

TOP GLOVE

TOP QUALITY, TOP EFFICIENCY



**INTEGRATED
ANNUAL
REPORT
2021**

TOP GLOVE CORPORATION BHD

Incorporated in Malaysia [Registration No.: 199801018294 (474423-X)]

Registered in Hong Kong [Registration No.: F28982]

A Public Company Listed on the Main Market of Bursa Malaysia and Main Board of Singapore Exchange

FINANCIAL YEAR ENDED

31 AUGUST 2021

CONTRIBUTING TO A MORE *Sustainable* WORLD



SCAN FOR TG
INTEGRATED ANNUAL
REPORT 2021



SCAN FOR TG
CORPORATE
VIDEO



6-YEAR FINANCIAL REVIEW

The Group registered Compounded Annual Growth Rates (CAGR) for revenue and profit after tax of revenue: 26.9% and PAT 36.3% respectively, since listing in 2001.

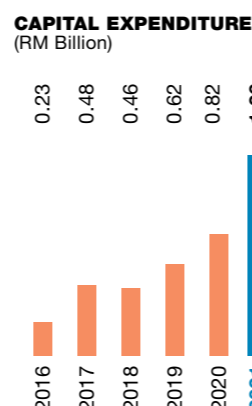
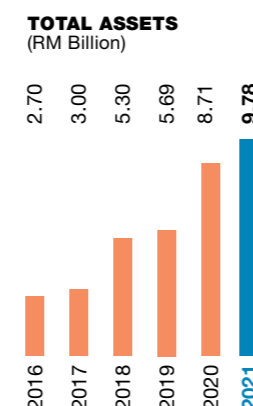
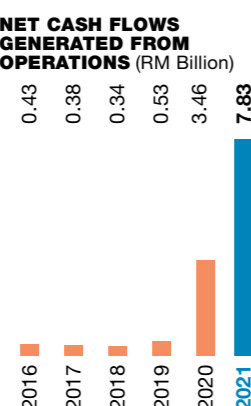
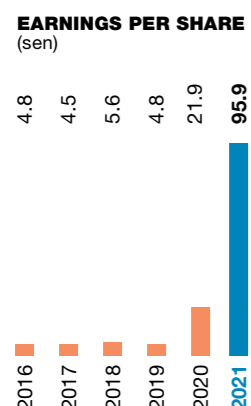
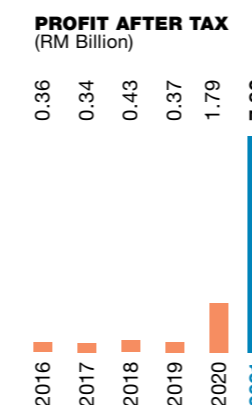
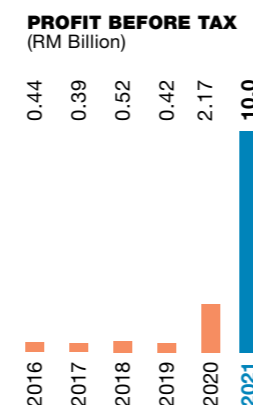
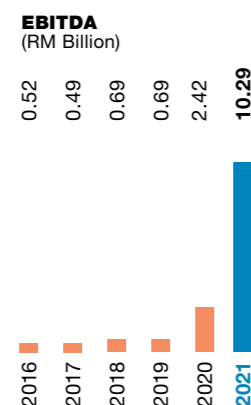
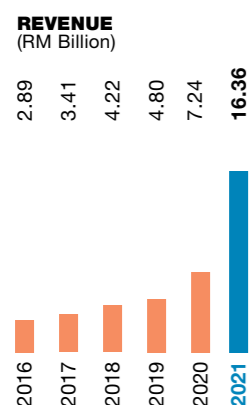
Group	2021	2020	2019	2018**	2017**	2016**
	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)
Turnover	16,361,443	7,237,427	4,801,139	4,220,742	3,409,176	2,888,515
Earnings Before Interest, Taxes, Depreciation & Amortisation (EBITDA)	10,285,089	2,421,457	687,493	694,002	489,255	524,682
Profit Before Taxation	10,033,813	2,165,551	423,588	522,800	393,402	442,202
Taxation	2,209,821	376,721	56,042	89,594	54,514	79,763
Profit After Tax	7,823,992	1,788,830	367,546	433,206	338,888	362,439
Profit Attributable to Owners of the Parent	7,710,327	1,752,584	364,678	428,830	339,023	360,729
Net Cash/(Borrowings)	1,743,037	2,342,651	(2,250,848)	(1,960,042)	(54,869)	81,015
Total Equity/Net Assets	7,220,160	6,190,883	2,554,141	2,398,396	2,072,791	1,875,697
Return on Equity (%)	131.3	36.0	14.4	18.0	16.4	19.3
Net Assets Per Share (sen)**	73.3	60.0	33.0	31.1	27.4	24.9
Basic Earnings Per Share (sen)**	95.9	21.9	4.8	5.6	4.5	4.8
Net Dividend (sen)*	65.1	11.8	2.5	2.8	2.4	2.4
Number of Shares in Issue ('000)**	8,006,950	8,124,491	7,679,441	7,668,950	7,524,806	7,515,885
Share Price (RM)**	4.00	8.76	1.58	1.86	0.94	0.71
Market Capitalisation*	32,027,801	71,170,541	12,133,517	14,264,247	7,073,318	5,336,278

* The comparative net assets per share, basic earnings per share, net dividend, number of shares in issue and share price have been restated to reflect the effect of bonus issue on the basis of two new ordinary shares for every one existing ordinary share which was completed on 7 September 2020.

Based on Company's issued and paid up share capital, excluding treasury shares.

^ As at the last trading day of the financial year.

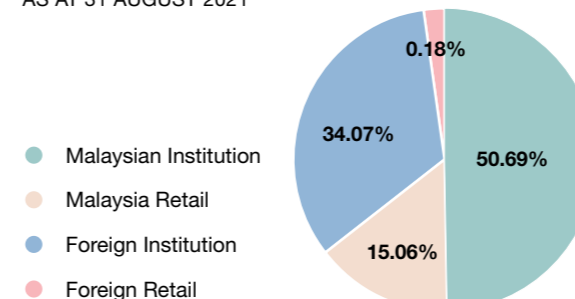
** Figures have been restated.



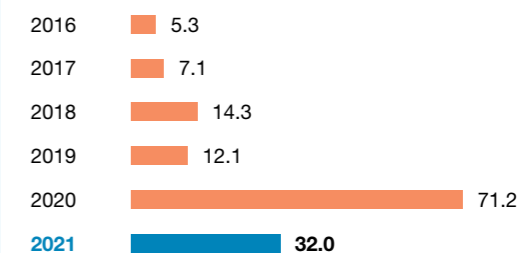
Investor Relations Contact

All investors are welcome to contact the Investor Relations (IR) team directly at invest@topglove.com.my or visit the Investor Relations section on our website at <https://www.topglove.com>

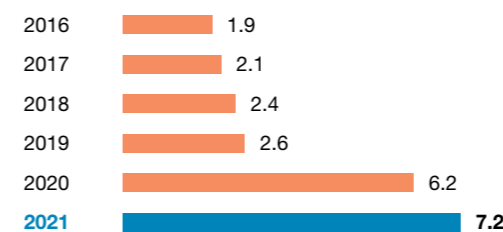
SHAREHOLDER MIX (MALAYSIA VS. FOREIGN) AS AT 31 AUGUST 2021



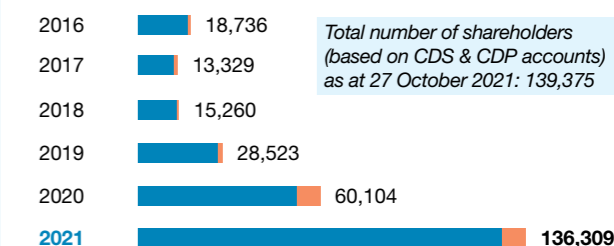
MARKET CAPITALISATION (RM BILLION) (AS AT LAST TRADING DAY OF FINANCIAL YEAR END)



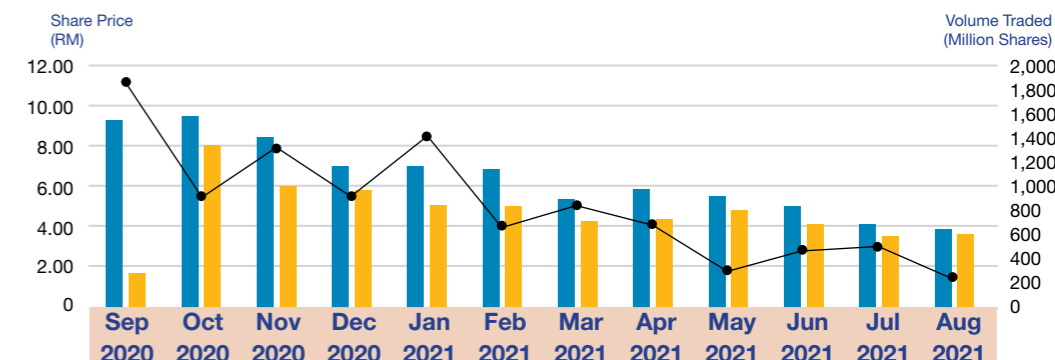
TOTAL EQUITY (RM BILLION)



TOTAL NUMBER OF SHAREHOLDERS AS AT 31 AUGUST 2021



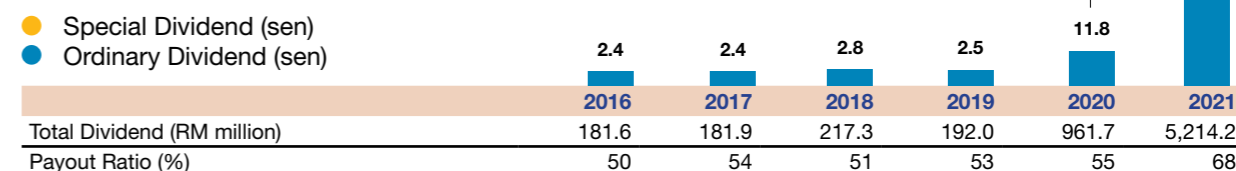
OUR SHARE PRICE MOVEMENT



Month	Highest Share Price (RM)	Lowest Share Price (RM)	Total Volume Traded (Million)
Sep 2020	9.30	6.01	1,866
Oct 2020	9.56	8.06	929
Nov 2020	8.54	6.05	1,318
Dec 2020	7.08	5.90	946
Jan 2021	7.00	5.14	1,414
Feb 2021	6.95	5.04	665
Mar 2021	5.43	4.37	836
Apr 2021	5.96	4.44	700
May 2021	5.61	4.93	310
Jun 2021	5.10	4.15	455
Jul 2021	4.20	3.62	510
Aug 2021	3.98	3.65	230

DIVIDEND PAYOUT

DIVIDEND POLICY: 50% of Profit After Tax and Minority Interest
For FY2021, the Company declared additional Special Dividend of 20% for 2QFY21, 3QFY21 and 4QFY21.



TOTAL DIVIDEND PAYMENT OF RM7.75 BILLION SINCE LISTING IN YEAR 2001

Note: The dividends have been restated to reflect the effect of bonus issue.

ABOUT THIS REPORT

Statement of the Board of Directors of Top Glove Corporation Bhd

The Board acknowledges its responsibility to ensure the integrity of the Integrated Annual Report. In the Board's opinion, the Report addresses all material issues and matters and fairly presents the Group's performance of the financial year.

We Are Top Glove

We are a global leader in healthcare manufacturing, committed to our role in enhancing our Environmental, Social and Governance areas of performance.

For more information, please refer to [page 4](#)

Message from Our Leaders

The world is our market; we export to more than 195 countries worldwide and enhance the lives of billions of consumers.

For more information, please refer to [page 32](#)

How We Create Value

We think global yet with a strong support of our local teams. We rigorously manage our assets and capital allocation for growth. We understand the importance of making a positive impact on society and delivering performance and value for all our stakeholders.

For more information, please refer to [page 76](#)

Creating Sustainable Value

We focus our efforts where we can make the greatest impact and continuously we are working on refining and evolving our sustainability strategy.

For more information, please refer to [page 88](#)

Strength of Our Governance

We understand the risks we take and try to manage these to minimise their impact on our businesses. Our strong governance is integral to the way we think and make decisions.

For more information, please refer to [page 140](#)

Reporting

In line with best practice for Integrated Reporting, we report on the six (6) capitals that together provide a true picture of value across the Group. This way of telling a comprehensive, connected story fits well with our holistic view of value and our focus on creating sustainable value for long-term good.

For more information, please refer to [page 78](#)

Approved by the Board and acknowledged on behalf of the Board by:

**TAN SRI DR
LIM WEE CHAI**
Executive Chairman

**DATO'
LEE KIM MEOW**
Managing Director

HOW IT ALL FITS TOGETHER

We measure our performance by evaluating how we create value for our key stakeholders, taking into account our progress against our strategy, and by regularly measuring returns on invested capital. We understand the risks we take and manage these to minimise their impact on our business and results. We pursue growth by building an organisation that empowers people and enriches communities.

SCOPE AND BOUNDARY OF REPORTING

Financial and non-financial reporting

This Report constitutes the Integrated Annual Report as defined in terms of Malaysian law and extends beyond financial reporting. It reflects on non-financial performance, opportunities, risks and outcomes attributable to or associated with key stakeholders who have a significant influence on our ability to create value. Our reporting coverage is based on group-level disclosure unless stated otherwise. There is no significant change to our structure, ownership and supply chain during the reporting year. Group reporting standards are continually being developed to make disclosure meaningful and measurable for stakeholders.

MATERIALITY AND MATERIAL MATTERS

We apply the principle of materiality in assessing what information to include in our Integrated Annual Report. This Report focuses particularly on those issues, opportunities and challenges that impact materially on the Group as well as on its ability to be a sustainable business that delivers value to key stakeholders, including our shareholders.

THE LEGISLATION AND FRAMEWORKS THAT INFORM OUR REPORTING

This Integrated Annual Report was prepared against local and global standards, including:

- Framework of the International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB): this principles-based approach promotes the concept of the six capitals, which considers material inputs and resources required to create and sustain value in the long term.
- We support the United Nations' Sustainable Development Goals (SDGs) and, like many other businesses, we have identified which of those goals our business aligns with. We discuss this alignment and our activities in support of the SDGs in this Report.
- Malaysian Companies Act 2016
- Malaysian Code on Corporate Governance
- The non-financial sections of this Integrated Annual Report are in accordance with the GRI Standards: Core Option.
- FTSE4Good Bursa Malaysia Index
- Bursa Malaysia Sustainability Reporting Guidelines 2nd Edition
- Bursa Malaysia Corporate Governance Guide 3rd Edition
- Dow Jones Sustainability Index (DJSI)
- MSCI Global Standard Index

FORWARD-LOOKING STATEMENTS

This Report contains forward-looking statements concerning our financial condition, results of operations and businesses. These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control and all of which are based on our current beliefs and expectations about future events. Forward-looking statements are typically identified by the use of forward-looking terminology such as "believes", "expects", "may", "will", "could", "should", "intends", "estimates", "plans", "assumes" or "anticipates", or the negative thereof, or other variations thereon or comparable terminology, or by discussions of strategy that involve risks and uncertainties. These forward-looking statements and other statements contained in this Integrated Annual Report regarding matters that are not historical facts involve predictions.

No assurance can be given that such future results will be achieved. Actual events or results may differ materially as a result of risks and uncertainties facing us and our subsidiaries. Such risks and uncertainties could cause actual results to vary materially from the future results indicated, expressed or implied in such forward-looking statements.

The forward-looking statements contained in the Integrated Annual Report speak only as of the date of the Report. We are not under any obligation to (and expressly disclaim any such obligation to) revise or update any forward-looking statements to reflect events or circumstances after the date of the Report or to reflect the occurrence of unanticipated events. We cannot give any assurance that forward-looking statements will prove correct and investors are cautioned not to place undue reliance on any forward-looking statements.

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Navigating through the Integrated Annual Report 2021

- 🌐 Informs where to find more information online.
- 📄 Informs which related pages to refer for more information.

