandaraya, Sekolah Menengah Kebangsaan Bangsar and Sekolah Menengah Kebangsaan Seri Pantai. Annually, we channel RM225,000 to fund 150 students, along with sponsorships to attend self-development programmes such as motivational camps and outreach programmes organised by TNB. To date, we have contributed RM675,000 towards this programme.

Contributing to Upliftment of Communities



Better Brighter Vision

In FY2019, we introduced the Better Brighter Vision programme in collaboration with Tun Hussein Onn Eye Hospital to provide eye screening procedures and corrective glasses for primary and secondary students from B40 families in need. Under this programme, we helped 724 students in Kedah, contributing a total of RM120,000 in FY2020.



National Hockey Development and Thunderbolts Programme

Beyond nurturing academic excellence, our National Hockey Development and Thunderbolts programme supports hockey players from Sekolah Sukan Bukit Jalil in Kuala Lumpur, Sekolah Sukan Tunku Mahkota Ismail in Johor, Sekolah Menengah Kebangsaan Seberang in Pahang and Sekolah Menengah Kebangsaan Anderson in Perak. Promising students are coached by TNB employees who are themselves former national hockey players. Since its inception in 2006, this programme has successfully nurtured several national hockey players and in FY2020, we contributed more than RM2 million.



Pintar School Adoption Programme

We have been supporting 18 schools through the Pintar School Adoption Programme since 2017 by assisting underperforming schools through initiatives such as motivational camps, tuition classes, examination seminars & workshops, and hockey training. Due to the COVID-19 pandemic, there was no sponsorship for Pintar School Adoption Programme in FY2020. We will continue our support by channelling sponsorships towards this programme in FY2021 and beyond.

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary		
								TNB Company	TNB Group	
BUSINESS PERFORMANCE										
GENERATION										
G4 - EU1	Generating capacity broken down by primary source and regulatory regime									
	Gas	MW	4,743.43	4,443.43	4,054.43	For wholly owned and majority owned (equity basis) power plants in Peninsular Malaysia				
	Coal	MW	5,040.00	6,440.00	6,440.00					
	Large Hydro	MW	2,536.10	2,536.10	2,536.10					
	Solar	MW	50.00	50.00	80.00	- For wholly-owned power plants in Peninsular Malaysia - Second LSS plant commercialised in FY2020			✓	
	Total	MW	12,369.53	13,469.53	13,110.53	For wholly owned and majority owned (equity basis) power plants in Peninsular Malaysia				
	Generating capacity broken down by other renewable sources with a capacity below 30MW									
	Mini Hydro	MW	21.76	21.76	21.76	For all TNB-owned stations			✓	
	Biomass	MW	10.00	10.00	10.00					
	Biogas	MW	3.20	3.20	3.20					
TRANSMISSION AND DISTRIBUTION LINES										
G4 - EU4	Length of above and underground transmission and distribution lines by regulatory regime									
	Transmission	circuit-km	23,082	23,964	24,607	For wholly-owned transmission network in Peninsular Malaysia				✓
	Distribution	circuit-km	660,038	683,008	703,312	For wholly-owned distribution network in Peninsular Malaysia				
SYSTEM EFFICIENCY										
	Generation Plant Performance									
	Equivalent availability factor (EAF)	%	88.93	81.77	87.39	In Peninsular Malaysia only	Data for FY2018 and FY2019 has been restated to include performance from Kapar Energy Ventures (KEV)	✓		
	Equivalent Unplanned Outage Factor (EUOF)	%	3.84	7.97	6.65					
G4 - EU12	Transmission and distribution losses as a percentage of total energy									
	Transmission and distribution network losses									
	Transmission in Malaysia	%	1.43	1.35	1.47	For wholly-owned transmission network in Peninsular Malaysia			✓	
	Distribution in Malaysia	%	6.39	6.3	6.69	For wholly-owned distribution network in Peninsular Malaysia				
	Electricity Transmission System									
	Transmission System Minutes	Minutes	0.35	0.27	0.08	In Peninsular Malaysia only		✓		
	Percentage of System Availability	%	99.79	99.78	99.78					
ACCESS										
G4 - EU28	Power outage frequency									
	System Average Interruption Frequency Index (SAIFI)	Frequency/ Customer/ Year	0.86	0.83	0.80	In Peninsular Malaysia only			✓	
G4 - EU29	Average power outage duration									
	System Average Interruption Duration Index (SAIDI)	Minutes/ Customer/ Year	48.22	48.13	44.95	In Peninsular Malaysia only			✓	

