



SUSTAINABILITY REPORT (CONTINUED)

Material Matters	Time Horizon	Risks	Opportunities
Community Investment	Short-term	Failure to engage with local communities may result in reputational challenges and weakened stakeholder relationships.	Community engagement initiatives strengthen social trust and reinforce the Group's role in supporting local economic development.
Policy & Regulatory Compliance	Short-term	Non-compliance with food safety regulations, or environmental laws may result in fines, operational restrictions, or reputational damage.	Strong regulatory compliance reinforces customer confidence and enables access to domestic and international markets.
Cybersecurity & Data Protection	Short-term & Medium-term	Cyberattacks or data breaches may disrupt operations and expose sensitive corporate information.	Strengthening cybersecurity infrastructure protects business information and reinforces stakeholder confidence.

MANAGEMENT APPROACH FOR MATERIAL MATTERS

ECONOMIC SUSTAINABILITY

At Lay Hong, we view long-term economic sustainability as essential to delivering value for our stakeholders and contributing to the broader development of the communities we serve. Our business success enables us to support employment, foster entrepreneurship, strengthen local supply chains, and contribute meaningfully to national and local tax revenues.

Material Matters :

- Economic Performance
- Customer Satisfaction
- Anti-Corruption
- Supply Chain Management



ECONOMIC PERFORMANCE

At Lay Hong, our business success is driven by our commitment to generating lasting value for our stakeholders. Through financial growth, we create job opportunities, foster entrepreneurship, contribute to government revenues, and enhance local supply chains. We accomplish this by maintaining a strong presence in our key markets, leveraging cutting-edge technologies, tapping into the expertise of our employees to address changing consumer needs, and seeking new market expansion opportunities.

In FYE 2026, the Group generated an economic value of RM1,138 million, an increase from RM1,085 million in the previous year. The economic value distributed covered key areas such as operating costs, employee wages and benefits, payments to providers of capital, taxes, and community investments. Notably, the economic value retained for FYE 2026 was recorded at RM96 million.



SUSTAINABILITY REPORT (CONTINUED)

	FYE 2026 RM'mil	FYE 2025 RM'mil	FYE 2024 RM'mil
Economic value generated (i.e. revenue and other income)	1,139	1,085	1,064
Economic value distributed:			
• Operating costs	868	837	809
• Employee wages and benefits	145	127	123
• Payment to providers of capital (i.e. dividend and financing cost)	14	18	15
• Payment to government (i.e. tax)	28	27	8
• Community investment	_*	_*	_*
Economic value retained	84	76	109

* Denotes amounts less than RM100,000

Note: The financial results presented in the table are derived from the audited financial statement and our Management Discussion and Analysis, which are available for reference in our Annual Report.

CUSTOMER SATISFACTION

Customer satisfaction is fundamental to Lay Hong's long-term success as an integrated poultry and food producer. We are committed to delivering high-quality, safe, and fresh poultry and food products that meet the evolving needs and expectations of our customers, while maintaining the highest standards of food safety and product quality.

Our approach focuses on product quality, food safety, reliability, and customer responsiveness. Through our integrated "farm-to-table" business model, we strive to ensure consistent product quality, freshness, and timely delivery across our operations. We also continuously enhance our production processes, quality assurance practices, and customer engagement efforts to strengthen consumer confidence and build long-term relationships with customers and business partners.

Client engagement & feedback

Lay Hong recognises that customer satisfaction and loyalty are essential to sustaining long-term business growth. We remain committed to actively engaging with our customers through various communication channels, including in-person meetings, emails, and our website, to obtain valuable feedback and better understand evolving customer expectations. These engagements enable us to continuously uphold high standards across our products and services.

We view our customers as important partners in driving continuous improvement and operational excellence. Feedback received from customers helps us enhance product quality, strengthen service delivery, and improve overall customer experience. To support effective relationship management, the Group maintains a structured feedback mechanism to address customer concerns in a timely and impartial manner. In addition, regular customer interactions and customer satisfaction surveys enable us to monitor service performance and reinforce long-term customer relationships.

In FYE 2026, the Group maintained a customer satisfaction score of 80%, consistent with the previous financial years and in line with our target. The score reflects the percentage of customers who rated our egg-related operations as "Good" or "Excellent". The sustained performance demonstrates the Group's ongoing commitment to delivering quality products, reliable service, and responsive customer support. Moving forward, we remain focused on maintaining a customer satisfaction score of at least 80% while continuously improving our products and customer engagement initiatives.



SUSTAINABILITY REPORT (CONTINUED)

	FYE 2026	FYE 2025	FYE 2024	Target
Customer Satisfaction Score	80%	80%	80%	80%

Product safety & quality

Delivering safe, high-quality food products remains a core priority for Lay Hong. As an integrated poultry and food producer, we are committed to maintaining stringent food safety and quality standards across our operations to safeguard consumer health and strengthen customer confidence in our products and brands.

To support this commitment, the Group maintains established food safety and quality management systems throughout our production and processing activities. These systems are guided by internationally recognised standards and supported by robust operational controls, including hygiene management, product traceability, hazard monitoring, and regular quality inspections.

Our food safety and quality framework is reinforced through various internationally recognised certifications, including:



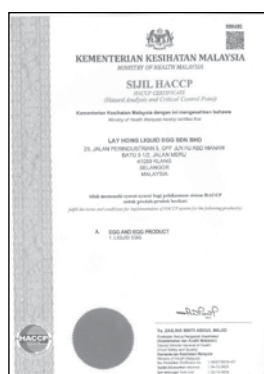
- ISO 9001:2015 Quality Management System
- ISO 22000:2018 Food Safety Management System



- Food Safety System Certification ("FSSC") 22000



- Veterinary Health Mark ("VHM") certification for chilled/frozen chicken, frankfurters, and liquid eggs



- Hazard Analysis and Critical Control Point ("HACCP") certification



- Good Manufacturing Practice ("GMP") certification



- Makanan Selamat Tanggungjawab Industri ("MeSTI") certification



SUSTAINABILITY REPORT (CONTINUED)



- Malaysian Good Agricultural Practices ("myGAP") certification

These certifications reflect the Group's continued adherence to recognised industry standards for food safety, product quality, and responsible farming and manufacturing practices.

In addition to operational controls, the Group places strong emphasis on employee competency and awareness. Employees involved in production and processing activities undergo regular training on food safety and quality-related topics, including HACCP, GMP, ISO standards, food hygiene, and safe handling practices. These training programmes help reinforce a strong food safety culture throughout the organisation.



During FYE 2026, the Group did not record any product recalls relating to health and safety concerns, demonstrating the effectiveness of our quality assurance processes and our continued commitment to delivering safe and reliable products to consumers.

	FYE 2026	FYE 2025	FYE 2024	Target
Number of recalls issued and total units recalled for health and safety reasons	Nil	Nil	Nil	Nil

Biosecurity

Lay Hong places strong emphasis on biosecurity as a critical component of responsible poultry farming and food safety management. Comprehensive biosecurity measures are implemented across our farming operations, including parent stock breeder farms, hatcheries, layer farms, and broiler farms, to safeguard poultry health and minimise disease risks.