OUR BUSINESS OVERVIEW

THE WORLD'S LARGEST MANUFACTURER OF GLOVES

Established in 1991 and headquartered in Malaysia, Top Glove Corporation Bhd is the world's largest manufacturer of gloves. What started as only a local business enterprise with 1 factory and 1 glove production line, has today captured 26% of the world market share for rubber gloves. This 2021, Top Glove celebrates its **30th anniversary**, marking 3 decades of resounding success in the business. The Company has manufacturing operations in **Malaysia, Thailand, Vietnam** and **China**. It also has marketing offices in these countries as well as **USA, Germany** and **Brazil** and exports to about 2,000 customers in 195 countries worldwide.

Listed on the Malaysian Bourse (2001) and Mainboard of the Singapore Exchange (2016), Top Glove has demonstrated steady growth with a compound annual growth rate (CAGR) of 27% for revenue and 36% for profit after tax over the past 20 years. It is also a component stock of the MSCI Global Standard Index, FTSE Bursa Malaysia KLCI Index, FBM Top 100 Index, FBM Emas Index, FBM Hijrah Syariah Index, FBM Emas Syariah Index and the Dow Jones Sustainability Index (DJSI) for Emerging Markets. In the year 2021, Top Glove was also included in the Forbes Global 2000 and is the only Malaysian glove company on the prestigious list.

Top Glove offers a comprehensive product range, which now includes a non-glove segment comprising condoms, face masks, dental dams, exercise bands and household products, fulfilling demand in both the healthcare and non-healthcare segment.

In line with its commitment to sustainability, Top Glove will continue to level up its practices in the Environmental, Social and Governance (ESG) space particularly in terms of labour practices.

The Company's outstanding achievements and global recognition are credited largely to its founder Tan Sri Dr Lim Wee Chai, the visionary and driving force, who within a short span of time, has built the company into a resounding global success.

With the help of its 22,000 employees, Top Glove continues to produce high quality gloves at an efficient low cost in line with its time-tested Business Direction. Not content to rest on its laurels, Top Glove has set its sights on higher aspirations which include becoming a Forbes and Fortune Global 500 Company by 2030. Accordingly, it continues to expand its business scope and to be on the lookout for M&A opportunities in similar and related industries.



Top Glove was established in 1991 with 1 factory and 1 glove production line.



Top Glove's listing on the Kuala Lumpur Stock Exchange (now Bursa Malaysia) in 2001.



Top Glove's secondary listing on the Main Board of Singapore Exchange (SGX) in 2016.



Top Glove became the world's largest manufacturer of nitrile gloves in FY2020, in addition to already being the world's largest manufacturer of natural rubber gloves and surgical gloves.



Top Glove diversified into personal care production in 2021.

OUR EXPORT MARKETS

THE WORLD IS OUR MARKET

EXPORTS TO **195** COUNTRIES WORLDWIDE

NORTH AMERICA

1. Canada
2. USA

LATIN AMERICA

3. Anguilla
4. Antigua and Barbuda
5. Argentina
6. Aruba
7. Bahamas
8. Barbados
9. Belize
10. Bolivia
11. Brazil
12. British Virgin Islands
13. Cayman Islands
14. Chile
15. Colombia
16. Costa Rica
17. Dominica
18. Dominican Republic
19. Ecuador
20. El Salvador
21. Grenada
22. Guadeloupe
23. Guatemala
24. Guyana
25. Haiti
26. Honduras
27. Jamaica
28. Martinique
29. Mexico
30. Montserrat
31. Netherlands Antilles
32. Nicaragua
33. Panama
34. Paraguay
35. Peru
36. Puerto Rico
37. Saint Barthelemy
38. Saint Kitts and Nevis
39. Saint Lucia
40. Saint Martin
41. Saint Vincent and Grenadines
42. Suriname
43. Trinidad & Tobago
44. Turks And Caicos
45. U.S. Virgin Islands
46. Uruguay
47. Venezuela

EUROPE

48. Albania
49. Andorra
50. Austria
51. Belgium
52. Bosnia Herzegovina
53. Bulgaria
54. Croatia
55. Czech Republic
56. Denmark
57. Estonia
58. Finland
59. France
60. Germany
61. Greece
62. Hungary
63. Iceland
64. Ireland
65. Italy
66. Kosovo
67. Latvia
68. Liechtenstein
69. Lithuania
70. Luxembourg
71. Macedonia, FYR
72. Malta
73. Moldova
74. Monaco
75. Montenegro
76. Netherlands
77. Norway
78. Poland
79. Portugal
80. Romania
81. Russia
82. San Marino
83. Serbia
84. Slovakia
85. Slovenia
86. Spain
87. Sweden
88. Switzerland
89. United Kingdom

AFRICA

90. Algeria
91. Angola
92. Benin
93. Botswana
94. Burkina Faso
95. Burundi
96. Cameroon
97. Cape Verde
98. Chad
99. Comoros

100. Republic of the Congo
101. Djibouti
102. Egypt
103. Equatorial Guinea
104. Ethiopia
105. Eritrea
106. Gabon
107. Gambia
108. Ghana
109. Guinea
110. Guinea-Bissau
111. Kenya
112. Lesotho
113. Liberia
114. Madagascar
115. Malawi
116. Mali
117. Mauritania
118. Mauritius
119. Morocco
120. Mozambique
121. Namibia
122. Niger
123. Nigeria
124. Rwanda
125. Sao Tome and Principe
126. Senegal
127. Seychelles
128. Sierra Leone
129. South Africa
130. Swaziland
131. Tanzania
132. Togo
133. Tunisia
134. Uganda
135. Zambia

ASIA

136. Afghanistan
137. Armenia
138. Azerbaijan
139. Bahrain
140. Bangladesh
141. Bhutan
142. Brunei
143. Cambodia
144. China
145. Cyprus
146. East Timor
147. Georgia
148. Hong Kong
149. India
150. Indonesia
151. Israel
152. Japan

153. Jordan
154. Kazakhstan
155. Kuwait
156. Kyrgyzstan
157. Laos
158. Macau
159. Malaysia
160. Maldives
161. Mongolia
162. Nepal
163. Oman
164. Pakistan
165. Palestine
166. Philippines
167. Qatar
168. Saudi Arabia
169. Singapore
170. South Korea
171. Sri Lanka
172. Taiwan
173. Tajikistan
174. Thailand
175. Turkey
176. Turkmenistan
177. United Arab Emirates
178. Uzbekistan
179. Vietnam

OCEANIA

180. American Samoa
181. Australia
182. Fiji
183. Guam
184. Kiribati
185. Marshall Islands
186. Micronesia
187. Nauru
188. New Caledonia
189. New Zealand
190. Palau
191. Papua New Guinea
192. Samoa
193. Solomon Islands
194. Tonga
195. Vanuatu

The details of our stakeholder engagement, including stakeholder groups, the reason we engage, top 5 material matters concerned, engagement approaches, responses to concerns and value created can be found on page 166 under the Corporate Governance Overview Statement in this Integrated Annual Report.

For detailed reporting of our annual ESG issues management and initiative progress in FY2021, please refer to the Creating Sustainable Value section in this Report from page 88 to 139.

OUR GUIDING PRINCIPLES

BUSINESS DIRECTION

To Produce Consistently High Quality Gloves At Efficient Low Cost

BUSINESS PHILOSOPHIES

- ① We work for our **customers**
- ② We take care of the interest of our **shareholders**
- ③ We ensure that our **employees** continue to contribute positively to the company and we take good care of the well-being of our employees
- ④ We work closely with our **bankers, suppliers, business associates, government authorities and friends**

CORPORATE VALUES [R.I.V.E.R.]

- ① **R**espect
- ② **I**ntegrity
- ③ **V**alue
- ④ **E**mpowerment
- ⑤ **R**elationship

BUSINESS ETHICS

- ① **H**onesty
- ② **I**ntegrity
- ③ **T**ransparency

QUALITY POLICY

- ① Quality and productivity are our business
- ② Continuous improvement and innovation are our duties
- ③ Towards zero defects is our target
- ④ Compliance with customers' and regulatory requirements is our responsibility

BUSINESS RULES

- ① Do not lose our shareholders' money
- ② Do not lose our health
- ③ Do not lose our temper
- ④ Do not lose our customers

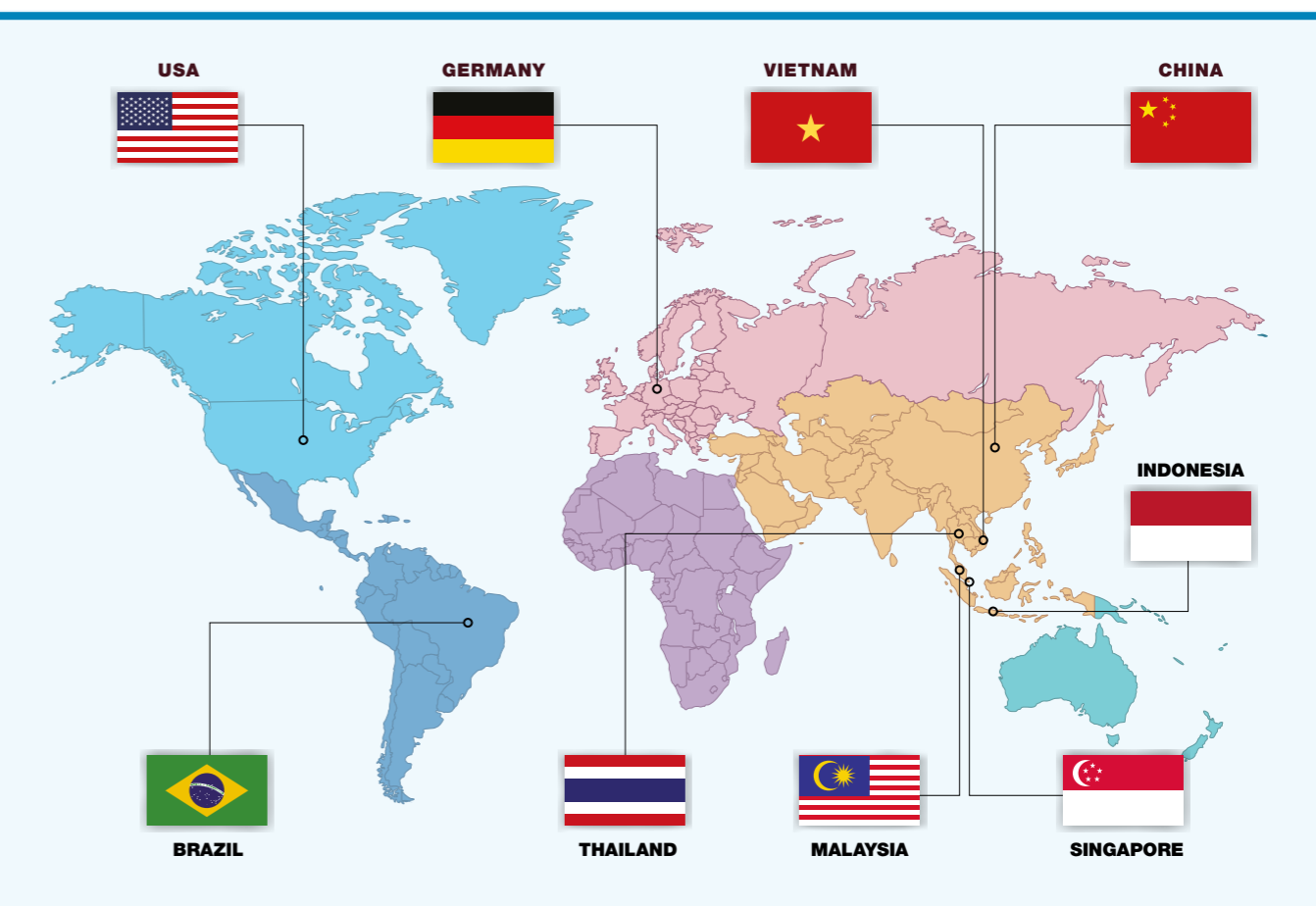
5 HEALTHY WELLS

- ① **C**lean Well
- ② **E**at Well
- ③ **W**ork Well
- ④ **E**xercise Well
- ⑤ **S**leep Well

OUR GLOBAL OFFICES

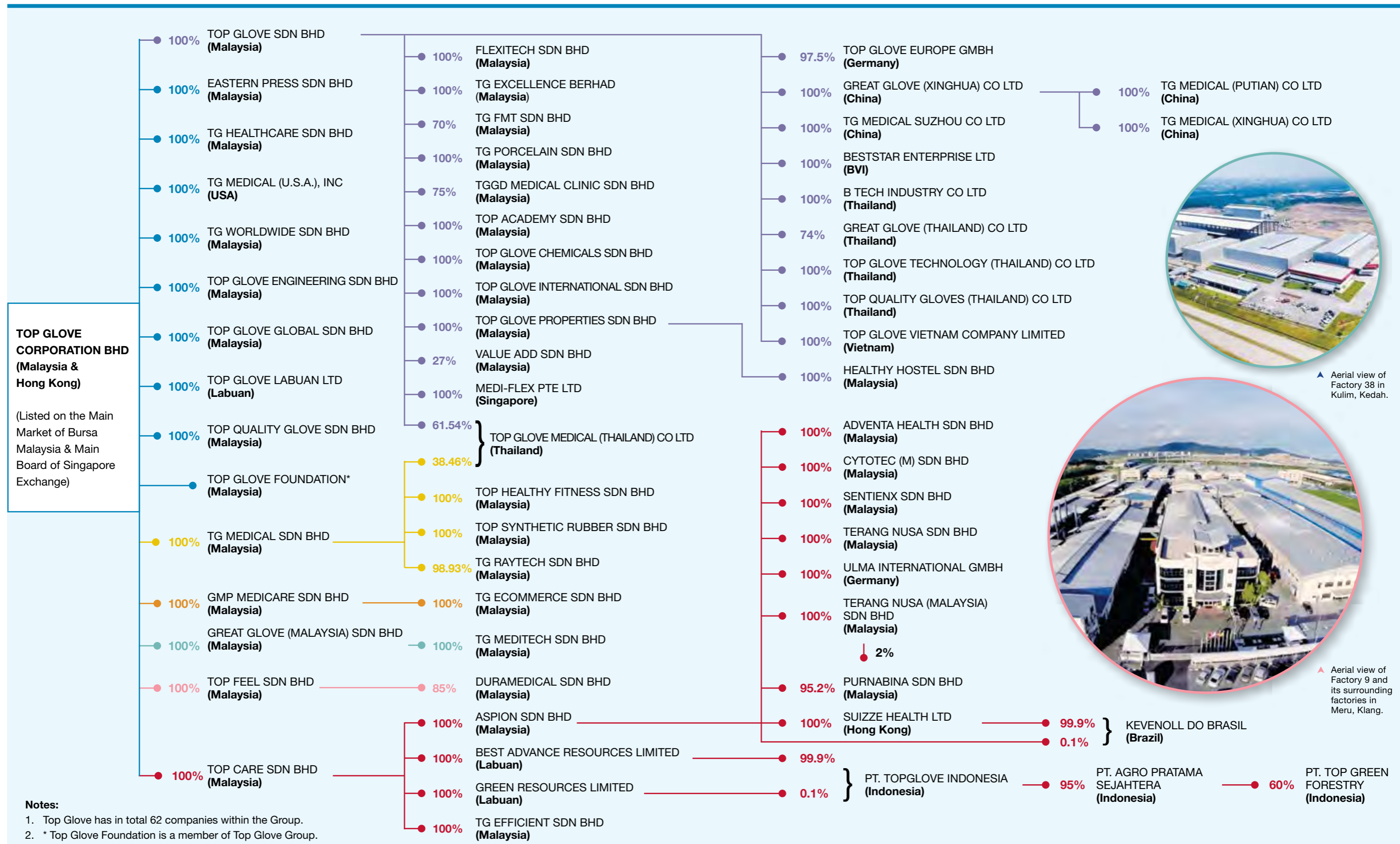


TAN SRI DR LIM WEE CHAI
Executive Chairman
Top Glove Corporation Bhd



CORPORATE STRUCTURE

CORPORATE STRUCTURE



▲ Aerial view of Factory 38 in Kulim, Kedah.



▲ Aerial view of Factory 9 and its surrounding factories in Meru, Klang.

Notes:
1. Top Glove has in total 62 companies within the Group.
2. * Top Glove Foundation is a member of Top Glove Group.

