Appendix 1

Vision Statement

"A Leading Oil and Gas Multinational Of Choice"

"Leading"

- Leading refers to an advantaged portfolio of business within PETRONAS.
- Advantage will be increasingly based on capabilities.
- Where PETRONAS cannot create advantage, it will outsource or divest.
- PETRONAS will be both proactive and dynamic in developing a leading portfolio at its core - the oil and gas business
- PETRONAS seeks to be the vanguard of new developments.
- In each of the functions that supports this drive - finance, human resource and technology - PETRONAS will also be proactive and dynamic
- The centre will be small, and add value, not cost
- Size will not be the key driver of portfolio development; PETRONAS aspires to achieve "quality growth".
- PETRONAS will be customer focused

"Multinational"

- PETRONAS aims to be a multinational in outlook, both externally and internally.
- Externally, PETRONAS will focus on establishing a portfolio of advantaged businesses internationally across the spectrum of its core oil and gas business.
• Internally, PETRONAS aims to become more multinational and develop an increasingly international culture and world-class organisational, management and business practices while retaining a distinct Malaysian identity.

• As PETRONAS becomes increasingly multinational, it aspires to be a good corporate citizen.

"Of Choice"

• PETRONAS aspires to be keenly preferred by all stakeholders; host Governments, oil and gas majors, suppliers, and employees.

• To achieve this, PETRONAS, both the organisation and its individuals, will focus on three imperatives:
  • -adherence to its Mission
  • -to conduct itself in a way wholly consistent with its Values
  • -to maintain a resolute focus towards the realisation of its Goals

Mission Statement

"We are a business entity"

PETRONAS and its Group of Companies are on-going enterprises organised and run in a rational, economic and commercial manner with the purpose of enhancing its shareholders' value or wealth. This means that it must conduct itself in a professional, ethical and business-like manner where sound business principles such as clear business objectives, growth and profitability, and being customer-focused are the way of life in the corporation. To achieve this, PETRONAS must be committed to enhancing its capacities, as a corporation is only as good as the people who work for it.
"Petroleum is our core business" 

PETRONAS focuses its energy and allocates its resources to petroleum business, which is its core business. This includes the integrated chain of activities covering exploration, development and production of oil, gas and condensates; refining, trading and supply; marketing; distribution; petrochemicals and other manufactured petroleum products and derivatives. PETRONAS may also undertake other non-petroleum businesses that reinforce its strategy and performance of its core business. To ensure continued future supply of petroleum for Malaysia as well as continued skill building in its core business, PETRONAS would selectively seek opportunities overseas to explore and secure new reserves and develop and add value to these resources.

"Our primary responsibility is to develop and add value to this national resource"

Petroleum resources are the national resource of a nation, be it Malaysia or any other country in the world. PETRONAS' mission is to develop and add value to these resources wherever it operates, converting these resources into higher-value products that would satisfy the needs of customers and bring benefits to the people.

"Our objective is to contribute to the well-being of the people and the nation"

PETRONAS' goal is to contribute to the well-being of the people and nation where it operates. To fulfil this role, all of its business activities must be viable and profitable. PETRONAS' contributions - designed to assist in enhancing the quality of life of the people and help in the development of the nation - include the provision of quality
petroleum and related products and services at a fair price; promoting and creating business and job opportunities in the petroleum industry; enlarging the country's industrial base; and ensuring safe and clean environment.
Appendix 2

PETRONAS' Milestones

1974
- Incorporation of PETRONAS. Parliament passed the Petroleum Development Act.

1975
- First export of crude by PETRONAS.

1976
- Conclusion of first production sharing contract (PSC) with Esso and Shell.

1977
- Entry into the petroleum product market via aviation refuelling and bunkering services.

1978
- Incorporation of PETRONAS Carigali Sdn Bhd, the exploration and production subsidiary of PETRONAS.

1980
- Incorporation of Asean Bintulu Fertilizer, marking PETRONAS' entry into the petrochemicals sector.

1981
- First PETRONAS petrol station set up in Taman Tun Dr Ismail, Kuala Lumpur

1982
- PETRONAS Carigali made its first oil discovery, the Dulang oilfield, offshore Terengganu.

1983
- Malaysia LNG exported its first shipment of liquefied natural gas (LNG) to Japan from its plant in Bintulu, Sarawak.
- PETRONAS' first refinery with 30,000 bpd capacity in Kertih, Terengganu came onstream.
1984

- Duyong Gas Development Project completed.
- The Peninsular Gas Utilisation (PGU) Phase 1 came onstream.
- Moved into Kompleks Dayabumi

1985

- Introduction of new PSC.
- Asean Bintulu Fertilizer plant came onstream. First fertilizer export.
- First liquefied petroleum gas (LPG) export.

1988

- Signing of the country's first Unitisation Agreement between PETRONAS Carigali and Esso Production Malaysia Inc. for the development of Dulang field.

1990

- The road to globalisation began. Maiden E & P venture as a member of a consortium in onshore Block D, Myanmar.