The Group maintains strict farm management and hygiene practices designed to prevent contamination and control the spread of diseases. These measures include controlled farm access, sanitation procedures, health monitoring, vaccination programmes, and regular inspections to ensure a safe and hygienic farming environment.

To further protect livestock health, Lay Hong implements a range of preventive measures, including:

- Closed-house poultry farming systems, which provide controlled environments for broiler rearing
- Mechanical ventilation systems to maintain optimal airflow and temperature conditions
- Rodent and pest control programmes to minimise disease transmission risks
- Strict visitor and personnel hygiene protocols



SUSTAINABILITY REPORT (CONTINUED)

The Group also adopts an “all-in-all-out” production system, whereby broilers are introduced and harvested in batches within each farmhouse. After harvesting, the facility undergoes thorough cleaning and disinfection, followed by a vacant period of one to three weeks before a new flock is introduced. This process helps prevent cross-contamination and disease transmission between flocks.

Broiler health and growth conditions are closely monitored by trained caretakers. Vaccinations and health assessments are conducted regularly.

Operational staff are required to follow strict hygiene practices, including:

- wearing Personal Protective Equipment (PPE)
- disinfecting hands and footwear before entering poultry houses
- adhering to sanitation protocols when handling livestock

To strengthen operational standards, regular internal assessments and audits are conducted to identify opportunities for continuous improvement and ensure compliance with myGAP standards established by the Department of Veterinary Services under the Ministry of Agriculture and Food Security Malaysia. Compliance with myGAP reflects the Group’s commitment to responsible farming practices, animal welfare, food safety, and environmental stewardship.

In addition, the Group participates in the Salmonella Control and Eradication Program (“SCEP”), a voluntary certification programme aimed at controlling and reducing Salmonella risks through systematic monitoring, testing, and biosecurity management practices. The programme supports our efforts to maintain poultry health, minimise food safety risks, and uphold consumer confidence in our products.

Halal certification

Lay Hong is committed to maintaining the highest standards of halal integrity across our operations to ensure that our products are safe, hygienic, and suitable for consumption by all consumers. Our halal assurance practices extend throughout the value chain, from sourcing and production to handling, storage, and distribution.

All relevant products and processing facilities are certified halal in accordance with the Malaysian Standard MS 1500:2019 and the requirements set out by the Department of Islamic Development Malaysia (“JAKIM”). These certifications reflect the Group’s continued commitment to complying with recognised halal standards and maintaining consumer confidence in our products.

To further strengthen halal governance within the Group, we have implemented the Halal Toyyiban Assurance Management System (“HTAMS”), which supports continuous monitoring and effective management of halal compliance across our operations. The system is designed to:

- Ensure the integrity of halal production and processing through consistent compliance with Syariah principles
- Strengthen adherence to the requirements of Malaysia’s Halal Assurance Management System under JAKIM
- Support compliance with MS 1500:2019 – Halal Food: Production, Preparation, Handling and Storage – General Guidelines

Through these practices, the Group continues to reinforce its commitment to delivering halal-certified products that meet high standards of quality, safety, and hygiene while maintaining the trust and confidence of consumers and stakeholders.



SUSTAINABILITY REPORT (CONTINUED)



Innovation

Innovation is an important driver of Lay Hong's long-term growth and sustainability. As an integrated poultry and food producer, we continuously seek opportunities to enhance product quality, operational efficiency, food safety, and environmental performance in order to meet evolving consumer expectations and industry requirements.

The Group continues to invest in technology and innovation across the value chain, from farming and feed production to processing and energy management, to strengthen production processes, improve operational reliability, and support our broader sustainability goals. Key technological innovations implemented across Lay Hong's operations include:

Smart Farming & Environmental Control

- Smart Poultry Farming devices that track temperature, humidity, and wind speed within poultry houses in real time, enabling better environmental control, reducing stress on birds, and improving overall productivity.
- Mechanical ventilation systems, which ensure consistent airflow and environmental control while reducing manual intervention and improving operational efficiency.
- Rainwater harvesting systems integrated with climate cooling operations in poultry houses, where collected rainwater is treated and reused in evaporative cooling systems to regulate temperature and improve environmental conditions for broiler growth.

Feed Innovation & Animal Welfare

- Precision Feeding System — an automated chain feeding system tailored to the birds' growth stages, ensuring uniform feed distribution, improving feed conversion ratio (FCR), and reducing feed wastage.
- Probiotic Feeding Programs, using natural feed additives to improve gut health, enhance product quality, and align with consumer demand for safer and healthier food.
- An IoT-enabled SCADA system for feedmill operations, ensuring accurate weighing and dosing of raw materials, consistent feed formulation and precision nutrition, real-time process monitoring and control, and improved traceability and quality assurance.



SUSTAINABILITY REPORT (CONTINUED)

Processing Technology & Food Safety

- Air-chilled chicken processing technology, which helps minimise the risk of cross-contamination during processing while enhancing product hygiene, quality, and food safety standards.
- Automation and robotics in processing plants, including robotic arms installed in sausage packaging processes to improve consistency, hygiene, and labour efficiency.

Renewable Energy & Circular Resource Use

- Solar Energy Integration – solar panels installed at food processing plants to reduce electricity costs and carbon footprint, integrated with IoT monitoring systems to track energy performance.
- Biogas energy from poultry waste, where biogas systems utilise chicken manure through anaerobic digestion to produce methane gas for electricity generation. This transforms poultry waste into renewable energy, reduces waste disposal issues, and offsets electricity consumption, lowering utility expenses across operations. An IoT-enabled SCADA system monitors operations and energy throughput efficiency.

These technological innovations enable the Group to optimise farming and feed efficiency, enhance product quality and food safety standards, strengthen operational reliability, and improve resource efficiency across energy, water, and waste management, while supporting responsible and sustainable poultry farming practices.

Beyond operational improvements, the Group remains attentive to developments in food technology, environmental sustainability, renewable energy, automation, and intelligent systems that may support more sustainable and efficient business practices in the future. By monitoring emerging technologies and industry advancements, we aim to continuously improve our operational processes, enhance resource efficiency, and strengthen our long-term competitiveness.

Our commitment to innovation and product excellence has been recognised through various industry awards and brand accolades. Among these recognitions, NutriPlus received The BrandLaureate Prominent Business BestBrands Award for Consumer Premium Processing Food in 2022, reinforcing the Group's strong market presence and commitment to delivering quality products to consumers. Most recently, NutriPlus was conferred The BrandLaureate World Halal BestBrands Award 2026 – Signature Brand for Consumer Eggs & Poultry Products, in recognition of its strong halal brand positioning and the Group's continued commitment to quality, trust, and food safety excellence, further reinforcing NutriPlus's standing as a trusted Halal food brand in the Malaysian market.





SUSTAINABILITY REPORT (CONTINUED)

The Group's products are marketed under established brands such as NutriPlus and Wise Choice, which reflect our continued focus on quality, reliability, and consumer trust. Over the years, we have also received various commendations and recognitions from industry bodies and business partners, further strengthening our position within Malaysia's poultry and food industry.



