



INVESTOR PRESENTATION

APRIL 2025

www.hibiscuspetroleum.com

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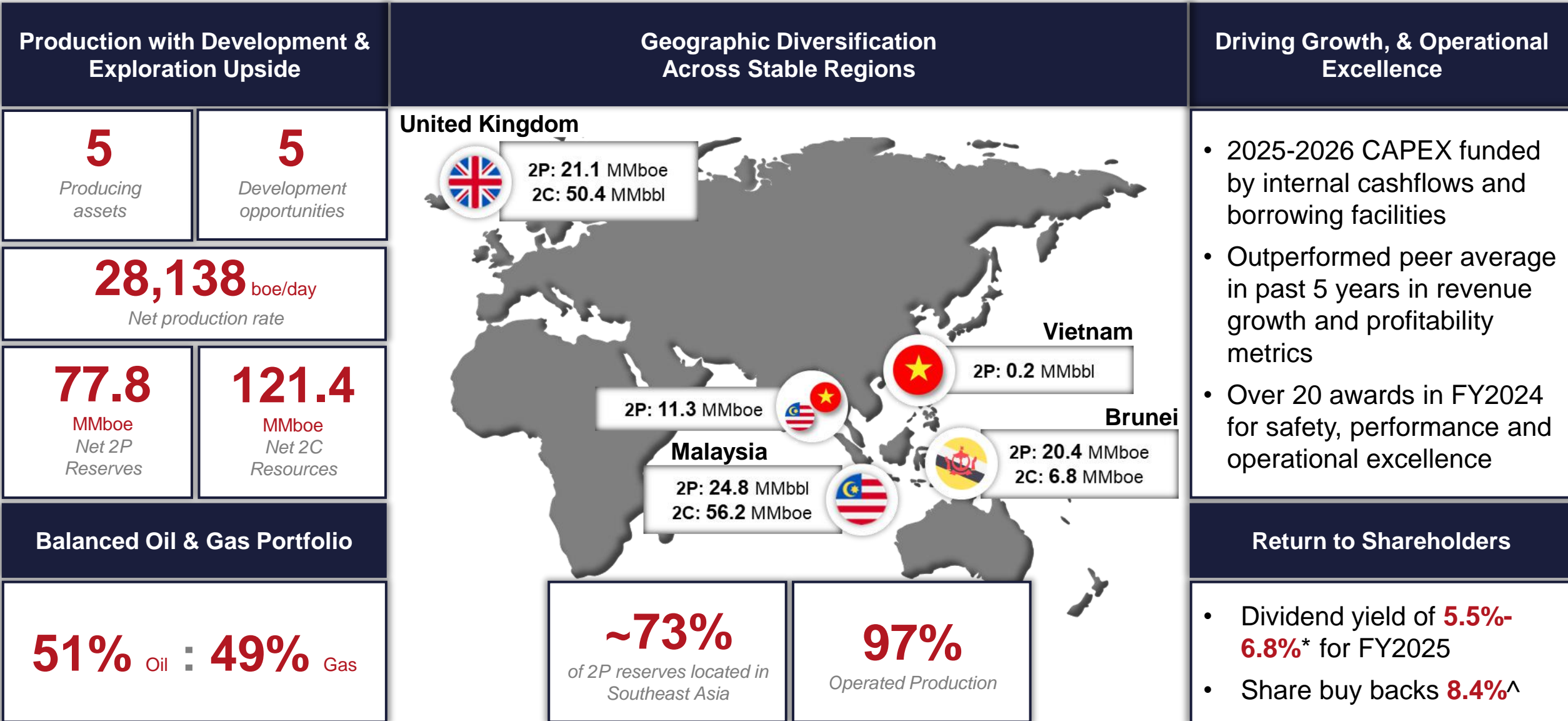
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HIBISCUS AT A GLANCE

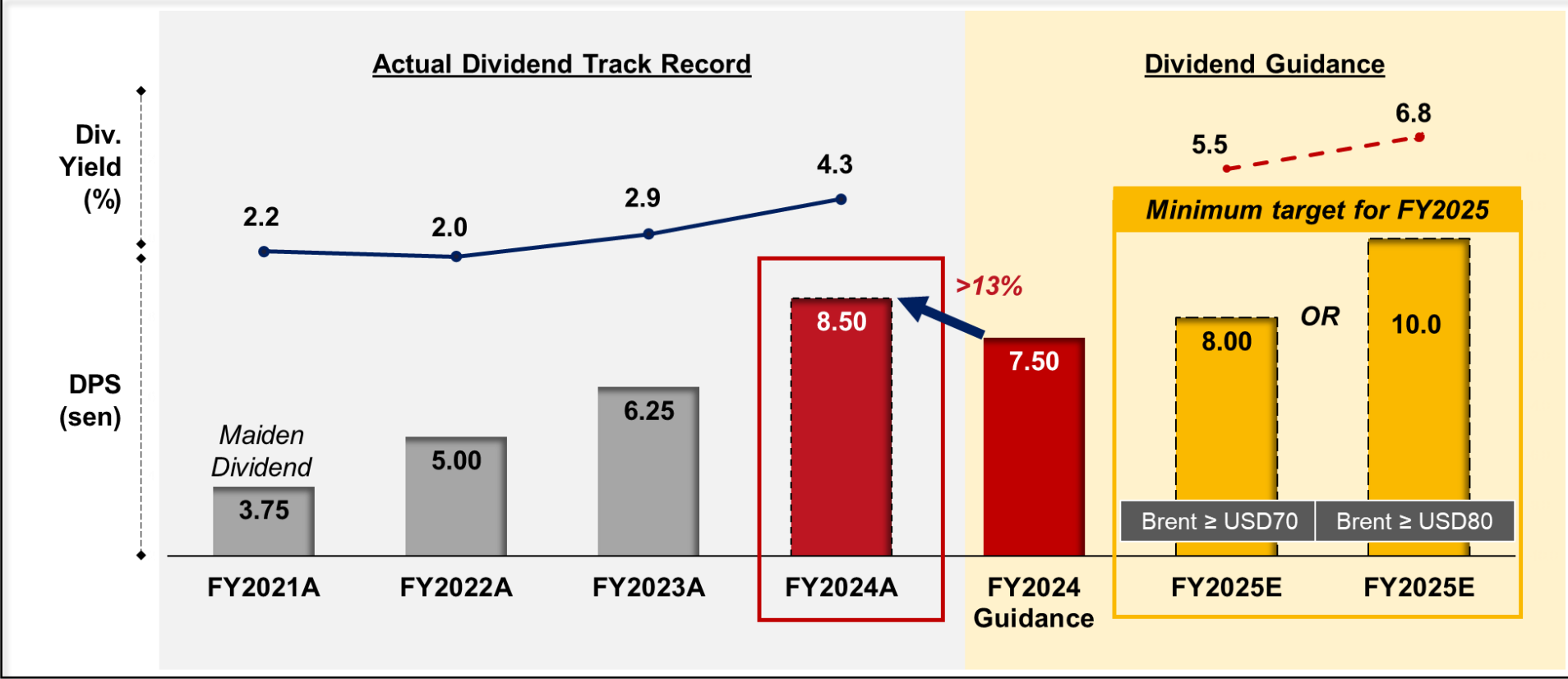


[^] Shares bought back from Dec 2023 up to 14 April 2024

SHAREHOLDER RETURN

Increasing dividend trend with share buy-backs

Capitalising on undervaluation via share buy-backs



67.6m

Share buy-backs
(since Dec 2023 to 14 April 2025)

RM 1.99

Average share price

*FY2023A to FY2024A dividend yield is based on the share price as of the last trading day of the corresponding FY
 *FY2025E dividend yield is based on share price as of 14 April 2025
 FY2023A to FY2024A figures were adjusted for 5-to-2 share consolidation

SHAREHOLDING DETAILS

Actively traded stock with strong institutional following

Actively Traded Counter

RM1.08_b

Market cap¹

737.4_m

Total number of outstanding shares in issue²

77%

Free float

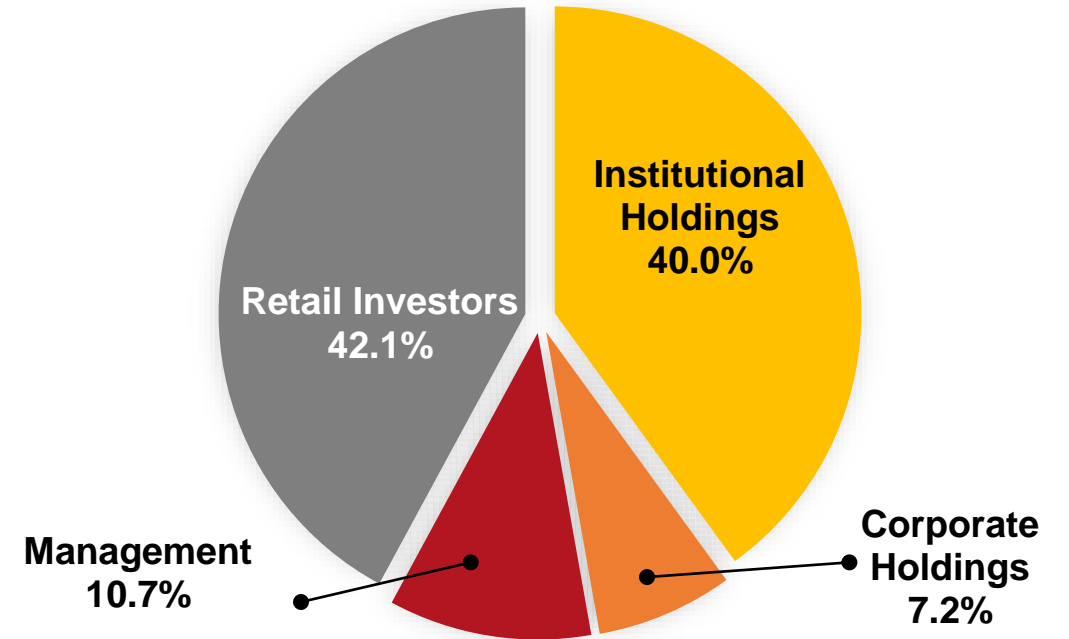
5.9_m

Average daily traded volume (March 2025)

A constituent of local indices

- FTSE4Good Bursa Malaysia Index
- FTSE4Good Bursa Malaysia Shariah Index

Strong Institutional following³



Top Institutional Shareholders

Polo Investments Ltd	Vanguard	EPF
Mettiz Capital	KWAP	Manulife

¹ As of 14 April 2025 | ² After share cancellation of 36.6m shares (4.5%) and 31.0m treasury shares bought up to 14 April 2025 | ³ As of 28 Mar 2024

LEADERSHIP TEAM

Board of Directors



Zainul Rahim bin Mohd Zain
Non-Independent Non-Executive Chairman



Dr Kenneth Gerard Pereira
Managing Director



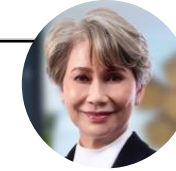
Dato' Sri Roushan Arumugam
Non-Independent Non-Executive Director



Thomas Michael Taylor
Senior Independent Non-Executive Director



Dato' Dr Zaha Rina binti Zahari
Independent Non-Executive Director



Emeliana Dallan Rice-Oxley
Independent Non-Executive Director



Zaidah binti Ibrahim
Independent Non-Executive Director

A combined ~180 years of experience in the O&G industry along with seasoned experts in various corporate functions

Senior Management



Yip Chee Yeong
Chief Financial Officer



Dr Pascal Hos
Country Head, Malaysia & Vietnam



Joyce Vasudevan
Head, Corporate Finance



Deepak Thakur
VP Economics and Business Planning



Kevin Robinson
VP Project Assurance and Asset Oversight



Chong Chee Seong
VP Strategic Ventures



Mohammed Farroukh Abdul Aziz
Country Head, Brunei



Lim Kock Hooi
Group General Counsel



Stewart McMickle
VP New Ventures



Syarifah Aliza Syed Azauddin
VP Corporate Governance and Sustainability Reporting



Noor Ashiah Yang
VP Group Human Capital



Clifford Lang
Project Director/GM Hibiscus Energy UK



Dr Ambrose Gerard Corray
VP InfoTech and Digitalisation



Lai Wai Peng
VP International Assets Oversight



Lily Ling
VP Corporate Development

A combined ~360 years of experience in the O&G industry with a strong track record in the upstream business

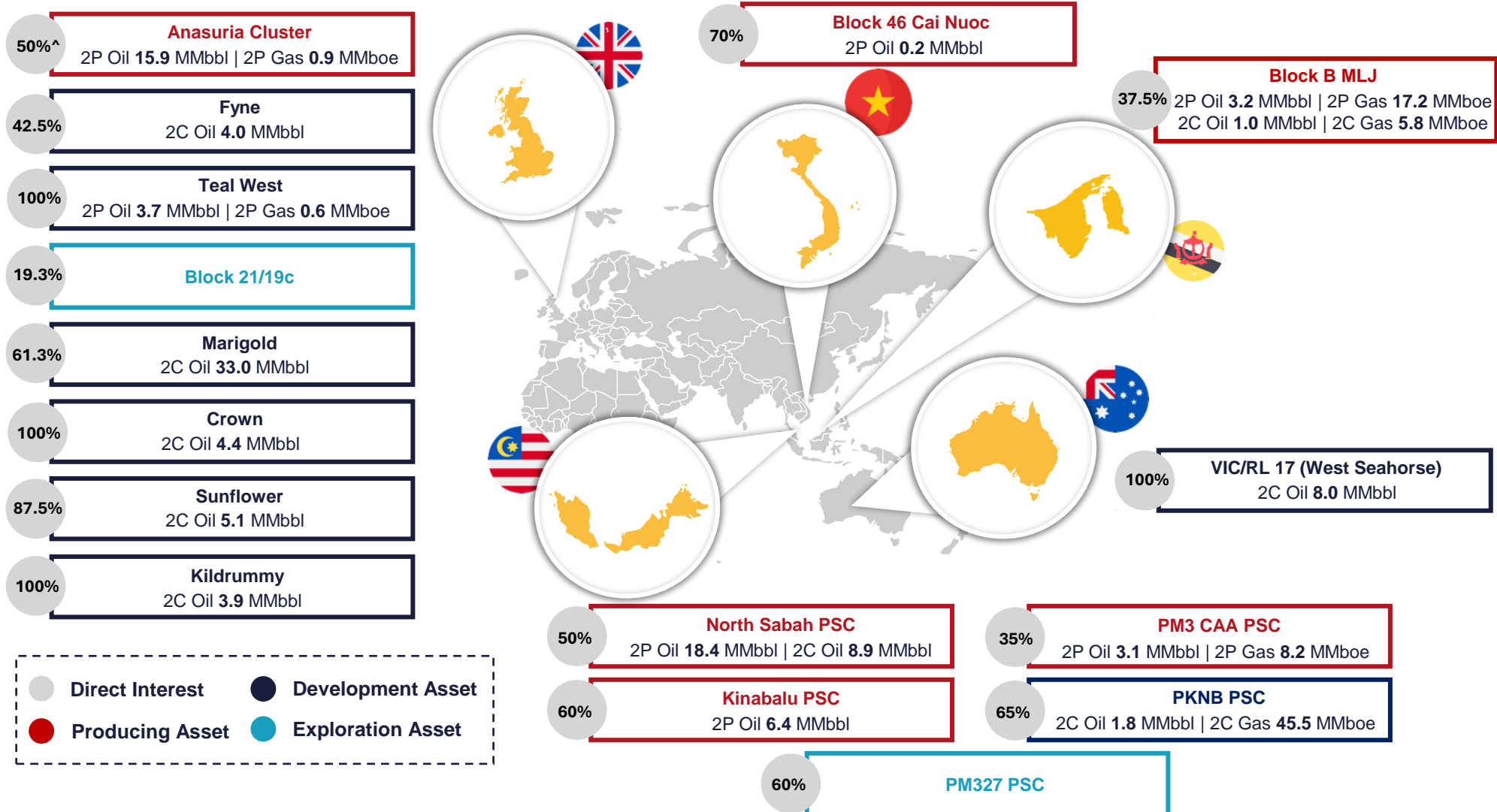


OUR ASSETS



CURRENT PORTFOLIO OF RESERVES

Hibiscus is the operator for all the producing assets



Net 2P Oil Reserves

50.9
MMbbl

Net 2P Gas Reserves

26.9
MMboe

Net 2C Oil Resources

70.1
MMbbl

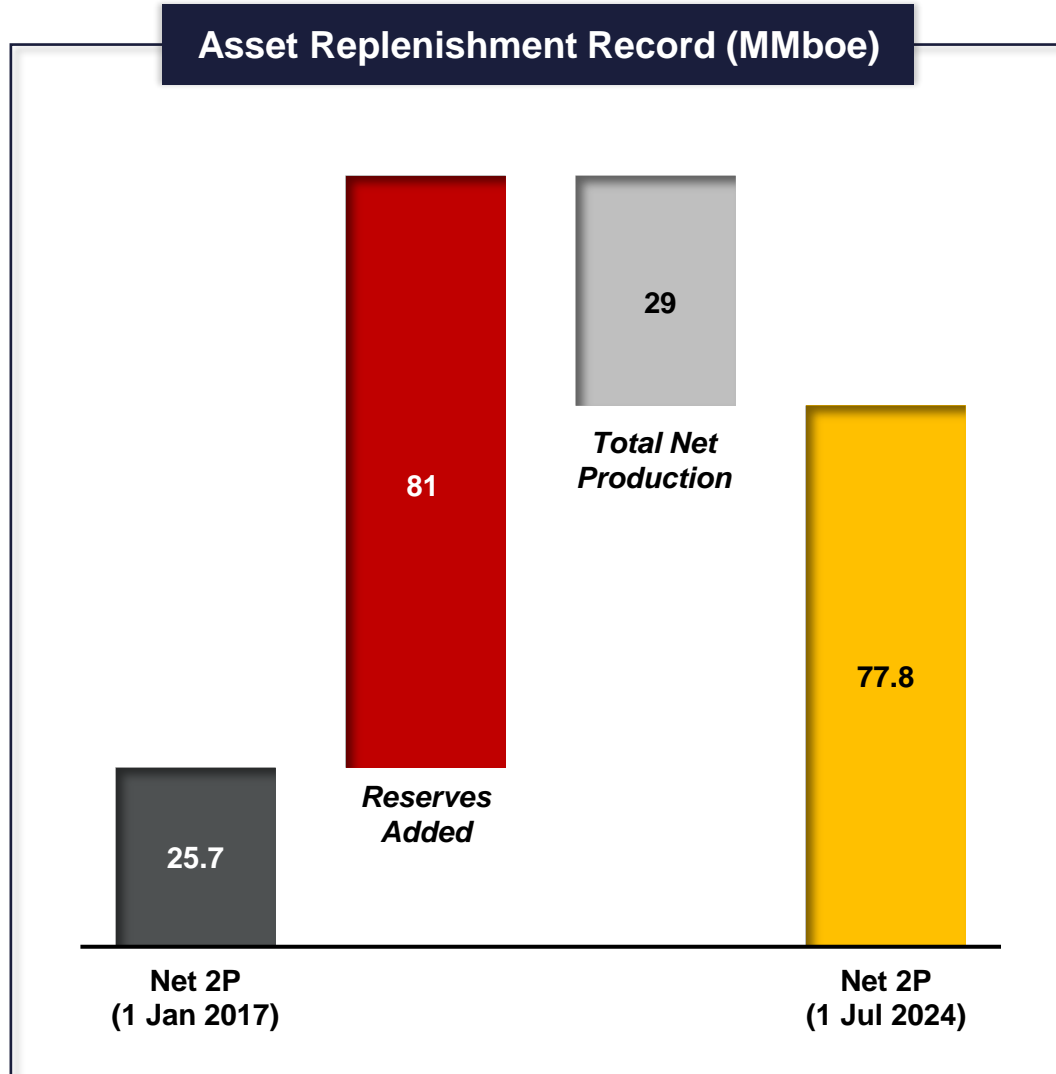
Net 2C Gas Resources

51.3
MMboe

Malaysia-Vietnam Commercial Arrangement Area (CAA) PSC – Production Sharing Contract [^]Except Cook Field (19.3%) All figures are as of 1 July 2024, net to the Group More info in Appendix

