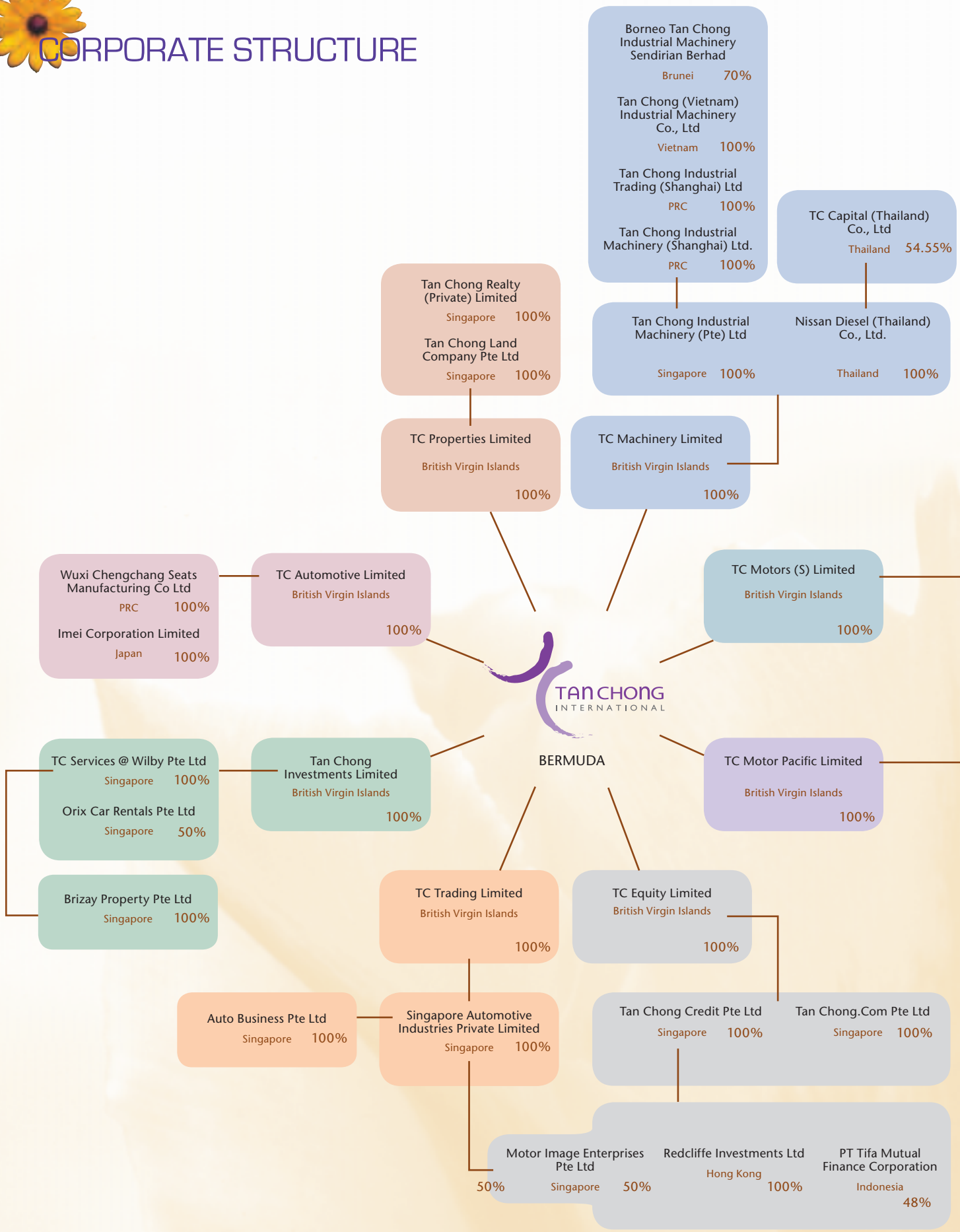
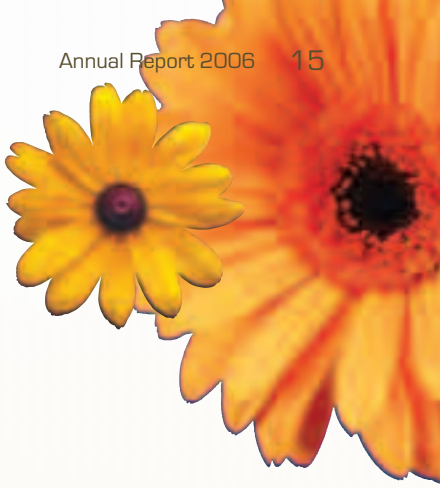
CORPORATE STRUCTURE





- Tan Chong & Sons Motor Co (S) Pte Ltd — Singapore 100%
  - Waste Management Pte Ltd — Singapore 100%
  - STI Motor Pte Ltd — Singapore 100%
  - Zenith Logistics Pte Ltd — Singapore 100%
    - Zero Co., Ltd — Japan 20%
- Tan Chong Motor Sales Pte Ltd — Singapore 100%

- Advance Pacific Holdings Limited — Hong Kong 100%
  - TC International Limited — Bermuda 100%
    - Motor Image International Pte Ltd — BVI 100%
      - Motor Image Pilipinas, Inc. — Philippines 100%
      - PT TC Subaru — Indonesia 100%
      - PT Motor Image Indonesia — Indonesia 100%
  - Comit Communication Technologies Pte Ltd — Singapore 100%
  - Motor Image (HK) Limited — Hong Kong 100%
  - Xiamen Golden Dragon Auto Seat Co Limited — PRC 60%
  - Motor Image China Limited — Hong Kong 100%
    - Motor Image (Guangzhou) Co. Ltd — PRC 100%
    - Ekspres Auto Services Limited — Hong Kong 100%
    - 50% / 50% Everwide Corporation Limited — Hong Kong
      - Motor Image Dongguan Limited — PRC 60%
  - Jiangyin Chengchang Auto Parts Co Ltd — PRC 65%
  - Autolution Industrial Pte Ltd — Singapore 100%
    - Downtown Travel Services Pte Ltd — Singapore 100%
  - Tyre Pacific (HK) Limited — Hong Kong 50%
    - Real Courage Limited — Hong Kong 100%
    - SRITP Limited — BVI 40%
    - Wisen Development Limited — Hong Kong 100%
    - Orizz (Shanghai) Ltd — PRC 100%
- TC Autoclinic Pte Ltd — Singapore 100%