Product packaging sustainability

Packaging plays an essential role in maintaining the quality, safety, and shelf-life of Lay Hong's products across our integrated poultry, food processing, and retail operations. At the same time, we recognise that packaging materials - particularly single-use plastics and foam contribute to environmental waste if not responsibly managed. As a responsible food producer, we are committed to reviewing and progressively improving the sustainability of our packaging practices.

Lay Hong's products are packaged across a range of formats suited to different product categories and distribution channels:

- Fresh and chilled poultry products: plastic trays with shrink-wrap film, designed to maintain hygiene and product freshness from farm to retail.
- Eggs: paper-based or pulp egg trays and cartons, which are a more environmentally friendly alternative to polystyrene.
- Processed food products (NutriPlus and Wise Choice brands): vacuum-sealed pouches and flexible packaging designed for food safety and extended shelf-life.
- Retail-distributed fresh poultry: foam (EPS) polystyrene trays, widely used in Malaysia's wet market and supermarket retail channels due to their insulation properties.

Lay Hong has taken initial steps to review and improve the environmental profile of our packaging:

- Paper-based egg trays: where operationally feasible, Lay Hong prioritises paper pulp egg cartons over polystyrene alternatives, reducing plastic waste generation at point of sale.
- Packaging reduction: we continuously review packaging design across product lines to minimise excess material usage without compromising product quality or food safety standards.
- Labelling and consumer information: all relevant products carry clear labelling with Halal certification marks, traceability information, and storage guidance to support responsible post purchase handling and reduce food waste.
- Supplier engagement: we work with our packaging suppliers to understand the recyclability and environmental profile of materials sourced, and will increasingly factor packaging sustainability into our procurement criteria.



SUSTAINABILITY REPORT (CONTINUED)

Lay Hong acknowledges that packaging sustainability is an area requiring ongoing improvement, particularly in light of increasing consumer expectations and regulatory developments around single-use plastics. Our forward-looking packaging priorities include:

- Evaluating the feasibility of transitioning foam/EPS trays to recyclable or biodegradable alternatives for applicable product categories.
- Exploring the use of recycled-content plastics or bio-based materials for shrink-wrap and flexible packaging applications.
- Setting baseline data on packaging material quantities consumed by type, which will be reported in future sustainability disclosures.
- Engaging with downstream retail partners and distributors on collaborative packaging reduction and take-back initiatives where applicable.

ANTI-CORRUPTION

Lay Hong upholds the highest standards of business ethics, transparency, and regulatory compliance across the Group. Our commitment to anti-corruption practices is central to safeguarding the long-term interests of the company and our stakeholders, while fostering trust and confidence in our business operations.

Governance and policy framework

Our Board and Management are committed to conducting business with integrity and in full compliance with applicable laws. This commitment is guided by:

- Code of Conduct ("COC") – which outlines ethical standards and expected behaviours for all employees and Board.
- Anti-Bribery & Corruption ("ABC") Policy – articulates our zero-tolerance stance towards bribery and corruption. This policy is regularly reviewed to ensure alignment with the Malaysian Anti-Corruption Commission (MACC) Act 2009 and best governance practices.
- Whistleblowing Policy – provides a secure and confidential channel for employees and external parties to report misconduct, unethical behaviour, or corruption-related concerns. Reports can be submitted directly to the Audit Committee Chairman via email or post.

All three policies are publicly available on our corporate website, ensuring transparency and accessibility for all stakeholders.

Corruption-related training

Lay Hong is committed to fostering a culture of integrity, accountability, and ethical business conduct across the organisation. As part of this commitment, the Group has incorporated anti-corruption training into the onboarding and orientation programme for all new recruits. This initiative ensures that incoming employees are introduced to the Group's anti-corruption and anti-bribery expectations from the outset of their employment, and understand their responsibilities in upholding ethical conduct and regulatory compliance.

Moving forward, the Group remains committed to reinforcing a strong culture of integrity by continuing to provide relevant training, raising awareness on ethical practices, and promoting compliance with the Group's policies and procedures.

Employee Category	Completion Rate (%) FYE 2026	Completion Rate (%) FYE 2025
Management	-	1%
Executive	9%	-
Non-executive/Technical staff	8%	-
General workers	2%	-



SUSTAINABILITY REPORT (CONTINUED)

Corruption incidents

We are pleased to report that as of 31 March 2026, there were zero reported incidents of bribery or corruption within Lay Hong's operations.

	FYE 2026	FYE 2025	FYE 2024	Target
Number of complaints of bribery or corruption reported	Nil	Nil	Nil	Nil

Corruption risk assessment

The corruption risk review aims to assess the Group's exposure to corruption and bribery risks. We plan to initiate a corruption risk survey covering our major entities in Malaysia in the upcoming years.

SUPPLY CHAIN MANAGEMENT

At Lay Hong, we place strong emphasis on trust, transparency, and integrity in our relationships with suppliers. As a responsible business, we recognise our role in supporting a resilient and inclusive supply chain, particularly by empowering local small and medium-sized enterprises (SMEs), which are vital to Malaysia's economic growth and long-term development.

Quality & performance management

To maintain high standards of product quality, food safety, and operational reliability, Lay Hong has implemented a structured supplier and quality management framework across its operations. This framework supports the Group's commitment to delivering safe, fresh, and high-quality poultry and food products to customers and consumers.

Key measures implemented include:

- Establishing clear product specifications, quality requirements, and food safety standards for raw materials and supplies
- Selecting reputable suppliers with proven track records in quality, compliance, and reliability
- Conducting supplier evaluations and assessments to ensure compliance with the Group's procurement and quality requirements
- Performing inspections, testing, and quality checks on incoming raw materials and products
- Maintaining ongoing communication and collaboration with suppliers to address quality concerns and drive continuous improvement
- Working closely with suppliers to strengthen supply chain resilience, food safety practices, and sustainability performance

This structured approach helps ensure that raw materials, feed, packaging materials, and other inputs used throughout the Group's farming, processing, and food manufacturing operations consistently meet Lay Hong's standards for quality, safety, and performance.

Ethical & responsible procurement

Lay Hong is committed to fair and transparent procurement practices, working only with suppliers who operate with integrity and uphold strong ethical, social, and environmental values. Procurement processes are designed to identify and engage the most qualified partners while promoting responsible business conduct. Suppliers are expected to comply with Lay Hong's requirements and demonstrate accountability across areas such as labour practices, environmental compliance, and operational efficiency.



SUSTAINABILITY REPORT (CONTINUED)

Prioritising local sourcing

In line with our commitment to supporting the local economy, Lay Hong prioritises sourcing products and services from local suppliers wherever feasible. This approach not only reduces transport-related emissions, supporting our environmental goals, but also helps create jobs and strengthen economic resilience within the communities we serve.

In FYE 2026, 95% of Lay Hong's procurement spending was allocated to local suppliers, consistent with FYE 2025, carefully selected based on service excellence, reliability, and ethical conduct.