REPLENISHMENT RECORD

Successful reserves replacement, strong IRRs, & short payback periods



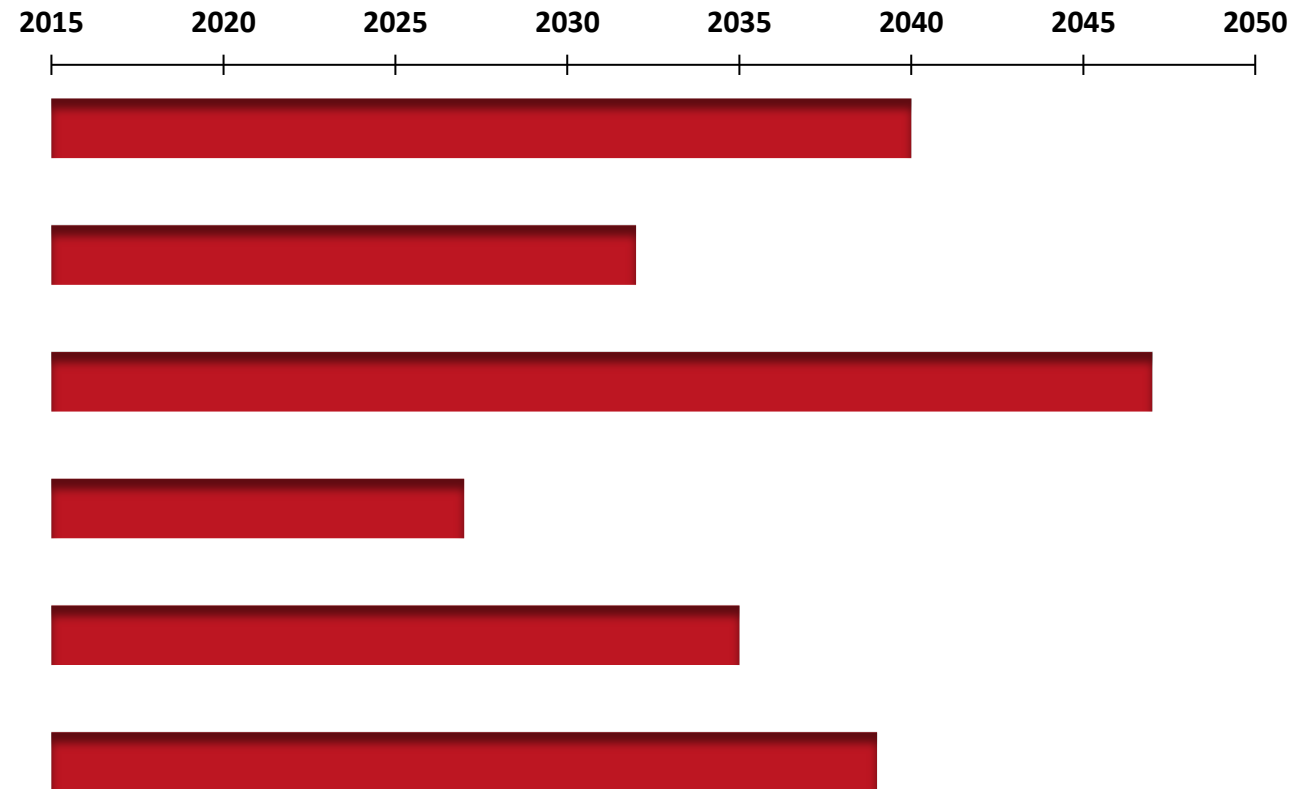
	Anasuria Cluster  2016	North Sabah  2018	Peninsula Hibiscus  2022
Internal Rate of Return (IRR)	689%	298%	96%
Payback Period	< 1 year	< 1 year	3 years
License Tenure	2035	2040	Kinabalu PSC: 2032 PM3 CAA PSC: 2027 Block 46 Cai Nuoc PSC: 2027

IRR and payback period are computed based on Brent Futures as of 2 September 2024.
2024: USD81/bbl, 2025: USD74/bbl, 2026: USD72/bbl, 2027: USD70/bbl

PRODUCING ASSET LICENCE TENURES

Net 2P oil and gas reserves to last up until 2047 with ongoing discussions to extend licence tenures

Name of Asset	Country	2P Oil (MMbbl)	2P Gas (MMboe)
North Sabah PSC	Malaysia	18.4	-
Kinabalu PSC	Malaysia	6.4	-
PM3 CAA PSC	Malaysia-Vietnam CAA	3.1	8.9
Block 46 Cai Nuoc	Vietnam	0.2	-
Anasuria Cluster	United Kingdom	15.9	0.9
Block B MLJ	Brunei	3.2	17.2



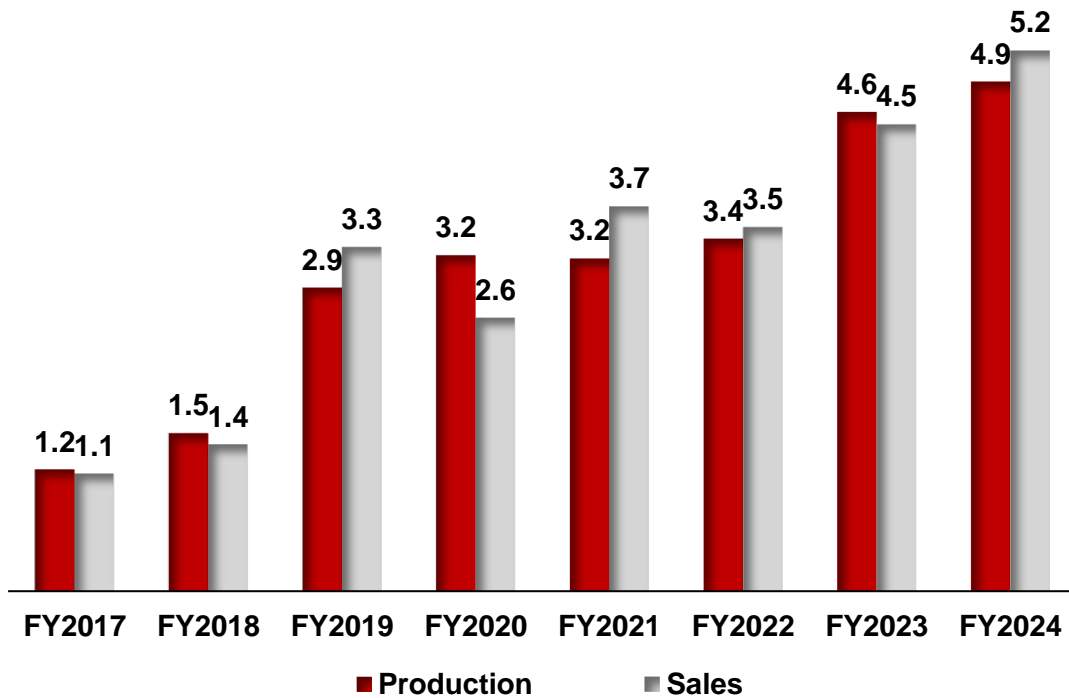
As of 1 July 2024

OPERATIONAL METRICS

Production and sales have risen through a series of strategic acquisitions

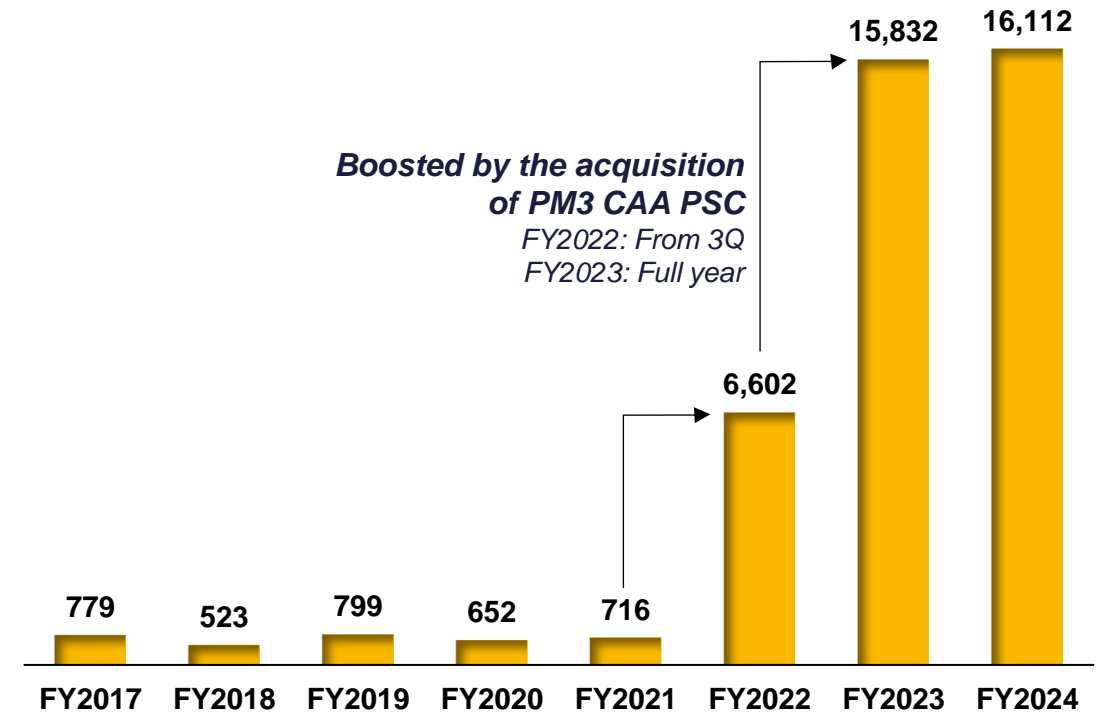
Net Oil Production and Sales (MMbbl)

Steady growth in net oil and condensate production and sales driven by strategic acquisitions and targeted exploration activities



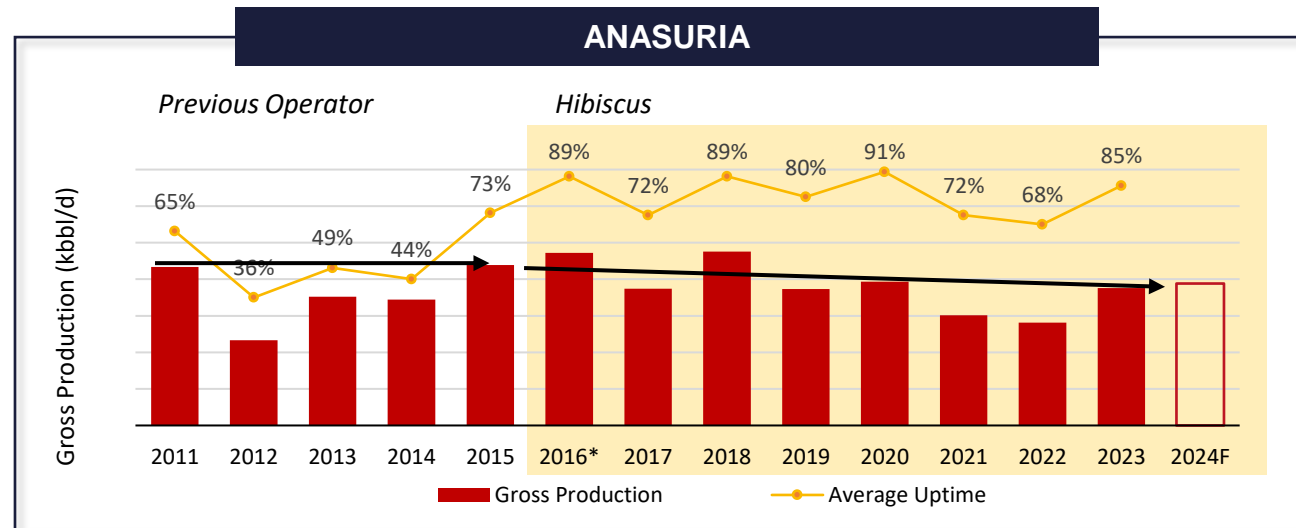
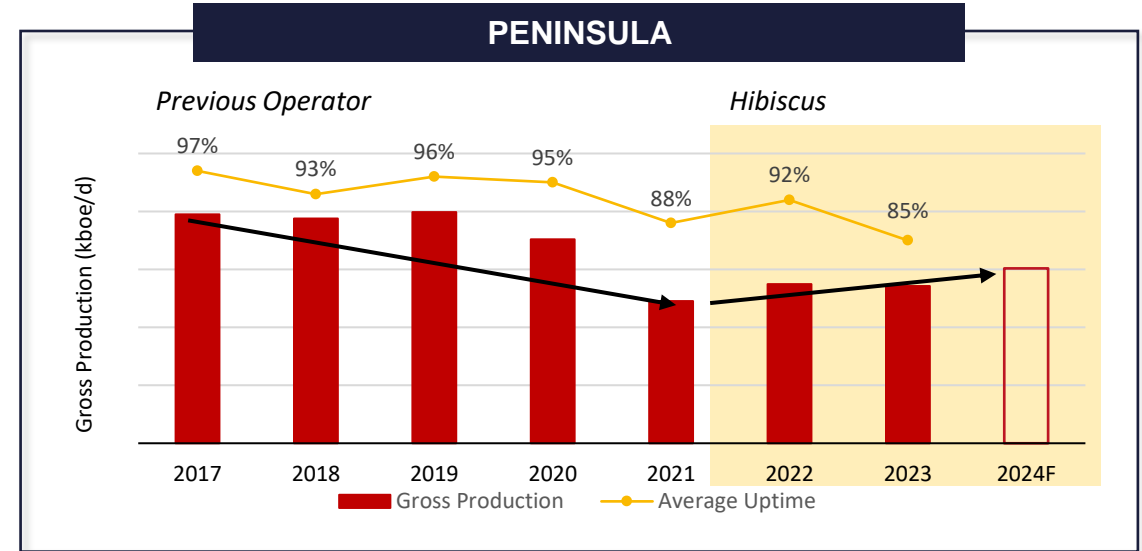
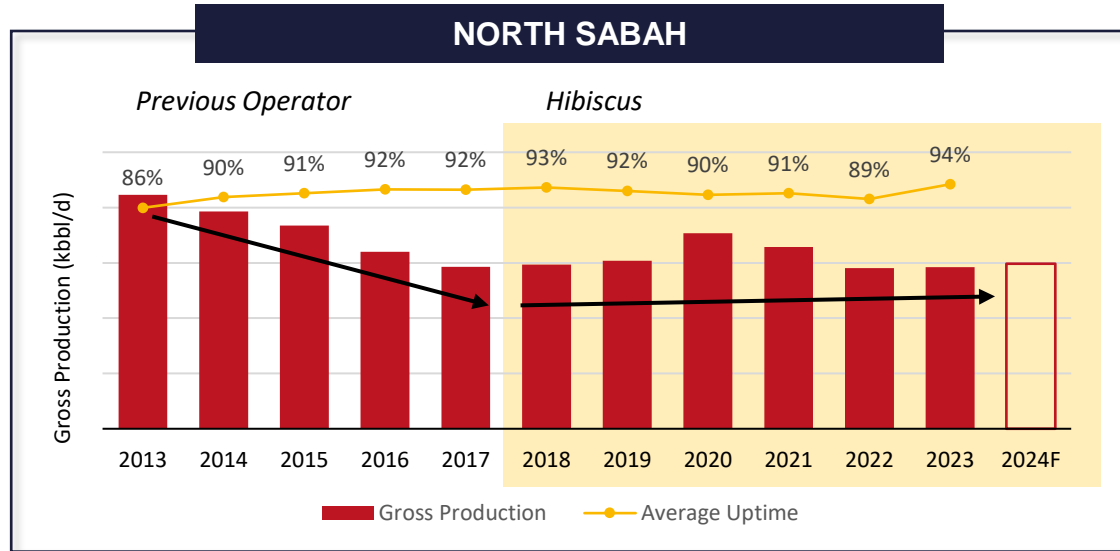
Net Gas Sold (MMscf)

Strong uptick in gas sales post acquisition of PM3 CAA PSC in January 2022 with further upside potential in the near-term



ASSET ENHANCEMENT RECORD

Skilled in stabilising and increasing production rate post-acquisition



RECEIVED 20 AWARDS AND RECOGNITIONS IN FY2024

For safety, project delivery and excellence

FOCUSED RECOGNITION FROM PETRONAS

- ✓ High commitment towards **excellent Production Enhancement** and **Idle Well Reactivation** activities
- ✓ Managing Wells **UPC with outstanding improvement**
- ✓ **Excellent Work Program & Budget 2024** submission
- ✓ **Successful drilling campaigns** with **impressive well performance** with **zero LTI** and successful application of Autonomous Inflow Control Valves (AICV)
- ✓ Delivered **within budget, on schedule**, and **met target volumes**
- ✓ Completion of Logistics Sharing Agreement
- ✓ 2021 Tier 2 (IOAIA) audit gap closure, leading to **continuous improvement in Asset Integrity and Reliability**
- ✓ Effectively contributing to being an **excellent partner to PETRONAS Carigali Sdn Bhd**

ANNUAL PARTNERSHIP MEETING

- ✓ **Award of Merit from PetroVietnam**

MALAYSIA UPSTREAM AWARDS 2024

- ✓ GOLD Award for **Project Delivery**
- ✓ GOLD Award for **Wells Excellence**



ANNUAL MPM WELLS 2024

- ✓ **Lowest Drilling Cost** per Foot – Development Well
- ✓ **Delivery of the Longest Well** in Malaysia
- ✓ **Innovative Petroleum Arrangement Contractor**, 1st AICV installation in Malaysia

ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS (ROSPA)

- ✓ GOLD Award - **Outstanding health and safety performance**
- ✓ **Patron's Award - for 25 consecutive GOLD awards**

OFFSHORE ENERGIES UK, OFFSHORE SAFETY AWARDS 2024

- ✓ **Maritime Safety**
- ✓ **Sharing and Learning**





GROWTH PLAN



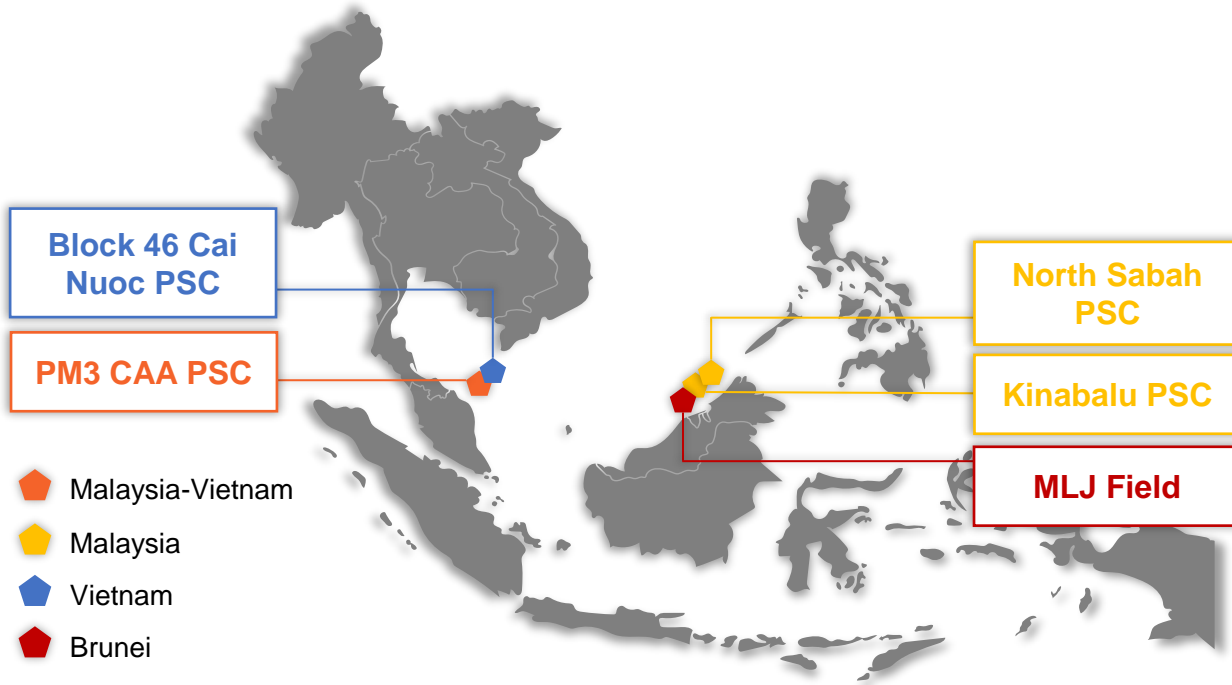
EMERGING AS A SIGNIFICANT E&P PLAYER IN THE REGION

Close to achieving our 2026 net production target

Develop Convert development assets to producing assets

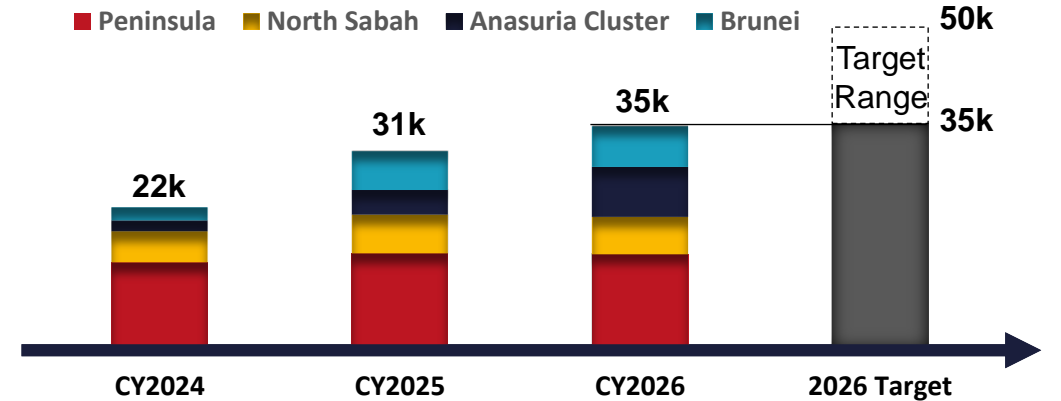
Enhance Enhance output and extend economic life of producing fields

Acquire Potential acquisition of producing assets and new licenses

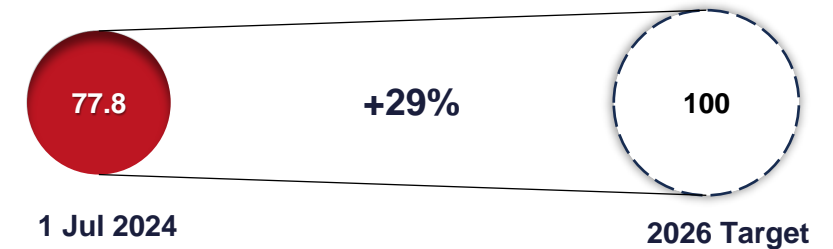


Assets and Partnerships in **Malaysia, Vietnam and Brunei** with **PETRONAS, PetroVietnam and Petroleum Authority of Brunei Darussalam**

