

## BOARD OF DIRECTORS

1.	<b>Tan Sri Dr Lim Wee Chai</b>	<i>Executive Chairman</i>
2.	<b>Dato' Lee Kim Meow</b>	<i>Managing Director</i>
3.	<b>Dato' Lim Han Boon</b>	<i>Senior Independent Non-Executive Director</i>
4.	<b>Tan Sri Rainer Althoff</b>	<i>Independent Non-Executive Director</i>
5.	<b>Lim Hooi Sin</b>	<i>Executive Director</i>
6.	<b>Lim Cheong Guan</b>	<i>Executive Director</i>
7.	<b>Puan Sri Tong Siew Bee</b>	<i>Non-Independent Non-Executive Director</i>
8.	<b>Datuk Noripah Kamso</b>	<i>Independent Non-Executive Director</i>
9.	<b>Sharmila Sekarajasekaran</b>	<i>Independent Non-Executive Director</i>
10.	<b>Tay Seong Chee, Simon</b>	<i>Independent Non-Executive Director</i>
11.	<b>Datuk Dr. Norma Mansor</b>	<i>Independent Non-Executive Director</i>
12.	<b>Azrina Arshad</b>	<i>Independent Non-Executive Director</i>

### 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) whistleblower@topglove.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  
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@sshshsb.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](mailto:SRS.TeamC@boardroomlimited.com)

### AUDITORS

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

### PRINCIPAL BANKERS

- BNP Paribas Malaysia Berhad
- CIMB Bank Berhad
- Citibank Berhad
- Deutsche Bank (Malaysia) Berhad
- Hong Leong Bank Berhad
- HSBC Bank Malaysia Berhad
- Industrial and Commercial Bank of China (Malaysia) Berhad
- Malayan Banking Berhad
- Mizuho Bank (Malaysia) Berhad
- MUFG Bank (Malaysia) Berhad
- OCBC Bank (Malaysia) Berhad
- Public Bank Berhad
- Siam Commercial Bank Public Company Limited
- Standard Chartered Bank Malaysia Berhad
- Sumitomo Mitsui Banking Corporation Malaysia Berhad
- The Bank of Nova Scotia Berhad
- United Overseas Bank (Malaysia) Berhad

# BOARD OF DIRECTORS



OUR BUSINESS DIRECTION IS:

**TO PRODUCE CONSISTENTLY HIGH QUALITY GLOVES  
AT EFFICIENT LOW COST**



1 DATO' LIM HAN BOON

2 TAY SEONG CHEE, SIMON

3 AZRINA ARSHAD

4 SHARMILA SEKARAJASEKARAN

5 DATUK DR. NORMA MANSOR

6 DATUK NORIPAH KAMSO

7 TAN SRI DR LIM WEE CHAI

8 PUAN SRI TONG SIEW BEE

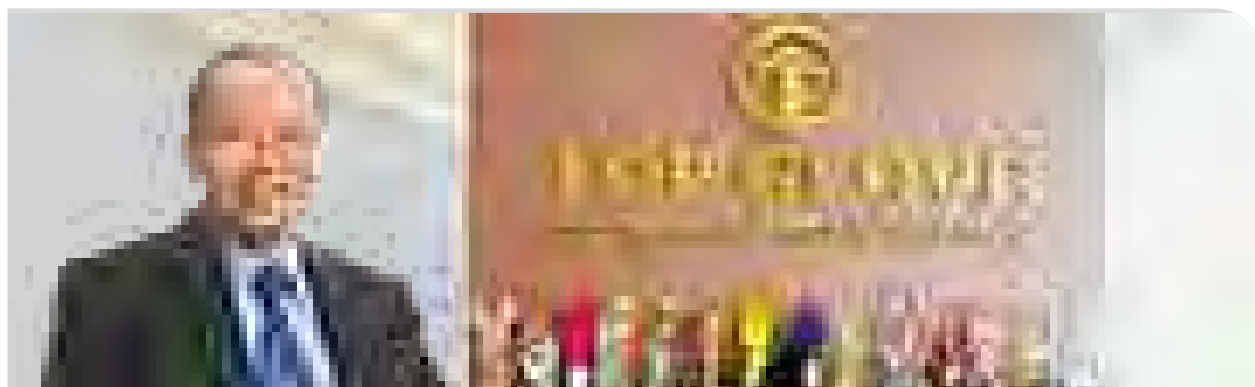
9 DATO' LEE KIM MEOW

10 TAN SRI RAINER ALTHOFF

11 LIM CHEONG GUAN

12 LIM HOOI SIN

# PROFILE OF DIRECTORS

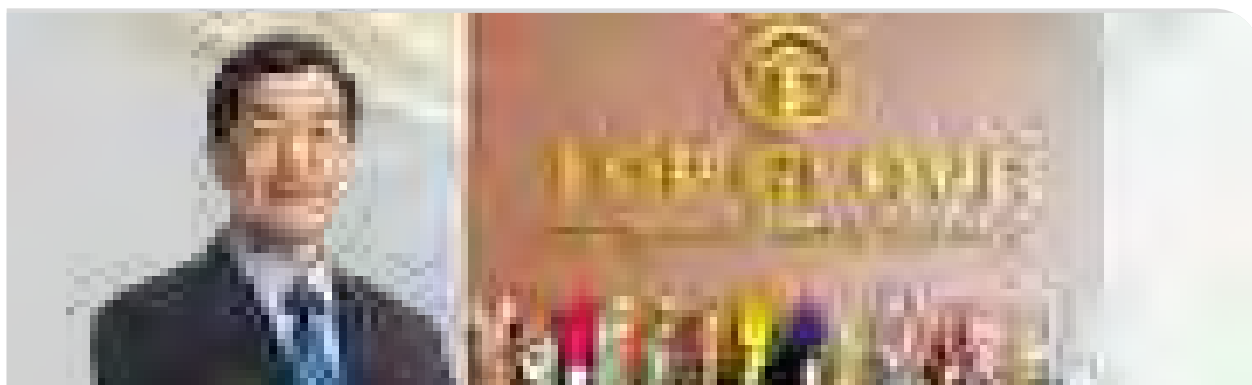


**TAN SRI DR LIM WEE CHAI**  
EXECUTIVE CHAIRMAN

- Nationality/ Age** : Malaysian/ 61
- Gender** : Male
- Date of Appointment** : 4 September 2000 (Founder)
- Length of Service** : 19 years 3 months  
(as at 13 November 2019)
- Date of Last Re-election** : 5 January 2017
- Board Committees** : • Chairman of Board Investment Committee  
(as at 13 November 2019) • Chairman of Employees' Share Option Scheme Committee  
• Chairman of Employees' Share Grant Plan Committee
- Board meetings attended in the Financial Year** : 7/7
- Qualification(s)** : • Honorary Doctorate in Entrepreneurship from Management & Science University, Malaysia  
• Honorary Doctorate in Business Administration from Oklahoma City University, United States of America  
• Doctor of Philosophy in Management from University of Selangor, Malaysia  
• Master of Business Administration from Sul Ross State University, Texas, United States of America  
• Bachelor of Science Degree with Honours in Physics from University of Malaya, Malaysia
- Present Directorship(s)** : **Listed entity** : Tropicana Corporation Berhad  
**Other public company** : Trustee of Top Glove Foundation
- Present Appointment(s)** : • Honorary Fellow of Institut Fizik Malaysia (IFM) since 2019  
• Immediate Past President / Council Member of the Federation of Malaysian Manufacturers since 2018  
• Honorary President of the Associated Chinese Chambers of Commerce and Industry of Malaysia 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 since 2017  
• Director and Board Member of the Employees Provident Fund since 2015  
• Honorary President of the Malaysia-China Chamber of Commerce since 2012  
• Life Honorary Advisor of the Federation of Chinese Associations Malaysia since 2011  
• Honorary Advisor of the Klang Chinese Chamber of Commerce since 2011  
• Honorary Advisor of the Lim Association of Malaysia since 2011  
• 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 President of the Federation of Malaysian Manufacturers (FMM), having been in office in 2016/17. He served as the 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 Malaysia Medical Industries (AMMI). In addition, he was a Board member of the Malaysian Rubber Glove 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 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 Substantial Shareholders of the Company. He is also the father of Mr Lim Jin Feng, a Substantial Shareholder of the Company.

# PROFILE OF DIRECTORS

(CONT'D)



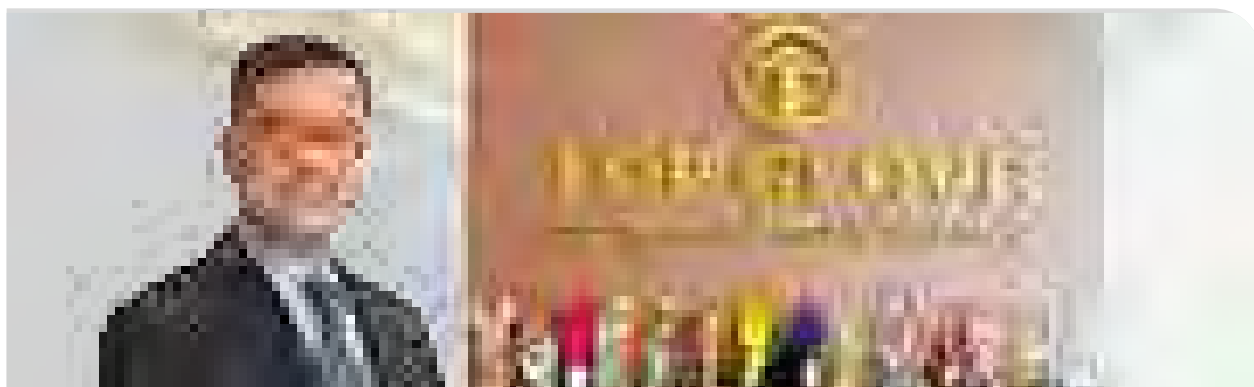
**DATO' LEE KIM MEOW**  
MANAGING DIRECTOR

- Nationality/ Age** : Malaysian/ 60
- Gender** : Male
- Date of Appointment** : 15 October 2003
- Date of Re-designated as Managing Director** : 7 April 2009
- Length of Service** : 16 years 1 month  
(as at 13 November 2019)
- Date of Last Re-election** : 8 January 2019
- Board Committees** : Member of Board Risk Management Committee  
(as at 13 November 2019)
- Board meetings attended in the Financial Year** : 7/7
- Qualification(s)** : • Bachelor of Law Degree from University of London, United Kingdom  
• Bachelor of Commerce Degree from University of New South Wales, Australia majoring in Accounting, Finance and Information System
- Present Directorship(s)** : **Listed entity** : Nil  
**Other public company** : Trustee of Top Glove Foundation
- Present Appointment(s)** : • Chairman of the Asean Rubber Glove Manufacturers Association (ARGMA) since 2013  
• Trustee of MARGMA Foundation since 2015  
• Board member of the Malaysian Rubber Export Promotion Council (MREPC) since April 2018
- Past Appointment(s) and Working Experience** : Dato' Lee has more than 15 years of experience in 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 17 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 14 years as a board member of the Malaysian Rubber Export Promotion Council (MREPC) from 2002 to 2016. He was a board member of the Malaysian Rubber Board (MRB) and Tun Abdul Razak Research Centre (TARRC) from 2010 to 2011; and a past President of the Malaysian Rubber Glove Manufacturers' Association (MARGMA). He was also the Chairman of the Organising Committee of the International Rubber Glove Conference and Exhibition (IRGCE) from 2014 to 2016.

# PROFILE OF DIRECTORS

(CONT'D)



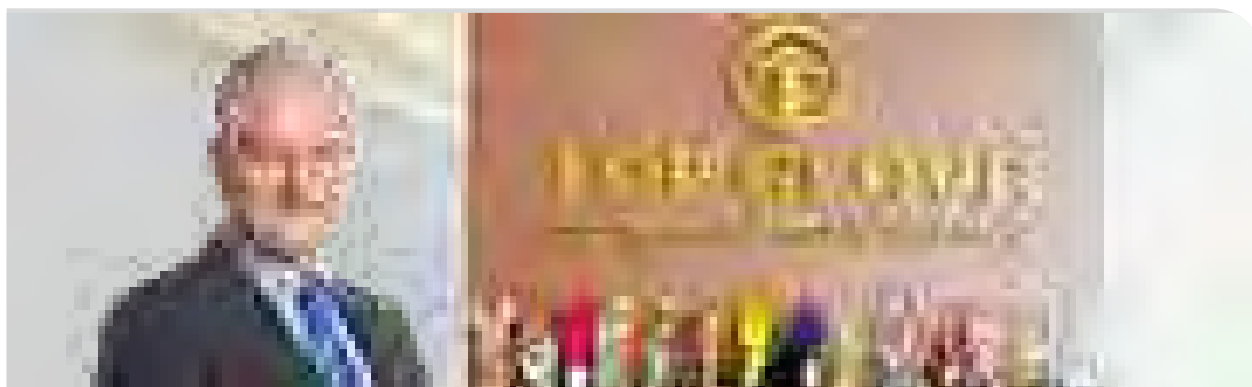
## DATO' LIM HAN BOON

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

- Nationality/ Age** : Malaysian/ 62
- Gender** : Male
- Date of Appointment** : 21 February 2011  
(Re-designated as Senior Independent Non-Executive Director on 8 January 2019)
- Length of Service** : 8 years 9 months  
(as at 13 November 2019)
- Date of Last Re-election** : 9 January 2018
- Board Committees** : • Chairman of Board Audit Committee  
(as at 13 November 2019) • Member of Board Risk Management Committee  
• Member of Board Sustainability Committee  
• Member of Board Nomination and Remuneration Committee  
• Member of Board Investment Committee  
• Member of Employees' Share Option Scheme Committee  
• Member of Employees' Share Grant Plan Committee
- Board meetings attended** : 7/7  
**in the Financial Year**
- Qualification(s)** : • Master of Business Administration Degree from the University of South Australia, Australia  
• Fellow of the Association of Chartered Certified Accountants, United Kingdom  
• Chartered Accountant of the Malaysian Institute of Accountants  
• Member of the Chartered Management Institute, United Kingdom  
• Attended the Harvard Business School Senior Management Development Program
- Present Directorship(s)** : **Listed entity** : Nil  
**Other public company** : Nil
- Present Appointment(s)** : • 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 as its General Manager, Corporate Services and NCB Holdings Berhad as the Group Financial Controller and Company Secretary.
- He is also no stranger in the Global Business Services/Outsourcing Industry having spent more than ten (10) years in this line, being the founder of Envo BPO Services Sdn Bhd.