	FYE 2026	FYE 2025	FYE 2024
Proportion of spending on local suppliers	95%	95%	90%

ENVIRONMENTAL SUSTAINABILITY

Climate change remains one of the most significant global challenges, creating long-term environmental, operational, and regulatory risks across the food and agriculture industry. As an integrated poultry and food producer, Lay Hong recognises that its operations including poultry farming, feed management, food processing, cold chain activities, and logistics have environmental impacts that must be managed responsibly.

The Group is committed to minimising its environmental footprint through responsible operational practices and continuous improvement initiatives. Our environmental sustainability efforts focus on enhancing resource efficiency, strengthening operational resilience, and supporting compliance with applicable environmental regulations and industry standards. Key areas of focus include energy efficiency, greenhouse gas emissions management, waste and wastewater management, water conservation, and responsible resource utilisation.

Lay Hong also continues to evaluate opportunities to improve environmental performance through operational enhancements, technology adoption, and sustainable farming practices. Through these efforts, we aim to support long-term business sustainability while contributing positively towards environmental stewardship and the broader transition to a more sustainable and low-carbon economy.

Material Matters :

- Climate Action
- Waste Management
- Water Management



CLIMATE ACTION

Lay Hong acknowledges the direct and indirect environmental impacts arising from its operations, including contributions to climate change through energy consumption, fuel usage, farming activities, and logistics operations. As an integrated poultry and food producer, the Group is committed to managing its environmental footprint responsibly and strengthening its resilience towards climate-related risks and evolving regulatory expectations.

Lay Hong recognises the importance of reducing greenhouse gas ("GHG") emissions and improving energy efficiency as part of the broader transition towards a low-carbon economy. The Group remains committed to implementing practical measures to optimise operational efficiency, strengthen environmental management practices, and support sustainable business operations over the long term.



SUSTAINABILITY REPORT (CONTINUED)

Energy efficiency

We are continuously enhancing our energy utilisation and efficiency through a range of initiatives, including:

- **Solar energy integration:** A 216kWp Photovoltaic Diesel Hybrid System has been installed at one of our layer farms, enabling the generation of renewable energy while maintaining energy reliability in off-grid or remote areas. In addition, our food processing plant now operates a 1,516kWp Solar Photovoltaic System, which contributes significantly to the plant's energy requirements. Solar energy now contributes 4% of the total energy usage, increasing from 4% in prior year, reducing our reliance on non-renewable energy sources.



- **Energy-Efficient Office Practices:** We are actively transitioning to LED lighting and energy-efficient inverter air conditioners. To further reduce energy consumption, we implement lighting schedules, install motion sensors in low-usage areas, and conduct regular maintenance on electrical equipment. Additionally, we promote energy-saving habits among employees through awareness campaigns and reminders.
- **Energy-efficient equipment:** For new capital investments, energy efficiency will be a consideration when procuring equipment. We prioritise selecting equipment that minimises power consumption without compromising performance.
- **Regular Monitoring and Reporting:** Real-time monitoring systems are being implemented to track electricity consumption and identify areas for improvement.
- **Operational Enhancements:** We continue to optimise processes to minimise energy demand during peak operations, ensuring more efficient electricity usage.



SUSTAINABILITY REPORT (CONTINUED)

Energy intensity measures the Group's energy consumption relative to revenue, tracking the efficiency with which Lay Hong generates economic value from its energy use. A declining energy intensity ratio signals improved energy efficiency, even as the Group grows. Energy intensity is calculated as total energy consumed (in MWh) divided by the Group's total revenue for the financial year.

Energy Intensity	FYE 2026	FYE 2025
Total Energy Consumption (MWh)	88,968	62,433
Total Revenue (RM'mil)	1,124	1,074
Energy Intensity (MWh / RM'mil revenue)	79	58

In FYE 2026, the Group's energy intensity stood at 79 MWh per RM million revenue, compared to 58 MWh per RM million in FYE 2025. This increase was driven by higher operation activity.

The Group is committed to progressively reducing its energy intensity over the medium term through continued investment in energy-efficient technologies, process optimisation, and renewable energy integration.

Lay Hong consumes energy across its farming, food processing, logistics, and administrative operations. The Group's energy consumption is drawn from both grid electricity (non-renewable) and Solar Photovoltaic generation (renewable). Understanding our energy mix enables us to track our transition towards cleaner energy sources and set meaningful reduction targets.

The Group recognises that transitioning to a higher proportion of renewable energy is essential to reducing our carbon footprint over the long term. We continue to evaluate opportunities to expand our solar PV capacity across other farm and processing sites, and to explore additional renewable energy options aligned with our operational needs.

Carbon emissions

As part of our ongoing efforts to improve environmental sustainability, we have also begun tracking and monitoring GHG emissions. For the current reporting year, we will disclose only Scope 2 emissions, which cover emissions from purchased electricity across Lay Hong's operations in Malaysia, calculated using energy consumption (kWh) multiplied by the 2022 emission factor provided by the Energy Commission.

We acknowledge the importance of comprehensive emission reporting and are in the process of developing more robust data collection systems. Tracking of Scope 1 emissions (from fuel consumption and industrial gas usage) and Scope 3 emissions (from employee commuting and business travel) will commence in the coming years.

This phased approach will enable us to establish a clearer understanding of our overall impact and support the setting of meaningful carbon reduction targets as part of our long-term sustainability strategy.

Total Emissions by Scope (tCO ₂ -e)	FYE 2026	FYE 2025
Scope 2 – Indirect emissions from the electricity consumption from the grid	67,438	47,332

To provide a more meaningful measure of our environmental performance relative to business scale, Lay Hong tracks its GHG intensity. The GHG intensity ratio normalises absolute emissions against the Group's revenue, enabling year-on-year efficiency comparisons independent of business growth. The GHG intensity is calculated by dividing total GHG emissions by the Group's total revenue for the financial year.



SUSTAINABILITY REPORT (CONTINUED)

GHG Intensity	FYE 2026	FYE 2025
Total Scope 2 Emissions (tCO ₂ -e)	67,438	47,332
Total Revenue (RM'mil)	1,124	1,074
GHG Intensity (tCO ₂ -e / RM'mil revenue)	60	44

Beyond the direct emissions from our farming and processing operations (Scope 1) and purchased electricity (Scope 2), Lay Hong recognises that logistics and distribution activities contribute to indirect GHG emissions across our value chain. As an integrated poultry and food producer with operations spanning multiple states and distribution channels across Malaysia, transport and cold chain logistics represent a relevant category of our Scope 3 emissions footprint.

In FYE 2026, Lay Hong has begun the process of identifying and documenting our logistics-related emission sources as part of a phased approach to expanding our GHG reporting from Scope 2 towards a more comprehensive Scope 1, 2, and 3 disclosure framework. While we are not yet in a position to quantify Scope 3 logistics emissions with sufficient accuracy for this reporting period, we have taken the following steps to manage and reduce transport-related emissions:

- Route optimisation: delivery schedules and routes are planned to improve vehicle utilisation and minimise unnecessary mileage, reducing fuel consumption and associated emissions.
- Fleet maintenance: the Group's delivery fleet undergoes regular maintenance and servicing to ensure vehicles operate at optimal fuel efficiency and within road-worthy standards.
- Vehicle loading efficiency: we maximise product load per delivery trip to reduce the number of trips required, lowering per-unit transport emissions.
- Local sourcing priority: by prioritising procurement from local suppliers, we aim to shorten inbound supply chains and reduce transport distances and associated emissions.