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
BUSINESS PERFORMANCE									
ECONOMIC PERFORMANCE									
GRI 201-1	Value Added								
	Revenue	RM million	50,392.5	50,939.7	43,976.0				
	Operating expenses excluding staff costs, depreciation and amortisation	RM million	(33,677.6)	(29,624.9)	(22,684.2)				
	Net loss on impairment of financial instruments	RM million	(487.3)	(302.4)	(546.2)				
	Other operating income	RM million	825.1	1,131.0	1,061.4				
	Finance income	RM million	423.8	525.1	317.7				
	Finance cost	RM million	(1,688.5)	(3,382.7)	(3,668.7)			✓	
	Fair value of financial instruments	RM million	36.7	(38.0)	124.9				
	Foreign exchange gain/(loss) on borrowings	RM million	(418.3)	113.9	26.2				
	Share of results of associates and joint ventures	RM million	(182.7)	52.6	76.5				
	Total value added available for distribution	RM million	15,223.7	19,414.3	18,683.6				
	Value Distributed								
	To employees								
	Employee cost	RM million	3,685.8	3,747.7	3,825.8				
	To Government								
	Taxation and zakat	RM million	1,043.8	922.6	521.6			Data for FY2018 and FY2019 have been restated to exclude amount in deferred tax	
	To shareholders								
	Dividends	RM million	2,931.9	3,014.1	5,235.8				
	Non-controlling interest	RM million	21.3	(84.2)	23.7				✓
	To reinvest to the Group								
Depreciation and amortisation	RM million	6,491.3	10,188.9	10,622.4					
Retained profit	RM million	1,049.6	1,625.2	(1,545.7)					
Total distributed	RM million	15,223.7	19,414.3	18,683.6			Data for FY2018 and FY2019 have been restated to exclude amount in deferred tax		

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary				
								TNB Company	TNB Group			
CUSTOMERS												
CUSTOMER ACCOUNTS												
G4 - EU3	Number of residential, industrial, institutional and commercial customer accounts											
	Domestic	Number	7,378,425	7,553,229	7,728,407	- In Peninsular Malaysia only - The category of 'Others' consists of mining, street lighting, agriculture and RE generators		✓				
	Commercial	Number	1,553,607	1,575,198	1,590,373							
	Industrial	Number	29,749	30,520	31,654							
	Other	Number	77,416	89,975	92,679							
Total	Number	9,039,197	9,248,922	9,443,113								
CUSTOMER EXPERIENCE												
N/A	Results of surveys measuring customer satisfaction											
	Customer satisfaction index	%	81	81	86	Surveys are conducted on an annual basis	Data for FY2018 has been restated from 89 to 88 due to errata	✓				
	Corporate reputation index	%	88	87	81							
	Complaints received	Number	35,747	45,275	33,753							
	Complaints resolved	%	99	99	99							
	Service request received	Number	130,405	285,712	447,530							
Service request resolved	%	98	100	98								
PROCUREMENT PRACTICES												
GRI 204-1	Number of suppliers and total spent											
	Total number of suppliers	Number	3,457	3,124	3,442	- Suppliers include Malaysian suppliers and those in the areas where TNB operates internationally - Procurement spend is for TNB Group, excluding TNB Fuel Services Sdn. Bhd. (TNBF), Petroliam Nasional Berhad (PETRONAS) and Electricity Generating Authority of Thailand (EGAT)	Data for FY2018 has been restated due to change in calculation methodology	✓				
	Total spent on procurement	RM billion	9.50	9.91	7.15							
	Proportion of spending on local suppliers											
	Total number of local suppliers engaged	Number	3,402	3,067	3,390	- Suppliers include Malaysian suppliers and those in the areas where TNB operates internationally - Procurement spend is for TNB Group, excluding TNB Fuel Services Sdn. Bhd. (TNBF), Petroliam Nasional Berhad (PETRONAS) and Electricity Generating Authority of Thailand (EGAT)				Data for FY2018 has been restated due to change in calculation methodology	✓	
	Percentage of local suppliers	%	98	98	98							
	Total spent on local suppliers engaged	RM billion	9.39	9.81	7.06							
	Percentage spent on local suppliers engaged	%	99	99	99							

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
NATURAL RESOURCE CONSUMPTION									
GRI 303-5	Total volume of water								
	Total Water Consumption from all areas	Megalitres	8,047.9	7,269.3	7,065.3			✓	
GRI 302-1	Fuel consumption for power plants from non-renewable sources								
	Coal	GJ	396,332,932.67	361,956,288.13	456,964,497.18	All TNB power plants in Peninsular Malaysia		✓	
	Natural gas	GJ	181,810,852.93	188,532,459.85	161,785,964.22				
	Distillate fuel	GJ	687,793.97	573,643.57	31,328,098.73				
	Medium fuel oil	GJ	307,792.80	783,847.02	0.00				
ENERGY EFFICIENCY									
GRI 302-1	Energy consumption within the organisation								
	Total electricity consumption	kWh	24,603,872	23,278,549	22,318,600	- For 12 TNB buildings: Wisma TNB Jalan Timur, Wisma TNB Jalan Anson, Wisma TNB Jalan Kepong, Wisma TNB Jalan Yahya Awal, Wisma TNB Kuantan, Wisma TNB Muar, Wisma TNB Subang Jaya, Wisma TNB Seremban, Wisma TNB Ipoh, Wisma TNB Alor Setar, Wisma TNB Perlis and Wisma TNB Kota Bharu		✓	
GRI 302-4	Reductions in energy consumption								
	Amount of energy savings	kWh	4,164,476	5,462,037	6,389,569		Data for FY2018 has been restated due to change in calculation methodology		

