

# RESILIENCE FOR GROWTH



SCAN FOR  
INTEGRATED ANNUAL  
REPORT 2024



SCAN FOR  
SUSTAINABILITY  
REPORT 2024





# 2024 Key Highlights

## 6-YEAR FINANCIAL REVIEW

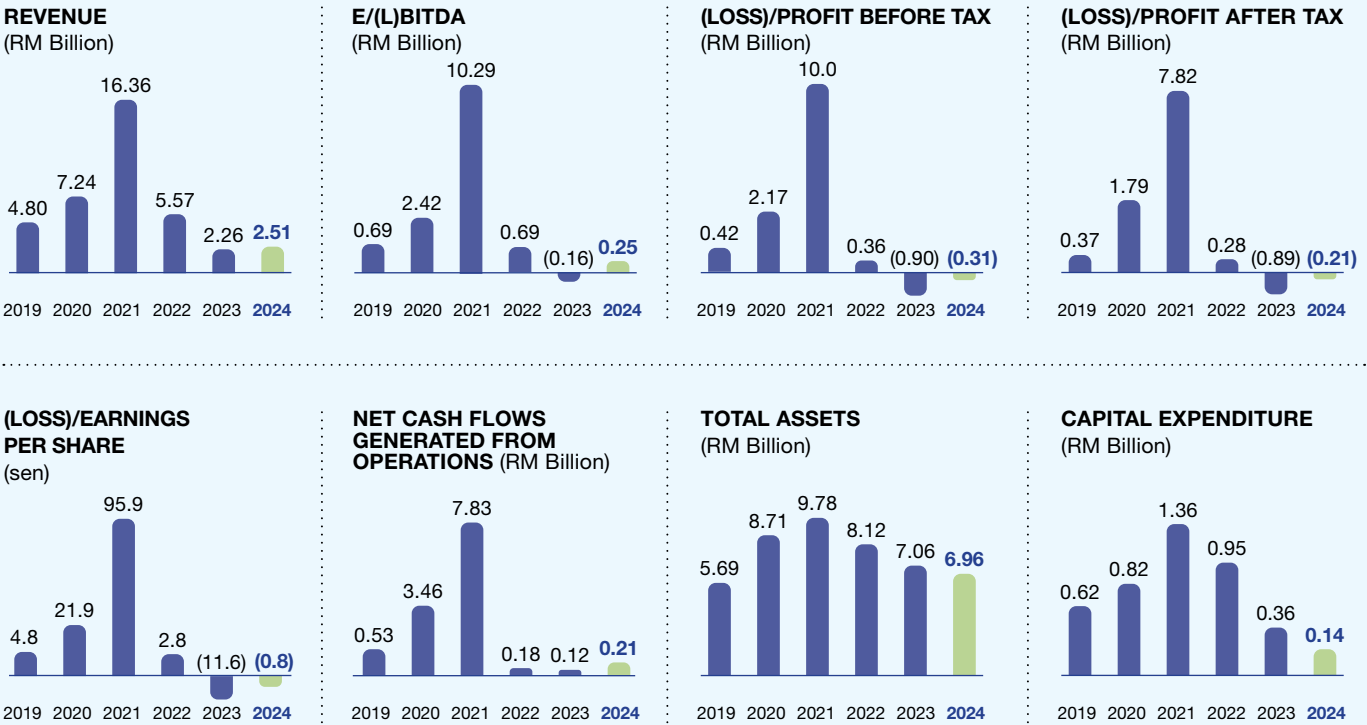
| Group  | 2024<br>(RM'000) | 2023<br>(RM'000) | 2022<br>(RM'000) | 2021<br>(RM'000) | 2020<br>(RM'000) | 2019**<br>(RM'000) |
|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| Revenue  | 2,514,408        | 2,257,221        | 5,572,349        | 16,361,443       | 7,237,427        | 4,801,139          |
| Earnings/(Loss) Before Interest, Taxes, Impairment, Depreciation & Amortisation (E/(L)BITDA) | 253,319          | (156,494)        | 686,686          | 10,285,089       | 2,421,457        | 687,493            |
| (Loss)/Profit Before Taxation  | (31,341)         | (900,415)        | 358,424          | 10,033,813       | 2,165,551        | 423,588            |
| Income Tax credit/(expense)  | 9,929            | 14,866           | (76,834)         | (2,209,821)      | (376,721)        | (56,042)           |
| (Loss)/Profit After Tax  | (21,412)         | (885,549)        | 281,590          | 7,823,992        | 1,788,830        | 367,546            |
| (Loss)/Profit Attributable to Owners of the Parent   | (64,876)         | (925,218)        | 225,564          | 7,710,327        | 1,752,584        | 364,678            |
| Net Cash/(Borrowings)  | 571,374          | 361,097          | 315,604          | 1,743,037        | 2,342,651        | (2,250,848)        |
| Total Equity/Net Assets  | 5,835,496        | 5,926,115        | 6,793,235        | 7,220,160        | 6,190,883        | 2,554,141          |
| Return on Equity (%)   | (1.4)            | (19.6)           | 4.0              | 131.3            | 36.0             | 14.4               |
| Net Assets Per Share (sen)**   | 57.8             | 58.9             | 69.7             | 73.3             | 60.0             | 33.0               |
| Basic (Loss)/Earnings Per Share (sen)**  | (0.8)            | (11.6)           | 2.8              | 95.9             | 21.9             | 4.8                |
| Net Dividend (sen)*  | 0.0              | 0.0              | 1.2              | 65.1             | 11.8             | 2.5                |
| Number of Shares in Issue ('000)**   | 8,011,014        | 8,008,161        | 8,007,341        | 8,006,950        | 8,124,491        | 7,679,441          |
| Share Price (RM)**   | 0.92             | 0.77             | 0.81             | 4.00             | 8.76             | 1.58               |
| Market Capitalisation**  | 7,370,133        | 6,126,243        | 6,445,909        | 32,027,801       | 71,170,541       | 12,133,517         |

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

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

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

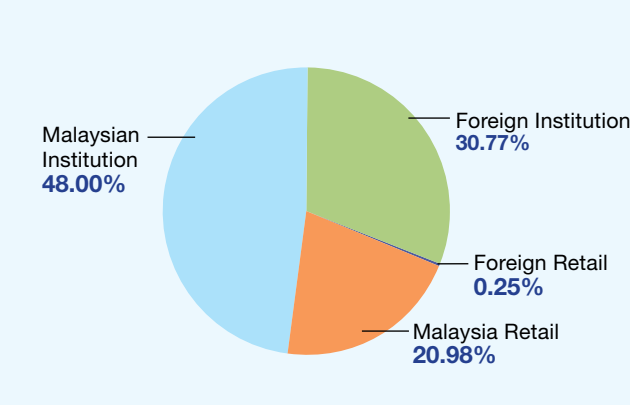
\*\* Figures have been restated.



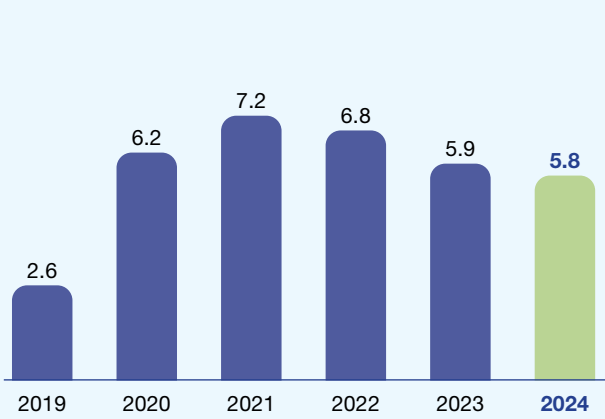
### Investor Relations Contact

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

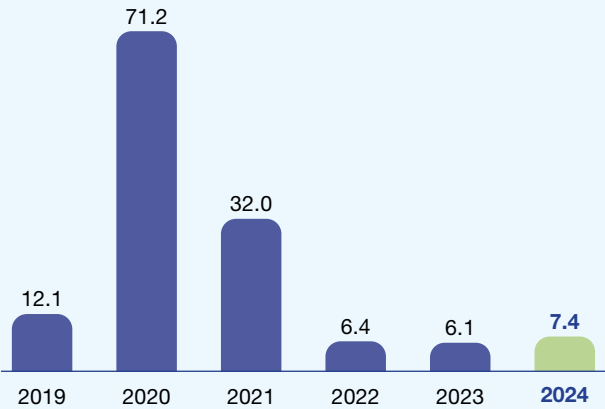
## SHAREHOLDER MIX (MALAYSIA VS. FOREIGN) AS AT 31 AUGUST 2024



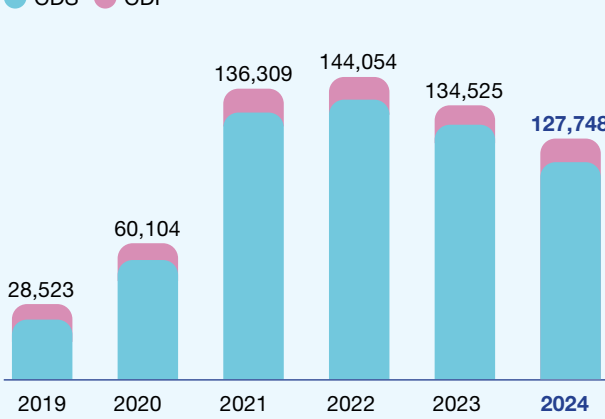
## TOTAL EQUITY (RM BILLION)



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

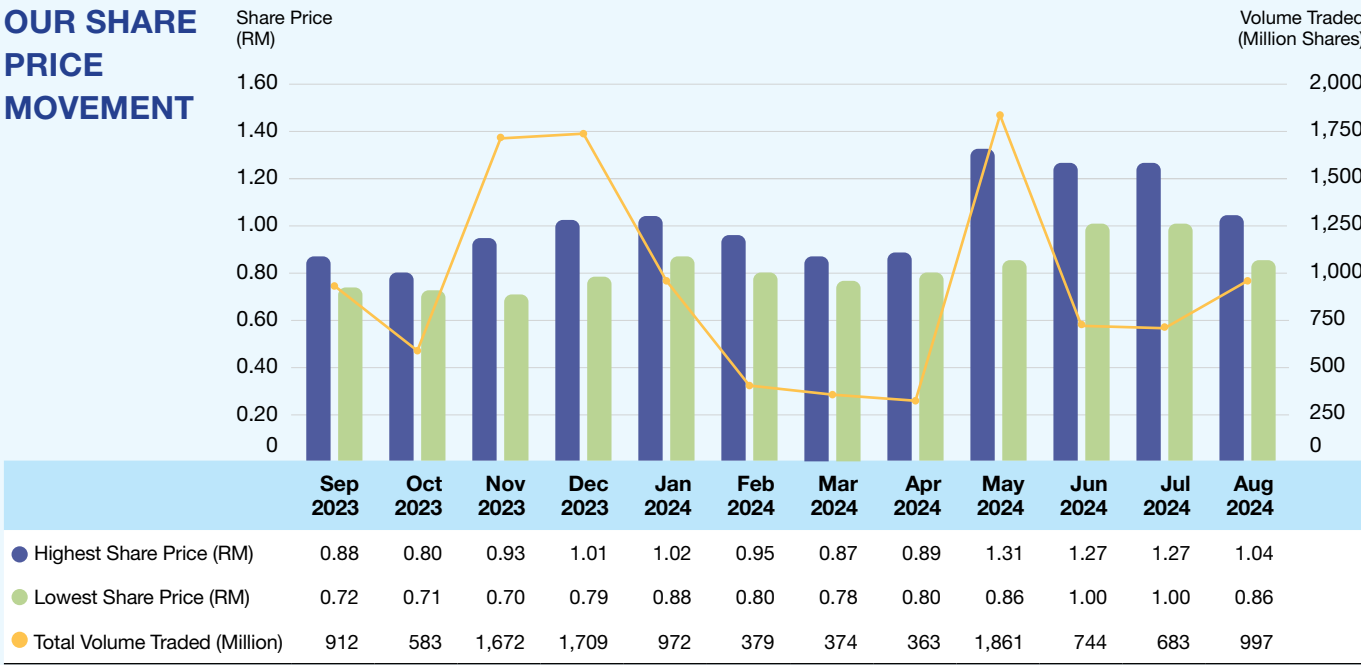


## TOTAL NUMBER OF SHAREHOLDERS AS AT 31 AUGUST 2024



Total number of shareholders (based on CDS & CDP accounts) as at 26 November 2024: 123,153

## OUR SHARE PRICE MOVEMENT





# Basis of This Report

## Statement of the Board of Directors of Top Glove Corporation Bhd

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

### HOW IT ALL FITS TOGETHER

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

### SCOPE AND BOUNDARY OF REPORTING

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

### THE LEGISLATION AND FRAMEWORKS THAT INFORM OUR REPORTING

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

- International Integrated Reporting Council (IIRC) Framework
- Sustainability Accounting Standards Board (SASB)
- United Nations Sustainable Development Goals (SDGs)
- Companies Act 2016
- Malaysian Code on Corporate Governance (MCCG)
- Main Market Listing Requirements of Bursa Malaysia Securities Berhad
- Global Reporting Initiative (GRI) Standards: Core Option
- Bursa Malaysia Sustainability Reporting Guide 3<sup>rd</sup> Edition
- Bursa Malaysia Corporate Governance Guide 4<sup>th</sup> Edition
- Dow Jones Sustainability Index (DJSI)
- Sustainability rating criteria by index rating providers such as FTSE Russell ESG Ratings, Morgan Stanley Capital International (MSCI) ESG Ratings, S&P Global Corporate Sustainability Assessment (CSA), Bloomberg Gender Equality Index (GEI) and EcoVadis
- Task Force on Climate-related Financial Disclosures (TCFD) Framework
- Taskforce on Nature-related Financial Disclosures (TNFD) Framework
- Ten Principles of the UN Global Compact (UNGC)
- Malaysian Financial Reporting Standards (MFRSs)
- International Financial Reporting Standards (IFRSs) by International Sustainability Standards Board (ISSB)
- Greenhouse Gas (GHG) Protocol
- Sustainability Policy Transparency Toolkit (SPOTT)
- Carbon Disclosure Project (CDP)

### MATERIALITY AND MATERIAL MATTERS

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

### REPORTING

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

*For more information, please refer to page 30*

### FORWARD-LOOKING STATEMENTS

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

While we believe these statements are reasonable, they inherently involve risks and uncertainties, however, we shall fervently work towards the results and developments outlined in the said statement. Such risks and uncertainties could cause actual results to vary materially from the future results indicated, expressed or implied in such forward-looking statements.

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

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

**TAN SRI DR LIM WEE CHAI** : **LIM CHEONG GUAN**  
Executive Chairman : Managing Director

*You may find our ESG performance data within the Bursa Malaysia Sustainability Performance Report at the Sustainability Report 2024, pages 93 to 94.*

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**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

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We are a global leader in healthcare manufacturing with continuous commitment to leveling up on our Environmental, Social and Governance practices and performance.

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## SECTION 2 : MESSAGE FROM OUR LEADERS

The world is our market where we export to more than 195 countries worldwide, enhancing the lives of consumers and ensuring safe protection globally.

*For more information, please refer to page 9*

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## SECTION 3 : HOW WE CREATE VALUE

For long-term business sustainability and value creation, we rigorously manage our assets and capital allocation for growth, taking into account key market and trends. We understand the importance of making a positive impact on society while delivering performance and value to all our stakeholders.

*For more information, please refer to page 18*

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## SECTION 4 : CREATING SUSTAINABLE VALUE

Sustainability is at the heart of our business. We remain conscious of the impacts of our business and aspire to transition our business operations through refining and evolving our sustainability strategy and practices.

*For more information, please refer to page 41*

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## SECTION 5 : OUR PILLARS OF TRUST

The strength and stability of our leadership stem from the collaboration between our Board of Directors and Executive Committee. Together, we ensure our strategies are effectively executed and provide robust governance to steer us toward long-term sustainable growth.

*For more information, please refer to page 48*

48Board of Directors

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## SECTION 6 : STRENGTH OF OUR GOVERNANCE PRACTICES

We understand the importance of effective oversight on strategy and risks. Risks taken are reviewed and assessed carefully with measures to mitigate or minimise their impact on our businesses. Our strong governance is integral to the way we think and make decisions.

*For more information, please refer to page 55*

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**Resilience  
For Growth**

**Navigating through the  
Integrated Annual Report 2024:**

**Icon** Informs where to find more information online.

**Icon** Informs which related pages to refer for more information.



Global Offices



Our Business Overview

Established in 1991 and headquartered in Malaysia, Top Glove Corporation Bhd began as a local business enterprise with only 1 factory and 1 glove production line. The Company has since become the world's largest manufacturer of gloves with manufacturing operations in **Malaysia, Thailand and Vietnam**. The Company also has marketing offices in these countries as well as **USA, China, Germany and Brazil**. Top Glove has over **2,000 customers** worldwide and exports to more than 195 countries.

Listed on the Bursa Malaysia Stock Exchange (2001) and the Singapore Exchange Main Board (2016), it is also one of the component stocks of the FBM Top 100 Index, FBM Emas Index, FBM Hijrah Shariah Index, FBM Emas Shariah Index and the Dow Jones Sustainability Indices (DJSI) for Emerging Markets.

A Forbes Global 2000 company, Top Glove has an established corporate culture and good business direction of producing consistently high quality gloves at efficient low cost. Beyond gloves, the Company's product range has expanded to include dental dams, exercise bands, latex sheets, tourniquets, condoms, face masks, and Cast Polyethylene (CPE) Aprons.

Top Glove continues to strengthen its commitment to Environmental, Social and Governance ("ESG") principles. In February 2024, the Company was included in the S&P Global Sustainability Yearbook 2024 for the third consecutive year, reaffirming its unwavering commitment to sustainable practices and responsible corporate citizenship. In July 2024, Top Glove further demonstrated its progress by achieving an 'A' in the 2024 MSCI ESG Ratings, an improvement from its previous 'BBB' rating in 2023, underscoring its efforts in managing financially relevant ESG risks and opportunities. In September 2024, the Company ranked 7<sup>th</sup> among 854 public listed companies in Malaysia in the Overall Excellence Award at the National Corporate Governance & Sustainability Awards 2024, a testament to its robust commitment and investment in sustainability, as recognised by industry and stakeholders alike.

In September 2024, the Group released the results of a Life Cycle Assessment (LCA), which evaluates the environmental impact of a product throughout its entire life cycle, from raw material extraction to disposal. Additionally, the Group was awarded the EcoVadis Sustainability Bronze Medal for the second year running, with a 12% improvement in scoring from 2023, placing it amongst the top 19% of all companies and industries evaluated at the time of publication in September 2024.

As the glove industry recovers, Top Glove anticipates continuous improvement in sales orders, particularly in the U.S. market, due to impending tariff increases on Chinese medical gloves. The Group will resume the installation of advanced production lines at its newer factories to meet rising demand while maintaining a cautious approach to capacity expansion amid geopolitical uncertainties. The financial performance in FY2024 has shown positive EBITDA and healthy sales volume growth, both of which indicate a resurgence in the market. With ongoing improvement initiatives and strong employee support, Top Glove is well-positioned to achieve profitability in FY2025 and remains committed to sustainable growth in the essential glove market.

 Details of our Stakeholder Engagement, including stakeholders, engagement channels and frequency, top 5 material matters concerned, responses to concerns, value created and capital can be found on page 20 of this Integrated Annual Report.

For detailed reporting of our annual ESG issues management and progress in FY2024, please refer to the Sustainability Report 2024.

Our Guiding Principles



OUR VISION

To be your world class partner in gloves and healthcare products



OUR MISSION

Ensuring safe human protection globally

BUSINESS DIRECTION

To Produce Consistently High Quality Gloves At Efficient Low Cost

QUALITY POLICY

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

BUSINESS PHILOSOPHIES

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

5 HEALTHY WELLS

1. Clean Well
2. Eat Well
3. Work Well
4. Exercise Well
5. Sleep Well






BUSINESS RULES

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

BUSINESS ETHICS

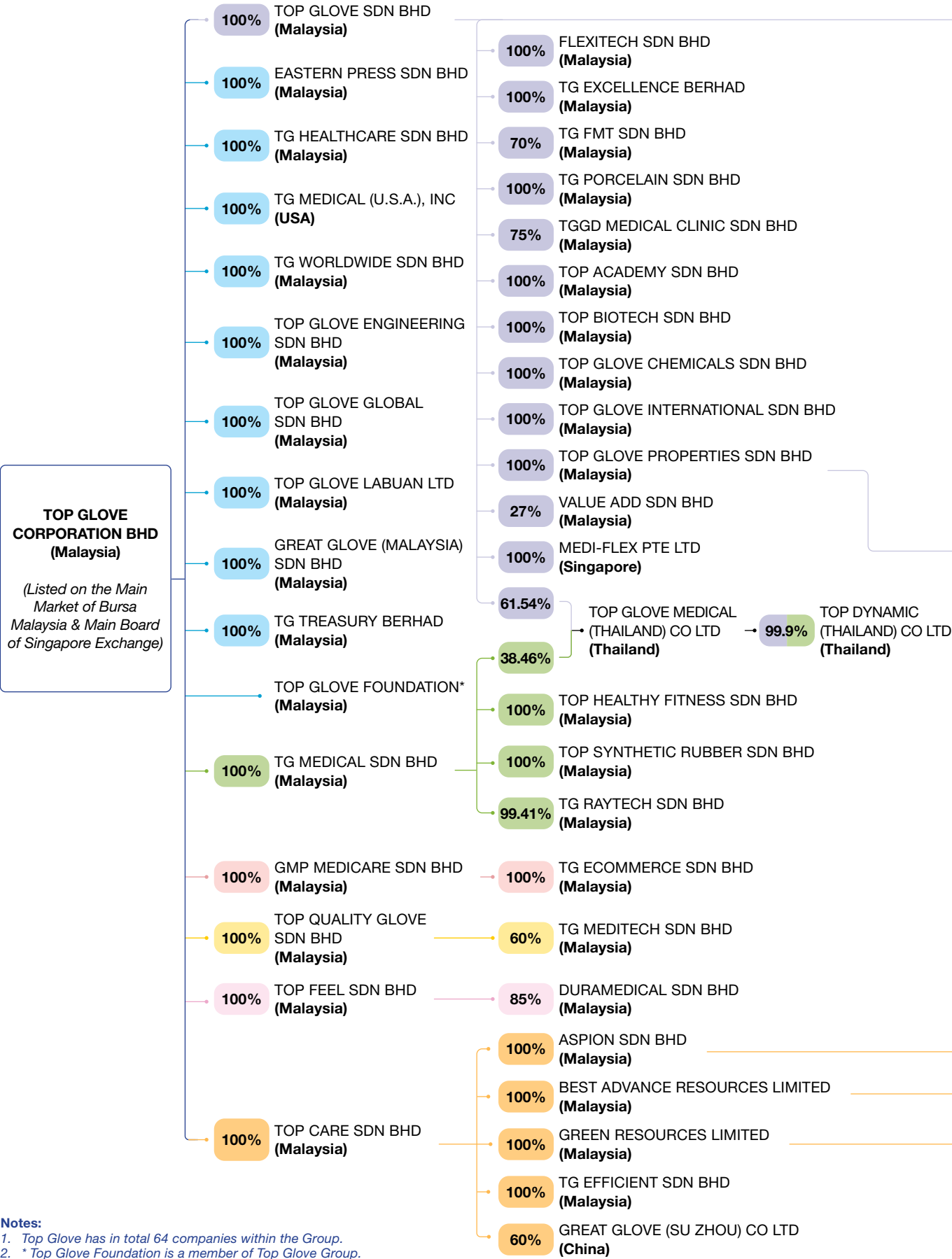
1. Honesty
2. Integrity
3. Transparency

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

-   
Respect
-   
Integrity
-   
Value
-   
Empowerment
-   
Relationship



Our Corporate Structure



Notes:  
1. Top Glove has in total 64 companies within the Group.  
2. \* Top Glove Foundation is a member of Top Glove Group.

Our Corporate Structure



▲ Top Glove Tower located in Setia Alam, Shah Alam, Malaysia.



▲ Factory 9 and its surrounding factories in Meru, Klang, Malaysia.



▲ Factory 38 in Kulim, Kedah, Malaysia.



## SECTION 1 : WE ARE TOP GLOVE

1 2 3 4 5 6 7 8

TOP GLOVE  
TOP QUALITY, TOP EFFICIENCY

## Our International Quality Awards

## NEW LEVELS OF EXCELLENCE

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

## 2024



**Graduates' Choice Awards 2024**

- Champion in Manufacturing (Rubber) Category
- Champion for 5 Consecutive Years in Manufacturing (Rubber) Category 2019-2023

by Talentbank



**Awarded a Bronze Medal as a recognition of the 2024 Ecovadis Sustainability Rating<sup>1</sup>**



**Trusted Brands Awards 2024**

- Platinum Winner: Hygiene/Disposable Gloves Category

by Reader's Digest



**National Corporate Governance & Sustainability Awards (NACGSA) 2024**

- Ranked No. 7 in the Overall Excellence Award

by MSWG

## 2023



**Trusted Brands Asia Awards 2023**

- Platinum Winner: Hygiene/Disposable Gloves Category

by Reader's Digest



**Australasian Reporting Awards 2023**

- Silver Award

by Australasian Reporting Awards Limited



**Sustainability & CSR Malaysia Awards 2023**

- Distinguished Social & Community Care Award in the Company of the Year (Manufacturer: Rubber Gloves) Category

by CSR Malaysia



**Awarded a Bronze Medal as a recognition of the 2023 Ecovadis Sustainability Rating**



**Prime Minister's Hibiscus Award (PMHA) 2021/2022**

- Notable Achievement in Environmental Performance (Factory 9 & Factory 30)
- Gold: Special Project Awards (Factory 30)

by Malaysian International Chamber of Commerce & Industry (MICCI)



**The Edge Singapore Billion Dollar Club 2023**

- Highest Weighted ROE over three (3) years in Healthcare Services, Medical Equipment, Supplies & Distribution + Pharmaceuticals + Biotechnology & Medical Research sector

by The Edge Singapore



**The Star Export Excellence Awards 2023**

- Silver: Consumer Products Category

by The Star Media Group

## Accolades &amp; Recognition



Maintained its inclusion on the Dow Jones Sustainability Index (DJSI) 2023 under the Emerging Markets category for the fifth year running



Inclusion in the esteemed S&P Global Sustainability Yearbook 2024 for the third year in a row



Forest Stewardship Council (FSC) Chain of Custody certification for Factory 4 and Factory 13 being our natural rubber glove factories, Factory 34PM for cardboard packaging and Factory 25ACB for corrugated paper packaging, all of which are based in Malaysia and latex concentrate Factory 16L based in Thailand



Top Glove upgraded to 'A' in MSCI ESG Ratings in 2024<sup>2</sup>



Inclusion in Fortune magazine's prestigious inaugural Southeast Asia 500 list, which ranks the largest companies in the region by their FY2023 revenue



Top Glove releases Industry Leading Life Cycle Assessment results for nitrile gloves



**Ranked #1 in ESG Risk Rating**

by Sustainalytics<sup>3</sup>

## Notes:

<sup>1</sup> The Ecovadis Sustainability Rating awarded in September 2024 derived from our Environmental, Social and Governance (ESG) performance for FY2023.

<sup>2</sup> The use by Top Glove Corporation of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Top Glove Corporation by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

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Scan the QR code to view the awards and milestones achieved over the years



[https://tgapp.topglove.com/IAR/TG\\_Awards\\_Milestone/index.php](https://tgapp.topglove.com/IAR/TG_Awards_Milestone/index.php)

## SECTION 2 : MESSAGE FROM OUR LEADERS

1 2 3 4 5 6 7 8

TOP GLOVE  
TOP QUALITY, TOP EFFICIENCY

## Letter to Stakeholders and Management Discussion &amp; Analysis



TAN SRI DR LIM WEE CHAI  
Executive Chairman

LIM CHEONG GUAN  
Managing Director

Resilience in Action:  
Our Journey of Recovery and Growth

## Good health and good day Fellow Stakeholders.

The financial year 2024 (FY2024) marked a pivotal chapter for the Group. We navigated our way through a severely disrupted business landscape fraught with persistent supply and demand imbalances and intense competition, whilst forging ahead to gain significant traction on our recovery path.

