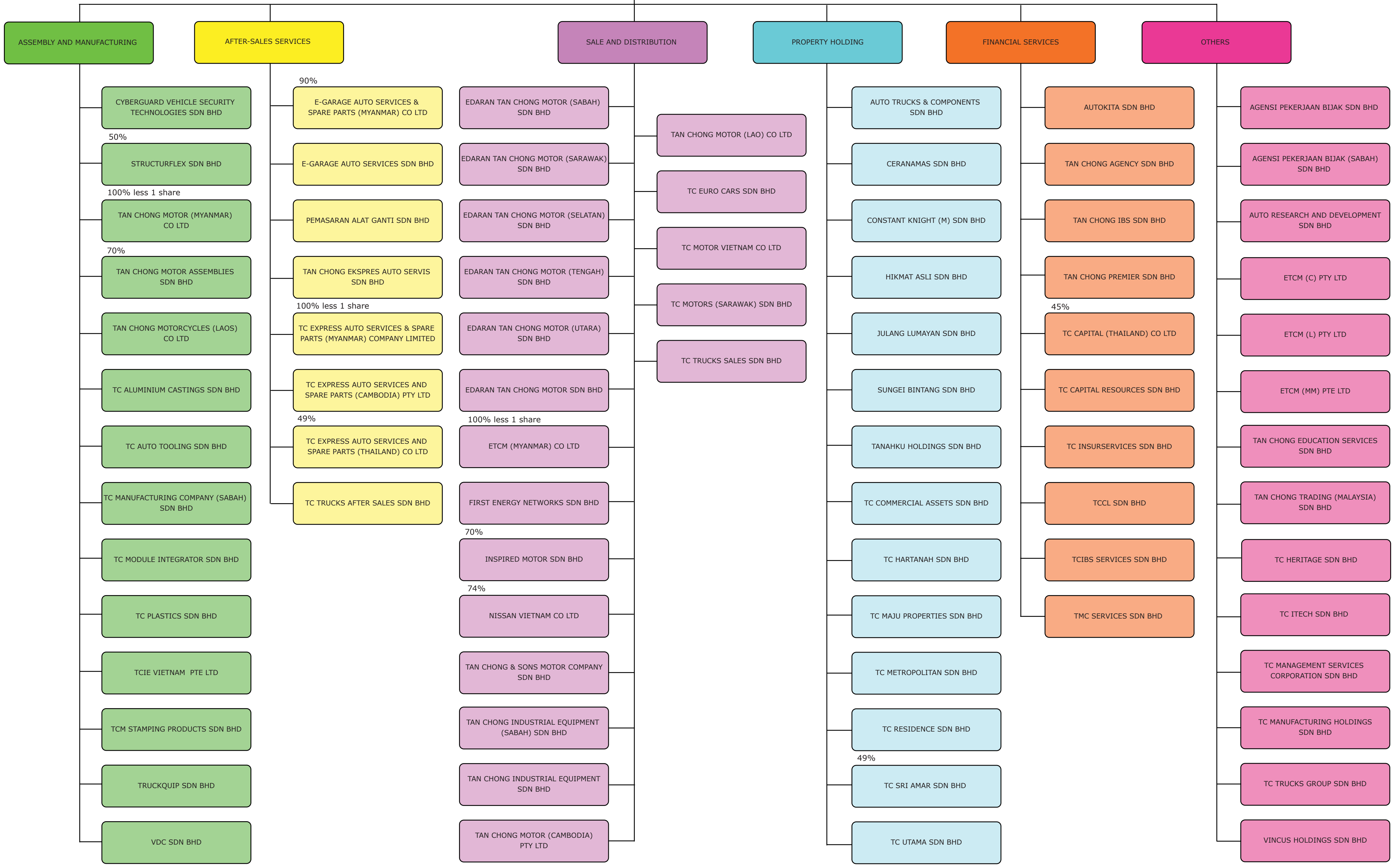


GROUP STRUCTURE

Tan Chong Motor Holdings Berhad Group Structure
(operating subsidiaries and associated companies)



Notes:
 (1) All the above companies are 100%-owned subsidiaries of TCMH unless otherwise stated.
 (2) For ease of presentation, only operating companies under the TCMH Group are shown and all intermediary holding companies are not shown.