# PROFILE OF DIRECTORS

(CONT'D)



## **TAN SRI RAINER ALTHOFF** INDEPENDENT NON-EXECUTIVE DIRECTOR

- Nationality/ Age** : Malaysia Permanent Resident/ 73
- Gender** : Male
- Date of Appointment** : 14 March 2013
- Length of Service** : 6 years 8 months  
(as at 13 November 2019)
- Date of Last Re-appointment** : 9 January 2018
- Board Committees** : Member of Board Risk Management Committee  
(as at 13 November 2019)
- Board meetings attended in the Financial Year** : 7/7
- Qualification(s)** : Master degree (Diploma) in Electronics and Electrical Engineering from Bergische University of Wuppertal, Germany
- Present Directorship(s)** : **Listed entity** : Nil  
**Other Public Company** : Nil
- Present Appointment(s)** :
  - Member of Rotary Club Kuala Lumpur DiRaja since 2001
  - Chief Executive Officer of ALC International Sdn Bhd, Kuala Lumpur since 2009
  - Member of International Advisory Panel to the Board of Directors of CIMB Bank since 2009
  - (Non-Administrative) Honorary Chairman of The Brand Laureate World Foundation, Petaling Jaya since 2016
  - Executive Chairman of RaceRoom Sdn Bhd, Kuala Lumpur since 2017
  - (Non-Administrative) Non-Executive Chairman of Total Sports Asia Sdn Bhd since 2019
- Past Appointment(s) and Working Experience** : Has experiences in the fields of Electrical Engineering and Electronics which spans for more than 45 years. Tan Sri Rainer Althoff was the President and CEO of Siemens Malaysia Sdn Bhd Petaling Jaya for more than 11 years and also the spokesperson of Siemens for all Siemens operations and its affiliated companies in Malaysia. He was a Non-Executive Director of Proton Holdings Berhad, Subang Jaya for 3.5 years and also the Chairman of Nokia Siemens Networks Sdn Bhd, Kuala Lumpur and Chairman of Coriant Malaysia Sdn Bhd, Kuala Lumpur. He was an Executive Director of Lauda Interactive AG, Darmstadt/ Germany and Senior Advisor to T-Systems Malaysia Sdn Bhd, Cyberjaya. He was also a trustee of Jeffrey Cheah Foundation.

# PROFILE OF DIRECTORS

(CONT'D)



**LIM HOOI SIN**  
EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 57  
**Gender** : Male  
**Date of Appointment** : 4 September 2000  
**Length of Service** : 19 years 3 months  
 (as at 13 November 2019)  
**Date of Last Re-election** : 8 January 2019  
**Board Committees** (as at 13 November 2019) : Nil

**Board meetings attended** : 7/7  
**in the Financial Year**

**Qualification(s) :**

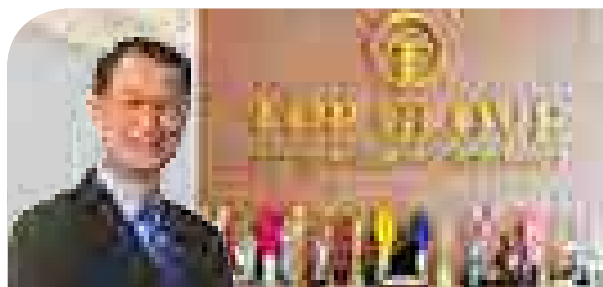
- Charter Financial Consultant Diploma from American College, PA, United States of America
- Master Degree in Business Administration (Specialised in Applied Statistics) from Arizona State University, United States of America
- Bachelor of Science Degree in Management Science from Oklahoma State University,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

**Present Directorship(s)** :  
**Listed entity** : Nil  
**Other public company** : Nil

**Present Appointment(s)** : Nil

**Past Appointment(s) and Working Experience :**  
 Mr. Lim 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 Market. 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 20 years of experience in the USA glove market, having been the founder of TG Medical USA, 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 also 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.



**LIM CHEONG GUAN**  
EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 54  
**Gender** : Male  
**Date of Appointment** : 31 August 2006  
**Length of Service** : 13 years 3 months  
 (as at 13 November 2019)  
**Date of Last Re-election** : 5 January 2017

**Board Committees** (as at 13 November 2019) :  
 • Member of Board Risk Management Committee  
 • Member of Board Investment Committee  
 • Member of Employees' Share Option Scheme Committee  
 • Member of Employees' Share Grant Plan Committee

**Board meetings attended** : 7/7  
**in the Financial Year**

**Qualification(s) :**

- Member of Malaysian Institute of Accountants
- Member of Malaysian Institute of Certified Public Accountants
- Bachelor Degree in Accounting, University of Malaya, Malaysia

**Present Directorship(s)** :  
**Listed entity** : Nil  
**Other public company** : Nil

**Present Appointment(s)** :  
 • Advisor to the Administrative Committee of Top Glove Foundation since year 2008  
 • Chairman of the Risk Working Committee since year 2014  
 • Head of the Sustainability Steering Group since 2019

**Past Appointment(s) and Working Experience :**  
 Began his career with Price Waterhouse in 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.

# PROFILE OF DIRECTORS

(CONT'D)



**PUAN SRI TONG SIEW BEE**  
NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 61  
**Gender** : Female  
**Date of Appointment** : 4 September 2000  
(Co-Founder)  
(Re-designated as NINED on 8 May 2019)

**Length of Service** : 19 years 3 months  
(as at 13 November 2019)

**Date of Last Re-election** : 8 January 2019

**Board Committees** (as at 13 November 2019) :  
Member of Board Sustainability Committee

**Board meetings attended in the Financial Year** : 4/7

**Qualification(s) :**

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

**Present Directorship(s)** :  
**Listed entity** : Nil  
**Other public company** : Trustee of Yayasan Pendidikan Tzu Chi Malaysia

**Present Appointment(s)** : Nil

**Past Appointment(s) and Working Experience :**

Worked in the banking industry in the information technology field for more than ten (10) years, she was formerly attached to United Overseas Bank Berhad and Utama Bank Berhad.

**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, a Substantial Shareholder of the Company.



**DATUK NORIPAH KAMSO**  
INDEPENDENT NON-EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 62  
**Gender** : Female  
**Date of Appointment** : 18 March 2015  
**Length of Service** : 4 years 8 months  
(as at 13 November 2019)  
**Date of Last Re-election** : 9 January 2018

**Board Committees** (as at 13 November 2019) :

- Chairman of Board Risk Management Committee
- Member of Board Nomination and Remuneration Committee
- Member of Board Audit Committee
- Member of Board Investment Committee
- Member of Board Sustainability Committee
- Member of Employees' Share Option Scheme Committee
- Member of Employees' Share Grant Plan Committee

**Board meetings attended in the Financial Year** : 7/7

**Qualification(s) :**

- Master in Business Administration, Marshall University, Huntington, West Virginia, United States of America
- Bachelor of Science, Northern Illinois University, Dekalb, Illinois, United States of America
- Diploma in Business Studies, Institute Technology Mara, Malaysia

**Present Directorship(s)** :  
**Listed entity** : Nil  
**Other public company** : Director of BIMB Investment Management Berhad

**Present Appointment(s) :**

- Chairman of Bank Rakyat
- Chairman of Yayasan Bank Rakyat
- Adjunct Professor for Faculty Business Management, UiTM
- Adjunct Professor to School of Economics, Finance and Banking, UUM
- Board of Trustees, International Council of Islamic Finance Educators (ICIFE)

**Past Appointment(s) and Working Experience :**

Began her career as Development Officer, Project Division with Urban Development Authority ("UDA") from 1980 to 1983 and joined Bank of Commerce (M) Berhad as Senior Corporate Banker from 1983 to 1986. She joined the CIMB group since year 1993 to 2014 and held various key positions in CIMB Group.

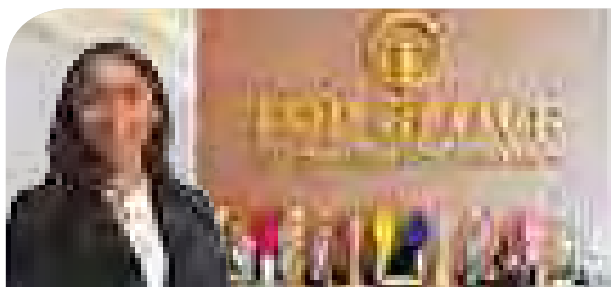
She was the Chief Executive Officer of CIMB Futures Sdn Bhd from 1996 to 2012, the Chief Executive Officer of CIMB Principal Asset Management Berhad from 2005 to 2013 and the founding Chief Executive Officer of CIMB Principal Islamic Asset Management Sdn Bhd from 2008 to 2012. Since 2008, she has successfully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

She is 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 college of the University of Oxford, United Kingdom.



# PROFILE OF DIRECTORS

(CONT'D)



**SHARMILA SEKARAJASEKARAN**  
INDEPENDENT NON-EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 51  
**Gender** : Female  
**Date of Appointment** : 18 March 2015  
**Length of Service** : 4 years 8 months  
 (as at 13 November 2019)  
**Date of Last Re-election** : 9 January 2018  
**Board Committees** (as at 13 November 2019) :  
 • Chairman of Board Sustainability Committee  
 • Member of Board Nomination and Remuneration Committee  
 • Member of Board Audit Committee  
 • Member of Employees' Share Option Scheme Committee  
 • Member of Employees' Share Grant Plan Committee

**Board meetings attended** : 7/7  
**in the Financial Year**

**Qualification(s)** :  
 • Barrister-At-Law, Middle Temple, United Kingdom  
 • Advocate & Solicitor, High Court of Malaya, Malaysia  
 • B.A. Law & Economics (Hons.), Keele University, United Kingdom  
 • Adjudicator, Kuala Lumpur Regional Centre for Arbitration

**Present Directorship(s)** :  
**Listed entity** : Nil  
**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 and Family & Estate Claims

**Past Appointment(s) and Working Experience** :  
 Began her career as legal assistant in year 1998 with Messrs. Chooi & Co., and joined Messrs. Tay & Partners as Senior Legal Assistant in the Intellectual Property Department in 2000.

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



**TAY SEONG CHEE, SIMON**  
INDEPENDENT NON-EXECUTIVE DIRECTOR

**Nationality/ Age** : Singaporean/ 58  
**Gender** : Male  
**Date of Appointment** : 15 June 2016  
**Length of Service** : 3 Year 5 months  
 (as at 13 November 2019)  
**Date of Last Re-election** : 5 January 2017  
**Board Committees** (as at 13 November 2019) :  
 • Member of Board Risk Management Committee  
 • Member of Board Sustainability Committee  
**Board meetings attended** : 5/7  
**in the Financial Year**  
**Qualification(s)** :  
 • Bachelor of Laws, LLB (Honours) from the National University of Singapore  
 • Masters in Law, LLM from Harvard Law School

**Present Directorship(s)** :  
**Listed entity** : Nil  
**Other public company** : Nil

**Present Appointment(s)** :  
 • Advocate and Solicitor of the Supreme Court of Singapore  
 • Chairman, Singapore Institute of International Affairs  
 • Associate Professor, Faculty of Law, National University of Singapore  
 • Senior Consultant, WongPartnership  
 • Independent & Non-Executive Director, LGT Bank (Singapore) Ltd  
 • Director & Executive Board of the Retail Business Group, Far East Organization  
 • Independent & Non-Executive Director, Hyflux Ltd. (publicly listed on the SGX)  
 • Commissioner, PT Oasis Waters International  
 • Commissioner of the Financial Sector Commission of the Liechtenstein Initiative, United Nations University, Centre for Policy Research

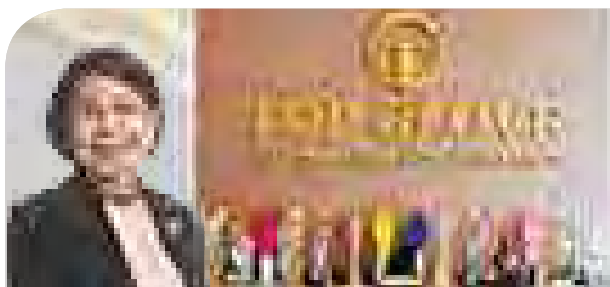
**Past Appointment(s) and Working Experience** :  
 His previous corporate appointments include the Global Advisory Board Member for Mitsubishi USJ Financial Group of Japan (2013 to 2019), Toyota Motor Corporation Global Advisory Board (2010 to 2015), as a Corporate Advisor to Temasek Holdings (2006 to 2009) and Independent Director of Eurex Clearing Asia Pte Ltd (a subsidiary of the Deutsche Bourse). He has spoken at leading business conferences including the World Economic Forum, APEC CEO Summits and SIBOS, and briefed major corporate boards and financial institutions about the politics and economics that matter to businesses.

From 1992 to 2008, he served in a number of public appointments for Singapore. These included serving as Chairman of the National Environment Agency, a major government agency with over 3,000 civil servants, reporting to the Minister (2002 to 2008); an independent Member of Parliament (1997 to 2001); and to coordinate the Singapore Volunteers Overseas, the country's equivalent of the Peace Corps (1990 to 1993).

He was Chair or Co-Chair for a number of public commissions such as Singapore 21, the Singapore Green Plan and the Singapore Concept Plan 2010. In 2006, Prof Tay received a National Day Award. He continues to serve Singapore in a number of roles including as an Expert and Eminent Person in the ASEAN Regional Forum, a member of the government's Climate Change Network and as Vice-Chairman of the Asia Pacific Water Forum.

# PROFILE OF DIRECTORS

(CONT'D)



**DATUK DR. NORMA MANSOR**  
INDEPENDENT NON-EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 62  
**Gender** : Female  
**Date of Appointment** : 12 May 2017  
**Length of Service** : 2 year 6 months  
 (as at 13 November 2019)  
**Date of Last Re-election** : 9 January 2018  
**Board Committees** (as at 13 November 2019) :  
 • Chairman of Board Nomination and Remuneration Committee  
 • Member of Board Risk Management Committee  
 • Member of Employees' Share Option Scheme Committee  
 • Member of Employees' Share Grant Plan Committee

**Board meetings attended** : 7/7  
**in the Financial Year**

**Qualification(s)** :  
 • Doctor of Philosophy (Ph.D.) from University of Liverpool  
 • Master of Public Administration (MPA) from University of Liverpool  
 • Bachelor of Economics (Honours) Degree from University of Malaya

**Present Directorship(s)** :

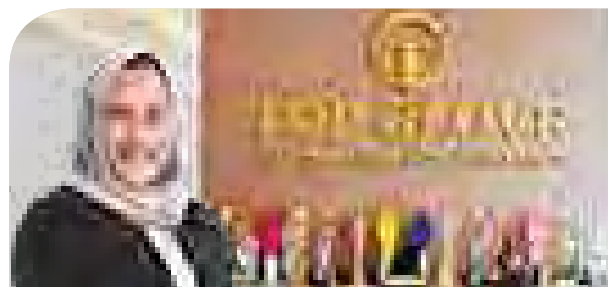
**Listed entity** : Nil  
**Other public company** : Nil

**Present Appointment(s)** :  
 • Director of Social Security Research Centre of University of Malaya  
 • President of Malaysian Economic Association

**Past Appointment(s) and Working Experience** :  
 Datuk Norma started her career as a lecturer at the Department of Administrative Studies & Politics at University of Malaya in 1985. She was promoted as Associate Professor in 1992 and as Head of Department & Professor in 2000. She holds the position as an 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, Tallinn University of Technology, Estonia in 2015; seconded to the Prime Minister's Department as Secretary to the National Economic Advisory Council (NEAC) from 2009 to 2011.