Net Production Estimates (boed)



Net 2P O&G Reserves (MMboe)



CAPITAL ALLOCATION FRAMEWORK

Guiding principles assuming USD70 bbl Brent, selective and disciplined deployment

CASHFLOW WATERFALL

Priority Spend

1 Debt Servicing

2 Minimum Annual Dividend

3 Sanctioned CAPEX

Discretionary Spend

Cash to Shareholders

Dividend Top Up / Share Buybacks

Growth Projects

Exploration & Development CAPEX / Acquisitions

KEY PRINCIPLES

Investment Criteria

	Target Criteria	Funding
Production	IRR \geq 15% Payback \leq 5 years	Internal cash Debt/Prepayment
Development	IRR \geq 20% Payback \leq 7 years	Internal cash Debt/Prepayment Farm-out proceeds
Exploration	Strategic fit on a highly selective basis	Internal cash

Minimum Annual Dividend

Target to maintain minimum at generally similar level as previous year (subject to oil price)

Potential Acquisitions

Value accretive, operatorship, production, upsides

CONTROL LEVERS

Work program & budget phasing as operator

0.5 max gearing

Farm-out blocks

Elective exploration based on internal assessment

Fully funded

DEPLOYING CAPEX

Funded by operating cash flow, cash balance, and existing debt facilities

Asset	Key Highlights	CAPEX (USD'm)	
		FY2025	FY2026
UK: Teal West	Teal West Development	88	29
Malaysia-Vietnam: PM3 CAA	Bunga Aster Appraisal Well + Exploration Wells	47	40
Malaysia: North Sabah	SF30 Waterflood Phase 2	62	18
UK: Anasuria	Upgrade & Replacements of Facilities on FPSO	14	11
Malaysia: Kinabalu	Redevelopment Project	30	25
Malaysia: PKNB	Pre-FID costs	5	5
Malaysia: PM327	Exploration Activities	16	17
Brunei: Block B MLJ	LP Compression Project + Well Intervention Activities	21	5
TOTAL CAPEX		283	150

Note:

- Figures are estimates and subject to changes/updates

HIBISCUS ENTRY INTO BRUNEI

Acquisition of Block B Maharajalela Jamalulalam (MLJ) Field

Acquisition & Asset Overview

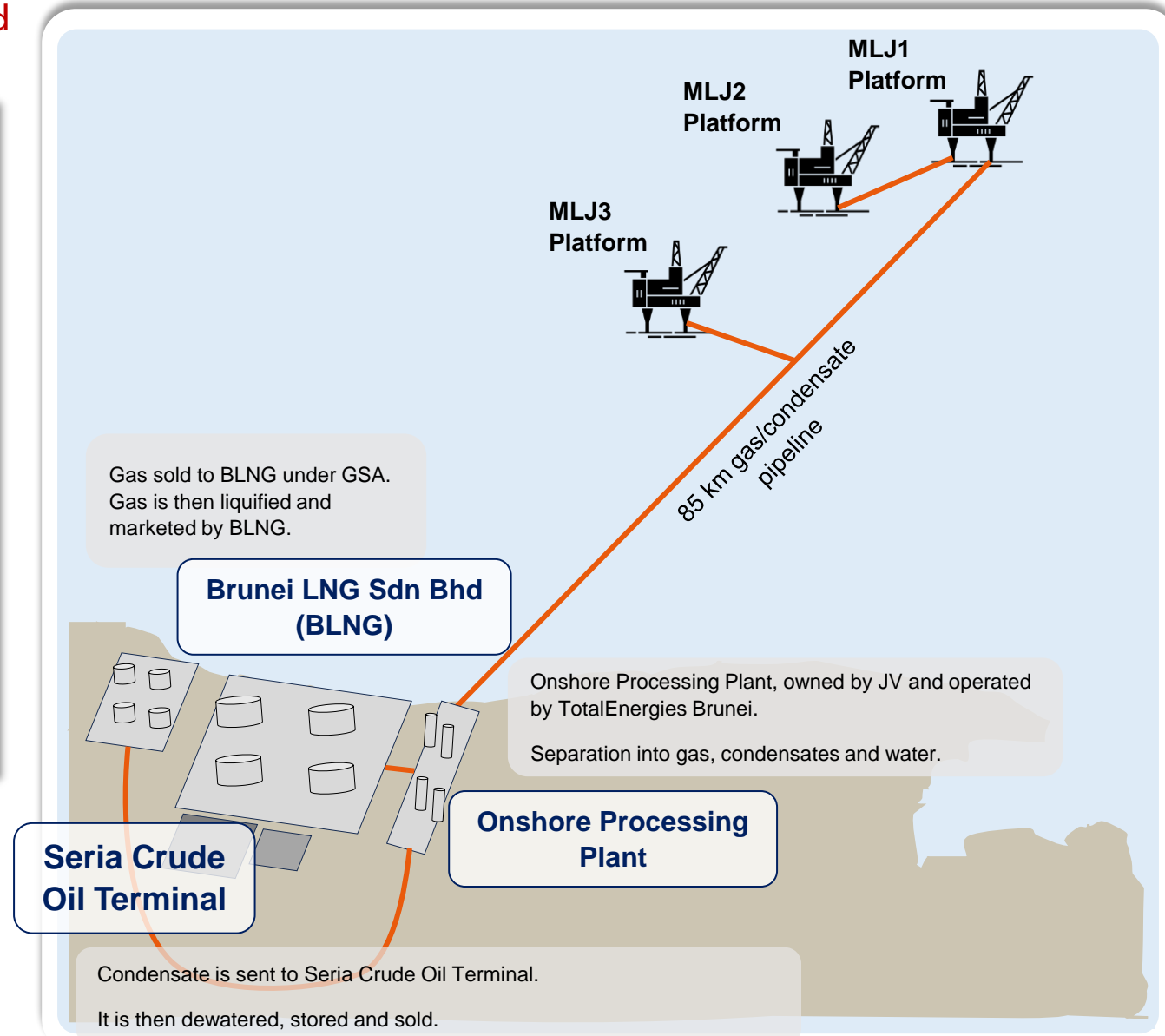
- A 100% acquisition of TotalEnergies EP (Brunei) – which holds a 37.5% stake in Block B MLJ Field
- Block B MLJ is a producing and cash generating asset with operatorship
- Located in a prolific hydrocarbon-bearing area, with identified plans to enhance reserves and production
- Almost 84% of production from the asset is gas.
- Increases reserves and production by 36% & 37%
- Enhances gas component to 49% of the Group's production
- Exposure to LNG markets, backed by long term gas contract up to 2033
- Stable, long term production profile up to 2039

Production Facilities

3 unmanned platforms – MLJ1, MLJ2, MLJ3 in shallow water (less than 100m).

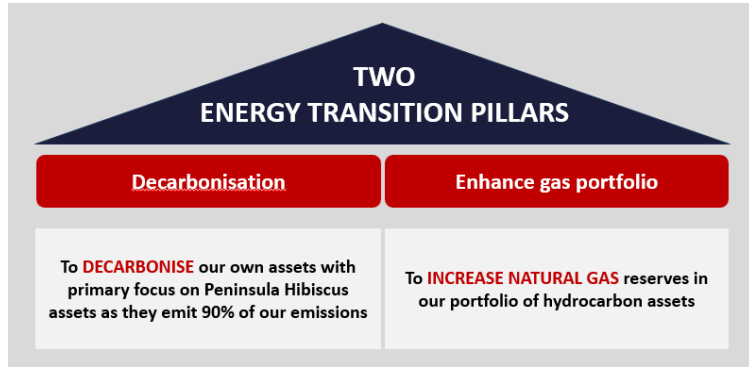
22 exploration, appraisal and development wells drilled, **15 active wells.**

1 Onshore Processing Plant



GAS PORTFOLIO IS MATERIALLY ENHANCED

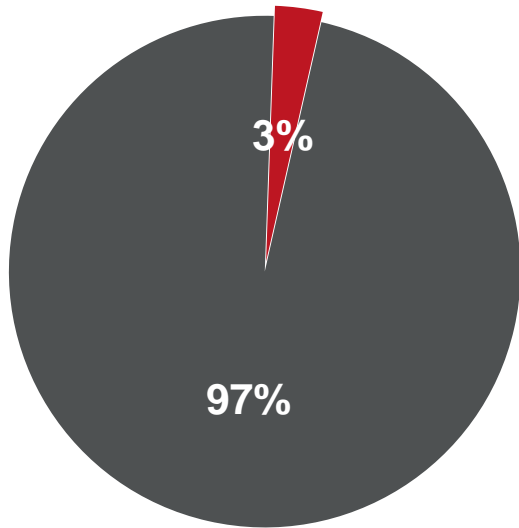
Reaching gas production portfolio of ~50%



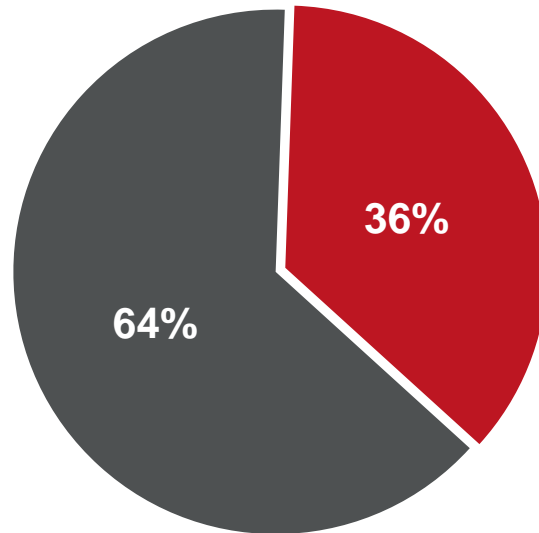
Gas is a lower emission, transition fuel, which is playing an increasingly major role in the ongoing energy transition

Daily Production Rate (% of boe)

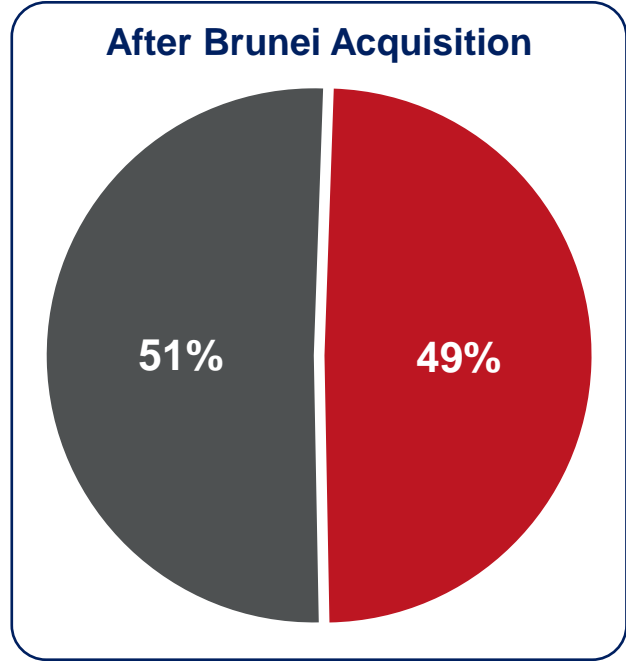
Before Repsol Acquisition CY2021



CY2023



After Brunei Acquisition



■ Gas ■ Oil & Condensate

20-YEAR CONTINUATION OF PM3 CAA

Underscores the strong confidence placed in Hibiscus by both PETRONAS & PETROVIETNAM to unlock full residual value of the asset

7
 Producing fields

2
 Exploration prospects

1997 - 2027
 PSC extended to
2047

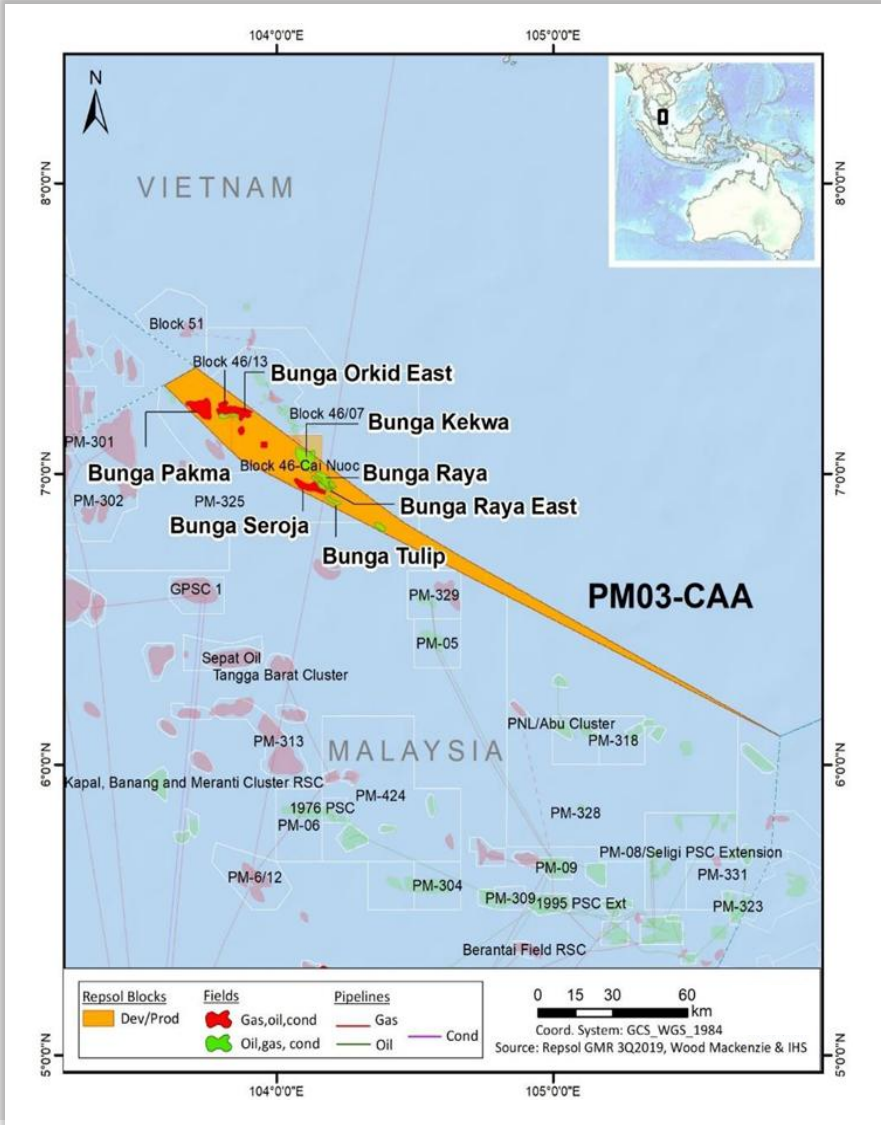
Same Ownership Structure

Direct Interest

- PETROVIETNAM PVBP: 30%
- HIBISCUS Petroleum: 35%
- PETRONAS CARIGALI: 35%

Overview

- PSC expiry (at the time of acquisition): 2027; PSC previously extended from 2018 to 2027
- Granted a 20-year continuation in April 2025 under enhanced PSC and UGSA terms
 - New expiry date: **31 December 2047**

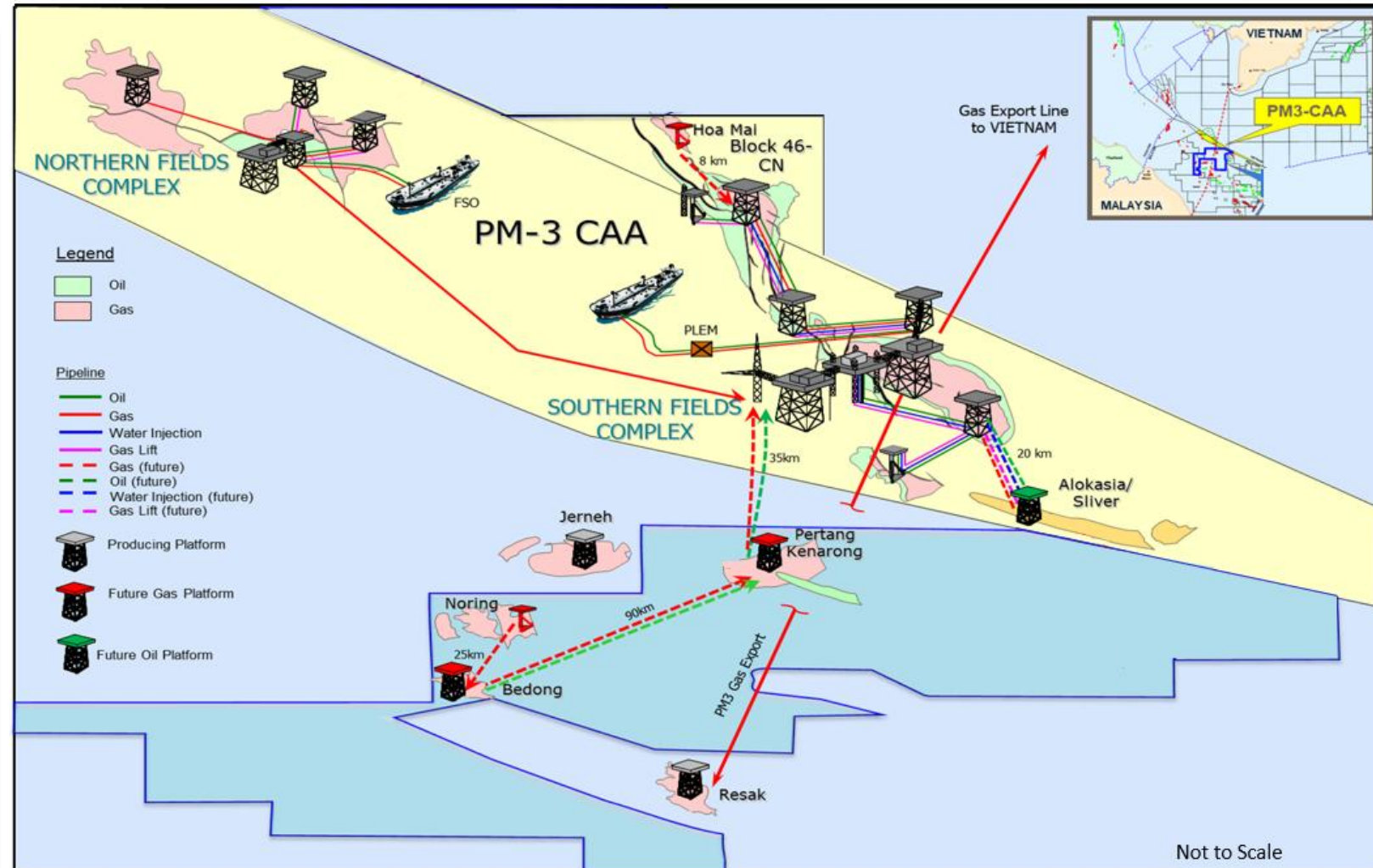


HIBISCUS FIRST DIRECT AWARD OF A PSC

Award boosts gas infrastructure utilisation to meet growing Peninsular demand

Overview

- Awarded a 65% participating interest (PI) and operatorship in PKNB Cluster PSC by PETRONAS
- Remaining share is held by Petronas Carigali Sdn Bhd
- Effective date of the PSC is 1 July 2024, with a contract duration of 24 years
- Four fields (Pertang, Kenarong, Noring, Bedong) in shallow waters offshore east coast of Peninsular Malaysia, within tie-back distance of PM3 CAA
- First gas expected in CY2028 from the Pertang and Kenarong fields
- Total of 16 wells are planned to be drilled to develop the four fields, connected to three future platforms