INTERNATIONAL QUALITY AWARDS AND CERTIFICATIONS

NEW LEVELS OF EXCELLENCE

We are honoured to be conferred notable awards, certifications and recognitions both at the industry and international level. These accolades motivate us to set our bar higher to perform better and strive for greater efficiencies.



2021



Winner: Best Performing Stock, Fastest Growing Company, Best in Sector and Overall Winner
Category: Healthcare Services and Pharmaceutical sector
by The Edge Billion Dollar Club 2021



MSWG: Top 100 Companies For CG Disclosure 2020
by Minority Shareholders Watch Group (MSWG)



HRD Awards Asia 2021
• Winner: Best Leadership Development Programme
• Excellence Award: Best Learning & Development Programme
by Key Media



Winner: Best Employer Brand Graduates' Choice Awards 2021
Category: Manufacturing
by Talentbank



Employee Experience Awards 2021 Malaysia
Bronze: Best Employer Branding
by Human Resources Online

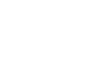
2020



Best Companies To Work For In Asia 2020
by HR Asia



Prime Minister's Hibiscus Award 2019/2020
Notable Achievement in Environmental Performance
by Prime Minister's Hibiscus Awards



HR Excellence Awards 2020 Malaysia
• Gold Award: Excellence in Leadership Development Category
• Silver Award: Excellence in Talent Management Category
• Silver Award: Most People-Focused CEO Category
• Bronze Award: Excellence in Corporate Wellness Category
by Human Resources Online



The Edge Billion Ringgit Club 2020
Highest Returns to Shareholders Over Three (3) Years Award (Category: The Super Big Cap Companies more than RM40bn)
by The Edge Malaysia



The Edge Billion Dollar Club 2020
Highest Returns to Shareholders Over Three (3) Years Award (Category: Healthcare Services & Pharmaceutical sector)
by The Edge Singapore



Winner: International Innovation Awards 2020
Top Eco Rubber, Top Grip Thermoplastic Elastomer (TPE) Glove, Finessis (Category: Product)
by The International Innovation Awards@ (IIA)



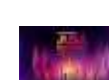
Winner: CSR-Department of Industrial Works (DIW) Awards 2020
by CSR DIW Award



Winner: National Energy Awards 2020 (NEA)
Category 1: Energy Efficiency; Energy Management (Large Industry)
by National Energy Awards



MSWG-Asean Corporate Governance Award 2019
• Industry Excellence Award (Healthcare)
• ASEAN Asset Class
by MSWG



Asia Recruitment Awards 2020
Category: Best Use of Recruitment Technology Tools (Silver)
by Human Resources Online

2019



The BrandLaureate Iconic Brands of the Decade Award 2019
Category: Manufacturing-Gloves
by The BrandLaureate



Highly Commended: Healthiest Workplace
by AIA Vitality 2019



The Star Export Excellence Awards 2019
Silver Award: Other Industries Category
by The Star Media Group, Malaysia



Winner: Five Petal BEIM Gold Ethics Award 2019
by Business Ethics Institute of Malaysia (BEIM)



Winner: Manufacturing (Chemical & Heavy Industries Most Popular Graduate Recruiter 2019)
by Malaysia's 100 Leading Graduate Employers 2019, GTI Media



Best Companies To Work For In Asia 2019
by HR Asia



Human Resources Excellence Awards 2019
Excellence in Talent Management (Bronze)
by Human Resources Online



Graduates' Choice Award 2019
Category: Manufacturing
by Talentbank



MSWG - Asean Corporate Governance Award 2018
Industry Excellence Award (Healthcare)
by MSWG



CSR Malaysia Awards 2019
CSR Malaysia Company of the Year 2019 (Category: Manufacturing of Gloves)
by CSR Malaysia



The 100 Most Influential Young Entrepreneurs 2019
(Category: Lifetime Achievement Award)
by Entrepreneur Insight



The Golden Brick Award 2019
(Category: Lifetime Achievement)
by the Hokkien Association of Malaysia



National Cooperative Education Awards 2019 (Thailand)

INTERNATIONAL QUALITY AWARDS AND CERTIFICATIONS



2018



The Edge Billion Ringgit Club Awards 2018 (Healthcare Sector)
• Highest Return on Equity over 3 years
• Highest Growth in Profit After Tax over 3 years
• Highest Returns to Shareholders over 3 years
by The Edge



2nd Asean Corporate Governance Award 2018
(Category: Top 50 ASEAN PLCs)
by MSWG



International Iconic Brand 2018
by The BrandLaureate



Best Companies to Work For in Asia 2018
by HR Asia



Most Innovative Award 2018
Export Excellence Award 2018
by Malaysian Rubber Export Promotion Council (MREPC)



Asean Business Awards 2018 Winner Priority Integrated Sector (Rubber-based)
by ASEAN Business Advisory Council



Winner: Manufacturing (Chemicals & Heavy Industries)
by Malaysia's 100 Leading Graduate Employers 2018, GTI Media



Nanyang Superb Brand Award 2018
(Category: Glove Innovation)
by Nanyang Siang Pau



MSWG - Asean Corporate Governance Award 2017
(Categories: Merit Award for Most Improved Corporate Governance Disclosure & Industry Excellence for Manufacturing)
by MSWG

2012 TO 2017



1991 TO 2011



Accolades, Recognitions & Certifications



The only Malaysian company being included in the Dow Jones Sustainability Index (DJSI) Emerging Markets in 2020



Inclusion in the Morgan Stanley Capital International (MSCI) Global Standard Index



Forest Stewardship Council (FSC) Chain of Custody certification for our latex concentrate Factory 16L and Factory 17L in Thailand

OUR CORPORATE DIRECTORY

OUR CORPORATE DIRECTORY



CORPORATE OFFICE, SETIA ALAM

Address : Level 21, Top Glove Tower,
16, Persiaran Setia Dagang,
Setia Alam, Seksyen U13,
40170 Shah Alam,
Selangor D.E., Malaysia.
Tel : +603 3362 3098
Fax : +603 3362 3860
Email : sales@topglove.com.my
invest@topglove.com.my
tgfoundation@topglove.com.my
Website : https://www.topglove.com



FACTORY OFFICE, KLANG (FACTORY 9)

Address: Lot 4969, Jalan Teratai,
Batu 6, Off Jalan Meru,
41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 1992/1905
Fax : +603 3392 9848

MALAYSIA OFFICES AND FACTORIES

SELANGOR

FACTORY 2

Lot 4968, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 1992/1905

FACTORY 3

Lot 5091, Jalan Teratai, Batu 5,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 7880/7350
Fax : +603 3392 9160

FACTORY 4

Lot 5987, Jalan Teratai, Batu 5,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 8588/8996
Fax : +603 3392 6788

FACTORY 10

Lot 4970, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 9288/9942/3320
Fax : +603 3392 8984

FACTORY 11

Lot 4967, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 1899/5399

FACTORY 12

Lot 4960, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 3375
Fax : +603 3392 5200

FACTORY 13

Lot 4947, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3393 1288
Fax : +603 3393 1993

FACTORY 13P

Lot 4946, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3885 3141
Fax : +603 3392 0122

FACTORY 14

Lot 5104, Jalan Teratai, Batu 5,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 3626

FACTORY 18B & 18G

Lot 124 & 126, Jalan Lapan,
Kompleks Perabot Olak Lempit,
13 KM, Jalan Banting Dengkil,
42700 Banting,
Selangor D.E., Malaysia.
Tel : +603 3149 1998
Fax : +603 3149 3008

FACTORY 19

Lot 4987, Jalan Bunga Raya, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 5900
Fax : +603 3392 5910

FACTORY 19BF

Lot 4987, Jalan Bunga Raya, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 1992

FACTORY 20 & 20BC

Lot 4988, Jalan Bunga Raya, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 5900/+603 7890 3322

FACTORY 21 & 21RBD

Lot 4989, Jalan Dahlia/KU8, Kawasan
Perindustrian Meru Timur, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 1899/5399
+603 7890 3321

FACTORY 22

Lot 4990, Jalan Bunga Raya, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 7890 3322
Fax : +603 3392 1186

FACTORY 24

Lot 4986, Jalan Dahlia/KU8,
Kawasan Perindustrian Meru Timur,
41050 Klang, Selangor D.E.,
Malaysia.
Tel : +603 3392 6010/0975
Fax : +603 3392 0289

FACTORY 25

PT 64593, Jalan Dahlia/KU8,
Kawasan Perindustrian Meru Timur,
41050 Klang, Selangor D.E., Malaysia.
Tel : +603 3392 6341/6317
Fax : +603 3392 6348

FACTORY 25ACB

Lot 5144, Jalan Dahlia KU8,
Kawasan Perindustrian Meru,
Mukim Kapar, 41050 Klang,
Selangor D.E., Malaysia.

FACTORY 26

Lot 4961, Jalan Teratai, Batu 6,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 3375
Fax : +603 3392 5200

FACTORY 29

Lot 4985, Jalan Dahlia/KU8,
Kawasan Perindustrian Meru Timur,
41050 Klang, Selangor D.E., Malaysia.
Tel : +603 3392 6010

FACTORY 30

Lot 4983 & 4984, Jalan Dahlia,
Kawasan Perindustrian Meru Timur,
41050 Klang, Selangor D.E., Malaysia.
Tel : +603 7890 3330
Fax : +603 3392 5066

FACTORY 31

Lot 6472, Lorong Sungai Puloh/KU06,
Kawasan Perindustrian Sungai Puloh,
42100 Klang, Selangor D.E., Malaysia.
Tel : +603 7890 3331

FACTORY 32

Lot 4981 & 4982, Jalan Dahlia,
Kawasan Perindustrian Meru Timur,
41050 Klang, Selangor D.E., Malaysia.
Tel : +603 7890 3332
Fax : +603 3392 1291/8410

FACTORY 34PM

Lot 5, Jalan Paku 16/6,
40000 Shah Alam, Selangor D.E., Malaysia.
Tel : +603 5519 1576
Fax : +603 5510 0072

FACTORY 35A, 35CD & 35FM

Lot 5090, Jalan Teratai, Batu 5,
Off Jalan Meru, 41050 Klang,
Selangor D.E., Malaysia.
Tel : +603 3392 7880/7350

FACTORY 39/Duramedical

Lot 4962, Jalan Teratai,
Batu 6, Off Jalan Meru,
41050 Klang, Selangor D.E., Malaysia.
Tel : +603 7890 3339

FACTORY 40

Lot 67330, Lorong Bougainvillae/KU8,
Kawasan Perindustrian Meru Timur,
41050 Klang, Selangor D.E., Malaysia.
Tel : +603 7890 3340

PERAK

FACTORY 5 & 5B

Lot 18, 27, 38 & 57, Medan Tasek,
Kawasan Perindustrian Tasek,
31400 Ipoh, Perak D.R., Malaysia.
Tel : +605 546 6360/+605 547 9271
Fax : +605 547 8975

FACTORY 5C

Lot 7, Medan Tasek,
Kawasan Perindustrian Tasek,
31400 Ipoh, Perak D.R., Malaysia.
Tel : +605 546 6360/+605 547 9271
Fax : +605 547 8975

FACTORY 23

Lot 12, Medan Tasek,
Kawasan Perindustrian Tasek,
31400 Ipoh, Perak D.R., Malaysia.
Tel : +605 545 5032
Fax : +605 547 8975

NEGERI SEMBILAN

FACTORY 27

Lot 2431 Mukim Port Dickson,
Sendayan, 71100 Siliau,
Negeri Sembilan D.K., Malaysia.
Tel : +603 7890 3327
Fax : +606 651 6896

FACTORY 33

Lot 3726, Kawasan Perindustrian Nilai,
Mukim Setul Daerah Seremban,
71800 Nilai, Negeri Sembilan D.K., Malaysia.
Tel : +603 7890 3333

KELANTAN

FACTORY 36

2, Jalan 8, Pengkalan Chepa 2
Industrial Zone, 16100 Kota Bharu,
Kelantan D.N., Malaysia.
Tel : +609 774 7171
Fax : +609 774 7757

JOHOR

FACTORY 37AB

No. 2 & 6, Jalan Mahsuri 1,
Kawasan Perindustrian Kluang 1,
86000 Kluang, Johor D.T., Malaysia.
Tel : +607 787 9731
Fax : +607 787 9733

INTERNATIONAL OFFICES AND FACTORIES

THAILAND

FACTORY 6

180/3, Moo 7, Srisoontorn Road,
Tambon Srisoontorn, Amphur
Thalang, Phuket 83110, Thailand.
Tel : +66 76 620 190
Fax : +66 76 620 196

FACTORY 7 & 8A

188, 189, 190 Moo 5, Karnchanawanich
Road, Tambol Samnakkham,
Amphur Sadao, Songkhla 90320
Thailand.
Tel : +66 74 410 000
Fax : +66 74 410 007/008

FACTORY 16L

188, Moo 5, Tambol Pangla,
Amphur Sadao,
Songkhla 90170 Thailand.
Tel : +66 74 410 888
Fax : +66 74 410 886

FACTORY 17L

268, Moo 5, Tambol Kampanghet,
Amphur Rattaphum,
Songkhla 90180 Thailand.
Tel : +66 74 302 888
Fax : +66 74 302 889/302 890

GERMANY

GERMANY SALES OFFICE 1

Top Glove Europe GmbH,
Bliersheimer Str. 80 A,
47229 Duisburg, Germany.
Tel : +49 (0) 2065 76421 0
Fax : +49 (0) 2065 76421 9
Email : info@topglove.de

GERMANY SALES OFFICE 2

Ulma International GmbH
Pfaffenweg 35, 89231 Neu-Ulm, Germany.
Tel : +49 731 926043 15
Fax : +49 731 926043 10
Email : ulma@ulma.de

KEDAH

FACTORY 38

Lot 7, Jalan Hi-Tech 12,
Zon Industri Fasa 3,
09090 Kulim Hi-Tech Park,
Kedah D.A., Malaysia.
Tel : +603 7890 3338

FACTORY 37CD

No. 7, Jalan Mahsuri 1,
Kawasan Perindustrian Kluang 1,
86000 Kluang, Johor D.T., Malaysia.
Tel : +607 787 9815/+603 3362 3098
Fax : +607 787 9736

CHINA

FACTORY 15

No. 4 Shazhuang Road,
Economic Development District,
Xinghua City,
225700 Jiang Su Province,
P. R. China.
Tel : +86 523 8326 8976
Fax : +86 523 8326 8676

VIETNAM

FACTORY 41

Land Lot A_8B_CN,
Bau Bang Industrial Park,
Lai Uyen Town, Bau Bang District,
Binh Duong Province, Viet Nam.
Tel : +84 274 380 3725/3744

USA

U.S.A. MARKETING OFFICE

TG Medical (U.S.A.) Inc.,
155, North Aspan Avenue,
Azusa CA 91702 U.S.A.
Tel : +1 626 969 8808
Fax : +1 626 969 7823
Email : topglove@topgloveusa.com

BRAZIL

BRAZIL MARKETING OFFICE

Kevenoll do Brasil Produtos
Médicos Hospitalares Ltda,
Rodovia Antônio Heil,
1001 – KM01,
Sala 203 - Itaipava,
Itajaí, Santa Catarina,
88316-001 Brazil.
Tel : +55 (47) 3390 8800/3349 6168
Email : kevenoll@kevenoll.com.br

CORPORATE INFORMATION

REGISTERED & CORPORATE OFFICE

Level 21, Top Glove Tower
16, Persiaran Setia Dagang
Setia Alam, Seksyen U13
40170 Shah Alam
Selangor D.E., Malaysia
Tel. : +603 3362 3098
Fax : +603 3362 3860
Email : (i) sales@topglove.com.my
(ii) invest@topglove.com.my
(iii) tg@whistleblower.com.my
(iv) media@topglove.com.my
Website : <https://www.topglove.com>

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

Dato' Lim Han Boon
Tel : +603 3362 3098
Email : hblim@topglove.com.my

CHARTERED SECRETARIES

Chua Siew Chuan
SSM PC No.: 201908002648
MAICSA No.: 0777689

Chin Mun Yee
SSM PC No.: 201908002785
MAICSA No.: 7019243

Lim Keat See
SSM PC No.: 201908001159
MAICSA No.: 7020290
Tel. : +603 3362 3098
Email : kslim@topglove.com.my

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Code : 7113
Stock Name : TOPGLOV
Listing Date : 27 March 2001