Datuk Norma's main research interests are associated with topics relating to Social Protection, Ageing, Public Policy, Development and Governance. She has published eight books and more than hundred academic journal articles, book chapters and media articles; and she has spoken in more than 80 conferences and events.



**AZRINA ARSHAD**  
INDEPENDENT NON-EXECUTIVE DIRECTOR

**Nationality/ Age** : Malaysian/ 50  
**Gender** : Female  
**Date of Appointment** : 8 January 2019  
**Length of Service** : 10 months  
 (as at 13 November 2019)

**Board Committees** (as at 13 November 2019) :  
 • Member of Board Audit Committee  
 • Member of Board Investment Committee  
 • Member of Board Sustainability Committee

**Board meetings attended** : 4/4  
**in the Financial Year**

**Qualification(s)** :  
 • Post Graduate Diploma in Architecture (LAM, PAM, RIBA Part II), Oxford Brookes University, United Kingdom  
 • Diploma in Architecture (LAM, PAM, RIBA Part I), Universiti Institut Teknologi MARA, Malaysia

**Present Directorship(s)** :  
**Listed entity** : Nil  
**Other public company** : Trustee of Yayasan Arshad Ayub

**Present Appointment(s)** :  
 • Project Manager and Director of Zalaraz Sdn Bhd  
 • Freelance Project Architect & Manager of Focus Architects, Urban Designers & Planner, Ara Damansara

**Past Appointment(s) and Working Experience:**  
 Azrina Arshad started her career in 1993 as an Assistant Architect in Arca-3 Arkitek, Kuala Lumpur and thereafter worked in various capacities in several architectural firms such as Focus Architects, Urban Designers and Planners in Selangor. She had also been a part time lecturer in Universiti Teknologi Malaysia (UTM) in year 1994.

Azrina Arshad was appointed as a Non-Independent & Non-Executive Director of Sanichi Technology Berhad from January 2010 to August 2011. She is also a Director and Partner of I-Partnership Sdn Bhd (formerly known as Woods Bagot (M) Sdn Bhd) since year 1997, and the Founder and Director of the Teapot Café Sdn Bhd since 1996. She has given talks organised by the American Hardwood Export Council in Guangzhou and Chengdu in 2005.

**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.

## PROFILE OF EXECUTIVE COMMITTEE

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



**Standing (From Left to Right)** : Wong Chong Ban, Lim Cheong Guan, Lim Hooi Sin, Ng Yong Lin, Lew Sin Chiang  
**Seated (From Left to Right)** : Tan Sri Dr Lim Wee Chai, Dato' Lee Kim Meow

Please refer to pages 10, 11 and 14 of this Annual Report for profiles of Tan Sri Dr Lim Wee Chai, Dato' Lee Kim Meow, Lim Cheong Guan and Lim Hooi Sin.

**WONG CHONG BAN**  
Chief Operating Officer,  
Joint Manufacturing  
Committee

**Nationality** : Malaysian

**Age/ Gender** : 47/ Male

**Qualification(s)** :  
Bachelor of Science,  
Chemistry

**Experience** :  
More than 20 years of  
experience in the glove  
manufacturing industry.

**Date of Appointment:**  
9 March 1998

**NG YONG LIN**  
Senior General Manager,  
Technical Assistant to  
Chairman

**Nationality** : Malaysian

**Age/ Gender** : 34/ Male

**Qualification(s)** :  
Bachelor of Engineering,  
Computer Aided Design/  
Manufacturing

**Experience** :  
More than 10 years of  
experience in the glove  
manufacturing industry.

**Date of Appointment:**  
1 June 2009

**LEW SIN CHIANG**  
Senior General Manager,  
Joint Manufacturing  
Committee

**Nationality** : Malaysian

**Age/ Gender** : 46/ Male

**Qualification(s)** :  
Bachelor of Science,  
Industrial Chemistry

**Experience** :  
More than 20 years of  
experience in the glove  
manufacturing industry.

**Date of Appointment:**  
16 March 1998

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

**Notes:**

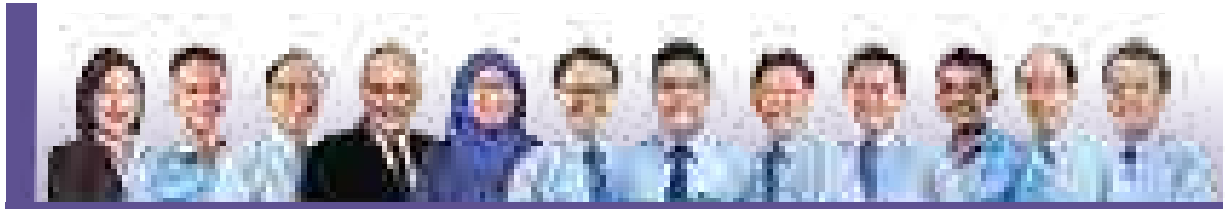
Save as disclosed in the Profile of Directors and above, none of the key senior management has:  
(a) any directorship in public companies and listed issuers;  
(b) any family relationship with any directors and/or major shareholders of the Company;  
(c) any conflict of interest with the Company;  
(d) any conviction for offences (other than traffic offences) within the past five (5) years; and  
(e) any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

# SENIOR MANAGEMENT TEAM



Lim Hooi Sin    Puan Sri Tong Siew Bee    Tan Sri Dr Lim Wee Chai    Dato' Lee Kim Meow    Lim Cheong Guan

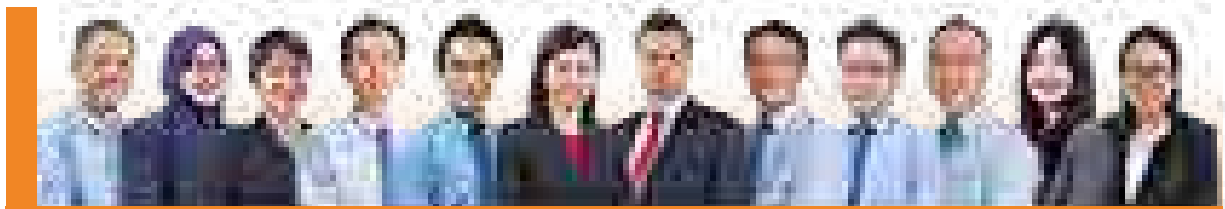
2ND ROW



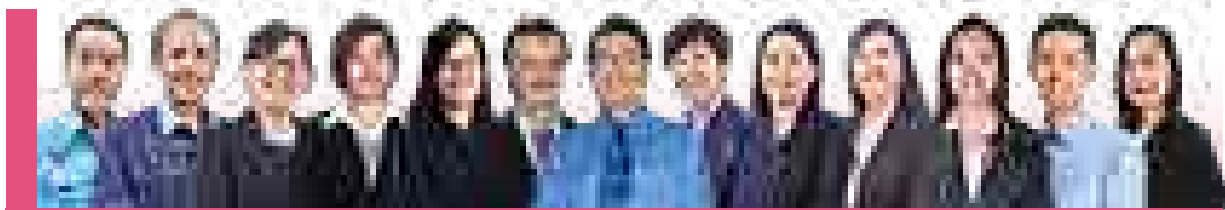
3RD ROW



4TH ROW



5TH ROW



## 2nd row (left to right)

Melissa Cheoh Hooi Gaik  
Wong Chong Ban  
Dato' Ir Haji Ahmad Hassan  
Thomas Petermoeller  
Noraziah Mahmud  
Jeremy Liew Say Keong  
Lew Sin Chiang  
John Wu Kin Yeap  
Aaron Lam Yat Hing  
Ravi A/L Supramaniam  
Chookiad Usaha  
Leong Chew Mun

## 3rd row (left to right)

William Yap Kok Lin  
Ong Ah Chye  
Lee Shin Hwai  
Tan Chee Hoong  
Tan Kian Guan  
Dorothy Ressel  
Lim Hwa Chuan  
Apple Lau Wan Peng  
Loo Sun Nooi  
Michelle Ang Peck Kean  
Calvin Ng Soon Ghee  
Ng Yong Lin

## 4th row (left to right)

Puon Tuck Seng  
Noor Akilah Saidin  
Wilawan Sakulsongboonsiri  
Jack Lim Lung Fui  
Loke Kean Mun  
See Sook Fong  
Yorck von Kries  
Tan Chin Teong  
Chang Chee Keong  
Tio Thiam Boon  
Tan Lee Sem  
Ng Seow Wei

## 5th row (left to right)

Seah Chong Shew  
Mansor Bin Daud  
Chen Chew Lan  
Aileen Choh Ai Ying  
Chan Siew Lan  
Thomas Buri  
Edwyn Poon Yew Hong  
Wendy Yeoh Heng Keow  
Siah Ming Lei  
Michelle Voon Wei-Ann  
Phattaraporn Fueangthong  
Lim Jin Feng  
Kassy Lim Keat See



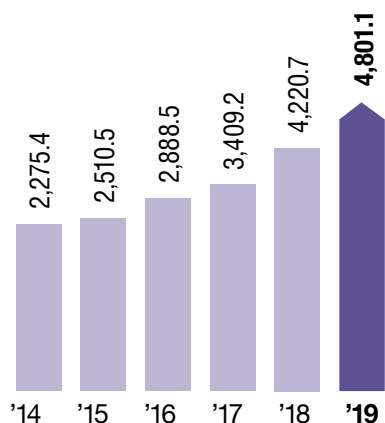
## **AUTOMATION & DIGITALISATION**

//////

In an increasingly VUCA (volatile, uncertain, complex and ambiguous) business environment, we believe embarking on automation and digitalisation is the way forward to ensure our business continues to flourish, remains competitive and stays relevant.

# FINANCIAL HIGHLIGHTS

## REVENUE (RM MILLION)



## REVENUE

(+13.7%)

**RM4,801**  
MILLION  
(2018 : RM4,221 MILLION)

## NET PROFIT

(-15.0%)

**RM368**  
MILLION  
(2018 : RM433 MILLION)

## TOTAL ASSETS

(+7.4%)

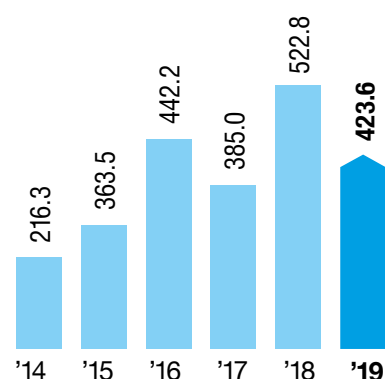
**RM5,688**  
MILLION  
(2018 : RM5,297 MILLION)

## ROE

(-20.4%)

**14.4%**  
(2018 : 18.1%)

## PROFIT BEFORE TAX (RM MILLION)



## EPS

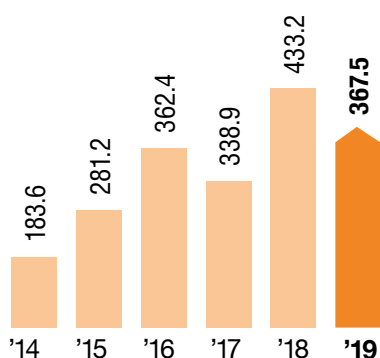
(-15.5%)

**14.27**  
SEN  
(2018 : 16.89 SEN)

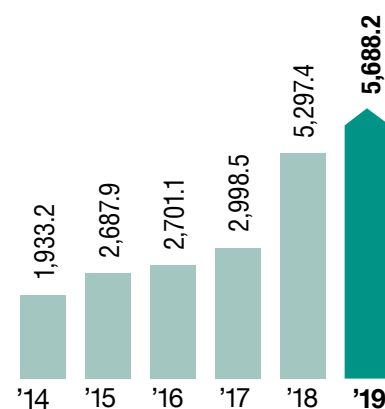
## NET DIVIDEND PER SHARE (-11.8%)

**7.50**  
SEN  
(2018 : 8.50 SEN)

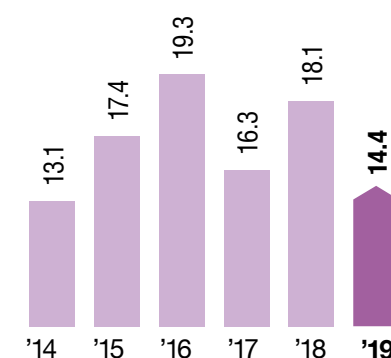
## NET PROFIT (RM MILLION)



## TOTAL ASSETS (RM MILLION)



## RETURN ON EQUITY (%)



# 6-YEAR FINANCIAL REVIEW

The Group registered Compounded Annual Growth Rates (CAGR) for revenue and net profit attributable to equity of 22% and 19% respectively, since listing in 2001.



Group	31.8.19 (RM'000)	31.8.18** (RM'000)	31.8.17** (RM'000)	31.8.16** (RM'000)	31.8.15 (RM'000)	31.8.14 (RM'000)
Turnover	4,801,139	4,220,742	3,409,176	2,888,515	2,510,510	2,275,366
Earning Before Interest, Depreciation & Taxation	687,493	694,002	489,255	524,682	441,714	301,800
Profit Before Taxation	423,588	522,800	393,402	442,202	363,538	216,310
Taxation	56,042	89,594	54,514	79,763	82,346	32,745
Profit After Tax	367,546	433,206	338,888	362,439	281,192	183,565
Profit Attributable to Owners of the Parent	364,678	428,830	339,023	360,729	279,781	180,523
Net (Borrowings) / Cash	(2,167,627)	(1,854,023)	70,584	303,747	180,106	157,633
Total Equity / Net Assets	2,554,141	2,398,396	2,072,791	1,875,697	1,614,393	1,397,550
Return on Equity (%)	14.4	18.1	16.3	19.3	17.4	13.1
Net Assets Per Share (RM)*#	1.00	0.94	0.83	0.75	0.65	0.57
Basic Earnings Per Share (RM)*#	0.14	0.17	0.14	0.15	0.12	0.08
Net Dividend (sen)*	7.50	8.50	7.25	7.25	5.75	4.00
Number of Shares in Issue ('000)#	2,559,814	1,278,158	1,254,135	1,252,648	620,860	620,664
Share Price (RM)^	4.75	11.14	5.61	4.25	7.72	4.79
Market Capitalisation#	12,159,117	14,238,680	7,035,697	5,323,754	4,793,039	2,972,981

\* The comparative net assets per share, basic earnings per share and net dividend have been restated taken into account the effect of bonus issue on the basis of one new ordinary share for every one existing ordinary share held in FY2019.