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
EMISSIONS									
Direct (Scope 1) GHG emissions									
GRI 305-1	Total direct GHG emissions (Scope 1)	million tCO ₂ e	37.00	33.79	39.09	<ul style="list-style-type: none"> - Our approach is aligned to the Greenhouse Gas Protocol (GHG Protocol): Corporate Accounting and Reporting Standards. GHG emissions factors were based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories and global warming potential values (GWP) from IPCC 5th Assessment Report - Direct (Scope 1) and energy indirect (Scope 2) GHG emissions are assessed annually 			
GRI 305-2	Electricity consumption	million tCO ₂ e	0.19	0.24	0.19				✓
Greenhouse gas emission intensity									
GRI 305-4	Intensity of CO ₂ emissions	tCO ₂ e/MWh	0.57	0.56	0.57	<ul style="list-style-type: none"> - GHG emissions methodologies applied were 2006 IPCC Guidelines for National Greenhouse Gas Inventories, GHG Protocol and Clean Development Mechanism (CDM) - Consolidation of data based on equity share 			
GRI 305-5	Total CO ₂ avoided	million tCO ₂ e	5.81	5.37	5.98			✓	
WASTE MANAGEMENT									
Scheduled waste generated									
GRI 306-3	Total weight of scheduled waste generated	metric tons		34,783	23,576	Data has been extracted from the DOE's Electronic Scheduled Waste Information System (eSWIS) system	FY19 and FY20 figures have been restated due to errata		✓
	Total weight of scheduled waste directed to disposal	metric tons		33,234	18,120				
	Total weight of scheduled waste diverted from disposal	metric tons		1,549	5,456				
Significant spills									
N/A	Total number of recorded significant spills	Number	0	3	7	<ul style="list-style-type: none"> - Spill 1: Used oil at storage site - Spill 2: Used oil at storage site - Spill 3: Used oil at storage site - Spill 4: Diesel at work site - Spill 5: Ash at work site - Spill 6: Diesel at work site - Spill 7: Hydraulic oil at work site - Impact of the spills were quickly mitigated and there were no significant pollution at the affected sites 			
	Total volume of recorded significant spills	m ³	0	0.57	6.10				✓
ENVIRONMENTAL MANAGEMENT									
Non-compliance with environmental laws and regulations									
GRI 307-1	Total monetary value of significant fines	RM	0.00	1,000.00	10,000.00				✓
	Total number of non-monetary sanctions	Number	6	5	6				

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary		
								TNB Company	TNB Group	
LABOUR PRACTICES AND DECENT WORK										
EMPLOYMENT CULTURE										
	Total size of workforce									
	TNB Group	Number	35,516	36,307	35,576	FY18 restated due to errata		✓		
	TNB Company	Number	28,371	28,825	27,957					
	Generation	Number	1,086	1,005	1,440					
	Grid	Number	2,510	2,549	2,392					
	Distribution Network	Number	11,011	11,274	10,956					
	Retail	Number	4,365	4,604	4,504					
	Support/Others	Number	9,399	9,393	10,105					
	Other Subsidiaries	Number	7,145	7,482	6,179					
	Employee Engagement Survey (EES) Score	%	86	-	89	EES is conducted biennially			✓	
GRI 102-8, GRI 405-1	Workforce by geographic area									
	Peninsular Malaysia - East	Number	4,509	4,578	4,330	Expanded from TNB Company to TNB Group		✓		
	Peninsular Malaysia - North	Number	6,682	6,752	6,639					
	Peninsular Malaysia - South	Number	5,256	5,538	5,316					
	Peninsular Malaysia - Central	Number	15,713	16,087	15,994					
	Malaysia East - Sabah	Number	3,233	3,229	3,174					
	Malaysia East - Sarawak	Number	2	0	2					
	Others	Number	121	123	121					
	Total	Number	35,516	36,307	35,576					
	Workforce by contract type and geographic area									
	Permanent employees									
	Peninsular Malaysia - East	Number	4,196	4,091	3,859	Expanded from TNB Company to TNB Group		✓		
	Peninsular Malaysia - North	Number	6,236	5,994	5,906					
	Peninsular Malaysia - South	Number	4,715	4,627	4,585					
	Peninsular Malaysia - Central	Number	14,427	14,074	13,846					
	Malaysia East - Sabah	Number	3,028	2,947	2,878					
	Malaysia East - Sarawak	Number	2	0	2					
	Others	Number	118	121	117					
	Total (Permanent)	Number	32,722	31,854	31,193					
	Contract employees (non-permanent)									
	Peninsular Malaysia - East	Number	313	487	470	Expanded from TNB Company to TNB Group		✓		
	Peninsular Malaysia - North	Number	446	758	733					
	Peninsular Malaysia - South	Number	541	911	732					
Peninsular Malaysia - Central	Number	1,286	2,013	2,148						
Malaysia East - Sabah	Number	205	282	296						
Others	Number	3	2	4						
Total (Contract)	Number	2,794	4,453	4,383						
Total	Number	35,516	36,307	35,576						