Main Board of Singapore Exchange
Securities Trading Limited
Stock Code : BVA
Stock Name : Top Glove
Listing Date : 28 June 2016

ADR Programme
(Depository Receipt Programme) USA
ADR Symbol : TGLVY

REGISTRAR IN MALAYSIA

Securities Services (Holdings) Sdn Bhd
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur, Malaysia
Tel. : +603 2084 9000
Fax : +603 2094 9940
+603 2095 0292
Email : info@sshsb.com.my

SHARE TRANSFER AGENT IN SINGAPORE

Boardroom Corporate & Advisory
Services Pte. Ltd.
50 Raffles Place
#32-01 Singapore Land Tower
Singapore 048623
Tel. : +65 6536 5355
Fax : +65 6438 8710
Email : SRS.TeamC@boardroomlimited.com

AUDITORS

Ernst & Young PLT
202006000003
(LLP0022760-LCA) & AF 0039
Chartered Accountants
Level 23A, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur, Malaysia

PRINCIPAL BANKERS

1. BNP Paribas Malaysia Berhad
2. CIMB Bank Berhad
3. Citibank Berhad
4. Deutsche Bank (Malaysia) Berhad
5. Hong Leong Bank Berhad
6. Industrial and Commercial Bank of China (Malaysia) Berhad
7. Malayan Banking Berhad
8. Mizuho Bank (Malaysia) Berhad
9. MUFG Bank (Malaysia) Berhad
10. OCBC Bank (Malaysia) Berhad
11. Public Bank Berhad
12. Siam Commercial Bank Public Company Limited
13. Standard Chartered Bank Malaysia Berhad
14. Sumitomo Mitsui Banking Corporation Malaysia Berhad
15. United Overseas Bank (Malaysia) Berhad
16. Mizuho Bank Ltd. Ho Chi Minh City Branch

BOARD OF DIRECTORS

OUR VISION

To be your world class partner in gloves and healthcare products

OUR MISSION

Ensuring safe human protection globally



- 1 Tan Sri Dr Lim Wee Chai
- 2 Dato' Lee Kim Meow
- 3 Dato' Lim Han Boon
- 4 Tan Sri Rainer Althoff

- 5 Lim Hooi Sin
- 6 Lim Cheong Guan
- 7 Puan Sri Tong Siew Bee
- 8 Datuk Noripah Kamso

- 9 Sharmila Sekarajasekaran
- 10 Datuk Dr. Norma Mansor
- 11 Azrina Arshad
- 12 Lim Andy

BOARD OF DIRECTORS

BOARD OF DIRECTORS

TAN SRI DR LIM WEE CHAI

EXECUTIVE CHAIRMAN

Nationality	Malaysian
Age/Gender	63/Male
Date of Appointment	4 September 2000 (Founder)
Length of Service (as at 12 November 2021)	21 years 2 months
Date of Last Re-election	8 January 2020



Board Committee(s) (as at 12 November 2021):

ESOSC **ESGPC**

Qualifications:

- Bachelor of Science Degree in Physics with Honours from University of Malaya, Malaysia, 1982
- Master of Business Administration from Sul Ross State University, Texas, United States of America, 1985
- Doctor of Philosophy in Management from University of Selangor, Malaysia, 2015
- Honorary Doctorate in Business Administration from Oklahoma City University, United States of America, 2016
- Honorary Doctorate in Entrepreneurship from Management & Science University, Malaysia, 2018
- Honorary Doctor of Philosophy (PhD) Degree in Business Management from University of Cyberjaya, Malaysia, 2020
- Honorary Professor from University of Cyberjaya, Malaysia, 2020

Present Directorship(s):

- **Listed entity:** Tropicana Corporation Berhad
- **Other public company:** Trustee of Top Glove Foundation

Note: He is a healthy vegetarian.

Meeting Attendance in FY2021:

BOD	10/10
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Present Appointment(s):

- President Emeritus since 2019 and Council Member of the Federation of Malaysian Manufacturers since 2010
- Honorary President of the Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM) since 2017
- Life Honorary Advisor of the Federation of Chinese Associations Malaysia since 2011
- Chairman in 2019 and Non-Independent Non-Executive Director of Tropicana Corporation Berhad since 2017
- Life Honorary President of the Federation of Hokkien Associations of Malaysia since 2017
- Honorary President of the Kuala Lumpur and Selangor Chinese Chamber of Commerce and Industry (KLSCCCI) since 2017
- Honorary President of the Malaysia-China Chamber of Commerce since 2012
- Honorary President of the Lim Association of Malaysia since 2018
- Honorary Fellow of Institut Fizik Malaysia (IFM) since 2019
- Tzu Chi Foundation Commissioner and Volunteer since 2017
- Director of Kuen Cheng High School since 2008

Past Appointment(s) and Working Experience:

Tan Sri Dr Lim has been actively involved in many associations and organisations in Malaysia. He was the Director and Board Member of the Employees Provident Fund from 2015 to 2020. He was also the President of the Federation of Malaysian Manufacturers (FMM) in 2016/17. He served as a Director and Board Member of University of Malaya from 2015 to 2018, Council Member of the East Asia Business Council (EABC) from 2011 to 2015, and Director of the Association of Malaysian Medical Industries (AMMI). In addition, he was a Board Member of the Malaysian Rubber Board from 1998 to 1999 and also the President of the Malaysian Rubber Glove Manufacturers Association (MARGMA) from 1997 to 1999. Prior to that, he served as Vice-President, Honorary Secretary and Treasurer of MARGMA for seven (7) years.

Family Relationship with any Director(s) and/or Substantial Shareholder(s) of the Company:

Spouse of Puan Sri Tong Siew Bee and brother of Mr. Lim Hooi Sin, both of whom are Directors and indirect Substantial Shareholders of the Company. He is also the father of Mr. Lim Jin Feng.

DATO' LEE KIM MEOW

MANAGING DIRECTOR

Nationality	Malaysian
Age/Gender	62/Male
Date of Appointment	15 October 2003
Date of Re-designation as Managing Director	7 April 2009
Length of Service (as at 12 November 2021)	18 years
Date of Last Re-election	8 January 2019



Board Committee(s) (as at 12 November 2021):

Nil

Qualifications:

- Bachelor of Law Degree from University of London, United Kingdom, 1991
- Bachelor of Commerce Degree from University of New South Wales, Australia majoring in Accounting, Finance and Systems, 1983

Present Directorship(s):

- **Listed entity:** Nil
- **Other public company:**
 - Trustee of Top Glove Foundation
 - Trustee of Malaysian Rubber Council

Meeting Attendance in FY2021:

BOD	BRC
10/10	2/3

Present Appointment(s):

- Trustee of MARGMA Foundation since 2015
- Chairman of the Asean Rubber Glove Manufacturers Association (ARGMA) since 2013
- Council Member of the Klang Chinese Chamber of Commerce & Industry (KCCCI) since 2018

Past Appointment(s) and Working Experience:

Prior to joining Top Glove in 1997, Dato' Lee has more than fifteen (15) years of experience in the financial services, trading and manufacturing business having worked in established financial institutions and with a well-known conglomerate with diversified interest in the ASEAN region.

In the past twenty-one (21) years, Dato' Lee has been actively contributing to the development of the rubber glove industry in Malaysia as well as the ASEAN region. He has served for seventeen (17) years as a Board Member of the Malaysian Rubber Export Promotion Council (MREPC) from 2002 to 2016 and from 2018 to 2021. He was a Board Member of the Malaysian Rubber Board (MRB) and the Tun Abdul Razak Research Centre (TARRC) from 2010 to 2011 as well as a Past President of the Malaysian Rubber Glove Manufacturers Association (MARGMA) from 2009 to 2011. He was also the Chairman of the Organising Committee of the International Rubber Glove Conference and Exhibition (IRGCE) in 2014 and 2016.

Board Committee Key:

- Board Committee Chairman
- Board Committee Member

- BAC** Board Audit Committee
- BRC** Board Risk Committee

- BSC** Board Sustainability Committee
- BNRC** Board Nomination and Remuneration Committee

- ESOSC** Employees' Share Option Scheme Committee
- ESGPC** Employees' Share Grant Plan Committee

BOARD OF DIRECTORS

BOARD OF DIRECTORS

DATO' LIM HAN BOON

SENIOR INDEPENDENT
NON-EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	64/Male
Date of Appointment	21 February 2011
Date of Re-designation as Senior Independent Non-Executive Director	8 January 2019
Length of Service (as at 12 November 2021)	10 years 8 months
Date of Last Re-election	6 January 2021



Board Committee(s)
(as at 12 November 2021):

- BAC
- BRC
- BNRC
- ESOSC
- ESGPC

Qualifications:

- Master of Business Administration Degree from the University of South Australia, Australia since 2000
- Fellow of the Association of Chartered Certified Accountants, United Kingdom since 1989
- Chartered Accountant of the Malaysian Institute of Accountants since 2001
- Member of the Chartered Management Institute, United Kingdom since 2006
- Attended the Harvard Business School Alumni Club of Malaysia Senior Management Development Program in 2002

Present Directorship(s):

- **Listed entity:**
LBS Bina Group Berhad
- **Other public company:**
Nil

Meeting Attendance in FY2021:

BOD	BAC	BRC	BNRC	BSC
10/10	9/9	8/8	5/5	1/1

Present Appointment(s):

- Independent Non-Executive Director of LBS Bina Group Berhad since August 2020
- Founder/Director of Envo BPO Services Sdn. Bhd.
- Advisor to Outsourcing Malaysia, a Chapter of PIKOM, the National ICT Association, Malaysia
- Board Member of Kuen Cheng High School, Kuala Lumpur

Past Appointment(s) and Working Experience:

Dato' Lim started his career in the Chartered Accounting firm of Binder Hamlyn (now known as BDO). Subsequently, Dato' Lim spent more than twenty (20) years in the transportation and maritime logistics industry having worked for Kontena Nasional Berhad, Northport (Malaysia) Berhad, NCB Holdings Berhad as well as Kannaltec Berhad.

He is also no stranger in the global business services and outsourcing industry having spent more than fifteen (15) years in this line, being the founder and Chairman of Envo BPO Services Sdn. Bhd.

TAN SRI RAINER ALTHOFF

INDEPENDENT NON-EXECUTIVE
DIRECTOR
(Malaysia Permanent Resident)

Nationality	German
Age/Gender	75/Male
Date of Appointment	14 March 2013
Length of Service (as at 12 November 2021)	8 years 7 months
Date of Last Re-election	6 January 2021



Board Committee(s)
(as at 12 November 2021):

- BRC

Qualifications:

- Master's Degree (Diploma) in Electronics and Electrical Engineering from Bergische University of Wuppertal, Germany, 1968
- MBA General Management from Duke University, United States of America, 2000

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Nil

Meeting Attendance in FY2021:

BOD	BRC
10/10	8/8

Present Appointment(s):

- Member of PBEC, Pacific Basin Economic Council since 2019
- Executive Council Member, The Economic Club of Kuala Lumpur since 2018
- Chief Executive Officer of ALC International Sdn. Bhd., Kuala Lumpur since 2009
- Member of Rotary Club Kuala Lumpur DiRaja since 2001

Past Appointment(s) and Working Experience:

Tan Sri Rainer has more than fifty (50) years of experience in the fields of electrical engineering and electronics with additional knowledge in IT projects, mobile internet, factory automation, sustainability, digitization and digitalisation. He was the President and Chief Executive Officer of Siemens Malaysia Sdn. Bhd., Petaling Jaya for more than eleven (11) years until 2009 and also the spokesperson (Board Member) of Siemens AG for all Siemens operations and its affiliated companies in Malaysia.

He was the Non-Executive Chairman of Total Sports Asia Sdn. Bhd. from 2019 to 2020 and the (Non-Administrative) Honorary Chairman of the Brand Laureate World Foundation, Petaling Jaya from 2016 to 2020. He was also an Independent Director of Proton Holdings Berhad, Subang Jaya from 2009 to 2014, a Member of Board of Directors Group Lotus PLC from 2010 to 2011, the Chairman of Nokia Solutions and Networks Sdn. Bhd., Kuala Lumpur and Chairman of Coriant Malaysia Sdn. Bhd., Kuala Lumpur.

He was the Chairman of the Supervisory Board of Lauda Interactive AG, Darmstadt/ Germany from 2016 to 2019 and Senior Advisor for Digitalization to T-Systems Malaysia Sdn. Bhd., Cyberjaya. He served as a Trustee of the Jeffrey Cheah Foundation for nine (9) years until 2019 and the Executive Chairman of RaceRoom Entertainment Sdn. Bhd for four (4) years.

Tan Sri Rainer received the Honorable Cross of Merits from the President of Germany in 2003.

BOARD OF DIRECTORS

BOARD OF DIRECTORS

LIM HOOI SIN

EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	59/Male
Date of Appointment	4 September 2000
Length of Service (as at 12 November 2021)	21 years 2 months
Date of Last Re-election	8 January 2019



Board Committee(s) (as at 12 November 2021):
Nil

Qualifications:

- Charter Financial Consultant Diploma from American College, Pennsylvania, United States of America, 1995
- Master's Degree in Business Administration (Specialised in Applied Statistics) from Arizona State University, United States of America, 1986
- Bachelor of Science Degree in Management Science from Oklahoma State University, United States of America, 1985

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Nil

Present Appointment(s):
Nil

Past Appointment(s) and Working Experience:

Mr. Lim Hooi Sin spent fourteen (14) years of his career with MetLife Financial Services, one of the largest insurance and financial services companies in the USA. Prior to this appointment, he was a Management Trainee, Associate Branch Manager, Regional Marketing Specialist, Agency Director and a Director of Asian Markets. His experiences include product development, marketing, recruiting, training and supervision of a large highly productive sales force. He was previously a Director of AAAA (Arizona Asian American Association).

He has more than twenty (20) years of experience in the USA glove market, having been the founder of TG Medical (U.S.A.), Inc. (a wholly-owned subsidiary of the Company) in 1994 and served as its Executive Vice President from 2001 to 2005 and President since 2005. He is also the Administrator (President) of Kevenoll Do Brasil (a wholly-owned subsidiary of the Company since 2019) and sits on the Board of several private limited companies.

Family Relationship with any Director(s) and/or Substantial Shareholder(s) of the Company:

Brother of Tan Sri Dr Lim Wee Chai and brother-in-law of Puan Sri Tong Siew Bee, both of whom are Directors and Substantial Shareholders of the Company.

Meeting Attendance in FY2021:

BOD
10/10

LIM CHEONG GUAN

EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	56/Male
Date of Appointment	31 August 2006
Length of Service (as at 12 November 2021)	15 years 2 months
Date of Last Re-election	8 January 2020



Board Committee(s) (as at 12 November 2021):
ESOSC **ESGPC**

Qualifications:

- Member of Malaysian Institute of Certified Public Accountants since 1994
- Member of Malaysian Institute of Accountants since 1993
- Bachelor's Degree in Accounting, University of Malaya, Malaysia, 1990

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Nil

Present Appointment(s):

- Head of the Sustainability Steering Group since 2019
- Chairman of the Risk Management Committee since 2014
- Advisor to the Administrative Committee of Top Glove Foundation since 2008

Past Appointment(s) and Working Experience:

Mr. Lim Cheong Guan began his career as a Graduate Audit Trainee with Price Waterhouse (now known as PricewaterhouseCoopers) in April 1990 and subsequently held various key positions in a number of public listed companies in Malaysia whose business activities spanned over manufacturing, plantation, trading and property development.

He was the Assistant Group Accountant of Timbermaster Industries Berhad (now known as Leweko Resources Berhad) from May 1996 to June 1999 and the Financial Controller of Tanah Emas Corporation Berhad (now known as Golden Land Berhad) from June 1999 to July 2004.

Meeting Attendance in FY2021:

BOD **BRC**
10/10 3/3

BOARD OF DIRECTORS

BOARD OF DIRECTORS

PUAN SRI TONG SIEW BEE

NON-INDEPENDENT
NON-EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	63/Female
Date of Appointment	4 September 2000 (Co-Founder)
Length of Service (as at 12 November 2021)	21 years 2 months
Date of Last Re-election	8 January 2019



Board Committee(s)
(as at 12 November 2021):

BSC

Qualifications:

- Master of Business Administration from Sul Ross State University, Texas, United States of America, 1985
- Bachelor of Science Degree with Honours in Computer Science from University of Science, Malaysia, 1983

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Trustee of Yayasan Pendidikan Tzu Chi Malaysia

Present Appointment(s):

- Deputy Chief Executive Officer of Tzu Chi Foundation Malaysia

Past Appointment(s) and Working Experience:

Puan Sri Tong has more than ten (10) years of experience working in the banking industry in the information technology field.