With a sharp focus on strengthening our core glove business, we stepped up implementation of strategic quality and cost enhancements, rendering operations leaner and more efficient. Alongside, global glove demand gradually returned, following the depletion of customer stockpiles and resumption of restocking activity. These collectively paved the way for the Group to deliver a substantially improved performance for the financial year ended 2024, moving us closer to breakeven and imminent profitability.

The reasons for our optimism are manifold. *Robust sales volume growth. Enhanced economies of scale. Diminished operational losses. Positive full year EBITDA.*

And this is just the beginning. With our foundation strengthened and competitiveness restored, we are well-positioned to ride the recovery wave and thrive as the glove industry turns a corner.

The worst is behind us while a promising future lies ahead. We have survived, and now, it is time to flourish.



Letter to Stakeholders and  
Management Discussion & Analysis

MANAGEMENT DISCUSSION AND ANALYSIS

Strong Sales Growth Sets the Stage for Turnaround

For FY2024, the Group registered Sales Revenue of RM2.51 billion, an uptick of 11% from FY2023. Loss After Tax which factored in gains from land disposal, reduced considerably to RM21 million, a commendable upsurge of 98% against FY2023. Meanwhile, the Group's full year EBITDA turned positive at RM253 million; this represented an improvement of 262% compared with FY2023. Sales Volume also rose by 19% from FY2023.

The Group's notably improved performance was attributed to increased Sales Volume as customers continued to replenish glove inventories, leading to higher utilisation rates and enhanced operational efficiency. Throughout the financial year in review, the Group noted a steady improvement in Sales Volume, which had bottomed out in 4QFY2023 and started picking up in 1QFY2024 to reach its peak in 4QFY2024, representing a surge of 91% year-on-year and its strongest growth since the pandemic. The Group saw especially strong growth in the U.S. where Sales Volume soared 120% quarter-on-quarter and 29% year-on-year, further driven by the inclusion of a large number of foreign manufacturers' gloves on the U.S. FDA's import alert list.

As Sales Volume growth gained traction in 2HFY2024, the Group saw a corresponding improvement in its utilisation rate on running capacity, which increased to 60% from below

35% in 1HFY2024. This gave rise to enhanced production efficiencies, enabling the Group to reduce its cost per carton for natural gas by 15%, labour by 41% and electricity by 18%.

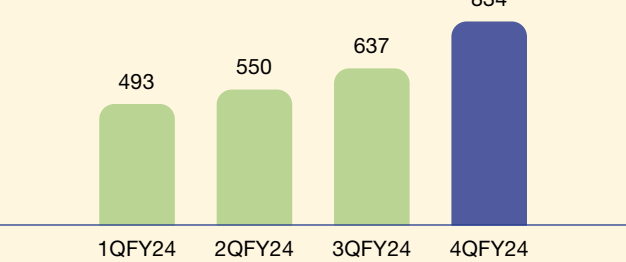
Glove demand continued to intensify in 2HFY2024 on the back of depleting glove inventory coupled with high tariffs imposed on medical gloves made in China. However, despite having excess capacity, Malaysian glove manufacturers were unable to fully leverage the improving glove demand due to labour shortage arising from the government freeze on foreign worker intake. This resulted in glove demand exceeding supply, which helped facilitate cost pass-through from raw material price fluctuations, as well as gradual upward price revisions, improving profit margins.

The Group had anticipated achieving breakeven in 4QFY2024, which was impacted by the drastic and sudden depreciation of the U.S. Dollar against the Malaysian Ringgit in August 2024. The U.S. Dollar declined by an average of 2.6% against the Malaysian Ringgit in 4QFY2024, and an average of 5.4% in August 2024 to RM4.3155 by month end. This led to both realised and unrealised foreign exchange losses in 4QFY2024, offsetting gains from the higher Sales Volume and lower production costs. In response, the Group has revised its selling prices upwards, the effects of which will be realised from November 2024 onwards due to the time lag.

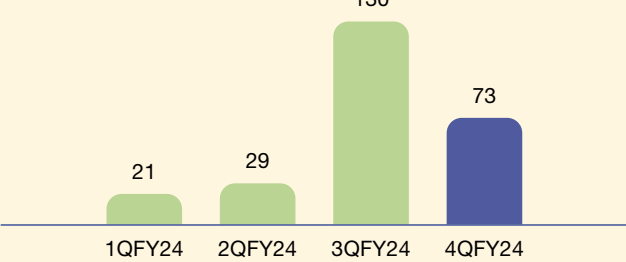
The Group's *Performance Improvement Milestones for FY2024* and *FY2024 Sales Volume by Region* are summarised in the following diagrams.

PERFORMANCE IMPROVEMENT MILESTONES FOR FY2024

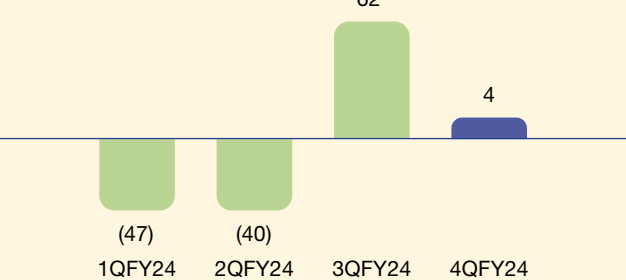
SALES REVENUE  
RM'mil



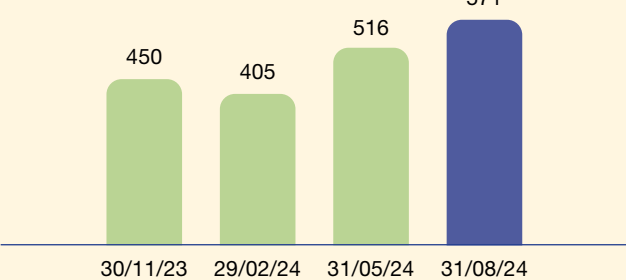
EBITDA  
RM'mil



PROFIT/(LOSS) AFTER TAX  
RM'mil

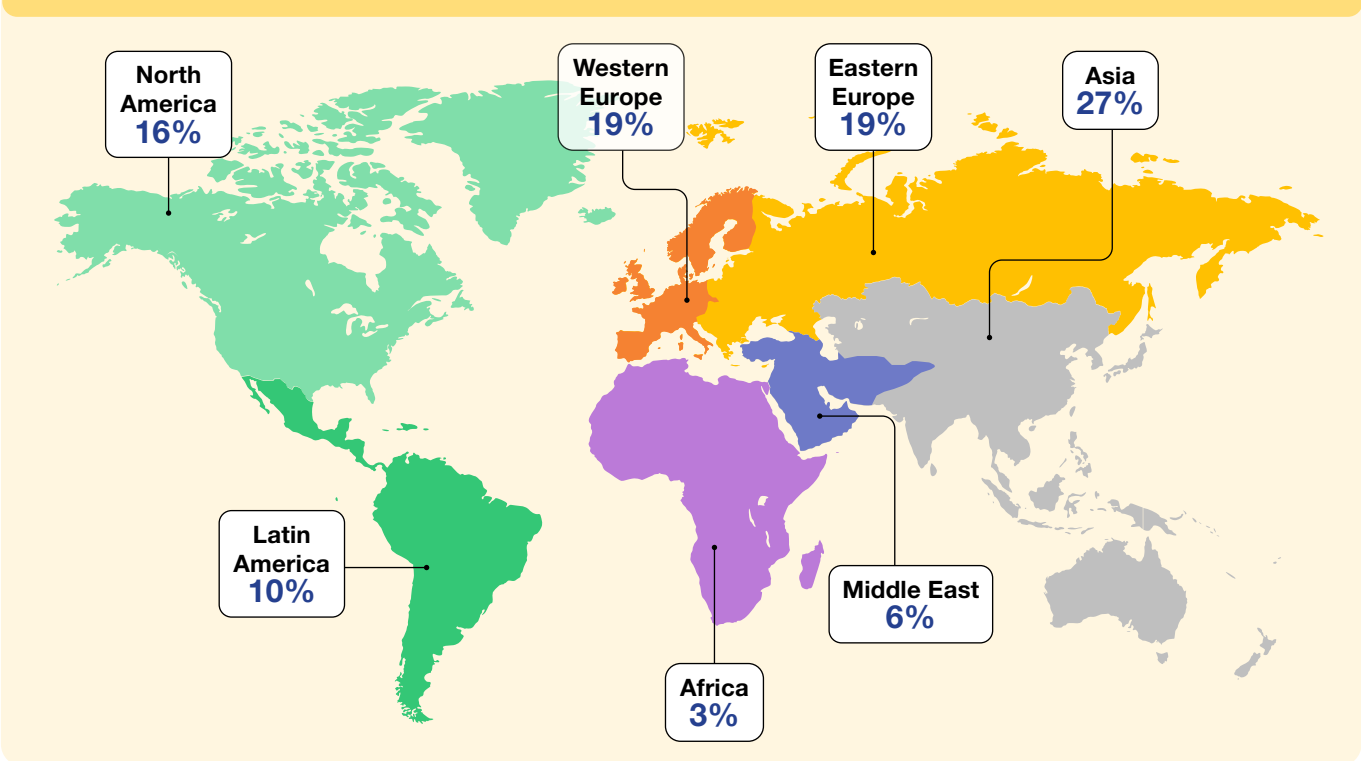


NET CASH POSITION  
RM'mil



Letter to Stakeholders and  
Management Discussion & Analysis

FY2024 SALES VOLUME BY REGION



CORPORATE DEVELOPMENTS

A Resilient Board for a Better Future

As part of the Group's ongoing efforts to ensure an agile and high performing Board of Directors, primed to meet the challenges of a dynamic business environment, the Group appointed Ms. Gan Mei Mei and Mr. Lee Ah Too, as its new Independent Non-Executive Directors in March 2024 and June 2024 respectively.

The Group also saw the retirement of Ms. Sharmila Sekarajasekaran in line with the Group's Independent Director Tenure Policy, which limits board service to a maximum term of 9 years, reflecting international best practices. In addition, its Independent Directors Dr. Chong Su-Lin, Dato' Lee Kim Meow, Puan Rowina Ghazali Seth and Mr. Martin Manen stepped down to attend to personal commitments. Top Glove is deeply appreciative of its directors for their invaluable service and positive contributions which have driven meaningful progress and growth for the company.

With these developments, Top Glove's 33% female Board representation continues to surpass the best practice benchmark of 30%, underscoring our commitment to fostering gender diversity as well as broader objectives of cultivating an inclusive and diverse leadership team. The Board's balanced composition, which comprises five Independent Non-Executive Directors and four Executive Directors, has been designed to bolster independence in decision-making efficacy and strategic oversight, and is consistent with the board structures of peer companies.

A testament to its unwavering commitment to corporate governance and sustainability, Top Glove also garnered the *Overall Excellence Award* at the **National Corporate Governance & Sustainability Awards (NACGSA) 2024** in September 2024. The Company ranked number 7 amongst the 20 winners of this prestigious accolade, standing out amongst the 854 listed companies in Malaysia which were assessed by the Minority Shareholders Watch Group (MSWG).

Enhancing Shareholder Value

The Group proposed a bonus issue of up to 405,846,911 warrants on the basis of 1 warrant for every 20 existing Top Glove shares, subject to shareholders' approval at the upcoming Annual General Meeting (AGM) on 15 January 2025. The warrants are exercisable anytime within 5 years from the date of issuance, the exercise price of which will be announced at a later date. The proposed bonus issue of warrants enables Top Glove shareholders to increase their equity participation in the Group, by exercising the warrants at a pre-determined price during the tenure of the warrants, rewarding loyal shareholders for their continued support. The exercise will also strengthen the Group's capital base, enabling it to raise funds without incurring additional interest expense, as compared to bank borrowings.





SECTION 2 : MESSAGE FROM OUR LEADERS

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## Letter to Stakeholders and Management Discussion & Analysis

### Delivering Excellence Amidst Adversity

We are honoured to have been consistently recognised for delivering value to our stakeholders, highlighting our unwavering commitment to excellence against a challenging and uneven backdrop.



Won the *Overall Excellence Award* at the **National Corporate Governance & Sustainability Awards (NACGSA) 2024**, ranking #7 amongst the 854 listed companies in Malaysia assessed.



Achieved notable improvements in our **FTSE Russell Environmental, Social and Governance (ESG) Ratings** score for 2023 versus our score in the previous year.

*Results for the 2024 assessment are expected to be announced in December 2024.*



Maintained our inclusion on the **Dow Jones Sustainability Index** under the *Emerging Markets* category for the 5<sup>th</sup> year running, ranking amongst the top 3% companies on the prestigious index and top 3% amongst industry peers within the *Health Care Equipment & Supplies* industry.

*Results for the 2024 assessment are expected to be announced in December 2024.*



Included in the esteemed **S&P Global Sustainability Yearbook 2024** for the 3<sup>rd</sup> year in a row, an honour accorded exclusively to companies within the top 15% of their respective industries, based on the number of achievements and a minimum Corporate Sustainability Assessment (CSA) Score of above 30. Top Glove received one of the highest scores amongst the 13 companies within the *Health Care Equipment Supplies* industry category globally in the CSA, as at the score date of 7 February 2024.



Awarded the **EcoVadis Sustainability Bronze Medal** for the 2<sup>nd</sup> year running, with a 12% improvement in scoring from 2023, placing Top Glove amongst the top 19% of all companies and industries evaluated at the time of publication in September 2024. Top Glove's carbon management performance also improved, transitioning to an advanced level for 2024 from an intermediate level in 2023. This recognition reflects the consistent effectiveness of the Group's management system in meeting key sustainability criteria.



Attained an 'A' in the **MSCI ESG Ratings**, marking its highest achievement to date. Since it first participated in the ratings in 2019, when the Group scored a 'BB' rating, it has consistently demonstrated improvements year after year on the MSCI ESG Ratings, which measure a company's management of financially relevant ESG risks and opportunities.



Garnered a highly commendable score in its ESG Risk Rating by **Sustainalytics**, ranking number 1 out of 643 companies in the *Healthcare* industry, number 1 out of 58 companies in the *Medical* sub industry and number 91 out of 16,215 companies across all industries, on a global scale as at 19 June 2024.



Secured a spot on the **2023 Bloomberg Gender Equality Index (GEI)** for the 2<sup>nd</sup> year running, with an above average score against our peers globally in the *Industrials* category, for advancing gender equality in the workplace.

*Results for the 2024 assessment are expected to be announced in February 2025.*

## Letter to Stakeholders and Management Discussion & Analysis



Top Glove was the first Malaysian company to participate in the **Workforce Disclosure Initiative (WDI)**, which aims to increase the quality and quantity of corporate workforce data in the public domain and support, encourage and enhance investor/company engagement on workforce and human rights issues. Top Glove was shortlisted in the *Best first-time responder* category out of 14 first-time respondent companies, with the winner to be announced in January 2025.



Top Glove in July 2024, successfully delivered its first shipment of natural rubber gloves fully traceable to their plantation origins, demonstrating the Group's commitment to full compliance with the **EU Deforestation Regulation (EUDR)**, achieved ahead of the initial 30 December 2024 deadline.



As of 18 June 2024, included in Fortune magazine's prestigious inaugural **Southeast Asia 500** list, which ranks the largest companies in the region by their FY2023 revenue.



Honoured with the *Platinum Trusted Brand Award* in the *Hygiene/Disposable Gloves* category at the consumer vote-based **Reader's Digest Malaysian Trusted Brand 2024** awards, for the second consecutive year. Top Glove outperformed its competitors significantly by 25% in terms of total votes, achieving the highest average score across 6 key attributes: trustworthiness and credibility, quality, value, understanding of customer needs, innovation, and social responsibility.



Received a *Silver* award in the *Consumer Products* category at the prestigious **Star Export Excellence Award 2023** held in January 2024.



▲ Top Glove's Virtual 25<sup>th</sup> Annual General Meeting held on 10 January 2024



## SECTION 2 : MESSAGE FROM OUR LEADERS

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TOP GLOVE  
TOP QUALITY, TOP EFFICIENCYLetter to Stakeholders and  
Management Discussion & Analysis

## EMBEDDING SUSTAINABILITY AT OUR CORE

The Group continues to champion a better future for our people, our company and the communities we serve, while delivering on our business objectives. In line with the Group's drive for long-term growth and meaningful success, we continually integrate sustainable practices into every aspect of our operations.

## R&amp;D with a Purpose

The Group continues to invest in R&D to meet evolving customer needs, improving quality and cost efficiency, while minimising environmental impact. The Group's key initiatives for FY2024 include:

## Eco-Innovations

Enhancing our stable of renewable products, the Group developed the plant-based Thermoplastic Elastomer (TPE) **Top Grip** glove as well as a plant-based Chlorinated Polyethylene (CPE) glove.

A more sustainable option, the TPE **Top Grip** glove reduces reliance on fossil fuels and lowers greenhouse gas emissions; but performs as well as conventional TPE gloves in terms of durability, comfort and functionality, with enhanced gripping.

The plant-based Chlorinated Polyethylene (CPE) glove comprises at least 10% plant-based raw materials as verified by the Japan Organic Recycling Association (JORA), significantly reducing carbon footprint.

## Initiating Product Life Cycle Assessments

Reflecting a strong commitment to reducing our environmental footprint, Top Glove conducted a cradle-to-grave Life Cycle Assessment (LCA) on its **Biogreen®** Biodegradable Nitrile Powder-Free glove, evaluating its environmental impact from raw material extraction to disposal.

The results of the LCA which were verified by independent third party SATRA Technology, revealed that our Biodegradable Nitrile Powder-Free glove demonstrated exceptional sustainability, with CO<sub>2</sub> emissions of 0.02542 kgCO<sub>2</sub>e per glove, while our conventional Nitrile Powder-Free Glove emits 0.02772 kgCO<sub>2</sub>e per glove.



▲ Participants at Top Glove's Annual Leadership Summit 2024 themed "The Path to Recovery: Mastering Quality, Optimising Cost"

Letter to Stakeholders and  
Management Discussion & Analysis

## Product Innovation for Positive Impact

A testament to our commitment to addressing evolving customer needs while staying ahead in an ever-changing market, we introduced new glove products, marking a significant step forward on our innovation journey. With cutting-edge features and improved functionality, these offerings have enhanced both our product portfolio as well as customer delight.



A safer, eco-friendly solution with 71.9% less sulphur compared to conventional nitrile gloves

**Halogen-Free Low Sulphur (HFLS) Polymer Coated Nitrile Gloves** are specially formulated to prevent corrosion and contamination caused by reactive chlorine and sulphur, delivering superior protection for sensitive components such as battery terminals, wiring and connectors.



Improves skin hydration by 24%



Strengthens moisture barrier by 30%



Lessens skin irritation by 11%

**Hydraplus Moisturising Sterile Latex Surgical Gloves** are coated with kind-to-skin ingredients glycerin and Vitamin E, that provide effective relief for dry skin while delivering long-lasting hydration.

## Achieving EUDR Compliance Ahead of Schedule

In July 2024, the Group successfully delivered its first shipment of natural rubber gloves to Europe, fully traceable to their plantation origins, demonstrating Top Glove's commitment to full compliance with the EU Deforestation Regulation (EUDR), achieved ahead of the initial 30 December 2024 deadline. Meanwhile, the EUDR compliance of its supply chain has been verified through due diligence by Top Glove's internal EUDR Committee.

## People-Focused and People-Forward Programmes

Our curated people-centric initiatives aim to nurture the professional growth and holistic well-being of employees through:



Targeted training to foster continual learning and development



Wellness talks and awareness campaigns, with a focus on mental health, to promote a healthier and balanced lifestyle



Employee engagement activities which include the annual Top Glove Run and sports tournaments, fostering team spirit and collaboration



A robust talent pipeline through Memorandums of Understanding (MOUs) with local institutes of higher learning, to support our workforce while raising up the next generation of leaders



## SECTION 2 : MESSAGE FROM OUR LEADERS

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TOP GLOVE  
TOP QUALITY, TOP EFFICIENCYLetter to Stakeholders and  
Management Discussion & Analysis**Committed to Championing Business and Human Rights**

Business and human rights (BHR) remain central to our operations. We are continuously aligning our systems and processes to meet the evolving regulatory requirements worldwide. To this end, regular meetings between the Board of Directors and senior management ensure that BHR principles are not only aligned with global standards but also integrated into our strategic decision-making. Through these ongoing engagements, we reaffirm our commitment to ethical business practices, fostering a work environment that prioritises fairness, respect and accountability.

**Advancing Healthcare for Our People and the Community**

Top Glove Global Doctors (TGGD), a joint venture between Top Glove and Global Doctors, is a comprehensive Ambulatory Care Centre located in Top Glove Tower, offering a wide range of family, specialist, dental and emergency services, to ensure our employees and their families have easy access to quality healthcare. In addition to these core services, TGGD also offers in-house physiotherapy, mental health counselling and a medical concierge service, contributing to the overall well-being of both Top Glove's workforce and the surrounding community. These services aim to support both physical and mental health, promoting a balanced and healthy lifestyle. With the upcoming launch of a haemodialysis unit and Traditional Chinese Medicine services, TGGD is set to deliver even more comprehensive healthcare solutions to meet the diverse needs of both the Top Glove family and the broader Setia Alam community.



From reducing environmental impact to enhancing resource efficiency to advancing people-first initiatives, we aim to create lasting value for all stakeholders. Our focus remains on balancing our economic progress with environmental stewardship and social responsibility.

For a more comprehensive view of our sustainability efforts, we invite you to refer to the section titled **Creating Sustainable Value** on pages 41 to 47 of this Integrated Annual Report or review our Sustainability Report 2024.

**FROM REVERSAL TO RECOVERY: GLOVE ON THE REBOUND**

Having concluded FY2024 on a positive note amidst a challenging environment, we are encouraged by the progress the Group has charted and more importantly, upbeat about the financial year ahead.

The glove industry has already entered a recovery phase, which is fast gaining momentum. With excess glove stocks fully depleted, this has set in motion an ongoing inventory replenishment cycle, driving strong demand growth. Given the increasingly favourable demand-supply dynamics, the Group expects to see continual increase in Sales Volume and utilisation rate, setting the scene for an inevitable return to black within the new Financial Year 2025.

Moreover, the Group anticipates enhanced business opportunities in the U.S. market following the United States Trade Representative (USTR)'s September 2024 announcement of impending tariff increases on Chinese medical and surgical gloves from the existing rate of 7.5% to 50% effective January 2025, and to 100% by January 2026. Ahead of these timelines, customers in the U.S. where our sales have already been increasing exponentially, are expected to start sourcing from alternative suppliers. With this, Top Glove as a major glove exporter to the U.S. is optimally positioned to capture more market share from the trade diversion.



To ensure the Group is well-placed to meet the rapidly growing glove demand, installation of advanced production lines, which had been temporarily halted due to oversupply, will resume at Top Glove's newer factories. The Group will also be ramping up recruitment, towards ensuring it has sufficient manpower to support its operations. Nonetheless, the Group maintains a cautiously optimistic approach on its blueprints for expansion, mindful of the volatile business environment which can be affected by geopolitical factors. Meanwhile, although the impact from the outbreak of Mpox has been minimal as yet, the Group continues to monitor developments and is poised to respond in the event of a spike in glove demand.

Letter to Stakeholders and  
Management Discussion & Analysis

Against an uncertain and evolving backdrop, glove industry fundamentals have stayed robust and unchanged. Gloves remain firmly entrenched as an essential, single-use item in the healthcare industry, for which there is no viable replacement to date. Adding to this the increased level of health and hygiene awareness post pandemic, the Group is confident that the long-term industry outlook holds immense promise, with global glove demand set to strengthen and accelerate in the years ahead.

**IN APPRECIATION OF OUR PARTNERS IN PROGRESS**

It is with profound gratitude that we acknowledge the unique and invaluable contributions of those who have stood by us through challenging times, each playing a pivotal role in our path forward. We are privileged to partner with multiple stakeholders on our journey of recovery and growth, and place on record our heartfelt thanks to:



**Team Top Glove** both past and present, whose unwavering commitment and remarkable resilience have been the cornerstone of our recovery. Thank you for your collective contributions, which have not only helped us weather an extremely difficult season but have also enabled us to build a better and stronger Top Glove, well-positioned to thrive in the days to come.



**Our Esteemed Fellow Directors** whose steadfast leadership and judicious guidance have been instrumental in steering the company through complex challenges, while positioning us for future success. Your commitment to governance, accountability and business sustainability has ensured that we remain agile and focused on our long-term aspirations. We welcome our new Independent Directors, Ms. Gan Mei Mei and Mr. Lee Ah Too, and are privileged to draw on their wisdom and expertise as we continue to drive the Group's enduring success.



**Our Valued Customers, Vendors, Shareholders and Other Stakeholders** for your continued trust, loyalty and collaboration, which have enabled us to keep delivering value across the stakeholder spectrum. To our customers, your confidence in our products and service inspires us to continually improve. To our vendors, your quality, efficiency and reliability ensure that we keep meeting the highest standards we hold ourselves to. To our shareholders, your faith in our vision drives us to rise up and strive for excellence.

We deeply appreciate your continued support and are excited to move forward together with you, on our mutually rewarding journey towards a triumphant comeback and greater heights of achievement thereafter.

**TAN SRI DR LIM WEE CHAI**  
Executive Chairman  
Top Glove Corporation Bhd  
26 November 2024

**LIM CHEONG GUAN**  
Managing Director  
Top Glove Corporation Bhd  
26 November 2024



## SECTION 3 : HOW WE CREATE VALUE

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TOP GLOVE  
TOP QUALITY, TOP EFFICIENCY

## The Market and Trends that Shape Us

In 2024, the glove industry continues to evolve, driven by new market demands and shifting global dynamics. The world's increased focus on health, safety, and sustainability has propelled the role of gloves from mere protective equipment to essential tools across diverse industries. Gloves have evolved from basic protective gear to versatile products used in diverse industries, including healthcare and technology research. We consistently monitor the key trends that have an impact on our long-term business sustainability.



## Post-Pandemic Shift and Rising Health Standards

The global COVID-19 pandemic redefined the approach to health and hygiene. This heightened awareness around hygiene has reshaped consumer behaviour, as well as corporate and governmental policies, with governments globally mandating stricter safety regulations. As a result, the demand for gloves remains robust across both emerging and developed markets, further amplified by national health budget increases.

Emerging markets and developing economies are projected to achieve modest real GDP growth of 4.3% in both 2024 and 2025<sup>1</sup>. Meanwhile, the Malaysian Rubber Glove Manufacturers Association (MARGMA) anticipates that global rubber glove demand will rebound, rising to 450 billion pieces by 2027, despite a decline to 307.2 billion pieces in 2023<sup>2</sup>. The emerging markets, led by strong growth in Asia, particularly in China and India, are key drivers of global activity. Increased consumptions in these regions, along with robust exports, signals sustained demand for healthcare products, including disposable gloves.



## Ageing Population and Higher Life Expectancy

Demographic changes, particularly the ageing global population, continue to drive demand for healthcare services. According to World Health Organization, by 2050, the world's population aged 60 years and above will double to about 2.1 billion people<sup>3</sup>. Between 2015 and 2050, the proportion of the world's population over 60 years will nearly double from 12% to 22%. Common health conditions are associated with ageing as senior population are prone to different diseases and require more medical check-ups. The growing ageing population presents new social, economic, and health challenges, leading to increased demand for healthcare products and services, which in turn is driving higher glove consumption.



