CORPORATE STRUCTURE

HARBOUR-LINK GROUP BERHAD
(592902-D)

- **HARBOUR IVORY SDN BHD** (738249-M)
- **HARBOUR-LINK NAVIGATION SDN BHD** (678560-X)
  - ~ Harbour Challenger Sdn Bhd (679380-P) |
  - ~ Harbour Eagle Sdn Bhd (682237-W) |
  - ~ Satun Shipping Sdn Bhd (681960-T)
  - ~ Harbour-Link Shipping Sdn Bhd (738252-M)
  - ~ Harbour-Link Marine Services Sdn Bhd (738253-H)
  - ~ **52%** Harbour Gemini Sdn Bhd (733542-X)
- **80%** **HARBOUR HORNBILL SDN BHD** (733539-X)
- **HARBOUR-LINK (M) SDN BHD** (222555-H)
  - ~ A.T. Dunia (BTU) Sdn Bhd (311969-P)
  - ~ Harbour Services Corporation Sdn Bhd (311131-U)
  - ~ HLG Engineering Sdn Bhd (311075-X)
  - ~ Harbour Agencies Sdn Bhd (237806-K)
  - ~ Harbour-Link Logistics Sdn Bhd (206893-W)
    - ~ **49%** Siong Jaya Sdn Bhd (636328-U)
    - ~ Harbour-Link Logistics (S) Sdn Bhd (795956-H)
  - ~ Harbour Agencies (Sibu) Sdn Bhd (291744-P)
  - ~ Harbour Services (Kuching) Sdn Bhd (354145-A)
  - ~ Harbour Services (Miri) Sdn Bhd (311383-D)
  - ~ Harbour-Link Leasing Sdn Bhd (446351-K)
  - ~ Progresif Lengkap Sdn Bhd (410555-M)
    - ~ Road Safety & Driving Academy Sdn Bhd (660675-K)
  - ~ **50%** A & H Project Services Sdn Bhd (524951-W)
- **HLG PETROLEUM SDN BHD** (722821-K)
- **EASTERN SOLDAR ENGINEERING & CONSTRUCTION SDN BHD** (153971-K)
  - ~ ESE Energy Sdn Bhd (326947-H) |
  - ~ Eastern Soldar (Singapore) Pte Ltd (200610417 E)
- **HLG RESOURCES SDN BHD** (720931-A)
- **HARBOUR AGENCIES (SARAWAK) SDN BHD** (461102-P)
  - ~ Harbour Agencies (Sabah) Sdn Bhd (487253-X)
  - ~ **45%** Harbour Hub Agencies (Sabah) Sdn Bhd (486289-M)
  - ~ **40%** Harbour Hub Agencies Sdn Bhd (483815-H)
  - ~ **25%** Eastock Resources Sdn Bhd (420982-H)
- **49%** **ECL (MALAYSIA) SDN BHD** (151779-W)
- **80%** **HARBOUR -LINK LINES SDN BHD** (738254-T)
  - ~ Harbour Jupiter Sdn Bhd (759230-A)
  - ~ **70 %** Harbour-Link Lines (JB) Sdn Bhd(739560-D)
  - ~ **60 %** Harbour-Link Lines (KCH) Sdn Bhd (739565-T)
  - ~ **95 %** Harbour-Link Lines (KK) Sdn Bhd (739564-H)
  - ~ **60 %** Harbour-Link Lines (PK) Sdn Bhd (739562-P)
- **49%** **ARCADIA PROPERTIES SDN BHD** (874993-P)