

List of Companies of which Mr. Lai Kah Shen was a Director for the last 5 years

- (1) Fraser and Neave MENA DWC-LLC
- (2) F&N Agrivalley Sdn Bhd (fka Rimba Perkasa Sdn Bhd)
- (3) F&N Creameries (Sarawak) Sdn Bhd (liquidated on 30 December 2019)
- (4) Premier Milk (Malaya) Sdn Bhd
- (5) F&N Beverages Marketing Sdn Bhd
- (6) F&N Dairies (Malaysia) Sdn Bhd
- (7) F&N International Foods (GZ) Co., Ltd.
- (8) Ventaserv Sdn Bhd
- (9) Balance Fountain Sdn Bhd
- (10) Warburg Vending Malaysia Sdn Bhd
- (11) F&N Myanmar Services Limited
- (12) Yoke Food Industries Sdn Bhd
- (13) F&N Myanmar Investments Pte Ltd
- (14) F&N Services (F&B) Sdn Bhd (fka Fannet Online Sdn Bhd)
- (15) Magnolia-PDL Dairies (1993) Sdn Bhd
- (16) F&N Vietnam Limited Liability Company
- (17) Warburg Engineering Pte Ltd
- (18) Warburg Vending Pte Ltd
- (19) F&N Ventures Pte Ltd (fka Warburg Vending Services Pte Ltd)
- (20) PT Yoke Food Industries Indonesia
- (21) F&N Ice Cream Manufacturing (M) Sdn Bhd
- (22) F&N Ice Cream Manufacturing (Sarawak) Sdn Bhd
- (23) F&N Creameries (M) Sdn Bhd
- (24) F&N Creameries (S) Pte Ltd
- (25) PT F&N Indonesia
- (26) F&N United Limited
- (27) F&N Foods Pte Ltd
- (28) F&N Interflavine Pte Ltd
- (29) F&NBEV Manufacturing Pte Ltd
- (30) F&N Global Marketing Pte Ltd