## Global Macroeconomic Outlook

According to the IMF<sup>4</sup>, global real GDP growth is projected to increase from 3.2 percent in 2024 to an estimated 3.3 percent in 2025. Meanwhile, global inflation is projected to decline, though the pace of disinflation in advanced economies is expected to slow in 2024 and 2025 due to persistent service prices and higher commodity costs. Gradual cooling in labour markets, alongside falling energy prices, is anticipated to bring inflation back to target by the end of 2025.

The Federal Reserve enacted its first interest rate cut since Covid pandemic, lowering its key overnight borrowing cost by 50 basis points to a range between 4.75% to 5% during its September 2024 meeting<sup>5</sup>. While the rate cut was widely expected, there was speculation that the central bank might opt for a smaller 25 basis points reduction. Along with the cut, the central bank released new economic forecasts, indicating a total of 100 basis points of easing by year-end, implying two more 25 basis points cuts in 2024. For 2025, an additional 100 basis points of cuts are expected, followed by a final 50 basis points reduction in 2026<sup>6</sup>.



## The Market and Trends that Shape Us



## Wider Applications of Gloves Across Industries

The expansion of customer segments beyond healthcare professionals has broadened market opportunities and driven diversification for the usage of gloves. Manufacturers can now tailor gloves to meet the specific needs of various industries and personal users. This increased demand for specialised gloves fosters innovation in materials, design, and functionality. Manufacturers are developing gloves with features like enhanced dexterity, cut resistance, and touchscreen compatibility, creating new product niches and catering to evolving user preferences, thereby driving growth and expanding market reach<sup>7</sup>.

To further improve workers' safety, corporations have implemented the ISO 45001 occupational health and safety management systems to regulate and improve safety in the work environment. For the food and beverage industry, developed countries have developed guidelines and recommendations for hygiene purposes by wearing gloves to prevent foodborne diseases. Hence, these factors would likely contribute to glove demand in the future.



## Product Structure Transformation and Technology Upgrading

Natural rubber latex gloves, being more comfortable and higher dexterity than nitrile latex gloves, have been the mainstay for the medical and industrial sectors for some years. However, concerns over latex allergies have motivated glove manufacturers to improve the performance of their nitrile latex gloves and nowadays, nitrile latex gloves are almost as comfortable and permeable as natural rubber latex gloves. In addition, nitrile latex gloves can be sterilised without any effect on its physical characteristics. Thus, with its excellent performance, many industries have opted for nitrile latex gloves.

The rising demand for sustainable and biodegradable gloves also marks a significant shift in the global glove industry. With ongoing research, technical advancements, and collaborative efforts, these gloves are paving the way for a more environmentally friendly future. By embracing this transformation, the industry can reduce its ecological impact while ensuring the health and safety of individuals across various sectors. This approach not only supports human well-being but also promotes a greener planet for future generations<sup>8</sup>.



## Sources:

- <https://www.imf.org/en/Publications/WEO/Issues/2024/07/16/world-economic-outlook-update-july-2024>
- <https://www.mida.gov.my/mida-news/margma-confident-global-demand-for-rubber-gloves-will-rebound-in-2024/>
- <https://www.who.int/news-room/fact-sheets/detail/ageing-and-health>
- <https://www.imf.org/en/Publications/WEO/Issues/2024/07/16/world-economic-outlook-update-july-2024>
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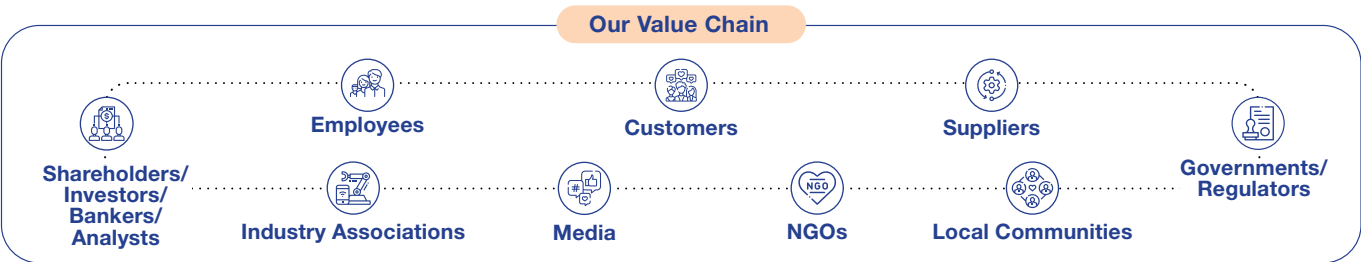
Stakeholder Engagement

All content and data in the Stakeholder Engagement section have been verified and assured by the external assessor, SIRIM QAS International Sdn Bhd

We prioritise meaningful engagement with our stakeholders, utilising various channels to understand their concerns and fulfil their expectations. By doing so, we ensure that our priorities are in sync with the broader economic, social, and environmental interests. These interactions help us stay ahead of emerging market trends and foresee potential challenges, enabling us to refine our sustainability strategy and business practices to better align with the evolving needs and expectations of our stakeholders.

Stakeholder Engagement

HOW ARE OUR STAKEHOLDERS CONNECTED?



| STAKEHOLDERS   | ENGAGEMENT CHANNELS & FREQUENCY   | TOP 5 MATERIAL MATTERS CONCERNED  | TOP GLOVE'S RESPONSE   | VALUE CREATED FOR STAKEHOLDERS  | CAPITAL  |
|--|---|---|--|---|--|
| <div></div> <div>Employees</div> <div>Employees are the foundation of the Group's success, driving its core operations forward. Skillful leadership is imperative for steering the Company and sustaining its activities towards achieving Top Glove's enduring goals.</div> | <div><ul style="list-style-type: none"><li>Monthly Employee Get Together and Team Building Session</li><li>Biannual Performance appraisal review</li><li>Annual Employee satisfaction survey</li></ul></div> <div>As needed<ul style="list-style-type: none"><li>Recreational, training and empowerment activities</li><li>Corporate events</li><li>Newsletters</li></ul></div> | <div><ol style="list-style-type: none"><li>Product Quality &amp; Safety</li><li>Waste &amp; Effluent</li><li>Environmental Compliance</li><li>Human Rights</li><li>Ethics, Integrity &amp; Governance</li></ol></div>                   | <div><ol style="list-style-type: none"><li>Training to enhance employee competency in product quality, safety, and ESG-related issues</li><li>Independent social compliance audit, BSCI &amp; SMETA</li><li>Townhall session for employees</li><li>Employee engagement survey</li><li>Employee pledge on anti-bribery act</li></ol></div>  | <div><ol style="list-style-type: none"><li>Enhanced employer-employee relationship</li><li>Fair remuneration and employee welfare</li><li>Commitment to human rights and non-discrimination</li><li>Competency development</li></ol></div>  | <div><ul style="list-style-type: none"><li>Human</li><li>Social &amp; Relationship</li><li>Intellectual</li></ul></div>  |
| <div></div> <div>Customers</div> <div>Our products ensure safe human protection globally. Fulfilling global customers' needs is our responsibility.</div>  | <div><ul style="list-style-type: none"><li>Annual Business trips</li><li>Annual Tradeshows</li></ul></div> <div>As needed<ul style="list-style-type: none"><li>Meetings</li><li>Social compliance audit</li><li>Customer portal</li></ul></div>   | <div><ol style="list-style-type: none"><li>Product Quality &amp; Safety</li><li>Occupational Health &amp; Safety</li><li>Human Rights</li><li>Supply Chain Management</li><li>Ethics, Integrity &amp; Governance</li></ol></div>        | <div><ol style="list-style-type: none"><li>Establishment of Traceability taskforce</li><li>Product pre-inspection before shipping out to customer by internal or external inspectors</li><li>Independent social compliance audit, BSCI &amp; SMETA</li><li>Business Partners' Code of Conduct</li><li>Customer satisfaction survey</li><li>Quality testing from finished product</li></ol></div> | <div><ol style="list-style-type: none"><li>Enhanced customer relationship and satisfaction</li><li>Retained customer confidence</li><li>Enhanced global brand image and reputation</li></ol></div>  | <div><ul style="list-style-type: none"><li>Financial</li><li>Social &amp; Relationship</li></ul></div>   |
| <div></div> <div>Shareholders/Investors/Bankers/Analysts</div> <div>Shareholders and investors place their trust in the Group's business, motivating us to deliver strong financial performance and make strategic decisions for future growth prospects.</div>              | <div><ul style="list-style-type: none"><li>Quarterly Analyst briefing</li><li>Annual Feedback form</li><li>Annual General meetings</li></ul></div> <div>As needed<ul style="list-style-type: none"><li>Analyst/fund manager/investor meetings and engagement</li><li>Roadshows and conferences</li><li>Social media platform</li></ul></div>                                    | <div><ol style="list-style-type: none"><li>Ethics, Integrity &amp; Governance</li><li>Product Quality &amp; Safety</li><li>Customer Experience</li><li>Supply Chain Management</li><li>Occupational Health &amp; Safety</li></ol></div> | <div><ol style="list-style-type: none"><li>ISO 37001:2016 Anti-Bribery Management System certification</li><li>Establishment of Traceability taskforce</li><li>Research and innovation</li><li>Customer satisfactory survey</li><li>Supplier assessment/audit</li><li>OSHA/Independent social compliance audit, BSCI &amp; SMETA</li></ol></div>   | <div><ol style="list-style-type: none"><li>Maintained confidence of shareholders and investors</li><li>Transparency in corporate governance reporting and practice</li><li>Consistent product quality and reduced production costs</li><li>ESG related initiatives to reduce carbon footprint and enhance product portfolio or/and its features</li></ol></div> | <div><ul style="list-style-type: none"><li>Financial</li><li>Social &amp; Relationship</li><li>Intellectual</li><li>Human</li><li>Manufactured</li></ul></div> |
| <div></div> <div>Suppliers</div> <div>Suppliers are integral to sourcing essential materials and services critical to our production and customer deliveries. We prioritise cultivating close and positive relationships with them.</div>                                    | <div><ul style="list-style-type: none"><li>Annual Audit and site visit</li></ul></div> <div>As needed<ul style="list-style-type: none"><li>Meetings and dialogue sessions</li><li>Electronic procurement network</li><li>Trainings</li></ul></div>  | <div><ol style="list-style-type: none"><li>Ethics, Integrity &amp; Governance</li><li>Product Quality &amp; Safety</li><li>Customer Experience</li><li>Occupational Health &amp; Safety</li><li>Supply Chain Management</li></ol></div> | <div><ol style="list-style-type: none"><li>Business Partners' Code of Conduct</li><li>Sustainable Sourcing &amp; Procurement Policy</li><li>Supplier assessment/audit</li><li>Quality testing on incoming materials</li><li>Establishment of Traceability taskforce</li></ol></div>  | <div><ol style="list-style-type: none"><li>Maintained strong relationships within the supply chain</li><li>Business reputation and integrity assurance</li><li>Joint development in product improvement</li></ol></div>   | <div><ul style="list-style-type: none"><li>Manufactured</li><li>Intellectual</li><li>Financial</li><li>Social &amp; Relationship</li></ul></div>               |








SECTION 3 : HOW WE CREATE VALUE

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Stakeholder Engagement

Stakeholder Engagement

| STAKEHOLDERS  | ENGAGEMENT CHANNELS & FREQUENCY  | TOP 5 MATERIAL MATTERS CONCERNED   | TOP GLOVE'S RESPONSE   | VALUE CREATED FOR STAKEHOLDERS   | CAPITAL  |
|---|--|--|--|--|--|
|  <p><b>Governments/Regulators</b></p> <p>Governmental bodies regulate our daily business operations. Our commitment remains steadfast in complying with all pertinent local, national, and international laws and regulations.</p>                 | <p><b>As needed</b></p> <ul style="list-style-type: none"><li>• Formal meetings</li><li>• Webinars</li><li>• Emails</li></ul>  | <ol style="list-style-type: none"><li>1. Physical Impacts of Climate Change</li><li>2. Ethics, Integrity &amp; Governance</li><li>3. Occupational Health &amp; Safety</li><li>4. Human Rights</li><li>5. Environmental Compliance</li></ol>            | <p>Regulation compliance on:</p> <ol style="list-style-type: none"><li>1. Environmental Quality Act 1974</li><li>2. ISO 14001:2015 Environmental Management System</li><li>3. Department of Environment's (DOE) standards</li><li>4. ISO 37001:2016 Anti-Bribery Management System</li><li>5. Human rights and social compliance audit</li></ol> | <ol style="list-style-type: none"><li>1. Sustainable sourcing</li><li>2. Business reputation and integrity assurance</li><li>3. Business permits and product license renewal</li><li>4. Compliance to governmental regulations</li></ol> | <ul style="list-style-type: none"><li>• Social &amp; Relationship</li><li>• Natural</li><li>• Intellectual</li></ul>                 |
|  <p><b>Local Communities</b></p> <p>We recognise that our operations may impact neighbouring communities. Our commitment is to address their concerns and contribute positively to the well-being of the community.</p>                            | <p><b>As needed</b></p> <ul style="list-style-type: none"><li>• Engagement with local councils and residence associations</li><li>• Community support programmes</li></ul>                                   | <ol style="list-style-type: none"><li>1. Environmental Compliance</li><li>2. Occupational Health &amp; Safety</li><li>3. Labour Management Relations</li><li>4. Product Quality &amp; Safety</li><li>5. Supply Chain Management</li></ol>              | <ol style="list-style-type: none"><li>1. Compliance to Department of Environment's (DOE) standards</li><li>2. Direct and indirect GHG emissions monitoring</li><li>3. Independent social compliance audit, BSCI &amp; SMETA</li><li>4. Top Glove Global Doctors (TGGD) Medical &amp; Dental Clinic is open to local communities</li></ol>        | <ol style="list-style-type: none"><li>1. Enhanced relationship with local communities</li><li>2. Safer and greener living environment for the local communities</li><li>3. Harmonious community</li></ol>                                | <ul style="list-style-type: none"><li>• Social &amp; Relationship</li><li>• Natural</li></ul>  |
|  <p><b>Non-Governmental Organisations (NGOs)</b></p> <p>Non-Governmental Organisations (NGOs) provide valuable insights into our social and environmental initiatives. They also act as a vital link, connecting us with other stakeholders.</p> | <p><b>As needed</b></p> <ul style="list-style-type: none"><li>• Formal/casual meetings</li><li>• Campaigns</li><li>• Collaborations</li></ul>  | <ol style="list-style-type: none"><li>1. Security Management</li><li>2. Occupational Health &amp; Safety</li><li>3. Labour Management Relations</li><li>4. Local Communities</li><li>5. Customer Experience</li></ol>                                  | <ol style="list-style-type: none"><li>1. ISO 18788:2015 for Private Security Operations Management System certification</li><li>2. Independent social compliance audit, BSCI &amp; SMETA</li><li>3. Improve drainage system in Meru factories neighbouring residential area</li><li>4. Customer satisfaction survey</li></ol>                    | <ol style="list-style-type: none"><li>1. Enhanced relationship with NGOs</li><li>2. Enhanced reputation of the Company among the public</li></ol>  | <ul style="list-style-type: none"><li>• Social &amp; Relationship</li><li>• Intellectual</li></ul>                                   |
|  <p><b>Media</b></p> <p>The media plays a crucial role in shaping public perception of the Group. Media coverage, whether positive or negative, can significantly impact the Group's reputation.</p>   | <ul style="list-style-type: none"><li>• <b>Quarterly</b> Financial result briefings</li></ul> <p><b>As needed</b></p> <ul style="list-style-type: none"><li>• Interviews</li><li>• Media inquiries</li></ul> | <ol style="list-style-type: none"><li>1. Occupational Health &amp; Safety</li><li>2. Physical Impacts of Climate Change</li><li>3. Ethics, Integrity &amp; Governance</li><li>4. Product Quality &amp; Safety</li><li>5. Customer Experience</li></ol> | <ol style="list-style-type: none"><li>1. OHSa audit by 3<sup>rd</sup> party</li><li>2. FY2025 Sustainability Blueprint</li><li>3. Whistleblowing channel</li><li>4. Innovation through R&amp;D</li></ol>   | <ol style="list-style-type: none"><li>1. Improved reputation with NGOs</li><li>2. Transparency in providing information to all pertinent stakeholders</li></ol>  | <ul style="list-style-type: none"><li>• Social &amp; Relationship</li><li>• Human</li><li>• Manufactured</li><li>• Natural</li></ul> |
|  <p><b>Industry Associations</b></p> <p>Different associations provide unique market insights. Engaging and partnering with these organisations can significantly enhance the Group's long-term growth prospects.</p>                            | <p><b>As needed</b></p> <ul style="list-style-type: none"><li>• Formal meetings</li></ul>  | <ol style="list-style-type: none"><li>1. Physical Impacts of Climate Change</li><li>2. Energy Consumption</li><li>3. Water Management</li><li>4. Human Rights</li><li>5. Labour Management Relations</li></ol>   | <ol style="list-style-type: none"><li>1. FY2025 Sustainability Blueprint</li><li>2. Independent social compliance audit, BSCI &amp; SMETA</li><li>3. Whistleblowing channel</li></ol>  | <ol style="list-style-type: none"><li>1. Continuous support from industry peers</li><li>2. Retain positive relationship with peers</li></ol>   | <ul style="list-style-type: none"><li>• Human</li><li>• Social &amp; Relationship</li><li>• Manufactured</li></ul>                   |





## SECTION 3 : HOW WE CREATE VALUE

1 2 **3** 4 5 6 7 8**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

## Materiality Assessment 2024

All content and data in the Materiality Assessment 2024 section have been verified and assured by the external assessor, SIRIM QAS International Sdn Bhd

A comprehensive materiality assessment will be conducted in Top Glove at least once every four years and every two years for minor assessment.

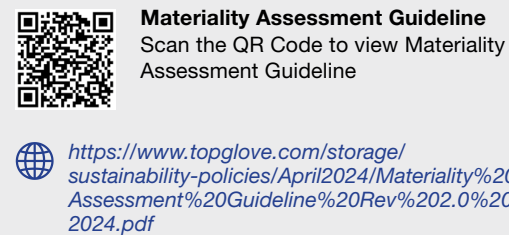
### Materiality Methodology

In April 2024, we conducted a minor materiality assessment to identify and recognise the material matters critical to our operations and sustainability initiatives, as raised by our stakeholders. By understanding the concerns and priorities of our stakeholders, we can align our goals and targets with these priorities. Through this minor materiality assessment, we have identified 16 material matters within our operations, covering environmental, social and governance aspects.



### Materiality Assessment Guideline

From stakeholders' responses, we observed changes in priorities compared to the minor materiality assessment from FY2022. *Product Quality & Safety* emerged as the top priority for stakeholders, aligning with Top Glove's FY2024 focus on product quality and cost efficiency. This alignment reflects the success of our efforts to raise stakeholders' awareness on product quality throughout the year. Besides that, we observed increased awareness on *Supply Chain Management* compared to previous years, as its importance increases in sustainability matters. *Ethics, Integrity & Governance* along with *Occupational Health & Safety* as well as *Customer Experience* remain as the top 5 stakeholder priorities.

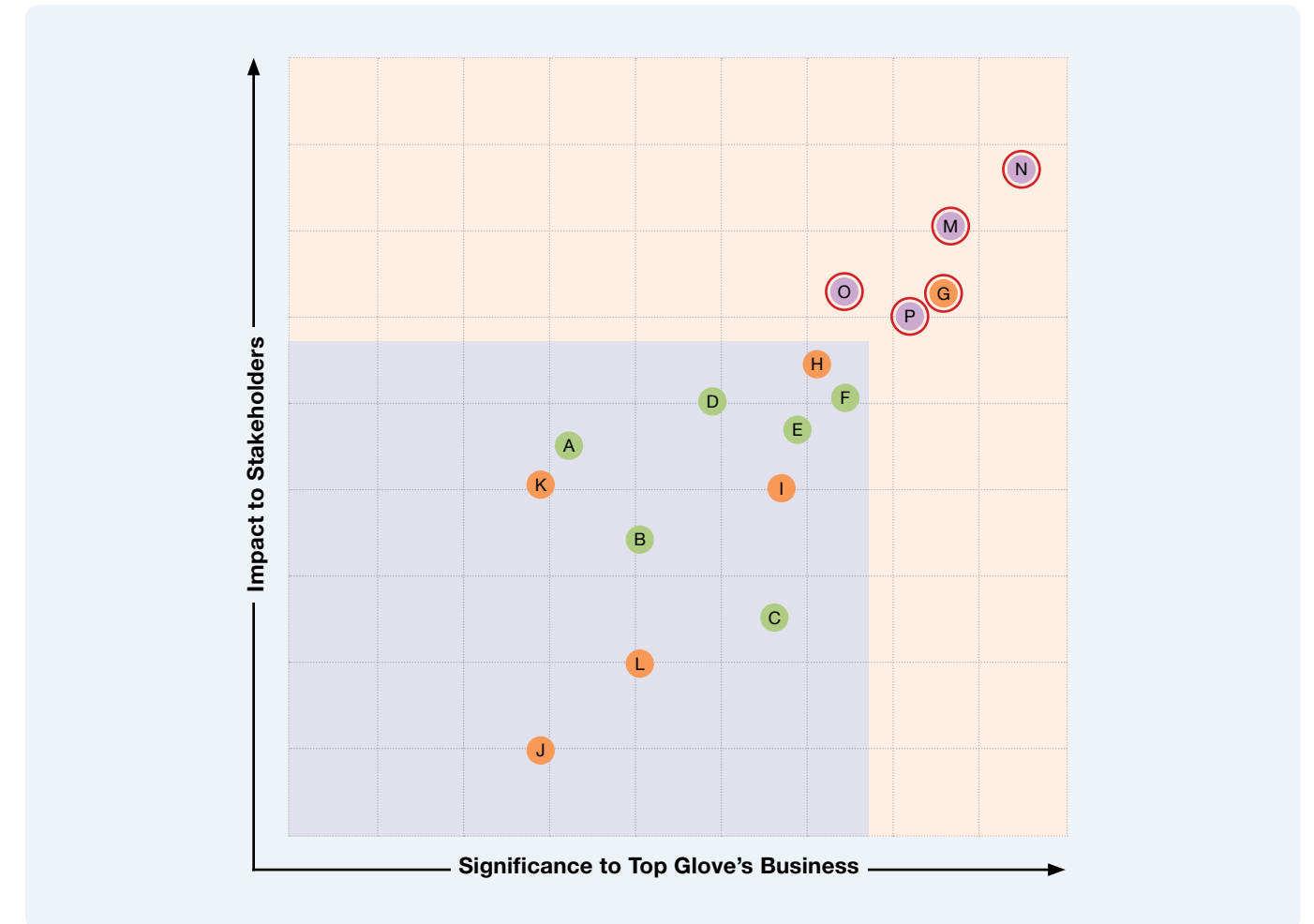


### Our Top 5 Material Matters



## Materiality Assessment 2024

### Material Matrix



### Environmental

- A Physical Impacts of Climate Change
- B Greenhouse Gases (GHG) Emissions
- C Energy Consumption
- D Environmental Compliance
- E Water Management
- F Waste & Effluent

### Social

- G Occupational Health & Safety
- H Human Rights
- I Labour Management Relation
- J Diversity, Equity & Inclusion (DEI)
- K Security Management
- L Local Communities

### Governance

- M Ethics, Integrity & Governance
- N Product Quality & Safety
- O Supply Chain Management
- P Customer Experience

Note:  indicates top 5 material matters



## SECTION 3 : HOW WE CREATE VALUE

1 2 3 4 5 6 7 8

TOP GLOVE  
TOP QUALITY, TOP EFFICIENCY

## Materiality Assessment 2024

## Materiality Assessment 2024

## Physical Impacts of Climate Change

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Governments/Regulators

## Management Approach

We are mindful of the economic, environmental and social issues that may arise due to physical impacts of climate change. Accordingly, we strictly manage our emissions from business operations and are prudent with resource consumption.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 19 to 24

## Greenhouse Gases (GHG) Emissions

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Governments/Regulators

## Management Approach

As a critical component of our production operations, our objective is to minimise carbon emissions as part of our contribution to address climate change.

## Related UN SDGs



Read more on Sustainability Report 2024, page 25

## Energy Consumption

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Governments/Regulators

## Management Approach

As one of the key resources used in our production, we aim to reduce the consumption of non-renewable energy, replacing it with clean or renewable energy.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 26 to 28

## Environmental Compliance

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Governments/Regulators, Local Communities, NGOs

## Management Approach

Guided by the Company's Sustainability Policy, Environmental Policy and Environmental Management System standards, we manage environmental compliance at Group level through board governance and compliance to best regulatory practices.

## Related UN SDGs



Read more on Sustainability Report 2024, page 29

## Water Management

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Local Communities

## Management Approach

We address water scarcity as a global concern, and we are committed to manage our water resources with a holistic water management. We are dedicated to reduce water consumption inside our operations. We track and analyse data to plan initiatives effectively that benefit all.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 29 to 32

## Waste &amp; Effluent

## Affected Stakeholders

Government/Regulators, Local Communities, NGOs

## Management Approach

We manage our waste and effluent in compliance with laws and regulations and are also committed to reduce waste generation through operational eco-efficiency.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 32 to 36

## Occupational Health &amp; Safety

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Government/Regulators

## Management Approach

Investment in employees' health and safety is the best prevention of negative impacts such as health and safety risks and lowered productivity. At Top Glove, we recognise our responsibility in providing a safe and healthy workplace for our employees by enhancing the safety processes within our operations, providing necessary technical and educational support in occupational safety and health as well as enhancing our healthcare initiatives.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 44 to 48

## Human Rights

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Government/Regulators, Local Communities, NGOs

## Management Approach

As a business with a global footprint and employees from diverse backgrounds including vulnerable groups such as foreign workers, we are committed to eradicating forced labour and creating an inclusive and respectful ecosystem, where fundamental rights are respected, and every employee is treated equally, leaving no one behind.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 48 to 54



## SECTION 3 : HOW WE CREATE VALUE

1 2 3 4 5 6 7 8

TOP GLOVE  
TOP QUALITY, TOP EFFICIENCY

## Materiality Assessment 2024

## Labour Management Relations

## Affected Stakeholders

Employees, Shareholders/Investors/Bankers/Analysts, Suppliers, Governments/Regulators, NGOs

## Management Approach

As a business with a global footprint and employees from diverse backgrounds including vulnerable groups such as foreign workers, we are committed to eradicating forced labour and creating an inclusive and respectful ecosystem, where fundamental rights are respected, and every employee is treated equally, leaving no one behind.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 48 to 54

## Diversity, Equity &amp; Inclusion (DEI)

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Local Communities

## Management Approach

At Top Glove, we embrace diversity, equity and inclusivity as we believe a diverse and respectful culture is the key to boosting staff morale, retaining talent and improving productivity. We are committed to providing equal opportunities in recruitment and career growth, and have zero tolerance for discrimination whether based on gender, ethnicity, nationality, cultural background, marital status, disabilities, political inclination, union membership, religion, sexual orientation or age.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 55 to 62

## Security Management

## Affected Stakeholders

Employees, Local Communities

## Management Approach

The safety of our employees, premises including hostels and assets is very important to the Company. Top Glove is one of the companies in Malaysia that has its own Auxiliary Police and internal security that take care of the safety and security of employees and premises.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 63 to 66

## Local Communities

## Affected Stakeholders

Employees, Local Communities, NGOs

## Management Approach

We are committed to create positive and long-term community impacts for a sustainable future, especially for the generations to come. The Top Glove Foundation (TGF) is the Company's main charity arm for community support and outreach initiatives, which focuses on community development, education support and environmental conservation.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 67 to 69

## Ethics, Integrity &amp; Governance

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers, Governments/Regulators, NGOs

## Management Approach

Top Glove demonstrates highest standards of corporate governance, which is a cornerstone in building a foundation of credibility and integrity for our stakeholders. We strive to implement comprehensive risk management, demonstrate good boardroom practises, instil culture of anti-bribery, anti-corruption, ethics & conducts.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 71 to 79

## Product Quality &amp; Safety

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers

## Management Approach

We are committed to manufacture products which meet the highest quality and safety standards. As a global healthcare product manufacturer who has customers in 195 countries, we adhere to a stringent quality assurance process, ensuring we comply with each country's requirements.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 81 to 83

## Supply Chain Management

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts, Suppliers

## Management Approach

Ensuring sustainability in our operations is important, but engaging the entire value chain amplifies our impact. Guided by the Top Glove's Sustainability Policy and revised Business Partners' Code of Conduct, we share our sustainability values with our business partners, to ensure a sustainable business relationship and business operation in all the key important areas, including human rights, environmental compliance, business ethics etc.