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

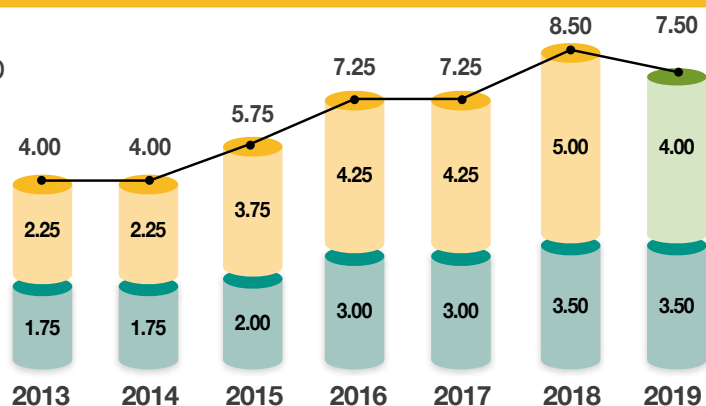
^ As at the last trading day of the financial year.

\*\* Figures have been restated.

## DIVIDEND PAYOUT

**DIVIDEND POLICY :**  
50% OF PROFIT AFTER TAX AND  
MINORITY INTEREST

-  Final Dividend declared and payable on 23 December 2019
-  Total Dividend (sen)
-  Final Dividend (sen)
-  Interim Dividend (sen)

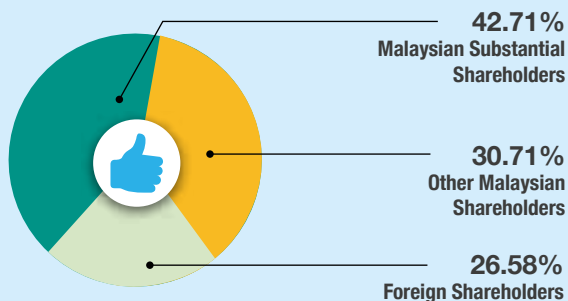


	2013	2014	2015	2016	2017	2018	2019
Total Dividend (RM million)	99.3	99.0	143.1	181.6	181.9	217.3	192.0
Payout Ratio (%)	51	55	51	50	55	51	53

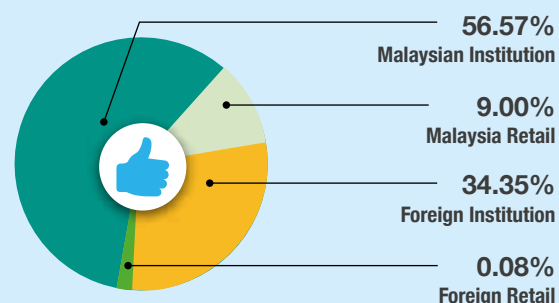
**TOTAL DIVIDEND PAYMENT OF RM1.47 BILLION SINCE LISTED IN YEAR 2001.**

*Note: The dividends have been restated taken into account the effect of bonus issue.*

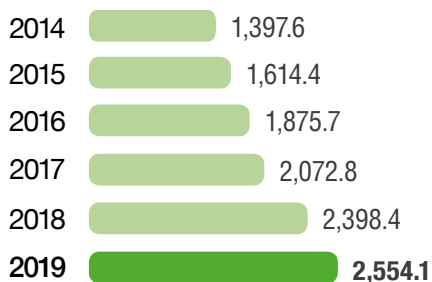
### EQUITY HOLDERS STRUCTURE (MALAYSIAN & FOREIGNER) as at 31 August 2019



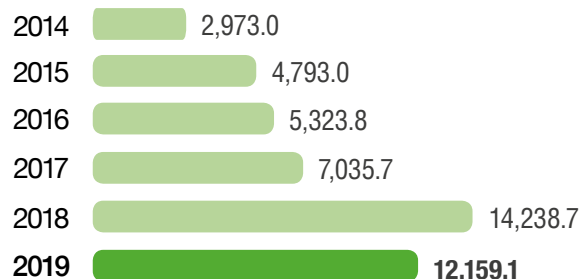
### SHAREHOLDER MIX (MALAYSIA VS. FOREIGN) as at 31 August 2019



### TOTAL EQUITY (RM million)



### MARKET CAPITALISATION (RM million) (as at last trading day of financial year end)



#### Investor Relations Contact

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





## HUMANISATION



People are our most prized asset and most formidable competitive advantage, without whom our many achievements would not have been possible. Nurturing our people remains a foremost priority at Top Glove in line with which 2019 was declared the *Year of Humanisation, Talent Recruitment and Talent Development*.



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

**DATO' LEE KIM MEOW**  
Managing Director  
Top Glove Corporation Bhd

## OUR BUSINESS PHILOSOPHIES ARE:

**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**



The Board of Directors and Management of Top Glove at the 28<sup>th</sup> Anniversary & Appreciation Dinner in August 2019

## DEAR FELLOW STAKEHOLDERS,

### **FY2019: DELIVERING RECORD-HIGH SALES REVENUE OF RM4.8 BILLION IN A CHALLENGING ENVIRONMENT**

FY2019 proved to be a challenging year for Top Glove, in spite of which the Group continued to deliver growth, achieving its highest full year Sales Revenue ever at RM4.8 billion. The Group also registered robust Sales Volume growth, particularly in the nitrile glove segment, with healthy profit margins.

This was no mean feat, as the industry grappled with a sharp spike in natural rubber latex prices coupled with competition which also intensified both in the natural latex and nitrile glove segments. While average selling prices (ASPs) were generally raised to cope with the increased cost, the rife competition resulted in the Group being unable to fully pass the additional cost onto customers and still having to absorb a portion of it. In addition, there was the implementation of minimum wage effective 1<sup>st</sup> January 2019 as well as hikes in gas and electricity tariffs to contend with.

Our performance against a difficult backdrop speaks chiefly to the effectiveness of our ongoing quality and efficiency enhancement programs as well as concerted marketing efforts.

Our achievements for FY2019 are not confined to financial performance. The year also saw Top Glove expand its operations steadily, with the refurbishment of existing factories with advanced production lines and the construction of several new factories including a facility in Vietnam. In recognition of our business excellence and good corporate governance, we also garnered several awards and placements on prestigious indices.

Underscoring the importance of our people as key to moving our business forward, 2019 was declared the *Year of Humanisation, Talent Recruitment and Talent Development*. The welfare of our people remains a foremost priority at Top Glove and we continue to improve our processes in this very important area. We are aware that as an international business and a market leader, more is expected of us. To this end, our efforts continue to be directed at ensuring that we are not only in compliance with requirements of local labour laws but meet international standards as well, with respect to the Social aspect of the Environmental, Social and Governance (ESG) factors in measuring sustainability. Complementing this, our biennial Top Glove Leadership Summit for upper management was themed *Shaping the Future via Innovation, Digitalisation and Humanisation*. Indeed, these remain key areas of focus for us, as we pursue our ambitious business expansion plans which culminate in becoming a Fortune Global 500 Company by 2040.

# LETTER TO STAKEHOLDERS AND MANAGEMENT DISCUSSION & ANALYSIS

■■■■■■■■■■ (CONT'D)

## MANAGEMENT DISCUSSION AND ANALYSIS

Top Glove's FY2019 Sales Revenue was another all-time high of RM4.8 billion, representing a 13.7% increase over the previous financial year. In tandem, the Group's Sales Volume was also on an uptick, rising by 10.2% compared with FY2018.

The robust growth in Sales Volume stemmed mainly from the nitrile glove segment which saw a 30% surge in volume sold with better margins. This followed enhanced marketing efforts, as well as additional nitrile capacity which had increased by 54% over the past 2 years, with plans for further expansion in the pipeline. Sales Volume growth was also attributed to the surgical glove segment where a 46% jump in volume sold was registered, largely due to contributions from Aspion.

The increase in demand came primarily from developed countries, where Top Glove had successfully gained market share in the nitrile glove segment. This was chiefly in US and Japan, which saw Sales Volume go up by 20.3% and 24% respectively. Glove demand itself also increased in countries such as Japan, as usage spread from the medical sector to other industries such as F&B. Additional nitrile capacity coming onstream also allowed a higher quantity of gloves to be produced at a more efficient cost, paving the way for increased sales.

Top Glove's commendable performance was also the result of improved product quality and higher efficiency levels from newer and more technologically advanced nitrile glove factories with increased automation.

Demand growth in emerging markets continued to trend upward, but was lower compared with FY2018, during which the Group had experienced its strongest growth in many years. However, although inherently inconsistent, demand growth is expected to rebound as glove usage in these regions is on the rise. This also highlights the importance of maintaining a balanced

product mix comprising latex and nitrile gloves, which enables Top Glove to continue capturing growth in both emerging and developed markets, thereby cementing its global leadership position.

FY2019 Profit After Tax came in at RM367.5 million, easing 15.2% against FY2018. This was owing to an upward trend in latex concentrate prices, a competitive environment for natural rubber gloves as well as losses in the vinyl segment, against a backdrop of extraordinarily good FY2018 results.

While the average latex concentrate price fell 8.6% from RM4.51/kg in FY2018 to RM4.12/kg in FY2019, it had increased exponentially over the course of several months within the financial year, peaking at RM5.11/kg on 9 April 2019. Although ASPs were raised, Group profitability was still impacted owing to a time lag in the cost-pass through mechanism.

Intense market competition particularly in the natural rubber glove segment also accounted for the relatively slower growth, as it affected the ability to fully pass costs onto the customer. However, the Group is cognisant that competition is an intrinsic part of business and will continue to focus on strengthening our internal factors so we are well-positioned to overcome such challenges. Meanwhile, losses from the vinyl glove segment arising from significant oversupply in China contributed to the decline in profit for FY2019, as did an increase in interest expense. Additionally, Top Glove's FY2019 performance was softer in comparison with FY2018, as FY2018 was an exceptionally good financial year, in which record-breaking results had been charted.

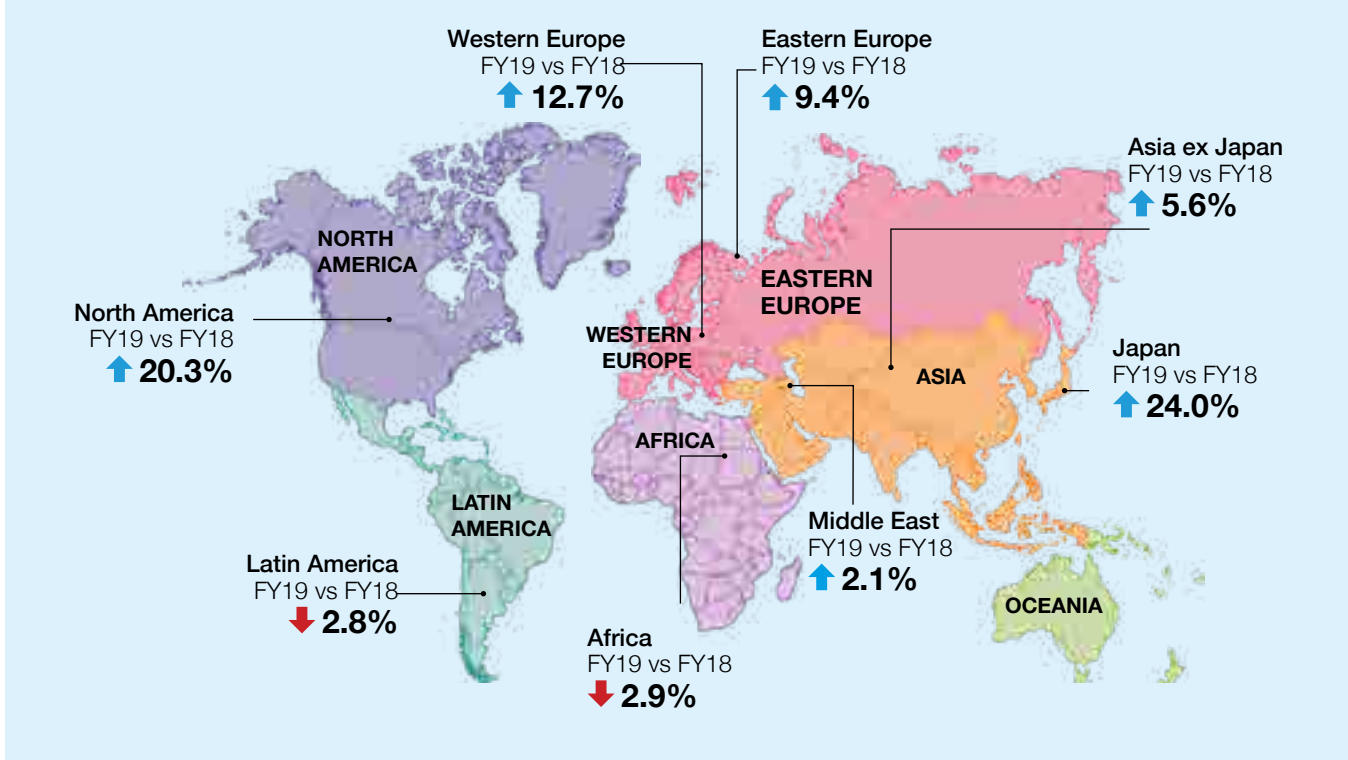
However, the Group enjoys a lower statutory tax rate due to available tax incentives, of which a balance of RM401.7 million is still available to be offset against future taxable income.



