GROUP STRUCTURE

- **100%** **QSR VENTURES SDN BHD**
  - **21.46%** Aggregate = 50.25%
  - **28.79%** **KFC HOLDINGS (MALAYSIA) BHD**
    - **100%** **Signature Chef Foodservice & Catering Sdn Bhd** (Restaurants)
    - **100%** Integrated Poultry Industry Sdn Bhd (Poultry Processing Plant)
    - **100%** Ayamas Integrated Poultry Industry Sdn Bhd (Breeder Farms, Hatchery, Feedmill & Investment Holding)
      - **100%** MH Integrated Farm Berhad (Property Holding)
      - **100%** Ladang Ternakan Putihekar (N.S.) Sdn Bhd (Breeder Farms)
    - **100%** KFC Manufacturing Sdn Bhd (Trading in Consumables, Bakery & Investment Holding)
    - **100%** Restoran Keluarga Sdn Bhd (Restaurants)
    - **100%** Roaster's Chicken Sdn Bhd (Investment Holding)
      - **90%** Rasamas Bangi Sdn Bhd (Restaurants)
      - **90%** Rasamas Taman Universiti Sdn Bhd (Restaurants)
      - **90%** Rasamas Tebrau Sdn Bhd (Restaurants)
      - **90%** Rasamas Larkin Sdn Bhd (Restaurants)
      - **90%** Rasamas Batu Caves Sdn Bhd (Restaurants)
        - **100%** Rasamas Endah Parade Sdn Bhd (Restaurants)
      - **90%** Rasamas Mergong Sdn Bhd (Restaurants)
      - **90%** Rasamas Nilai Sdn Bhd (Restaurants)
      - **90%** Rasamas Kota Bharu Sdn Bhd (Restaurants)
      - **90%** Rasamas Butterworth Sdn Bhd (Restaurants)
      - **90%** Rasamas Bukit Tinggi Sdn Bhd (Restaurants)
      - **90%** Rasamas Subang Sdn Bhd (Restaurants)
      - **90%** Rasamas Wangsa Maju Sdn Bhd (Restaurants)
    - **55%** Tepak Marketing Sdn Bhd (Contract packing)
- **55%** **KAMPUCHEA FOOD CORPORATION CO LIMITED** (KFC Restaurants)
- **100%** **PIZZA HUT HOLDINGS (MALAYSIA) SDN BHD** (Investment Holding)
  - **100%** Pizza Hut Restaurants Sdn Bhd (Pizza Restaurants)
  - **100%** Multibrand QSR Holdings Pte Ltd (Investment Holding)
    - **100%** Pizza Hut Singapore Pte Ltd (Pizza Hut & Taco Bell Restaurants)

- **100%** **KFC Events Sdn Bhd** (Catering)
- **100%** **Bakers' Street Sdn Bhd** (Restaurants)
- **100%** **Region Food Industries Sdn Bhd** (Sauce Manufacturing)
- **100%** **KFC Restaurants Holdings Sdn Bhd** (Investment Holding)
  - **100%** Kentucky Fried Chicken (Malaysia) Sdn Bhd (Restaurants)
  - **100%** KFC (Peninsular Malaysia) Sdn Bhd (Restaurants, Commissary & Investment Holding)
    - **100%** SPM Restaurants Sdn Bhd (Meals on Wheels & Property Holding)
    - **100%** Restoran Sabang Sdn Bhd (Restaurants)
    - **100%** Seattle's Best Coffee Sdn Bhd (Restaurants)
  - **100%** KFC (East Malaysia) Sdn Bhd (Investment Holding)
    - **100%** KFC (Sarawak) Sdn Bhd (Restaurants)
    - **90%** KFC (Sabah) Sdn Bhd (Restaurants)
      - **51%** KFC (B) Sdn Bhd (Restaurants)
        - **100%** Rasamas Sdn Bhd (Restaurants)
  - **100%** WQSR Holdings (S) Pte Ltd (Investment Holding)
    - **100%** Kentucky Fried Chicken Management Pte Ltd (Restaurants)
- **100%** **Ayamas Food Corporation Sdn Bhd** (Poultry Processing Plant & Investment Holding)
  - **100%** KFC Marketing Sdn Bhd (Trading)
  - **100%** Kedai Ayamas Sdn Bhd (Convenience Food Store & Investment Holding)
  - **100%** Pintas Tiara Sdn Bhd (Property Holding)
  - **100%** Ayamas Contract Farming Sdn Bhd (Contract Farming)
  - **100%** Rasamas Holdings Sdn Bhd (Restaurants)
  - **100%** Semangat Juara Sdn Bhd (Contract Farming)
  - **100%** Ayamas Farms & Hatchery Sdn Bhd (Contract Farming)
  - **100%** Ayamas Feedmill Sdn Bhd (Contract Farming)
- **100%** **Signature Chef Dining Services Sdn Bhd** (Restaurants)