WASTE MANAGEMENT

At Lay Hong, responsible waste management forms an important part of our environmental stewardship efforts and commitment to sustainable operations. As an integrated poultry farming, food processing, and retail business, our operations generate various forms of waste, including organic waste, wastewater, recyclable materials, general waste, and scheduled waste. We recognise the importance of managing these waste streams responsibly to minimise environmental impact and support regulatory compliance.

The Group implements waste management practices across its operations in accordance with applicable environmental regulations and guidelines established by the Department of Environment ("DOE"). Scheduled waste generated from our operations is monitored and managed systematically, with licensed contractors engaged for the collection, transportation, treatment, and disposal of such waste at DOE-approved facilities.

Within our farming operations, poultry waste is treated and recycled into organic fertiliser through the Harmless Bio-Fermentation System DZR-50. This initiative supports sustainable agricultural practices by converting organic waste into useful by-products while reducing reliance on chemical fertilisers.

In addition, the Group has implemented biogas systems that convert poultry waste into renewable energy through anaerobic digestion processes. The biogas generated is utilised to support operational energy needs. An IoT-enabled SCADA system is used to monitor biogas operations and energy throughput efficiency in real time, contributing to improved waste management efficiency and reduced greenhouse gas emissions.

Our food processing facilities are also equipped with appropriate waste treatment systems to ensure that operational waste and wastewater are managed responsibly before discharge. Effluent quality is regularly monitored to ensure compliance with applicable environmental standards and regulatory requirements.



SUSTAINABILITY REPORT (CONTINUED)

At our offices and support facilities, the Group continues to promote waste reduction and recycling initiatives through employee awareness programmes and operational practices such as reducing paper usage, encouraging material reuse, and implementing waste segregation for recyclable and non-recyclable waste.

Through these efforts, Lay Hong remains committed to strengthening waste management practices, minimising environmental impact, and supporting more sustainable and resource-efficient operations.

	FYE 2026 MT	FYE 2025 MT
Total waste directed to disposal	3,403	3,249

WATER MANAGEMENT

Water is an essential resource across Lay Hong's farming, food processing, and operational activities. The Group recognises that increasing water scarcity, climate change, and environmental challenges may impact long-term water availability and operational sustainability. As such, we remain committed to promoting responsible water management and improving water efficiency across our operations.

Water consumption within the Group varies depending on operational scale and process requirements, particularly within poultry farming and food processing activities. To minimise unnecessary water usage and enhance resource efficiency, the Group continues to implement water conservation and monitoring initiatives across relevant facilities and operational sites.

Key water management initiatives implemented by the Group include:

- **Rainwater harvesting systems** at selected farm operations, where collected rainwater is treated and reused in evaporative cooling systems within poultry houses to regulate temperature and improve environmental conditions for broiler growth, thereby reducing dependence on municipal water supply
- **Regular inspections and preventive maintenance** of water fixtures and piping systems to minimise leakages and water wastage
- **Installation of water-efficient fittings** such as low-flow taps at office and operational facilities
- **Employee awareness programmes and internal campaigns** to encourage responsible water usage and conservation practices across workplaces
- **Operational monitoring and process improvements** to optimise water usage within farming and food processing activities

The Group also ensures that wastewater generated from its operations is managed responsibly and treated in accordance with applicable regulatory requirements prior to discharge.

In FYE 2026, the Group recorded water consumption of 1.6 megalitres, compared to 1.5 megalitres in FYE 2025.

In addition to tracking absolute water consumption, Lay Hong monitors water intensity, the volume of water consumed per unit of revenue generated. This ratio provides a normalised view of water efficiency that accounts for changes in business scale, and supports meaningful year-on-year comparison.

Water Intensity	FYE 2026	FYE 2025
Total Water Consumption (megalitres)	1.6	1.5
Total Revenue (RM'mil)	1,124	1,074
Water Intensity (m3 / RM'mil revenue)	1.4	1.4

Note: Water intensity is calculated by converting total water consumption from megalitres to cubic metres (1 megalitre = 1,000 m³), then dividing by total Group revenue (RM'mil)



SUSTAINABILITY REPORT (CONTINUED)

In FYE 2026, Lay Hong's water intensity was 1.4 m³ per RM million revenue, unchanged from 1.4 m³ per RM million in FYE 2025. This stable usage reflects the Group's continued discipline in water management.

The Group is committed to reducing its water intensity over time through targeted conservation measures, including expanded rainwater harvesting, upgrading to water-efficient fittings, and ongoing employee awareness initiatives. We will continue to monitor and report this metric annually to track progress against our water stewardship goals.

SOCIAL SUSTAINABILITY

As Lay Hong continues to grow, attracting, developing, and retaining talent is essential to our long-term success. We are committed to cultivating a workplace that upholds human rights, prioritises safety and well-being, and fosters a culture of inclusivity, respect, and continuous development. These principles also guide our broader efforts to engage with and uplift the communities in which we operate.

Material Matters :

- Human Rights
- Health & Safety
- Diversity, Equity & Inclusion
- Employee Management
- Community Investment



HUMAN RIGHTS

At Lay Hong, we are steadfast in our commitment to protecting and promoting the rights of every individual within our organisation. We believe in treating all employees with dignity, fairness, and respect, and in recognising the unique value each person brings.

Our leadership plays a critical role in establishing and maintaining high ethical standards, guided by a robust Code of Conduct that applies to all employees. This ensures our operations are aligned with principles of professionalism, equality, and accountability.

We actively promote:

- Safe and fair working conditions
- Freedom of association
- Equal opportunity and non-discrimination
- Protection from harassment or unfair treatment

Our employment policies comply fully with Malaysia's labour laws, including the Employment Act 1955 and the Employment (Amendment) Act 2022. We uphold strict prohibitions against child and forced labour and ensure full adherence to legal requirements on working hours and compensation.

Fair compensation & benefits

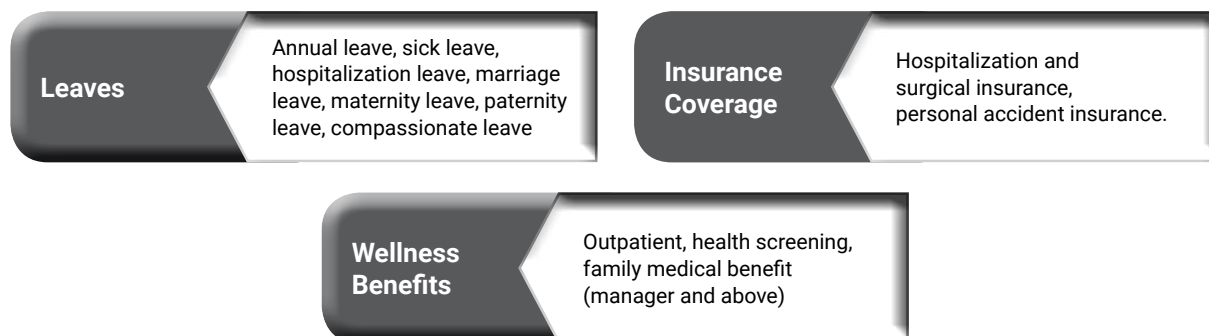
Lay Hong continuously evaluates employee compensation and benefits to ensure that our people are well-supported and fairly rewarded. We comply with the Minimum Wage Order 2024, ensuring that all employees receive at least the minimum wage and fair remuneration for overtime and additional responsibilities.