*Top Glove's management and staff at MEDICA, an international trade fair held in Düsseldorf, Germany in November 2018*

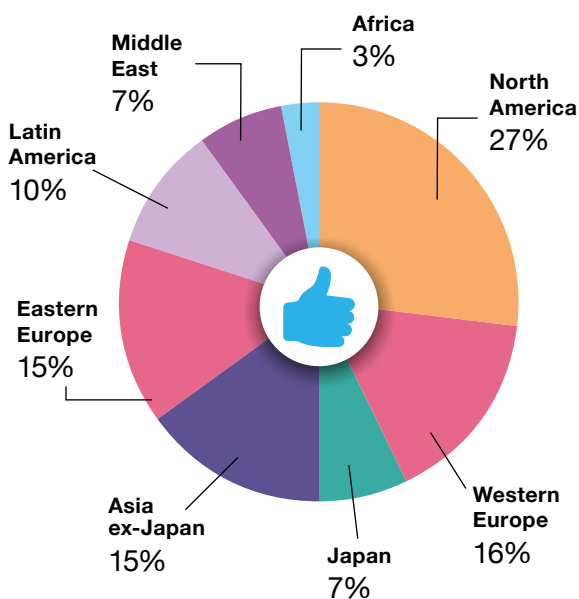
Our FY2019 Sales Volume (Quantity Sold) growth by region is depicted below:

## SALES VOLUME (QUANTITY SOLD) GROWTH BY REGION



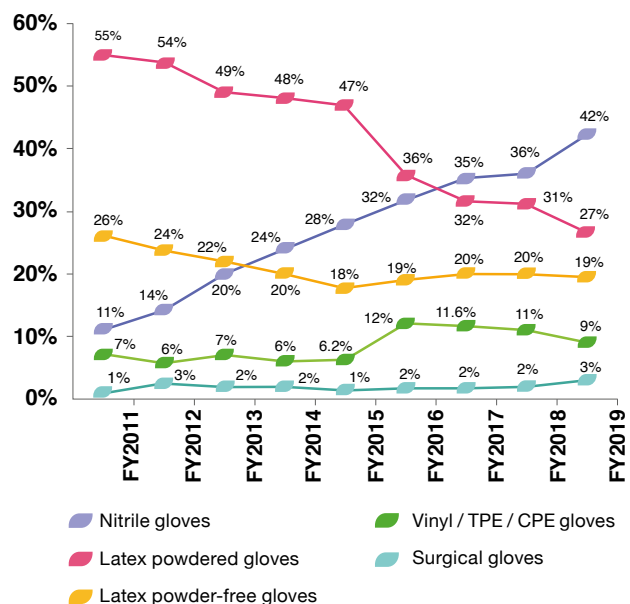
The geographical breakdown of Sales Volume (Quantity Sold) for FY2019 is depicted below:

## FY2019 SALES VOLUME (QUANTITY SOLD) BY GEOGRAPHY



Our product mix by Sales Volume (Quantity Sold) and Sales Revenue for FY2019 is depicted below:

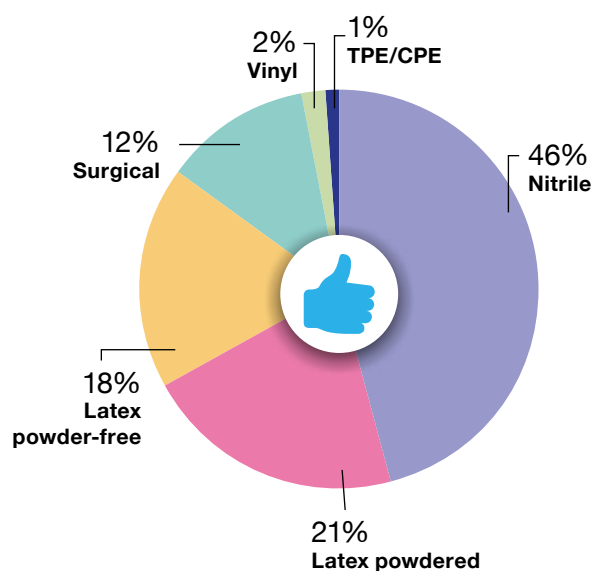
## a) PRODUCT MIX BY SALES VOLUME (QUANTITY SOLD) FROM FY2011 TO FY2019



# LETTER TO STAKEHOLDERS AND MANAGEMENT DISCUSSION & ANALYSIS

■■■■■■■■■■ (CONT'D)

## b) PRODUCT MIX BY SALES REVENUE FOR FY2019



The turnaround of our Aspion business is in progress. We continue to effect initiatives aimed at enhancing its operations, with a focus on levelling up production efficiency. To this end, we have carried out large-scale line modification, key process improvements as well as intensive training for factory floor personnel. With these in place, we are optimistic that Aspion will be able to contribute positively to the Group's bottomline in due course. We are also pleased to report that no impairment loss is required for the provisional goodwill arising from the acquisition of Aspion as at 31 August 2019.

Going forward, we remain upbeat about prospects for both Top Glove as well as the glove industry. The demand for gloves continues to be strong as demonstrated by the steady growth in Sales Revenue and Sales Volume. Moreover, latex concentrate prices are on a downward trend and currently at RM4.34/kg (as at 1 November 2019), with prices expected to be lower by 1QFY20. In light of our on-going quality, automation and process improvement initiatives, we are confident of a better showing in the financial year ahead.

## CORPORATE DEVELOPMENTS

### Corporate

The global demand for gloves continues to grow steadily, driven by strong market fundamentals. Accordingly, we will continue to expand our operations to ensure we are positioned to cater to the robust demand which is set to grow at 10% per annum.

Our organic expansion plans are outlined as follows:

Factory	To commence production by (calendar quarter)	Country	Glove type	Number of production lines	Capacity (pieces per annum)
<b>Current:</b> 33 glove factories			All	682 lines	64.0 bn
<b>Expansion in progress:</b>					
F7A Refurbishment	4 <sup>th</sup> quarter 2019	Thailand	Latex	4 lines	0.8 bn
F32 New Factory 2 <sup>nd</sup> Phase	4 <sup>th</sup> quarter 2019	Malaysia	Nitrile / Latex	12 lines	1.2 bn
Total new capacity in 2019				16 lines	2.0 bn
F2B Refurbishment	1 <sup>st</sup> quarter 2020	Malaysia	Nitrile	4 lines	0.8 bn
F5A New Factory	1 <sup>st</sup> quarter 2020	Malaysia	Nitrile	20 lines	2.0 bn
F40 New Factory 1 <sup>st</sup> Phase	2 <sup>nd</sup> quarter 2020	Malaysia	Nitrile	22 lines	2.2 bn
F41 New Factory 1 <sup>st</sup> Phase	2 <sup>nd</sup> quarter 2020	Vietnam	PVC	40 lines	4.0 bn
F40 New Factory 2 <sup>nd</sup> Phase	3 <sup>rd</sup> quarter 2020	Malaysia	Nitrile	16 lines	1.6 bn
F8A New Factory 1 <sup>st</sup> Phase	4 <sup>th</sup> quarter 2020	Thailand	Nitrile	28 lines	2.8 bn
F42 New Factory 1 <sup>st</sup> Phase	4 <sup>th</sup> quarter 2020	Malaysia	Nitrile	48 lines	4.8 bn
Total new capacity in 2020				178 lines	18.2 bn
Total expansion				194 lines	20.2 bn
<b>Total by December 2020: 38 glove factories</b>				<b>876 lines</b>	<b>84.2 bn</b>

# LETTER TO STAKEHOLDERS AND MANAGEMENT DISCUSSION & ANALYSIS

(CONT'D)

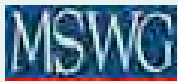
In keeping with its commitment to deliver shareholder value, the Board recommended a final dividend of 4 sen per share, payable on 23 December 2019. This would bring the total FY2019 dividend payout to 7.5 sen per share with a payout ratio of 53%.

To ensure our people are imbued with the right values, FY2019 also saw the introduction of our new Corporate Values *Respect, Integrity, Value, Empowerment and Relationship*, represented by the acronym RIVER, which will serve to guide us in our pursuit of an ambitious business agenda whilst instilling a healthy and inclusive culture conducive for growth.

## Accolades & Awards

Attesting to a consistently strong performance and high standards of corporate governance, Top Glove was recently added to the Hijrah Syariah Index (effective 24 June 2019), whilst maintaining its standing as a constituent of the FBM KLCI. Most recently, we were also included as an index component of the highly-regarded Dow Jones Sustainability Index (DJSI) Emerging Markets, ranking number 15 out of 44 global healthcare companies on the DJSI (Global). Top Glove was also honoured with several notable awards over the course of the financial year:

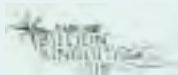
### Accolades & Awards in FY2019



**MSWG-Asean Corporate Governance Award 2018**  
Industry Excellence Award (Healthcare)  
by MSWG  
(Awarded on 31 July 2019)



**CSR Malaysia Awards 2019**  
CSR Malaysia Company of the Year 2019 (Category: Manufacturing of Gloves)  
by CSR Malaysia  
(Awarded on 11 July 2019)



**The Edge Billion Ringgit Club Awards 2018**  
Highest Return on Equity over 3 years, Highest Growth in Profit After Tax over 3 years, Highest Returns to Shareholders over 3 years (Healthcare Sector)  
by The Edge  
(Awarded on 11 December 2018)



**2<sup>nd</sup> Asean Corporate Governance Award 2018**  
Category: Top 50 ASEAN PLCs  
by MSWG  
(Awarded on 21 November 2018)



**Asean Business Awards 2018**  
Winner Priority Integrated Sector (Rubber-based)  
by ASEAN Business Advisory Council  
(Awarded on 12 November 2018)



**Malaysia's 100 Leading Graduate Employers 2018**  
Winner: Manufacturing – Chemicals & Heavy Industries  
by GTI Media  
(Awarded on 8 November 2018)

Our Executive Chairman was also feted with 2 prominent accolades namely the **Lifetime Achievement Award** at The 100 Most Influential Young Entrepreneurs 2019 and the **Golden Brick Award** by The Federation of Hokkien Associations of Malaysia, which were presented to him by our Prime Minister and YDP Agong respectively at exclusive award ceremonies. He was also the first entrepreneur to be made an **Honourary Fellow of Institut Fizik Malaysia (IFM)**, the highest accolade to be awarded by the institute, which has only given out a total of 8 honorary fellowships since its inception in 1973. Meanwhile, our Executive Director Mr Lim Cheong Guan was voted **Best CFO for Investor Relations (Large Cap)**, at the Malaysian Investor Relations Association (MIRA) Awards 2019, also marking Top Glove's entry into the large cap category.

## A Business that Benefits

At Top Glove, we believe sustainability cannot be separated from business and it continues to rank high on our corporate agenda.

In demonstration of our commitment, we established a Board Sustainability Committee comprising 5 of our Independent Directors and 1 Non-Independent Director, entrusted with driving efforts and enabling us to make meaningful strides in this increasingly important space.

We continue to step up our endeavours, particularly in terms of creating a safe and healthy work environment, over and above requirements of local labour laws. These include implementing a Zero Recruitment Fees policy in January 2019 which incorporates measures to ensure that workers are not charged recruitment fees and not in debt bondage. We also introduced the Zero Harm and Safety Health Emergency Preparedness Program, aimed at increasing workplace occupational safety through the implementation of safe work systems in May 2019. Our key commitments to our workers include no forced labour, strict compliance with 1 rest day a week and minimum wage requirements. Our workers also have full custody of their passports.

Additionally, we launched our flagship green product, *Biogreen™ Biodegradable Nitrile Gloves (Powder-Free)*, which are proven to biodegrade at least 10 times faster compared to conventional nitrile examination gloves.

# LETTER TO STAKEHOLDERS AND MANAGEMENT DISCUSSION & ANALYSIS

■■■■■■■■■■ (CONT'D)

Top Glove is a constituent of the FTSE4Good Bursa Malaysia Index, which comprises Malaysian PLCs demonstrating strong Environmental, Social and Governance (ESG) practices and was also recently included in the Dow Jones Sustainability Index (DJSI) Emerging Markets.

We continue to be committed to delivering positive impact in the economic, environment, social and governance pillars, each of which has the potential to improve the lives of our multiple stakeholders. Find out more about how we do well by doing good in our Sustainability Statement on page 49 to 79.

## R&D and Technological Advancement

R&D has long been the cornerstone of our company and investing in this area is a foremost business imperative. Underscoring its importance, Top Glove has to date established a total of 4 R&D Centres staffed by some 454 researchers (as at FY2019) from across varied fields of expertise, working together to drive innovation and breakthrough at Top Glove.

Since the establishing of our first R&D Centre in 2013, R&D at Top Glove has seen a tremendous leap forward, particularly in the following areas:

### a) Product Innovations

Our R&D initiatives continue to focus on product innovation, turning ideas and concepts into commercially viable products, that meet our customers' changing and exacting requirements. As sustainability considerations take centre stage, we are also developing eco-friendly gloves, the first of which was our flagship green product, *Biogreen™ Biodegradable Nitrile Gloves*, launched in June 2019. We also continue to enhance our product portfolio with more specialised and cost-effective surgical gloves, while diversifying into non-glove products such as tourniquets.

To ensure our newly developed products fulfil stringent international standards and regulations, all our factories are ISO9001 certified and fulfil GMP requirements.

### b) Process / Material Innovations

In tandem, Top Glove has also embarked on process innovation to address rapid technological advancements, evolving industry standards and volatile raw material prices. To this end, we have established **3 chemical plants** for materials innovation, which have already developed 50 types of chemicals for improved manufacturing cost efficiency and consistent quality control. This has enabled us to scale down external chemical purchase, resulting in savings of RM15 million per year. We also established **an in-house chemical dispersion plant** for better control of the manufacturing process from incoming raw materials up to finished goods, which allows us to modify glove formulation within a short timeframe while developing consistency of glove quality and ultimately reducing the lead time for glove product enhancement.

Innovative ideas from our engineers and researchers in the areas of automation, digitalisation and computerisation for Industry 4.0 have also led to breakthrough inventions. These include our ultimate breakthrough, which is an *online monitoring device equipped with vision camera and sensors* which operates along the production line to prevent line malfunction and also performs root cause analysis.

As we move into the next phase of our R&D journey, we remain mindful of the impact our manufacturing process has on the environment. Accordingly, we have developed the Zero Waste concept which directs the allocation of resources to innovate the waste management process towards avoiding, conserving, recovering and reusing waste for other purposes.

### c) Patents & Intellectual Property

In FY2019, Top Glove successfully filed a total of 145 patents and patent applications locally and internationally, to enhance the marketing strategy for new products and protect our intellectual property. 52% of this was in the area of new product development and 48% in new process enhancement.

### d) Collaborations

Top Glove has forged R&D partnerships with universities, suppliers and third-party research institutes towards enhancing our ability to develop commercially viable products and process advancements for the glove manufacturing industry. In February 2019, the Top Glove Industrial Collaboration Grant (TGICG) was also introduced with a view to enhancing research collaborations with universities.

Going forward, the R&D team will continue to aggressively pursue new breakthroughs, with a view to enhancing product reliability and better profitability.



An insightful session at the "Intelligent Value Investing Community Connect + 2019 Market Outlook" event by Spiral Thinker Alliance on 12 January 2019



# LETTER TO STAKEHOLDERS AND MANAGEMENT DISCUSSION & ANALYSIS

■■■■■■■■■■ (CONT'D)

## ONWARD AND UPWARD: TOWARDS OUR FORTUNE GLOBAL 500 VISION

As we prepare to take our business to even greater heights and closer to attaining our Fortune Global 500 vision by 2040, we will be sharpening our focus on our goals.