## Related UN SDGs



Read more on Sustainability Report 2024, pages 84 to 89

## Customer Experience

## Affected Stakeholders

Employees, Customers, Shareholders/Investors/Bankers/Analysts

## Management Approach

We frequently engage with our customers to understand their needs, identify our shortfalls and new win-win business opportunities. We define good customer satisfaction as not only entailing high quality and efficient low-cost products, but also ethical business practices and robust protection of customers' data.

## Related UN SDGs



Read more on Sustainability Report 2024, page 89



## Our Value Creation Model

Our model is strategically designed with a strong commitment to sustainability and responsibility. We harness the power of the six capitals to propel our strategic intents, taking into account our most significant concerns and competitive advantages. These considerations lead to tangible outputs and outcomes that reflect the value we generate for our stakeholders.



### OUR VISION

To be your world class partner in gloves and healthcare products



### OUR MISSION

Ensuring safe human protection globally

## Our Value Creation Model

### OUR CAPITALS AND SIGNIFICANCE ►

#### Financial Capital

We remain committed to the effective management of working capital to ensure the company's liquidity meets operational needs and supports growth initiatives. This meticulous management of financial resources is essential for our long-term success and competitiveness.

#### Manufactured Capital

Our high-quality facilities and manufacturing expertise supported by a wide distribution network across the globe provide us with a broad revenue base to leverage.

#### Intellectual Capital

Our targeted product portfolio is supported by R&D initiatives that aligned with ESG principles, enhancing our manufacturing processes, improving energy efficiency, and promoting environmentally friendly practices.

#### Human Capital

We are dedicated to talent management initiatives aimed at attracting, developing, and retaining a highly skilled workforce. We believe these efforts significantly contribute to overall productivity, growth, and success.

#### Social and Relationship Capital

We focus on achieving excellence in the development, management, and engagement of our employees. This initiative encompasses talent management, leadership, diversity and inclusion, and fostering a supportive workplace culture where employees can thrive and contribute their best.

#### Natural Capital

We are committed to a range of environmental, social, and governance initiatives aimed at conserving nature and supporting local communities. We firmly believe in the principle of "doing well by doing good."

#### Competitive Strengths

1. Well-positioned global market leader
2. Comprehensive and high-quality product portfolio
3. Extensive sales network and diverse customer base
4. Strategic manufacturing footprint with best-in-class support
5. Strong research and development capabilities and technical expertise
6. High corporate governance standards

#### Strategic Intents

1. To be the world's undisputed leading producer of latex gloves
2. To be the preferred nitrile glove manufacturer
3. To be the fastest growing surgical solutions provider
4. To divest non-profitable non-core business to improve shareholders' value with refocus on ESG

#### Material Matters

##### ENVIRONMENTAL

We recognise that our business activities can impact communities and are mindful of our duty to uphold responsible practices. Central to our business decisions is the creation of a better, more sustainable future and concerted efforts are carried out to conserve, restore and replace the natural resources expended in our daily operations.

##### SOCIAL

We believe engaging and nurturing the people aspect of our business is the best way to ensure we continue to grow healthily.

##### GOVERNANCE

Our governance practices underpin the way we manage our business and support the successful delivery of our strategy. It guides our ability to operate in a way that is both legally compliant and responsible and is embedded in our day-to-day business operations.



Latex  
Gloves



Nitrile  
Gloves



Surgical  
Solutions



Improve  
Shareholders'  
Value

#### Financial Capital

##### Displaying Financial Strength and Sharing Wealth

- Net cash of RM571 million
- Net assets of RM5.8 billion

#### Manufactured Capital

##### Developing Quality Products and Providing Access Worldwide

- Capital expenditure of RM145 million
- 47 factories with manufacturing capabilities of 95 billion pieces of gloves per annum

#### Intellectual Capital

##### Investing in Innovation

- 6 R&D centers dedicated to driving innovation
- 5 patents applied
- 10 new products developed

#### Human Capital

##### Developing, Engaging and Leveraging on Our People

- Average training hours per employee of 38 hours
- Total training expenses of RM950,000

#### Social and Relationship Capital

##### Giving Back to The Local Communities and The Nation

- Total volunteering hours of 4,838 hours
- RM484,885 donated to local communities via Top Glove Foundation

#### Natural Capital

##### Creating A Sustainable Environment for All

- 572.42 GWh generated from green energy
- 3.28 million cubic meter of water reclaimed

Our Business Strategies

In order to remain competitive and ensuring long-term growth in FY2025 and beyond, our key areas of focus include improving cost efficiency, enhancing product quality, better customer service, and non-core asset rationalisation. By rationalising non-core assets and concentrating on core businesses, we aim to improve profitability and create greater value for stakeholders.

As the global glove market begins to recover, we are committed to maintaining product quality and customer service while expanding into new markets and diversifying our product range. Strategic investments in automation and digitalisation will improve operational efficiency and sustain profitability.

With a renewed emphasis on building brand trust and delivering sustainable returns, we are positioning ourselves for continued success and resilience in the face of future industry challenges.

Strategic Intent 1

To be the world's undisputed leading producer of latex gloves

Affected Capitals:

- Financial
  - Increased spending on technology upgrades
- + Manufactured
  - System upgrades to production lines
- + Intellectual
  - 1. Improved quality and efficiency in production processes
  - 2. Stronger brand reputation
- + Social & Relationship
  - Stronger customer & stakeholder management

Our Focus Areas

Cost Efficiency

Progress Made in FY2024

Successfully delivered the first shipment of natural rubber gloves to Europe, fully traceable to their plantation origins, ahead of the deadline.

Priorities in FY2025

Innovate and automate our production facilities to enhance productivity and cost optimisation.

Strategic Intent 2

To be the preferred nitrile glove manufacturer

Affected Capitals:

- Financial
  - Increased capital expenditures
- + Manufactured
  - Improved production efficiency
- + Intellectual
  - 1. New developments in R&D
  - 2. Operational excellence in glove segment
- + Human
  - Technology experts positions recruited and retained
- + Social & Relationship
  - Improved shareholders' confidence

Our Focus Areas

Product Quality

Progress Made in FY2024

1. Sales volume improved by 36% compared to FY2023, driven primarily by the rise in sales in the US and Europe markets, reflecting our ongoing efforts of remain competitive.

2. Improved overall efficiency though the consolidation of production plants.

Priorities in FY2025

1. Enhance manufacturing process for better product quality.

2. Outgrow competition in preferred growth markets.

3. Incorporating Life Cycle Assessment (LCA) into our nitrile products to enhance product features and align with sustainability goals, improving marketability and meeting consumer expectations.

Our Business Strategies

Our Focus Areas

Cost Efficiency

Product Quality

Customer Service

Non-Core Asset Rationalisation

Strategic Intent 3

To be the fastest growing surgical solutions provider

Affected Capitals:

- Financial
  - Increased capital spending in expanding production capacity
- + Manufactured
  - Greater production capacity of surgical gloves
- + Intellectual
  - Digitalised systems to enhance productivity
- + Social & Relationship
  - Stronger customer relations

Our Focus Areas

Customer Service

Progress Made in FY2024

Increased the number of steriliser suppliers to improve lead times and better serve our customers.

Priorities in FY2025

Create greater value to our customer via new product development.

Strategic Intent 4

To divest non profitable non-core business to improve shareholders' value with refocus on ESG

Affected Capitals:

- + Financial
  - Divestment generates cash inflow to the business
- Intellectual
  - Less diversification and product offerings
- + Social & Relationship
  - Improved confidence and security in stakeholders

Our Focus Areas

Non-Core Asset Rationalisation

Progress Made in FY2024

1. Disposed of old factory in China with a capacity of four billion pieces per annum.

2. Sold several idle vacant lands to strengthen our cash position.

Priorities in FY2025

1. Continue reviewing our portfolio and divesting non-profitable, non-core assets to optimise invested capital.

2. Preserve our cash position as a reserve to invest in operational efficiency and prepare the Group for future growth.





Our Sustainability Strategy

All content and data in the Our Sustainability Strategy section have been verified and assured by the external assessor, SIRIM QAS International Sdn Bhd

Top Glove has strategically realigned its operational priorities to advance the ambitious goals outlined in its FY2025 Sustainability Blueprint, launched in FY2022. This Blueprint forms the foundation of our ongoing sustainability journey, with a key focus on environmental stewardship and alignment with science-based targets.

In response to shifting business dynamics, we have re-evaluated and reprioritised our strategies. While we recognise the potential for delays in meeting certain commitments, our determination to align our corporate strategy with science-based targets remains unwavering.

In FY2024, we achieved notable progress by improving our Greenhouse Gases (GHG) Emissions calculations, incorporating the latest emission factors, and expanding our Scope 3 emissions to include purchased goods and services.

In upcoming FY2025, we will evaluate and summarise our achievements against the targets outlined in the FY2025 Sustainability Blueprint. This assessment will offer valuable insights into our progress and inform our strategies as we move forward. This structured approach will ensure our continued efforts on reducing carbon emissions within our supply chain and advancing our commitment to sustainability.

Furthermore, we have enhanced our Environmental, Social, and Governance (ESG) commitments by setting ambitious

targets for FY2028, in line with our goal of achieving Net Zero Carbon by 2050.

In FY2025, we will be publishing the FY2028 Sustainability Blueprint, which will serve as a strategic guide for our sustainability efforts. This Blueprint has been proposed and endorsed by the Board, reflecting our commitment to environmental stewardship and sustainable practices. These targets include accelerating our carbon reduction initiatives, tailored to our business capacity and dynamics. Our efforts reflect a deep commitment to our stakeholders, society, and the planet, as well as emphasising our dedication to make a lasting positive environmental impact.

Our sustainability commitment will be reinforced through continuous stakeholder engagements, transparent reporting, and the integration of innovative solutions to meet our goals.

We remain dedicated to driving meaningful change and contributing to a sustainable future for all.



**Sustainability Report 2024**  
Scan the QR Code to view the Sustainability Report 2024  
[https://tgapp.topglove.com/IAR/2024/Sustainability\\_Report\\_2024/index.php](https://tgapp.topglove.com/IAR/2024/Sustainability_Report_2024/index.php)

Our Sustainability Strategy

FY2025 Sustainability Goals

**Legend: Progress Tracking to FY2025**  
○○● Progressing well and on track to achieve targets by FY2025  
○●○ Progressing with slight delay, to review current approach  
●○○ Progressing but lagging, to review and revise targets (if necessary)

Goal 1: Transitioning into a Net Zero Carbon Business

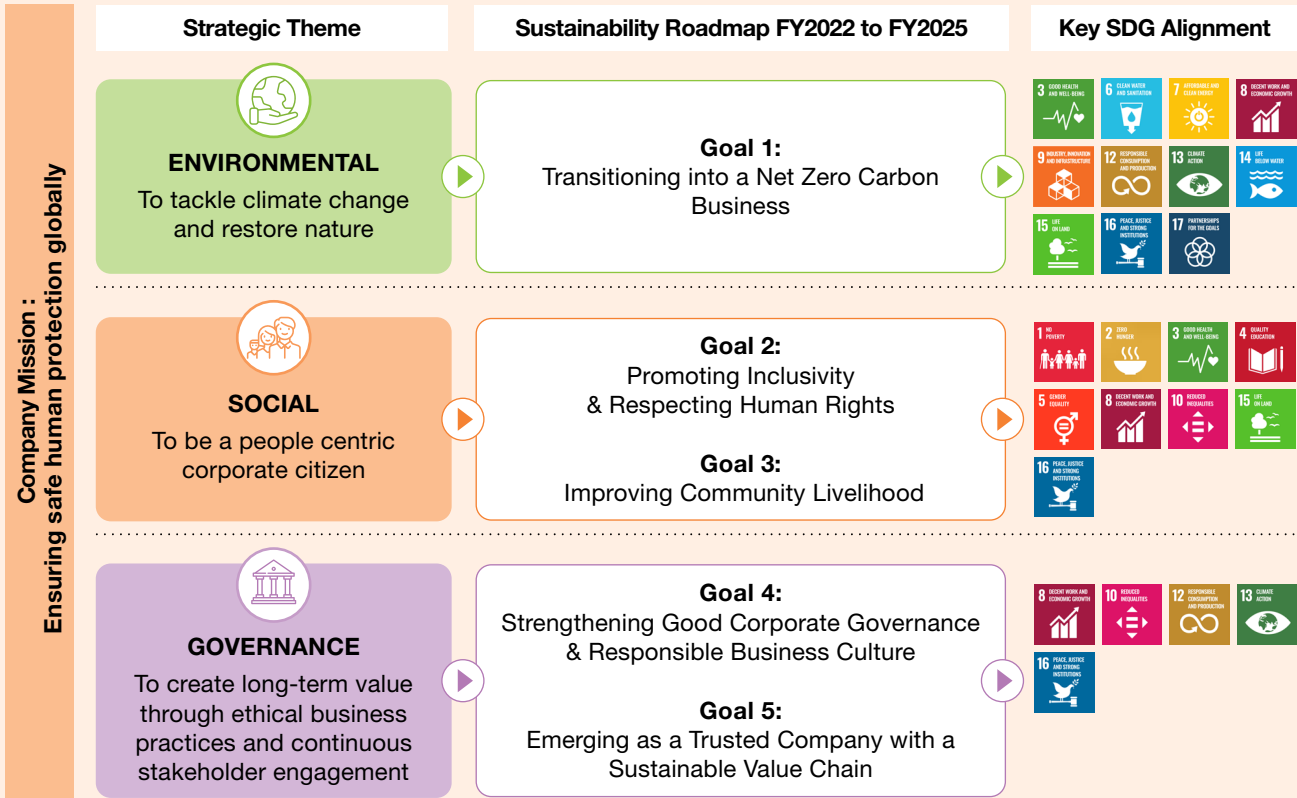
| FY2025 Target   | FY2024 Interim Goal   | FY2024 Performance   | Related Material Topic             |
|---|---|--|------------------------------------|
| 1. Reduce carbon emission intensity by 13% to 0.0176 tonnes/1,000 pcs gloves <sup>1*</sup>      | Reduce carbon emission intensity by 10% to 0.0183 tonnes/1,000 pcs gloves <sup>1</sup>                  | Reduced carbon emission intensity by 10% to 0.0183 tonnes/1,000 pcs gloves<br>Progress Tracking to FY2025: ○○●                                 | Greenhouse Gases (GHG) Emissions   |
| 2. Reduce electricity consumption intensity by 10% to 7.76 kWh/1,000 pcs gloves <sup>1</sup>    | Reduce electricity consumption intensity by 8% to 7.93 kWh/1,000 pcs gloves <sup>1</sup>                | Reduced electricity consumption intensity by 14% to 7.41 kWh/1,000 pcs gloves<br>Progress Tracking to FY2025: ○○●                              | Energy Consumption                 |
| 3. Reduce natural gas consumption intensity by 10% to 0.279 MMBtu/1,000 pcs gloves <sup>1</sup> | Reduce natural gas consumption intensity by 6% to 0.291 MMBtu/1,000 pcs gloves <sup>1</sup>             | Reduced natural gas consumption intensity by 10% to 0.28 MMBtu/1,000 pcs gloves<br>Progress Tracking to FY2025: ○○●                            | Energy Consumption                 |
| 4. Reduce municipal water consumption intensity by 34% to 0.151 m³/1,000 pcs gloves             | Reduce municipal water consumption intensity by 27% to 0.168 m³/1,000 pcs gloves                        | Reduced municipal water consumption intensity by 29% to 0.164 m³/1,000 pcs gloves<br>Progress Tracking to FY2025: ○○●                          | Water Management                   |
| 5. Reduce scheduled waste intensity by 13% to 0.140 kg/1,000 pcs gloves                         | Reduce scheduled waste intensity by 10% to 0.144 kg/1,000 pcs gloves                                    | Reduced scheduled waste intensity by 11% to 0.142kg/1,000 pcs gloves<br>Progress Tracking to FY2025: ○○●                                       | Waste & Effluent                   |
| 6. Divert disposal of scheduled waste from licensed landfill by 74%                             | Divert disposal of scheduled waste from licensed landfill by 72%  | Diverted disposal of scheduled waste from licensed landfill by 73%<br>Progress Tracking to FY2025: ○○●   | Waste & Effluent                   |
| 7. Reduce solid waste by 20% to 8,248 tonnes  | Reduce solid waste by 15% to 8,682 tonnes   | Reduced solid waste by 64.7% to 3,575 tonnes<br>Progress Tracking to FY2025: ○○●   | Waste & Effluent                   |
| 8. 95% quantity of purchased of inner boxes made with 100% recycled material or FSC® paper      | 90% quantity of purchased of inner boxes made with 100% recycled material or FSC® paper                 | 92% quantity of purchased of inner boxes made with 100% recycled material or FSC® paper<br>Progress Tracking to FY2025: ○○●                    | Physical Impacts of Climate Change |
| 9. Reduce usage of virgin plastic resin in stretch film packaging by 40%                        | Reduce usage of virgin plastic resin in stretch film packaging by 30% (from 12-micron to 9-micron size) | Reduced usage of virgin plastic resin in stretch film packaging by 96.3% (from 12-micron to 9-micron size)<br>Progress Tracking to FY2025: ○○● | Physical Impacts of Climate Change |
| 10. Reduce paper usage by 80% to 12,600 kg  | Reduce paper usage by 60% to 25,200 kg  | Reduced paper usage by 83.3%<br>Progress Tracking to FY2025: ○○●   | Waste & Effluent                   |
| 11. Achieve 282 million pieces of sales of Green Series Product                                 | Achieve 235 million pieces of sales of Green Series Product   | Achieved 217 million pieces of sales of Green Series Product<br>Progress Tracking to FY2025: ○●○   | Physical Impacts of Climate Change |
| 12. Supply chain collaboration  | One supply chain collaboration  | One collaboration with supplier<br>Progress Tracking to FY2025: ○○●  | Physical Impacts of Climate Change |

**Notes:**  
<sup>1</sup> Targets have been established based on the FY2022 baseline in line with the refinement of Greenhouse Gases (GHG) Emissions accounting  
<sup>\*</sup> The reduction target applies to Scope 1 and Scope 2 emissions for glove manufacturing only. The carbon intensity target percentage has been updated without changing the final target due to an error in the previous calculation  
<sup>\*\*</sup> There are 3 targets related to plastic packaging have been removed in FY2024 due to it is not applicable for existing business nature

All targets are set against FY2021 baseline unless stated otherwise

TOP GLOVE FY2025 SUSTAINABILITY BLUEPRINT STRUCTURE

To set key focus areas and measurable ESG targets or key performance indicators both quantitative and qualitative for FY2025



Our Sustainability Strategy

Legend: Progress Tracking to FY2025

○ ○ ● Progressing well and on track to achieve targets by FY2025      ○ ● ○ Progressing with slight delay, to review current approach      ● ○ ○ Progressing but lagging, to review and revise targets (if necessary)

Goal 2: Promoting Inclusivity & Respecting Human Rights

| FY2025 Target   | FY2024 Interim Goal  | FY2024 Performance   | Related Material Topic                    |
|---|--|--|---|
| 1. BSCI: 100% factories audited achieve 'A' rating                                    | BSCI: Factories audited achieve 'A' rating   | BSCI: 2 factories audited achieved 'C' rating<br><i>Progress Tracking to FY2025: ○ ● ○</i>   | Human Rights, Labour Management Relations |
| 2. SMETA: 100% factories audited achieve not more than 5 Non-Conformance (NC)/factory | SMETA: Factories audited achieve not more than 10 NC/factory                           | SMETA: 9 factories audited achieved not more than 10 NC/factory [Average 5NC/factory]<br><i>Progress Tracking to FY2025: ○ ○ ●</i> | Human Rights, Labour Management Relations |
| 3. Conduct Human Rights Due Diligence, HRDD for 100% Top Glove (TG) own operation     | Conduct Human Rights Due Diligence, HRDD for 100% TG own operation                     | Conducted Human Rights Due Diligence, HRDD 100% TG own operation<br><i>Progress Tracking to FY2025: ○ ○ ●</i>                      | Human Rights, Labour Management Relations |
| 4. Achieve 50% female leadership in managerial positions (manager and above)          | Achieve 52% female leadership in managerial positions (manager and above)              | Achieved 55% female leadership in managerial positions (manager and above)<br><i>Progress Tracking to FY2025: ○ ○ ●</i>            | Diversity, Equity & Inclusion (DEI)       |
| 5. Reduce occupational accident rate to 2.77 per 1,000 employees                      | Reduce occupational accident rate to 2.80 per 1,000 employees                          | Reduced occupational accident rate to 2.45 per 1,000 employees<br><i>Progress Tracking to FY2025: ○ ○ ●</i>                        | Occupational Health & Safety              |
| 6. 95% of contractors to pass safety evaluation                                       | 100% of contractors to pass safety evaluation<br><i>[Passing score: &gt; 60 marks]</i> | 100% contractors passed safety evaluation<br><i>Progress Tracking to FY2025: ○ ○ ●</i>   | Occupational Health & Safety              |

Notes:  
<sup>1</sup> All targets are set against FY2021 baseline unless stated otherwise  
<sup>2</sup> There is 1 target related to job opportunity which has been removed in FY2024 due to it not being applicable for the existing business dynamic

Goal 3: Improving Community Livelihood

| FY2025 Target  | FY2024 Interim Goal  | FY2024 Performance  | Related Material Topic                                |
|--|--|---|---|
| 1. Education Pillar<br>a) TG Scholarship Award: Provide scholarships to degree students            | Provide scholarships to 3-degree students                          | 16 ongoing degree scholarships in FY2024<br><i>Progress Tracking to FY2025: ○ ● ○</i>   | Local Communities                                     |
| b) EduShare Programme: Provide reconditioned laptops to underprivileged students                   | Provide 80 units reconditioned laptops to underprivileged students | Provided 19 units reconditioned laptops to underprivileged students<br><i>Progress Tracking to FY2025: ○ ● ○</i>                                  |   |
| 2. Environment Pillar<br>Mangrove Nursery & Planting Project: To plant 4,000 mangrove trees        | Sustain total of 2,000 propagules yearly                           | Maintained 300 mangrove propagules, or young mangrove plants at Taman Rekreasi Paya Bakau Sijangkang<br><i>Progress Tracking to FY2025: ● ○ ○</i> | Local Communities, Physical Impacts of Climate Change |
| 3. Community Pillar<br>Lend A Hand (LAH) Project: Support 12,960 underserved families in cash/kind | Support 3,310 underserved families in cash/kind                    | Supported 1,756 underserved families in cash/kind<br><i>Progress Tracking to FY2025: ○ ● ○</i>  | Local Communities                                     |

Note: There is 1 target related to Environmental pillar which has been removed in FY2024 due to it not being applicable for the existing business dynamic

Legend: Progress Tracking to FY2025

○ ○ ● Progressing well and on track to achieve targets by FY2025      ○ ● ○ Progressing with slight delay, to review current approach      ● ○ ○ Progressing but lagging, to review and revise targets (if necessary)

Goal 4: Strengthening Good Corporate Governance & Responsible Business Culture

| FY2025 Target  | FY2024 Interim Goal  | FY2024 Performance  | Related Material Topic  |
|--|--|---|---|
| 1. Achieve ISO 45001 Occupational Health & Safety Management System certification for 100% of our operating factories (26 of manufacturing plant in operation) | To maintain 8 factories with ISO 45001 Occupational Health & Safety Management System    | Maintained certification for 7 factories<br><i>Progress Tracking to FY2025: ● ○ ○</i>   | Occupational Health & Safety                                    |
| 2. Achieve ISO 14001 Environmental Management System certification for 100% of our operating factories (26 of manufacturing plant in operation)                | To certify additional 3 factories with ISO 14001 Environmental Management System         | Certified additional 1 factory with ISO 14001 (Total 22 factories were certified as of FY2024)<br><i>Progress Tracking to FY2025: ○ ● ○</i> | Environmental Compliance  |
| 3. Achieve ISO 50001 Energy Management System certification for 100% of the selected factories (6 selected operating factories)                                | To maintain 3 selected factories with ISO 50001 Energy Management System                 | Renewal certification on hold<br><i>Progress Tracking to FY2025: ● ○ ○</i>  | Energy Consumption  |
| 4. Maintain ISO 9001 Quality Management System certification for 100% of our operating factories   | To certify all new glove and non-glove factories with QMS or HACCP within 8 to 10 months | Maintained certification for existing all glove and non-glove factories<br><i>Progress Tracking to FY2025: ○ ○ ●</i>                        | Product Quality & Safety  |
| 5. Achieve ISO 37001 Anti-Bribery Management System certification for 100% entities (15 entities)  | To certify 1 additional entity with ISO 37001 Anti-Bribery Management System             | Maintained certification for existing 8 entities<br><i>Progress Tracking to FY2025: ● ○ ○</i>   | Ethics, Integrity & Governance                                  |
| 6. Certify related factories with FSC® certification within 6 months of customer request   | Certify related factories with FSC® certification within 6 months of customer request    | Certified additional 1 factory with FSC® certification<br><i>Progress Tracking to FY2025: ○ ○ ●</i>   | Environmental Compliance, Human Rights, Supply Chain Management |

Goal 5: Emerging as a Trusted Company with a Sustainable Value Chain

| FY2025 Target  | FY2024 Interim Goal  | FY2024 Performance   | Related Material Topic  |
|--|--|--|---|
| 1. Conduct suppliers audit to 100% active critical suppliers (new and existing) on ESG metrics | Conduct suppliers audit to 100% active critical suppliers (based on total purchase) on ESG metrics | Conducted suppliers audit 100% of active critical suppliers<br><i>Progress Tracking to FY2025: ○ ○ ●</i>                       | Supply Chain Management, Environmental Compliance, Human Rights |
| 2. To ensure 50% of active suppliers within Grade A & B to comply to ESG metrics               | To ensure 25% of active suppliers within Grade A & B to comply to ESG metrics                      | 41% of all active critical suppliers are within Grade A & B<br><i>Progress Tracking to FY2025: ○ ○ ●</i>                       | Supply Chain Management, Environmental Compliance, Human Rights |
| 3. Achieve 70% traceability to plantations of natural rubber sourcing                          | Achieve 100% selected field latex supplied traceable to plantation for EU order                    | Achieved 100% selected field latex supplied traceable to plantation for EU order<br><i>Progress Tracking to FY2025: ○ ○ ●</i>  | Physical Impacts of Climate Change                              |
|  | Achieve 100% traceability documentation and verification towards EUDR compliance                   | Achieved 100% traceability documentation and verification towards EUDR compliance<br><i>Progress Tracking to FY2025: ○ ○ ●</i> |   |





Managing Our Risks and Opportunities

For financial year ended 31 August 2024, the significant risks to the Group are as follows:

Business Risk

In the second half of FY2024, demand surged as customers replenished their stocks after clearing out previous surpluses, along with the U.S. decision to raise tariffs on China rubber glove manufacturer. Our Company is well-positioned to meet this rising demand by reopening temporarily closed factories and resuming production on previously halted lines. With these developments, we anticipate strong performance for the company throughout FY2025.

Mitigations

1. The reopening of temporarily closed factories and the ramping up of production lines are underway. This strategic move aims to address supply chain disruptions and meet the growing demand efficiently.