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary					
								TNB Company	TNB Group				
LABOUR PRACTICES AND DECENT WORK													
EMPLOYMENT CULTURE													
GRI 102-8, GRI 405-1	Workforce by age group												
	<35	Number	17,774	17,853	16,033	Expanded from TNB Company to TNB Group			✓				
		%	50.0%	49.2%	45.1%								
	35 - 50	Number	12,092	13,277	14,689								
		%	34.0%	36.6%	41.3%								
	>50	Number	5,650	5,177	4,854								
		%	15.9%	14.3%	13.6%								
	Total	Number	35,516	36,307	35,576								
	Workforce by level and age group												
	Board Members												
	< 35	Number	0	1	0					Expanded from TNB Company to TNB Group			✓
	35 - 50	Number	6	11	12								
	> 50	Number	41	25	47								
	Total	Number	47	37	59								
	Senior management												
	< 35	Number	7	6	1	Expanded from TNB Company to TNB Group			✓				
	35 - 50	Number	162	165	164								
	> 50	Number	276	282	272								
	Total	Number	445	453	437								
	Executive												
	< 35	Number	4,005	3,938	3,615	Expanded from TNB Company to TNB Group			✓				
	35 - 50	Number	3,544	3,950	4,359								
	> 50	Number	850	800	793								
Total	Number	8,399	8,688	8,767									
Non-executive													
< 35	Number	13,763	13,909	12,411	Expanded from TNB Company to TNB Group			✓					
35 - 50	Number	8,388	9,162	10,167									
> 50	Number	4,521	4,095	3,794									
Total	Number	26,672	27,166	26,372									
Total (excluding Board Members)	Number	35,516	36,307	35,576									
GRI 405-1	Employees with disability by gender												
	Male	Number	49	59	70				✓				
	Female	Number	6	7	7								
	Total	Number	55	66	77								
	Women in Senior Management												
Female	Number	82	83	95				✓					
	%	18.4%	19.7%	21.7%									
GRI 102-41	Collective Bargaining												
	Total number of employees under collective bargaining agreements	Number	22,992	23,406	22,546				✓				
	Percentage of employees under collective bargaining agreements out of total workforce	Percentage	81.0%	81.2%	81.8%								
	Total number of grievances against labour practices filed in the year	Number	15	14	15								
	Total number of grievances against labour practices resolved in the year	Number	10	12	18								
						FY18 and FY19 restated due to errata							
						FY18 and FY19 restated due to errata							

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
LABOUR PRACTICES AND DECENT WORK									
EMPLOYMENT CULTURE									
GRI 401-1	Number of new hires by gender								
	Male	Number	2,050	1,589	424	Expanded from TNB Company to TNB Group			✓
	Female	Number	387	410	144				
	Total	Number	2,437	1,999	568				
	Percentage of new hires by gender								
	Male	%	84.12%	79.49%	74.65%	Expanded from TNB Company to TNB Group			✓
	Female	%	15.88%	20.51%	25.35%				
	Number of new hires by age group								
	< 35	Number	2,345	1,910	480	Expanded from TNB Company to TNB Group			✓
	35 - 50	Number	73	70	63				
	> 50	Number	19	19	25				
	Total	Number	2,437	1,999	568				
	Percentage of new hires by age group								
	< 35	%	96.22%	95.55%	84.51%	Expanded from TNB Company to TNB Group			✓
	35 - 50	%	3.00%	3.50%	11.09%				
	> 50	%	0.78%	0.95%	4.40%				
	Number of new hires by region								
	Peninsular Malaysia - East	Number	208	177	17	Expanded from TNB Company to TNB Group			✓
	Peninsular Malaysia - North	Number	308	281	23				
	Peninsular Malaysia - South	Number	432	380	23				
	Peninsular Malaysia - Central	Number	1,084	1,053	464				
	Malaysia East - Sabah	Number	405	104	41				
	Others	Number	0	4	0				
	Total	Number	2,437	1,999	568				
	Percentage of new hires by region								
	Peninsular Malaysia - East	%	4.61%	3.87%	0.39%	Expanded from TNB Company to TNB Group			✓
	Peninsular Malaysia - North	%	4.61%	4.16%	0.35%				
	Peninsular Malaysia - South	%	8.22%	6.86%	0.43%				
	Peninsular Malaysia - Central	%	6.90%	6.55%	2.90%				
	Malaysia East - Sabah	%	12.53%	3.22%	1.29%				
Others	Number	0.00%	3.25%	0.00%					
Employee turnover by gender									
Male	Number	1,406	1,213	1,054	Expanded from TNB Company to TNB Group			✓	
Female	Number	245	231	251					
Total	Number	1,651	1,444	1,305					
Employee turnover rate by gender									
Male	%	5.0%	4.2%	3.8%	Expanded from TNB Company to TNB Group			✓	
Female	%	3.3%	3.0%	3.3%					
Employees turnover by age group									
< 35	Number	461	457	332	Expanded from TNB Company to TNB Group			✓	
35 - 50	Number	113	111	100					
> 50	Number	1,077	876	873					
Total	Number	1,651	1,444	1,305					