Having already captured 26% of the global market share, our efforts in the immediate term will be on growing this to 30%, by harnessing untapped opportunities both in developed and emerging markets. To ensure we are able to meet the burgeoning global glove demand, we will continue to build 1 to 2 new factories yearly and also explore synergistic M&A opportunities, for which a dedicated team has been established under the purview of the Corporate Strategy Office. We are also looking at expanding our product range to include more specialised gloves and non-glove products such as tourniquets, catheters and other medical devices.

In line with our **Business Direction** of *producing high quality gloves at an efficient low cost*, we will continue to invest in R&D, automation and digitalisation via Industry 4.0, towards enhancing our manufacturing processes and operational efficiency. Our new manufacturing facilities will leverage advanced technology while existing factories will be upgraded to optimise production.

As a winner in Malaysia's 100 Leading Graduate Employers 2018 by GTI Media, Top Glove remains the employer of choice to an **18,000-strong workforce**. Indeed, our people are the main reason Top Glove continues to be able to do so much so well. And on this score, we will continue to invest in our pool of talents to ensure our people are well-equipped to move in step with the company and support our growth agenda. We also continue to recruit high quality talents, with a focus on fresh graduates, towards ensuring a talent pipeline for sustained growth.

In a highly competitive sector as ours, achieving the degree of success we have is certainly something we can be proud of. However, we are mindful that in a world that is constantly changing, we need to constantly push the envelope, push boundaries and push ourselves beyond the comfort zone. We assure you that Top Glove will be doing just that as we move into the new financial year 2020 and are excited at the promising future ahead as we mark many more milestones, en route to our ambitious Fortune Global 500 target in 2040. There will of course be challenges along the way. However, having been in the business for nearly 3 decades, this is not a surprise to us. We have every confidence that Top Glove will rise to meet and overcome these challenges, as long as we remain fit and healthy. This is the reason for our unwavering focus on the 5 Quality Wells (Clean Well, Eat Well, Work Well, Exercise Well and Sleep Well) and our Business Ethics (Honesty, Integrity and Transparency); they are not just the foundation of our company, but our competitive edge and key to our future success.

## IN APPRECIATION

Much has been accomplished over the course of FY2019 which we are certainly proud of. However, as a growing and dynamic company with an ambitious growth target, much remains to be done.

For this, we are ever grateful to be working alongside our committed management and staff, who daily show us what can be attained through the power of teamwork. Thank you for your unwavering dedication, without which we would not enjoy the success we do today, nor would we dare to dream of greater successes tomorrow. It is exceedingly rewarding to lead a winning team such as this.

We also wish to express our deepest appreciation to our valued shareholders, customers, vendors and business associates for your unwavering support and confidence in our leadership. Rest assured your trust is well-placed and continues to inspire us to attain greater heights.



Top Glove management poses for a group photo with the team from Microsoft, after a talk by the Managing Director of Microsoft Malaysia, K Raman (5<sup>th</sup> from right)



Tan Sri Rafidah Aziz, presents the Five Petal BEIM Gold Ethics Award to Top Glove's Managing Director, Dato' Lee Kim Meow, while Mr. Ong Ewe Hock (far left), Chairman of the Business Ethics Institute of Malaysia (BEIM) and Mr. K. Haridas (far right), Honorary Secretary & Immediate Past Chairman of BEIM look on.

# LETTER TO STAKEHOLDERS AND MANAGEMENT DISCUSSION & ANALYSIS

■■■■■■■■■■ (CONT'D)



*Top Glove's Directors and senior management at the Company's Board Offsite Meeting held in January 2019 in Penang*

Our sincere thanks to our fellow directors for their wise counsel and support rendered. We would not have gone the distance we have, without their insights and experience, which will be instrumental in helping elevate the company to new levels of success. We also take this opportunity to express our appreciation to Tan Sri Dato' Seri Utama Arshad bin Ayub, who retired from the Board earlier this year, after 18 years of dedicated service. As our female board participation approaches the 50% mark, we also welcome our newest independent non-executive director, Puan Azrina Arshad whose addition will serve to enrich our board composition and collective experience.

FY2019 has been a good year with many milestones marked. However, we believe Top Glove has far better days ahead and as we keep challenging ourselves to improve, we are confident of continuing to deliver a performance worthy of the Top Glove name.

Thank you.

**TAN SRI DR LIM WEE CHAI**  
Executive Chairman  
Top Glove Corporation Bhd  
1 November 2019

**DATO' LEE KIM MEOW**  
Managing Director  
Top Glove Corporation Bhd  
1 November 2019



*Top Glove's Executive Director, Mr. Lim Cheong Guan (middle) was voted "Best CFO for Investor Relations (Large Cap)" at the Malaysian Investor Relations Association (MIRA) Awards 2019*



Dato' Lee Kim Meow, Pengarah Urusan Top Glove, menerima anugerah sempena "2nd ASEAN Corporate Governance Awards (Kategori: Top 50 ASEAN PLCs)" pada 21 November 2018

## KEHADAPAN PARA PIHAK BERKEPENTINGAN,

### TK2019: MENCAPAI PENDAPATAN JUALAN TERTINGGI SEBANYAK RM4.8 BILION DISEBALIK PERSEKITARAN PERNIAGAAN YANG MENCABAR

Top Glove tetap membentangkan pertumbuhan dan mencapai Pendapatan Jualan tertinggi sebanyak RM4.8 bilion disebalik persekitaran perniagaan yang mencabar ketika TK2019. Kumpulan juga merekodkan pertumbuhan Volum Jualan yang kukuh, terutamanya pada segmen sarung tangan nitril dengan margin keuntungan yang positif.

Industri sarung tangan pada TK2019 dicabar dengan lonjakan harga bagi lateks getah asli serta persaingan sengit pada segmen lateks getah asli dan nitril. Sementara harga purata jualan pada umumnya dinaikkan untuk menampung kos yang semakin meningkat, persaingan yang sengit mengakibatkan Kumpulan tidak mampu memindahkan kos tambahan sepenuhnya kepada pelanggan dan masih perlu menyerap sebahagian daripada kenaikan kos tersebut. Tambahan lagi, tahun ini juga melihat pertimbangan pada pelaksanaan gaji minimum baru berkesan 1 Januari 2019 serta kenaikan tarif gas dan elektrik.

Prestasi kami disebalik persekitaran yang mencabar menunjukkan keberkesanan usaha-usaha peningkatan kualiti dan kecekapan kami serta usaha pemasaran bersepadu.

Pencapaian kami bagi TK2019 tidak terhad kepada prestasi kewangan sahaja. Top Glove juga telah meluaskan operasinya dengan pengubahsuaian kilang sedia ada dengan barisan pengeluaran maju dan pembinaan beberapa kilang baru termasuk sebuah kilang di Vietnam. Sebagai pengiktirafan kecemerlangan perniagaan dan tadbir urus korporat yang baik, kami juga telah mengumpul beberapa anugerah dan penempatan di indeks terkemuka.

Menekankan lagi kepentingan tenaga kerja sebagai kunci kejayaan perniagaan Top Glove, 2019 diisytiharkan sebagai *Tahun Humanisasi, Pengambilan dan Pembangunan Bakat*. Kebajikan tenaga kerja merupakan keutamaan pasti kami di Top Glove dan kami terus memperbaiki proses kami di aspek yang sangat penting ini. Kami sedar bahawa sebagai perniagaan antarabangsa dan pemimpin pasaran, kami diharapkan untuk membuat lebih dari yang biasa. Untuk tujuan ini, kami terus berusaha untuk memastikan kepatuhan kepada undang-undang buruh tempatan serta memenuhi piawaian antarabangsa, terutamanya pada aspek Sosial dalam faktor-faktor Alam Sekitar, Sosial dan Tadbir Urus (ESG) dalam mengukur kemampuan. Sehalo dengan ini, Sidang Kemuncak Kepimpinan Tertinggi (TGLS) dwitahunan kami untuk pihak pengurusan atas bertemakan *Membentuk Masa Hadapan melalui Inovasi, Digitalisasi dan Humanisasi*. Sesungguhnya, ini menjadi tumpuan utama kami apabila kami meneruskan rancangan pengembangan perniagaan yang bercita-cita tinggi di mana puncaknya adalah untuk menjadi syarikat *Fortune Global 500* menjelang tahun 2040.

# PERUTUSAN KEPADA PIHAK BERKEPENTINGAN & PERBINCANGAN DAN ANALISIS PIHAK PENGURUSAN



LETTER TO STAKEHOLDERS : BAHASA MALAYSIA VERSION (SAMB.)

## PERBINCANGAN DAN ANALISIS PENGURUSAN

Pendapatan Jualan Top Glove pada TK2019 sekali lagi mencapai kemuncak pada RM4.8 bilion, mewakili peningkatan sebanyak 13.7% berbanding tahun kewangan sebelumnya. Selaras dengan itu, Volum Jualan Kumpulan juga meningkat 10.2% berbanding TK2018.

Pertumbuhan Volum Jualan berpunca terutamanya daripada segmen sarung tangan nitril yang meningkat sebanyak 30% bagi volum dijual dengan margin yang lebih baik. Ini adalah berikutan usaha pemasaran serta penambahan kapasiti nitril yang meningkat sebanyak 54% dalam jangka masa 2 tahun, dengan rancangan untuk terus berkembang. Pertumbuhan Volum Jualan juga dikaitkan dengan segmen sarung tangan pembedahan yang merekod peningkatan sebanyak 46% untuk volum dijual, di mana sebahagian besar disebabkan sumbangan daripada Aspion.

Peningkatan permintaan datang terutamanya daripada negara-negara maju, di mana Top Glove berjaya meraih bahagian pasaran dalam segmen sarung tangan nitril. Ini terutamanya di negara Amerika Syarikat dan Jepun, yang menyaksikan Volum Jualan naik masing-masing sebanyak 20.3% dan 24%. Permintaan umum sarung tangan juga meningkat di negara-negara seperti Jepun, disebabkan penggunaan yang meningkat di sektor perubatan dan industri lain seperti pemakanan. Kapasiti tambahan pada bahagian nitril juga telah meningkatkan pembuatan sarung tangan dengan kos yang lebih cekap, lalu membuka jalan bagi peningkatan jualan.

Prestasi terpuji ini dikaitkan dengan peningkatan kualiti produk dan tahap kecekapan yang lebih tinggi daripada pembinaan kilang-kilang sarung tangan baru yang lebih maju dari segi teknologi serta peningkatan automasi.

Pertumbuhan permintaan di negara-negara membangun terus meningkat, tetapi lebih rendah berbanding TK2018, di mana Kumpulan telah mengalami pertumbuhan paling kukuh dalam beberapa tahun. Walau secara tidak konsisten, pertumbuhan permintaan dijangka pulih, kerana penggunaan sarung tangan di negara-negara ini semakin meningkat. Ini juga menekankan betapa pentingnya mengekalkan campuran produk

seimbang yang terdiri daripada sarung tangan lateks getah asli dan nitril, yang membolehkan Top Glove terus menangkap pertumbuhan di kedua-dua pasaran membangun dan maju, lalu mengukuhkan kedudukan kepimpinan globalnya.

Keuntungan Selepas Cukai dicatat sebanyak RM367.5 juta, turun 15.2% berbanding TK2018. Ini disebabkan oleh kenaikan harga lateks getah asli, persekitaran yang kompetitif untuk sarung tangan getah semulajadi serta kerugian dalam segmen vinil, berbanding latar belakang keputusan TK2018 yang sangat baik.

Walaupun harga purata lateks pekat getah asli turun 8.6% dari RM4.51/kg pada TK2018 ke RM4.12/kg pada TK2019, ia pesat meningkat dalam beberapa bulan ketika tahun kewangan tersebut dan memuncak ke RM5.11/kg pada 9 April 2019. Harga purata jualan telah dinaikkan, namun keuntungan Kumpulan masih terpengaruh akibat kelewatan masa dalam mekanisme pindahan kos.

Persaingan pasaran yang sengit terutamanya dalam segmen sarung tangan getah semulajadi juga menyumbang kepada pertumbuhan yang agak perlahan, lalu menjejaskan keupayaan untuk memindahkan kos sepenuhnya kepada pelanggan. Namun, Kumpulan sedar bahawa persaingan merupakan antara faktor sejedi perniagaan dan akan terus memberi perhatian kepada faktor-faktor dalaman supaya kami berada dalam kedudukan yang baik untuk mengatasi cabaran tersebut. Sementara itu, kerugian daripada segmen sarung tangan vinil yang timbul daripada kelebihan bekalan di China serta peningkatan perbelanjaan faedah menyumbang kepada penurunan keuntungan bagi TK2019. Di samping itu, keputusan TK2019 Top Glove lebih rendah berbanding TK2018 kerana TK2018 dianggap tahun kewangan yang sangat baik, yang mana telah menghasilkan keputusan memecah rekod.

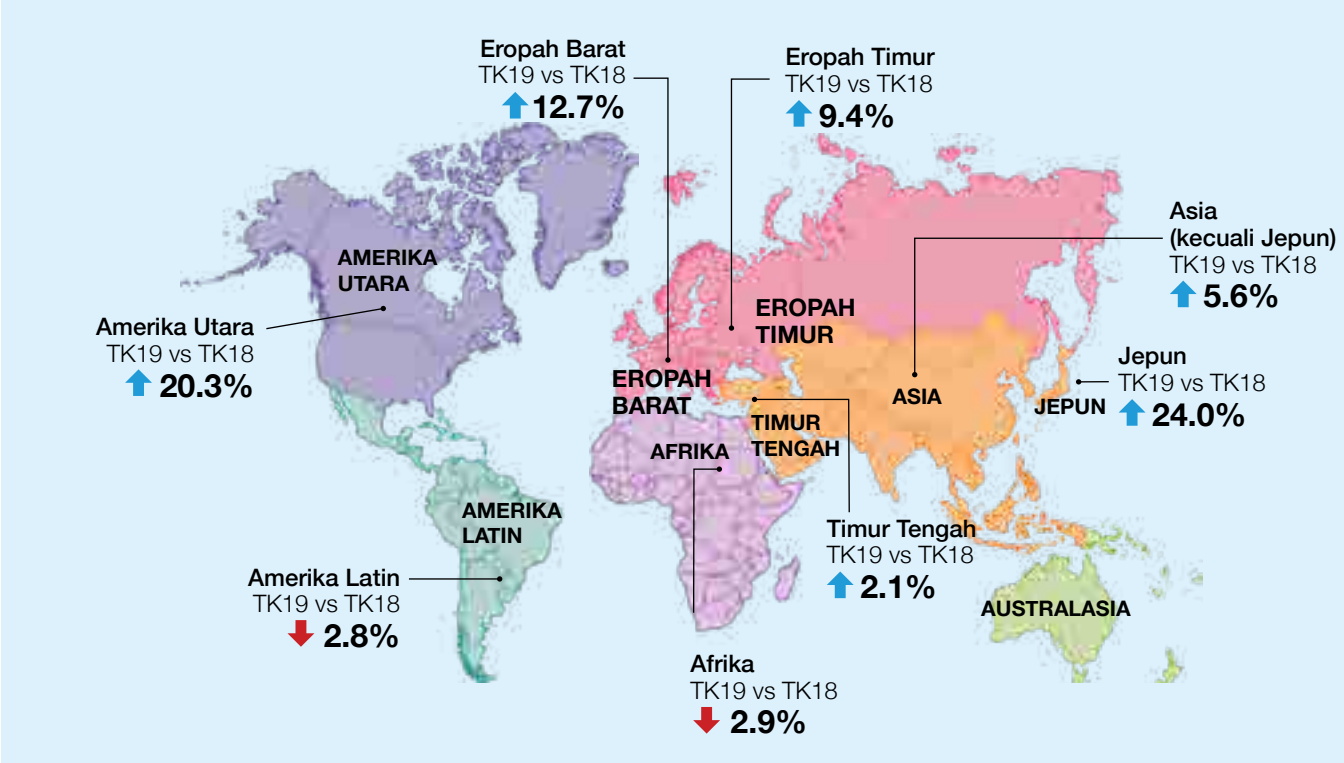
Walaubagaimanapun, Kumpulan menikmati kadar cukai berkanun yang lebih rendah disebabkan insentif cukai sedia ada, di mana baki sebanyak RM401.7 juta masih tersedia untuk diimbangi dengan cukai pendapatan masa depan.