A recent review of our policies confirmed alignment with the updated Minimum Wage Order 2024, which sets the minimum monthly wage at RM1,700 effective 1 February 2025, as well as other amendments to Malaysia's employment laws. This review reaffirmed Lay Hong's commitment to legal compliance and the fair and lawful treatment of all employees.



SUSTAINABILITY REPORT (CONTINUED)

Employee benefits include:



Respecting foreign worker rights

We are firmly committed to upholding the rights, welfare, and dignity of all foreign workers employed in our operations, including those engaged through contractors and subcontractors. Our approach is rooted in fairness, legality, and ethical responsibility.

In Malaysia, we ensure full compliance with all relevant legislation governing the employment and welfare of foreign workers. These include:

- **The Employment Act 1955**, which provides comprehensive protection for employees, including foreign workers, and prohibits exploitative practices such as child labour.
- **The Occupational Safety and Health Act 1994 (OSHA 1994)**, which outlines the duty of employers to provide a workplace that is safe and free from health hazards.

We continuously monitor our practices and those of our contractors to ensure alignment with these regulations and to uphold our corporate values of respect, inclusiveness, and responsibility. Through these efforts, we strive to create a secure, fair, and supportive environment for all workers across our operations.

Grievance mechanism & whistleblowing

We maintain an open and transparent environment where all individuals, employees or external parties, can raise concerns freely and without fear of retaliation.

Our Whistleblowing Policy promotes ethical conduct, protects whistleblowers, and ensures concerns are addressed fairly and confidentially. Procedures for lodging a complaint are available on the Company's website, and reports may be directed to the Audit Committee Chairman via email or post for independent review.

We are committed to investigating all reports impartially, maintaining confidentiality, and providing timely redress wherever necessary. Our goal is to maintain zero incidents of human rights violations, fostering a workplace built on trust, respect, and integrity.

	FYE 2026	FYE 2025	FYE 2024	Target
Number of substantiated complaints concerning human rights violations	Nil	Nil	Nil	Nil



SUSTAINABILITY REPORT (CONTINUED)

HEALTH & SAFETY

Lay Hong is committed to providing a safe, healthy, and conducive working environment for all employees across its farming, processing, logistics, and retail operations. As part of our commitment to sustainable business practices, we continue to strengthen our occupational safety and health (“OSH”) management practices while promoting a proactive safety-first culture throughout the organisation.

Given the nature of our operations, employees may be exposed to operational, biological, machinery, and workplace-related hazards. As such, the Group integrates health and safety considerations into daily operational activities to minimise workplace risks, prevent injuries, and safeguard employee well-being. We remain committed to achieving zero fatalities and continuously improving our Lost Time Injury Rate (“LTIR”) through effective safety management and employee engagement initiatives.

Safety-first culture

- **Regulatory Compliance:** The Group complies with applicable occupational safety and health laws and regulations, including the Occupational Safety and Health (Amendment) Act 2022 and the Employment Act 1955. Internal safety policies, procedures, and guidelines are implemented and communicated across our farming, processing, logistics, and operational facilities to promote compliance and strengthen workplace safety standards.
- **Personal Protective Equipment (PPE):** Appropriate PPE is provided to employees involved in farming, food processing, maintenance, and operational activities. This includes safety boots, gloves, masks, protective clothing, and other equipment relevant to operational requirements. PPE usage helps minimise exposure to workplace hazards, including machinery operation, animal handling, biological exposure, and manual handling risks. Farm visitors are also required to comply with safety and biosecurity requirements prior to entering operational areas.
- **Leadership Commitment:** Key Senior Management actively supports workplace safety initiatives through regular site visits, safety reviews, inspections, and engagement with operational teams. Management involvement reinforces accountability and promotes a strong culture of safety throughout the organisation.
- **Positive Reinforcement:** We set clear safety objectives and monitor key performance indicators (KPIs) to continuously improve occupational safety. Employees who demonstrate consistent adherence to safety protocols and proactive safety behaviours are recognised through structured rewards and recognition programs, motivating ongoing commitment to a safe working environment.
- **Safety Week:** Lay Hong organises an annual Safety Week to actively engage all employees in health and safety awareness. During this week, employees participate in workshops, training sessions, emergency drills, and interactive activities that reinforce safe work practices. Safety Week serves as both a learning platform and a celebration of our collective commitment to safety, encouraging collaboration, raising awareness of occupational risks, and strengthening the “safety-first” culture across all levels of the organisation.

Safety & health upskilling

Lay Hong believes that continuous training and awareness are essential in fostering a strong safety culture and maintaining a safe working environment across all operations. The Group provides health and safety training programmes to employees to equip them with the necessary knowledge and skills to identify workplace hazards, adopt safe work practices, and respond effectively to emergencies.

Training programmes conducted by the Group cover various occupational safety and health topics relevant to our farming, food processing, logistics, and operational activities. These include basic workplace safety practices, emergency preparedness, machinery and equipment safety, personal protective equipment (PPE) usage, food hygiene and safety, biosecurity awareness, and safe handling procedures related to integrated livestock farming and food manufacturing operations.

In FYE 2026, a total of 312 employees participated in health and safety training programmes conducted across the Group. Safety awareness is further reinforced through regular safety briefings, toolbox meetings, safety inductions, and operational discussions aimed at maintaining workplace safety awareness and encouraging proactive hazard identification.



SUSTAINABILITY REPORT (CONTINUED)

	FYE 2026	FYE 2025	FYE 2024
Number of employees trained on health and safety standards	312	571	1,245

Through these initiatives, the Group aims to cultivate a proactive safety culture where employees are empowered with the knowledge and awareness necessary to perform their duties safely and responsibly. The Group also encourages employees to provide feedback and raise safety-related concerns to support the continuous improvement of workplace health and safety practices.

Safety & health reporting

We prioritise the health and safety of our employees through vigilant reporting and effective response mechanisms. Lay Hong has established an incident reporting platform that enables employees to confidentially report accidents, near misses, and unsafe conditions. This system ensures that all incidents are recorded, investigated, and treated as opportunities for learning and continuous improvement of our safety protocols.

In FYE 2026, we maintained a strong focus on transparency in our health and safety reporting, with key metrics being closely monitored and reviewed.

	FYE 2026	FYE 2025	FYE 2024
Number of fatalities	Nil	Nil	Nil
Number of lost time injuries	Nil	10	11
LTIR	Nil	0.68	0.74

DIVERSITY, EQUITY & INCLUSION

At Lay Hong, embracing diversity is not only a moral imperative but a strategic one. We recognise that a diverse workforce, encompassing differences in gender, age, race, ethnicity, religion, abilities, and sexual orientation, enhances innovation, decision-making, and resilience across our business.