2. The Group is committed to enhancing its market resilience by continuously monitoring industry trends, fostering agile response strategies, and cultivating strong relationships with stakeholders to remain competitive as a key player in the market.

3. A comprehensive strategy for production rationalisation and cost management has been developed, with the primary goal of ensuring smooth operations by reducing waste and improving production efficiency.

Opportunities

Sales volume began to rise significantly in FY2024, signaling a strong recovery in glove demand as excess inventory is depleted. Looking ahead to FY2025, we anticipate higher production utilisation, which will enhance overall performance. We remain committed to meeting global demand.

People Risk

As demand surged due to customers replenishing their stocks after clearing previous surpluses, combined with the U.S. decision to raise tariffs on China rubber glove manufacturers, the Group faces a challenging operational landscape. This complexity is compounded by the intricate nature of its manufacturing and supply chain ecosystem, as well as persistent issues with high turnover rates and talent retention.

Mitigations

1. The Group's in-house Legal and Human Resource Departments remain vigilant about developments in laws and regulations, providing proactive updates to ensure compliance with the latest regulatory changes.

2. The Group continuously monitors and enhances its labour practices, committing to adhere to the United Nations Guiding Principles on Business & Human Rights and the International Labour Organization's best practices to strengthen the resilience of the glove industry.

3. A dedicated manpower utilisation plan is regularly reviewed to ensure an adequate talent pool to meet the Group's needs.

Opportunities

The Group is committed to regular and continuous improvement of labour practices and employee welfare, aligning with its dedication to protecting human rights and safeguarding employee well-being. We adhere to Human Rights & Ethical Conduct standards, including fair and ethical labour practices in accordance with the Sedex Members Ethical Trade Audit (SMETA) and the Business Social Compliance Initiative (BSCI) Code of Conduct. These standards apply to the Group's employees, as well as our suppliers, business partners, and customers. This commitment enhances confidence among existing and prospective stakeholders and shareholders in our dedication to upholding human rights.

Managing Our Risks and Opportunities

Global Governance Risk

The glove manufacturing sector is governed by a range of regulations from various global authorities, including potential legislative changes in Malaysia and other countries, as the Group's products are exported worldwide. Additionally, the Group has operational presence in the USA, Brazil, Germany, Thailand, China, and Vietnam. Any failure to comply with the relevant laws and regulations in these regions could affect the Group's financial performance and business outlook, while also jeopardising its reputation.

Mitigations

1. A dedicated compliance function has been established to provide centralised oversight across the Group.

2. The Group's in-house Legal and Regulatory Affairs Departments proactively advise on applicable laws and regulatory obligations to ensure full compliance.

3. Thorough regulatory reviews are conducted before committing to any new projects.

Opportunities

Compliance with local and international laws ensures that the Group meets key regulatory requirements across all its operating countries. This safeguards the Group's reputation from potential adverse impacts.

Operation Risk

Resuming operations after a temporary closure presented the Group with several production challenges, primarily due to operational and workforce constraints. Nevertheless, the Group remains committed to being at the forefront of advanced technology in the market. Our resilience and adaptability enable us to make consistent progress toward achieving operational excellence.

Mitigations

1. Continuously evaluate the effects of technological advancements.

2. Formulate contingency plans for various scenarios, including potential disruptions due to technological disparities.

Opportunities

Operational capabilities and workforce optimisation can be achieved through a stable and cost-effective platform.

Information Technology, Digitalisation and Cyber Risk

As the Group advances its automation and digitalisation initiatives, the integration of production facilities may increase complexity and introduce potential vulnerabilities, including data security breaches, operational disruptions, and workforce adjustments. These risks could negatively impact the Group's reputation, operations, and financial performance.

Mitigations

1. The Group's IT Department continually enhances and fortifies its cybersecurity infrastructure.

2. In addition, the IT division remains vigilant in monitoring and preempting potential cyber threats.

3. Strategic workforce planning is meticulously aligned to reinforce the Group's long-term growth and development initiatives.

Opportunities

Through the adoption of automation and digitalisation, the Group enhances efficiency by leveraging technology to further automate production lines, reducing reliance on manual labour, improving product quality, and lowering operational costs.

## SECTION 3 : HOW WE CREATE VALUE

1 2 **3** 4 5 6 7 8**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

## Managing Our Risks and Opportunities



## Market Risk

Considering its export-oriented manufacturing focus, the Group's financial performance is vulnerable to fluctuations in foreign currency exchange rates and volatility in commodity prices, particularly for essential raw materials such as natural rubber and nitrile latex. Changes in key currencies like the U.S. Dollar and related commodity prices can affect the Group's financial results in the short-term due to the lag in the cost pass-through mechanism. Furthermore, broader inflationary pressures could increase production costs and potentially lead to further margin compression in the near term.

## Mitigations

1. The Group continuously monitors risk factors and strives to implement an effective cost pass-through mechanism to minimise the impact of macroeconomic factors on financial performance.
2. The Group has undertaken cost reduction and avoidance initiatives to enhance operational efficiency and maintain a healthy cash flow.

## Opportunities

A well-structured capital framework will enable the Group to manage its funds effectively, boost market value, and minimise the cost of capital.



## Sustainability Risk

The Group, which produces a range of gloves to address diverse customer needs and maintain market sustainability, faces potential supply chain disruptions due to global manufacturing and production crises. The reliance on a limited number of local and international suppliers for unique raw materials, especially during periods of material scarcity, poses risks of receiving subpar quality goods and experiencing shortages.

Additionally, increasing scrutiny on ESG (Environmental, Social, and Governance) matters requires the Group to navigate a more stringent supplier selection process to meet ESG standards at a sustainable cost. As a natural rubber latex manufacturer based in Thailand, the Group also faces the risk of non-compliance with the EU Deforestation Regulation (EUDR), which aims to protect natural forests and biodiversity.

Moreover, there is growing scrutiny of the Group's environmental practices, including water consumption, energy usage, effluent and emission discharge, and other climate-related risks.

## Mitigations

1. The Group remains committed to actively sourcing alternative materials and suppliers to ensure a consistent supply chain, preparing well in advance to mitigate short-term disruptions.
2. The Group has also explored potential alternative sources or substitutes for materials that are in limited supply.
3. To address supply chain disruptions, the Group has diversified into multiple upstream business units, including chemical, former, latex, and packaging material production.
4. The Group integrates its ESG framework into business operations and conducts regular due diligence on key suppliers, adhering to a wide range of standards.
5. The Board Sustainability Committee oversees the Group's sustainability initiatives, guiding ESG strategies to create a competitive advantage and generate long-term value for stakeholder.

## Opportunities

The Group is dedicated to localising its supply chains by prioritising local and Asian vendors for raw material sourcing whenever feasible, which may indirectly boost domestic and regional economic growth. To support good governance and sustainability, the Group is committed to partnering with vendors who are transparent, ethical, and socially and environmentally responsible. Additionally, the Group regularly monitors changes in regulatory requirements to ensure compliance and provide reasonable assurance that it aligns with environmental and social standards in all operating countries.

## SECTION 4 : CREATING SUSTAINABLE VALUE

1 2 3 **4** 5 6 7 8**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

## FY2024 Sustainability Highlights

All content and data in the Creating Sustainable Value section have been verified and assured by the external assessor, SIRIM QAS International Sdn Bhd

## Top Index Recognition

**Ranked Top 1** in  
**Sustainalytics ESG  
Risk Rating**  
in Healthcare Industry globally<sup>1</sup>



**Ranked Top 13**  
companies globally in  
**S&P Global  
Sustainability  
Yearbook 2024**  
under "Health Care Equipment and  
Supplies" category



Received a rating of  
**'A'**  
in the **MSCI ESG**  
rating assessment in 2024<sup>2</sup>



Awarded a  
**Bronze Medal**  
as a recognition of the  
2024 Ecovadis Sustainability  
Rating<sup>3</sup>



**Ranked Top 30%**  
of Global Healthcare Equipment &  
Supplies Industry and awarded  
**'Prime' status**  
in **ISS ESG  
Corporate rating**



**First Malaysian  
Corporation**  
that participated in the  
**Workforce Disclosure  
Initiative (WDI)**  
in 2024



## Membership Associations

Aligned our strategies and operations  
with the Ten Principles of the  
**United Nations  
Global Compact**  
since 2022



**CEO Action Network  
(CAN)**  
member towards shaping future  
ready and ESG-integrated  
business models and ecosystems



## International Framework

**Supporter of the Task  
Force on Climate-Related  
Financial Disclosures  
(TCFD)**  
since September 2023



## Notes:

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<sup>3</sup> The Ecovadis Sustainability Rating awarded in September 2024 derived from our Environmental, Social and Governance (ESG) performance for FY2023.





## Environmental: To Tackle Climate Change and Restore Nature

### Environmental

#### GOAL 1 : TRANSITIONING INTO A NET ZERO CARBON BUSINESS



At Top Glove, we understand that protecting the environment is not just about regulatory compliance; it is about securing a sustainable future for generations to come. We are unwavering in our commitment to environmental responsibility, seeking innovative solutions, and pushing the boundaries of what's possible to minimise our ecological footprint.

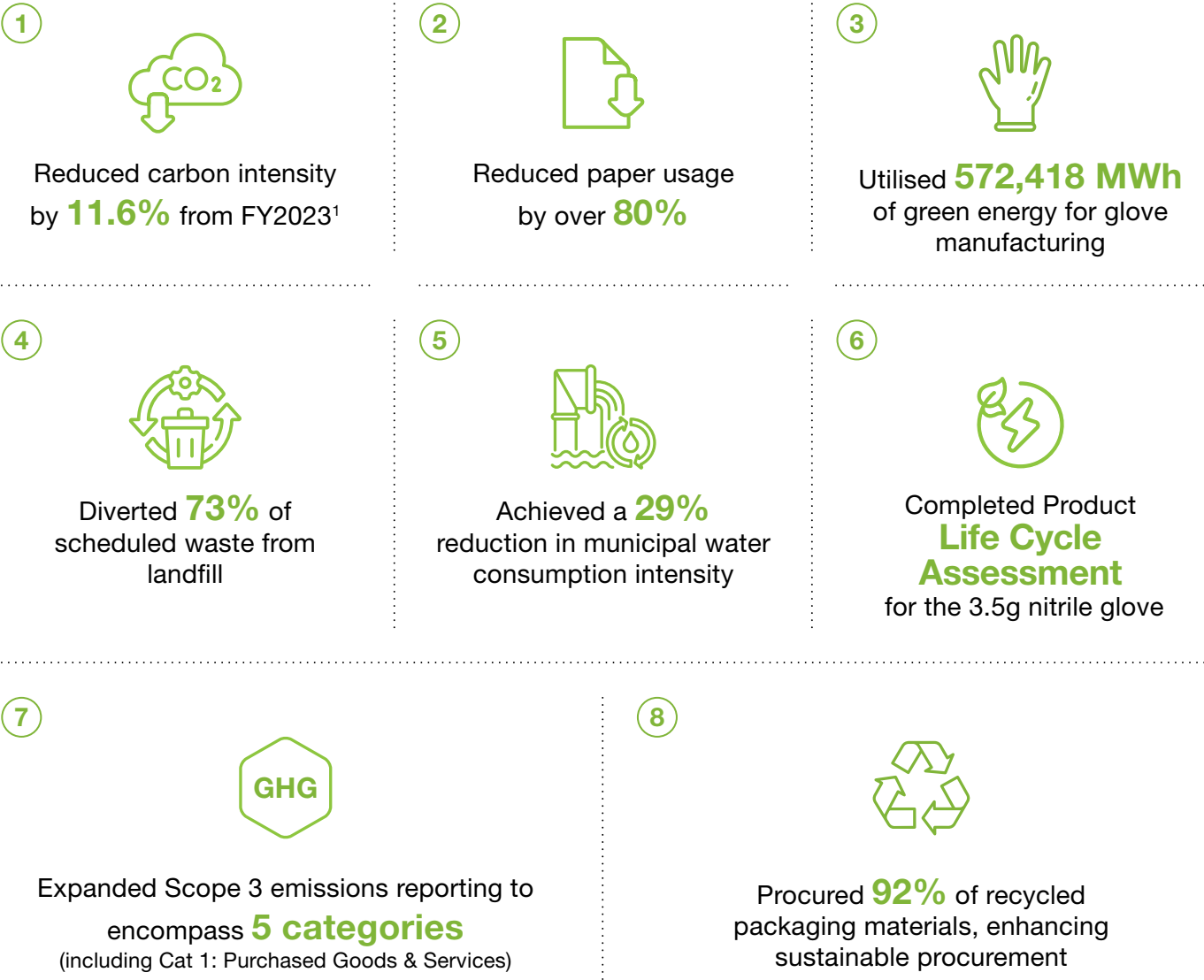
|                 |   |  |
|-----------------|---|--|
| Material Topics | <ul style="list-style-type: none"><li>Physical Impacts of Climate Change</li><li>Greenhouse Gases (GHG) Emissions</li><li>Energy Consumption</li></ul>  | <ul style="list-style-type: none"><li>Environmental Compliance</li><li>Waste &amp; Effluent</li><li>Water Management</li></ul>   |
| Initiatives     | <ul style="list-style-type: none"><li>Expand Scope 3 emissions reporting to encompass 5 categories, including Category 1: Purchased Goods &amp; Services</li><li>Maintaining ISO 14001:2015 certification</li><li>Expanding green energy utilisation for glove manufacturing</li><li>Implementation of comprehensive water management</li></ul> | <ul style="list-style-type: none"><li>Upcycling of manufacturing waste</li><li>Sustainable sourcing and procurement</li><li>Launching product Life Cycle Assessment (LCA)</li><li>Developed green series glove products</li><li>Adoption of sustainable packaging material</li></ul> |
| Value Creation  | <ul style="list-style-type: none"><li>Carbon emission reduction</li><li>Improved energy management and reduced environmental impact</li><li>Transition to greener energy source and reduce dependency towards non-renewable energy</li></ul>  | <ul style="list-style-type: none"><li>Aligns with customer preference for environmental-friendly products and packaging</li></ul>  |

#### TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) MOVING FORWARD

As we continue our journey with TCFD disclosures, which began in FY2022, we are committed to providing a continuous and quantitative assessment of our climate-related risks and opportunities. This approach enhances both our environmental responsibility and financial transparency, with detailed findings available in our FY2024 Sustainability Report. Additionally, we are integrating International Financial Reporting Standards (IFRS) S1 and S2, ensuring alignment with global reporting norms. These efforts reflect our dedication to meeting international standards, advancing sustainability, and addressing the evolving expectations of our stakeholders.

In FY2024, we took a significant step forward in preparing for the integration of the Task Force on Climate-related Financial Disclosures (TCFD) with the Taskforce on Nature-related Financial Disclosures (TNFD). This integration will enhance our reporting on nature-related risks, such as water and air pollution, by adopting the LEAP (Locate, Evaluate, Assess, and Prepare) approach. By using this structured framework, we aim to systematically identify, evaluate, and mitigate nature risks. We are adopting TNFD and planning to disclose the TNFD reporting by 2025, further demonstrating our commitment to transparent and comprehensive sustainability practices.

#### FY2024 Highlights



Note:  
<sup>1</sup> The reduction applies to Scope 1 and Scope 2 emissions for glove manufacturing only





Social:  
To be a People Centric Corporate Citizen

Social

GOAL 2 :  
PROMOTING INCLUSIVITY & RESPECTING HUMAN RIGHTS



At Top Glove, we recognise the importance of a passionate and culturally diverse workforce in creating the greatest innovation. Therefore, we aimed to fostering inclusivity to cultivate a healthy work environment that promotes optimal growth.

|                 |   |   |
|-----------------|---|---|
| Material Topics | <ul style="list-style-type: none"><li>Occupational Health &amp; Safety</li><li>Human Rights</li></ul>   | <ul style="list-style-type: none"><li>Labour Management Relations</li><li>Diversity, Equity &amp; Inclusion (DEI)</li></ul>   |
| Initiatives     | <ul style="list-style-type: none"><li>Maintaining ISO 45001:2018 certification</li><li>Implemented the Top Glove Good Safe online reporting tool</li><li>Established a comprehensive framework for contractor safety standard</li><li>Promoted physical and mental health wellness programme and workshop</li></ul> | <ul style="list-style-type: none"><li>Conducted internal and external social compliance audits and due diligence with active critical suppliers</li><li>Fostered work-life integration to support diverse employee needs</li><li>Embraced DEI through women's empowerment, leadership programmes and unbiased performance review system</li></ul> |
| Value Creation  | <ul style="list-style-type: none"><li>Improve health and safety practices in creating a secure workplace for our employees</li><li>Increase transparency and responsiveness to safety concerns, enabling real-time reporting and swift corrective actions</li></ul>   | <ul style="list-style-type: none"><li>Enhance stakeholder engagement in ESG compliance</li><li>Boost morale, productivity, and retention by addressing physical and mental health, while improving work-life balance to enhance satisfaction and attract a diverse workforce</li></ul>  |

FY2024 Highlights

1



2.45

Occupational accident rate  
per 1,000 employees  
(Reduced 14% from FY2023: 2.85)

2



Maintained

ISO 45001:2018

certification for 7 factories, ensuring  
continuous health and safety compliance

3



100%

of contractors meet  
the minimum safety  
standards

4



371,260

employee training  
hours achieved in  
technical, soft skills  
and core trainings

5



SMETA

audited factories  
achieved an average of  
5 findings

GOAL 3 :  
IMPROVING COMMUNITY LIVELIHOOD



At Top Glove, we recognise our corporate responsibility in providing global human protection beyond our products, which encompass a diverse range of educational, environmental and community projects.

|                 |  |
|-----------------|--|
| Material Topics | <ul style="list-style-type: none"><li>Security Management</li><li>Local Communities</li></ul>  |
| Initiatives     | <ul style="list-style-type: none"><li>Maintaining ISO 18788:2015 certification</li><li>Auxiliary police and in-house security teams</li><li>Community engagement through various community projects</li><li>Environmental conservation for better living environment</li></ul> |
| Value Creation  | <ul style="list-style-type: none"><li>Creating a safe and secure environment for all stakeholders</li><li>Enhanced community engagement and relationship</li><li>Supporting social responsibility and goodwill</li><li>Creating sustainable living environment</li></ul>       |

FY2024 Highlights

1



Donated  
RM484,885  
to support 2,430  
beneficiaries

2



Employees collectively  
volunteered  
4,838 hours

3



Continued adherence to  
ISO 18788:2015  
certification, reinforcing our  
commitment to excellence in  
Private Security Operations  
Management System





Governance:

To Create Long-term Value Through Ethical Business Practices and Continuous Stakeholder Engagement

Governance

GOAL 4 :  
STRENGTHENING GOOD CORPORATE GOVERNANCE & RESPONSIBLE BUSINESS CULTURE



At Top Glove, we recognise the importance of instilling our core values of Business Ethics “Honesty, Integrity, Transparency” in every employee. This ensures the trust from all stakeholders and fosters positive corporate governance.

|                 |  |
|-----------------|--|
| Material Topics | <ul style="list-style-type: none"><li>Ethics, Integrity &amp; Governance</li></ul>   |
| Initiatives     | <ul style="list-style-type: none"><li>Foster a culture of good governance culture from Board and Top Management</li><li>Maintaining ISO 37001:2017 certification</li><li>Imposed ESG metrics linked to 40% of Management’s KPI by the Board</li><li>Strengthen cybersecurity measures</li></ul>  |
| Value Creation  | <ul style="list-style-type: none"><li>Promote transparency, accountability and ethical behaviour</li><li>Enhance the organisation’s reputation</li><li>Enhance mitigation of legal risk</li><li>Align corporate directions with sustainability targets</li><li>Safeguard organisation privacy and data in preventing risk of data breaches</li></ul> |

FY2024 Highlights

1



Invested  
**RM2.3 million**  
to enhance cybersecurity system

2



Maintained  
**ISO 27001:2013**  
certification for Information  
Security Management System

3



Maintained  
**ZERO case**  
in security breaches

4



**Diverse gender**  
and skills across  
Board of Directors,  
**33% of female director**

5



**40%**  
of management incentives  
and remuneration linked to  
Environmental, Social and  
Governance (ESG) metrics

GOAL 5 :  
EMERGING AS A TRUSTED COMPANY WITH A SUSTAINABLE VALUE CHAIN



At Top Glove, we recognise our corporate responsibility in providing global human protection beyond our products, which encompass a diverse range of educational, environmental and community projects.

|                 |   |
|-----------------|---|
| Material Topics | <ul style="list-style-type: none"><li>Product Quality &amp; Safety</li><li>Supply Chain Management</li><li>Customer Experience</li></ul>  |
| Initiatives     | <ul style="list-style-type: none"><li>Complying EU Deforestation Regulation (EUDR)</li><li>Adhering to Quality Management System certifications</li><li>ESG assessment for suppliers</li><li>Annual training and suppliers engagement</li><li>Ethical marketing practices</li></ul>   |
| Value Creation  | <ul style="list-style-type: none"><li>Ensuring product quality and safety</li><li>Improving customer satisfaction and market reputation</li><li>Improving product traceability, minimising supply chain risks and enhance accountability</li><li>Fostering responsible and sustainable sourcing practice</li><li>Build customer trust and loyalty</li></ul> |

FY2024 Highlights

1



Achieve **100%** traceability  
up to collecting point of own  
processing plant

2



**Earned CE certificate**  
under the latest EU Medical Device  
Regulation  
(EU MDR 2017/745)

3



**100%** of operating plant  
certified with  
Quality Management  
System

4



**ZERO** incidents of  
non-compliance with selected  
regulations and  
**ZERO product recall**

5



Critical supplier  
**100%**  
audited with  
ESG assessment



Board of Directors



TOP GLOVE

TOP QUALITY, TOP EFFICIENCY

TAN SRI DR LIM WEE CHAI

Executive Chairman



66

Male

|                     |                          |                          |                          |
|---------------------|--------------------------|--------------------------|--------------------------|
| Date of Appointment | Length of Service        | Date of Last Re-election | Board Committee(s)       |
| 4 September 2000    | (as at 13 December 2024) | 6 January 2023           | (as at 13 December 2024) |
| (Founder)           | 24 years 3 months        |                          | ESOSC ESGPC              |

Qualifications:

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

Present Directorship(s):

- Listed entity: Nil
- Other public company: Trustee of Top Glove Foundation

Present Appointment(s):

- President Emeritus since 2019 and Council Member of the Federation of Malaysian Manufacturers since 2010
- Honorary President of the Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM) since 2017
- Life Honorary Advisor of the Federation of Chinese Associations Malaysia since 2011
- Life Honorary President of the Federation of Hokkien Associations of Malaysia since 2017
- Honorary President of the Kuala Lumpur and Selangor Chinese Chamber of Commerce and Industry (KLSCCCI) since 2017
- Honorary President of the Malaysia-China Chamber of Commerce since 2012

Present Appointment(s) (cont'd):

- Honorary President of the Lim Association of Malaysia since 2018
- Honorary Fellow of Institut Fizik Malaysia (IFM) since 2019
- Tzu Chi Foundation Commissioner and Volunteer since 2017
- Director of Kuen Cheng High School since 2008

Past Appointment(s) and Working Experience:

Tan Sri Dr Lim has been actively involved in many associations and organisations in Malaysia. He was the Chairman in 2019 and Non-Independent Non-Executive Director of Tropicana Corporation Berhad from 2017 to January 2022 as well as the Director and Board Member of the Employees Provident Fund from 2015 to 2020. He was also the President of the Federation of Malaysian Manufacturers (FMM) in 2016/17. He served as 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 Malaysian Medical Industries (AMMI). In addition, he was a Board Member of the Malaysian Rubber Board from 1998 to 1999 and also the President of the Malaysian Rubber Glove Manufacturers Association (MARGMA) from 1997 to 1999. Prior to that, he served as Vice-President, Honorary Secretary and Treasurer of MARGMA for seven (7) years.

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

Spouse of Puan Sri Tong Siew Bee and brother of Mr Lim Hooi Sin, both are indirect Substantial Shareholders of the Company. Mr Lim Hooi Sin is also a Director of the Company. Tan Sri Dr Lim is also the father of Mr Lim Jin Feng.

Note: He is a healthy vegetarian.

Board of Directors



TOP GLOVE

TOP QUALITY, TOP EFFICIENCY

LIM CHEONG GUAN

Managing Director



59

Male

|                     |                          |
|---------------------|--------------------------|
| Date of Appointment | Length of Service        |
| 31 August 2006      | (as at 13 December 2024) |
|                     | 18 years 3 months        |

|                          |                          |
|--------------------------|--------------------------|
| Date of Last Re-election | Board Committee(s)       |
| 6 January 2023           | (as at 13 December 2024) |
|                          | ESOSC ESGPC              |

Qualifications:

- Member of the Malaysian Institute of Certified Public Accountants since 1994
- Member of the Malaysian Institute of Accountants since 1993
- Bachelor of Accounting, University of Malaya, Malaysia, 1990

Present Directorship(s):

- Listed entity: Nil
- Other public company: Nil


Present Appointment(s):

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

Past Appointment(s) and Working Experience:

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

Mr Lim joined Top Glove as the Financial Controller on 21 March 2005 and was appointed as Executive Director on 31 August 2006. He was re-designated as Managing Director on 1 August 2022.



TOP GLOVE

TOP QUALITY, TOP EFFICIENCY

LIM HOOI SIN

Executive Director



62

Male

|                     |                          |
|---------------------|--------------------------|
| Date of Appointment | Length of Service        |
| 4 September 2000    | (as at 13 December 2024) |
|                     | 24 years 3 months        |

|                          |                          |
|--------------------------|--------------------------|
| Date of Last Re-election | Board Committee(s)       |
| 10 January 2024          | (as at 13 December 2024) |
|                          | Nil                      |

Qualifications:

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

Present Directorship(s):

- Listed entity: Nil
- Other public company: Nil

Present Appointment(s): Nil

Past Appointment(s) and Working Experience:

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

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

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

Brother of Tan Sri Dr Lim Wee Chai, a Director and Substantial Shareholder of the Company and brother-in-law of Puan Sri Tong Siew Bee, an indirect Substantial Shareholder of the Company.



Board of Directors



**Date of Appointment**  
1 August 2022

**Length of Service**  
(as at 13 December 2024)  
2 years 4 months

**Date of Last Re-election**  
6 January 2023

**Board Committee(s)**  
(as at 13 December 2024)  
ESOSC ESGPC

**Qualification:**

- Bachelor of Engineering Degree, Computer Aided Design and Manufacture from University of Malaya, 2009

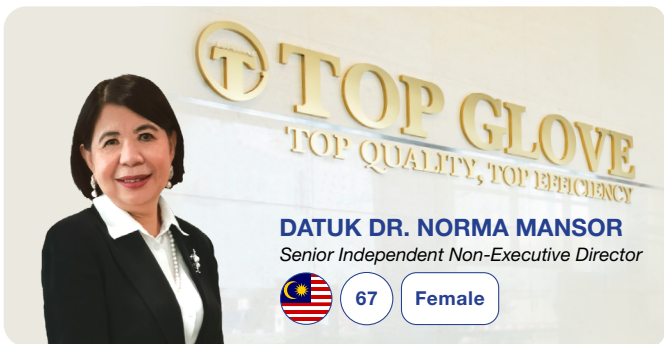
**Present Directorship(s):**

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

**Present Appointment(s):** Nil

**Past Appointment(s) and Working Experience:**  
Mr Ng Yong Lin was appointed as the Chief Operating Officer of the Group in September 2021.

Mr Ng joined the Group in June 2009 as a Manufacturing Engineer. Subsequently, he was promoted to Senior Manager, Technical Assistant to Chairman in April 2016, Deputy General Manager, Technical Assistant to Chairman in April 2017, General Manager, Technical Assistant to Chairman in April 2018, Senior General Manager, Technical Assistant to Chairman in February 2019, Director, Joint Manufacturing Council in February 2020, Executive Director (subsidiary level), Joint Manufacturing Council in February 2021, prior to his appointment as the Chief Operating Officer in September 2021.