Pengerusi Eksekutif Top Glove, Tan Sri Dr Lim Wee Chai (Ke-3 dari kiri) menerima Anugerah Pencapaian Hayat di 'Malaysia's 100 Most Influential Young Entrepreneurs 2019' daripada Perdana Menteri Malaysia, Tun Dr Mahathir Mohamad (Ke-2 dari kiri) semasa Majlis Penyampaian Anugerah di Kuala Lumpur

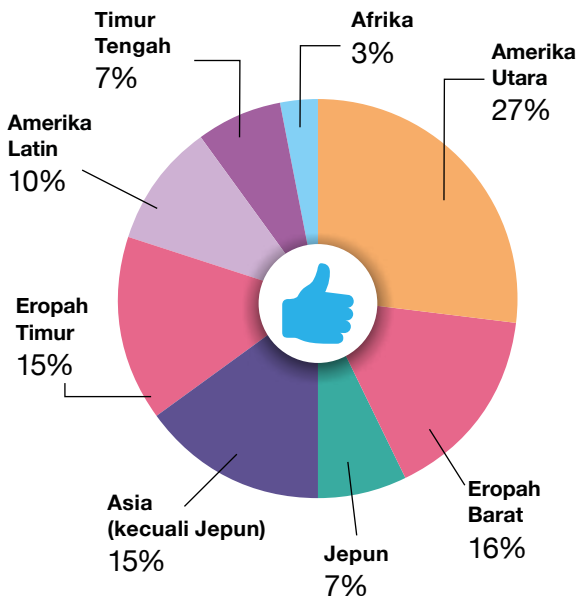
Pertumbuhan Volum Jualan (Kuantiti Dijual) kami pada TK2019 mengikut rantau adalah seperti berikut:

**PERTUMBUHAN VOLUM JUJALAN (KUANTITI DIJUAL) MENGIKUT RANTAU**



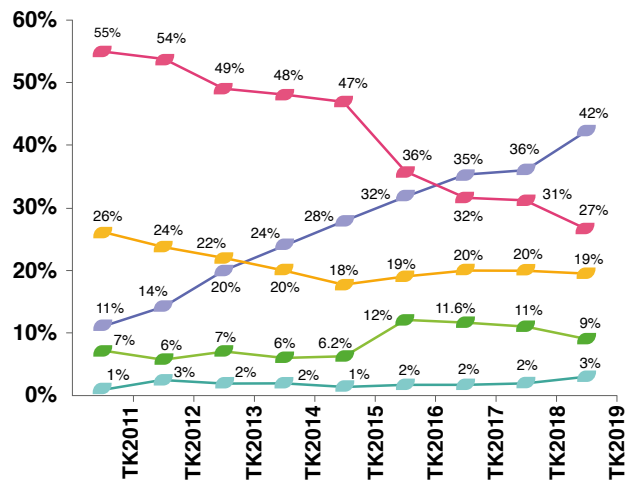
Volum Jualan (Kuantiti Dijual) TK2019 mengikut geografi adalah seperti berikut:

**VOLUM JUJALAN (KUANTITI DIJUAL) TK2019 MENGIKUT GEOGRAFI**



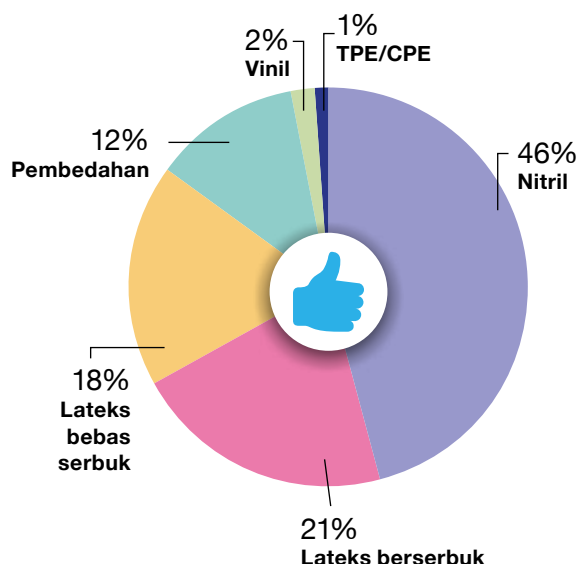
Campuran produk mengikut Volum Jualan (Kuantiti Dijual) dan Pendapatan Jualan pada TK2019 adalah seperti berikut:

**a) CAMPURAN PRODUK MENGIKUT VOLUM JUJALAN (KUANTITI DIJUAL) DARI TK2011 HINGGA TK2019**



- Sarung tangan nitril
- Sarung tangan lateks serbuk
- Sarung tangan lateks bebas serbuk
- Sarung tangan Vinil / TPE / CPE
- Sarung tangan pembedahan

## b) CAMPURAN PRODUK MENGIKUT PENDAPATAN JUALAN PADA TK2019



Pemulihan perniagaan Aspion sedang berjalan. Kami terus melaksanakan inisiatif-inisiatif yang bertujuan untuk meningkatkan operasi, dengan tumpuan untuk meningkatkan kecekapan pengeluaran. Untuk tujuan ini, kami telah melakukan pengubahsuaian barisan pengeluaran pada skala yang besar, penambahbaikan proses-proses utama serta latihan intensif untuk kakitangan yang bekerja di kilang. Dengan ini, kami yakin bahawa Aspion akan dapat menyumbang secara positif kepada Kumpulan dalam masa akan datang. Kami juga dengan sukacitanya melaporkan bahawa tiada kemerosotan nilai diperlukan untuk muhibah sementara yang timbul daripada pengambilalihan Aspion pada 31 Ogos 2019.

Pada masa akan datang, kami tetap yakin akan prospek bagi Top Glove serta industri sarung tangan. Permintaan untuk sarung tangan terus kukuh seperti yang terbukti dengan pertumbuhan yang mantap dalam Pendapatan Jualan dan Volum Jualan. Tambahan pula, harga lateks pekat berada pada arah aliran menurun dan kini berharga RM4.34/kg (pada 1 November 2019), dengan harga dijangka lebih rendah menjelang 1QFY20. Dengan inisiatif-inisiatif berterusan kami dalam meningkatkan kualiti, automasi dan proses, kami yakin akan dapat membentangkan prestasi yang lebih baik dalam tahun kewangan akan datang.

## PEMBANGUNAN KORPORAT

### Korporat

Asas pemasaran yang kukuh terus mendorong peningkatan permintaan global bagi sarung tangan. Sewajarnya, kami akan meneruskan agenda perkembangan kami dan memastikan kami dapat memenuhi permintaan yang dijangka meningkat pada kadar 10% setiap tahun.

Pelan perkembangan organik kami adalah seperti berikut:

Kilang	Beroperasi menjelang (suku kalendar)	Negara	Jenis sarung tangan	Bilangan barisan pengeluaran	Kapasiti (keping setahun)
<b>Semasa:</b> 33 kilang sarung tangan			Semua	682 barisan	64.0 bn
<b>Pengembangan</b>					
F7A Pengubahsuaian	Suku Ke-4 2019	Thailand	Lateks	4 barisan	0.8 bn
F32 Kilang Baru Fasa Ke-2	Suku Ke-4 2019	Malaysia	Nitril/Lateks	12 barisan	1.2 bn
Jumlah kapasiti baru pada 2019				16 barisan	2.0 bn
F2B Pengubahsuaian	Suku Pertama 2020	Malaysia	Nitril	4 barisan	0.8 bn
F5A Kilang Baru	Suku Pertama 2020	Malaysia	Nitril	20 barisan	2.0 bn
F40 Kilang Baru Fasa Pertama	Suku Ke-2 2020	Malaysia	Nitril	22 barisan	2.2 bn
F41 Kilang Baru Fasa Pertama	Suku Ke-2 2020	Vietnam	PVC	40 barisan	4.0 bn
F40 Kilang Baru Fasa Ke-2	Suku Ke-3 2020	Malaysia	Nitril	16 barisan	1.6 bn
F8A Kilang Baru Fasa Pertama	Suku Ke-4 2020	Thailand	Nitril	28 barisan	2.8 bn
F42 Kilang Baru Fasa Pertama	Suku Ke-4 2020	Malaysia	Nitril	48 barisan	4.8 bn
Jumlah kapasiti baru pada 2020				178 barisan	18.2 bn
Pengeluaran tambahan				194 barisan	20.2 bn
<b>Jumlah menjelang Disember 2020: 38 kilang sarung tangan</b>				<b>876 barisan</b>	<b>84.2 bn</b>

# PERUTUSAN KEPADA PIHAK BERKEPENTINGAN & PERBINCANGAN DAN ANALISIS PIHAK PENGURUSAN

**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

LETTER TO STAKEHOLDERS : BAHASA MALAYSIA VERSION (SAMB.)

Demi meningkatkan nilai pemegang saham, pihak Lembaga telah mencadangkan dividen terakhir sebanyak 4 sen bagi setiap saham, sah dibayar pada 23 Disember 2019. Ini akan membawa jumlah dividen TK2019 pada 7.5 sen bagi setiap saham dengan nisbah pembayaran sebanyak 53%.

Bagi memastikan tenaga kerja kami disemai dengan nilai-nilai yang positif, TK2019 juga menyaksikan pengenalan Nilai Korporat baru kami iaitu *Horat, Integriti, Nilai, Pemerkasaan dan Hubungan atau Respect, Integrity, Value, Empowerment dan Relationship*, yang diwakili dengan akronim 'RIVER'. Nilai Korporat ini akan bertindak sebagai panduan bagi kami di Top Glove dalam usaha untuk mencapai agenda pertumbuhan tinggi kami sementara memupuk budaya yang sihat untuk perkembangan.

## Anugerah dan Penghargaan

Sebagai bukti prestasi yang kukuh dan konsisten serta pawaiantadbirurus korporat yang tinggi, Top Glove baru-baru ini telah disenaraikan dalam Indeks Syariah Hijrah (berkuatkuasa 24 Jun 2019), sementara mengekalkan kedudukannya sebagai salah satu konstituen FBM KLCI. Baru-baru ini, kami telah disenaraikan sebagai salah satu komponen indeks di senarai berprestij Indeks Kemampuan Dow Jones (DJSI) bagi Pasaran Membangun, dan berada di kedudukan ke-15 daripada 44 syarikat penjagaan kesihatan global di DJSI (Global). Top Glove juga menerima beberapa anugerah terkenal sepanjang tahun kewangan 2019 seperti berikut:

### Anugerah dan Penghargaan pada TK2019



**MSWG-Asean Corporate Governance Award 2018**  
Industry Excellence Award (Healthcare)  
oleh MSWG  
*(Dianugerahkan pada 31 Julai 2019)*



**CSR Malaysia Awards 2019**  
CSR Malaysia Company of the Year 2019 (Kategori: Manufacturing of Gloves)  
oleh CSR Malaysia  
*(Dianugerahkan pada 11 Julai 2019)*



**The Edge Billion Ringgit Club Awards 2018**  
Highest Return on Equity over 3 years, Highest Growth in Profit After Tax over 3 years, Highest Return to Shareholders over 3 years (Healthcare Sector)  
oleh The Edge  
*(Dianugerahkan pada 11 Disember 2018)*



**2<sup>nd</sup> Asean Corporate Governance Award 2018**  
(Kategori: Top 50 ASEAN PLCs)  
oleh MSWG  
*(Dianugerahkan pada 21 November 2018)*



**Asean Business Awards 2018**  
Winner Priority Integrated Sector (Rubber-based)  
oleh ASEAN Business Advisory Council  
*(Dianugerahkan pada 12 November 2018)*



**Malaysia's 100 Leading Graduate Employers 2018**  
Winner: Manufacturing – Chemicals & Heavy Industries  
oleh GTI Media  
*(Dianugerahkan pada 8 November 2018)*

Pengerusi Eksekutif kami juga diberi 2 penghormatan anugerah iaitu **Anugerah Pencapaian Hayat** di *Malaysia's 100 Most Influential Young Entrepreneurs 2019* dan **Anugerah Bata Emas** oleh Persekutuan Persatuan Hokkien Malaysia, masing-masing disampaikan oleh Perdana Menteri Malaysia dan Yang Di-Pertuan Agong ketika 2 majlis penyampaian anugerah eksklusif. Beliau juga merupakan usahawan pertama menjadi **Felou Kehormat Institut Fizik Malaysia (IFM)**, penghargaan tertinggi yang dianugerahkan oleh institut tersebut, yang mana hanya mempunyai 8 Felou Kehormat sejak penubuhannya pada tahun 1973. Sementara itu, Pengarah Eksekutif kami, Encik Lim Cheong Guan, dianugerahkan **Ketua Pegawai Kewangan Terbaik** untuk Perhubungan Pelabur (Permodalan Besar) di Anugerah Persatuan Hubungan Pelabur Malaysia (MIRA) 2019, menandakan kemasukan Top Glove ke dalam kategori Permodalan Besar.



Top Glove dianugerahkan "Anugerah Kecemerlangan Industri (Penjagaan Kesihatan)" sempena Anugerah Tadbir Urus Korporat Badan Pengawas Pemegang Saham Minoriti (MSWG) ASEAN 2018

# PERUTUSAN KEPADA PIHAK BERKEPENTINGAN & PERBINCANGAN DAN ANALISIS PIHAK PENGURUSAN



LETTER TO STAKEHOLDERS : BAHASA MALAYSIA VERSION (SAMB.)

