Appendix I

UMNO's ORGANIZATIONAL STRUCTURE

UMNO HEADQUARTERS
  PRESIDENT
  DEPUTY PRESIDENT
  VICE-PRESIDENTS (5)

treasurer  Secretary General  Information Head  35 Supreme Executive Members
          (Inclusive of 10 appointed by
          the party President)

↓

State Liaison Committee
  Head
  Deputy Head
  Secretary
  Treasurer
  Information Head
  Divisional Heads

2 Representatives each from the women and youth sections

UMNO Divisions
  Head
  Deputy Head
  3 Vice Heads inclusive of one each from the women and youth sections
    Secretary
    Treasurer
    Information Head

20 executive committee members (inclusive of 5 members appointed by the divisional heads)

UMNO Branch
  Head
  Deputy Head
  Secretary
  Treasurer
  Information Head

Heads of women and youth sections

13 executive committee members (inclusive of 3 members by the branch head)
# Appendix II
Winners and Losers: the 1987 UMNO Elections Results

<table>
<thead>
<tr>
<th>Post</th>
<th>Name of Candidate</th>
<th>Votes</th>
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</thead>
<tbody>
<tr>
<td>I President</td>
<td>1. Mahathir Mohamed</td>
<td>761</td>
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<tr>
<td></td>
<td>2. Tengku Razaleigh Hamzah</td>
<td>718</td>
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<td></td>
<td></td>
<td><strong>1,479 total votes cast</strong></td>
</tr>
<tr>
<td></td>
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<td>43 majority</td>
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</tbody>
</table>

| II Deputy president | 1. Abdul Ghafar Baba               | 739   |
|                     | 2. Musa Hitam                      | 699   |
|                     |                                    | **1,438 total votes cast**      |
|                     |                                    | 41 spoilt votes                 |

| III Vice-presidents | (a) Elected                        |       |
|                     | 1. Wan Mokhtar Ahmad*              | 935   |
|                     | 2. Abdullah Ahmad Badawi           | 879   |
|                     | 3. Anwar Ibrahim*                  | 850   |
|                     |                                    |       |
|                     | (b) Not Elected                    |       |
|                     | 4. Rais Yatim                      | 690   |
|                     | 5. Ramli Ngah Talib*               | 667   |
|                     | 6. Harun Idris                     | 398   |
|                     |                                    | **4,419 total votes cast**      |
|                     |                                    | 18 spoilt votes                 |

<p>| IV Supreme Council members | (a) Elected                      |       |
|                            | 1. Yusof Noor*                    | 1,030 |
|                            | 2. Muhyiddin Yassin*              | 990   |
|                            | 3. Khalil Yaakob*                 | 903   |
|                            | 4. Rithaudddeen                   | 875   |
|                            | 5. Mohammad Yacob                 | 849   |
|                            | 6. Sabaruddin Chik*               | 829   |
|                            | 7. Muhammad Taib*                 | 807   |
|                            | 8. Tajol Rosli*                   | 796   |
|                            | 9. Abu Hassan Omar*               | 780   |
|                            | 10. Siti Zaharah*                 | 762   |
|                            | 11. Kadir Sheik Fadzil            | 760   |
|                            | 12. Mohamed Isa Samad*            | 746   |
|                            | 13. Rahmah Othman                 | 736   |
|                            | 14. Osman Ariff*                  | 719   |
|                            | 15. Shahirir Samad                | 718   |
|                            | 16. Zainal Abidin Zin             | 717   |
|                            | 17. Hamid Pawanteh*               | 717   |
|                            | 18. Rahim Tamby Chik*             | 712   |
|                            | 19. Radzi Sheikh Ahmad            | 704   |
|                            | 20. Marina Yusof                  | 702   |
|                            | 21. Abdul Rahim Bakar             | 687   |
|                            | 22. Khalid Yunos*                 | 683   |
|                            | 23. Ajib Ahmad                    | 660   |
|                            | 24. Megat Junid*                  | 648   |
|                            | 25. Wan Abu Bakar*                | 647   |</p>
<table>
<thead>
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<tr>
<td>26</td>
<td>Napsiah Omar*</td>
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<td>Adib Adam</td>
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<td>Kassim Ahmed*</td>
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<td>Kamaruddin Mat Isa</td>
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<td>Mohamed Rahmat*</td>
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<td>Malik Ahmad</td>
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<td>Sharifah Dorah*</td>
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<td>Dasuki Ahmad*</td>
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<td>Awang Jabar*</td>
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<td>Hisan Ibrahim</td>
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<td>Razak Abu Samah*</td>
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<td>Kamarulzaman Bahadon*</td>
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<td>Hang Tuah Arshad</td>
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<td>Ahmad Mustapha*</td>
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<td>Idris Rauf*</td>
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</tr>
<tr>
<td>69</td>
<td>Ahmad Manaf</td>
<td>19</td>
</tr>
</tbody>
</table>

* Declared supporters of Mahathir-Ghafar.

