

DIRECTORS' REPORT

The directors have pleasure in submitting their annual report together with the audited accounts of the Company and of the Group for the year ended 31 December 2000.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities and other particulars of the principal subsidiaries are set out in note 15 on the accounts.

The analysis of the types of businesses and geographical areas of the operations of the Company and its subsidiaries during the financial year are set out in note 34 on the accounts.

ACCOUNTS

The profit of the Group for the year ended 31 December 2000 and the state of affairs of the Company and of the Group at that date are set out in the accounts on pages 16 to 57.

An interim dividend of 1.5 cents (1999: 1.5 cents) per share was paid on 28 September 2000. The directors now recommend a final dividend of 3 cents (1999: 2.5 cents) per share in respect of the year ended 31 December 2000.

MAJOR SUPPLIERS AND CUSTOMERS

The percentages of purchases of stocks for sales attributable to the Group's largest suppliers during the financial year are as follows:

PURCHASES

- the largest supplier	80%
- five largest suppliers in aggregate	92%

At no time during the year have the directors, their associates or any shareholder of the Company (which to the knowledge of the directors owns more than 5% of the Company's share capital) had any interest in these major suppliers.

The aggregate percentage of sales attributable to the Group's five largest customers is less than 15% of total sales during the year and therefore no additional disclosures with regard to major customers are made.

FIXED ASSETS

Movements in fixed assets during the year are set out in note 14 on the accounts.

SHARE CAPITAL

Details of the movement of the share capital of the Company are shown in note 27 on the accounts.

DIRECTORS

The directors during the year were:

Executive directors

Dato' Tan Kim Hor (Chairman)
Tan Eng Soon (Deputy Chairman) (appointed 29 January 2000)
Joseph Ong Yong Loke (Managing Director)
Tan Kheng Leong
Neo Ah Chap
Sng Chiew Huat

Independent non-executive directors

Lee Han Yang
Liu Kwei Ming

In accordance with Bye-law 87, Tan Kheng Leong and Neo Ah Chap retire from the board by rotation at the forthcoming annual general meeting and, being eligible, offer themselves for re-election.

DIRECTORS' SERVICE CONTRACTS

Each of Dato' Tan Kim Hor, Joseph Ong Yong Loke, Tan Kheng Leong, Neo Ah Chap and Sng Chiew Huat has entered into a service agreement dated 11 June 1998 with the Company under which they are to act as executive directors for an initial term of three years from 1 June 1998 and shall continue thereafter until terminated by either party giving to the other not less than six calendar months' notice in writing, such notice to expire on or at any time after 31 May 2001.

Save as the foregoing, no director proposed for re-election at the forthcoming annual general meeting has an unexpired service contract which is not determinable by the Company within one year without payment of compensation, other than normal statutory obligations.

CONNECTED TRANSACTIONS

During the year, the Group has entered into various connected transactions with Tan Chong Motor Holdings Berhad ("TCMH") Group and Motor Ultima Pte Ltd ("Ultima") Group. Dato' Tan Kim Hor and Tan Eng Soon are the chairman and managing director of TCMH, respectively and the Ultima Group is controlled by the Tan family.

CONNECTED TRANSACTIONS (continued)

A summary of the related party transactions undertaken by the Group during the year is set out in note 33 on the accounts.

A conditional waiver for disclosure and shareholders' approval requirements for connected transactions with TCMH Group and Ultima Group (except term loans to TCMH and technical support given by TCMH Group) under the Listing Rules has been granted by the Stock Exchange of Hong Kong Limited ("HKSE") in August 1998.

The independent non-executive directors have reviewed and confirmed that the connected transactions to which a conditional waiver has been granted by HKSE were conducted in the following manner:

1. entered into by the Company in the ordinary and usual course of its business;
2. entered into on normal commercial terms or (where there is no available comparison) on terms that are, in the reasonable opinion of the Company's directors, fair and reasonable so far as the shareholders of the Company are concerned;
3. entered into either in accordance with the terms of the agreements governing such transactions (as detailed in the Company's listing document dated 22 June 1998) or, where there are no such agreements, on terms that are no less favourable than those available to or from (as appropriate) independent third parties; and
4. had an aggregate value not exceeding 3% of the Group's turnover.