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
LABOUR PRACTICES AND DECENT WORK									
EMPLOYMENT CULTURE									
GRI 401-1	Employee turnover rate by age group								
	< 35	%	2.59%	2.56%	2.07%	Expanded from TNB Company to TNB Group			✓
	35 - 50	%	0.93%	0.84%	0.68%				
	> 50	%	19.06%	16.92%	17.99%				
	Employee turnover by region								
	Peninsular Malaysia - East	Number	228	176	172	Expanded from TNB Company to TNB Group			✓
	Peninsular Malaysia - North	Number	357	279	231				
	Peninsular Malaysia - South	Number	280	231	208				
	Peninsular Malaysia - Central	Number	706	677	615				
	Malaysia East - Sabah	Number	79	80	77				
	Others	Number	1	1	2				
	Total	Number	1,651	1,444	1305				
	Employee turnover rate by region								
	Peninsular Malaysia - East	%	5.06%	3.84%	3.97%	Expanded from TNB Company to TNB Group			✓
	Peninsular Malaysia - North	%	5.34%	4.13%	3.48%				
	Peninsular Malaysia - South	%	5.33%	4.17%	3.91%				
	Peninsular Malaysia - Central	%	4.49%	4.21%	3.85%				
	Malaysia East - Sabah	%	2.44%	2.48%	2.43%				
	Others	%	0.83%	0.81%	1.65%				
CAPABILITY DEVELOPMENT									
GRI 404-1	Training hours								
	Training hours (inc. general and leadership training)	Hours	677,960	1,085,160	490,000			✓	
	Average training hours	Man-days per employee	8	6	2				
	Average hours of training by gender (inc. general and leadership training)								
	Male	Hours	8	48	19			✓	
	Female	Hours	8	24	15				
	Average hours of training by level (inc. general and leadership training)								
	Senior management	Hours	8	24	15			✓	
	Executive	Hours	8	53	29				
	Non-executive	Hours	8	36	15				
	General training								
Total general training hours	Hours	3,120	1,047,160	478,000			✓		
Average general training hours	Hours	8	37	17					

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
LABOUR PRACTICES AND DECENT WORK									
CAPABILITY DEVELOPMENT									
GRI 404-1	Programme for skills management and lifelong learning								
	Leadership training								
	Total leadership training hours	Hours	2,496	38,000	12,000			✓	
	Average leadership training hours (man-days per employee)	Hours	8	8	0.4				
Total spend on training (inc. general and leadership)	RM	142,771,483.08	183,103,277.76	76,513,751.70					
GRI 404-3	Assessment of employees receiving regular performance and career development reviews								
	Regular performance review (employees)	Number	28,371	28,825	27,957			✓	
NUMBER AND FREQUENCY OF INJURY									
GRI 403-9	Number of fatalities								
	Employees (Electrical)	Number	0	2	0	Expanded from TNB Company to TNB Group		✓	
	Employees (Non-Electrical)	Number	3	0	1				
	Total (Employees)	Number	3	2	1				
	Contractors (Electrical)	Number	2	1	0				
	Contractors (Non-Electrical)	Number	5	5	3				
	Total (Contractors)	Number	7	6	3				
	Fatality rate								
	Employees (Electrical)	per 1000	0.00	0.06	0.00	Expanded from TNB Company to TNB Group		✓	
	Employees (Non-Electrical)	per 1000	0.08	0.00	0.03				
	Contractors (Electrical)	per 1000	0.11	0.06	0.00				
	Contractors (Non-Electrical)	per 1000	0.29	0.29	0.17				
	Lost-Time Injuries								
	Generation	Number	4	1	N/A		✓		
	Grid	Number	19	4	6				
	Distribution Network	Number	40	43	35				
	Retail	Number	72	42	48				
	Others-Non Core Division	Number	18	24	10				
	Total (TNB Company)	Number	153	114	99				
GenCo (after Restructuring)	Number	N/A	N/A	7			✓		
Other Subsidiaries	Number	50	24	16					
Total (TNB Group)	Number	203	138	122					

