GROUP STRUCTURE

QSR Brands Bhd

- 100% **QSR VENTURES SDN BHD** • Investment holding
  - 28.79% Aggregate = 50.25%
  - 21.46% **KFC HOLDINGS (MALAYSIA) BHD** • Investment holding
- 55% **KAMPUCHEA FOOD CORPORATION 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 restaurants
- 100% **Region Food Industries Sdn Bhd** • Sauce manufacturing
- 100% **KFC Events Sdn Bhd** • Sales of food products vouchers
- 100% **KFC Restaurants Holdings Sdn Bhd** • Investment holding
  - 100% Kentucky Fried Chicken (Malaysia) Sdn Bhd • KFC restaurants
  - 100% KFC (Peninsular Malaysia) Sdn Bhd • KFC restaurants • Commissary
    - 100% SPM Restaurants Sdn Bhd • Meals on wheels • Property holding
  - 100% KFC (East Malaysia) Sdn Bhd • Investment holding
    - 100% KFC (Sarawak) Sdn Bhd • KFC restaurants
    - 90% KFC (Sabah) Sdn Bhd • KFC restaurants
      - 51% KFC (B) Sdn Bhd • KFC restaurants
        - 100% Rasamas Sdn Bhd • Restaurants
  - 100% WQSR Holdings (S) Pte Ltd • Investment holding
    - 100% Kentucky Fried Chicken Management Pte Ltd • KFC restaurants
- 100% Paramount Holdings (M) Sdn Bhd • College / Learning institution
- 100% Paramount Management Sdn Bhd • College / Learning institution
- 100% Roaster's Chicken Sdn Bhd • Investment holding
  - 89.1% Rasamas Taman Universiti Sdn Bhd • Restaurant (Intrapreneur)
  - 100% Rasamas Bangi Sdn Bhd • Restaurant (Intrapreneur)
  - 100% Rasamas Mergong Sdn Bhd • Restaurant (Intrapreneur)
  - 88.8% Rasamas Larkin Sdn Bhd • Restaurant (Intrapreneur)
  - 100% Rasamas Batu Caves Sdn Bhd • Restaurant (Intrapreneur)
    - 100% Rasamas Endah Parade Sdn Bhd • Restaurant (Intrapreneur)
  - 89.2% Rasamas Tebrau Sdn Bhd • Restaurant (Intrapreneur)
    - 100% Rasamas Terminal Larkin Sdn Bhd • Restaurant (Intrapreneur)
  - 100% Rasamas Nilai Sdn Bhd • Restaurant (Intrapreneur)
  - 90% Rasamas Bukit Tinggi Sdn Bhd • Restaurant (Intrapreneur)
  - 90% Rasamas Kota Bharu Sdn Bhd • Restaurant (Intrapreneur)
  - 90% Rasamas Subang Sdn Bhd • Restaurant (Intrapreneur)
  - 90% Rasamas Butterworth Sdn Bhd • Restaurant (Intrapreneur)
  - 90% Rasamas Wangsa Maju Sdn Bhd • Restaurant (Intrapreneur)
    - 100% Rasamas BC Sdn Bhd • Restaurant (Intrapreneur)
  - 100% Rasamas Melaka Sdn Bhd • Restaurant (Intrapreneur)

100%
Integrated Poultry Industry Sdn Bhd
• Poultry processing plant

55%
Tepak Marketing Sdn Bhd
• Contract packing

100%
Ayamas Integrated Poultry Industry Sdn Bhd
• Breeder and broiler farms
• Hatchery
• Feedmill

100%
Ladang Ternakan Putihekar (N.S.) Sdn Bhd
• Breeder farm

100%
MH Integrated Farm Berhad
• Property holding

100%
Cilik Bistari Sdn Bhd
• Board Game

100%
KFC India Holdings Sdn Bhd
• Investment holding

100%
Mauritius Food Corporation Pvt Ltd
• Investment holding

100%
Mumbai Chicken Pvt Ltd
• KFC restaurants

100%
Pune Chicken Restaurants Pvt Ltd
• KFC restaurants

100%
KFC Manufacturing Sdn Bhd
•Trading
•Bakery

100%
Ayamas Food Corporation Sdn Bhd
• Poultry processing & further processing plants

100%
Pintas Tiara Sdn Bhd
• Property holding

100%
Kedai Ayamas Sdn Bhd
• Convenience food store

100%
Rasamas Holdings Sdn Bhd
• Restaurants

100%
KFC Marketing Sdn Bhd
• Sales & marketing of food products

100%
Ayamazz Sdn Bhd
• Push Cart

100%
Usahawan Bistari Ayamas Sdn Bhd
• Sudut Ayamas

75%
Semangat Juara Sdn Bhd
• Contract Farming (Intrapreneur)

90%
Ayamas Farms & Hatchery Sdn Bhd
• Contract Farming (Intrapreneur)

85%
Ayamas Feedmill Sdn Bhd
• Contract Farming (Intrapreneur)