Our inclusive culture values every employee's unique perspective and experience. We are committed to providing a workplace free from discrimination, harassment, and marginalisation, where all individuals are respected, empowered, and able to thrive.

Inclusive culture and equal opportunities

We promote equity in all aspects of our operations, ensuring fair recruitment, equal pay, and merit-based progression across all levels. Performance assessments, promotions, and remuneration are based on objective key performance indicators, with no tolerance for gender or other biases.

- **Wage Equity:** We ensure that wages are competitive and free from gender bias.
- **Merit-Based Development:** Career growth is guided by clear criteria and aligned with individual performance and contribution.

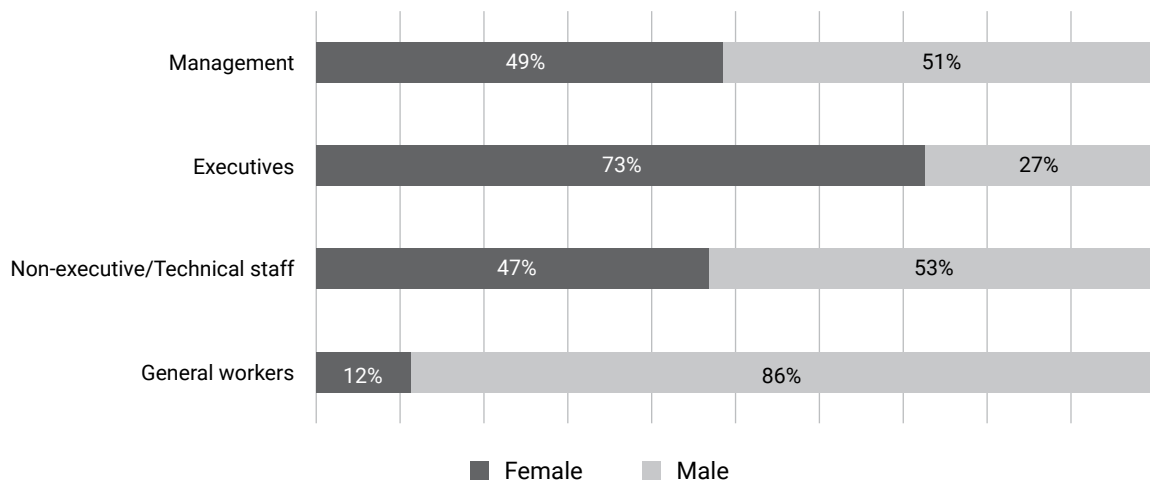
Workforce snapshot

As of 31 March 2026, Lay Hong employed a total of 2,943 individuals, with 33% of our workforce being female and 67% male. While this gender distribution is reflective of industry norms, particularly in labour-intensive roles that are traditionally male dominated, we are pleased to note that women comprise 50% of our workforce when general workers category is excluded. This achievement highlights our continued efforts to foster gender diversity and equality across all levels and functions of the organisation.



SUSTAINABILITY REPORT (CONTINUED)

2026 Gender Diversity by Employees Group



The age distribution of our workforce in 2026 reflects a diverse and well-balanced composition across all employee groups. Management is predominantly represented by employees aged 30–50, comprising 67% of the group, with 29% above the age of 50 and only 4% under 30. This profile underscores the depth of experience and seasoned leadership that guides the organisation's strategic direction.

At the executive level, 61% fall within the 30–50 age bracket, complemented by 23% under the age of 30 and 16% above 50. This blend of emerging talent and experienced professionals fosters a culture of mentorship, innovation, and informed decision-making.

Among non-executive and technical staff, the age distribution is evenly split between those under 30 and those aged 30–50, each comprising 45% of the group, with the remaining 10% above 50. This balance supports strong operational capability while ensuring a steady pipeline of developing talent.

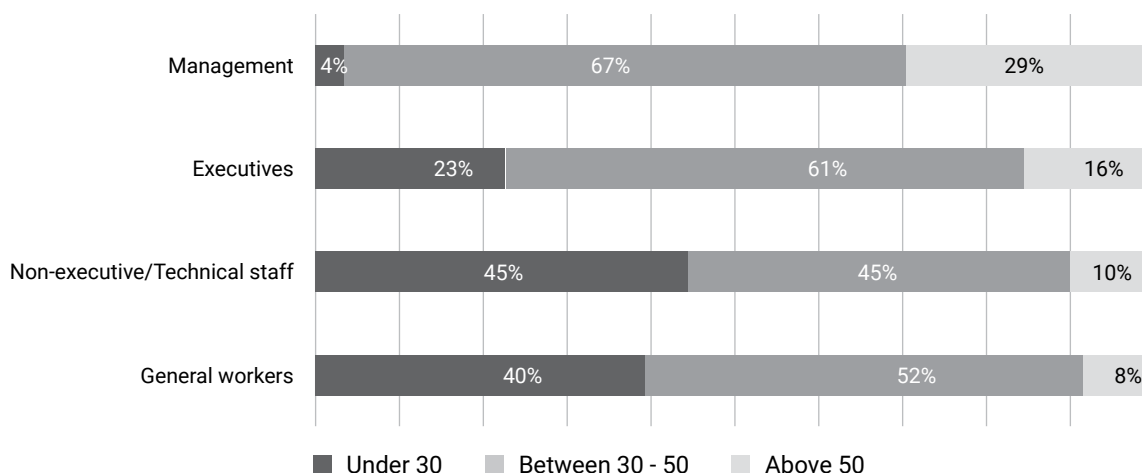
General workers are largely represented by younger employees, with 40% under the age of 30 and 52% between the ages of 30 and 50, while 8% are above 50. This energetic and dynamic demographic reinforces the Group's operational resilience and long-term workforce sustainability.

Collectively, this age diversity across all levels of the organisation promotes knowledge transfer, adaptability, and a forward-looking workforce well-positioned to meet future challenges.



SUSTAINABILITY REPORT (CONTINUED)

2026 Age Diversity by Employees Group



Ethnic & local representation

Lay Hong is committed to nurturing local talent, with 67% of its workforce comprising residents from the countries in which it operates. By prioritising local recruitment, the Company not only supports the local economy but also fosters cultural alignment and a strong sense of community within its workforce. Lay Hong's diverse talent pool includes individuals of Malay, Chinese, Indian, and other ethnic backgrounds, reflecting the rich multicultural fabric of the regions it serves.

The remaining 33% of the workforce primarily consists of foreign workers employed as general workers, which is common in the industry due to the labour-intensive nature of operations and limited availability of local manpower for such roles.

Board diversity

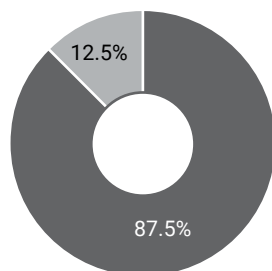
The Board of the holding company currently comprises one woman out of eight Board members. While the Board acknowledges the recommendation under Practice 5.9 of the Malaysian Code on Corporate Governance ("MCCG") for women Directors to comprise at least 30% of the Board, it is of the view that the appointment of Directors should primarily be based on the appropriate mix of skills, experience, competency, and expertise required to support the Group's current business needs and stage of development.