THE UMNO NETWORK

Ummo Pahang

Malaysian General Investment Corp. Bhd.

Ummo Penang

Malaysian Helicopter Services

Ummo Johor

Bakland

Hati Budi

United Engineers (Malaysia)

Faber Merlin (Malaysia)

20.4%

50.3%

The New Straits Times Press (M)

25%

20%

80%

80%

Bank of Commerce

American Malaysia Insurance

Sistem Televisyen Malaysia

100%

100%

49.9%

15%

100%

15%

Selangor Properties Bhd

Gadek (Malaysia) Bhd

Pera Mining

Kwong Yik Bank

Koperasi Usaha Bersatu Malaysia

Sykt. Permodalan & Perusahaan Perak

Permodalan Bersatu Bhd

Idris Hydraulic (Malaysia)

Kewangan Usana Bersatu Bhd (Kubb)

100%

54%

100%

62%

100%

100%

54%

100%

25%

79%

41.2%

Publicly listed

Soon to be listed

UMNO Corporate Holdings in 1988

Page 180
Appendix IV

Charter
Of
United Malays National Organisation

To All To Whom These Presents Shall Come

We the undersigned fully accredited representatives of the respective Malay Associations in the various States of the Malay Peninsula including the Islands of Penang and Singapore as mentioned hereunder send greetings, namely:

1. ONN BIN JAFFAR of Pergerakkan Melayu Semenanjong in the State of Johore of the first part

2. CAPTAIN AHMAD BIN MOHAMEDON of Persekutuan Melayu Keluag in the State of Johore of the second part.

3. HAJI MOHAMED REJAB BIN HAJI DARUS of Kesatuan Melayu Kedah in the State of Kedah of the third part

4. SENU BIN ABDUL RAHMAN of Saberkas in the State of Kedah of the fourth part

5. HAJI ABDUL WAHAB BIN TOK MUDAH ABDUL AZIZ of Persatuan Melayu Kelantan in the State of Kelantan of the fifth part

6. AHMAD BIN JAMAL of Pergerakkan Melayu Semenanjong Melaka in the Settlement of Melacca of the sixth part

7. TUNKU HUSSEIN BIN TUNKU YAHYA of Persekutuan Melayu Negeri Sembilan in the State of Negeri Sembilan of the seventh part

8. MOHAMED NOOR BIN SULAIMAN of Persatuan Melayu Pahang in the State of Pahang of the eight part

9. HAJI AHMAD BIN HAJI MALEK of Persatuan Melayu Seberang Perai in the Settlement of Penang of the ninth part

10. IBRAHIM BIN MAHMOOD of Kesatuan Melayu Pulau Pinang in the Settlement of Penang of the tenth part

11. HAJI ABDUL WAHAB BIN TOK MUDA ABDUL AZIZ of Perikatan Melayu Perak in the State of Perak of the eleventh part

181
12. MOHAMED TAHIR BIN STIA RAJA of Persatuan Melayu Perak in the State of Perak of the twelfth part