1991

- Signed a joint venture agreement with BP Chemicals/BPCM Assets Sdn Bhd and Idemitsu Petrochemical Co Ltd for the ethylene and polyethylene projects in Kertih, Terengganu.
- Inauguration of PGU Phase 2 system by Prime Minister Dato Seri Dr Mahathir Mohamad.
- Dato Seri Dr Mahathir Mohamad launched Dulang crude.
- First operatorship in overseas E & P venture for Blocks 1 and 2 offshore Vietnam.

1992

- MTBE/Propylene and Polypropylene plants in Gebeng, Kuantan came onstream marking PETRONAS' entry into the integrated petrochemical business.
- Ground breaking ceremony of the Kuala Lumpur City Centre (KLCC) project by Dato Seri Dr Mahathir Mohamad.

1993

- PETRONAS signed its first deep water PSC with Mobil.
• Issued its first US$500 million Yankee and 50 billion yen Samurai bonds.

1994
• Marketing arm PETRONAS Dagangan Bhd became the first subsidiary listed on the Kuala Lumpur Stock Exchange (KLSE).
• PETRONAS Melaka Refinery with 100,000 bpd capacity began operation. First of PETRONAS’ five LNG tankers, Puteri Intan was delivered. Oil was discovered in Ruby field, in Blocks 1 and 2, Vietnam.
• First overseas oil production from Dai Hung field in Vietnam.
• First overseas retail station opened in Cambodia.

1995
• Signed an agreement with Filipino companies, Alson Consolidated Resources Inc and Masalingan Inc to establish PETRONAS Energy Philippines Inc to import, store and distribute LPG for domestic and commercial use in the Lanau District, Mindanao.
• Polyethylene plant in Kertih came onstream.
• Listing of PETRONAS Gas Bhd on the KLSE.
• Commencement of PETRONAS sponsorship of the Red Bull-Sauber PETRONAS Formula One Racing Team.

1996
• Full completion of the LNG Dua project in Bintulu.
• Signed a Shareholders Agreement with Mitsubishi Corporation to incorporate a joint venture company known as Aromatics Malaysia Sdn Bhd to undertake the implementation of the country's first aromatics project.
• Issued its first US$ 1.9 billion global bond.
• Acquired a 30 per cent stake in Engen Ltd in South Africa.
• Signed a petroleum contract with China National Offshore Oil Corporation and Chevron Overseas Petroleum Ltd to jointly undertake oil and gas exploration in Block 02/31, offshore Liaodong Bay area, China.

1997
• Moved to the world's tallest buildings, the 88-storey PETRONAS Twin Towers at the KLCC.
• Signed agreement with BASF Aktiengesellschaft of Germany to construct and operate three new petrochemical plants at the Gebeng industrial Estate in Kuantan.
• Signed a shareholders agreement with BP Chemicals to build Malaysia's first acetic acid plant in Kertih.
• The first LPG joint venture project in Zhengjiang, Jiangsu Province, China was officially opened.
• Acquired a 29.3% stake in Malaysia International Shipping Corporation Berhad (MISC).

1998

• PETRONAS injected PETRONAS Tankers Sdn Bhd into MISC, resulting in MISC becoming a 62 per cent subsidiary of PETRONAS.
• Signed a Joint Development Agreement with Australian Gas Light Company to develop the Australian portion of the Papua New Guinea - Queensland Gas Project.
• Launched Enviro 2000, the Natural Gas Vehicle taxi.
• Signed PSCs with two new foreign players in Malaysia’s upstream sector, namely Santa Fe Energy Resources and YPF Malaysia Ltd.
• Malaysia’s first commercial prototype engine, PETRONAS E01, developed by PETRONAS engineers was launched.
• Acquired the remaining 70% of Engen Ltd, making it a fully-owned subsidiary of PETRONAS.
• Launched the first oil production of the Ruby Field offshore Vung Tau, Vietnam. PG U 111, the final phase of the three phase PGU project was completed.
• Launched the first oil production of the Sirri field in Iran.

1999

• Signed three PSCs with PETRONAS Carigali and Murphy Oil Corporation, another new foreign player in the upstream sector.
• Signed a shareholders agreement with Polifin Ltd of South Africa and DSM Polyethylenes BV of the Netherlands to jointly embark on a low density polyethylene project in Kertih, Terengganu.
• First oil production and export from Sudan.
• Official opening of the PETRONAS Twin Towers by Dato Seri Dr Mahathir Mohamad on Malaysia’s 42nd National Day.
• Concluded a Gas Sales Agreement with developers of Block A-18 in the Malaysia-Thailand Joint Development Area to jointly purchase natural gas with Petroleum Authority of Thailand from the block. Divested 20 percent equity in Engen Ltd to Worldwide African Investment Holdings (Pty) Ltd. Signed a Farmout Agreement with ENI for interest in three exploration blocks offshore Gabon.