Nevertheless, the Board remains committed to promoting diversity and inclusion across the organisation, including enhancing gender representation at the Board and senior management levels. In this regard, the Board will continue to identify and evaluate suitable female candidates for future Board appointments as part of its ongoing succession planning efforts. The Group also remains committed to fostering a diverse and inclusive workplace that provides equal opportunities for career development and advancement across all levels of the organisation.



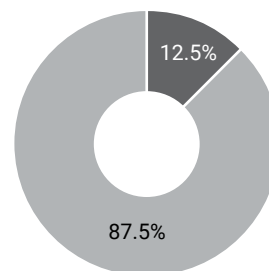
SUSTAINABILITY REPORT (CONTINUED)

2026 Board Diversity by Gender



■ Male ■ Female

2026 Board Diversity by Age



■ Between 30 - 50 ■ Above 50

EMPLOYEE MANAGEMENT

At Lay Hong, our employees are our greatest asset. We are committed to fostering a positive, supportive, and safe work environment where everyone feels valued and respected. By ensuring equal access to opportunities for growth, development, and well-being, we create a workplace that empowers individuals and strengthens our business for long-term success.

Talent Management Framework





SUSTAINABILITY REPORT (CONTINUED)

Talent acquisition & onboarding

Our goal at Lay Hong is to nurture and advance the professional growth of our existing workforce, providing ample opportunities for career progression within the company. We are committed to maximizing the potential of our internal talent pool, ensuring that our team members have the resources and support they need to thrive and advance their careers.

When external recruitment is necessary, our Human Resources team applies fair and structured selection processes to attract candidates whose skills and values align with our organisational goals. New employees are supported through a structured onboarding programme, which helps them integrate smoothly into the company and understand our culture, values, and operational standards from day one.

Upskilling & reskilling

Empowering our employees to excel is integral to the growth and success of the Group. To support this, we provide continuous learning opportunities that foster both personal and professional development, enabling our workforce to stay ahead in an ever-evolving industry landscape.

In FYE 2026, we remain committed to investing in training and development programmes, utilising both physical and online channels. A total of 14,522 training hours were recorded across all employee categories, representing a significant 82.2% increase from 7,970 hours in the prior year. These training sessions encompassed both internal and external learning and development programmes.

The average training hours per employee also improved notably to 4.9 hours in FYE 2026, up from 2.9 hours in FYE 2025, reflecting the Group's strengthened commitment to workforce capability building. Non-executive and technical staff recorded the highest total training hours at 6,309 hours, followed closely by general workers at 5,973 hours. Among all employee categories, executives recorded the highest average training hours at 11.8 hours per employee, reflecting the Group's emphasis on developing professional expertise and leadership capabilities at that level.

Employee Category	Total hours of training FYE 2026	Total hours of training FYE 2025	Total hours of training FYE 2024
Management	500	600	315
Executive	1,740	1,049	2,715
Non-executive/Technical staff	6,309	3,021	5,421
General workers	5,973	3,300	6,158
Total	14,522	7,970	14,609

	Average training hours per employee FYE 2026	Average training hours per employee FYE 2025	Average training hours per employee FYE 2024
Management	6.4	7.4	3.2
Executive	11.8	6.4	19.7
Non-executive/Technical staff	4.3	2.7	5.0
General workers	4.8	2.3	4.5
Overall	4.9	2.9	5.5



SUSTAINABILITY REPORT (CONTINUED)

Performance management & compensation

Our performance culture is built around being result-oriented, accountable, collaborative, and committed to shared success. KPIs are established for both the business and individual employees to ensure alignment with our strategic goals.

We conduct annual year-end performance reviews to provide constructive feedback, recognise achievements, and identify each employee's development needs and career aspirations. This ongoing dialogue helps drive continuous improvement and professional growth.

Outstanding performance is recognised through bonuses and promotions, rewarding exceptional results and exemplary behaviour. We also benchmark our remuneration packages regularly to ensure they remain competitive within the industry and are aligned with local market standards.

We utilise a Human Resource Management System (HRMS) that is accessible online, providing both employees and managers with tools to efficiently manage and access key aspects of their employment. This includes functions such as leave management, tax information review, and access to payslips. The primary aim of this initiative is to streamline HR processes and reduce reliance on paper printing, contributing to a more environmentally sustainable approach within the Human Resource function. Through this digital transformation, we aim to enhance operational efficiency while promoting sustainability across the organisation.

Succession planning

We recognise the importance of strong leadership continuity. Our Nomination Committee oversees the Group's human capital strategy and succession planning, focusing on leadership development and internal talent readiness. Managerial staff receive targeted training to support their progression into future leadership roles.

Employee engagement

The Group recognises that a motivated and engaged workforce is fundamental to its long-term organisational resilience and sustainability. To this end, Lay Hong actively invests in employee engagement programmes that foster a culture of inclusion, collaboration, and well-being across all levels of the organisation.

In FYE 2026, the Group organised a comprehensive calendar of engagement activities, encompassing recreational, social, and structured development initiatives aimed at strengthening interpersonal relationships and reinforcing a cohesive organisational culture.

In May 2025, the Group hosted a Bowling Tournament at MyBowl, 1Borneo Shopping Mall, Kota Kinabalu, providing employees with an informal platform to connect and build camaraderie beyond the workplace. This was followed by the Family Fun Day in August 2025 at Tanjung Lipat Beach, Kota Kinabalu, a full-day recreational event designed to celebrate team spirit and promote employee well-being in an inclusive and relaxed setting.





SUSTAINABILITY REPORT (CONTINUED)



To further strengthen cross-functional collaboration and leadership capability, the Group conducted its Team Building Programme 2025 over two separate residential sessions in November 2025 at Zen Garden & Resort, Kundasang, Sabah. The programme engaged employees in structured activities centred on communication, problem-solving, and teamwork, providing a meaningful platform for personal and professional development.





SUSTAINABILITY REPORT (CONTINUED)



Collectively, these initiatives underscore the Group's commitment to cultivating a positive workplace culture where employees feel valued, connected, and empowered to contribute meaningfully to the organisation's shared goals.

Employee retention & attrition

In FYE 2026, our attrition rate was 16%, an increase from 12% in FYE 2025, with a total of 461 employee departures, mainly driven by higher turnover among non-executive and technical staff, followed by general workers.

We aim to further reduce this rate by enhancing our salary and reward schemes, developing a robust talent pipeline, and continuing to strengthen our talent development programs. These efforts are designed to foster employee satisfaction and loyalty, ensuring that we retain and nurture top talent within the organisation.

Employee Category	Total numbers of new hires FYE 2026	Total numbers of new hires FYE 2025	Total numbers of new hires FYE 2024
Management	0	7	1
Executive	13	15	7
Non-executive/Technical staff	120	255	171
General workers	23	116	352
Total	421	393	531