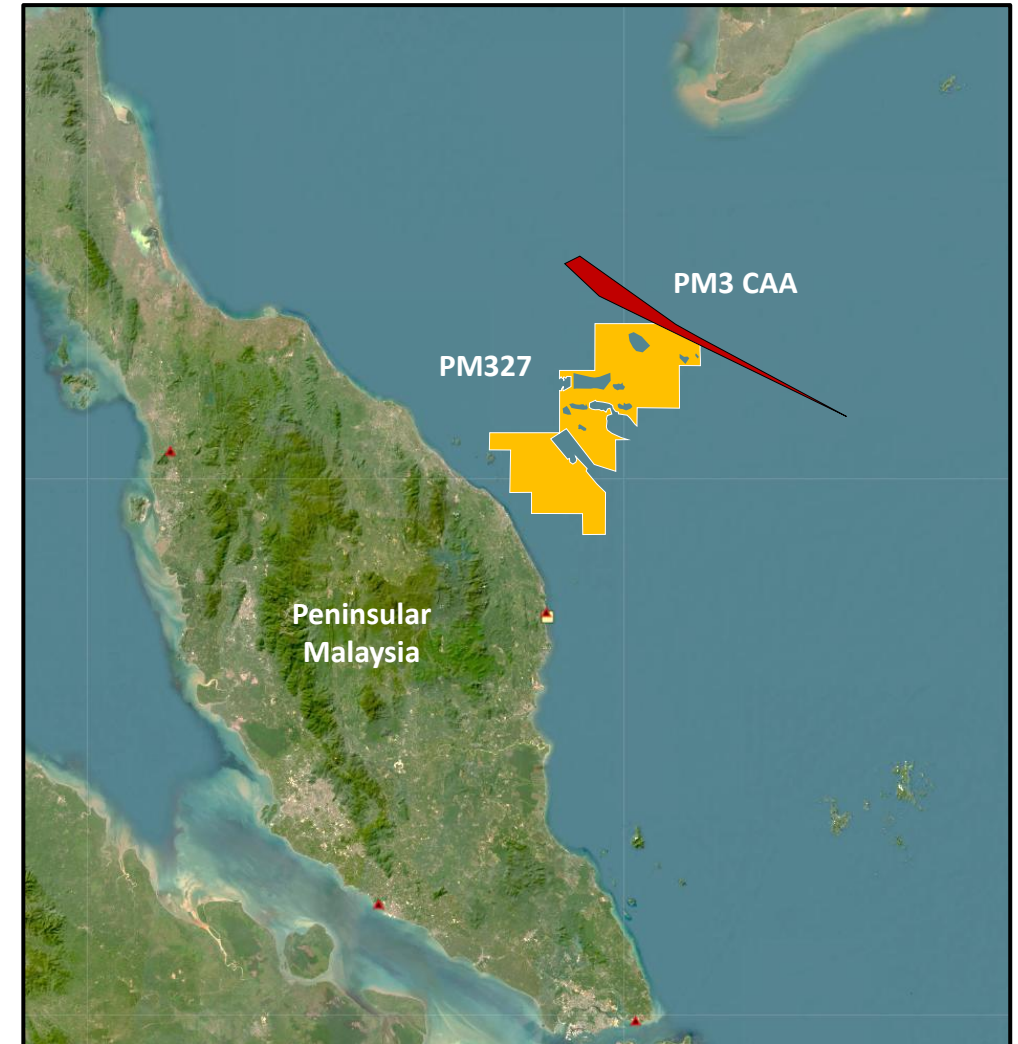


PM327 PSC FARM-IN

One of the largest exploration blocks offshore Peninsular Malaysia

Overview

- Signed a farm-in arrangement with Petronas Carigali Sdn Bhd for 30% interest, pending regulatory approvals and fulfilment of conditions precedent
- Offered as part of the Malaysia Bid Round 2022, awarded to PETRONAS Carigali and E&P Malaysia Venture Sdn Bhd in 2023
- 28-year PSC duration
- Covers an area of more than 12,500 square kilometres, with water depths ranging between 20 to 75 metres
- Exploration activities have commenced since 2023 and the program includes the acquisition of new 3D seismic, reprocessing existing seismic data and the phased drilling of exploration wells





ESG INITIATIVES



Alignment with the United Nations' Sustainable Development Goals (UN SDG)

ENVIRONMENTAL

Portfolio Resilience

Increasing Natural Gas Reserves

Decarbonisation

Decarbonise high emitting Peninsula assets



SOCIAL

Occupational Safety

Zero Fatality and zero Lost Time
Injury Frequency

Local Job Creation

99% Malaysian employees

Community Investment

Over RM1 million spent for CSR Initiatives
benefitting 46,556 beneficiaries for FY2024



GOVERNANCE

Strong Risk Management

Constituent of FTSE4Good Bursa Malaysia Index
and FTSE4Good Bursa Malaysia Shariah Index

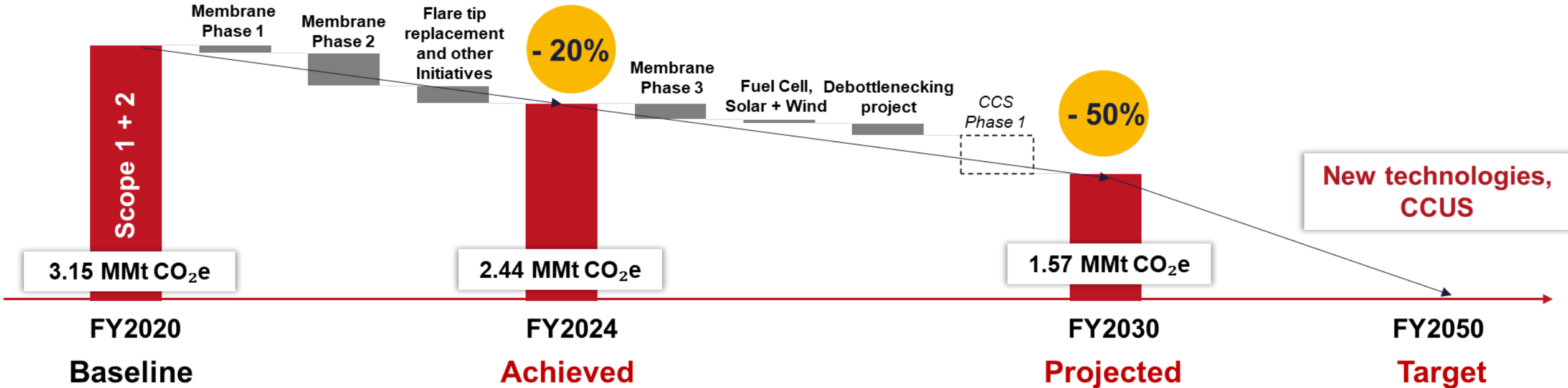
Robust Corporate Governance

Member of Bursa's Green Lane Policy



TRANSITIONING TOWARDS NET ZERO 2050

Target to reduce 50% of GHG Scope 1 and 2 Emissions by FY2030



- ❑ **Malaysia and Vietnam** : emissions reduction being addressed in PM3-CAA area, North Sabah and Kinabalu
 - Material methane reduction through Membrane Phase 2; collaboration with PETRONAS on Fuel / Combustion efficiency
 - Plan to meet OGMP* 2.0 Level 4 by 2027
- ❑ **Anasuria**
 - An Emissions Reduction Action Plan (ERAP) being developed
 - New engine and installed air filtration system for Anasuria FPSO



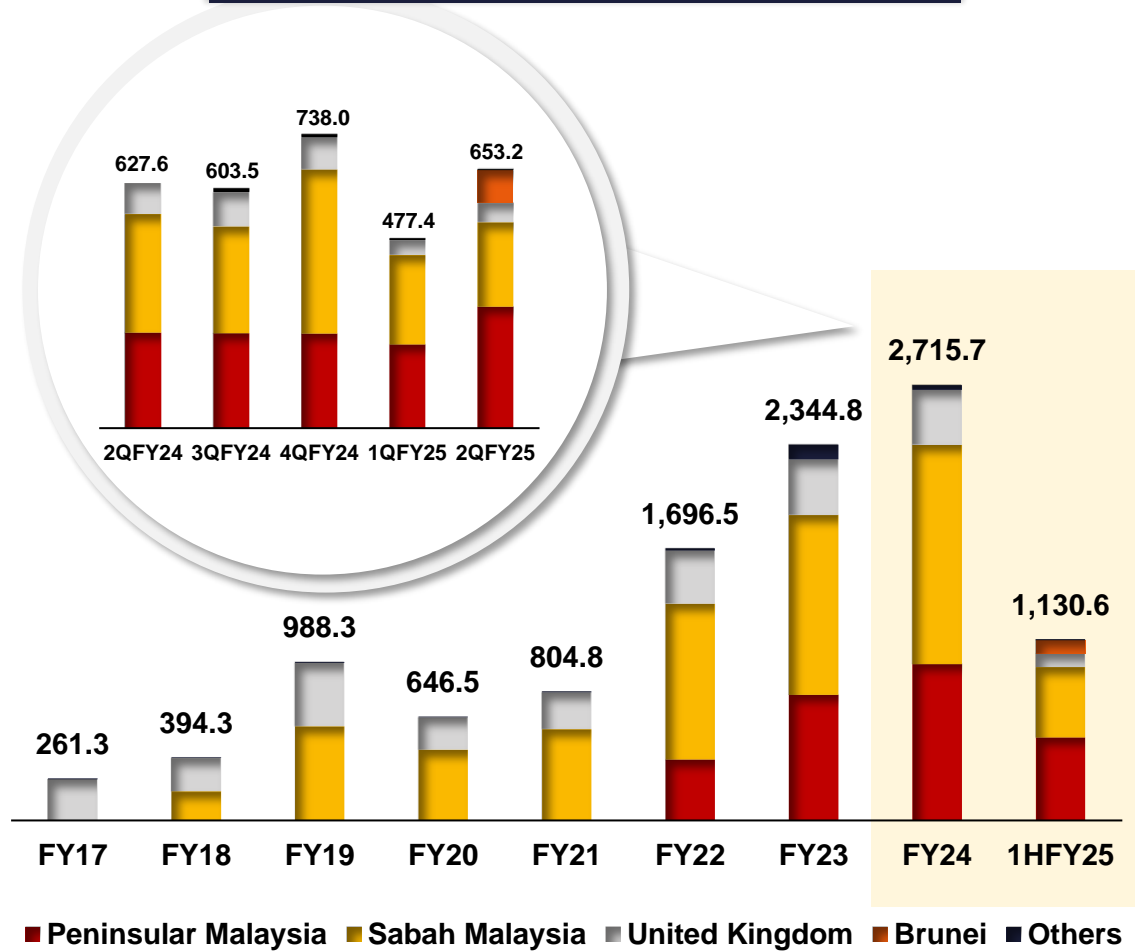
FINANCIAL HIGHLIGHTS



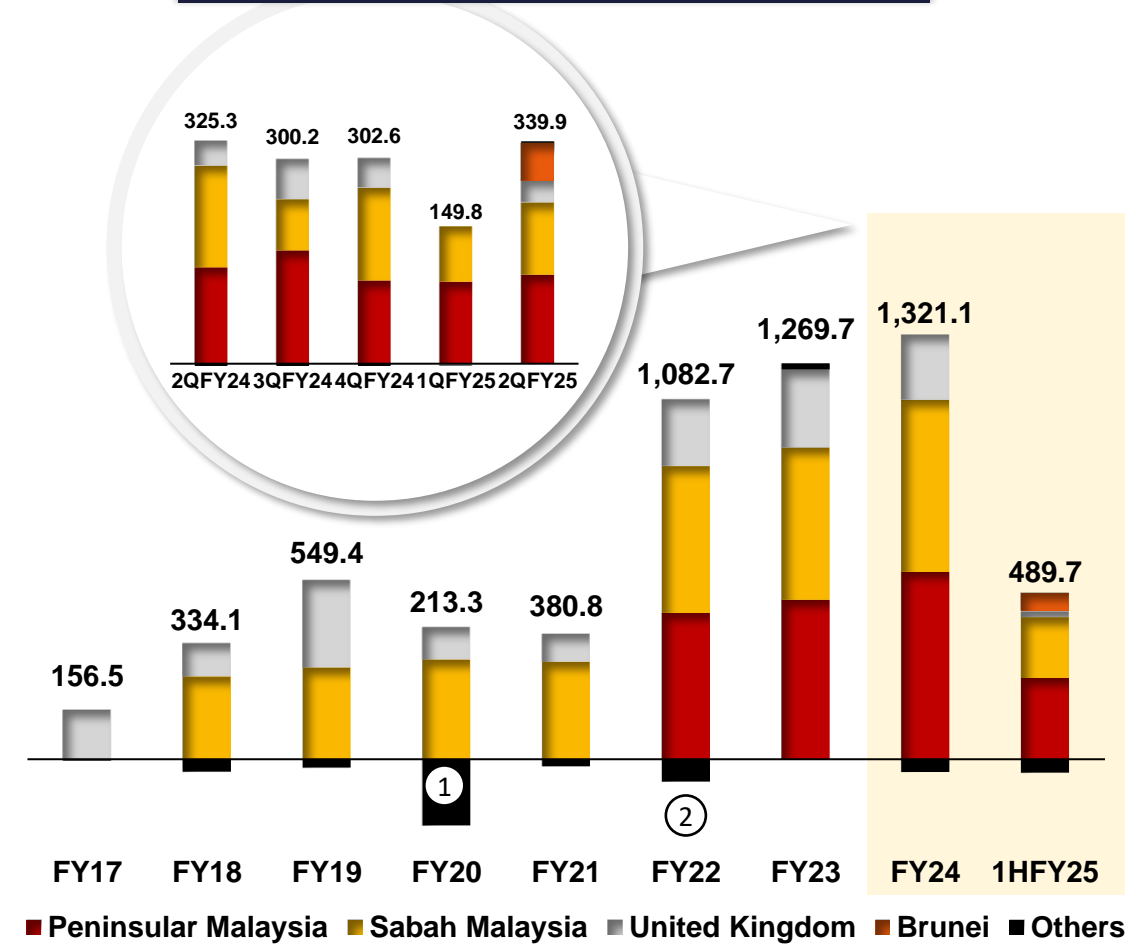
SEGMENTAL P&L HIGHLIGHTS

Consistent annual and sequential growth in topline and profitability

Revenue (RM million)



EBITDA (RM million)



1. RM183.5m one-off provision for impairment (Australia)
 2. RM44.9m one-off provision for impairment (Australia)

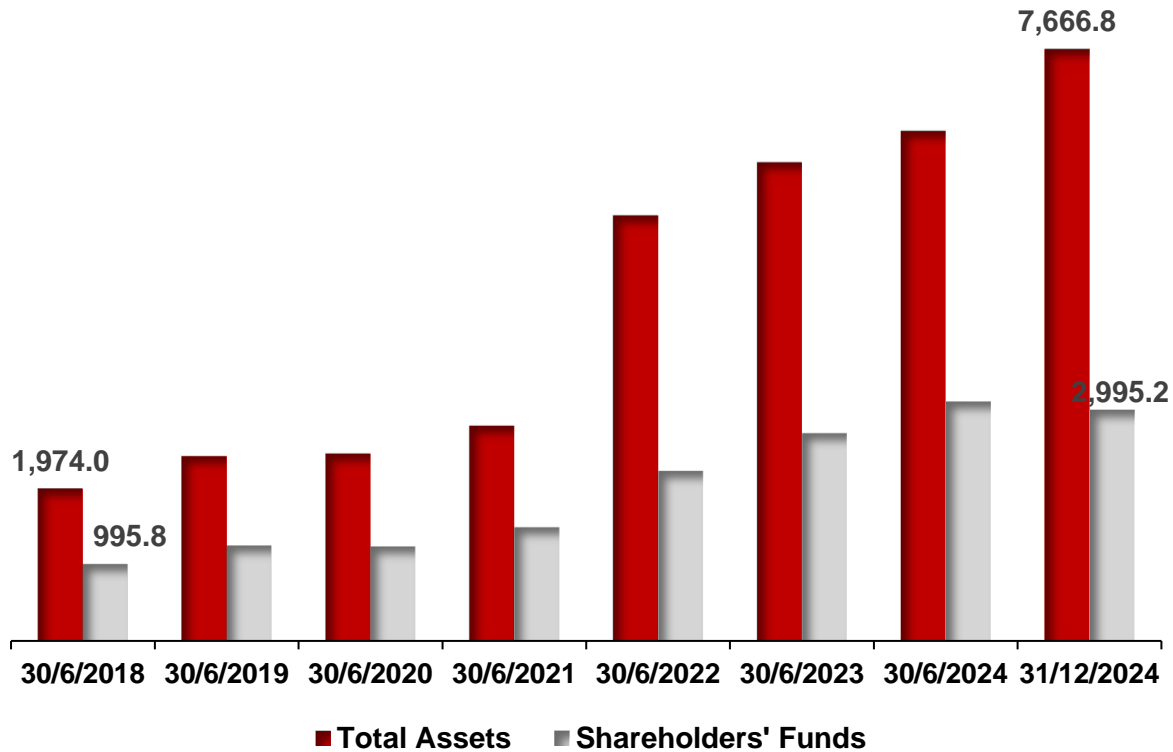
* Others: Vietnam & Australia segments, Investment holding and Group activities

BALANCE SHEET OVERVIEW

Robust balance sheet on the back of growing unrestricted cash balance and total assets

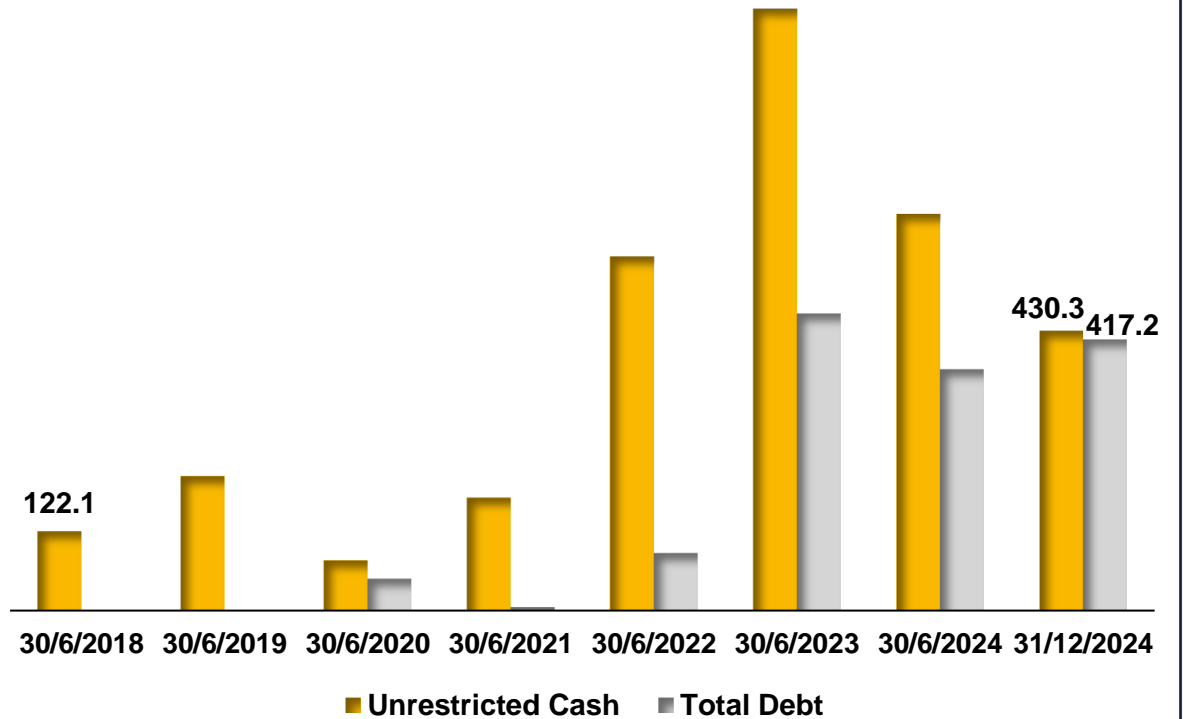
Total Assets and Shareholders' Funds (RM million)

Total Assets and Shareholders' Funds expanded on the back of sustainable retained earnings



Unrestricted Cash and Total Debt (RM million)

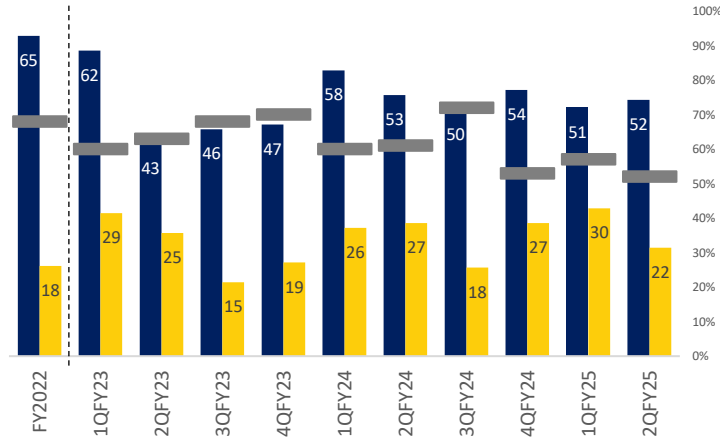
Healthy net cash position to support CAPEX needs and leverage on debt to finance strategic acquisitions and exploration activities



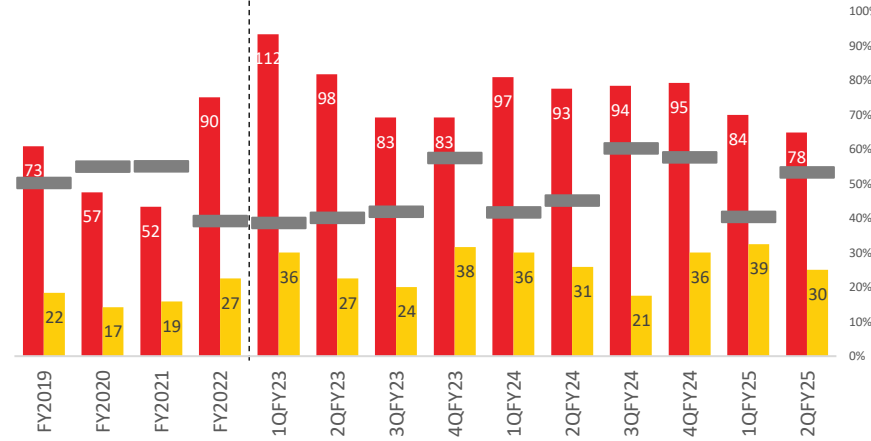
STILL MAINTAINING ROBUST EBITDA MARGINS

- Proven track record in navigating downturns
- Operational control over assets gives us flexibility to adapt expenditures