She was the System and Methods Officer and Analyst Programmer of United Overseas Bank Berhad from 1990 to 1995 and joined Utama Bank Berhad from 1995 to 1998 in the retail banking system.

Family Relationship with any Director(s) and/or Substantial Shareholder(s) of the Company:

Spouse of Tan Sri Dr Lim Wee Chai and sister-in-law of Mr. Lim Hooi Sin, both of whom are Directors and Substantial Shareholders of the Company. She is also the mother of Mr. Lim Jin Feng.

Meeting Attendance in FY2021:

BOD	BSC
10/10	4/5

DATUK NORIPAH KAMSO

INDEPENDENT NON-EXECUTIVE
DIRECTOR

Nationality	Malaysian
Age/Gender	64/Female
Date of Appointment	18 March 2015
Length of Service (as at 12 November 2021)	6 years 7 months
Date of Last Re-election	6 January 2021



Board Committee(s)
(as at 12 November 2021):

BRC **BAC** **BSC**
ESOSC **ESGPC**

Qualifications:

- Master of Business Administration from Marshall University, Huntington, West Virginia, United States of America, 1981
- Bachelor of Science Degree from Northern Illinois University, Dekalb, Illinois, United States of America, 1980
- Diploma in Business Studies, Institute Technology MARA, Malaysia, 1978

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Swift Haulage Berhad

Present Appointment(s):

- International Advisory Board of Islamic Finance News (IFN)
- Corporate Advisor of Pantas Software Sdn Bhd

Past Appointment(s) and Working Experience:

Datuk Noripah began her career with Urban Development Authority (UDA) in 1980. In 1983, she joined Bank of Commerce (M) Berhad (CIMB Group) and held various key positions in the CIMB Group until 2014 where her last position was as Advisor to CIMB Group Islamic Banking Division. She was formerly an Adjunct Professor to School of Economics, Finance and Banking, UUM and the Board of Trustees of the International Council of Islamic Finance Educators (ICIFE).

She was the Chief Executive Officer of CIMB Futures Sdn. Bhd. from 1996 to 2012, the Chief Executive Officer of CIMB Principal Asset Management Berhad from 2005 to 2013. She was the founding Chief Executive Officer of CIMB Principal Islamic Asset Management Sdn. Bhd. from 2008 to 2012 where she successfully established a global platform for the firm to extend its reach to UK, Europe, GCC, Asia, USA and Australia. Datuk Noripah was a former Advisor of CIMB Islamic from 2013 to 2014.

Datuk Noripah was also the Past President of the Malaysian Futures Brokers Association (MFBA). She was formerly a Global Practitioner in Residence in Principal Financial Group Centre for Global Citizenship, USA in 2015. In the academic year 2016/2017, she was a Fellow in Islamic Finance in Oxford Center for Islamic Studies (OCIS), an independent centre of the University of Oxford, United Kingdom and was an Adjunct Professor for Faculty of Business Management, UiTM. She was the Chairman of Bank Kerjasama Rakyat Malaysia (being one of the Top 10 largest Islamic Banks in the world) and the Chairman of Yayasan Bank Rakyat from 2018 to 2020.

Meeting Attendance in FY2021:

BOD	BRC	BAC	BSC	BNRC
10/10	8/8	7/9	5/5	1/1

BOARD OF DIRECTORS

BOARD OF DIRECTORS

SHARMILA SEKARAJASEKARAN

INDEPENDENT NON-EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	52/Female
Date of Appointment	18 March 2015
Length of Service (as at 12 November 2021)	6 years 7 months
Date of Last Re-election	6 January 2021



Board Committee(s)
(as at 12 November 2021):

- BSC
- BAC
- BNRC
- ESOSC
- ESGPC

Qualifications:

- Barrister-At-Law, Middle Temple, United Kingdom since 1996
- Advocate & Solicitor, High Court of Malaya, Malaysia since 1998
- B.A. Law & Economics (Honours), Keele University, United Kingdom, 1993
- Adjudicator, Asian International Arbitration Centre (Malaysia) (formerly Kuala Lumpur Regional Centre for Arbitration)

Present Directorship(s):

- **Listed entity:**
Kumpulan Perangsang Selangor Berhad
- **Other public company:**
Nil

Present Appointment(s):

- Consultant in the Legal, Operations and Industry Development Departments of the RIM Group.
- Partner of Jerald Gomez & Associates since 2011, areas of practice are Intellectual Property, Banking Litigation, Corporate Advisory, Estate Claims and Family Law matters.

Past Appointment(s) and Working Experience:

Ms. Sharmila began her career as a legal assistant in 1998 with Messrs. Chooi & Co., and joined Messrs. Tay & Partners as a Senior Legal Assistant in the Intellectual Property Department in 2004.

She joined the RIM Group in 2005 and held various positions in the RIM Group.

Meeting Attendance in FY2021:

BOD	BSC	BAC	BNRC
10/10	5/5	9/9	5/5

DATUK DR. NORMA MANSOR

INDEPENDENT NON-EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	64/Female
Date of Appointment	12 May 2017
Length of Service (as at 12 November 2021)	4 years 6 months
Date of Last Re-election	6 January 2021



Board Committee(s)
(as at 12 November 2021):

- BNRC
- BRC
- ESOSC
- ESGPC

Qualifications:

- Doctor of Philosophy (PhD) from University of Liverpool, 1985
- Master of Public Administration (MPA) from University of Liverpool, 1981
- Bachelor of Economics (Honours) Degree from University of Malaya, 1980

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Nil

Present Appointment(s):

- Director of Yayasan MEA
- President of Malaysian Economic Association
- Director of Social Wellbeing Research Centre of University of Malaya

Past Appointment(s) and Working Experience:

Datuk Norma was a professor at the Faculty of Economics and Administration of University of Malaya from 2000 to 2017. She held the position as the Executive Director of International Institute of Public Policy and Management from 2001 to 2004 and was subsequently appointed as Dean of the Faculty of Economics and Administration from 2004 to 2009.

Her past appointment includes the Ragnar Nurkse Visiting Professor of the School of Innovation and Governance at Talinn University of Technology in Estonia in 2014. She was also seconded to the Prime Minister's Department as Secretary to the National Economic Advisory Council (NEAC) from 2009 to 2011.

Meeting Attendance in FY2021:

BOD	BNRC	BRC
10/10	5/5	8/8

BOARD OF DIRECTORS

BOARD OF DIRECTORS

AZRINA ARSHAD

INDEPENDENT NON-EXECUTIVE DIRECTOR

Nationality	Malaysian
Age/Gender	52/Female
Date of Appointment	8 January 2019
Length of Service (as at 12 November 2021)	2 years 10 months
Date of Last Re-election	8 January 2020



Board Committee(s)
(as at 12 November 2021):

- BAC
- BSC
- BNRC

Qualifications:

- Post Graduate Diploma in Architecture (LAM, PAM, RIBA Part II), Oxford Brookes University, United Kingdom, 1992
- Diploma in Architecture (LAM, PAM, RIBA Part I), Universiti Institut Teknologi MARA, Malaysia, 1990

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Trustee of Yayasan Arshad Ayub

Present Appointment(s):

- Project Director of Zalaraz Sdn. Bhd.
- Director and Partner of I-Partnership (M) Sdn. Bhd. (formerly known as Woods Bagot (M) Sdn. Bhd.) since 1997
- Freelance Project Architect & Project Manager of FOCUS Architects and Urban Planners Sdn. Bhd.

Past Appointment(s) and Working Experience:

Puan Azrina started her career in 1993 as an Assistant Architect in Arca-3 Arkitek Sdn. Bhd., Kuala Lumpur and thereafter worked in various capacities in several architectural firms such as FOCUS Architects and Urban Planners Sdn. Bhd. in Selangor. She was also a part-time lecturer in Universiti Technology Malaysia (UTM) in year 1994.

Puan Azrina was appointed as a Non-Independent and Non-Executive Director of Sanichi Technology Berhad from January 2010 to August 2011. She was the Founder and Director of the Teapot Café Sdn. Bhd. from 1996 to 2012 and the Teapot Deli since 11 February 2016. She has given talks organised by the American Hardwood Export Council in Guangzhou and Chengdu in 2005.

Meeting Attendance in FY2021:

BOD	BAC	BSC	BNRC
10/10	9/9	5/5	4/4

LIM ANDY

INDEPENDENT NON-EXECUTIVE DIRECTOR

Nationality	Singaporean
Age/Gender	64/Male
Date of Appointment	8 January 2020
Length of Service (as at 12 November 2021)	1 year 10 months
Date of Last Re-election	6 January 2021



Board Committee(s)
(as at 12 November 2021):
Nil

Qualifications:

- Master's Degree in Business Administration, University of California at Los Angeles, 1989
- Bachelor's Degree in Engineering, University of Cambridge, United Kingdom (First Class Honours), 1979

Present Directorship(s):

- **Listed entity:**
Nil
- **Other public company:**
Nil

Present Appointment(s):

- Honorary Consul General to the Republic of Lithuania in Singapore.
- Founder and Chairman of private equity firm Tembusu Partners Pte. Ltd.
- Chairman of Viking Offshore & Marine Ltd., a public listed company in Singapore.
- Executive Director of Associated Leisure International Pte. Ltd., a family holding company.
- Chairman of MoneyWorld group of companies, a leading foreign exchange player with offices in China, Hong Kong and Singapore.

Past Appointment(s) and Working Experience:

Mr. Lim Andy's past board appointments include President of the Enterprise 50 Association, Board of Trustee of Honour (Singapore) Limited, Chairman of Alpha Singapore and Council Member of the National Council Against Drug Abuse (NCADA). He was a member of the Board of Trustees of the Home Affairs Uniformed Services (HUS) INVEST Fund till 30 June 2021.

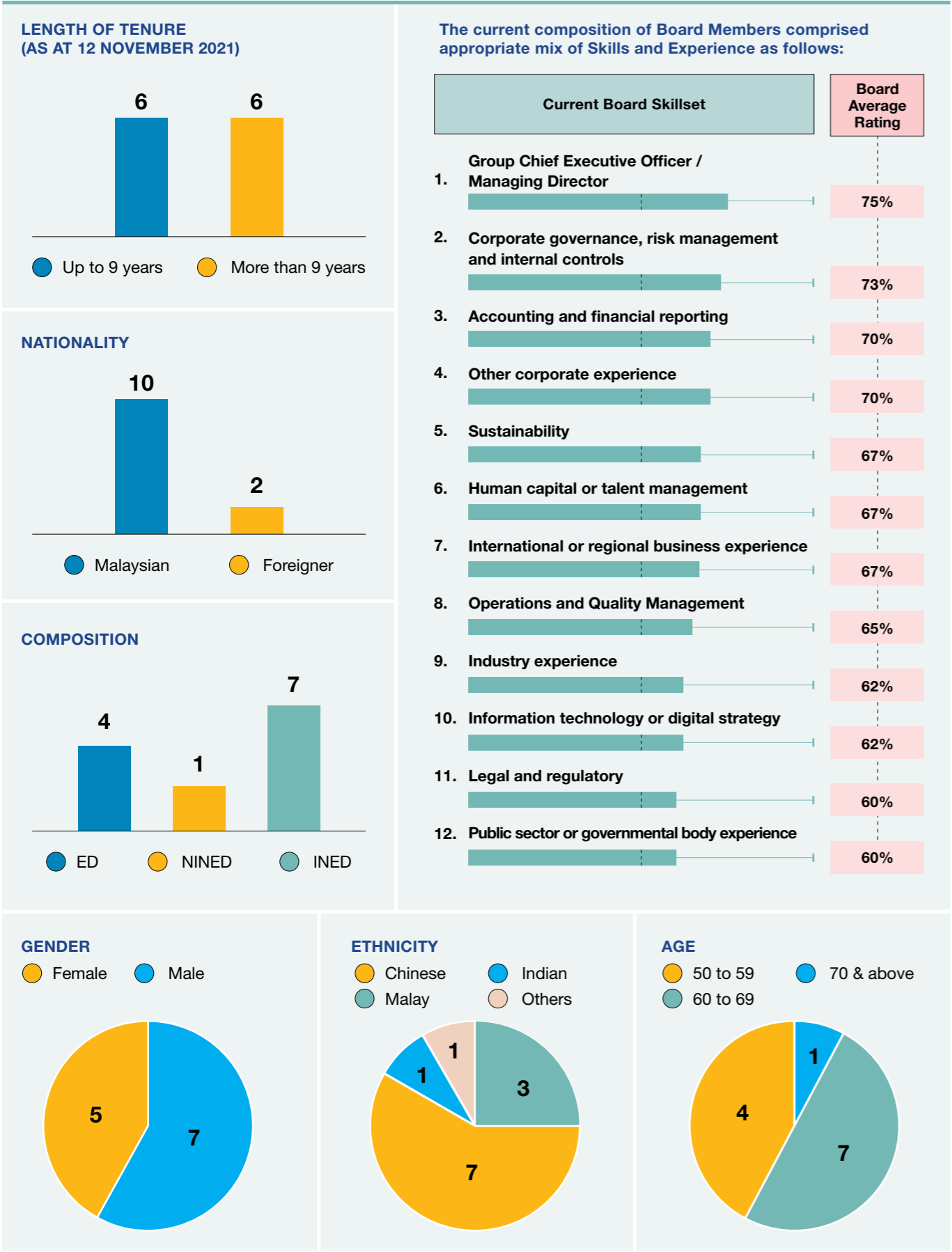
Meeting Attendance in FY2021:

BOD
10/10

Note:

Save as disclosed, all other Directors have no family relationship with any Director(s) and/or Substantial Shareholder(s) of the Company, have no conflict of interest with the Company, have not been convicted of any offence within the past 5 years other than traffic offences, if any, and have no public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

AN EMPOWERED BOARD



EXECUTIVE COMMITTEE

The Executive Committee is headed by the Executive Chairman, Tan Sri Dr Lim Wee Chai and consist of the following key senior management:



Please refer to pages 16, 17, 20 and 21 of this Integrated Annual Report for the profiles of Tan Sri Dr Lim Wee Chai, Dato' Lee Kim Meow, Lim Hooi Sin and Lim Cheong Guan.

- | | | |
|--|--|--|
| <p>▶ MELISSA CHEOH HOOI GAIK
Director, Financial Controller</p> <p>Nationality: Malaysian
Age/ Gender: 48/ Female</p> <p>Qualification(s): MBA (London), International Business</p> <p>Experience: More than 25 years of experience in the banking and finance industry</p> <p>Date of Appointment: 15 May 2019</p> | <p>▶ WONG CHONG BAN
Chief Operating Officer, Joint Manufacturing Council</p> <p>Nationality: Malaysian
Age/ Gender: 49/ Male</p> <p>Qualification(s): Bachelor of Science, Chemistry</p> <p>Experience: More than 20 years of experience in the glove manufacturing industry</p> <p>Date of Appointment: 9 March 1998</p> | <p>▶ NG YONG LIN
Chief Operating Officer, Joint Manufacturing Council</p> <p>Nationality: Malaysian
Age/ Gender: 36/ Male</p> <p>Qualification(s): Bachelor of Engineering, Computer Aided Design/ Manufacturing</p> <p>Experience: More than 10 years of experience in the glove manufacturing industry</p> <p>Date of Appointment: 1 June 2009</p> |
| <p>▶ LEW SIN CHIANG
Senior General Manager, Joint Manufacturing Council</p> <p>Nationality: Malaysian
Age/ Gender: 48/ Male</p> <p>Qualification(s): Bachelor of Science, Industrial Chemistry</p> <p>Experience: More than 20 years of experience in the glove manufacturing industry</p> <p>Date of Appointment: 16 March 1998</p> | <p>▶ HUE KON FAH
Executive Director (Subsidiary), Joint Manufacturing Council</p> <p>Nationality: Malaysian
Age/ Gender: 64/ Male</p> <p>Qualification(s): BA (Honours) Economics, MMIM, DPRIM</p> <p>Experience: More than 38 years of experience in the manufacturing field</p> <p>Date of Appointment: 9 January 2003</p> | <p>▶ AARON LAM YAT HING
Senior General Manager, Marketing</p> <p>Nationality: Malaysian
Age/ Gender: 55/ Male</p> <p>Qualification(s): Diploma in Material Engineering</p> <p>Experience: More than 20 years of experience in the marketing field</p> <p>Date of Appointment: 17 January 2011</p> |

Note:
Mr. Lew is the brother-in-law of both Tan Sri Dr Lim Wee Chai and Puan Sri Tong Siew Bee.