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary		
								TNB Company	TNB Group	
LABOUR PRACTICES AND DECENT WORK										
NUMBER AND FREQUENCY OF INJURY										
GRI 403-9	Lost-Time Injuries Frequency Rate (LTIF)									
	Generation	Per million man-hours	1.49	0.42	N/A			✓		
	Grid	Per million man-hours	3.06	0.66	1.05					
	Distribution Network	Per million man-hours	1.07	1.12	0.96					
	Retail	Per million man-hours	6.88	3.72	4.36					
	Others-Non Core Division	Per million man-hours	N/A	1.25	0.51					
	Total (TNB Company)	Per million man-hours	2.08	1.47	1.36					
	GenCo (after Restructuring)	Per million man-hours	N/A	N/A	0.75			✓		
	Other Subsidiaries	Per million man-hours	1.9	1.2	1.3					
	Total (TNB Group)	Per million man-hours	2.14	1.42	1.29					
	Lost days of employees									
	Generation	Number	24	19	N/A			✓		
	Grid	Number	248	197	90					
	Distribution Network	Number	6,454	958	1,155					
	Retail	Number	6,595	1,019	7,011					
	Others-Non Core Division	Number	210	372	352					
	Total (TNB Company)	Number	13,531	2,565	8,608					
	GenCo (after Restructuring)	Number	N/A	N/A	98			✓		
	Other Subsidiaries	Number	6,180	12,334	92					
	Total (TNB Group)	Number	19,711	14,899	8,798		FY20 restated due to errata			
	Lost days severity rate of employees									
	Generation	Per million man-hours	8.93	7.99	N/A			✓		
	Grid	Per million man-hours	40	32.57	15.77					
	Distribution Network	Per million man-hours	173	24.89	31.67					
	Retail	Per million man-hours	617.6	90.24	637.06					
	Others-Non Core Division	Per million man-hours	10.82	17.29	17.91					
	Total (TNB Company)	Per million man-hours	195.16	33.16	118.18					
	GenCo (after Restructuring)	Per million man-hours	N/A	N/A	10.45			✓		
	Other Subsidiaries	Per million man-hours	289.41	618.5	7.49					
	Total (TNB Group)	Per million man-hours	208.03	153.14	93.09		FY20 restated due to errata			

Performance Table

GRI	Indicator	Units	FY18	FY19	FY20	Scope/Remark	Restatement of published data	Boundary	
								TNB Company	TNB Group
LABOUR PRACTICES AND DECENT WORK									
GRI 203-2	Yayasan Tenaga Nasional (YTN)								
	Total spend on YTN scholarships	RM Million	35	38.7	37.10				
	YTN scholarships awarded	Number	816	831	678	Number of students refer to onload/active students			
	Total spend on YTN convertible loans	RM Million	26.79	27.3	22.3				
	Students awarded YTN convertible loans	Number	1,158	1,248	1,057	Number of students refer to onload/active students			✓
	Total spend on MyBF scholarships	RM Million	4.69	21.2	40.4				
	Students awarded MyBF scholarships	Number	945	3,592	5,268	Number of students refer to onload/active students			
	UNITEN								
	Number of local students enrolled	Number	8,703	6,314	6,360				
	Number of international students enrolled	Number	458	621	628				
	Total	Number	9,161	6,935	6,988				
	Students in undergraduate programmes	Number	3,001	1,944	1,511				✓
	Students in postgraduate programmes	Number	144	92	140				
	Total	Number	3,145	2,036	1,651				
	Employability rate within 6 months	%	93.69	94.00	93.00				
	ILSAS								
	Number of individuals trained (mandays)	Number	50,571	61,067	7,198	Participants from TNB subsidiaries and external parties (Note : average training mandays = 3 days/pax)			✓
	Number of TNB employees trained (mandays)	Number	39,077	50,359	13,738	Participants who are TNB employees only (Note : average training mandays = 3 days/pax)			
	Development and impact to communities								
	Contributions to community in charitable donations	RM million	14.2	15.5	43.65				
	Total contributions and sponsorships	RM million	39.3	40.25	62.93	Includes our contribution of RM27.50 million towards assisting the Government in the nation's path to economic recovery arising from COVID-19 impacts			✓

GRI Standards Aspect Boundary

Material Matters	GRI Standards	Boundary and Impact
Business and Financial Performance	GRI 201: Economic Performance 2016	> TNB Group > All stakeholders
Reliable Energy and Fair Tariffs	EU 28: Power outage frequency EU 29: Average power outage duration	> TNB Group > Government > Customers
Customer Experience	GRI 418: Customer Privacy 2016 EU3: Number of residential, industrial, institutional and commercial customer accounts DMA Demand-side Management	> TNB Group > Customers
Responsible and Ethical Business Practices	GRI 205: Anti-corruption 2016 GRI 419: Socioeconomic compliance 2016	> TNB Group > All stakeholders
Cyber Security Management	None - Disclosure on Management Approach only	TNB Group
Tax	GRI 207: Tax 2019	> TNB Group > Investors > Government
Climate Change and Energy Efficiency	GRI 305: Emissions 2016 GRI 302: Energy 2016	> TNB Group > All stakeholders
Energy Transition and Innovation	GRI 302: Energy 2016 EU1: Installed capacity, broken down by primary energy source and by regulatory regime EU12: Transmission and distribution losses as a percentage of total energy	> TNB Group > Government > Customers
Environmental Management	GRI 307: Environmental Compliance 2016	> TNB Group > Government
Natural Resource Consumption	GRI 302: Energy 2016 GRI 303: Water and Effluents 2018	TNB Group
Waste Management	GRI 306: Waste 2020	> TNB Group > Government > Communities
Biodiversity Management	GRI 304: Biodiversity 2016	> TNB Group > Communities
Safety, Health and Well-being	GRI 403: Occupational Health and Safety 2018 DMA Disaster/Emergency Planning and Response	> TNB Group > Employees > Trade Unions > Vendors > Communities
Capability Development	GRI 404: Training and Education	> TNB Group > Employees
Employment Culture	GRI 401: Employment 2016 GRI 405: Diversity and Equal Opportunity 2016	> TNB Group > Employees > Trade Unions > Vendors
Community Development and Education	GRI 203: Indirect Economic Impacts	> TNB Group > Communities > Government
Sustainable Supply Chain	GRI 204: Procurement Practices	> TNB Group > Vendors
Rights of Indigenous Peoples	GRI 411: Rights of Indigenous Peoples 2016	> TNB Group > Communities > Non-Governmental Organisations (NGOs) and Associations > Government