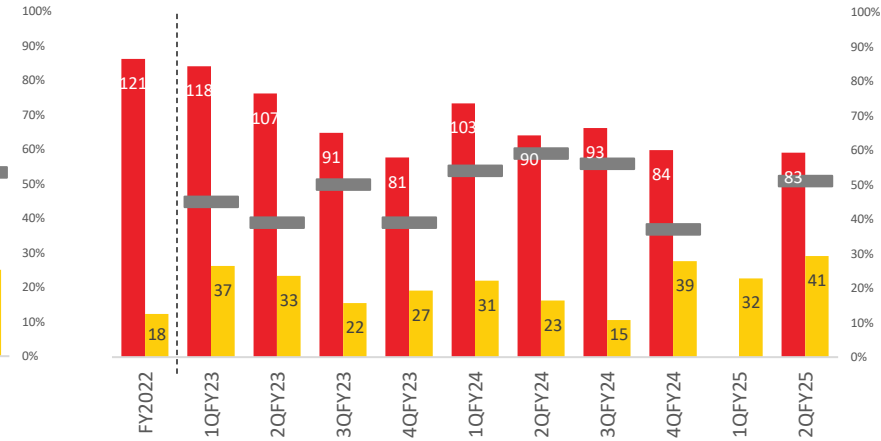
PM3 CAA



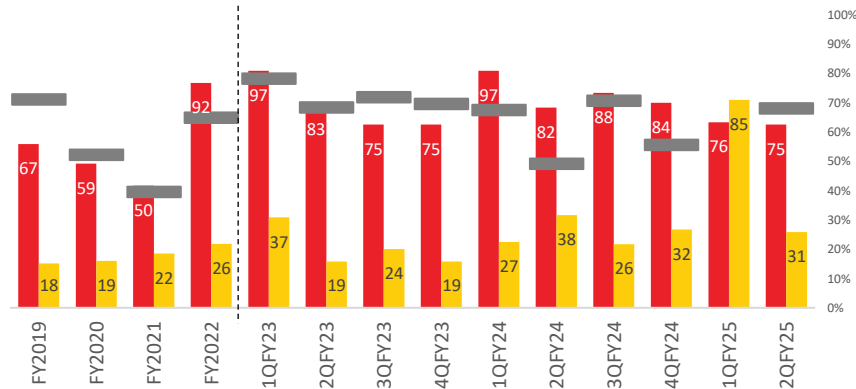
NORTH SABAH



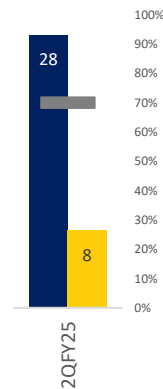
KINABALU



ANASURIA



BLOCK B MLJ



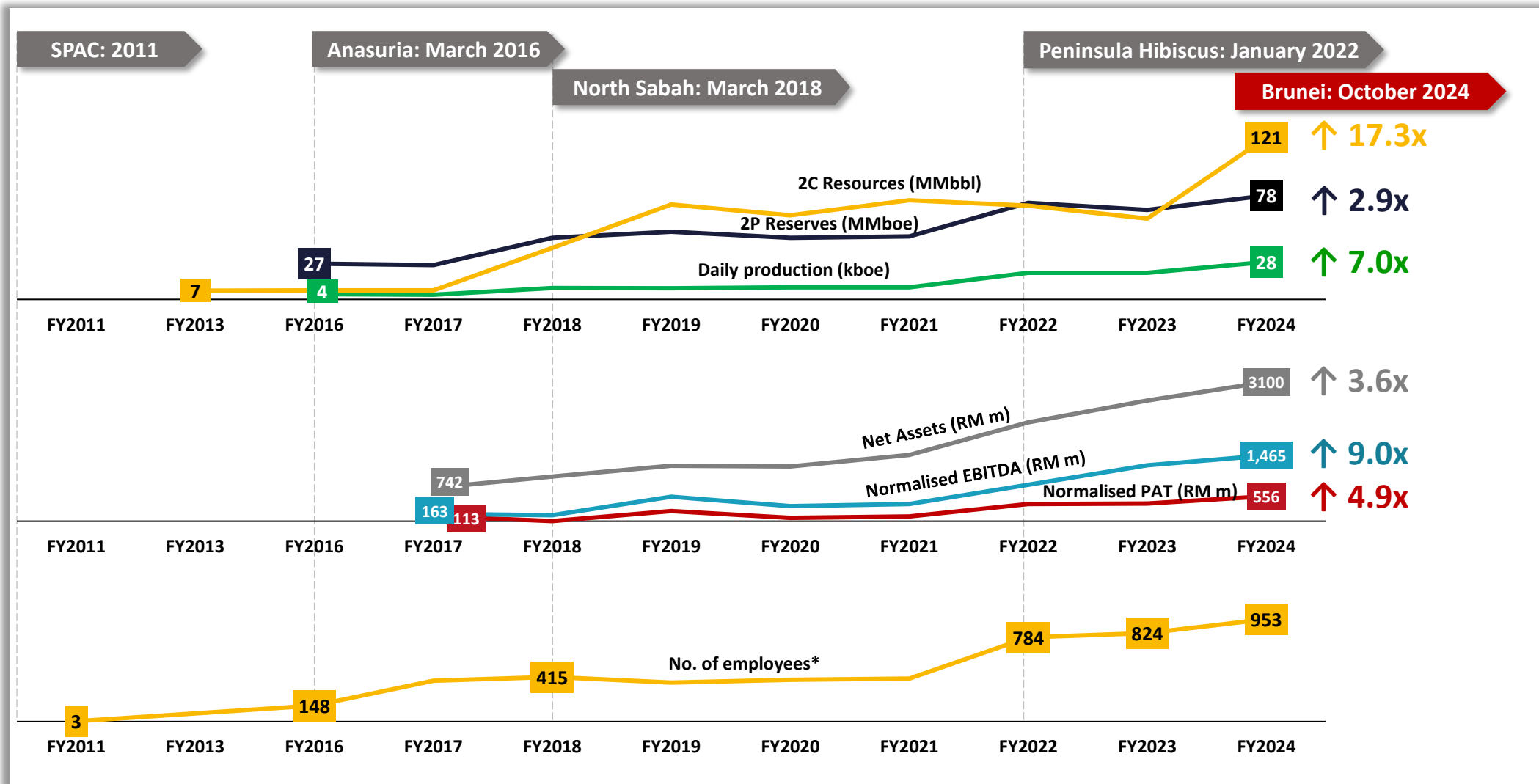
1. North Sabah's EBITDA margin in 3Q FY2024 and 4Q FY2024 exclude the write-offs of well exploration costs amounting to RM78.9 million and RM3.7 million respectively
2. Kinabalu's EBITDA margin in 4Q FY2024 excludes provision for impairment of RM61.0 million
3. Anasuria incurred an LBITDA in the Preceding Quarter
4. Average OPEX per boe is computed based on net production and net development OPEX divided by net oil, condensate and gas production
5. Net OPEX per boe is computed as follows:

$$\frac{\text{Net production} + \text{net development OPEX (based on working interest)}}{\text{Net oil, condensate and gas production (based on net entitlement)}}$$
6. PM3 CAA's average realised oil, condensate and gas price is the weighted average realised price of both oil and condensate offtakes and gas sales in the respective financial quarter. The Anasuria Cluster's average realised oil price does not include gas prices as gas production in the Anasuria Cluster is not material

■ Average realised oil, condensate and gas price (USD/boe) ■ Average realised oil price (USD/bbl) ■ Net OPEX per bbl (USD/bbl) – EBITDA margin(%)

GROUP PERFORMANCE

Multifold growth since 2016



*Includes permanent and contract staff only

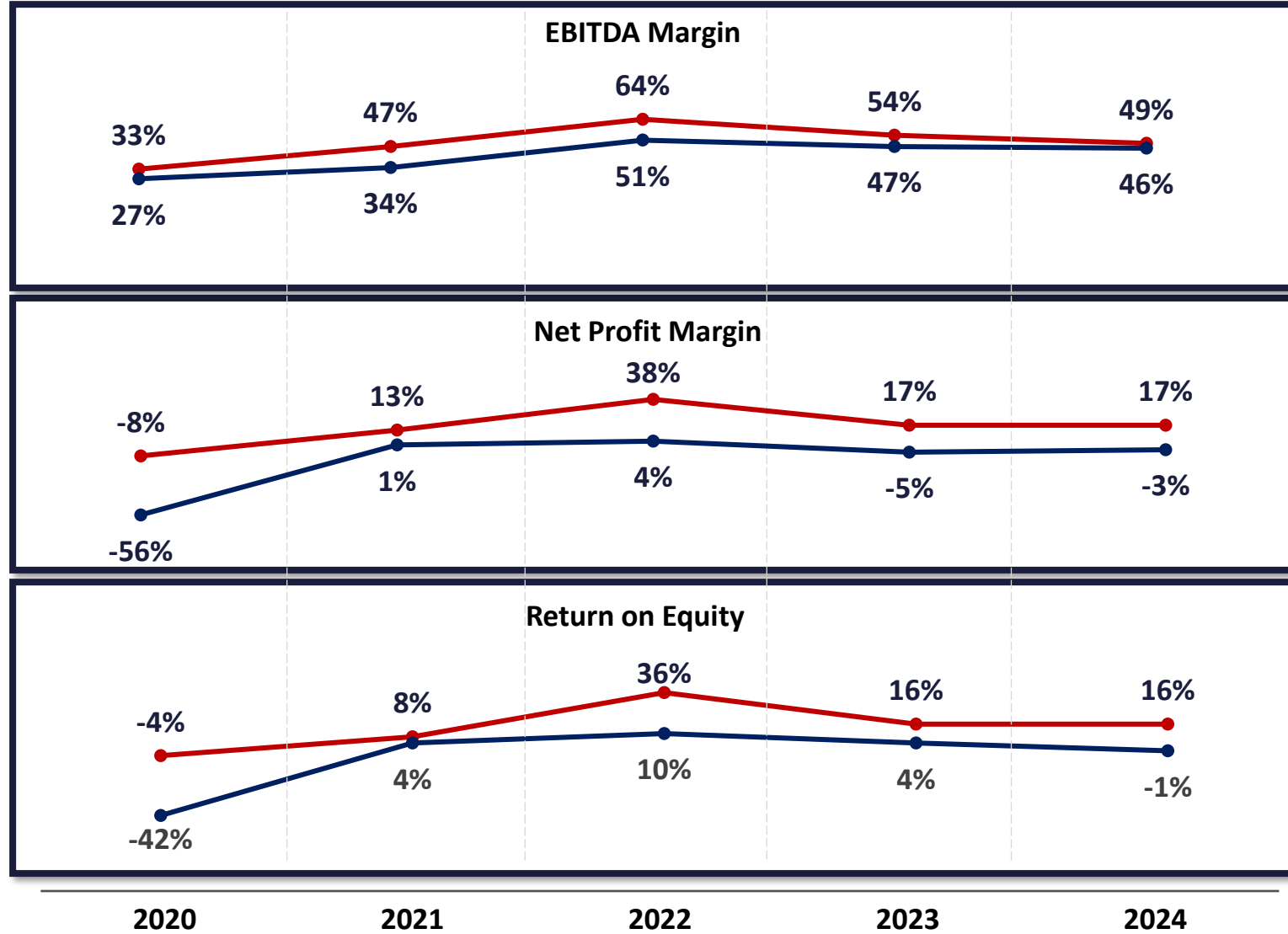
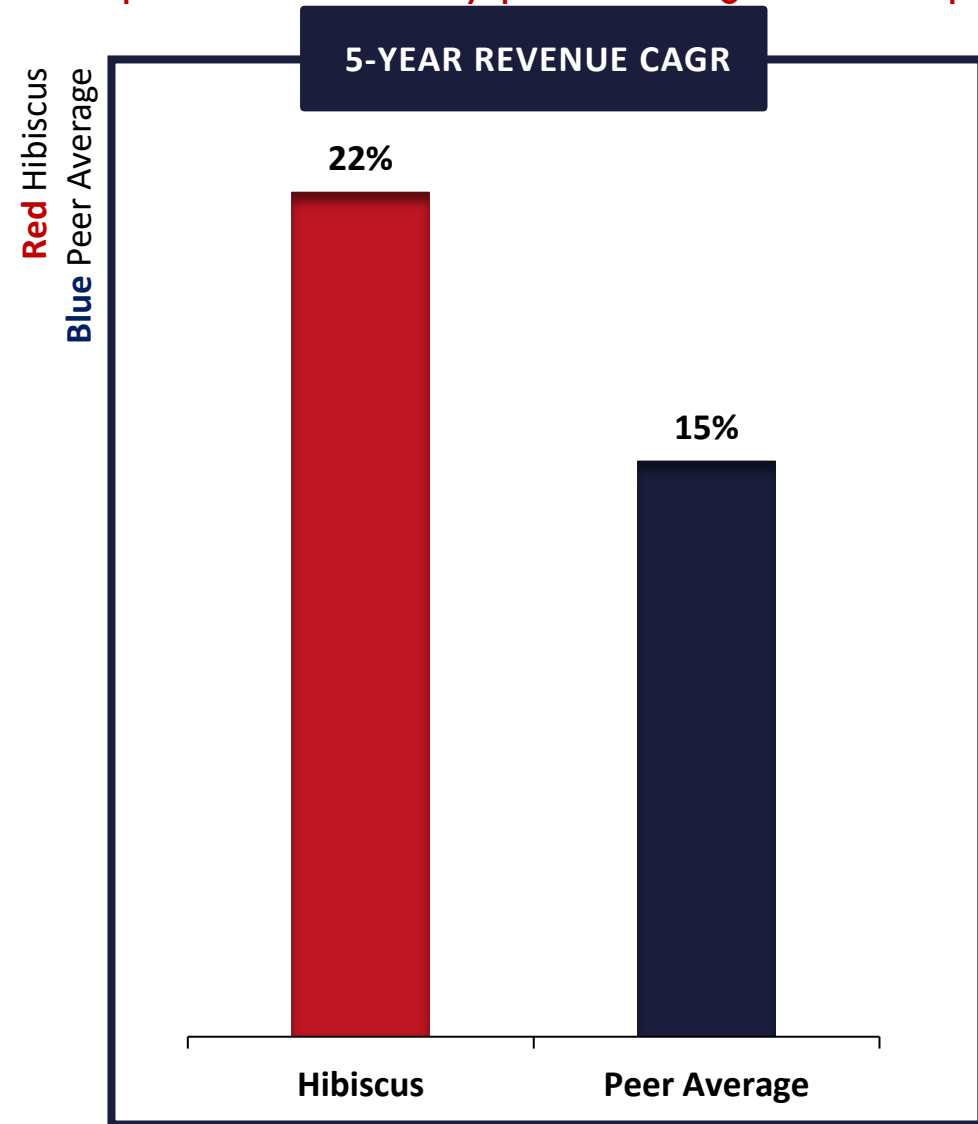


PEER COMPARISON



WE HAVE OUTPERFORMED OUR PEERS

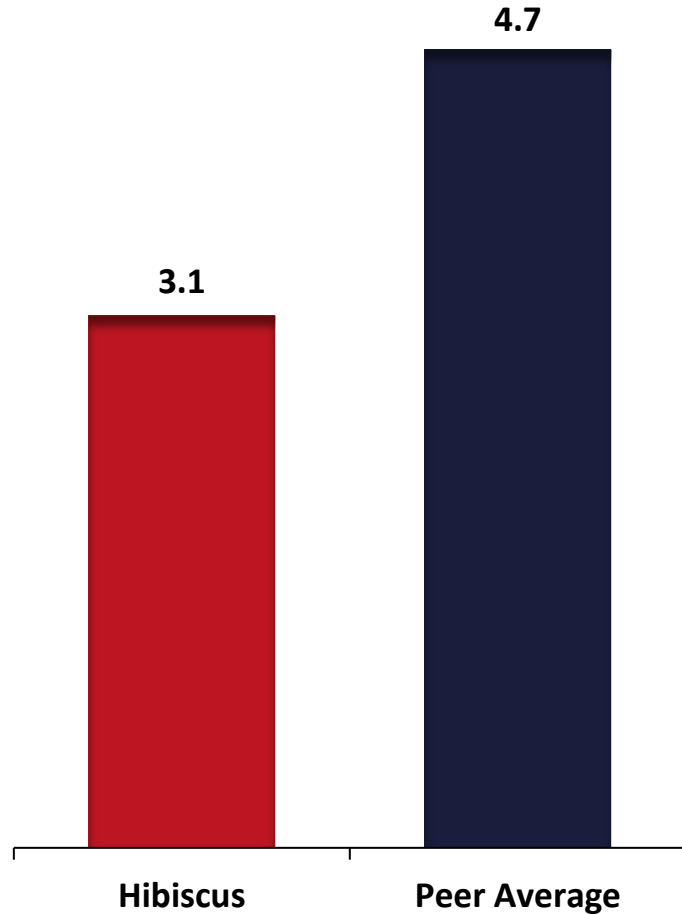
Outperformed industry peer average over the past 5 years



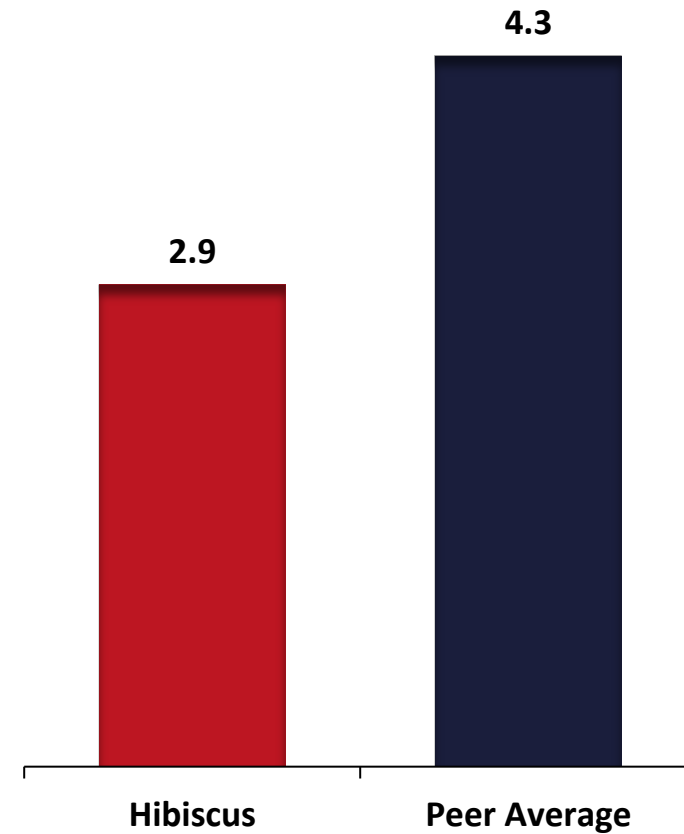
OUR VALUATIONS HAVE UPSIDE POTENTIAL

Our valuations do not reflect our fundamentals

OIL & GAS VALUATION METRIC: EV/2P

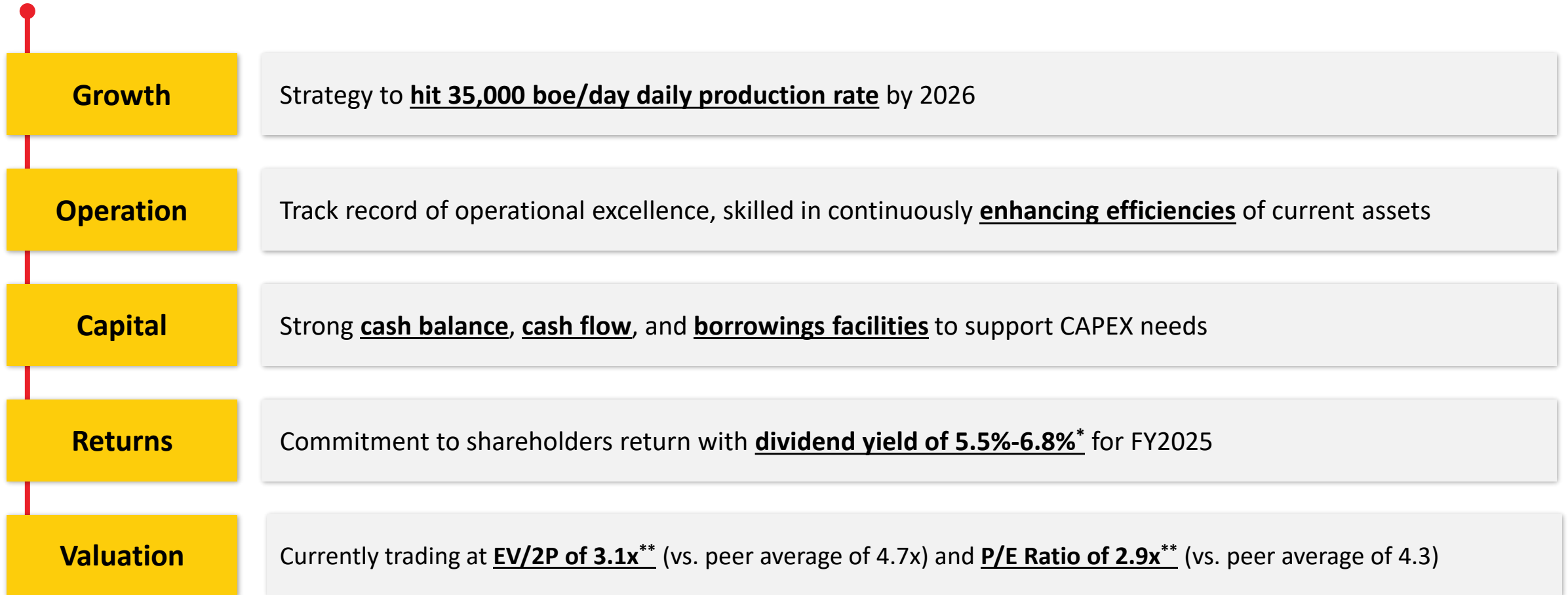


STANDARD VALUATION METRIC: P/E



INVESTMENT MERITS

Growth target supported by untapped resources and strong capital position to support development