13. BAHAROM BIN MOHAMED MOHIDIN of Persetiaan Muslim Telok Anson in the State of Perak of the thirteenth part

14. RAJA LOB SHAHARUDDIN BIN RAJA MOHAMED of Persatuan Melayu Chendering in the State of Perak of the fourteenth part

15. AHMAD BIN HAJI ABDULLAH of Persekutuan Muhibbah Malim Mawar in the State of Perak of the fifteenth part

16. SALLEH BIN OSMAN of Persatuan Melayu Perlis in the State of Perlis of the sixteenth part

17. MOHAMED YUNOS BIN HAJI ABDUL HAMID of Persatuan Melayu Selangor in the State of Selangor of the seventeenth part

18. HAMZAH BIN ABDULLAH of Pergerakan Kebangsaan Melayu Selangor in the State of Selangor of the eighteenth part

19. ZAINAL ABIDIN BIN OSMAN of Ikatan Setia Kampong Bahru in the State of Selangor of the nineteenth part

20. BAGINDA BUYONG BIN BAGINDA KASSIM of Persatuan Pinang Peranakan in the State of Selangor of the twentieth part

21. ALI BIN HAJI ARSHAD of Dewan Perniagaan Melayu Malaya in the State of Selangor of the twenty-first part

22. RAJA ABDUL RAHMAN BIN RAJA YUSOF of Persatuan Penghulu2 Selangor in the State of Selangor of the twenty-second part

23. OMAR BIN ABU HASSAN of Darul Ihsan Club Jeram in the State of Selangor of the twenty-third part

24. FATIMAH BINTI MUSA of Persatuan Kaum Ibu Selangor in the State of Selangor of the twenty-fourth part

25. AHMAD MAHDOM BIN HASSAN of Persekutuan Bawean Selangor in the State of Selangor of the twenty-fifth part

26. NORDIN BIN NAWI of Persekutuan Melayu Ulu Selangor in the State of Selangor of the twenty-sixth part
27. LOP SALLEH BIN LONG of Persatuan Melayu Daerah Sabak Bernam in the State of Selangor of the twenty-seventh part

28. DR. BURHANUDDIN BIN HAJI MOHAMED NOOR of Party Kebangsaan Melayu Sa-Malaya in the State of Selangor of the twenty-eighth part

29. ABDUL RAHIM BIN IBRAHIM of Kesatuan Melayu Singapura of the Settlement of Singapore of the twenty-ninth part

WHEREAS at a Congress held at Kuala Lumpur on the 1st, 2nd, 3rd, and 4th days of March, 1946 and attended by the representatives of forty-one (41) Malay Associations in the Malay Peninsula, which expression hereinafter includes the Colony of the Straits Settlement, there was passed a unanimous resolution that the various Malay Associations now hereinafter admitted as members in the manner hereinafter appearing should be united into and controlled by a Central Organisation.

AND WHEREAS at a further session of the said Congress held at Johore Bahru on the 11th Day of May 1946 and attended by us there was passed a unanimous decision that effect should be given to such resolution as aforesaid by signing this Charter of Incorporation both for and on behalf of ourselves and for and on behalf of our respective Associations whereby such Central Organisation as aforesaid may be established

NOW KNOW YE BY THESE PRESENTS that We both for and on behalf of ourselves and for and on behalf our respective Associations do hereby declare and agree as follows:

1. There shall be established a Central Organisation called the United Malays National Organisation (hereinafter called the Organisation) with headquarters at JOHORE BAHRU and our respective Associations shall be the foundation members thereof.

2. (i) The Powers hereby vested in the Organisation shall be as follows:

   (a) To promote by all manner of lawful means the common objects of its members and to exercise any act in such in other matter or matters as may be delegated to it by any one or more members;

   (b) To represent its members or each of them in the promotion of such objects and other matter or matters; and

   (c) To arbitrate in any differences arising between its members

(ii) Unless it is specifically provided for herein nothing in this clause contained shall authorize the Organisation in the exercise of any of the foregoing powers
to act in any matter which is autonomous to any particular member or members.

3. Any Malay Association in the Malay Peninsula which has a membership exceeding one thousand (1,000) in number and whose objects include the advancement and betterment of Malays of or within the Malay Peninsula may on application be admitted to membership of the Organisation.

4. The Organisation shall consist of:

    (a) The General Assembly

    (b) The Executive Committee; and

    (c) The Secretary General.

5. The General Assembly shall comprise not more than two (2) representatives from each member and shall meet at least once in every year: the first of such meetings shall be convened on or before the 12th day of May 1946.

6. The General Assembly shall have the power to create from time to time such department or departments as it may deem necessary for the attainment of the objects and aims of the Organisation.

7. The President of the Organisation shall be elected at a meeting of the General Assembly and shall hold office until the next President is elected.

8. The President shall have the power to appoint and dismiss the officers or sub-committees in charge of the different Departments of the Organisation, or any of them, provided that the President shall be responsible to the General Assembly for all acts or omissions of such persons in the exercise of their powers and duties. Anything done by the President in the exercise of such power shall be subject to confirmation by the General Assembly as soon as possible.

9. The President, the Secretary-General and such officers and chairman of such sub-committees as aforesaid shall constitute the Executive Committee.

10. Each and every member of the Organisation shall be liable to contribute towards the funds under the control of the Organisation in such sum as the General Assembly may determine.

11. The General Assembly shall pass regulations touching any matter or matters not specifically provided herein.
12. Nothing herein contained shall be amended except by a resolution passed at a meeting of the General Assembly

IN WITNEESS WHEREOF the parties hereto have hereunto set their respective hands and seals this 11th day of May, 1946.