GRI Standards Content Index

GENERAL DISCLOSURES

GRI Indicator		Response and/or reference and reasons for omissions, if applicable
GRI 102: General Disclosures 2016		
102-1	Name of the organisation	Front cover
102-2	Activities, brands, products and services	Page 7-13
102-3	Location of headquarters	Page 7
102-4	Location of operations	Page 7-10
102-5	Ownership and legal form	IAR2020: Page 186, 346, 347-349
102-6	Markets served	Page 7-10
102-7	Scale of the organisation	IAR 2020: Page 175-176, 347-349
102-8	Information on employees and other workers	Page 56-57, 75-78 <ul style="list-style-type: none"> - Employee numbers are expressed as head count at year end - All employees are full-time employees - Data is compiled through Group Human Resources processes and systems
102-9	Supply chain	Page 37
102-10	Significant changes to the organisation and its supply chain	IAR2020: Page 337
102-11	Precautionary Principle or approach	IAR2020: Page 118-122
102-12	External initiatives	Page 15, 22-25, 26
102-13	Membership of associations	- IAR2020: Page 56 - CEO Action Network (CAN)
102-14	Statement from senior decision-maker	Page 4-6, IAR2020: Page 22-31
102-16	Values, principles, standards and norms of behavior	IAR2020: Page 94-96, 101-102, 111-117
102-18	Governance structure	Page 15, IAR2020: Page 83
102-40	List of stakeholder groups	Page 18-21
102-41	Collective bargaining agreements	Page 75-79
102-42	Identifying and selecting stakeholders	Page 18-22
102-43	Approach to stakeholder engagement	Page 18-21
102-44	Key topics and concerns raised	Page 18-21
102-45	Entities included in the consolidated financial statements	IAR2020: Page 16, 212-225
102-46	Defining report content and topic Boundaries	Page 2-3
102-47	List of material topics	Page 22-25
102-48	Restatements of information	Page 36, 37, 44, 60, 70-76, 80
102-49	Changes in reporting	Page 3, 22-25
102-50	Reporting period	Page 3
102-51	Date of most recent report	Page 3
102-52	Reporting cycle	Page 3
102-53	Contact point for questions regarding the report	Page 3
102-54	Claims of reporting in accordance with the GRI Standards	Page 2
102-55	GRI content index	Page 83-86
102-56	External assurance	Page 3

GRI Standards Content Index

TOPIC SPECIFIC DISCLOSURES

GOVERNANCE AND ECONOMIC		
	GRI Indicator	Response and/or reference and reasons for omissions, if applicable
Business and Financial Performance		
GRI 201: Economic Performance 2016		
103-1	Explanation of the material topic and its Boundary	Page 23, 82
103-2	The management approach and its components	IAR2020: Pg 36-37, 46-47
103-3	Evaluation of the management approach	IAR2020: Pg 36-37, 46-47
201-1	Direct economic value generated and distributed	Page 30, 71
Reliable Energy and Fair Tariffs		
Specific Standard Disclosure: Society		
Access		
EU28	Power outage frequency	Page 8-9, 36, 70
EU29	Average power outage duration	Page 8-9, 36, 70
Customer Experience		
GRI 418: Customer Privacy 2016		
103-1	Explanation of the material topic and its Boundary	Page 23, 82
103-2	The management approach and its components	Page 40
103-3	Evaluation of the management approach	Page 40
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 40
General Standard Disclosures		
Organisational Profile		
EU3	Number of residential, industrial, institutional and commercial customer accounts	Page 8-9, 72
Specific Standard Disclosure: Economic		
Demand-Side Management		
G4-DMA	Disclosures on Management Approach	Page 40
Specific Standard Disclosure: Society		
Provision of Information		
G4-DMA	Disclosures on Management Approach	Page 38, 40
Responsible and Ethical Business Practices		
GRI 205: Anti Corruption 2016		
103-1	Explanation of the material topic and its Boundary	Page 23, 82
103-2	The management approach and its components	Page 15
103-3	Evaluation of the management approach	Page 15
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption within the reporting period
GRI 419: Socioeconomic Compliance 2016		
103-1	Explanation of the material topic and its Boundary	Page 23, 82
103-2	The management approach and its components	Page 15
103-3	Evaluation of the management approach	Page 15
419-1	Non-compliance with laws and regulations in the social and economic area	Page 16
Cyber Security Management		
103-1	Explanation of the material topic and its Boundary	Page 23, 82
103-2	The management approach and its components	Page 35
103-3	Evaluation of the management approach	Page 35
N/A	Number of cyber drills	There was one (1) online cyber drill conducted that covered critical business operations
Sustainable Supply Chain		
GRI 204: Procurement Practices 2016		
103-1	Explanation of the material topic and its Boundary	Page 23, 82
103-2	The management approach and its components	Page 37
103-3	Evaluation of the management approach	Page 37
204-1	Proportion of spending on local suppliers	Page 37, 72
Tax		
GRI 207: Tax 2019		Information unavailable as it is a newly identified material matter for TNB