*As of 14 April 2025

**Source: Bloomberg and respective peer companies' latest presentations as of 14 Apr 2025 | Trailing 12-month basis | Hibiscus figures based on actual results



THANK YOU

For more information, please contact faq@hibiscuspetroleum.com



OVERVIEW OF NORTH SABAH PSC

Asset includes the Labuan Crude Oil Terminal which processes 50K oil barrels per day



Production Offshore Sabah, Malaysia

4
Producing fields

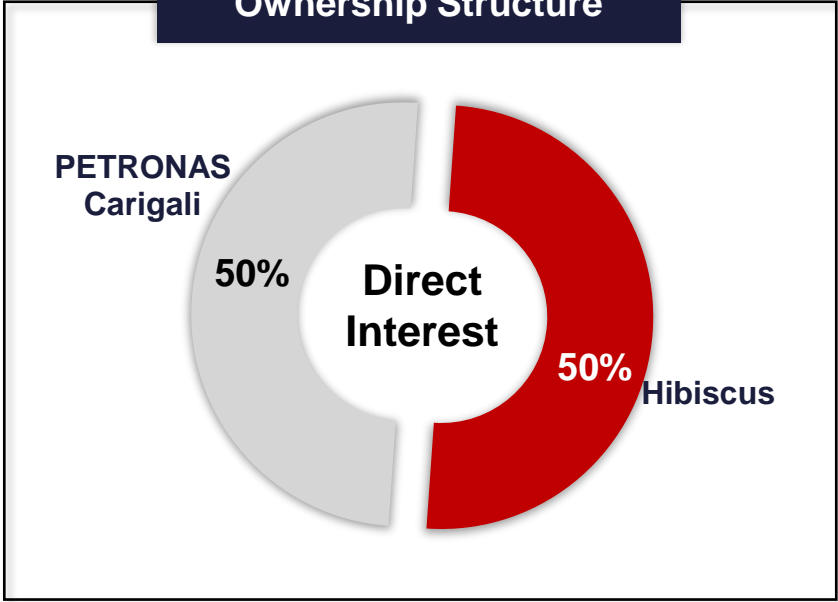
1979
Production Start Date

2040
PSC expiry

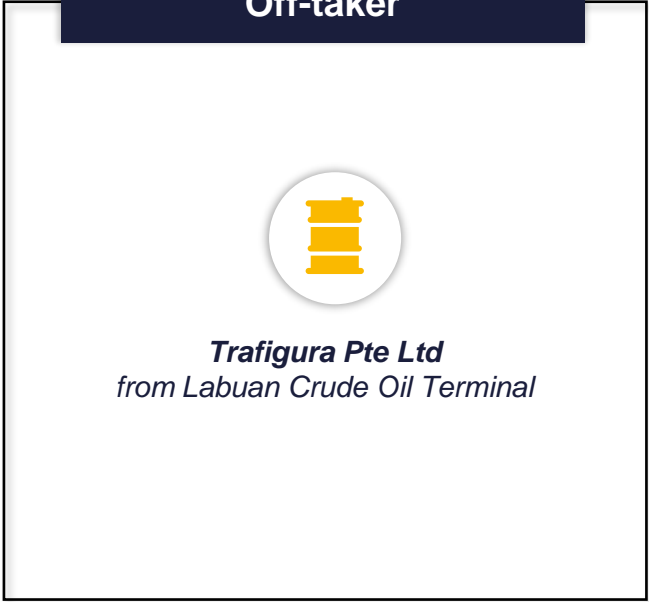
18.4 MMbbl
Net 2P Oil Reserves

8.9 MMbbl
Net 2C Oil Resources

Ownership Structure



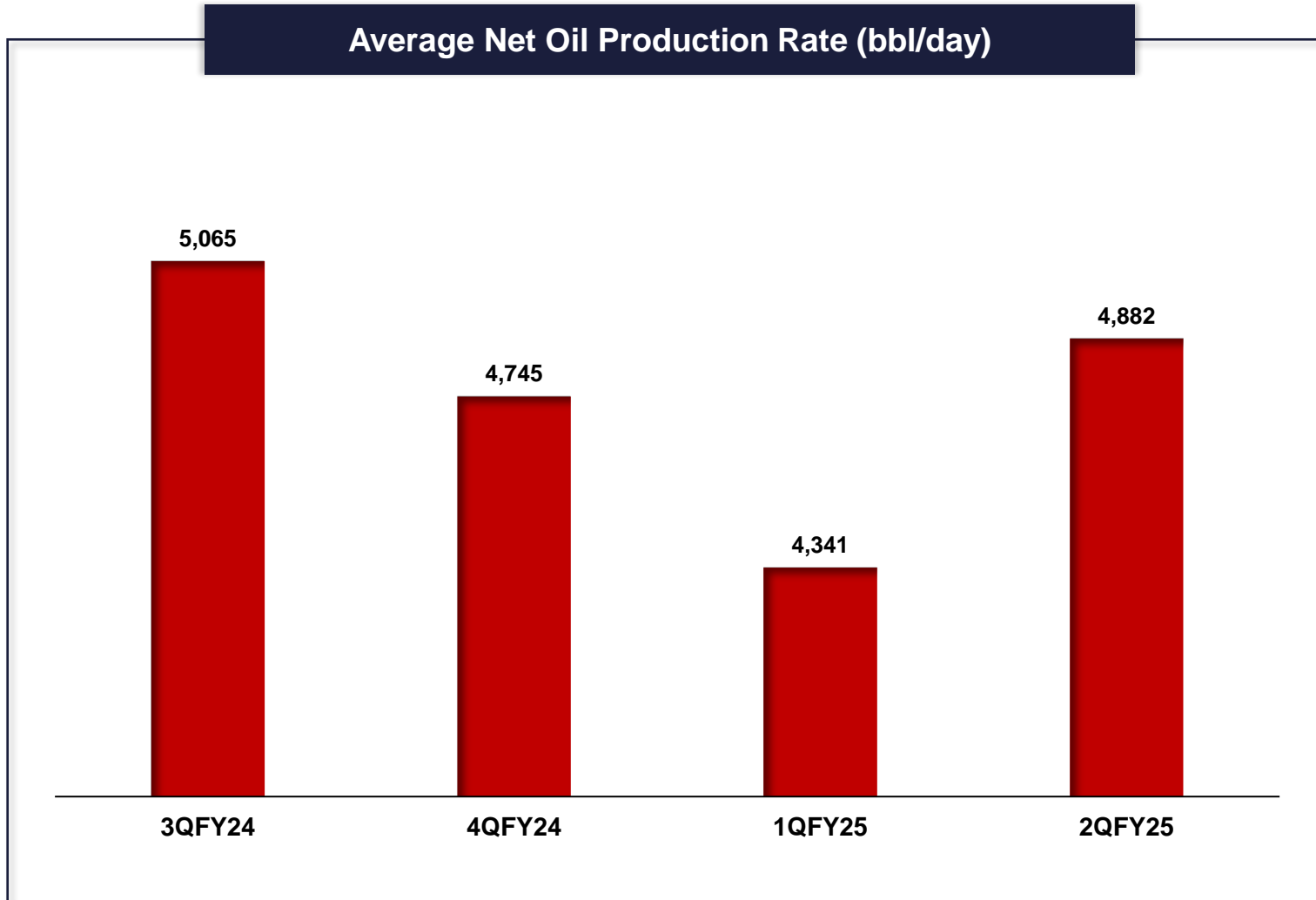
Off-taker



North Sabah
Kinabalu
PM3 CAA
Vietnam
United Kingdom
Australia
Brunei Darussalam

NORTH SABAH PSC

Completion of near-field drilling campaign at South Furious



Near-Field Drilling Campaign

South Furious Ungu Well

- Lab analysis on collected hydrocarbon sample for South Furious Ungu is expected to be completed by early 2025.

South Furious Ungu ST Well & South Furious Merah Well

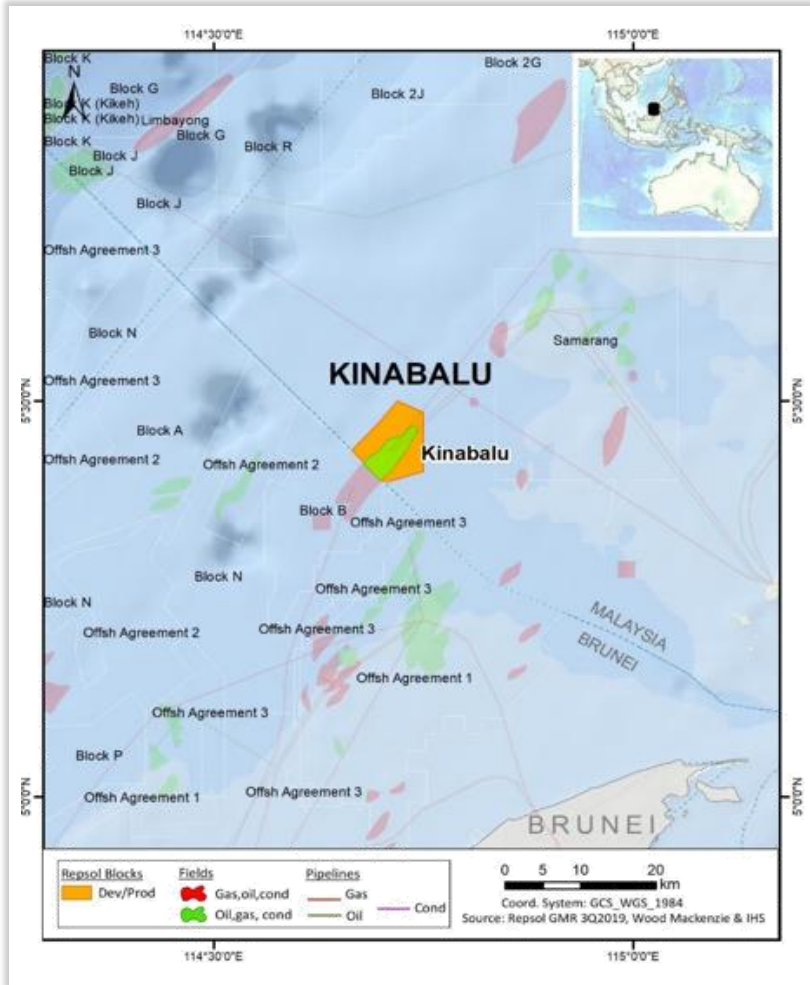
- Hydrocarbon volumes did not achieve commercially viable economic thresholds.

SF30 Water Flood Phase 2

- Drilling of 6 water injectors and 5 oil infill wells at the South Furious 30 field in CY2024/2025.
- First oil achieved on 31 October 2024.

OVERVIEW OF KINABALU PSC

Low-cost liquids producing asset with ongoing redevelopment projects; close proximity with North Sabah



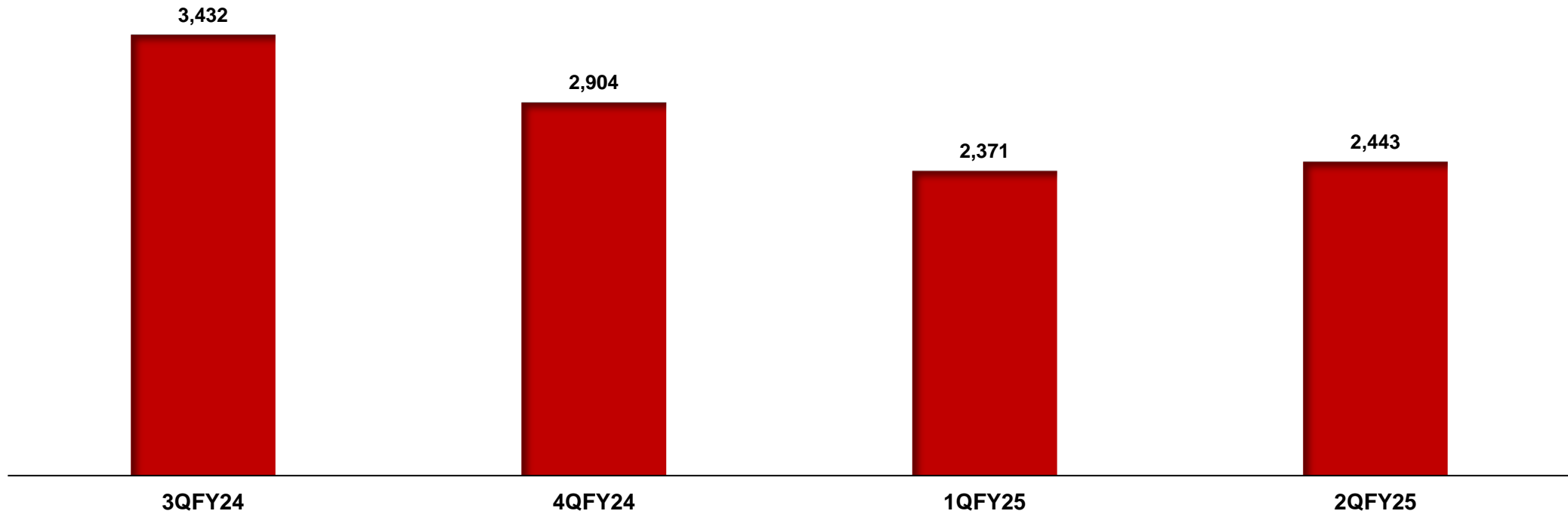
Production Offshore Sabah, Malaysia

3 <i>Producing fields</i>	1997 <i>Production Start Date</i>	2032 <i>PSC expiry</i>	6.4 MMbbl <i>Net 2P Oil Reserves</i>
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<h3>Ownership Structure</h3> <p>PETRONAS Carigali 40%</p> <p>Hibiscus 60%</p> <p>Direct Interest</p>	<h3>Off-taker</h3> <p>PETCO Trading Labuan Company Ltd <i>from Labuan Crude Oil Terminal</i></p>
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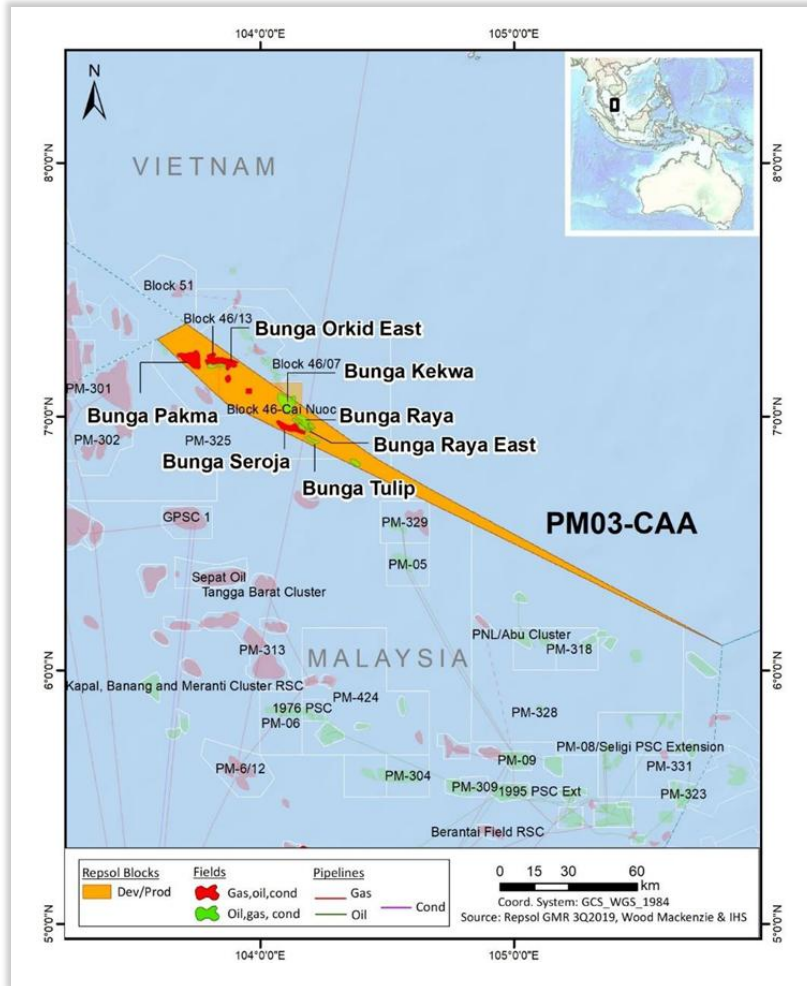
Average Net Oil Production Rate (bbl/day)

KNWD-18 (First Oil in Aug 2023) and KNWD-08ST1 (First Oil in Oct 2023) infill wells producing well above targets



OVERVIEW OF PM3 CAA PSC

A low-cost producing asset with long production history; possesses material future developments