Notes:
Save as disclosed in the profile of Board of Directors and above, none of the key senior management has:

1. any directorship in public companies and listed issuers;
2. any family relationship with any directors and/or major shareholders of the Company;
3. any conflict of interest with the Company;
4. any conviction for offences (other than traffic offences) within the past five (5) years; and
5. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

SENIOR MANAGEMENT TEAM

 Hue Kon Fah Executive Director (Subsidiary), Joint Manufacturing Council	 Ng Yong Lin Chief Operating Officer, Joint Manufacturing Council	 Melissa Cheoh Hooi Gaik Director, Financial Controller	 Wong Chong Ban Chief Operating Officer, Joint Manufacturing Council
 Aaron Lam Yat Hing Senior General Manager, Marketing	 Chookiad Usaha Senior General Manager, Manufacturing	 Michelle Ang Peck Kean General Manager, Sourcing & Procurement	 Leong Chew Mun Senior General Manager, Marketing
 Tan Kian Guan General Manager, Information Technology	 Lee Shin Hwai General Manager, Manufacturing	 Apple Lau Wan Peng General Manager, Marketing	 Ong Ah Chye General Manager, Manufacturing
 Dorothy Ressel V.P. Global Marketing & Sales, Member of the Management Board	 Noor Akilah Saidin General Manager, Regulatory Affairs System & Conformance and Corporate Integrity	 Jack Lim Lung Fui General Manager, Internal Audit	 Loke Kean Mun General Manager, Group Human Resources
 Ng Seow Wei Deputy General Manager, Manufacturing	 Wilawan Sakulsongboonsiri Deputy General Manager, Finance	 Chen Chew Lan General Manager, Finance	 Yorck von Kries Deputy General Manager, Marketing
 Lim Jin Feng Deputy General Manager, Marketing	 Tan Lee Sem Deputy General Manager, Marketing	 Aileen Choh Ai Ying Vice President, Marketing	 Michelle Voon Wei-Ann Deputy General Manager, Corporate Communications

SENIOR MANAGEMENT TEAM

 Noraziah Mahmud Senior General Manager, Marketing	 Jeremy Liew Say Keong Senior General Manager, Finance	 Lew Sin Chiang Senior General Manager, Joint Manufacturing Council	 John Wu Kin Yeap Senior General Manager, Manufacturing
 Ken Soo Senior General Manager cum Assistant to Chairman	 Lim Hwa Chuan Senior General Manager, Joint Manufacturing Council	 Johnny Loy Joo Ling Senior General Manager, Marketing	 Matthew Ong Guan Heng Senior General Manager, Compliance
 Loo Sun Nooi General Manager, Group Quality Assurance	 Ravi A/L Supramaniam General Manager, Manufacturing	 Tan Chee Hoong General Manager, Manufacturing	 Puon Tuck Seng General Manager, Operation Audit
 Stephanie Thong Pei Ling General Manager, Property & Leasing	 Dr. Kiwi Lim Keuw Wei General Manager, Research & Development	 Chang Chee Keong General Manager, Tax	 Chong Fei Meng General Manager, Marketing
 Kelvin Lee Kok Seng Deputy General Manager, Manufacturing	 Kassy Lim Keat See Deputy General Manager, Corporate Services	 Florence Teng Gaik Kim General Manager, Logistics & PM Purchasing	 Phattaraporn Fueangthong Deputy General Manager, Finance
 Siah Ming Lei Senior Manager, Marketing	 Thomas Buri National Sales Manager	 Chia Hock Yi Deputy General Manager, Engineering	 Mansor Bin Daud Deputy General Manager, Engineering

IN CONVERSATION WITH THE EXECUTIVE CHAIRMAN TAN SRI DR LIM WEE CHAI

The financial year 2021 has been a rewarding and also challenging time for Top Glove, the world's largest manufacturer of gloves. Its Founder and Executive Chairman, Tan Sri Dr Lim Wee Chai is no stranger to both the peaks and valleys of doing business, and more importantly, has an admirable track record of successfully steering his company through the most difficult periods to emerge stronger. As the company marks its 30th anniversary this 2021, Tan Sri shares his thoughts on the financial year that was, as well as his outlook for a post pandemic, post WRO era, answering some of the most pressing questions of the day with his signature frankness, honesty and transparency.



IN CONVERSATION WITH THE EXECUTIVE CHAIRMAN TAN SRI DR LIM WEE CHAI

Q1 FY2021 was a landmark year with unsurpassed financial results and Top Glove has expressed the desire to share its success with stakeholders. How was this achieved?

Our commitment to create value for all our stakeholders is something we will not waver on, in good and trying times. In a year as extraordinary as FY2021, we are very pleased to have been in a position to contribute positively and more generously in different ways to our many stakeholders.

Towards rewarding our public shareholders and investors, we were delighted to increase the frequency of our dividend payments from a semi annual basis to a quarterly basis, in addition to which we also declared a special dividend of 20% over and above the normal dividend paid out, which is 50% in line with our Dividend Policy. The total dividend for FY2021 amounted to approximately RM5.2 billion or 65.1 sen per share.

In challenging times as these, we were privileged to contribute RM2.2 billion in corporate income tax. This is our contribution towards nation building and promoting sustainable economic growth. We were also able to extend our support to communities in need, contributing RM191 million in FY2021. Amongst the causes we had the honour of supporting were the Malaysia COVID fund launched by the Government of Malaysia and a community food aid initiative called Lend A Hand (LAH). In addition, we donated gloves, face masks, hand sanitisers and oxygen concentrator devices in Malaysia and abroad.

Our ongoing expansion plans also enabled us to continue providing gainful employment, thus narrowing the country's unemployment gap as a result of the pandemic. In FY2021, we recruited 9,720 new hires, close to 3,000 of whom were Malaysian Technical and Vocational Education and Training (TVET) graduates and skilled workers as we further automate and digitalise our operations.



In addition, we also invested in strengthening our Environmental, Social and Governance (ESG) initiatives while creating reserves to insulate our business and ensure we remain sustainable and well positioned to continue contributing positively.

“ The total dividend for FY2021 amounted to approximately RM5.2 billion or 65.1 sen per share. ”

**IN CONVERSATION WITH THE EXECUTIVE CHAIRMAN
TAN SRI DR LIM WEE CHAI**

**IN CONVERSATION WITH THE EXECUTIVE CHAIRMAN
TAN SRI DR LIM WEE CHAI**

Q2 With the softening of glove demand and ASPs (average selling prices), what are Top Glove's plans to mitigate the effects and how do you view industry prospects going forward?

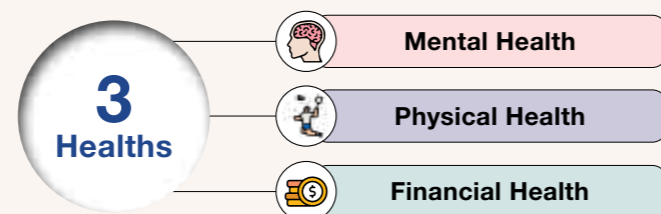
We have gone through several cycles comprising both good and challenging times, since we started the business 30 years ago. We are heartened that while good times do not last, neither do tough times. Moreover, our strong foundation which has been built over the last 3 decades, will enable us to take on challenges and overcome them one by one.

With technological advances and the speed at which information travels now, business cycles change very quickly, with each business cycle lasting for 1 to 3 years only. The challenge and opportunity for businesses now is to be adaptable to the rapidly changing environment.

The softening demand and ASPs was not unexpected and we had prepared for it by creating reserves during the period of strong growth. Of course, we continue to monitor the changing landscape and will respond and align our strategy and production accordingly. That being said, demand for gloves as an essential item in the healthcare sector is driven by strong market needs and this continues to grow steadily, albeit not as rapidly as during the height of the pandemic. Glove demand

was already growing steadily pre pandemic at a rate of 10% per annum and is likely to stabilise at a higher level even after the pandemic recedes owing to elevated awareness and hygiene levels.

Naturally, factors such as demand and selling prices are external factors beyond our control. We cannot and do not depend on these to perform well. In order to perform well sustainably and offer value add to our stakeholders, we focus on internal factors which are within our control such as quality and efficiency. Most importantly, I believe our foundation must be strong and built on our "3 Healths": Mental Health, Physical Health and Financial Health. When these factors are in place, we are well positioned to weather tough times and outlast any challenge.



Q3 Are you concerned about the intensifying competition both on the Malaysian and international fronts?

All businesses face competition, especially international business. We are a global public listed company and cannot expect to be free of competition. The strength of our business locally and globally vis a vis competition that arises will be key to attracting investment and investors. Notwithstanding, we are of course mindful that the glove business has been a very attractive industry to be in, particularly during a pandemic when there is a surge in glove usage. In such an environment, we expect competition to intensify and new players to emerge.

We welcome healthy competition as it makes us and the industry more efficient, edging out weaker practices and enhancing both performance and players. This also presents M&A opportunities for us.

However, global glove demand is expanding and still growing yearly even in a post pandemic era from heightened health and hygiene awareness. Following this, we believe that the increase in demand will be sufficient to absorb the surplus in supply. Any oversupply and pricing pressure would be temporary.

In any case, Top Glove has several advantages which gives us an edge over our competitors in the long term. We offer a highly diversified glove range comprising nitrile, natural rubber, vinyl and surgical gloves, and are also geographically diverse in terms of our customer and manufacturing base. Our production capacity of 100 billion gloves per annum, the largest amongst all glove manufacturers globally, also positions us to accommodate large orders from distributors. Most significantly, we have a team of talented people, which includes a strong R&D team and customer centric Marketing personnel.

Competition is an external factor which is not within our control. However, we continue to plan and strategise internally, so we are able to withstand headwinds when they come. I believe that with our Business Direction of producing high quality gloves at an efficient low cost and focus on staying healthy, we will successfully mitigate and navigate any period of oversupply, just as we have done before.

Q4 On 10th September 2021, the Withhold Release Order (WRO)/Finding imposed by the U.S. Customs and Border Protection (CBP) on disposable gloves made by Top Glove's facilities in Malaysia was lifted/modified after 14 months. How does it feel? How has the experience impacted Top Glove and what changes have been put in place since? What are your immediate priorities going forward?

We are very pleased that our concerted efforts to improve have resulted in the Modification of the Finding and look forward to resuming delivery of our gloves to the U.S., especially to medical frontliners and first responders, towards protecting their health and safety during these extraordinary times.

Our journey over the past 14 months has been a deeply meaningful one from which we have emerged a better and stronger Top Glove. It has been challenging at times, but we view the experience positively and as an opportunity to strengthen our ongoing ESG initiatives. Following this, we are pleased that in January 2021, our operations were verified by an independent third party international U.K. consultant to be free of systemic forced labour. In April 2021, Top Glove had completed remediation payments of some RM150 million to over 13,000 migrant workers who had paid recruitment fees and related costs to recruitment agents. Top Glove also made substantial investments to improve employee accommodations and implemented an independently managed employee grievance helpline.

However, our journey is far from over. The immediate task ahead is to recover lost ground as a result of the inability to export to the USA. We will need to gain back customers and market share, and rebuild trust with our stakeholders which we are working hard towards.

We will continue to pursue our dual primary listing on the Hong Kong Stock Exchange (HKEX). The resubmission of our A1 application was made on 28 October 2021 and we look forward to updating you on our progress in due course. Longer term, sustainability will continue to rank high on our business agenda and we will keep improving our efforts in this very significant area to make our ESG practices, especially our labour practices even more robust.

“ In January 2021 our operations were verified by an independent third party international U.K. consultant to be free of systemic forced labour. ”

Q5 Top Glove's share price has seen a sharp and rapid decline from its peak of close to RM9.50 per share just a year ago. What are your comments on this development to your shareholders?



We are deeply committed to creating sustainable value for our shareholders. This is why we always encourage our investors to take a long term view to investing in Top Glove and not to focus on share price as the sole indicator. While the future is unpredictable, we believe our past performance is a helpful indicator of the resilience of our company. For the past 20 years since our listing on Bursa Malaysia, we have successfully delivered a CAGR (Compound Annual Growth Rate) of 27% for Revenue and 36% for Profit, reflective of the glove industry's strong fundamentals and solid long term potential. We also have a good track record of delivering total shareholders return of approximately 22,200%, over the last 20 years since our listing as at 31 August 2021.

**IN CONVERSATION WITH THE EXECUTIVE CHAIRMAN
TAN SRI DR LIM WEE CHAI**



▲ Top Glove has invested in solar power projects towards reducing carbon emissions

Q6 You have declared 2021 The Year of ESG (Environmental, Social & Governance) for Top Glove. Shouldn't every year be The Year of ESG especially for a large company like Top Glove? What is so different about this year?

It is true that every year and every day must be an ESG year or day. Top Glove has a theme for each year which is selected based on a particular area of importance which we want to focus on. However, this does not mean we will not be focusing on ESG after 2021 is over. In fact, we have declared 2021 The Year of ESG, marking the start of greater efforts to come, with the commitment that henceforth ESG considerations will be central to our business.



As an international company, sustainability has always been at the heart of our business and investing our resources towards safeguarding the environment, advancing ethical business, building communities and impacting lives positively has been our priority, year after year. Reflecting the growing prominence of ESG globally, we declared 2021 to be Top Glove's Year of ESG to create stronger awareness internally at all levels, enabling a sharper company wide focus on this very important area.

Profit should not come at the expense of people or planet and we are ensuring our systems and processes enable sustainability to be well integrated into every aspect of

our business. More significantly, from financial year 2021 onwards, 40% of Group KPIs are linked to ESG metrics for the Top 5 key focus areas, which include Product Quality and Safety, Occupational Health and Safety, Talent Retention, Human Rights and Labour Practices and Carbon Emission Reduction.



We know there is always more we can do and will keep improving our ESG practices so that we continue to deliver excellence not just as a business but as a corporate citizen, in line with our commitment to doing well by doing good, beyond The Year of ESG.

**IN CONVERSATION WITH THE EXECUTIVE CHAIRMAN
TAN SRI DR LIM WEE CHAI**

Q7 Your Board has come under heavy criticism by some investors, with a few institutional investors voting against the reelection of six independent directors at Top Glove's AGM in January 2021. What has changed since then in terms of Board oversight and involvement?

I am proud of our Board. This has been a challenging time for them and they have continued to discharge their duties responsibly, performing with grace under fire.

The Board including our Independent Directors (IDs), meets regularly to discuss the company's key issues, and has been particularly active in engaging with management and employees on issues relating to risk management, audit, ESG as well as human resources. Since March 2021, our IDs have also held quarterly engagements with worker representatives to better understand issues faced and to provide support and counsel for concerns raised. They have also taken an active role in ensuring facilities provided for our employees comply with all market jurisdiction requirements, including aligning our business principles to the Business and Human Rights agenda.

Our IDs' hands on involvement is exemplary, going above and beyond governance requirements, including providing guidance on various important matters such as the CBP WRO/Finding before it was lifted/modified, management of COVID cases, compliance with Akta 446 (Malaysia's local workers accommodation regulations), instituting a more structured Share Buyback Scheme, as well as visits to our onsite vaccination centre and employee hostels where they engaged directly with our factory employees. Moreover, they have been instrumental in setting the vision and strategic direction of Top Glove for the years ahead through scenario and crisis analysis and planning. In addition, our IDs frequently participated in engagements with external bodies, such as the Human Rights Commission of Malaysia (SUHAKAM) and various climate change subject matter experts to discuss net zero target setting.



▲ Top Glove's Directors visited the workers' hostel in Banting

“ The Board including our Independent Directors (IDs), meets regularly to discuss the company's key issues, and has been particularly active in engaging with management and employees on issues relating to risk management, audit, ESG as well as human resources. ”

Footnotes:
Read more about our commitment to ESG in the section titled *Creating Sustainable Value* on page 88.