GRI Standards Content Index

ENVIRONMENTAL		
	GRI Indicator	Response and/or reference and reasons for omissions, if applicable
Climate Change and Energy Efficiency		
GRI 302: Energy 2016		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
302-1	Energy consumption within the organisation	Page 49, 73
302-4	Reduction of energy consumption	Page 73
GRI 305: Emissions 2016		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43, 48-49
103-3	Evaluation of the management approach	Page 43, 48-49
305-1	Direct (Scope 1) GHG emissions	Page 48, 74
305-2	Energy indirect (Scope 2) GHG emissions	Page 48, 74
305-4	GHG emissions intensity	Page 48, 74
305-5	Reduction of GHG emissions	Page 48, 74
Energy Transition and Innovation		
GRI 302: Energy 2016		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
302-1	Energy consumption within the organisation	Page 49, 73
General Standard Disclosures		
Organisational Profile		
EU1	Installed capacity, broken down by primary energy source and by regulatory regime	Page 8, 10, 70
Environmental Management		
GRI 307: Environmental Compliance 2016		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
307-1	Non-compliance with environmental laws and regulations	Page 43, 74
Natural Resource Consumption		
GRI 302: Energy 2016		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
302-1	Energy consumption within the organisation	Page 49, 73
GRI 303: Water and Effluents 2018		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
303-5	Water consumption	Page 44, 73
Waste Management		
GRI 306: Waste 2020		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
306-3	Waste generated	Page 44, 74
N/A	Significant spills	Page 74
Biodiversity Management		
GRI 304: Biodiversity 2016		
103-1	Explanation of the material topic and its Boundary	Page 24, 82
103-2	The management approach and its components	Page 43
103-3	Evaluation of the management approach	Page 43
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 45

GRI Standards Content Index

GRI Indicator		Response and/or reference and reasons for omissions, if applicable
Safety, Health and Well-being		
GRI 403: Occupational Health and Safety 2018		
103-1	Explanation of the material topic and its Boundary	Page 25, 82
103-2	The management approach and its components	Page 58-59
103-3	Evaluation of the management approach	Page 58-59
403-4	Worker participation, consultation and communication on occupational health and safety	Page 58-59
403-5	Worker training on occupational health and safety	Page 58-59
403-6	Promotion of worker health	Page 60
Specific Standard Disclosure: Society		
Disaster/Emergency Planning and Response		
G4-DMA	Disclosures on Management Approach	Page 35-36, 58-59
Capability Development		
GRI 404: Training and Education 2016		
103-1	Explanation of the material topic and its Boundary	Page 25, 82
103-2	The management approach and its components	Page 54
103-3	Evaluation of the management approach	Page 54
404-1	Average hours of training per year per employee	Page 44, 79
404-2	Programs for upgrading employee skills and transition assistance programs	Page 45
404-3	Percentage of employees receiving regular performance and career development reviews	Page 79
Employment Culture		
GRI 401: Employment 2016		
103-1	Explanation of the material topic and its Boundary	Page 25, 82
103-2	The management approach and its components	Page 51
103-3	Evaluation of the management approach	Page 51
401-1	New employee hires and employee turnover	Page 56, 77-78
GRI 405: Diversity and Equal Opportunity 2016		
103-1	Explanation of the material topic and its Boundary	Page 25, 82
103-2	The management approach and its components	Page 56
103-3	Evaluation of the management approach	Page 56
405-1	Diversity of governance bodies and employees	Page 56, 75-76
Community Development and Education		
GRI 203: Indirect Economic Impact 2016		
103-1	Explanation of the material topic and its Boundary	Page 25, 82
103-2	The management approach and its components	Page 61, 64
103-3	Evaluation of the management approach	Page 61, 64
203-2	Significant indirect economic impacts	Page 61, 81
Rights of Indigenous Peoples		
GRI 411: Rights of Indigenous Peoples 2016		Information unavailable as it is a newly identified material matter for TNB

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