Production Offshore within Malaysia-Vietnam CAA

7
Producing fields

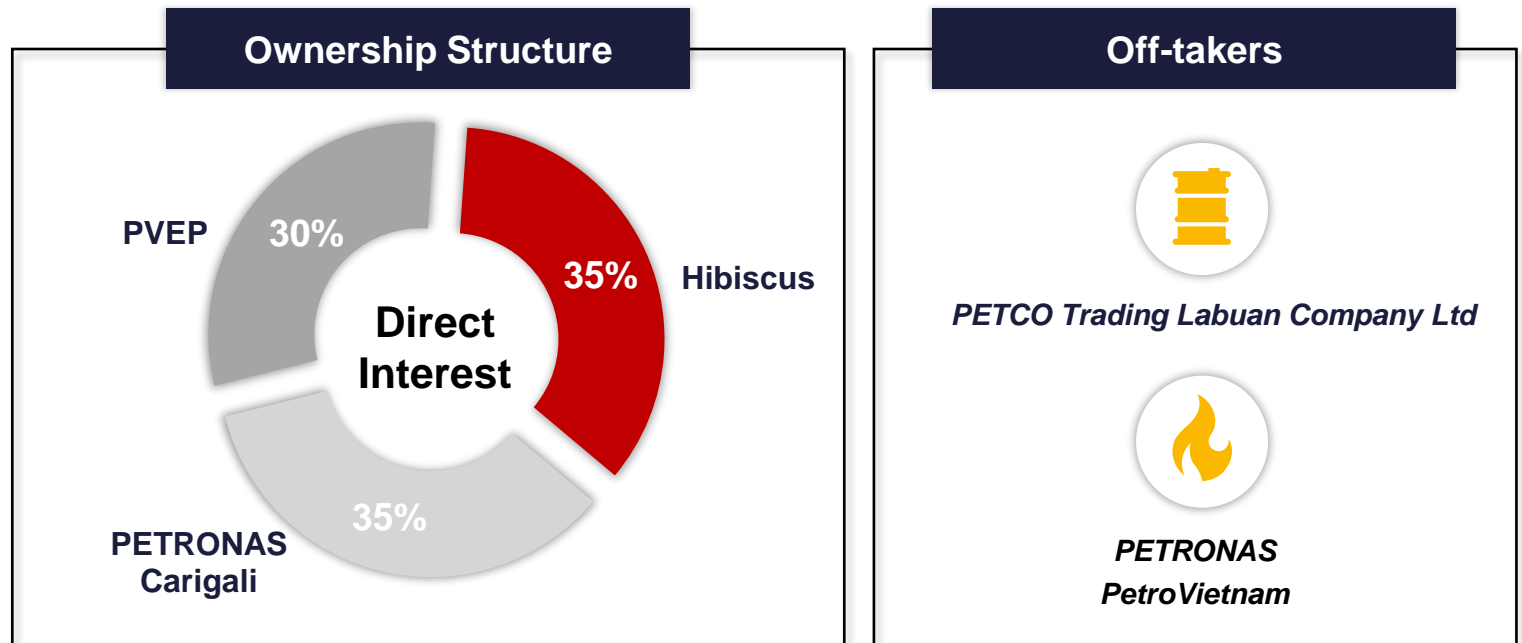
1997
Production Start Date

2047
PSC expiry

2
Exploration fields

3.1 MMbbl
Net 2P Oil Reserves

49.0 Bscf
Net 2P Gas Reserves

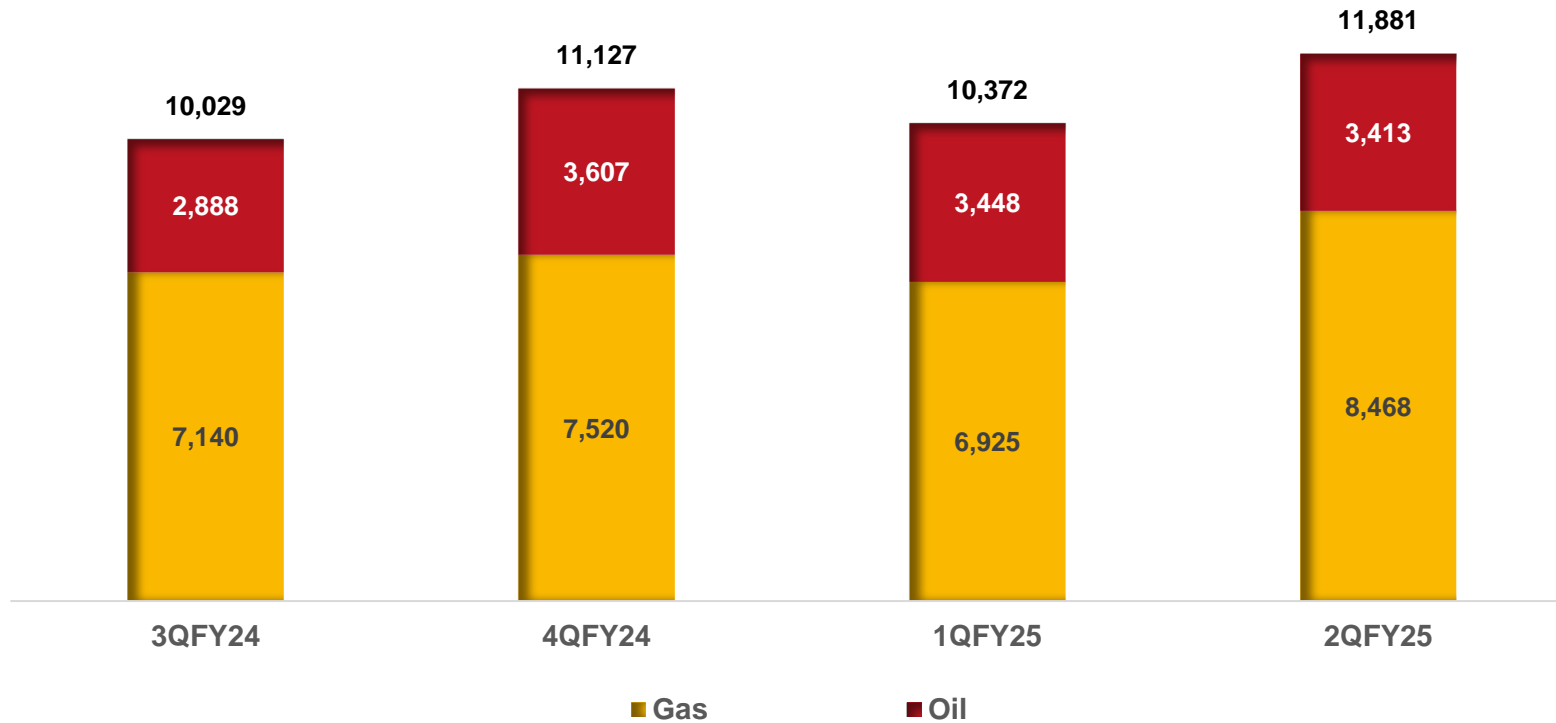


PM3 CAA PSC

Stable gas lift operations and successful well work activities

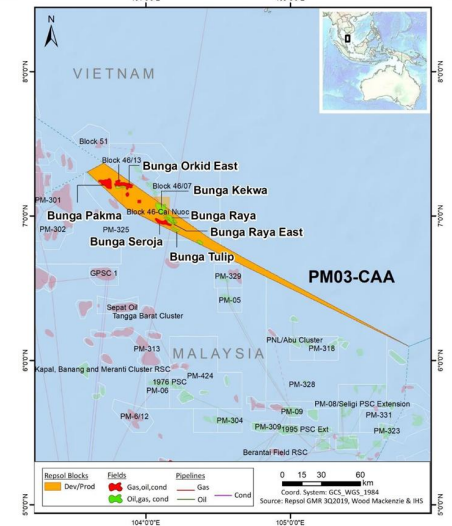
Average Net Oil and Gas Production Rate (boe/day)

Sustained oil production from the H4 reservoir, stable gas lift operations, and successful well work activities in PM3 South



Licence Granted Under Enhanced PSC & UGSA Terms

- PSC expiry (at the time of acquisition): 2027; PSC previously extended from 2018 to 2027
- Granted a 20-year continuation in April 2025 under enhanced PSC and UGSA terms



OVERVIEW OF BLOCK 46 CAI NUOC PSC

Producing field is tied back to PM3 CAA's facilities with potential to unlock undeveloped Hao Mai field



Production Offshore Malaysia-Vietnam

1
Producing field

2003
Production Start Date

2027
PSC expiry

1
Development field

0.2 MMbbl
Net 2P Oil Reserves

Ownership Structure

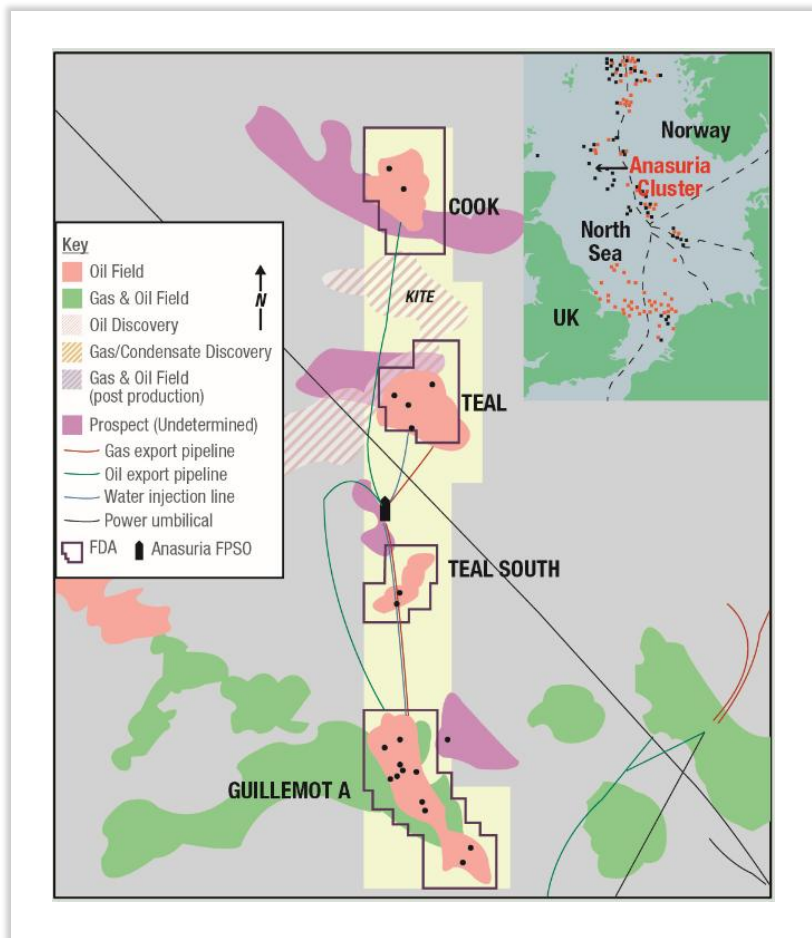
Direct Interest

Off-taker

PetroVietnam Exploration Production Corporation Ltd

OVERVIEW OF ANASURIA CLUSTER

Prominent location in the North Sea



Production fields in the UK sector of the North Sea

4 <i>Producing fields</i>	1996 <i>Production Start Date</i>	2035 <i>Economic Life</i>	15.9 MMbbl <i>Net 2P Oil Reserves</i>
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Effective Ownership

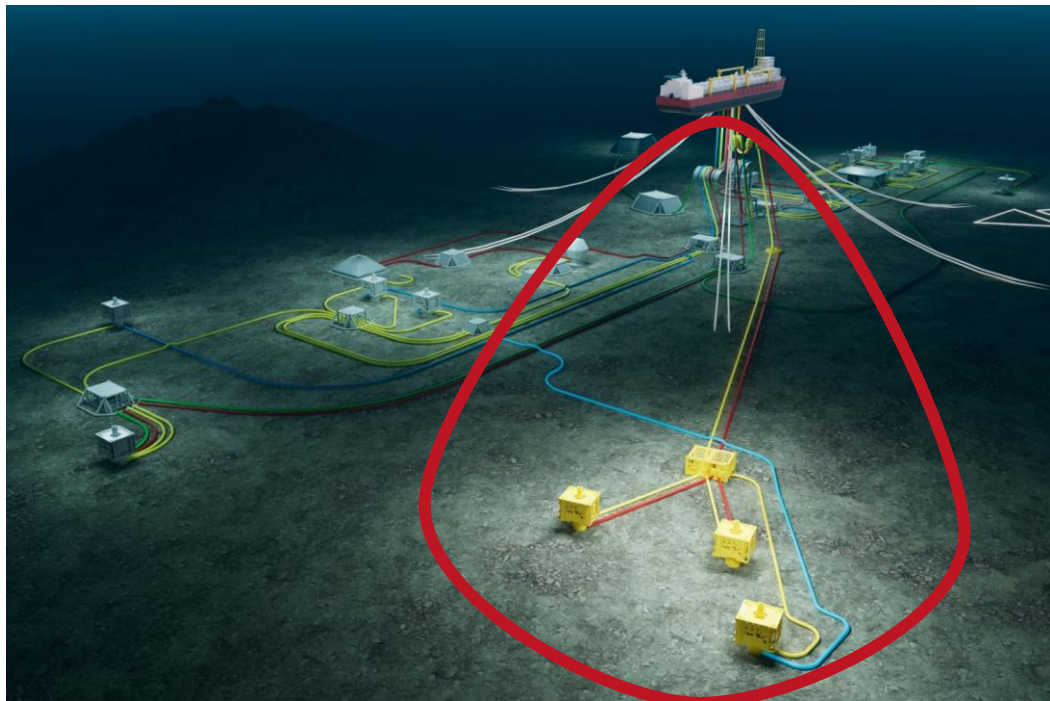
Asset Name	Asset Type	Hibiscus' Stake
Guillemot A	Producing Field	50.0%
Teal	Producing Field	50.0%
Teal South	Producing Field	50.0%
Cook	Producing Field	19.3%
Anasuria FPSO	FPSO	50.0%

Marketing Agreement with

BP Oil International Limited

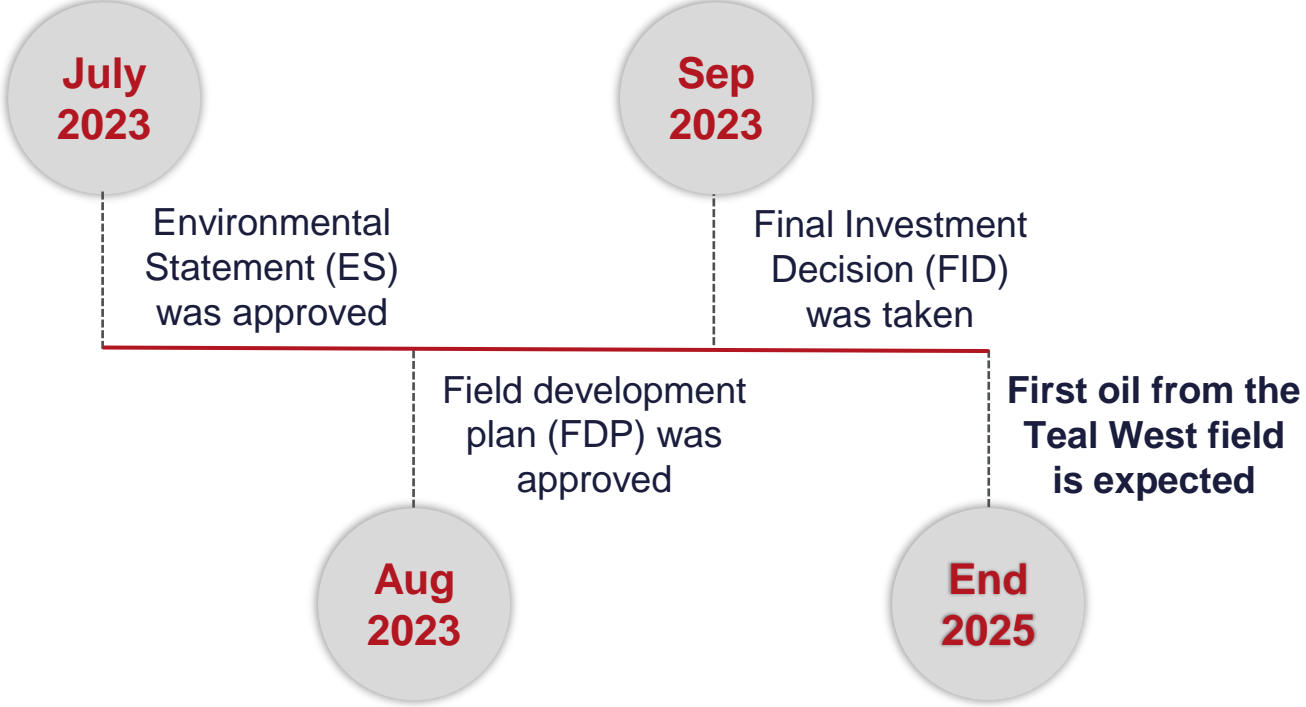
FURTHER OPPORTUNITIES AT THE ANASURIA CUSTER

Strong growth opportunities through our 100% owned development asset – Teal West



Teal West Tie-back to Anasuria FPSO

Exciting Tie back opportunity in Teal West



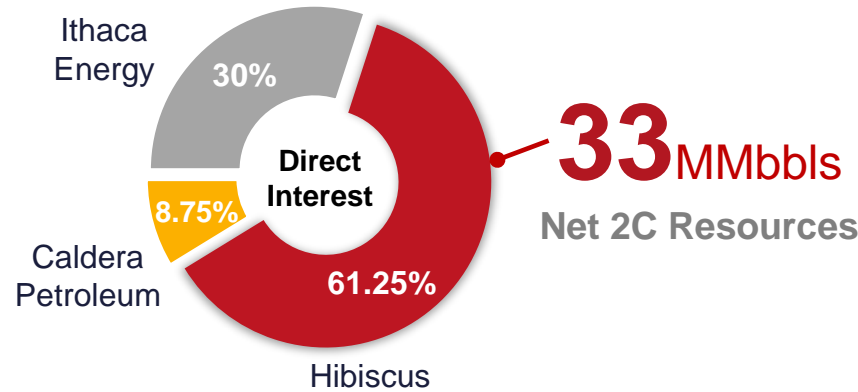
POTENTIAL GAME CHANGER DEVELOPMENT ASSETS IN THE UK

Marigold and Sunflower fields – First oil expected in 2028

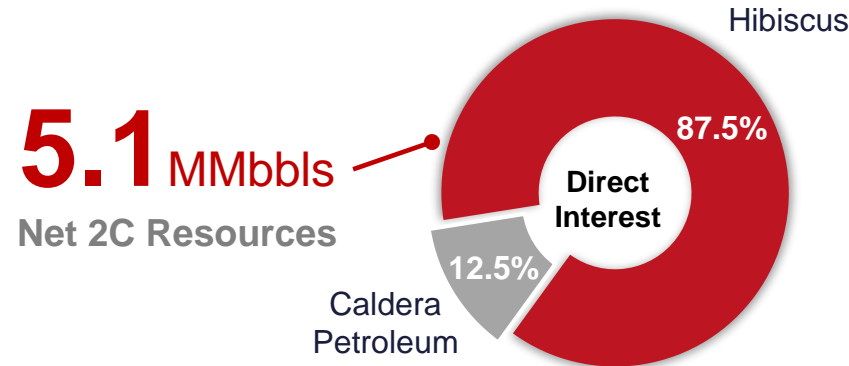
Marigold and Sunflower are located north-east of Aberdeen, UK



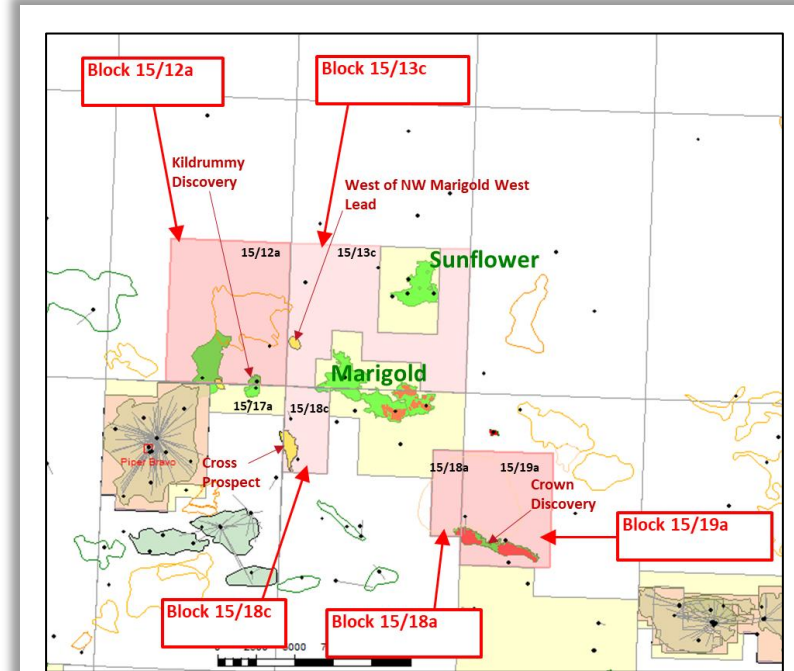
Marigold Asset



Sunflower Asset



Future Opportunities around Marigold: Kildrummy and Crown Discoveries

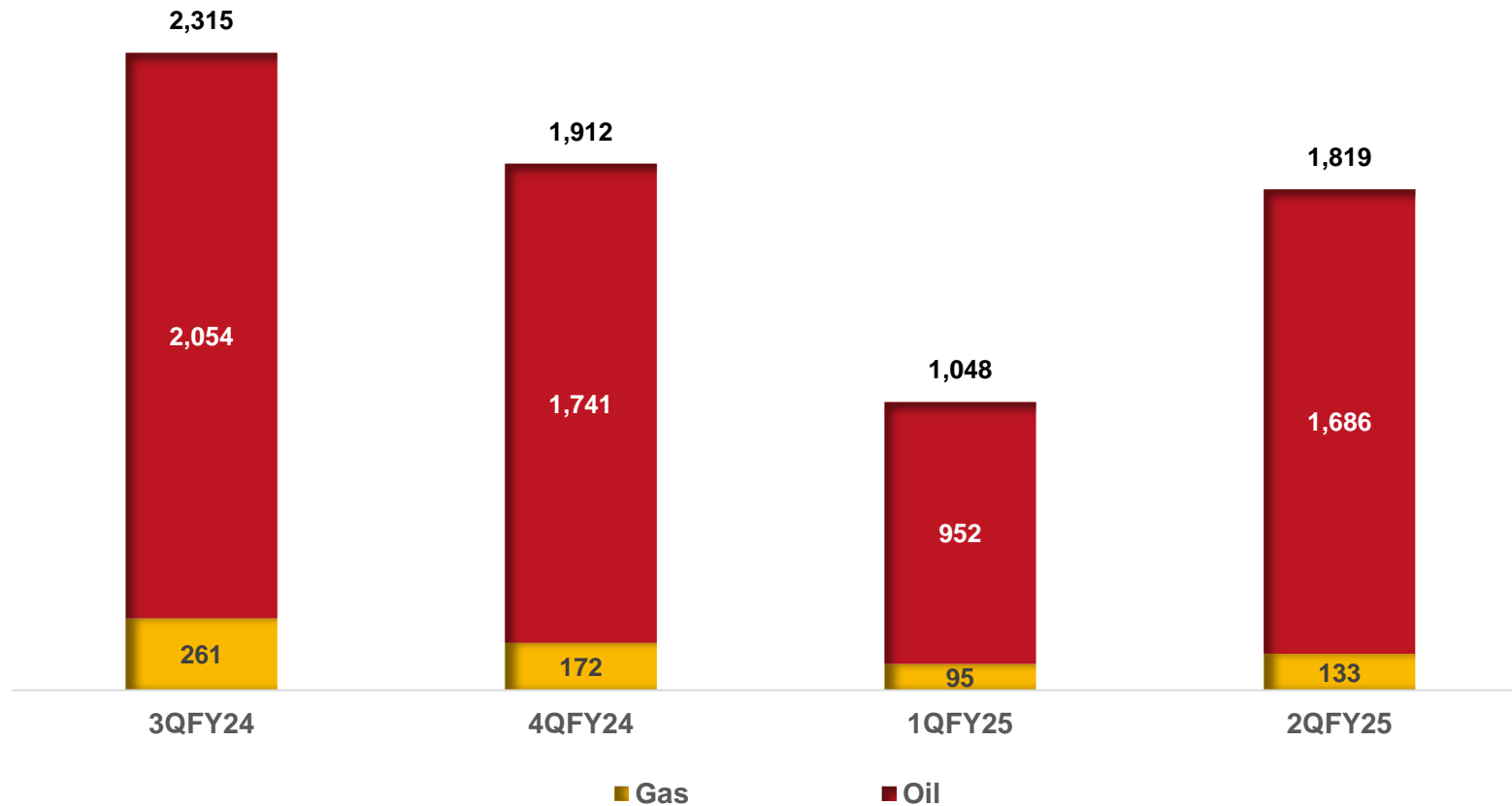


Strong tieback candidates will open up opportunities to aggregate 2C resources at a competitive price per barrel

ANASURIA CLUSTER

Teal West to produce First Oil by end-CY2025

Average Net Oil and Gas Production Rate (boe/day)



Teal West

- Subsea tie-back installation expected in second-half of CY2025.
- First Oil scheduled for end-CY2025.