2000

• Introduced Primax, revolutionary new generation petrol to Malaysian motorists.
• Resak gas field, offshore Terengganu, began production.
• Launched Sprinta 5000, a fully synthetic motorcycle engine oil.
• Signed agreements for two oil and gas exploration blocks, the East Kadanwari Block and Mehar Block, in Pakistan. Signed a PSC with Amerada Hass for Deepwater Block F, the last demarcate deepwater block to be awarded in Malaysia.
• OGP Technical Services Sdn Bhd has been appointed the project management consultant by Greater Nil Petroleum Operating Company Ltd for the second phase of the Muglad Basin Oil Development Project in Sudan.
• Signed a production sharing contract with Lundin Malaysia Ltd, a wholly owned subsidiary of Lundin Oil AB and PETRONAS Carigali Sdn Bhd for Block PM305 offshore Peninsular.
• Commenced construction of the 1,070 km pipeline for Chad-Cameroon Integrated Oil Development and Pipeline Project. First oil is targeted in 2003

2001

• Signed a PSC with Sonatrach, the Algerian national oil corporation, for the Ahnet Block onshore Algeria. PETRONAS Carigali Overseas Sdn Bhd will be the operator of the block, which has potential recoverable gas reserves of 4.9 trillion standard cubic feet.
• Signed a gas sales agreement with Pertamina for the purchase of natural gas from Indonesia’s West Natuna Sea area.
• Dato Seri Dr Mahathir Mohamad launched the book on PETRONAS entitled “A Vision Realised - The Transformation of A National Oil Corporation” written by Datuk Paddy Bowie.
Appendix 3

Shows the Domestic Upstream operations in Peninsular Malaysia
Shows the Upstream Operations Offshore Sarawak and Sabah

Source: PETRONAS
## Appendix 4

**Appendix 4 shows PETRONAS’ Operating statistics (source: PETRONAS)**

<table>
<thead>
<tr>
<th>Table 2 Petroliam Nasional Berhad Country and Company Operating Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>--As of Jan. 1—</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>(mboe)</td>
</tr>
<tr>
<td><strong>Malaysia’s proven &amp; probable gas reserves</strong></td>
</tr>
<tr>
<td>(bscf)</td>
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<tr>
<td><strong>Malaysia’s oil production (mboe)</strong></td>
</tr>
<tr>
<td><strong>Malaysia’s gas production (bscf)</strong></td>
</tr>
<tr>
<td><em>Net of flared gas, reinjected gas, and gas used for petroleum operations.</em></td>
</tr>
</tbody>
</table>

mboe—Million barrels of oil equivalent. bscf—Billion standard cubic feet.
Appendix 5

Appendix 5 shows the PETRONAS' Financial Statistics from 1997 – 2001 (source: PETRONAS)

<table>
<thead>
<tr>
<th>Table 3 Petrolim Nasional Berhad Financial Statistics</th>
<th>—Year ended March 31—</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales*</td>
<td>71,154</td>
</tr>
<tr>
<td>Net income before tax (excluding share of profit/loss of associates)</td>
<td>28,867</td>
</tr>
<tr>
<td>Net income after tax but before minority interests</td>
<td>18,732</td>
</tr>
<tr>
<td>Capital expenditures (net of proceeds from sale of PPE)</td>
<td>10,882</td>
</tr>
<tr>
<td>Cash and short-term investments</td>
<td>35,932</td>
</tr>
<tr>
<td>Total debt</td>
<td>40,619</td>
</tr>
<tr>
<td>Net debt</td>
<td>4,587</td>
</tr>
<tr>
<td>Shareholders’ equity (SE)§</td>
<td>64,906</td>
</tr>
<tr>
<td>Total assets</td>
<td>139,040</td>
</tr>
<tr>
<td>Funds from operations (FFO)</td>
<td>26,217</td>
</tr>
</tbody>
</table>

**Lease-adjusted credit ratios**

| Return on permanent capital (%)                      | 30.7 | 27.8 | 19.6 | 27.8 | 28.2 |
| Pretax interest coverage (x)                        | 9.8  | 8.8  | 6.2  | 9.4  | 11.2 |
| EBITDA interest coverage (x)                        | 11.2 | 10.2 | 7.4  | 10.7 | 12.9 |
| Operating income/sales (%)                          | 47.9 | 43.5 | 34   | 47.9 | 51.4 |
| FFO interest coverage (x)                           | 8.1  | 8.1  | 5.2  | 8.3  | 9.4  |
| FFO net interest coverage (x)                       | 32   | 222.4| N.M. | N.M. | N.M. |
| FFO/total debt (%)                                  | 61.1 | 48.5 | 31.3 | 48.2 | 55.6 |
| Total debt/(SE + total debt) (%)                    | 40   | 47.7 | 47.9 | 47.2 | 40.2 |
| Net debt/(SE + net debt) (%)                        | 10.2 | 22.8 | 15.3 | N.M. | N.M. |

"Comprises revenue derived from the sale of oil and gas, utilities, and general merchandise, as well as revenue from the rendering of services including shipping. Excludes unquoted shares and securities. §Includes minority shareholders' interests. RM—Malaysian ringgit. PPE—Property, plant, and equipment. N.M.—Not meaningful."