DIRECTORS' INTERESTS IN SHARES

The directors who held office at 31 December 2000 had the following interests in the issued share capital of the Company at that date as recorded in the register of directors' interests in shares:

<i>Name of director</i>	<i>Ordinary shares of HK\$0.50 each</i>		
	<i>Personal interests</i>	<i>Family interests</i>	<i>Corporate interests</i>
		<i>(Note 1)</i>	<i>(Note 2)</i>
Dato' Tan Kim Hor	9,224,502	90,972	-
Tan Eng Soon	4,200,000	-	12,000,000
Joseph Ong Yong Loke	600,000	795,000	940,536
Tan Kheng Leong	2,145,000	210,000	-
Neo Ah Chap	2,250,000	-	-
Sng Chiew Huat	285,000	-	-

Note 1: These shares are beneficially owned by the spouses of Dato' Tan Kim Hor, Joseph Ong Yong Loke and Tan Kheng Leong, respectively and hence they are deemed to be interested in these shares.

Note 2: These shares are beneficially owned by corporations controlled by Tan Eng Soon and Joseph Ong Yong Loke, respectively.

DIRECTORS' INTERESTS IN SHARES (continued)

Save as disclosed above, none of the directors or chief executives, or any of their spouses or children under eighteen years of age, had any beneficial or non beneficial interests in shares of the Company or any of its associates (within the meaning of the Securities (Disclosure of Interests) Ordinance) as at 31 December 2000, and there was no right granted to or exercised by any directors or chief executives of the Company, or any of their spouses or children under eighteen years of age, during the year to subscribe for shares.

At no time during the year was the Company, or any of its subsidiaries or fellow subsidiaries or their holding companies a party to any arrangement to enable the directors of the Company or any of their spouses or children under eighteen years of age to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

SUBSTANTIAL INTERESTS IN THE SHARE CAPITAL OF THE COMPANY

The Company has been notified of the following interests in the Company's issued shares at 31 December 2000 amounting to 10% or more of the ordinary shares in issue:

<i>Name</i>	<i>Ordinary shares held (Note 3)</i>	<i>Percentage of total issued shares</i>
Tan Chong Consolidated Sdn. Bhd.	912,799,986	45.34

Note 3: The share capital of Tan Chong Consolidated Sdn. Bhd. is held by Dato' Tan Kim Hor as to approximately 10.29 per cent, Tan Eng Soon as to approximately 16.66 per cent and by Tan Kheng Leong as to approximately 11.21 per cent. The remaining shareholding is held by certain members of the Tan family who are not directors of the Company.

Save as disclosed above, there was no person known to the directors who at 31 December 2000 had direct or indirect interest in 10% or more of the ordinary shares in issue of the Company.

DIRECTORS' INTERESTS IN CONTRACTS

No contract of significance, to which the Company or any of its subsidiaries or fellow subsidiaries or their holding companies was a party and in which a director of the Company had a material interest, subsisted at the end of the year or at any time during the year.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Company's Bye-laws or the law in Bermuda.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the year, the Company repurchased a total of 2,691,000 shares, all of which have been cancelled. Details of the shares repurchased are as follows:

<i>Date</i>	<i>Number of shares</i>	<i>Price per share (HK\$)</i>		<i>Aggregate price HK\$</i>
		<i>Highest</i>	<i>Lowest</i>	
31 January 2000	999,000	1.40	-	1,398,600
16 February 2000	189,000	1.35	-	255,150
17 February 2000	903,000	1.38	1.37	1,240,819
21 February 2000	600,000	1.30	1.28	779,940
	2,691,000			3,674,509

There was no sale or redemption of the Company's shares by the Company or any of its subsidiaries during the year.

BANK LOANS AND OTHER BORROWINGS

Particulars of bank loans and other borrowings of the Company and the Group as at 31 December 2000 are set out in notes 22 and 23 on the accounts.

FINANCIAL SUMMARY

A summary of the results of the Group for the last five financial years and of the Group's assets and liabilities for the last four financial years is set out on page 61.

PROPERTIES

Particulars of the Group's properties are shown on pages 58 to 60.

RETIREMENT SCHEMES

Details of the retirement schemes arrangement are set out in note 32 on the accounts.

CODE OF BEST PRACTICE

The Company has complied throughout the year with the Code of Best Practice as set out by the Stock Exchange of Hong Kong Limited in Appendix 14 to the Listing Rules, except that independent non-executive directors were not appointed for a specific term but are subject to retirement by rotation and re-election at annual general meetings in accordance with Bye-Laws of the Company.

AUDITORS

KPMG retire and, being eligible, offer themselves for reappointment. A resolution for the reappointment of KPMG as auditors of the Company is to be proposed at the forthcoming annual general meeting.

By Order of the Board

Dato' Tan Kim Hor DPMS KMN JP
Chairman
Hong Kong,
27 March, 2001