**Date of Appointment**  
12 May 2017

**Length of Service**  
(as at 13 December 2024)  
7 years 7 months

**Date of Re-designation as Senior Independent Non-Executive Director**  
19 March 2024

**Date of Last Re-election**  
10 January 2024

**Board Committee(s)**  
(as at 13 December 2024)  
BNRC BAC BRICC  
ESOSC ESGPC

**Qualifications:**

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

**Present Directorship(s):**

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

**Present Appointment(s):**

- Immediate Past President of the Malaysian Economic Association since June 2024
- Fellow of the Academy of Sciences Malaysia since November 2020
- Director of Yayasan MEA since 2018
- Director of Social Wellbeing Research Centre of University of Malaya since October 2012
- Member of Minimum Wages Council since October 2017
- Member of Employment Insurance System Board since January 2018

**Past Appointment(s) and Working Experience:**  
Datuk Norma was the President of the Malaysian Economic Association from July 2018 to June 2024. She was also a professor at the Faculty of Economics and Administration of University of Malaya from 2000 to 2017. She held the position as the Executive Director of International Institute of Public Policy and Management from 2001 to 2004 and was subsequently appointed as Dean of the Faculty of Economics and Administration from 2004 to 2009.

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



**Date of Appointment**  
8 January 2019

**Length of Service**  
(as at 13 December 2024)  
5 years 11 months

**Date of Last Re-election**  
6 January 2022

**Board Committee(s)**  
(as at 13 December 2024)  
BSC BNRC ESOSC  
ESGPC

**Qualifications:**

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

**Present Directorship(s):**

- Listed entity:** Nil
- Other public companies:**
  - Trustee of Yayasan Arshad Ayub
  - Trustee of Tabung PPUM Care

**Present Appointment(s):**

- Project Director of Zalaraz Sdn Bhd since 2010
- Director and Partner of I-Partnership (M) Sdn Bhd since 1997
- Freelance Project Architect & Project Manager of FOCUS Architects and Urban Planners Sdn Bhd since 2015
- Director of Arah Muara Sdn Bhd since February 2008

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

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

Puan Azrina successfully completed the 'Future of Sustainable Business' course from the Smith School of Enterprise and the Environment (SSEE), University of Oxford, on 9 October 2024.



**Date of Appointment**  
9 March 2022

**Length of Service**  
(as at 13 December 2024)  
2 years 9 months

**Date of Last Re-election**  
6 January 2023

**Board Committee(s)**  
(as at 13 December 2024)  
BRICC BAC BNRC  
BSC ESOSC ESGPC

**Qualifications:**

- Doctorate of Philosophy in Metallurgy from University of Oxford, United Kingdom, 1985
- Bachelor of Science (Structural Engineering) from University of Sussex, United Kingdom, 1981

**Present Directorship(s):**

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

**Present Appointment(s):** Nil

**Past Appointment(s) and Working Experience:**  
Dr Ngo Get Ping served as an Independent Non-Executive Director ("INED") of OSK Ventures International Berhad from 2013 and was redesignated as Senior Independent Non-Executive Director from 2017 to 2023. He was the Chairman of both Risk Management Committee and Nomination and Remuneration Committee as well as a Member of Audit Committee.

Dr Ngo was an engineer of Intraco (Singapore) Pte Ltd, a Soil Specialist Engineering Firm from 1985 to 1986. Then, he joined Government Investment of Singapore (GIC) as Investment Officer from 1986 to 1987. He was an Associate Director of Sales in Equity Department of James Capel (Singapore) Pte Ltd from 1988 to 1994 and Senior Vice President of Singapore/Malaysia Investment Bank operation at Nomura Research Institute (Singapore) Pte Ltd from 1994 to 1996. Thereafter, he joined CLSA (Singapore) Pte Ltd as an Executive Director and Deputy Country Head for Singapore and Malaysia covering Securities and Corporate Banking.

Dr Ngo has held independent non-executive directorships in Malaysia and Singapore companies including RHB Merchant Bank Division and Board of RHB Asset Management Bhd, both in Malaysia and Singapore operations and FDCS (Singapore) Pte Ltd.

Dr Ngo served as the Chairman of both the Risk Management Committee and Nomination and Remuneration Committee as well as a Member of Audit Committee at OSK Holdings Bhd, Chairman of Risk Management Committee and Member of both Nomination and Remuneration Committee and Audit Committee for OSK Property Bhd and Chairman of both Audit Committee and Nomination and Remuneration Committee at Tiong Nam Logistics Holdings Berhad. He was the Chairman of Nomination and Remuneration Committee and Member of both the Audit Committee and Risk Management Committee of Ezra (Singapore) Ltd. He was also a Member of both the Audit Committee and Nomination and Remuneration Committee of Medi-Flex Pte Ltd, a wholly-owned subsidiary of Top Glove in Singapore.

Board of Directors



TOP GLOVE

TOP QUALITY, TOP EFFICIENCY

**GAN MEI MEI**  
Independent Non-Executive Director

 59 Female

Date of Appointment  
26 March 2024

Length of Service  
(as at 13 December 2024)  
8 months

Date of Last Re-election  
Nil

Board Committee(s)  
(as at 13 December 2024)  
BAC BSC

**Qualifications:**

- Certified Public Accountant (CPA) with CPA Australia since 2008
- Member of the Malaysian Institute of Accountants (Chartered Accountant) since 1994
- Bachelor Degree in Accountancy (Hons), University of Malaya, Malaysia, 1990

**Present Directorship(s):**

- **Listed entity:** Tune Protect Group Berhad
- **Other public company:** Nil

**Present Appointment(s):**

- Independent Non-Executive Director of Tune Protect Group Berhad since 10 September 2024
- Affiliate Member of the Institute of Corporate Directors Malaysia (ICDM) since 17 December 2018

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

Ms Gan Mei Mei joined Berjaya Sompoo Insurance Berhad (“BSIB”) in 2016 as Head of Finance and was later promoted to the position of Chief Financial Officer in June 2017, a position she has held until July 2024. During her tenure, she actively participated in all Board and Board Committee meetings. A key member of the Executive Committee (EXCO), she provides leadership in the field of finance, tax, investment and cash management, corporate governance, and strategic planning.

Prior to her tenure at BSIB, Ms Gan has held significant positions at reputable organisations such as RHB Insurance Berhad from 2011 to 2013 and AXA Affin General Insurance Berhad from 2004 to 2011, where she served as the Head of Finance. Her managerial roles in various financial institutions including at Alliance Bank Berhad from 2001 to 2004, PanGlobal Insurance Berhad in 2001, Jerneh Insurance Berhad from 1995 to 2001 and AmBank Berhad from 1991 to 1995.

With more than thirty (30) years of working experience, her exposure to Board proceedings spans over fifteen (15) years. She is well-versed in financial industry’s regulatory framework, and her leadership, interpersonal skills, as well as meticulous attention to detail, have been instrumental in driving organisational success throughout her career.



TOP GLOVE

TOP QUALITY, TOP EFFICIENCY

**LEE AH TOO**  
Independent Non-Executive Director

 66 Male

Date of Appointment  
30 June 2024

Length of Service  
(as at 13 December 2024)  
5 months

Date of Last Re-election  
Nil

Board Committee(s)  
(as at 13 December 2024)  
BAC BRICC

**Qualifications:**

- Member of the Malaysian Institute of Accountants (Chartered Accountant) since 1987
- Bachelor of Accounting, University of Malaya, Malaysia, 1983

**Present Directorship(s):**

- **Listed entity:** Poh Huat Resources Holdings Berhad
- **Other public company:** Nil

**Present Appointment(s):**

- Senior Independent Non-Executive Director of Poh Huat Resources Holdings Berhad since 22 April 2022
- Lead Independent Director of Forise International Limited since 22 May 2023

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



Mr Lee Ah Too joined the firm of Messrs. Arthur Andersen & Co. / Hanafiah, Raslan & Mohamad and subsequently Ernst & Young PLT (now known as EY Malaysia) as Audit Junior in 1983 and was the partner in charge of EY Malaysia (Malacca Branch Office) from 1998 up to 2019.

He is currently the Senior Independent Non-Executive Director of Poh Huat Resources Holdings Berhad, a position he has held since 22 April 2022. In this role, he serves as the Chairman of the Audit Committee and a member of the Nomination Committee, Remuneration Committee and Risk Management Committee.

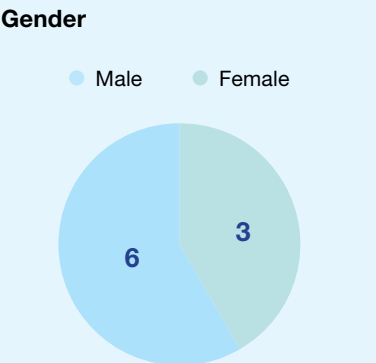
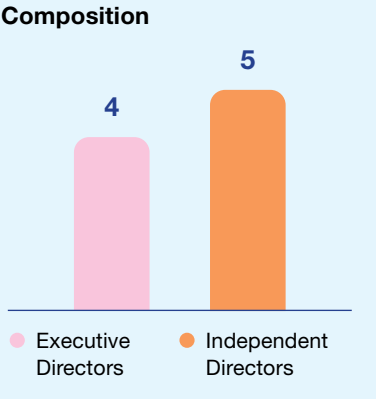
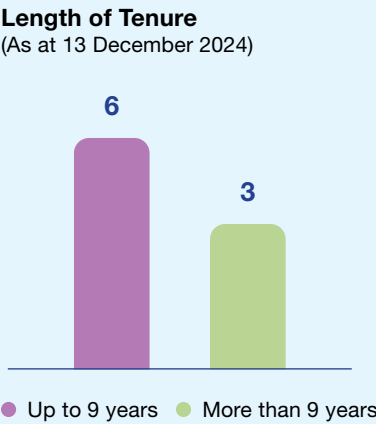
Mr Lee has been an Independent Non-Executive Director of Forise International Limited, a public company based in Singapore, since 1 December 2022, and was re-designated as the Lead Independent Director on 22 May 2023. In this role, he serves as the Chairman of the Audit Committee and Nomination Committee as well as a member of the Remuneration Committee.

Mr Lee has more than thirty (30) years of experience in providing various types of assurance and business advisory services. His expertise includes financial due diligence reviews, mergers and acquisitions, fundraising and public listings. His portfolio of clients is diverse, covering industries such as healthcare, plantation, retailing, entertainment, manufacturing, power, energy, construction, property development, transportation and financial services.

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 or potential conflict of interest, including the interest in any competing business with the Company and/or its subsidiaries, have not been convicted of any offence within the past five (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.

|                             |   |  |  |                                  |  |
|-----------------------------|---|--|--|----------------------------------|--|
| <b>Board Committee Key:</b> |   |  Board Committee Chairman |  Board Committee Member | <b>BAC</b> Board Audit Committee | <b>BRICC</b> Board Risk, Investment and Compliance Committee |
| <b>BNRC</b>                 | Board Nomination and Remuneration Committee | <b>BSC</b>   | Board Sustainability Committee   | <b>ESOSC</b>                     | Employees Share Option Scheme Committee                      |
|                             |   |  |  | <b>ESGPC</b>                     | Employees Share Grant Plan Committee                         |

An Empowered Board



The current composition of Board Members comprised appropriate mix of Skills and Experience as follows:



Please refer to page 62 of this Integrated Annual Report for further details on Board Balance, Composition and Diversity.



## SECTION 5 : OUR PILLARS OF TRUST

1 2 3 4 **5** 6 7 8**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

## Executive Committee

The Executive Committee is headed by the Executive Chairman, Tan Sri Dr Lim Wee Chai and consist of the following key senior management, as at 13 December 2024:

**TAN SRI DR LIM WEE CHAI**  
Executive Chairman**LIM CHEONG GUAN**  
Managing Director**LIM HOOI SIN**  
Executive Director**NG YONG LIN**  
Executive Director

 Please refer to pages 48, 49 and 50 of this Integrated Annual Report for the profiles of Tan Sri Dr Lim Wee Chai, Lim Cheong Guan, Lim Hooi Sin and Ng Yong Lin.



**AARON LAM YAT HING**  
*Director, Marketing*

 58 Male

**Date of Appointment**  
2 February 2021

**Qualification(s)**  
Diploma in Material Engineering

**Experience**  
More than 20 years of experience in the marketing field



**HUE KON FAH**  
*Executive Director (Subsidiary),  
Joint Manufacturing Council*

 67 Male

**Date of Appointment**  
2 February 2021

**Qualification(s)**  
BA (Honours) Economics, MMIM, DPRIM

**Experience**  
More than 40 years of experience in the manufacturing field



**LIM HWA CHUAN**  
*Senior General Manager,  
Joint Manufacturing Council*

 43 Male

**Date of Appointment**  
1 September 2023

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

**Experience**  
More than 19 years of experience in the glove manufacturing industry




**MICHELLE ANG PECK KEAN**  
*General Manager,  
Sourcing & Procurement*

 53 Female

**Date of Appointment**  
1 September 2023

**Qualification(s)**  
Diploma in Commerce, Business Management

**Experience**  
More than 28 years of experience in the manufacturing industry, particularly in total supply chain management



**CHOOKIAD USAHA**  
*Senior General Manager, Manufacturing*

 65 Male

**Date of Appointment**  
1 December 2023

**Qualification(s)**  
Bachelor of Science, Engineering (Electrical)

**Experience**  
More than 40 years of working experience in various industries in Malaysia, China and Thailand



**LIM JIN FENG\***  
*General Manager, Marketing*

 37 Male

**Date of Appointment**  
1 January 2022

**Qualification(s)**  
Bachelor of Science in Business Administration, International Business Option

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

**Notes:**

\*Mr Lim Jin Feng is the son of Tan Sri Dr Lim Wee Chai and Puan Sri Tong Siew Bee.

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

1. any directorship in public companies and listed issuers;
2. any family relationship with any directors and/or major shareholders of the Company;

3. any conflict of interest or potential conflict of interest, including the interest in any competing business with the Company and/or its subsidiaries;
4. any conviction for offences (other than traffic offences) within the past five (5) years; and
5. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

## Corporate Governance Overview Statement

OUR APPROACH  
AND COMMITMENT  
TOWARDS BEST  
GOVERNANCE  
PRACTICES

Governance underpins the foundation of an organisation. At Top Glove, we remain resilient in our commitment to sustainable business practices and to embracing the highest standards of corporate governance, ensuring effective management of our business and successful delivery of our strategies, amid a rapidly changing regulatory and business environment.

Our Board remains instrumental in ensuring business stability towards the path to recovery by delivering effective leadership and driving strong, sustainable financial and operational performance for the Group and long-term value creation for our stakeholders.

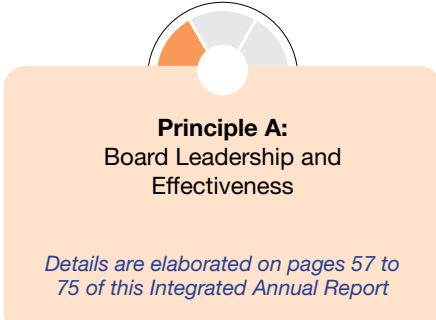
At Top Glove, we firmly believe that our greatest asset is our people. Their resilience, unity and unwavering commitment have been pivotal in maintaining safe operations and delivering the highest quality of products and services to our customers. Despite the challenges we have faced, it is through the collective efforts of our team that we continue to navigate towards financial recovery. Looking ahead, our Board remains dedicated to nurturing the development of our people and fostering positive work environment.

The Group recognises that strong governance is particularly crucial in times of macroeconomic uncertainty. We are committed to upholding high standards of corporate governance and fostering a healthy and responsible culture throughout the Group. We view corporate governance as an ongoing and fundamental discipline that generates value for our stakeholders and underpins our success.

In navigating competitive economic landscape and a rapidly changing external environment, effective oversight of strategy and risk is essential for the Group's long-term sustainability. Our Board remains responsive to evolving regulations and societal expectations, ensuring alignment between the Group's culture, purpose and values, as well as ensuring that the Company has the financial and human resources necessary to successfully deliver its strategies.

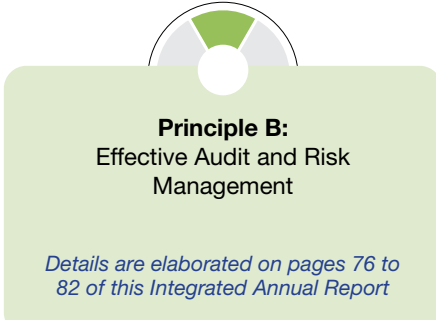
Our Board recognises its responsibility towards its stakeholders and is committed to setting the Company's purpose, values and high standards. Led by the Board Chairman and all Non-Executive Directors, with the support of the Executive Directors and the Management team, we strive to embody Top Glove's strong corporate values and culture, ultimately promoting the long-term sustainable success of the Company for the benefit of all our stakeholders.

This Statement makes reference to the three (3) broad principles of the Malaysian Code on Corporate Governance ("MCCG"):



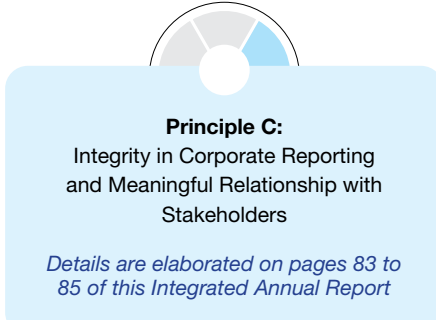
**Principle A:**  
Board Leadership and Effectiveness

*Details are elaborated on pages 57 to 75 of this Integrated Annual Report*



**Principle B:**  
Effective Audit and Risk Management

*Details are elaborated on pages 76 to 82 of this Integrated Annual Report*



**Principle C:**  
Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

*Details are elaborated on pages 83 to 85 of this Integrated Annual Report*



Scan the QR code for more information about our Corporate Governance Policies and Disclosures

 [https://tgapp.topglove.com/IAR/TG\\_Governance\\_Manual/index.php](https://tgapp.topglove.com/IAR/TG_Governance_Manual/index.php)



Scan the QR code for more information about our Corporate Governance Report 2024

 [https://tgapp.topglove.com/IAR/2024/CG\\_Report\\_2024/index.php](https://tgapp.topglove.com/IAR/2024/CG_Report_2024/index.php)


## SECTION 6 : STRENGTH OF OUR GOVERNANCE PRACTICES

1 | 2 | 3 | 4 | 5 | **6** | 7 | 8**TOP GLOVE**  
TOP QUALITY, TOP EFFICIENCY

## Corporate Governance Overview Statement

## SUMMARY OF CORPORATE GOVERNANCE PRACTICES

For the financial year ended 31 August 2024 ("FY2024"), Top Glove Corporation Bhd ("Top Glove" or "the Company") has applied the Practices and adopted all the step-ups encapsulated in MCCG. We will continue our efforts to further strengthen our governance practices in ensuring its robustness to continuously safeguard the interests of our stakeholders while driving growth.

 The detailed explanation of how the Company has applied, complied with and adopted the MCCG Principles and Practices are outlined in the Corporate Governance Report 2024, which is available on our website at <https://www.topglove.com/governance-manual/>

## WE ARE GUIDED BY THESE FRAMEWORKS

1

Companies Act 2016 ("CA 2016")

2

Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities Main LR")

3

Malaysian Code on Corporate Governance ("MCCG")

4

Corporate Governance Guide (4<sup>th</sup> Edition) issued by Bursa Malaysia Securities Berhad

Top Glove received an  
**'A' in the MSCI ESG Ratings**  
in July 2024



Ranked  
**No. 7**

(among the 854 public listed companies in Malaysia)  
**in the Overall Excellence Award at the National Corporate Governance & Sustainability Awards (NACGSA) 2024, by MSWG**

## WE ARE COMPONENT STOCKS OF

Dow Jones  
Sustainability  
Indices (DJSI)  
for Emerging  
Markets

FBM Top 100  
Index

FBM EMAS Index

FBM Hijrah Shariah  
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▲ Top Glove ranked 7<sup>th</sup> in the Overall Excellence Award at the National Corporate Governance & Sustainability Awards (NACGSA) 2024. Mr. Lim Cheong Guan, Managing Director, received the award on behalf of the Company, accompanied by YBhg. Datuk Dr. Shahrazat Haji Ahmad, Deputy Secretary General of Treasury (Investment) (left) and Dr. Ismet Yusoff, Chief Executive Officer of MSWG (right)

## Corporate Governance Overview Statement

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

## OUR BALANCED AND EXPERIENCED BOARD DELIVERS AND DRIVES OUR STRATEGIES

## BOARD OF DIRECTORS

Led by the Board Chairman, the Board holds primary responsibility and sets the tone in defining the Group's strategic direction, risk appetite and control environment with the aim of promoting long-term value to stakeholders.

The key responsibilities of the Board are as follows:

Setting the **vision, mission** and **strategic direction** of the Company and monitor the delivery of strategies by the Executive Directors

Shaping the **culture and values** to ensure that the Company adheres to high standards of ethics

Formalise the **governance model** and ensure that appropriate policies and procedures are in place

Maintain effective **communication** with stakeholders

Deliberate on **formal schedule of matters** specifically reserved for the Board

The Board Charter, duly adopted by the Board, clearly establishes the functions reserved for the Board and those delegated to Management. It serves as a reference and induction literature in providing the Board and Management an insight into the functions of the Board.

 The Board Charter is accessible through the Company's website : <https://www.topglove.com/governance-manual/>

## Board Committees

Presently, the Board is supported by four (4) Board Committees, each with delegated responsibilities to oversee the Group's affairs and authorised to act on behalf of the Board in accordance with their respective Terms of Reference ("TOR").

The Board Chairman does not sit on any of the Board Committees. All Board Committees are chaired by different Board members who are Independent Non-Executive Directors.

Each Board Committee reviews, reports and makes recommendations to the Board during Board meetings on key matters discussed in their respective Board Committee meetings. The Chairman of each Board Committee provides highlights to the Board, and the minutes from each Board Committee meeting will also be tabled at the quarterly Board meetings so as to keep the Board informed of the decisions and deliberations made by each Board Committee.

Similar to the Board, each Board Committee is supported by the Company Secretary and has access to independent advice as required for the performance of its duties.

## EXCO

The Executive Committee ("EXCO") assists the Executive Chairman in ensuring that the Board's decisions, strategies set, business plans, budgets, policies, procedures, strategic business and operational issues approved by the Board are efficiently and effectively implemented, executed and/or monitored by the Group's Executive Management.

The EXCO will review and consider the transactions or activities put forth by the Management and approve them within its delegated authority or recommend them to the appropriate Board Committee and/or the Board.

## Company Secretaries

The Company Secretaries play an advisory role to the Board and support the Board by ensuring that all governance matters and Board procedures are followed through and applicable laws and regulations are complied with.

Deliberations during the Board, Board Committees and EXCO meetings are documented by the Company Secretaries, ensuring that action items are clearly recorded in the meeting minutes and followed up until they are fully addressed.

The Board is regularly updated by the Company Secretaries on changes in the relevant statutory and regulatory requirements, particularly in areas relating to the duties and responsibilities as well as disclosure requirements of the Directors.

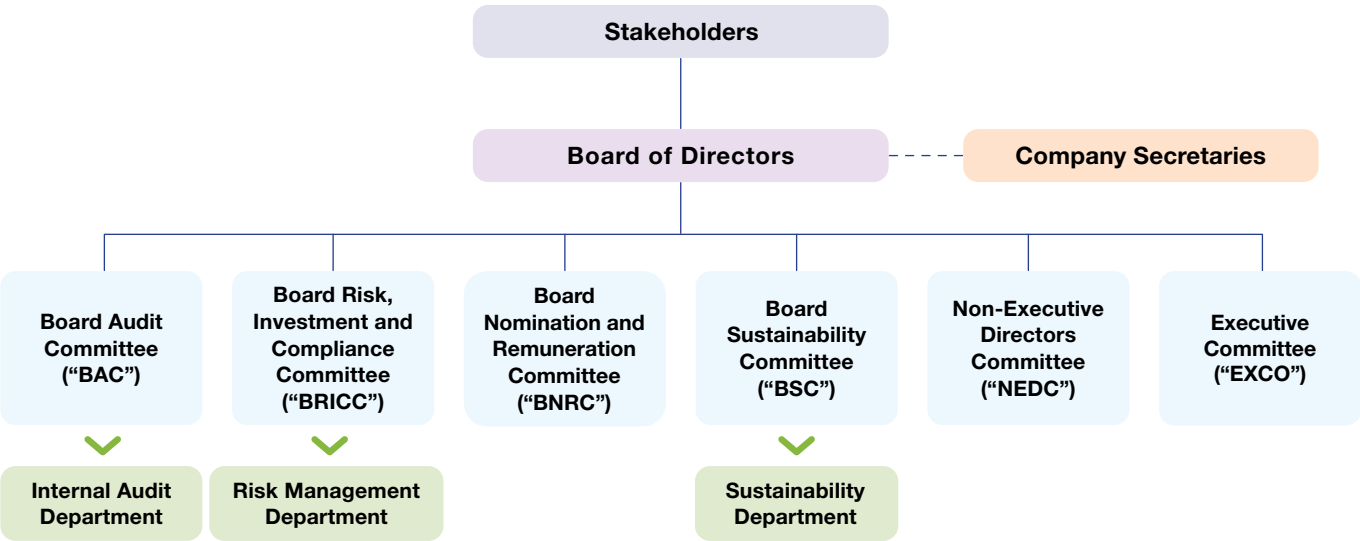
The Company Secretaries also facilitate the communication of key decisions and policies between the Board, Board Committees and the Group's Management. They also coordinate the Board induction programmes and assist with the professional development of Directors.



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CORPORATE GOVERNANCE FRAMEWORK



ROLES

Executive Chairman ("EC")

The EC leads the Board and manages the interface between the Board and Management. He is also responsible for ensuring the orderly conduct and effective functioning of the Board.

Managing Director ("MD")

The MD spearheads and is responsible for the overall businesses and day-to-day management of the Group in accordance with the strategic plans and within the budgets approved by the Board.

Executive Directors ("ED")

The EDs are responsible for the day-to-day operations of the Group, whereby operational issues are discussed, major transactions and matters relating to the Group are reviewed and operational strategies are formulated.

Senior Independent Non-Executive Director ("SINED")

The SINED serves as an intermediary to other Directors when necessary and be available to all stakeholders if they have any concerns which require resolution.

Independent Non-Executive Directors ("INED")

The INEDs deliberate and discuss policies and strategies formulated and proposed by the Management with the view of long-term interests of all stakeholders.

The INEDs provide independent and unbiased views, advice and judgement to ensure a balanced and unbiased decision-making process to safeguard the long-term interests of all stakeholders.

Non-Independent Non-Executive Director ("NINED")

The NINED provides in-depth knowledge and insights from the Group's perspective.

The NINED ensures that the knowledge and insight contributed will lead to a comprehensive, balanced and unbiased decision-making process that serves in the best interests of the Group and to protect the interests of shareholders.

BOARD MEETING

The Board meets at least six (6) times each financial year, adhering to a structured framework with a formal schedule of matters specifically reserved for its approval. Additional meetings may be convened as special Board meetings, as and when necessary. In the intervals between Board meetings, any matters requiring the Board's decisions or approvals will be sought via circulation of written resolutions with supporting information and detailed explanations to enable the Board to make an informed decision and the same practice applies to the Board Committees.

The meetings of the Board, Board Committees and AGM are scheduled before the start of the new financial year, with the calendar of meetings drawn up and tabled to the Board in advance. This is to ensure all Directors and Board Committees' schedules are booked and to also facilitate the Management's planning for the whole financial year. The Board's decisions made at Board meetings shall be determined by a majority vote, as prescribed by the Company's Constitution.

In FY2024, the Board met six (6) times. The Internal and External Auditors, Corporate Advisor and the Company Secretary will attend the Board meetings upon invitation. The Senior Management will also attend the Board meetings to present their proposals and provide explanations on matters related to their areas of responsibility.