Signed, Sealed and delivered By parties hereto
in the presence of

(Sgd.) Onn Jaafar.
(Sgd.) Ahmad Mohamedon.
(Sgd.) Haji Mohamed Rajab.
(Sgd.) Senu Abdul Rahman.
(Sgd.) Haji Abdul Wahab.
(Sgd.) Ahmad Jamal.
(Sgd.) Tunku Hussein.
(Sgd.) Mohamed Noor.
(Sgd.) Haji Ahmad Malek.
(Sgd.) I. Mahmood.
(Sgd.) Haji Abdul Wahab.
(Sgd.) Mohamed Tahir.
(Sgd.) Baharum.
(Sgd.) Raja Lob Shaharuddin.
(Sgd.) Ahmad.
(Sgd.) Salleh Osman.
(Sgd.) Mohamed Yunus Hamid.
(Sgd.) Hamzah.
(Sgd.) Zainalabidin.
(Sgd.) B. Buyong.
(Sgd.) Ali H. Arshad.
(Sgd.) Raja Abdul Rahman.
(Sgd.) Omar.
(Sgd.) Fatimah bt. Musa.
(Sgd.) Ahmad Mahdom Hassan
(Sgd.) Nordin
(Sgd.) Lop Salleh
(Sgd.) Burhanuddin
(Sgd.) Abdul Rahim Ibrahim
Appendix V

UNITED MALAYS NATIONAL ORGANIZATION

REGULATION NO. 1

Passed at the General Assembly on the 11th day of May, 1946.

APPOINTMENT OF SECRETARY-GENERAL

1. The Appointment and dismissal of the Secretary-General shall be made by the General Assembly.

2. There shall be paid to the Secretary-General such salary and other remunerations as may be fixed by the General Assembly.

3. The Secretary-General shall reside in or near the Headquarters of the Organisation.

4. The Secretary-General shall exercise such powers and carry out such duties as may be given by the Executive Committee.

5. In particular and without abrogating the generality of the foregoing powers and duties, the Secretary-General:

   (a) may appoint and dismiss the members of his staff subject to the approval of the Executive Committee

   (b) shall convene the meetings of the General Assembly and the Executive Committee, and

   (c) shall keep the records of the organization.
Appendix VI

UNITED MALAYS NATIONAL ORGANISATION

REGULATION NO. 5

Passed at the General Assembly on the 28th day of July, 1946.

MALAY NATIONAL FUND.

1. There shall be established a Fund called the Malay National Fund (hereinafter to be referred to as the fund).

2. The fund shall consist of voluntary contributions from the well-wishers of the Malays.

3. The objects of the fund shall be:

   (a) To promote the general welfare of the Malays;

   (b) To improve their mode of life by raising their standard of Religious and general education and strengthening their economical background;

   (c) To relieve poverty among them; and

   (d) And such other purposes as may be approved by the General Assembly of UMNO.

4. The Fund shall be administered by the Executive Committee who shall comply with any written law relating to trusts.

5. No person, association or other body politic other than the Executive Committee shall raise by any means whatsoever contributions from the general public towards the fund without the prior sanction in writing of the Executive Committee. In granting such sanction the Executive Committee may impose such conditions as it may determine. The Executive Committee shall have the right to revoke such sanction for any reason it may see fit.
Appendix VII

UNITED MALAYS NATIONAL ORGANIZATION
REGULATION NO.4

Passed at the General Assembly of the United Malays National Organization on the 27th day of July, 1946.

UMNO Flag

1. The United Malays National Organization shall have and hold a flag which shall consist of red and white equal horizontal halves red being uppermost, a yellow orb in the center and within the same a drawn kris having seven waves (lok) pointing to the bottom right-hand corner.

2. The standard size of the flag shall be six feet by four, the orb being twenty-four inches in diameter and the kris twenty inches in length. The hilt and the point of the kris shall be equidistant from the circumference of the orb.

3. The flag shall be at all times treated with honour and respect

4. The flag shall be flown in a conspicuous place.

5. The flag shall be flown at the following places, namely:

   (a) The assembly hall while the General Assembly is in sessions and the Secretariat-General;
   (b) The Secretariat-General and the registered offices of the members of the United Malays National Organisation between 9 a.m. and 5 p.m. on days of religious or national importance or on other days to be fixed by Secretary-General.

6. Any Malay may fly the flag of any size proportionate to the standard size at any time and at any place subject to the provisions hereof.