## Perniagaan yang bermanfaat

Di Top Glove, kami percaya kemampuan tidak boleh dipisahkan daripada perniagaan dan ia terus menjadi antara faktor utama dalam agenda korporat kami.

Sebagai bukti komitmen kami kepada kemampuan, kami telah menubuhkan Lembaga Jawatankuasa Kemampuan yang terdiri daripada 5 orang Pengarah Bebas dan seorang Pengarah Bukan Bebas kami. Jawatankuasa ini telah diamanahkan dengan usaha untuk memacu dan membolehkan Top Glove mencapai kemajuan yang bermakna dalam usaha yang penting ini.

Kami akan terus meningkatkan usaha kemampuan kami terutamanya dari segi mewujudkan persekitaran kerja yang selamat dan sihat, di atas memenuhi keperluan undang-undang buruh tempatan. Ini termasuk melaksanakan polisi 'Zero Recruitment Fees' atau Tiada Yuran Pengambilan pada Januari 2019 yang menggabungkan langkah-langkah untuk memastikan pekerja tidak dikenakan bayaran pengambilan dan tidak mempunyai hutang pekerjaan. Kami juga telah melancarkan program 'Zero Harm and Safety Health Emergency Preparedness' atau Program Tiada Kecelakaan dan Persediaan Kecemasan Keselamatan dan Kesihatan pada Mei 2019. Antara komitmen utama kepada pekerja-pekerja kami juga termasuk tiada unsur buruh paksaan, pematuhan ketat dengan 1 hari rehat seminggu dan keperluan upah minimum. Pekerja kami juga mempunyai hak penjagaan penuh pasport mereka.

Pada TK2019, kami telah melancarkan produk hijau perdana kami, Sarung Tangan Nitril (Bebas Serbuk) Berbiodegradasi *Biogreen™*, yang terbukti boleh biodegradasi sekurang-kurangnya 10 kali lebih pantas berbanding sarung tangan pemeriksaan nitril biasa.

Top Glove juga merupakan konstituen Indeks FTSE4Good Bursa Malaysia, yang terdiri daripada syarikat-syarikat tersenarai awam di Malaysia yang menunjukkan amalan Alam Sekitar, Sosial dan Tadbir Urus (ESG) yang bagus dan baru-baru ini telah disenaraikan dalam Indeks Kemampuan *Dow Jones (DJSI)* Pasaran Membangun.



Sesi bergambar sempena 'SAP Ariba Supplier Summit' pada Julai 2019



Tan Sri Dr. Lim Wee Chai diiringi oleh Dato' IR. Haji Ahmad B. Hassan ketika memeriksa barisan kawad anggota sempena Hari Polis yang ke-212 di Top Glove

Kami terus komited untuk memberikan kesan positif dalam tiang ekonomi, alam sekitar, sosial dan tadbir urus, yang masing-masing mempunyai potensi untuk menambahbaik kehidupan pihak berkepentingan kami. Ketahui bagaimana kami mencapai prestasi yang baik melalui amalan-amalan positif dalam Kenyataan Mampam kami pada halaman 49 hingga 79.

## Kemajuan Penyelidikan & Pembangunan (R&D) dan Teknologi

Penyelidikan dan Pembangunan (R&D) telah lama menjadi landasan syarikat kami dan pelaburan dalam bidang ini merupakan keutamaan perniagaan kami. Menekankan kepentingan R&D, Top Glove telah menubuhkan sejumlah 4 pusat R&D yang dikendalikan oleh kira-kira 454 penyelidik (pada TKB2019) dari pelbagai bidang kepakaran, bekerja sama untuk memacu inovasi dan kejayaan cemerlang di Top Glove. Sejak penubuhan pusat R&D pertama kami pada tahun 2013, R&D di Top Glove telah menyaksikan beberapa pencapaian ketara, khususnya dalam bidang-bidang berikut:

### a) Inovasi Produk

Inisiatif-inisiatif R&D kami terus memberi tumpuan kepada inovasi produk, mengubah idea dan konsep menjadi produk berdaya maju demi memenuhi keperluan pelanggan yang kian berubah dan menuntut. Sejalan dengan tumpuan kami terhadap kemampuan, kami telah memajukan sejenis sarung tangan mesra alam, yang juga merupakan produk hijau pertama kami iaitu Sarung Tangan Nitril (Bebas Serbuk) Berbiodegradasi *Biogreen™*, yang dilancarkan pada bulan Jun 2019. Kami juga terus meluaskan portfolio produk kami dengan sarung tangan pembedahan yang lebih khusus dan kos efektif, sambil mempelbagaikan produk bukan sarung tangan seperti tourniquet (pembalut mampat).



# PERUTUSAN KEPADA PIHAK BERKEPENTINGAN & PERBINCANGAN DAN ANALISIS PIHAK PENGURUSAN



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Demi memastikan produk-produk baru kami memenuhi piawaian dan peraturan antarabangsa yang ketat, semua kilang kami telah disahkan dengan sijil ISO9001 dan memenuhi keperluan amalan pengeluaran yang baik (GMP).

## b) Inovasi Bahan/Proses

Sejajar dengan itu, Top Glove telah memulakan inovasi dari segi pemrosesan untuk menangani kemajuan teknologi yang pesat, piawaian industri yang berkembang dan harga bahan mentah yang tidak menentu. Untuk tujuan ini, kami telah menubuhkan **3 loji kimia** bagi inovasi bahan, yang sudahpun memajukan 50 jenis kimia untuk kos pembuatan yang lebih cekap dan kawalan kualiti yang konsisten. Ini membolehkan kami mengurangkan pembelian kimia dari luar, lalu menghasilkan penjimatan sebanyak RM15 juta setahun. Kami juga menubuhkan sebuah **loji penyebaran bahan kimia** untuk mengawal proses pembuatan dari bahan mentah yang diterima sehingga barangan siap dengan lebih baik. Ini akan membolehkan kami mengubahsuaikan formulasi sarung tangan dalam jangka masa yang pendek sambil menjaga konsistensi kualiti sarung tangan dan akhirnya mengurangkan masa pembuatan untuk penambahbaikan produk sarung tangan.

Idea-idea inovatif daripada para jurutera dan penyelidik kami dalam bidang automasi, digitalisasi dan pengkomputeran untuk Industri 4.0 juga telah membawa kepada penemuan cemerlang. Ini termasuk penemuan ulung kami, iaitu sebuah *peranti pengawasan dalam talian yang dilengkapi dengan kamera penglihatan dan sensor* yang beroperasi di sepanjang barisan pengeluaran untuk mengelakkan kerosakan di barisan serta melakukan analisis punca.

Seterusnya dalam perjalanan R&D kami, kami terus memperhatikan kesan proses pengeluaran terhadap alam sekitar. Oleh itu, kami telah membangunkan konsep Sifar Pembuangan yang mengarahkan peruntukan sumber untuk menginovasi proses pengurusan sisa bagi mengelak, memulih, memelihara dan menggunakan semula sisa untuk tujuan lain.

## c) Paten & Hak Milik Intelektual

Pada TK2019, Top Glove telah berjaya memfailkan sejumlah 145 paten dan aplikasi paten pada tahap tempatan dan antarabangsa untuk meningkatkan strategi pemasaran produk baru dan melindungi harta intelektual kami. 52% daripada ini adalah dalam bidang kemajuan produk baru dan 48% dalam bidang penambahbaikan proses baru.

## d) Kerjasama

Top Glove telah memeterai kerjasama R&D dengan pihak universiti, para pembekal dan institut-institut penyelidikan pihak ketiga ke arah meningkatkan keupayaan kami demi memajukan produk dan proses yang berdaya maju untuk industri pembuatan sarung tangan. Pada Februari 2019, Geran Kerjasama Perindustrian Top Glove (TGICG) juga diperkenalkan dengan tujuan untuk meningkatkan kerjasama penyelidikan dengan pihak universiti.

Langsung ke hadapan, pasukan R&D akan terus mengejar penemuan kejayaan baru, ke arah mempertingkatkan kebolehpercayaan produk dan keuntungan yang lebih baik.

## MASA HADAPAN: KE ARAH VISI FORTUNE GLOBAL 500

Ke arah mencapai visi kami untuk disenaraikan di *Fortune Global 500* menjelang tahun 2040, kami bersedia untuk membawa perniagaan kami ke tahap lebih tinggi dengan mengasah tumpuan matlamat kami.

Setelah berjaya merangkul 26% daripada bahagian pasaran global, usaha kami dalam jangka masa terdekat adalah untuk meningkatkan angka ini kepada 30%, dengan memanfaatkan peluang yang belum diterokai dalam pasaran maju dan berkembang. Kumpulan juga akan terus membina 1 hingga 2 kilang baru setiap tahun dan menerokai peluang penggabungan dan pengambilalihan (M&A) yang bersinergi, di mana satu pasukan yang berdedikasi telah ditubuhkan di bawah bidang kuasa Pejabat Strategi Korporat. Selain itu, kami juga akan memerhati peluang untuk mengembangkan rangkaian produk kami untuk memasukkan lebih banyak sarung tangan khusus dan produk bukan sarung tangan seperti tourniquet (pembalut mampat), kateter dan peralatan perubatan lain.

Selaras dengan **Arah Perniagaan** kami: *menghasilkan sarung tangan berkualiti tinggi dengan kos rendah yang cekap*, kami akan terus melabur dalam R&D, automasi dan digitalisasi melalui Industri 4.0, ke arah meningkatkan proses pembuatan dan kecekapan operasi kami. Kilang-kilang baru yang dibina akan memanfaatkan teknologi terkini sementara kilang-kilang sedia ada akan diubahsuaikan untuk mengoptimumkan pengeluaran.

Dengan kemenangan *Malaysia's 100 Leading Graduate Employers 2018* (Majikan Pilihan Siswazah Malaysia 2018) yang diberikan oleh GTI Media, Top Glove tetap menjadi majikan pilihan untuk tenaga kerja seramai **18,000 orang**. Sesungguhnya, tenaga kerja kami merupakan teras kejayaan dan kemajuan kami. Atas dasar ini, kami akan terus melabur dalam pembangunan tenaga kerja kami bagi memastikan mereka bersedia untuk bergerak maju bersama-sama syarikat dan menyokong agenda perkembangan kami. Kami juga terus mengambil bakat berkualiti tinggi dengan tumpuan kepada graduan baru, untuk memastikan saluran bakat yang baik untuk pertumbuhan yang mampan.



Penerima-penerima Anugerah Kakitangan Terbaik 2018/2019 semasa makan malam tahunan syarikat pada 3 Ogos 2019

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LETTER TO STAKEHOLDERS : BAHASA MALAYSIA VERSION (SAMB.)



Kakitangan Top Glove ketika percutian tahunan syarikat yang diadakan di resort Philea, Melaka pada September 2019

Dalam sektor yang berdaya saing seperti kami, mencapai tahap kejayaan yang kami perolehi pastinya sesuatu yang boleh dibanggakan. Namun, kami akan terus berusaha untuk menjadi lebih baik. Di dunia yang sentiasa berubah, kami sedar betapa perlunya kami menekankan usaha dan memajukan upaya kami dan Kumpulan pada tahap seterusnya. Kami juga ingin menjamin bahawa Top Glove akan melakukan yang terbaik pada tahun kewangan baru 2020 dan teruja dengan masa depan yang cerah, dalam perjalanan ke sasaran *Fortune Global 500* kami menjelang tahun 2040. Kami sedar akan wujudnya cabaran-cabaran tertentu. Walau bagaimanapun, setelah menjalankan perniagaan ini selama hampir tiga dekad, ini bukan kejutan buat kami. Kami yakin bahawa Top Glove akan terus melakukan yang terbaik disebalik cabaran yang akan datang, selagi kami kekal sihat sejahtera. Ini juga merupakan salah satu sebab kami menumpukan perhatian terhadap 5 *Kebaikan* (Bersih, Makan, Bekerja, Bersenam dan Rehat dengan baik) dan Etika Perniagaan (Kejujuran, Integriti dan Ketelusan) kami yang bukan sahaja asas syarikat kami, malah kelebihan daya saing dan kunci kejayaan masa depan kami.

## TANDA PENGHARGAAN

Kumpulan bangga telah mencapai beberapa kejayaan sepanjang TK2019. Namun, sebagai sebuah syarikat yang berkembang dan dinamik serta bersasaran tinggi, masih banyak yang perlu dilakukan.

Oleh itu, kami bersyukur dapat kerja bersama pengurusan dan kakitangan yang berdedikasi, yang meperagakan apa yang boleh dicapai bila kami terus bekerja sebagai satu pasukan. Terima kasih atas dedikasi anda yang tidak berbelah bahagi, yang mana tanpa anda kami tidak akan dapat menikmati kejayaan yang wujud hari ini, dan tidak akan berani untuk menetapkan sasaran yang lebih tinggi pada esok hari. Kami amat berterima kasih dapat memimpin pasukan yang kuat seperti ini.

Kami turut ingin menyampaikan penghargaan kepada para pemegang saham, pelanggan, vendor dan rakan perniagaan atas sokongan dan keyakinan berterusan anda terhadap kepimpinan kami. Anda terus menjadi inspirasi kepada kami untuk bekerja dengan lebih keras demi mencapai tahap yang lebih tinggi.

Terima kasih kepada Pihak Lembaga Pengarah Top Glove atas nasihat dan sokongan yang diberikan. Kami tidak akan berjaya mencapai yang terbaik tanpa pengetahuan dan pengalaman mereka, yang memainkan peranan penting dalam membantu memacu Kumpulan ke tahap pencapaian yang lebih tinggi. Kami juga mengambil kesempatan ini untuk menyatakan penghargaan kami kepada Tan Sri Dato' Seri Utama Arshad bin Ayub, yang telah bersara dari Lembaga pada awal tahun ini, selepas berkhidmat selama 18 tahun. Penyertaan pengarah wanita kami turut mendekati aras 50% dengan pengarah bebas bukan eksekutif terbaru kami, Puan Azrina Arshad. Kami mengalu-alukan penyertaan beliau yang akan memperkayakan lagi komposisi lembaga dan pengalaman kolektif kami.

TK2019 merupakan tahun yang baik buat Top Glove dengan pelbagai pencapaian baru. Namun, masa hadapan yang luas menanti kami. Kami yakin dapat mencapai keputusan lebih baik apabila kami terus mencabar kebolehan kami.

Terima kasih.

### TAN SRI DR LIM WEE CHAI

Pengerusi Eksekutif  
Top Glove Corporation Bhd  
1 November 2019

### DATO' LEE KIM MEOW

Pengarah Urusan  
Top Glove Corporation Bhd  
1 November 2019