The Board has adopted the 75% Board Meeting attendance requirement to be in line with good governance practices, having viewed that technology has made it more convenient for meeting participation. In FY2024, all Directors complied with the 75% Board meeting attendance requirement.

Directors' Attendance at Board, Board Committees Meetings and General Meeting held during the FY2024

| Name of Directors                        | Designation  | Board Meeting ("BOD") | General Meeting ("GM") | Board Committees Meetings |       |      |     |
|--|--------------|-----------------------|------------------------|---------------------------|-------|------|-----|
|  |              |                       |                        | BAC                       | BRICC | BNRC | BSC |
| 1. Tan Sri Dr Lim Wee Chai               | EC           | 6/6                   | 1/1                    | -                         | -     | -    | -   |
| 2. Lim Cheong Guan                       | MD           | 6/6                   | 1/1                    | -                         | -     | -    | -   |
| 3. Lim Hooi Sin                          | ED           | 6/6                   | 1/1                    | -                         | -     | -    | -   |
| 4. Ng Yong Lin                           | ED           | 5/6                   | 1/1                    | -                         | -     | -    | -   |
| 5. Dato' Lee Kim Meow <sup>a</sup>       | NINED        | 3/3                   | 1/1                    | -                         | 3/3   | 4/4  | 2/3 |
| 6. Sharmila Sekarajasekaran <sup>b</sup> | SINED        | 3/3                   | 1/1                    | 5/5                       | -     | 4/4  | 3/3 |
| 7. Datuk Dr. Norma Mansor <sup>c</sup>   | INED / SINED | 6/6                   | 1/1                    | 3/3                       | 4/4   | 5/5  | -   |
| 8. Azrina Arshad <sup>d</sup>            | INED         | 6/6                   | 1/1                    | -                         | -     | 5/5  | 4/4 |
| 9. Martin Giles Manen <sup>e</sup>       | INED         | 5/5                   | 1/1                    | 8/8                       | 4/4   | -    | 3/4 |
| 10. Dr Ngo Get Ping <sup>f</sup>         | INED         | 6/6                   | 1/1                    | 8/8                       | 4/4   | 5/5  | 0/1 |
| 11. Dr Chong Su-Lin <sup>g</sup>         | INED         | 3/3                   | 1/1                    | 5/5                       | -     | -    | -   |
| 12. Rowina Ghazali Seth <sup>h</sup>     | INED         | 3/3                   | 1/1                    | -                         | -     | -    | 2/3 |
| 13. Gan Mei Mei <sup>i</sup>             | INED         | 2/2                   | -                      | -                         | -     | -    | -   |
| 14. Lee Ah Too <sup>j</sup>              | INED         | 1/1                   | -                      | -                         | -     | -    | -   |
| Total Number of Meetings:                |              | 6                     | 1                      | 8                         | 4     | 5    | 4   |

Notes:

<sup>a</sup> Dato' Lee Kim Meow stepped down as a NINED, a member of BRICC, a member of BNRC and a member of BSC on 8 March 2024.

<sup>b</sup> Sharmila Sekarajasekaran retired as a SINED and stepped down as Chairman of BSC, a member of BAC and a member of BNRC on 18 March 2024.

<sup>c</sup> Datuk Dr. Norma Mansor was redesignated as a SINED and appointed as a member of BAC on 19 March 2024.

<sup>d</sup> Azrina Arshad was appointed as Chairman of BSC on 19 March 2024.

<sup>e</sup> Martin Giles Manen resigned as an INED and stepped down as Chairman of BAC, a member of BRICC and a member of BSC on 30 June 2024.

<sup>f</sup> Dr Ngo Get Ping was appointed as a member of BSC on 19 March 2024.

<sup>g</sup> Dr Chong Su-Lin resigned as an INED and stepped down and as a member of BAC on 26 February 2024.

<sup>h</sup> Rowina Ghazali Seth resigned as an INED and stepped down as a member of BSC on 8 March 2024.

<sup>i</sup> Gan Mei Mei was appointed as an INED effective 26 March 2024, a member of BAC and a member of BSC on 30 June 2024.

<sup>j</sup> Lee Ah Too was appointed as an INED, Chairman of BAC and a member of BRICC effective 30 June 2024.

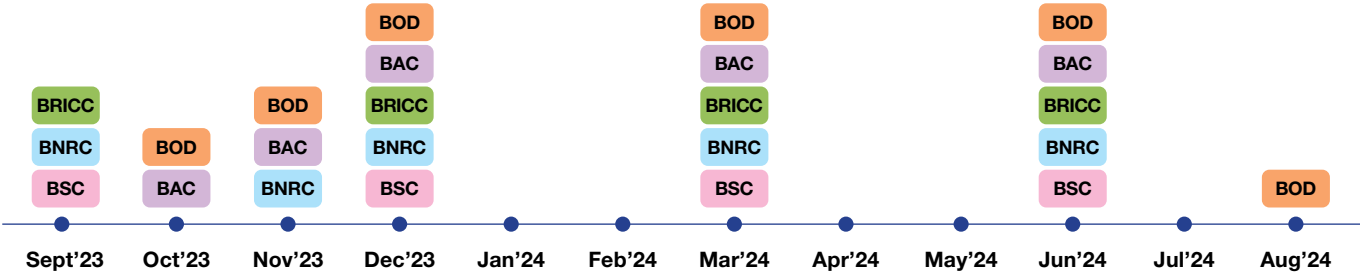
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FY2024 Board and Board Committees' Meeting Calendar



Total Hours for Board and Board Committees' Meetings FY2024



Board's Key Areas of Focus during FY2024:

|                                     |  |
|-------------------------------------|--|
| Strategy                            | <div>1. Reviewed business strategies and strategic plans progress updates</div> <div>2. Reviewed Group's cost down strategies</div> <div>3. Annual Group financial budget setting and review</div> <div>4. Reviewed the Group's investment holding position</div> <div>5. Reviewed Balanced Scorecard for the Group</div>  |
| Financial Performance               | <div>6. Quarterly, half-yearly and yearly financial performance reports</div> <div>7. Shares performances on Bursa Securities and Singapore Exchange</div> <div>8. Capital structure review and balance sheet management</div> <div>9. Dividend Policy and Procedure</div>   |
| Risk and Internal Controls          | <div>10. Audit Findings</div> <div>11. Enterprise Risk Management Framework and report</div> <div>12. Material risks and mitigation plans</div> <div>13. Business Continuity Management Policy and Framework</div> <div>14. Jurisdictional Regulatory Framework</div>  |
| Corporate Governance and Compliance | <div>15. Board Charter, Board Manual and Terms of Reference of Board Committees</div> <div>16. Board and Board Committees' size and composition</div> <div>17. Board appointment, renewal and re-election</div> <div>18. Board remuneration package review</div> <div>19. Board Effectiveness Evaluation and actionable improvement plans</div> <div>20. Corporate Governance disclosure review and updates</div> <div>21. Re-appointment of Auditors</div> <div>22. Board Policies adoption and revision</div> <div>23. Board and Senior Management succession planning</div> <div>24. Integrated Annual Report and Shareholders Statement</div> <div>25. Summary of Shareholders Questions and Feedback of Annual General Meeting</div> <div>26. Employee engagement survey</div> <div>27. Mandatory Accreditation Programme (MAP) Part II: Leading for Impact (LIP)</div> |

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|                    |   |
|--------------------|---|
| Sustainability     | <div>28. Mandatory ESG Reporting in Bursa Malaysia ESG Reporting Platform</div> <div>29. Business and Human Rights Policy and Framework</div> <div>30. Sustainability Initiatives progress updates</div> <div>31. Labour practices management and social compliance</div> <div>32. Materiality Assessment for Sustainability matters</div> <div>33. Sustainability Roadmap and Strategies Framework</div> <div>34. Integration of Sustainability into Business Strategies</div> <div>35. Remuneration payment linked to ESG metrics</div> <div>36. Review sustainability key performance indicators for Senior Executives</div> |
| Corporate Proposal | <div>37. Progress updates on senior and/or perpetual Sukuk programme and Bonus Issue of Warrants</div>  |

BOARD AWAY DAY

The Board held its Board Away Day in August 2023 with the theme “Perfect Response to Perfect Storm” which reinforced Top Glove’s objective “How can Top Glove Emerge or Ride Out from This Perfect Storm?” facilitated by the Company’s Corporate Advisor. The Board Away Day also covered strategies and action plans for FY2024. The next Board Away Day is scheduled for 2025.

INDEPENDENCE

The Board acknowledges the significant contributions of the INEDs to the Company in providing independent and objective judgement to the Board in decision-making.

An annual independency assessment has been conducted by the BNRC to reaffirm the independence of all INEDs based on the provisions of Bursa Securities Main LR, including a self-declaration of any involvement or relationships which could interfere with an independent judgement and the ability to act in the best interests of the Company. Additionally, an independent confirmation based on the independency assessment is obtained prior to the appointment of INED.

During FY2024, the Board was satisfied that none of the INEDs had any relationships or conflict of interest that could materially interfere with, or be perceived to materially interfere with, their unfettered and independent judgement and ability to act in the best interests of the Company.

Furthermore, the Board has adopted the Independent Director Tenure Policy, which sets the limit on the tenure of Independent Directors to nine (9) years without further extension. Upon completion of nine (9) years tenure, an Independent Director will vacate his/her Board seat from the Company.

SUPPLY AND ACCESS TO INFORMATION

The Board and Board Committees received pertinent information from the Management in a timely basis to fulfil their roles. Additionally, meeting minutes and highlights from all the Board Committees and Executive Committee (“EXCO”) meetings are tabled in Board meetings for the Directors’ attention and notation.

All Directors are provided with the Board meeting agenda and Board papers in advance. These include information such as the Company’s financial performance, business outlook and reports from the respective Board Committees prior to the Board meeting to facilitate an informed decision-making process. The Managing Director and Executive Director would lead the presentation of Board papers and provide comprehensive explanations regarding strategy and business plans, business performance, potential mergers and acquisitions, corporate proposals and other pertinent issues.

Proposals and recommendations from the Management will be discussed at the EXCO level and then the recommendations from the EXCO will be put forth to the relevant Board Committees for deliberation and endorsement. Thereafter, the Chairman of the respective Board Committees will brief the Board and seek its approval. All matters raised, deliberations, decisions and conclusions including any dissenting views made at the Board meetings are recorded in the minutes, with clear actions assigned to responsible parties.





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Notices on the closed periods for dealing in Top Glove’s securities are served to Directors, key management personnel and principal officers who are deemed to be privy to any sensitive information for the applicable periods, especially around the regular annual scheduled Board meetings to approve quarterly financial results. This is to comply with Bursa Securities Main LR and the Capital Markets and Services Act 2007 requirements where Directors, key management personnel and principal officers of the Company and the Group are prohibited from dealing in securities based on price-sensitive information which have not been publicly announced within thirty (30) calendar days before the targeted date of announcement of the quarterly financial results up to the date of announcement.

The Directors are also notified of any corporate announcements released to Bursa Securities and the impending restrictions on dealing with the securities of the Company prior to the announcement.

BOARD BALANCE, COMPOSITION AND DIVERSITY

The Board regularly reviews its composition to ensure that the composition best fits the Company’s needs and is adequate and effective in discharging its duties and responsibilities.

In the course of identifying experienced, qualified and fit-for-purpose candidates, the BNRC has approached several external sources, including the Institute of Corporate Directors Malaysia (“ICDM”) and independent human resources advisors. The BNRC has made reference to the Board Skills Matrix Assessment and the Board Effectiveness Evaluation exercise conducted for FY2024 in the selection of potential Board candidates. The BNRC also shared the Board skills matrix with external sources in recruiting the desired candidates who met the Company’s requirements.

As of 31 August 2024, the Board comprised nine (9) Board members as follows:



The Board is committed to maintaining diversity and inclusion in its composition and decision-making process. Diversity is considered across different aspects, including gender, age, cultural and educational background, nationality, professional experience, skills, knowledge and length of service.

There is a clear division between the roles of the Chairman and the Managing Director to preserve a balance of authority and accountability, to avoid unfettered powers of decision-making.

During the year under review, the Board, through the BNRC reviewed and restructured the Board Committees’ composition to ensure that the composition best fit the Company’s needs. Women directors represented 33% of the Board members.

In line with the MCCG Guidance Note 5.10, the participation of women in decision-making positions is emphasised not only at the Board level but also within Senior Management. The Group’s existing Board Diversity Policy maintains at least 30% women participation both on the Board and at the Senior Management level.

The Board remains focused on diversity and ensuring the Board has the right mix and balance of skills to contribute to the Group’s business needs when assessing new candidates for Board members. Succession planning also includes an appropriate focus on diversity to ensure long-term effectiveness of the Board.

Meritocracy remains the basis for appointments and promotions at the Senior Management level, whereby incumbents must possess the pre-requisite qualifications, experience, technical skills and leadership competencies. Having diverse key team members comprising individuals with the right skill sets, experiences, age, cultural backgrounds and genders will enrich the Group’s talent pool and ensure a strong succession pipeline.

In appreciation and recognition of their past positive contributions, vast experience, knowledge, guidance and insights during their tenure with the Group, the Board has appointed both Dato’ Lee Kim Meow and Ms Sharmila Sekarajasekaran to the role of Honorary Director upon their stepping down and retirement from the Board, on 8 March 2024 and 18 March 2024, respectively. This role does not carry any advisory fee or voting rights.

 The Board Diversity Policy is accessible through the Company’s website : <https://www.topglove.com/governance-manual/>

Corporate Governance Overview Statement

BOARD APPOINTMENT AND SUCCESSION PLANNING

The selection, nomination and appointment of suitable candidates to the Board follow a transparent process, facilitated through the BNRC. The BNRC is also responsible for reviewing the existing composition of the Board, identifying the gaps and subsequently recommend to the Board a suitable candidate with the required skill set, expertise and experience. The Board had during its meeting held in September 2021, resolved not to consider any active politician to be on the Board.

In reviewing and recommending to the Board of any new Director’s appointment, the BNRC considers the following:

- 1

Age, gender, ethnicity, required mix of skills and experience, knowledge, expertise, professionalism, integrity, capabilities and such other factors which would contribute to the Board’s collective skills
- 2

Expected time commitments if the candidate has multiple Board representations
- 3

Composition requirements for the Board and Board Committee
- 4

Independence, for the appointment of an INED

Top Glove’s Boardroom appointment process is as follows:

- 1

BNRC conducts annual assessment, reviews and identifies gaps/ vacancy
- 2

BNRC develops profile and competency and searches for candidates
- 3

BNRC identifies and shortlists the potential candidates
- 4


BNRC conducts due diligence on the potential candidates
- 5

BNRC interviews the shortlisted candidates
- 6

BNRC nominates and makes recommendation to the Board
- 7

Board approves the appointment of Director

The Board, with assistance from the BNRC, is responsible for succession planning for the Directors and Key Senior Management (“Key Business Leaders”), guided by the Succession Planning Policy adopted by the Board. The succession planning ensures the stability and accountability of the Group by preparing for any eventual permanent change in leadership, either planned or unplanned, this is to ensure continuous support in operations and service when the Key Business Leaders leave their positions.

 The Succession Planning Policy is accessible through the Company’s website : <https://www.topglove.com/governance-manual/>




◀ Top Glove’s Board of Directors (From left) Ms Gan Mei Mei, Puan Azrina Arshad, Datuk Dr. Norma Mansor, Mr Lim Cheong Guan, Tan Sri Dr Lim Wee Chai (Centre), Mr Ng Yong Lin, Dr Ngo Get Ping, Mr Lim Hooi Sin and Mr Lee Ah Too

Corporate Governance Overview Statement

DIRECTORS' RE-ELECTION

The BNRC and the Board ensure that the annual re-election of Directors was contingent on satisfactory evaluation of Directors' performance and contribution to the Board.

 The details of the Directors standing for re-election and the justification can be found on pages 233 to 235 of the Notice of AGM of this Integrated Annual Report.

DIRECTORS' PROFESSIONAL DEVELOPMENT

The Board has established a training policy for Directors to ensure all Directors have access to learning, development and training opportunities. The aim is to better equip Directors with the skills and knowledge required to fulfil their fiduciary duties and effectively carry out their roles and responsibilities.

The Board Induction Programme is coordinated by the Company Secretary together with the Managing Director, Executive Director and heads of business units. This programme provides newly appointed Directors with the essential information and an overview to assist them in understanding the industry, operations, financials, corporate strategies, current issues and challenges as well as the structure and the management of the Company. On-site briefings and site visits are also conducted to enhance understanding of the Company's operations.

The Board through the BNRC, determines the training needs of Directors based on the outcomes of the annual Board performance and effectiveness evaluation. The Company Secretary continuously identifies and recommends suitable development programmes for respective Directors based on their training needs analysis. The Directors may raise any training needs with the Chairman, who ensures that the training programmes meet the needs of the Board, individual Directors and the business. Directors may also request training on specific issues with some attending external courses which are specific to their areas of expertise, such as risk, remuneration or audit.

Ongoing trainings related to the business, industry, as well as regulatory updates are provided to the Board. This ensures that the Board remains informed about the latest trends in the industry and business world, as well as latest developments in regulatory and legal matters. From time to time, meetings or talks with subject matter experts in the business or industry are arranged for Directors seeking to gain deeper insights into specific topics.

Pursuant to Bursa Malaysia's Listing Requirements, the Board acknowledges the requirement to attend the Mandatory Accreditation Programme Part II : Leading for Impact ("LIP"), an initiative under the Securities Commission Malaysia's Corporate Governance Strategic Priorities 2021 to 2023, which aims to provide the Board with the foundation to address sustainability risks and opportunities effectively. The LIP also seeks to equip the Board to have better oversight over the Group's material sustainability matters. Directors appointed on or after 1 August 2023 will complete the programme within 18 months from the date of his/her appointment and existing Directors appointed prior 1 August 2023 will complete the programme on or before 1 August 2025.

Summary of Training Attended by All Board Members in FY2024

| Training Categories   | Number of Trainings Attended |
|---|------------------------------|
| A. Corporate Governance, Risk Management and Internal Controls                | 19                           |
| B. Sustainability, Risk and Compliance  | 14                           |
| C. Accounting and Financial Reporting   | 7                            |
| D. Human Capital or Talent Management   | 6                            |
| E. Industry Experience (i.e. Healthcare, Manufacturing Sector)                | 5                            |
| F. International or Regional Business Experience including Marketing Strategy | 4                            |
| G. Entrepreneurial and Business Management                                    | 2                            |
| H. Operations and Quality Management  | 2                            |
| I. Information Technology, Automation or Digital Strategy                     | 1                            |
| J. Legal and Regulatory   | 1                            |
| Total   | 61                           |

 During FY2024, all the Board members attended various training programmes; the details of the training attended by each Director can be found on pages 15 to 17 of the Corporate Governance Report 2024.

 The Training Policy for Directors is accessible through the Company's website : <https://www.topglove.com/governance-manual/>

BOARD AND SENIOR MANAGEMENT REMUNERATION

The Remuneration Policy and Procedures for Directors and Senior Management ("the Remuneration Policy") was updated by the Board in September 2021 to reflect the current components of the remuneration packages and current structure of the Board and Senior Management. The Board has resolved to adopt the practice whereby the Executives remuneration will link to Environmental, Social and Governance (ESG) metrics and the performance evaluations of the Board and Senior Management include a review of their performance in addressing the Company's material sustainability risks and opportunities.

The Remuneration Policy comprises remuneration guiding principles, remuneration framework, remuneration elements as well as remuneration policies and procedures. The remuneration of Executive Chairman, Executives Directors and Key Senior Management is determined based on, amongst others, their scope of duties, responsibilities, skills and experience, corporate and individual performance and achievement of annual key performance indicators as well as prevailing market practices and economic conditions. The remuneration for INEDs and NINED is determined based on experience and level of responsibilities undertaken, extent of contributions, effort and time spent, number of committees served as well as prevailing market practices and economic conditions.

 The Remuneration Policy is accessible through the Company's website : <https://www.topglove.com/governance-manual/>

Since FY2023, the Group has implemented a group-wide Balanced Scorecard. The Group's performance is determined in accordance with a Balanced Scorecard which includes key performance measurements (KPIs) such as Financial, Customers & Stakeholders, Systems & Projects and People & Culture, supported by numerous strategic objectives. The Group's KPIs are cascaded to the business units and subsequently to individual goals, where each employee's performance is tracked through a set of balanced goals.

Similarly, for the Executive Chairman and Managing Director, their performance will also be measured through a scorecard which covers Revenue and Cost, Meetings, Internal and External Relationships and Culture.

The Company rewards its employees and the Executive Directors with options under the Employees Share Option Scheme ("ESOS") and shares under the Employees Share Grant Plan ("ESGP"). The Executive Directors are not entitled to receive meeting allowances for the Board and Board Committees meetings they have attended. The details of the vesting of options under the ESOS and awards of shares under the ESGP are set out on pages 94 to 95 of this Integrated Annual Report under the Directors' Report of the Audited Financial Statements for FY2024.

The ESOS and ESGP Committees, will continue to oversee the administration and to ensure proper implementation of the ESOS and ESGP according to the respective By-Laws:

- 1) Tan Sri Dr Lim Wee Chai (Chairman)

2) Lim Cheong Guan


3) Lim Jin Feng

4) Datuk Dr. Norma Mansor
- 5) Azrina Arshad

6) Dr Ngo Get Ping

7) Ng Yong Lin

During FY2024, the ESOS and ESGP Committees had considered and approved the ESOS and ESGP allocation factors to the eligible employees of the Group. The Non-Executive Directors are entitled to receive meeting allowances for the Board and Board Committee meetings they have attended but are not entitled to participate in the ESOS and ESGP, save for the NINED.

 The details of the Directors' remuneration comprising amount received or receivable from the Company and subsidiaries respectively in FY2024 can be found in our Corporate Governance Report 2024 which can be accessed via <https://www.topglove.com/governance-manual/>



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ETHICS AND INTEGRITY

The Board has adopted the Directors’ Code of Conduct and Ethics for Directors to reflect the underlying values and commitment to uphold standards of trust, integrity, responsibility, excellence, commitment, dedication, diligence, ethics and professionalism contributing towards the social and environmental growth of the surrounding communities in which Top Glove Group operates.

Embracing an ethical culture within the organisation is fundamental to preserving the Company’s reputation, thereby enhancing the confidence of stakeholders. The Company has committed to uphold the practice of integrity in the organisation and has established adequate policies and procedures, driven by the Central Integrity Function.

 The Directors’ Code of Conduct and Ethics is available on the Company’s website at <https://www.topglove.com/governance-manual/>

BOARD EFFECTIVENESS EVALUATION

The Board recognises that a structured and regular evaluation of the Board is an important pillar of good corporate governance. Each year, the Board conducts a rigorous Board Effectiveness Evaluation (“BEE”) process to review and evaluate the effectiveness of the Board as a whole, the contribution of each individual Director and peers, the independence of the INEDs and the Board Committees’ performance including various Head of Support Functions who support the respective Board Committees and assessment of EXCO.

BEE PROCESS

For FY2024, the BEE was conducted internally, facilitated by the Company Secretary via online questionnaires. Overall, it was the collective view of the Directors that the Board is effective in discharging its responsibilities, operating within an open and transparent culture that encourages constructive challenges on key issues. The outcome of the BEE will be referred to when the BNRC recommends for the re-appointment or re-election of Directors and Board Committees’ members.

The Board Committees’ performance evaluation has shown that each Board Committees remains effective in supporting the Board. Individual director’s performance and contributions were assessed through one-to-one interviews with the Board Chair while the Board Chair was assessed by the BNRC Chair. During these assessment sessions, both parties will discuss openly on their personal development, Boardroom culture and activities.

BEE Process for FY2024

|           |  |
|-----------|--|
| Design    | Online questionnaires developed by Company Secretary and duly endorsed by the BNRC and Board, taking into consideration latest best practices in the MCCG and other relevant rules on BEE.   |
| Assess    | Questionnaires were circulated to all Directors through Google Survey Form. Responses were collected and BEE reports which summarised the findings were prepared by the Company Secretary. The BEE reports were then reviewed and deliberated by the BNRC. |
| Recommend | The BNRC will share the highlights and recommendations on areas for improvement with the Board and the respective Board Committees.  |

Corporate Governance Overview Statement

ASSESSMENT CRITERIA

The BEE assessment criteria encompassed the following key areas:

| Scope of Assessment                       | Assessment Criteria  |
|---|--|
| Questionnaire Assessment                  |  |
| 1. Board of Directors’ Assessment         | 1. Board Mix and Composition<br>2. Quality of Information and Decision-Making<br>3. Boardroom Activities<br>4. Board Chairman’s Role   |
| 2. Board Skills Matrix Assessment         | 1. Envisaged Board Skills Matrix<br>2. Current Board Skills Matrix   |
| 3. Directors’ Self and Peer Assessment    | 1. Contribution and Performance<br>2. Calibre and Personality<br>3. Managing Director<br>4. Senior Independent Director  |
| 4. Fit and Proper Assessment              | 1. Probity<br>2. Personal Integrity<br>3. Financial Integrity and Reputation<br>4. Experience and Competence<br>5. Time and Commitment   |
| 5. Independent Directors’ Self-Assessment | 1. Background<br>2. Economic Relationship<br>3. Family Relationships<br>4. Tenure<br>5. Qualitative Assessment   |
| 6. Board Committees’ Assessment           | 1. Composition and Governance<br>2. Meeting Administration and Conduct<br>3. Duties and Responsibilities in relation to Committees’ Oversight Matters<br><br>Additional assessment for Board Audit Committee:<br>4. Group Synergy and Reporting Line<br>5. Oversight of Financial Reporting Process, including Internal Controls and Audit Processes<br>6. Oversight on the Internal Audit Function<br>7. Oversight on the External Auditor<br><br>Others:<br>Assessment from Board Committees on Head of Support Function<br>Assessment of Board Committees by the Board<br>Assessment of EXCO by the Board |

The annual evaluation process in FY2024 confirmed the continued effective operations of the Board and Board Committees. The Board is satisfied with the overall performance of individual Directors, effectiveness of the Board and Board Committees and the independency of Independent Directors.

The Board agreed that its composition is well-structured and represented, with an appropriate mix of skills, expertise and experience, contributing to the overall effectiveness of the decision-making process for the Company and the Group. The compositions of the Board and its Committees provide an appropriate balance of experience and technical knowledge, which will continue to be monitored.

The key findings, recommended areas for improvement and action plans arising from the BEE for FY2024 had been tabled to the BNRC for consideration and subsequently, highlighted to the Board for approval. In October 2024, the Board approved the BNRC’s recommendation to engage independent experts to conduct the BEE for FY2025.

 The BEE Framework is available on the Company’s website at <https://www.topglove.com/governance-manual/>



Corporate Governance Overview Statement

LOOKING AHEAD

As the business landscape continuously evolve and remains competitive, the Company takes an optimistic and long-term view of industry prospects and will continue to strengthen its business sustainability practices, maintain robust governance framework and uphold ethical corporate culture to drive sustained growth, charting its path to continued business recovery.

Some of the priorities for FY2025, in addition to its regular activities, are as follows:

- 1

Focusing on human capital management as a key driver of the organisation's long-term value creation
- 2

Succession planning for the Board and key members of Senior Management to ensure leadership continuity
- 3

Developing the existing strong leadership team and further enhancing effective governance structure
- 4

Maintaining a high-performing Board through regular reviews and improvements in Board practices and processes
- 5

Refining corporate strategies and repositioning the business towards recovery to pursue long-term and sustainable growth
- 6

Enhancing sustainability integration throughout the Group's business operations and its supply chain
- 7

Strengthening the oversight capabilities in areas of risk, compliance and sustainability for both the Board and Management
- 8

Addressing the evolving stakeholders' expectations while navigating ongoing global developments
- 9

Driving innovative and digital transformation efforts to facilitate growth and ensuring impactful execution

BOARD NOMINATION AND REMUNERATION COMMITTEE REPORT

The Board Nomination and Remuneration Committee ("BNRC") of Top Glove is pleased to present the BNRC Report for FY2024.