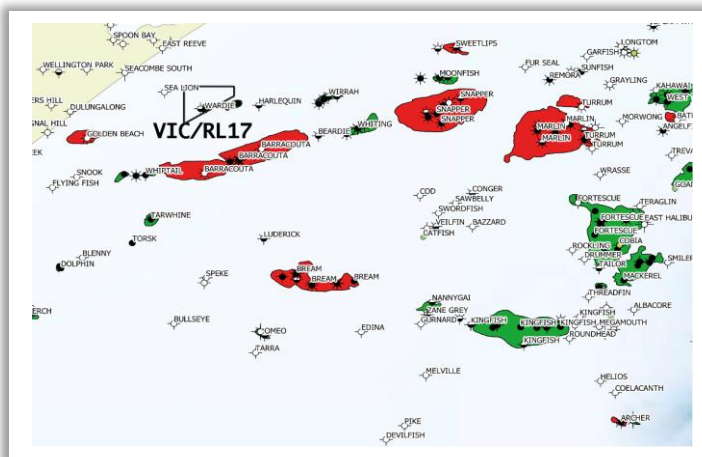
Fyne

- Extension of Licence P2451 from 31 March 2024 to 30 September 2026.
- Plan to submit the Field Development Plan and Environmental Statement in CY2024.
- First Oil expected in CY2027.

OVERVIEW OF AUSTRALIA ASSETS

Exposure to the prolific O&G producing province – Bass Strait

Direct Interest



Key Highlights

2013

Award Date

2026

Licence Expiry

8.0 MMbbl
Net 2C Oil Reserves

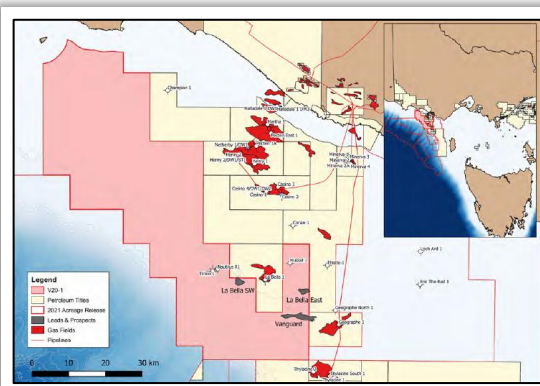
Ownership Structure



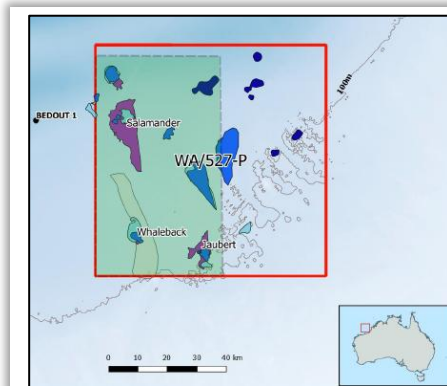
Hibiscus

Effective Interest

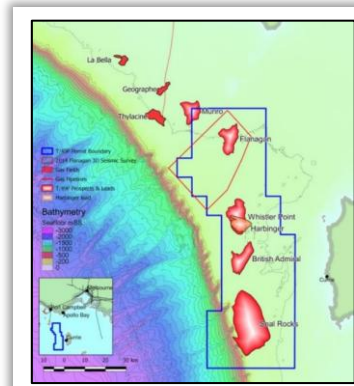
VIC/P79



WA/527-P



T/49P



Effective Ownership (through our 9.34%-owned 3D Energi Limited)

Licence	Hibiscus' Stake
WA/527-P	9.34%
T/49P	1.87%
VIC/P79	1.87%
VIC/P74	9.34%

OVERVIEW OF BRUNEI DARUSSALAM ASSETS

Exposure to LNG markets, backed by long term gas contract up to 2033



1
Producing field

2039
PSC expiry

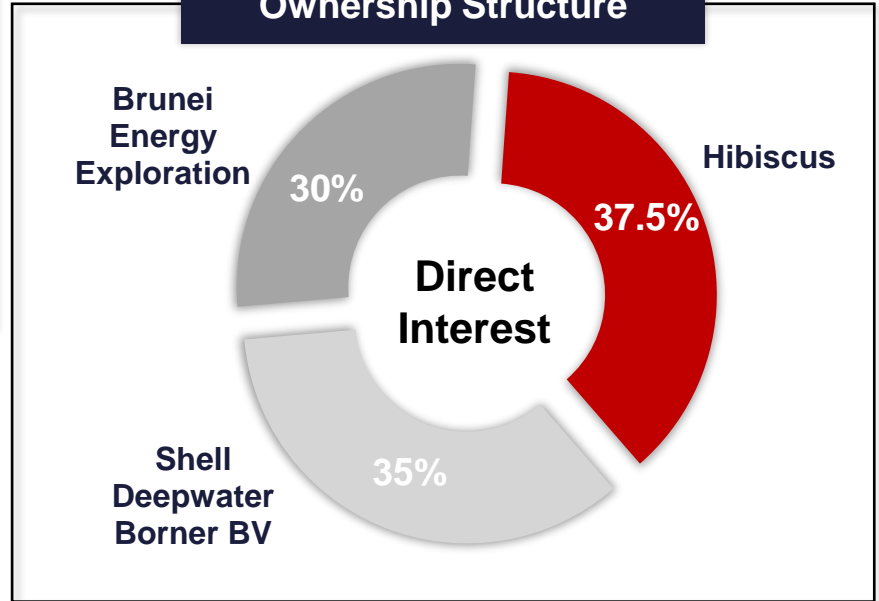
3.4 MMbbl
Net 2P Oil Reserves

109.8 Bscf
Net 2P Gas Reserves

1.0 MMbbl
Net 2C Oil Resources

34.6 Bscf
Net 2C Gas Resources

Ownership Structure



PROFILES: BOARD OF DIRECTORS



Zainul Rahim bin Mohd Zain, *Non-Independent Non-Executive Chairman*

- Appointed to the Board in December 2010.
- Serves on the Boards of Standard Chartered Saadiq Berhad.
- Previously Board member of Malaysian Dutch Business Council, UKM Holdings Sdn Bhd, Bank Pembangunan Malaysia Berhad, Petronas Carigali Sdn Bhd, redT energy Plc, Cenergi SEA Berhad and was Deputy Chairman of Shell Malaysia, Chairman of Shell companies in Egypt, and Managing Director of Shell Egypt N.V.
- Bachelor of Engineering, majoring in Mechanical Engineering, from the University of Western Australia.



Dr Kenneth Gerard Pereira, *Managing Director*

- Founder of Hibiscus, appointed to the Board in September 2010.
- 36 years' experience in the oil and gas industry, both in the services and exploration and production sectors.
- Serves on the Board of all of Hibiscus Petroleum's subsidiaries, and other various private companies.
- Initiated the oil and gas services business of Sapura Group under Sapura Energy Sdn Bhd.
- Bachelor of Science (Honours) degree in Engineering from the University of Bath; an MBA from Cranfield University; and a Doctorate in Business Administration ("DBA") from the University of South Australia.



Dato' Sri Roushan Arumugam, *Non-Independent Non-Executive Director*

- Appointed to the Board in July 2011. Chairman of the Remuneration Committee.
- 25 years of experience in the financial services industry.
- Serves on the Boards of South Pickenham Estate Company Limited and Sri Inderajaya Holdings Sdn Bhd, amongst other private companies.
- Previously an Investment Banker at Nomura Advisory Services Malaysia and Deutsche Bank, London.
- MA in English Language and Literature from St. Catherine's College, Oxford University; MA in Law from the University of Bristol, United Kingdom; and MBA from Imperial College Business School, Imperial College, United Kingdom.



Thomas Michael Taylor, *Senior Independent Non-Executive Director*

- Appointed to the Board in August 2016. Chairman of Audit and Risk Management Committee.
- 40 years of oil and gas industry experience.
- Joined Shell In 1984 until his retirement in 2012. Held various posts and directorships in several Shell Group companies including Finance Director of Shell Malaysia from 2004-2009 and Finance Director of Brunei Shell Petroleum from 2009-2012.
- MA in Engineering from the University of Cambridge.
- Member of the Chartered Institute of Management Accountants.



Dato' Dr Zaha Rina Zahari, *Independent Non-Executive Director*

- Appointed to the Board in September 2017.
- More than 35 years of experience in financial (including Islamic), commodities and securities industry and the developing of the Malaysian Financial Market, M&A in insurance and Takaful companies.
- Currently the Chairman of Manulife Holdings Berhad, the Non-Executive Chair of Pacific & Orient Berhad, IGB Berhad and Keck Seng (Malaysia) Berhad as an Independent Director. Licensed by Securities Commissions of Malaysia for corporate advisory services.
- Previously served as CEO, RHB securities Bhd; COO, Kuala Lumpur Options and Financial Futures Exchange; and Head of Exchanges of KLSE, MESDAQ, MDEX and Labuan Offshore Financial Exchange.
- BA (Hons) Accounting and Finance from Leeds UK; MBA from Hull University; DBA from Hull University on capital markets research, specialising in derivatives; Global Leadership Development Programme, International Centre Leadership in Finance (ICLIF).



Emeliana Dallan Rice-Oxley, *Independent Non-Executive Director*

- Appointed to the Board in October 2022.
- 37 years of experience in the oil and gas exploration and production industry
- Previously Vice President of Exploration, Upstream, Petronas. Currently the Director for TGS ASA; on the Board for Affin Bank Berhad; a member of Heriot-Watt University Malaysia's Business Advisory Board; Advisory Board member for the Women's Global Leadership Conference in Houston.
- Internationally recognised and has won the 2019 Asia Pacific Female Executive of the Year Award, from the Asia Pacific Energy Assembly; was included on the 2020 Global Influencers 275 List by the Women's Energy Council; and received the Distinguished Achievements Award, from the Offshore Technology Conference Asia 2022.
- Bachelor of Science in Geology, from the University of South Carolina; Professional Certification in Decision Quality and Risk Management, from Stanford University, Stanford, California; Advanced Management Program, Harvard Business School.



Zaidah Binti Ibrahim, *Independent Non-Executive Director*

- Appointed to the Board in January 2023.
- 33 years of experience in the oil and gas industry. Has extensive leadership and diverse exposure to ExxonMobil global businesses in North America, Europe, West Africa, Middle East, Asia Pacific.
- Served numerous technical and managerial roles in Canada, United States of America, Australia, and Malaysia.
- Previously served as Director, Imperial Oil Resources and Production Manager, Imperial Upstream, Imperial Oil Limited, Calgary, Canada.
- BEng in Electrical & Electronics Engineering (First Class Honours), University of Wales, Institute of Science & Technology, United Kingdom; Global Leader Forum, Executive Education of Columbia University in the City of New York; New Leader Program, Executive Education of Thunderbird School of Global Management.

PROFILES: KEY MANAGEMENT



Yip Chee Yeong, Chief Financial Officer

- Joined Hibiscus in November 2013; previously VP Finance & Group Controller in Hibiscus.
- Has over 30 years of accounting and finance experience in various industries, namely oil and gas, manufacturing, technology, services, risk consulting, audit and taxation.
- Previously worked at Saatchi & Saatchi as Finance Director of the Malaysia and Singapore offices, and subsequently at Microsoft Malaysia as Chief Financial Officer.
- Fellow member of the Association of Chartered Certified Accountants, United Kingdom and member of the Malaysian Institute of Accountants, Malaysia.
- Bachelor of Arts in Accounting and Finance, Middlesex University.



Dr Pascal Hos, Country Head, Malaysia & Vietnam

- Joined Hibiscus in February 2011 as Head of Petroleum Engineering and a co-founder. Appointed Chief Executive Officer of SEA Hibiscus Sdn Bhd in September 2017, followed by SVP of New Ventures in March 2021 and CEO of Hibiscus Oil & Gas Malaysia Limited in February 2022 prior to commencing current role.
- Over 24 years of experience in general management, field development, reservoir engineering, production technology and rock mechanics in major local and foreign companies.
- Previously worked at Schlumberger Sugar Land Technology Center, NASA Johnson Space Center, Shell International EP and Sarawak Shell Berhad.
- Bachelor of Science in Mechanical Engineering and PhD in Mechanical Engineering, Rice University.



Joyce Vasudevan, Head, Corporate Finance

- Joined Hibiscus in January 2011 as co-founder and CFO.
- Over 33 years of experience in audit, corporate finance, finance, business planning, operations planning, debt and equity fund raising, investor relations, media relations and strategy development.
- Previously worked at SapuraCrest Petroleum Berhad as head of the Strategic & Operations Planning Unit of the Chief Operating Officer's Office. Also worked at Carlsberg Brewery Malaysia Berhad, Ernst & Young, Malaysian International Merchant Bankers Berhad and RHB Sakura Merchant Bankers Berhad.
- Bachelor of Economics, majoring in Accounting, LaTrobe University, Melbourne; Member of the Australian Society of Certified Practising Accountants.



Deepak Thakur, CFA, VP Economics and Business Planning

- Joined Hibiscus in March 2012.
- Over 17 years of experience in the oil & gas industry in a career dedicated to developing financial models & cash flows, performing valuation & sensitivity analysis, debt funding, corporate planning, financial due diligence and reservoir engineering.
- Previously worked with Essar Group - Business Leadership Programme (BLP), Morgan Stanley and Prize Petroleum Ltd in India on multiple oil and gas opportunities based in South East Asia, United Kingdom, Australia, Africa and India.
- Chartered Financial Analyst (CFA), CFA Institute, United States of America; MBA (Major in Finance), Indian Institute of Management (IIM), Bangalore, India; B. Tech in Petroleum Engineering, Indian Institute of Technology (IIT), Dhanbad, India.

PROFILES: KEY MANAGEMENT



Kevin Robinson, VP Project Assurance & Asset Oversight

- Joined Hibiscus in April 2019.
- Over 46 years of experience in Upstream Oil and Gas mainly in Exploration, Development, New Ventures and Management.
- Previously worked at Sapura E&P and Newfield Asia Pacific as Vice President, built a significant E&P Business in Malaysia developing 10 oilfields and 1 gas field with peak production of 75,000 barrels per day. Also worked for Oryx and Huffco in Technical positions.
- BSc in Geology (Hons), Sheffield University; MSc in Geochemistry, Leeds University.



Chong Chee Seong, VP Strategic Ventures

- Joined Hibiscus in December 2017 as COO of SEA Hibiscus Sdn Bhd and appointed CEO in March 2021 prior to assuming current role in January 2024.
- Over 23 years work experience in the oil and gas industry, with experiences in surface / subsurface engineering and business development, including design, fabrication, HUC, operations, production planning, petroleum economics and business process management.
- Started career in ExxonMobil, and later joined Newfield Malaysia, which was acquired by Sapura Energy in 2013.
- Master in Mechanical Engineering (MEng), Cambridge University; Master of Arts in Engineering, Cambridge University.



Mohammed Farroukh Abdul Aziz, Country Head, Brunei

- Joined Hibiscus in January 2023.
- Over 26 years' experience in the oil and gas industry in General Management, Strategic Planning, Asset Management, Development & Production Operations, Financial Performance Management, Risk & HSSE Management, Procurement and Stakeholder Management.
- Previously worked in EXXONMOBIL, Petronas Carigali, Murphy Oil and SapuraOMV Malaysia.
- Recent roles in Hibiscus were as the Chief Operating Officer for SEA Hibiscus managing and supporting business activities in exploration, development, and production operations of the North Sabah fields and as the Head of Contracts & Procurement for Hibiscus Malaysia managing all contracting activities for Malaysia operations.
- MSc International Management, Kings College, University of London UK; BEng (Hons), Engineering (Mechanical), University of Warwick UK.



Lim Kock Hooi, Group General Counsel

- Joined Hibiscus in October 2014.
- Over 34 years of experience in oil & gas law practice, both as in-house counsel and external counsel, covering asset transactions, project documentation, and management and resolution of project execution issues, claims & disputes.
- Previously worked at PETRONAS as a petroleum geologist and then Senior Legal Counsel, at Azman, Davidson & Co as a managing partner, and at Caelus Energy Asia as Senior Vice President, Legal.
- Bachelor of Science in Applied Geology, University of Malaya; and LLB, University of London.



Stewart McMickle, VP New Ventures

- Joined Hibiscus in March 2023.
- Over 33 years' experience in the oil and gas industry involving upstream business analysis, LNG and gas marketing, business development and acquisition/divestment of oil and gas properties. Early career spent in project engineering and maintenance engineering assignments in oil refineries.
- Worked in diverse roles including Marketing Manager for RasGas in Qatar, Divestment Manager accountable for sale of late life producing properties onshore US and offshore Gulf of Mexico, Middle East Business Development Executive focused on UAE, Iraq and Oman and Project Executive for international divestment campaigns.
- Previously worked in Chevron, Mobil and ExxonMobil.
- Bachelor of Science in Mechanical Engineering, Louisiana Tech University; and MBA (Finance) in Tulane University.



Syarifah Aliza Syed Azauddin, VP Corporate Governance and Sustainability Reporting

- Joined Hibiscus in September 2011; previously Senior General Manager, Corporate Finance, Secretarial and Regulatory Compliance prior to commencing current role.
- Over 27 years of experience in various areas of corporate finance, asset management, private equity, corporate strategy including Environmental, Social and Governance (ESG), corporate governance, audit and general management encompassing production of Annual Report (including Sustainability Report), investor relations management and risk identification and mitigation.
- Previously the Deputy Head, Alternative Investment Group at KFH Asset Management Sdn Bhd. Prior to that, worked with the International Business team of Kuwait Finance House (Malaysia) Berhad and Artisan Encipta (M) Sdn Bhd, the venture capital arm of MIMOS Berhad. Career commenced in the Commercial & Marketing and Internal Audit Departments of Renong Berhad Group.
- B. Arts (Hons) in Accountancy and Finance, Lancaster University, United Kingdom; and MBA, International Islamic University, Malaysia.



Noor Ashiah Yang, VP Group Human Capital

- Joined Hibiscus in February 2023.
- Over 26 years' experience in various areas of human capital namely organizational development, talent management, reward and compensation, employee engagement/industrial relation, corporate governance and ESG.
- Previously worked at Velesto Energy Berhad as VP of HR and headed human capital functions for various oil & gas and energy companies including Bumi Armada, Sapura Crest, Petra Energy, Dialog, Eden Group and Renong Group.
- B.A Economics (Hons) Laurentienne University, Sudbury, Canada.



Clifford Lang, Project Director/GM, Hibiscus Energy UK

- Joined Hibiscus in November 2018 as a consultant for the Marigold project before becoming staff in January 2023.
- Over 38 years' experience in the oil & gas industry, in asset management and senior drilling & completions roles.
- Worked globally with extensive drilling and completions experience in the North Sea, deepwater offshore West of Shetland, Faroes Islands, Australia and Brasil, offshore in SE Asia (Indonesia/Malaysia) and India, HTHP wells offshore in UK & India together with land drilling experience in Thailand/India/North Africa and Kurdistan regions.
- Project/Asset Manager for onshore PSC blocks in Indonesia. Project managed Pre-FEED & FEED for gas/liquid plant including rights-of-way for gas pipelines, commercial GSA, drilling of appraisal and development wells.
- Previously worked for Marathon Oil, Hess (Project Manager, Director of Europe/Eurasia/North Africa and Kurdistan) & Cairn India (Head of Drilling).
- First Class Honours Degree in Offshore Mechanical Engineering from Heriot-Watt University, Scotland.



Dr Ambrose Gerard Corray, VP InfoTech & Digitalisation

- Joined Hibiscus in January 2019. Previously consulted for Hibiscus from bid submission for North Sabah asset in 2016 through transition and transfer in March 2018.
- Over 41 years oil and gas industry global experience. Previously worked in service companies - Schlumberger, GE Oil & Gas; oil companies - VP, E&P / COO at Interlink Petroleum & CEO of Loyz Energy (Catalist listed) and Director, Loyz Australia.
- Held various roles from field engineer through senior management, including Country Manager (Brunei), Training & Development Instructor (UK/US), Supply Chain Management (Asia, Middle East), Market Strategist, Geo-market Manager (Indonesia/Australia).
- Founder of Petrosearch Pte Ltd, a service provider in M&A, Capital Markets, Executive Placement, Project Management, Coaching, Training & Development.
- Bachelor of Science (Hons) Mechanical Engineering (Kings College London); MBA and Doctorate in Business Administration (Southern Cross University, Australia).



Lai Wai Peng, VP International Assets Oversight

- Joined Hibiscus in March 2023.
- Over 23 years of experience in the oil and gas industry with proven track record of establishing, creating value and monetising successful operated upstream oil and gas company.
- Worked in diverse roles across Commercial, M&A, Corporate Finance, Strategy & Planning, Business Development and Head of Business Unit in Malaysia, UK and Australia.
- Spent her career working in Accenture, Shell UK, Woodside Energy and Ping Petroleum.
- BSc in Chemical Engineering, National University Malaysia; Advanced Management Program, Harvard Business School.



Lily Ling, VP Corporate Development

- Joined Hibiscus in January 2020.
- Over 22 years of diversified experience in investment banking, corporate finance, investor relations, consulting, corporate communications, finance and audit.
- Previously with Sapura Energy Berhad, where she worked on corporate finance and investor relations and led the RM4 billion rights issue exercise in 2019. Prior to that in CIMB Investment Bank for eight years as Director of Corporate Finance, involved in the structuring, planning and execution of corporate finance transactions, covering mergers and acquisitions, debt and equity capital markets, including two major initial public offerings with combined transaction value of RM19.1 billion.
- Career commenced at Ernst & Young, leading the audit of companies in various industries.
- B.A (Honours) in Accounting, University of Hertfordshire, United Kingdom; and Fellow Member of the Association of Chartered Certified Accountants, United Kingdom.