PERBUALAN BERSAMA PENERUS EKSEKUTIF TAN SRI DR LIM WEE CHAI

Tahun kewangan 2021 merupakan masa yang bermanfaat dan mencabar bagi Top Glove, pengeluar sarung tangan terbesar di dunia. Pengasas dan Pengerusi Eksekutif, Tan Sri Dr Lim Wee Chai tidak asing lagi dengan puncak dan lembah perniagaan, dan yang lebih penting, mempunyai rekod prestasi yang mengagumkan kerana berjaya membawa syarikatnya melalui tempoh yang paling sukar untuk muncul lebih kuat lagi. Seketika syarikat menandakan ulang tahun ke-30 pada tahun 2021 ini, Tan Sri mengkongsi pendapatnya mengenai tahun kewangan yang lalu dan juga prospek pasca pandemik, pasca era WRO, dan menjawab beberapa soalan penting dengan kejujuran dan ketelusan.



PERBUALAN BERSAMA PENERUS EKSEKUTIF TAN SRI DR LIM WEE CHAI

Q1 TK2021 adalah tahun luar biasa dengan keputusan kewangan yang tidak dijangka dan Top Glove telah menyatakan hasrat untuk berkongsi kejayaannya dengan pihak berkepentingan. Bagaimanakah ini tercapai?



▲ Sumbangan tanaman untuk menghijaukan persekitaran Tapak Semaian Majlis Perbandaran Klang

Komitmen kami untuk menciptakan nilai bagi semua pihak berkepentingan adalah sesuatu yang kami tidak akan abaikan, pada masa yang senang ataupun susah. Bagi tahun yang luar biasa seperti TK2021, kami amat berbesar hati untuk berada dalam kedudukan untuk menyumbang secara positif dan lebih murah hati kepada pelbagai pihak berkepentingan kami.

Sebagai penghargaan kepada para pemegang saham dan pelabur awam kami, kami gembira untuk meningkatkan kekerapan pembayaran dividen daripada setengah tahunan kepada suku tahunan, di samping mengisytiharkan dividen khas sebanyak 20% sebagai tambahan kepada dividen biasa, iaitu 50% sejajar dengan dasar dividen kami. Jumlah dividen bagi TK2021 berjumlah sekitar RM5.2 bilion atau 65.1 sen sesaham.

Dalam masa yang mencabar seperti ini, kami juga berbesar hati untuk menyumbang RM2.2 bilion cukai pendapatan korporat. Ini adalah sumbangan kami terhadap pembangunan negara dan mendorong pertumbuhan ekonomi yang mampan. Kami juga dapat menghulurkan sokongan kepada komuniti yang berkeperluan, menyumbang RM191 juta pada TK2021. Diantara program yang kami berasa terhormat untuk menyokong adalah Tabung COVID Malaysia yang dilancarkan oleh Kerajaan Malaysia dan inisiatif bantuan makanan masyarakat yang dipanggil *Lend A*

Hand (LAH). Selain itu, kami menyumbangkan sarung tangan, pelitup muka, cecair pembasmi kuman dan alat penulatan oksigen di Malaysia dan luar negara.

Pelan pengembangan syarikat yang berterusan juga membolehkan kami menyediakan peluang pekerjaan secara berterusan, lalu mengurangkan jurang pengangguran negara akibat pandemik ini. Pada TK2021, kami mengambil 9,720 pekerja baru, hampir 3,000 daripadanya adalah graduan Pendidikan dan Latihan Teknikal dan Vokasional Malaysia (TVET) dan pekerja mahir sambil mengautomatiskan dan mendigitalkan operasi kami.

Malah, kami juga melabur dalam mengukuhkan inisiatif Alam Sekitar, Sosial & Tadbir Urus (ESG) kami lalu menciptakan simpanan untuk melindungi perniagaan dan memastikan kami kekal mampan dan berada dalam kedudukan yang baik untuk terus menyumbang secara positif.

“ Jumlah dividen bagi TK2021 berjumlah sekitar RM5.2 bilion atau 65.1 sen sesaham. ”

PERBUALAN BERSAMA PENERUS EKSEKUTIF TAN SRI DR LIM WEE CHAI

PERBUALAN BERSAMA PENERUS EKSEKUTIF TAN SRI DR LIM WEE CHAI

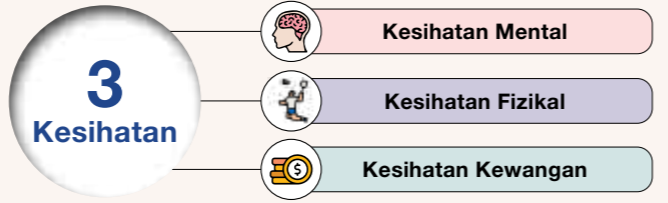
Q2 Dengan penurunan permintaan sarung tangan dan harga jualan purata, apakah rancangan Top Glove untuk mengurangkan kesannya dan bagaimanakah Tan Sri melihat prospek industri pada masa hadapan?

Kami telah melalui beberapa kitaran yang terdiri daripada masa yang baik dan mencabar, sejak permulaan perniagaan 30 tahun yang lalu. Kami berbesar hati bahawa walaupun masa yang baik tidak bertahan lama, begitu juga dengan masa yang sukar. Selain itu, asas kukuh kami yang telah dibina sejak 3 dekad yang lalu, akan membolehkan kami menghadapi cabaran dan mengatasinya satu persatu.

berkembang dengan mantap, walaupun tidak sekuat semasa kemuncak pandemik. Permintaan sarung tangan telah meningkat secara berterusan pra pandemik pada kadar 10% setahun dan berkemungkinan stabil pada tahap yang lebih tinggi walaupun selepas pandemik berakhir disebabkan oleh tahap kesedaran dan kebersihan yang tinggi.

Dengan kemajuan teknologi dan kelajuan maklumat disampaikan sekarang, kitaran perniagaan berubah dengan cepat, dengan setiap kitaran perniagaan selalunya berlangsung selama 1 hingga 3 tahun sahaja. Cabaran dan peluang untuk perniagaan sekarang adalah untuk menyesuaikan diri dengan persekitaran yang berubah dengan cepat.

Sememangnya, faktor-faktor seperti permintaan dan harga jualan adalah di luar kawalan kami. Kami tidak boleh bergantung kepada faktor luaran bagi menyampaikan prestasi yang baik. Untuk mencapai prestasi yang baik secara mampan dan menawarkan nilai tambahan kepada pihak berkepentingan, kami memberi tumpuan kepada faktor-faktor dalaman yang boleh dikawal seperti kualiti dan kecekapan. Yang paling penting, saya percaya bahawa asas kami mesti kuat dan dibina atas "3 Kesihatan" kami: Kesihatan Mental, Kesihatan Fizikal dan Kesihatan Kewangan. Apabila mempunyai 3 Kesihatan tersebut, kami akan berada dalam kedudukan yang baik untuk menghadapi masa yang sukar dan mengatasi segala cabaran.



Penurunan dalam permintaan serta harga jualan purata (ASP) sarung tangan adalah perkara yang telah kami bersedia menghadapi setelah menciptakan simpanan semasa tempoh pertumbuhan yang kukuh. Sudah tentu, kami terus memantau perubahan landskap dan akan bertindak balas bagi menyelaraskan strategi dan pengeluaran kami dengan sewajarnya. Walau bagaimanapun, kami yakin permintaan terhadap sarung tangan sebagai barangan keperluan dalam sektor penjagaan kesihatan akan terus berkembang dengan mantap, didorong oleh permintaan pasaran yang terus

Q3 Adakah anda prihatin tentang persaingan yang semakin meningkat di Malaysia dan peringkat antarabangsa?

Semua perniagaan menghadapi persaingan, terutamanya perniagaan antarabangsa. Kami adalah sebuah syarikat senaraian awam global dan tidak mungkin bebas daripada persaingan. Kekuatan perniagaan kami di peringkat tempatan dan global adalah faktor pembezaan utama berbanding persaingan yang timbul, dan merupakan kunci untuk menarik pelaburan dan pelabur. Walau bagaimanapun, kami sedar bahawa perniagaan sarung tangan adalah industri yang menarik, terutamanya semasa pandemik apabila terdapat lonjakan dalam penggunaan sarung tangan. Dalam persekitaran sedemikian, kami menjangkakan persaingan akan meningkat serta pemain-pemain baru muncul.

bekalan. Sebarang tekanan harga dan lebihan bekalan, ia hanya buat sementara sahaja.

Kami mengalu-alukan persaingan yang sihat kerana ia membuatkan syarikat kami serta industri lebih cekap, menyetipkan amalan yang lemah dan meningkatkan prestasi serta pemain. Ini juga menawarkan peluang penggabungan dan pemerolehan (M&A) bagi kami.

Walaupun bagaimanapun, Top Glove mempunyai beberapa kelebihan yang memberi kami kemanfaatan berbanding pesaing kami dalam jangka masa panjang. Kami menawarkan rangkaian sarung tangan dipelbagaikan yang terdiri daripada sarung tangan nitril, getah asli, vinyl dan sarung tangan pembedahan, serta dipelbagaikan dari segi asas pelanggan dan pembuatan kami. Kapasiti pengeluaran kami sebanyak 100 bilion helai sarung tangan setahun yang merupakan terbesar di kalangan semua pengeluar sarung tangan di seluruh dunia, juga membolehkan kami menampung pesanan besar dari pengedar. Yang paling penting, kami mempunyai pasukan yang berbakat, termasuk pasukan penyelidikan dan pembangunan (R&D) dan kakitangan pemasaran pelanggan yang kuat.

Walaupun bagaimanapun, permintaan sarung tangan global akan meningkat setiap tahun, walaupun dalam era pasca pandemik berikutan kesedaran kesihatan dan tahap kebersihan yang semakin meningkat. Dalam persekitaran sedemikian, kami percaya bahawa peningkatan permintaan akan mengimbangkan lebihan

Persaingan adalah faktor luaran yang bukan dalam kawalan kami. Walau bagaimanapun, kami terus merancang dan menyusun strategi secara dalaman, supaya kami dapat menahan apabila menghadapi pencabaran. Saya percaya dengan Arah Perniagaan kami untuk menghasilkan sarung tangan berkualiti tinggi pada kos rendah yang cekap dan fokus untuk kekal sihat, kami yakin akan berjaya mengurangkan kesan dan menavigasi bekalan berlebihan pada mana-mana tempoh, seperti yang pernah kami lakukan sebelum ini.

Q4 Pada 10 September 2021, *Withhold Release Order (WRO)/Finding* yang dikenakan oleh the U.S. Customs and Border Protection (CBP) ke atas sarung tangan pakai buang yang dihasilkan oleh kemudahan Top Glove di Malaysia telah ditarik balik/diubahsuai selepas 14 bulan. Bagaimana rasanya? Bagaimanakah pengalaman itu memberi kesan kepada Top Glove dan apakah perubahan yang telah berlaku sejak itu? Apakah keutamaan segera Tan Sri pada masa hadapan?

Kami sangat gembira kerana usaha kami untuk bertambah baik telah menghasilkan *Modification* ke atas *Finding* dan kami dapat meneruskan semula penghantaran sarung tangan ke Amerika Syarikat, terutama bagi pertugas perubatan barisan hadapan dan responden pertama bagi melindungi kesihatan dan keselamatan mereka dalam masa yang luar biasa ini.

Namun, perjalanan kami masih belum selesai. Tugas segera di depan kami adalah memulihkan perniagaan yang hilang akibat ketidakmampuan untuk mengekspor ke Amerika Syarikat. Kami perlu berusaha keras untuk mendapatkan kembali pelanggan serta bahagian pasaran dan membina semula kepercayaan dengan pihak berkepentingan kami yang sedang kami berusaha keras.

Perjalanan kami selama 14 bulan yang lepas, sangat bermakna di mana kami telah muncul sebagai syarikat yang lebih baik dan lebih kukuh. Walaupun tempoh itu sering mencabar, tetapi kami memandang pengalaman ini secara positif dan sebagai peluang untuk mengukuhkan inisiatif ESG yang berterusan. Berikutan ini, kami gembira bahawa pada Januari 2021, operasi kami telah disahkan oleh perunding antarabangsa U.K. pihak ketiga bahawa bebas daripada buruh paksa sistemik. Pada April 2021, Top Glove telah menyelesaikan pembayaran pemuliharaan kira-kira RM150 juta kepada lebih 13,000 pekerja asing yang telah membayar yuran pengambilan pekerja dan kos berkaitan kepada ejen pengambilan pekerja. Top Glove juga membuat pelaburan besar untuk meningkatkan penginapan kakitangan dan melaksanakan talian bantuan kakitangan yang diuruskan secara bebas.

Kami akan terus meneruskan penyenaian utama kami di Bursa Saham Hong Kong (HKEX). Penyerahan semula pemohonan A1 kami telah dibuat pada 28 Oktober 2021 dan kami berharap dapat mengemas kini perkembangan kami pada waktu yang terdekat. Dalam jangka panjang, kelestarian akan terus berada di kedudukan tertinggi dalam agenda perniagaan kami dan kami akan terus meningkatkan usaha kami dalam amalan ESG, terutamanya amalan buruh dengan lebih mantap.

“ Pada Januari 2021, operasi kami telah disahkan oleh perunding antarabangsa U.K. pihak ketiga bahawa bebas daripada buruh paksa sistemik. ”

Q5 Harga saham Top Glove telah menyaksikan penurunan mendadak dan pesat dari puncak hampir RM9.50 sesaham setahun yang lalu. Apakah komen Tan Sri mengenai perkembangan ini bagi pemegang saham Tan Sri?



Kami amat komited untuk menciptakan nilai yang mampan untuk para pemegang saham kami. Inilah sebabnya kami sentiasa menggalakkan pelabur kami untuk mengambil pandangan jangka panjang melabur dalam Top Glove dan tidak memberi tumpuan kepada harga saham sebagai penunjuk tunggal. Walaupun masa depan tidak dapat diramalkan, kami percaya prestasi masa lalu kami adalah petunjuk ketahanan syarikat kami. Selama 20 tahun sejak penyenaian kami di Bursa Malaysia, kami telah berjaya menyampaikan CAGR (Kadar Pertumbuhan Kompaun Tahunan) sebanyak 27% untuk Pendapatan Jualan dan 36% untuk Keuntungan, yang mencerminkan asas-asas kukuh dan potensi baik industri sarung tangan. Kami juga mempunyai rekod prestasi yang baik dalam memberikan jumlah pulangan pemegang saham sebanyak kira-kira 22,200% seperti pada 31 Ogos 2021, dalam tempoh 20 tahun yang lalu sejak penyenaian kami.

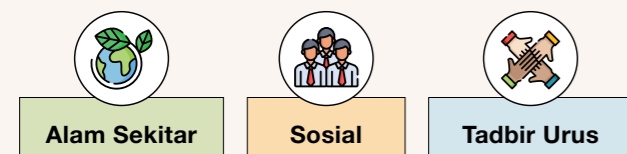
**PERBUALAN BERSAMA PENERUSI EKSEKUTIF
TAN SRI DR LIM WEE CHAI**



▲ Sumbangan PPE dan peralatan perubatan kepada Hospital Tengku Ampuan Rahimah Klang (HTAR)

Q6 Tan Sri telah mengisytiharkan Tahun 2021 Tahun ESG (Alam Sekitar, Sosial & Tadbir Urus) untuk Top Glove. Bukankah sepatutnya setiap tahun menjadi Tahun ESG terutamanya bagi sebuah syarikat besar seperti Top Glove? Apakah yang berbeza tentang tahun ini?

Memang benar bahawa setiap tahun dan setiap hari mestilah menjadi tahun atau hari ESG. Top Glove mempunyai tema untuk setiap tahun yang dipilih berdasarkan bidang yang penting yang kami ingin fokuskan. Walau bagaimanapun, ini tidak bermakna kami tidak akan memberi tumpuan kepada ESG selepas 2021 berakhir. Malah, kami telah mengisytiharkan 2021 Tahun ESG, menandakan permulaan usaha yang lebih besar yang akan datang, ini dengan komitmen bahawa pertimbangan ESG akan menjadi kepentingan utama bagi perniagaan kami.



Sebagai syarikat antarabangsa, kelestarian merupakan nadi perniagaan kami dan melaburkan sumber daya kami untuk melindungi alam sekitar, memajukan perniagaan yang beretika, membangunkan komuniti dan memberi kesan positif kepada kehidupan menjadi keutamaan kami, tahun demi tahun. Mencerminkan keunggulan ESG yang semakin meningkat di peringkat global, kami mengisytiharkan tahun 2021 sebagai Tahun ESG Top Glove, demi mewujudkan kesedaran dalaman yang lebih kuat dalam kalangan kakitangan di semua peringkat, yang membolehkan fokus lebih tajam di seluruh syarikat terhadap perkara penting ini.

Keuntungan tidak semestinya memudaratkan manusia ataupun planet, dan kami memastikan sistem dan proses

kami membolehkan kemampuan disepadukan dengan baik ke dalam setiap aspek perniagaan kami. Dengan ketaranya, dari tahun kewangan 2021 dan seterusnya, 40% KPI (Petunjuk Prestasi Utama) Kumpulan dikaitkan dengan metrik ESG dalam 5 bidang tumpuan iaitu Kualiti dan Keselamatan Produk, Kesihatan dan Keselamatan Pekerjaan, Pengekalan Bakat, Hak Asasi Manusia dan Amalan Buruh, dan Pengurangan Pelepasan Karbon.



Kami mengetahui bahawa adanya lebih banyak perkara yang dapat kami lakukan dan akan terus meningkatkan amalan ESG kami agar dapat menyampaikan kecemerlangan secara berterusan, bukan hanya sebagai perniagaan tetapi sebagai warga korporat, sejajar dengan komitmen kami untuk terus menampilkan yang terbaik dengan berbuat baik, malah di luar Tahun ESG.

**PERBUALAN BERSAMA PENERUSI EKSEKUTIF
TAN SRI DR LIM WEE CHAI**

Q7 Lembaga Pengarah Top Glove telah dikritik sesetengah pelabur, dengan beberapa pelabur institusi mengundi menentang pemilihan semula enam pengarah bebas di Mesyuarat Tahunan Am (AGM) Top Glove pada Januari 2021. Apa yang telah berubah sejak itu dari segi pengawasan dan penglibatan Lembaga Pengarah?



▲ Majlis Anugerah Biasiswa telah diadakan di Kolej Universiti Tunku Abdul Rahman untuk menganugerahkan pelajar-pelajar tajaan Top Glove

Saya berbangga dengan Lembaga Pengarah kami. Ini adalah masa yang mencabar bagi mereka dan mereka telah terus melaksanakan tugas dengan penuh tanggungjawab, melakukan dengan penuh rahmat di bawah tekanan.

Lembaga Pengarah termasuk Pengarah Bebas (ID) kami bermesyuarat secara kerap untuk membincangkan isu-isu utama syarikat, dan secara aktif melibatkan diri dengan pihak pengurusan dan kakitangan terutama mengenai perkara-perkara berkaitan dengan pengurusan risiko, audit, ESG serta sumber manusia. Sejak Mac 2021, ID kami juga telah mengadakan penglibatan suku tahunan dengan wakil pekerja untuk lebih memahami isu-isu yang dihadapi dan memberi sokongan dan nasihat untuk perkara yang dikemukakan. Mereka juga telah mengambil peranan aktif dalam memastikan kemudahan yang disediakan untuk kakitangan kami mematuhi semua keperluan bidang kuasa pasaran termasuk menyelaraskan prinsip perniagaan kami kepada agenda Perniagaan dan Hak Asasi Manusia.

Penglibatan ID kami adalah teladan baik, melangkaui keperluan tadbir urus, termasuk memberikan panduan mengenai pelbagai perkara penting seperti *CBP WRO/Finding* sebelum ia ditarik balik/diubahsuai, pengurusan kes COVID, pematuhan Akta 446 (Peraturan penginapan pekerja tempatan Malaysia), mewujudkan Skim Beli Balik Saham (*Share Buyback*) yang lebih tersusun, serta melawat ke tapak pusat vaksinasi dan asrama kakitangan kami di mana mereka berdialog secara langsung dengan pekerja kilang kami. Selain itu, mereka memainkan peranan penting dalam menetapkan visi dan hala tuju strategik Top Glove untuk tahun akan datang melalui analisis and perancangan senario dan krisis. Di samping itu, ID kami sering mengambil bahagian dalam pertemuan dengan badan-badan luar, seperti Suruhanjaya Hak Asasi Manusia Malaysia (SUHAKAM) dan pelbagai pakar bidang perubahan iklim untuk membincangkan penetapan sasaran sifar bersih.

Nota:
Baca lebih lanjut tentang komitmen kami terhadap ESG dalam bahagian yang bertajuk *Creating Sustainable Value* pada muka surat 88.

与执行主席对话 丹斯里林伟才博士

与执行主席对话 丹斯里林伟才博士

对于全球最大手套制造商顶级手套而言，2021财务年乃集团收获颇丰却充满挑战的一年。其创办人兼执行主席，丹斯里林伟才博士对于运营环境的高低起伏并不感陌生，更为重要的是，丹斯里林伟才在过往曾有过令人钦佩的记录，成功带领集团度过多个艰难时期并使其变得更强大。集团于2021年欢庆其成立30周年之际，丹斯里林伟才分享了本身对此财务年的看法，包括对于疫情及解除美国暂扣令后的展望。他以一贯坦率、诚实及透明化的作风答复于当今最火热的问题。



Q1

2021财务年乃极具里程碑含义的一年，取得空前财务业绩，顶级手套表示其与权益持有人共享其成果的意愿。这将如何实践？

我们致力于为所有权益持有人创造价值，无论顺境或逆境，都将不为动摇。于此特出的2021财务年里，我们很高兴得以通过不同方式为众多权益持有人做出更积极及丰厚的贡献。

为奖励其忠实股东及投资者们，集团很高兴将股息支付频率从半年制改为季度制，此外，除了集团股息政策原有的50%，亦发布了20%的特别股息。2021财务年总股息约为马币52亿或每股65.1仙。

身处充满挑战的时期，我们有幸贡献了马币22亿的所得税。此举象征着集团对于国家建设及促进永续经济增长的贡献。此外，于2021财务年，集团亦贡献了马币1.91亿，向需要帮助的社区提供支援。其中，集团有幸为由马来西亚政府发起的马来西亚新冠病毒基金会及名为‘伸出援手 Lend A Hand (LAH)’的社区食品援助计划献出一份绵力。另外，集团亦捐赠了手套、口罩、消毒洗手液及制氧机于国内及国外。

集团不间断的扩展计划也使我们能够持续提供有酬就业机会，进而缩小国内因疫情所致的失业现象。于2021财务年，集团招聘了9,720名新员工，基于集团正迈向自动化及数码化的营运方式，其中将近3,000名为大马公民技术职业教育与培训 (TVET) 毕业生及技术人员。

此外，集团亦投入资金于强化环境、社会及治理 (ESG) 方面的举措，同时备足设施以确保集团业务的永续性，并保持自身永续发展及做足持续贡献的准备。

“ 2021财务年总股息约为马币52亿或每股65.1仙。 ”

Q2

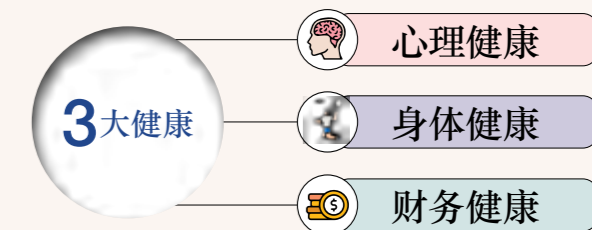
随着手套需求量和平均销售价的缓和，顶级手套计划将如何减轻其影响，而您对领域前景有何看法？

集团自30年前创业以来，我们经历了无数个包含顺境及逆境的时期。纵然顺境时期普遍短暂，我们深感欣慰逆境时期亦有到达尽头之时。此外，集团于过去3个年代所建立的强稳基础，已备集团于迎接种种挑战并逐一克服。

随着科技先进化及如今信息传播速度之快，运营周期瞬息万变，每周期仅持续一至三年。目前，行业所面临的挑战及机遇乃适应迅速变化的商业环境。

缓和的手套需求量和平均销售价乃意料中之事，集团已为此做足充分准备，通过盈利强劲时建立储备。当然，集团持续关注于多变的形势，并以应对性的策略及生产做出回应及调整。手套需求量增长虽不如疫情高峰时期来得迅速，但手套作为医疗保健领域不可或缺的物品之一，其需求量仍受到强劲市场需求的推动而持续稳步增长。手套需求量于疫情爆发前已以每年10%的幅度稳步增长，而在疫情后期，健康意识和卫生水平的进一步提升致使需求量或稳定于比疫情前要高的水平。

理所当然，需求量及销售价等因素皆属于我们所无法掌控的外部因素。我们并不会依赖于这些因素来维持优良表现。为了永续性地取得卓越表现并为集团利益相关者提升价值，我们将专注力转向控制范围内的内部因素，如质量及效率。甚为重要的是，我们坚信集团必须拥有牢固的基础及具备“三大健康”，即：心理健康、身体健康及财务健康。当此些因素都到位时，集团即有能力完善地度过艰难时期并起任何挑战。



与执行主席对话
丹斯里林伟才博士

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丹斯里林伟才博士

Q3 对于来自本地及国外加剧的竞争，您是否有所忧虑？

所有行业都存在竞争力，尤其于国际行业。作为一家国际上市公司，不能指望零竞争的存在。相对于所面临的竞争，集团于本地及全球强劲的业务将是吸引更多投资者的关键。尽管如此，我们时刻警惕手套行业极具吸引力，尤为疫情期间手套使用量的激增。处于这样的环境，我们预计行业竞争的加剧及新生产商的崛起。

集团无任欢迎良性竞争，因其将提升集团以及此领域的效率，通过淘汰较弱的实践同时加强绩效及同领域玩家。此外，这亦为集团提供并购机会。

然而，基于健康及卫生意识的增强，全球手套需求量正在不断扩展且仍在逐年增长，甚至于疫情爆发后期。为此，我们相信这足以抵消供应过剩的问题。任何供过于求和定价压力的现象将会是暂时性的。

无论如何，顶级手套具备多项优势，而从长远看来，这使集团在竞争方面更胜一筹。集团提供高度多样化的手套系列，如丁腈、天然橡胶、乙烯基和手术手套；于地理方面，集团亦拥有多样化的客户群和制造基础。集团1,000亿只的手套年产量，乃全球所有手套制造商中最为庞大，亦使我们有足够的应对来自分销商的大量订单。最为显著的是，我们拥有一支由优秀人才组成的队伍，其中包括强大的研发团队及以客户为中心的营销人员。

竞争乃我们无法掌控的外部因素。然而，集团不曾停止于内部进行规划及制定策略，以便有足够的力量抵抗逆境的到来。我们深信只要秉着以高效率低成本的方式生产高质量手套，并保持健康的业务方针，集团将如往常一样顺利地缓解并应对任何供过于求的时期。

Q4 于2021年9月10日，美国海关及边境保护局（CBP）对顶级手套在马来西亚工厂生产的一次性手套施加的暂扣令/调查于14个月后被解除/修改。您对此有何感想？这次经历对顶级手套带来了怎样的影响以及自此之后实施了哪些改变措施？对于未来，哪方面将会是您的首要任务？

我们很高兴集团齐心协力的付出促成了CBP修改对于顶级手套的调查结果，并期待恢复将手套出口至美国，特别于医疗前线人员和急救人员，以便在此非常时期确保他们的健康及安全。

过去14个月的经历对集团而言意义深重，我们从中获益良多，并成为了更佳及更强大的顶级手套。无可否认，当下着实极具挑战性，但我们积极正面并将此次经历视为巩固集团现有ESG举措的良机。随着此次经历，我们确幸集团的运营于2021年1月获得了独立第三方国际英国顾问的验证，证实集团并无系统性强迫劳动的元素。于2021年4月，针对超过13,000名先前已向招聘代理支付招聘费用及相关费用的外籍劳工，顶级手套已完成了逾马币1.5亿的招聘费补偿

金。此外，顶级手套亦投入大量资金于改善员工住宿，及开通一条由独立机构管理的劳工求助热线。

然而，集团的征途远未结束。当务之急乃收复因无发向美国出口手套所造成的损失。我们务必献出万分努力于赢回客户和市场份额，以及权益持有人的信任。

我们将持续进行双边主要上市于香港交易所（HKEX）。于2021年10月28日，集团向其交易所重新提交上市申请，并期待在适当的时机向大众更新我们的进展。长远来看，永续发展将在我们的商业议程中占据重要的位置，而我们将不断在这重要的领域加强努力，使集团ESG举措更为稳健，尤其于劳工实践方面。

Q5 顶级手套股价从一年前将近每股马币9.50的巅峰值急剧下滑。对于股东们，您对此现象有何评论？

我们致力于为股东创造永续价值。这亦是为何我们总是鼓励大众投资者以长远的角度来看待对顶级手套的投资，而非将股价视为唯一的指标。虽然未来难以预测，但我们坚信集团过去的表现可以作为集团极具韧性一面的验证指标。自20年前集团上市于大马交易所，我们成功取得了27%收入及36%盈利的复合年增长率，突显了手套领域强大的基础及稳固的长远潜能。此外，集团亦拥有良好的业绩记录，自过去20年上市以来，截至2021年8月31日，总股东回报率约为22,200%。

Q6 顶级手套宣布2021年为ESG（环境、社会及治理）之年。对于顶级手套这样的大企业而言，难道不该是每年皆为ESG之年吗？今年有何如此不同之处？

确实，每一年每一日都该被视为ESG之年/日。每一年，顶级手套都将设立一个主题，根据集团想要特定关注的重要领域。然而，这并不意味着集团将于2021年到达尾声时，停止对于ESG领域的关注。实际上，当我们宣布2021年为ESG之年的当儿，这标志着集团承诺从今往后将ESG考量因素纳入集团业务的核心，并且付出更大的努力。



作为一家国际企业，永续发展一直是我们业务的核心，我们年复一年地将资源投入并专注于保护环境、推广道德商业、建立社区和给予生活正面的影响。纵观ESG于全球日益显著的地位，我们宣布2021年为顶级手套ESG之年，以于内部各个阶层建立更强大的意识，使全公司更广泛地关注于这一项重要的领域。

集团深知为了取得盈利的同时，人类或地球不该被视为牺牲的代价，我们努力确保集团系统及流程得以

让永续发展元素完善地被融入于业务的各个方面。甚为显著的是，自2021财务年起，集团员工40%的关键绩效指标相连接于ESG指标的首5个关键重点领域，包括：产品质量和安全、职业健康和安危、人才保留、人权和劳工实践以及碳减排。



我们深知集团所能做的远比想象中更多，并不断改进我们的ESG实践。这将促使集团于非ESG之年，亦能本着“为善者，诸事顺”的信念，提供一个企业公民该有的卓越表现。

Q7 集团董事会受到投资者们的严厉谴责，数家机构投资者于2021年1月的顶级手套年度股东大会上对六名独立董事的连任投以反对票。自那时起，对于董事会的监督及参与度有了哪些转变？

我本身为集团董事会深感自豪。这对于他们而言乃是一个充满挑战的时段，而他们于批判声下仍体面地履行各自的职责。

包括独立董事在内的董事会，不时定期召开会议以商讨集团关键问题，并积极与管理层及员工密切接触，以探讨风险管理、审计、ESG以及人力资源的相关问题。自2021年3月，集团独立董事每3个月将与劳工代表会面，以便更深入了解所面临的问题及给予支持和建议。此外，董事会积极确保提供于员工的设施符合所有市场管辖范围的需求，包括保证其业务原则遵守商业和人权议程。

集团独立董事于业务的参与亦堪称典范，超越了管治的需求，包括就各种重要事项提供指导，如：暂扣令/调查被解除/修改前、新冠病毒案例的管理、遵守446法令（马来西亚当地劳工住宿条规）、制定更结构化的股票回购计划，以及参观我们的疫苗接种中心及员工宿舍，当下亦与工厂员工有直接的沟通。此外，他们亦通过情景和危机分析及规划来制定顶级手套于未来数年内的愿景和战略方向。不仅如此，集团独立董事经常参与外部机构的会面，例如：马来西亚人权委员会（SUHAKAM）及诸位气候变化学科专家，以商讨净零目标的设定。

脚注：
欲详细了解集团对于ESG领域的承诺，请参阅第88页的 *Creating Sustainable Value* 章节。