Composition

The BNRC comprises three (3) members as follows, all of whom are Independent Non-Executive Directors:

| Members                              | Date of Appointment as BNRC Member | Tenure on the BNRC as at 31 August 2024 |
|--------------------------------------|------------------------------------|---|
| 1. Datuk Dr. Norma Mansor (Chairman) | 12 May 2017                        | 7 Years 3 Months                        |
| 2. Azrina Arshad                     | 1 December 2020                    | 3 Years 8 Months                        |
| 3. Dr Ngo Get Ping                   | 27 April 2022                      | 2 Years 4 Months                        |

Notes:  
Dato' Lee Kim Meow stepped down as a BNRC member upon his stepping down from the Board on 8 March 2024.  
Ms Sharmila Sekarajasekaran stepped down as a BNRC member upon her retirement from the Board on 18 March 2024.

Meetings and Attendance

In FY2024, the BNRC had met five (5) times. The Company Secretary and Managing Director were in attendance at every meeting while the Executive Director, Senior Management and other Board members would attend the BNRC meetings upon invitation, as and when required.

The Company Secretary will circulate the minutes of the BNRC meetings at Board Meetings for notation. The BNRC Chair will also brief the Board on the highlights and key issues deliberated during BNRC meetings.

Roles and Responsibilities

The BNRC is entrusted by the Board to assist in the nomination and recommendation of candidates for the Board and Board Committees, as well as to assess their performance and remuneration packages.

Key responsibilities of the BNRC are as follows:

- Nomination

1. Review the composition and competencies of the Board and Board Committees

2. Nominate candidates for the Board and Board Committees

3. Assess the performance and effectiveness of the Board, Individual Board members, and Board Committees

4. Review the succession plan for the Board and Key Senior Management

5. Oversee Directors' training and development needs and its effectiveness
- Remuneration

1. Formulate formal and transparent remuneration process for Board and Key Senior Management

2. Conduct periodic reviews of the Board's remuneration framework to ensure that remuneration is structured to link rewards to both corporate and individual performance

The TOR of the BNRC is available for reference on the Company's website at <https://www.topglove.com/governance-manual/>

Key Areas of Focus during FY2024:

- Board and Board Committees' Composition and Succession Planning

1. Reviewed the size and composition of the Board and Board Committees.

2. Assessed the selection criteria for potential Board candidates.

3. Reviewed the succession plans for the Board, Board Committees, Executive Chairman and Managing Director.

4. Conducted engagement sessions to assess and review the suitability of the potential Board candidates from various sources.
- Appointment or Re-Appointment of the Board and Senior Management

1. Reviewed the background, skills and experience of potential candidates to be appointed as the Independent Non-Executive Directors of the Company.

2. Evaluated the contribution of Directors seeking for re-election or retention and recommended their suitability for the Board to propose to Shareholders for approval.

3. Reviewed Directors' tenure of service.

4. Reviewed the suitability of potential candidates for Senior Management roles.
- Board and Senior Management Remuneration

1. Reviewed fees and benefits payable to Directors, benchmarking against industry practices.

2. Reviewed remuneration packages of Executive Directors, Non-Executive Directors, Key Senior Management and related employees.

3. Received updates on the Employee Share Option Scheme and Employee Share Grant Plan allocations for FY2024.

4. Reviewed summary report on current headcount, years of service and percentage of upper management.



Corporate Governance Overview Statement

|                                |  |
|--------------------------------|--|
| Framework, Policy & Guidelines | <div><div>1. Reviewed and recommended the amendments made in the manuals, policies and terms of reference adopted by the Board in line with both the Main Market Listing Requirements as well as the Malaysian Code on Corporate Governance.</div><div>2. Reviewed the Group Travelling Policy for senior and key executives.</div><div>3. Reviewed guidelines for performance grade allocation by management.</div></div>   |
| Board Effectiveness Evaluation | <div><div>1. Reviewed the questionnaires for the Board Effectiveness Evaluation (“BEE”).</div><div>2. Reviewed the outcomes of the annual Board and Board Committees’ performance assessments, independency of INEDs, and individual directors’ performance and contribution.</div><div>3. Reviewed the results of the BEE exercise for FY2024 and recommended the proposed actionable improvement plans to the Board.</div><div>4. Received updates on the actionable improvement plans for BEE FY2023.</div><div>5. Reviewed Board skills matrix and level of competency to align with the organisation’s current and future needs.</div><div>6. Reviewed the training needs of Directors.</div></div> |
| Governance                     | <div><div>1. Reviewed Balanced Scorecard for the Company as well as the Executive Chairman and Managing Director.</div><div>2. Reviewed the outcome of the annual Employee Engagement and Job Satisfaction Survey.</div><div>3. Reviewed the Learning and Development programmes for Directors and the Senior Leadership Team.</div><div>4. Reviewed the succession planning for the Senior Leadership Team.</div><div>5. Reviewed updates on Business and Human Rights under the BNRC’s purview.</div><div>6. Reviewed job descriptions for the top five (5) positions in the Company to align with the Board’s expectations and to ensure long-term business sustainability.</div></div>               |

Looking Ahead

Some of the priorities for FY2025 in addition to its regular activities are as follows:

- 1

Review the progress and outcomes of the TG Leadership Masterclass Programme
- 2

Review the HR Blueprint, plans for talent acquisition and retention and culture survey
- 3

Maintain focus on succession planning for Directors and Key Senior Management
- 4

Explore various initiatives to further enhance the organisation culture and organisation learning experience
- 5

Continue to identify gaps in Board composition and propose solutions to address them
- 6

Continue to develop and source appropriate trainings for Directors to ensure they possess the competencies needed to discharge their duties effectively
- 7

Formulate a talent pool of Directors by building a database of potential candidates collated from various independent sources
- 8

Review the compensation package of Directors and Senior Management aligned with prevalent market practices, ensuring competitiveness to attract and retain talent
- 9

Review employees’ reward system to better align it with achieving targeted improvements in productivity, quality and efficiency

Corporate Governance Overview Statement

BNRC Effectiveness Review and Performance

During the year under review, the Board assessed the performance of the BNRC through the annual Board Effectiveness Evaluation. The Board is satisfied that the BNRC has effectively discharged its duties, functions and responsibilities in accordance with the TOR of the BNRC.

BOARD SUSTAINABILITY COMMITTEE REPORT

The Board Sustainability Committee (“BSC”) of Top Glove is pleased to present the BSC Report for FY2024.

The Board recognises the critical importance of adopting a robust and sustainable business model that incorporates environmental, social and governance (“ESG”) criteria. Established in March 2019, the BSC advises and assists the Board in embedding a long-term and strategic perspective into business decisions, steering ESG strategies and initiatives to create a competitive advantage and generate long-term sustainable value for our stakeholders. The Board remains firmly committed to supporting the United Nations Sustainable Development Goals (UNSDGs) by aligning ESG practices with these global goals.

Sustainability is a core value shared across the Group, reflected in how Top Glove manages its business and manufacturing operations. This includes prioritising employees’ workplace health and safety, upholding human rights, demonstrating commitment to the community and social responsibility, reducing the Company’s environmental impact, and adhering to the highest standards of corporate governance guided by the Group’s corporate values : Respect, Integrity, Value, Empowerment and Relationship (R.I.V.E.R.). The BSC believes that ESG initiatives should not exist in isolation but must be balanced with economic considerations, which serve as a fundamental pillar of sustainability.

Composition

The governance of sustainability is embedded within our corporate governance structures across the Group, extending from Board-level committees to Management-level functions and business units. In supporting the BSC, the Sustainability Steering Group has the strategic and operational responsibility for assessing and managing sustainability-related issues.

The BSC is comprised of three (3) members as follows, all of whom are Independent Non-Executive Directors:

| Members                     | Date of Appointment as BSC Member | Tenure on the BSC as at 31 August 2024 |
|-----------------------------|-----------------------------------|--|
| 1. Azrina Arshad (Chairman) | 22 March 2019                     | 5 Years 5 Months                       |
| 2. Dr Ngo Get Ping          | 19 March 2024                     | 5 Months                               |
| 3. Gan Mei Mei              | 30 June 2024                      | 2 Months                               |

**Notes:**  
Dato’ Lee Kim Meow stepped down as a BSC member upon his stepping down from the Board on 8 March 2024.  
Puan Rowina Ghazali Seth stepped down as BSC member upon her resignation from the Board on 8 March 2024.  
Ms Sharmila Sekarajasekaran stepped down as a BSC Chairman upon her retirement from the Board on 18 March 2024.  
Puan Azrina Arshad was appointed as BSC Chairman on 19 March 2024.  
Mr Martin Giles Manen stepped down as a BSC member upon his resignation from the Board on 30 June 2024.

Meetings and Attendance

In FY2024, the BSC had met four (4) times. The Company Secretary, Managing Director as well as Sustainability team were in attendance at every meeting while the Executive Director, Senior Management and other Board members would attend the BSC meetings upon invitation, as and when required.

The Company Secretary will circulate the minutes of the BSC meetings at Board Meetings for notation. The BSC Chair will also brief the Board on the highlights and key issues deliberated during BSC meetings.

 Please refer to pages 59 to 60 of this Integrated Annual Report for the attendance record of BSC members.


Corporate Governance Overview Statement


Roles and Responsibilities

The BSC serves as an advocate for sustainability within the Company, driving the Group’s sustainability strategy and initiatives. The BSC oversees the implementation of the Sustainability Charter and Sustainability Policy adopted by the Board, guided by the Terms of Reference (“TOR”) of the BSC.

Key responsibilities of the BSC are as follows:



 The Sustainability Charter and TOR of the BSC is available for reference on the Company’s website at <https://www.topglove.com/governance-manual/>

 The Sustainability Policy is available for reference on the Company’s website at <https://www.topglove.com/policies>

Key Areas of Focus during FY2024:

|                                |   |
|--------------------------------|---|
| Framework, Policy & Guidelines | <div><div>1. Reviewed the progress, strategy, risk assessment and compliance of the Carbon Border Adjustment Mechanism (CBAM), European Union Deforestation Regulation (EUDR) and Corporate Sustainability Due Diligence (CSDD).</div><div>2. Reviewed the refined Sustainability Policy and Business Partners’ Code of Conduct.</div><div>3. Reviewed Sustainability Department’s key deliverables.</div><div>4. Recommended enforcement and implementation of the existing travel policy among directors and senior management for corporate sustainability and to mitigate business continuity risks.</div><div>5. Reviewed the proposed action plans arising from the Board Effectiveness Evaluation FY2023 outcome.</div><div>6. Reviewed the Mandatory ESG Reporting in Bursa Malaysia ESG Reporting Platform.</div></div>  |
| Sustainability Plan            | <div><div>1. Reviewed and deliberated the Group’s sustainability initiatives and strategies, including ESG indices rating updates.</div><div>2. Reviewed and deliberated the Group’s sustainability blueprint and ESG targets.</div><div>3. Reviewed updates on Business and Human Rights under the BSC’s purview.</div></div>  |
| Sustainability Governance      | <div><div>1. Reviewed the ESG related Risk assessment focusing on sustainability risks.</div><div>2. Reviewed materiality matters and the revised materiality assessment guidelines for sustainability matrix and its outcomes as well as proposed plans.</div><div>3. Reviewed the Sustainability Statement/Report for inclusion in the Integrated Annual Report.</div><div>4. Assessed the KPIs linked to ESG metrics.</div><div>5. Reviewed ESG gap analysis between the Company’s current ESG performance against expected ESG performance considering international best practices, aiming to improve the Company’s ESG ranking.</div><div>6. Advocated the “Independent Directors’ Workshop: External Business &amp; Human Rights (BHR) Risks Facing TG &amp; Our Game Plan”</div><div>7. Reviewed updates on “Top Glove’s Inaugural Webinar: Emerging Trends Shaping Business Sustainability &amp; Humanity.”</div><div>8. Deliberated on the Group’s Health, Safety and Environment programme and annual plan.</div><div>9. Reviewed the ESG training programmes for the Group’s management and staff.</div><div>10. Reviewed collaboration opportunities with third parties to enhance the Group’s sustainability practices.</div><div>11. Reviewed the Terms of Reference of BSC.</div></div> |

Corporate Governance Overview Statement

Looking Ahead

The BSC will continue to support the Board by overseeing the development, implementation, measurement and reporting of processes, standards and strategies of the Group’s ESG performance. Additionally, the BSC will enhance its role by placing greater emphasis on monitoring the impact of the Group’s long-term strategy in addressing emerging sustainability issues. This will ultimately support the Group’s objective of operating sustainably for the benefit of both current and future generations.

Some of the priorities for FY2025 are as follows:

- 1Explore Science-Based Targets initiative (SBTi) to align with climate goals

2Explore the Double Materiality Assessment concept to better integrate sustainability impacts

3Consider the Taskforce on Nature-related Financial Disclosures (TNFD) as a key development in risk disclosure practices

4Engage proactively with stakeholders on an ongoing basis to effectively manage material sustainability issues

5Improvement in global sustainability ratings and rankings

6Strengthen the Sustainability team with competent and suitable talent

7Review and evaluate the Group’s policies to improve business processes and the well-being of all employees in line with best practices

8Broaden sustainability awareness to cover a wider value chain

9Review establishment of a comprehensive in-house Greenhouse Gas (GHG) guideline

10Review new sustainability goals for FY2028

BSC Effectiveness Review and Performance

During the year under review, the Board assessed the performance of the BSC through the annual Board Effectiveness Evaluation. The Board is satisfied that the BSC has effectively discharged its duties, functions and responsibilities in accordance with the TOR of the BSC.

NON-EXECUTIVE DIRECTORS COMMITTEE REPORT

The Non-Executive Directors Committee (“NEDC”) of Top Glove is pleased to present the NEDC Report for FY2024.

The NEDC serves as an avenue for Independent Directors to convene amongst themselves, allowing them to deliberate matters in relation to the Company’s business strategy and operations without the presence of Executive Directors. This enhances value by providing independent perspectives, recommendations and a broad view of the Company’s issues, thereby protecting the interests of stakeholders.



Corporate Governance Overview Statement

Composition

The NEDC comprises all Non-Executive Directors as follows. It is led by the Senior Independent Non-Executive Director:

| Members                                 | Meeting Attendance for FY2024 |
|---|-------------------------------|
| 1. Datuk Dr. Norma Mansor (Chairperson) | 5/5 (100%)                    |
| 2. Azrina Arshad                        | 5/5 (100%)                    |
| 3. Dr Ngo Get Ping                      | 5/5 (100%)                    |
| 4. Gan Mei Mei                          | 1/1 (100%)                    |
| 5. Lee Ah Too                           | Not Applicable                |

**Notes:**  
Dr Chong Su-Lin stepped down as a NEDC member upon her resignation from the Board on 26 February 2024.  
Both Dato' Lee Kim Meow and Puan Rowina Ghazali Seth had stepped down as NEDC members subsequent to their stepping down and resignation from the Board on 8 March 2024.  
Ms Sharmila Sekarajasekaran stepped down as a NEDC Chairperson upon her retirement from the Board on 18 March 2024.  
Datuk Dr. Norma Mansor was appointed as NEDC Chairperson on 19 March 2024.  
Mr Martin Giles Manen had also stepped down as a NEDC member upon his resignation from the Board on 30 June 2024.  
Mr Lee Ah Too was appointed as NEDC member on 30 June 2024.

Meetings and Attendance

In FY2024, the NEDC met five (5) times to discuss among other matters, strategic, governance and operational issues relating to the Group. The Managing Director, Executive Director and certain Management personnel were invited to the NEDC meetings to respond to questions from the NEDC. The Company Secretary was in attendance at every NEDC meeting.

Total hours for NEDC meeting for FY2024:  
**11 hours 2 minutes**

Roles and Responsibilities

Key responsibilities of the NEDC are as follows:

Discharge their fiduciary duties in protecting the interests of stakeholders

Assess the quality and timeliness of information flow between the Management and the Board

Deliberate the corporate strategies, set values and standards for the Company and to also help achieve the Company's objectives and mission

Deliberate on issues that may involve the Management or the Executive Directors and which is likely to have an impact on the reputation of the Company

Key Areas of Focus during FY2024:

Concerns raised and matters deliberated at the NEDC meetings, along with the NEDC's recommendations, were put forth to the Board for deliberation and endorsement. The key highlights and matters are as follows:

- 1

Review progress updates of the Board Away Day and ensure that outcomes and action plans are followed through
- 2

Reviewed the proposed action plans arising from the Board Effectiveness Evaluation FY2023 outcome
- 3

Address current business challenges, including potential threats and opportunities
- 4

Moving forward plans including Company's investment plans, cash flow and capital structure management

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- 5

Company's strategy in attracting and retaining key customers, capitalising on profitable markets and glove segments
- 6

Succession planning on mission critical roles within the Board and Key Management Personnel
- 7

Engagement sessions with the Management prior to the Board of Directors' meetings to ensure deeper understanding and facilitate better deliberations on matters of concern during the Board meetings
- 8

Enabling the NEDs as permanent invitees to all Board Committee meetings to enhance their understanding of business operations and financial matters of the Group as a whole
- 9

Emphasise Business and Human Rights practices, workplace safety and compliance mindset
- 10

Monitor progress on the corporate branding and culture projects
- 11

Review the overview, progress and impact of the TG Leadership Masterclass Programme
- 12

Plan upcoming engagement sessions with staff and workers' representatives and ensure that concerns are addressed and followed-through

As part of their fiduciary duties, the NEDC has dedicated their time to meet regularly, providing guidance and recommendations to the Management on material issues within their expertise to address challenges effectively. The NEDC also participated in engagement sessions with factory operations staff and workers' representatives on 20 December 2023 and 16 August 2024 as well as a hostel visit on 21 August 2024.

The details of the 'Engagement between Non-Executive Directors and Management' and the 'Engagement between Non-Executive Directors with Factory Operations Staff and Workers' Representatives' can be found on pages 73 to 74 of the Sustainability Report 2024.



▲ Engagement Session between Top Glove's Non-Executive Directors and Factory Operations Staff & Workers' Representatives on 16 August 2024

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PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

BOARD AUDIT COMMITTEE REPORT

The Board Audit Committee (“BAC”) of Top Glove is pleased to present the BAC Report for FY2024.

Composition

The BAC comprises four (4) members as follows, all of whom are Independent Non-Executive Directors, in line with the Bursa Malaysia Securities Berhad (“Bursa Securities”) Main Market Listing Requirements (“Main LR”) and the Malaysian Code on Corporate Governance (“MCCG”):

| Members                   | Date of Appointment as BAC Member | Tenure on the BAC as at 31 August 2024 |
|---------------------------|-----------------------------------|--|
| 1. Lee Ah Too (Chairman)  | 30 June 2024                      | 2 Months                               |
| 2. Dr Ngo Get Ping        | 6 January 2023                    | 1 Year 7 Months                        |
| 3. Datuk Dr. Norma Mansor | 19 March 2024                     | 5 Months                               |
| 4. Gan Mei Mei            | 30 June 2024                      | 2 Months                               |

Notes:  
Mr Martin Giles Manen stepped down as a BAC Chairman upon his resignation from the Board on 30 June 2024.  
Ms Sharmila Sekarajasekaran stepped down as a BAC member upon her retirement from the Board on 18 March 2024.  
Dr Chong Su-Lin stepped down as a BAC member upon her resignation from the Board on 26 February 2024.

Meetings and Attendance

In FY2024, the BAC had met eight (8) times, two (2) of these meetings were held with the External Auditors, and one (1) meeting was conducted with the Head of Internal Audit, without the presence of the Executive Directors and Management.

The Company Secretary, Managing Director and Head of Internal Audit were in attendance at every meeting while the Senior Management, External Auditors and other Board members would attend the BAC meetings upon invitation, as and when required. Throughout FY2024, the BAC maintained continuous engagement with the External Auditors and the Head of Internal Audit, ensuring that key audit issues and audit concerns affecting the Company were thoroughly addressed.

The Company Secretary will circulate the minutes of the BAC meetings at Board Meetings for notation. The BAC Chair will also brief the Board on the highlights and key issues deliberated during BAC meetings.

 Please refer to pages 59 to 60 of this Integrated Annual Report for the attendance record of BAC members.

Roles and Responsibilities

BAC has been entrusted by the Board to execute its governance and oversight responsibilities, ensuring transparent financial reporting within the Group. This is guided by the TOR of the BAC. The BAC is supported by an in-house Internal Audit Department, tasked with establishing cost-effective controls in line with the Internal Audit Charter adopted by the BAC.

The BAC reviews the Summary of Internal Audit Reports and the External Auditors’ Reports every quarter during BAC meetings. These reports cover financial, operational, compliance, information technology controls, governance, risk management and control matters. The findings, along with updates on the status of preventive and corrective actions, are reported to the BAC to ensure timely and appropriate measures are implemented and monitored.

Following the amendments to Bursa Securities Main LR in relation to enhanced conflict of interest (“COI”) disclosures, the BAC’s scope of review has expanded to include COI situations that have arose, are persisting, in addition to those that may arise. The review includes measures taken to resolve, eliminate or mitigate the COI. Based on BAC’s recommendation, the Board

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adopted a comprehensive COI Policy in October 2023, which was updated in November 2024 to ensure that Directors and Key Senior Management act in the best interests of the Group and free from any personal, financial, non-financial or other conflicts that may compromise their judgement or impartiality. During the year under review, there were no COI or potential COI, including the interest in any competing business with the Group and/or its subsidiaries identified.

 The Conflict of Interest Policy is accessible on the Company’s website : <https://www.topglove.com/governance-manual>

The system of internal controls therefore provides only reasonable, not absolute, assurance against material misstatement or losses. The system of internal controls does, however, provide reasonable assurance that potential issues can be identified promptly and appropriate remedial action can be taken.


The Board has not identified, nor been advised of, any failures or weaknesses which it has determined to be significant. Therefore, a confirmation of necessary actions has not been considered appropriate.

Key responsibilities of the BAC are as follows:

Effective oversight of the Group’s Financial Reporting process to ensure compliance with the applicable financial reporting standards

Review the effectiveness of both the Internal and External Audit functions as well as the overall Internal Control System within the Group

Review the Corporate Governance compliance and practices across the organisation to ensure they are robust and aligned with the best practices

 The TOR of the BAC and Internal Audit Charter are available for reference on the Company’s website at <https://www.topglove.com/governance-manual/>

Key Areas of Focus during FY2024:

Financial Reporting

1. Reviewed all four (4) Quarter’s Financial Statements and the annual Audited Financial Statements of the Company and recommended them for the Board’s approval. Discussions focused on changes in accounting policies and its implementation; significant and unusual events arising from audits; the going concern assumption; compliance with accounting standards and other legal requirements; significant matters highlighted in the financial statements; and significant judgements made by Management.
2. Reported findings on the financial and Management’s performance and other material matters to the Board.
3. Deliberated the emerging financial reporting issues pursuant to the introduction of new accounting standards and additional statutory or regulatory disclosure requirements.

Internal Audit

1. Reviewed the Internal Audit Plan proposed by the Head of Internal Audit, ensuring adequacy of the scope and the necessary authority to carry out the works.
2. Reviewed salient audit issues together with recommendations from the Internal Audit. BAC considered the highlighted issues, taking into account the Management’s responses, upon which approved the internal auditors’ proposal for rectification and implementation of the agreed remedial actions for improvement.
3. Reviewed the adequacy and competency of the Internal Audit Department’s (“IAD”) resources required to carry out internal audit engagement works.
4. Undertook the performance assessment of the Internal Audit Function, reviewed the effectiveness of its audit processes and assessed the performance of the overall IAD.
5. Held separate meeting with the Head of Internal Audit to discuss the results of the assessment and other areas of concern, without the presence of the Executive Directors and Management.





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External Audit

1. Discussed with the External Auditors, before the audit commences, the audit plan, nature and scope of the audit, emphasised areas of audit and ensured coordination where more than one (1) audit firms are involved as well as the External Auditors' evaluation of the system of internal controls and audit reports.
2. Discussed and deliberated the External Auditors' reports and recommendations regarding opportunities for improvement of the significant risk areas, internal controls and financial matters areas based on observations made in the course of interim and final audits.
3. Organised two (2) private meetings with the External Auditors without the presence of the Executive Directors and Management to discuss the areas of audit concern.
4. Discussed the results of the annual assessment on the suitability and the independence of the External Auditors pursuant to the Company's External Auditors' Assessment Policy.
5. Reviewed the performance of the External Auditors and recommended its re-appointment and remuneration to the Board.
6. Reviewed and approved the provision of non-audit services rendered by the External Auditor.

Governance

1. Reviewed, recommended and updated a comprehensive Conflict of Interest Policy.
2. Reviewed the related party transactions ("RPTs") presented by the Management, to ensure that these RPTs are undertaken in the Company's best interest and not detriment to the minority shareholders interest and are done under fair and reasonable grounds and normal commercial terms.
3. Reviewed the revised Whistleblowing Committee Organisational Chart and Central Integrity Function Structure as well as the implementation of Whistleblowing and Anti-Corruption Policies and Procedures and incidents/cases of the Group.
4. Reviewed the Integrated Annual Report, including the Value Creation Report, BAC Report, Statement on Risk Management and Internal Control and Corporate Governance Overview Statement and Report to ensure adherence to legal and regulatory reporting requirements and appropriate resolution of all accounting matters requiring significant judgement, followed by recommendation for the Board's approval.
5. Reviewed the Group's cash flow budget, Business Units performance and capital expenditures.
6. Verified and ensured the allocation of Employees Share Option Scheme ("ESOS") and Employees Share Grant Plan ("ESGP") complied with the criteria as stipulated in the By-Laws of ESOS and ESGP of the Company respectively.
7. Reviewed and deliberated the corporate governance developments and practices of the Company and areas for improvement.
8. Reviewed Social Audit Compliance of the Group and the implementation of mitigation plans.
9. Reviewed the initiatives by Group IT Department on cybersecurity and IT systems to strengthen control process and ensure seamless integration.
10. Reviewed updates on Business and Human Rights under BAC's purview and Human Rights Due Diligence matters.
11. Reviewed the proposed action plans arising from the Board Effectiveness Evaluation FY2023 outcome.
12. Reviewed Guidelines on the Code of Ethics for Company Director and Company Secretary issued by the Companies Commission of Malaysia (CCM).

Professional Development Programmes

During FY2024, all the BAC members have attended various seminars, professional development programmes and conferences. The list of programmes attended is disclosed in the Corporate Governance Report 2024 on pages 15 to 17 which is available for reference on the Company's website at <https://www.topglove.com/governance-manual/>

Internal Audit Function

The Internal Audit Department ("IAD") consists of three (3) members and is led by Ms Frances Liew Mai Heang. Ms Liew has over twenty-three (23) years of experience in operational and financial audits, fraud investigations, as well as risk management. The IAD reports to the Board Audit Committee (BAC) and operates in accordance with its Internal Audit Charter and Terms of Reference.

The principal objective of the IAD is to regularly review the systems of controls, procedures and operations to provide reasonable assurance that the internal control system is sound, adequate and satisfactory. The IAD provides the BAC with independent and objective reports on the state of internal controls of the operating units within the Group and the extent of compliance by such units with the Group's established policies, plans and procedures and the regulatory requirements of the relevant authorities. The BAC reviews and approves the Internal Audit plan of the Group submitted by the Head of Internal Audit.

During FY2024, the IAD conducted audits of various departments within the head office functions as well as the Group's factories and subsidiaries. Summaries of the Internal Audit reports were issued to the BAC on a quarterly basis and discussed in the BAC meetings. Additionally, key issues were presented to top management monthly to ensure that critical issues were addressed promptly, enabling respective business units to mitigate the associated risks immediately. Detailed audit reports were provided to the respective operations management, which included audit recommendations and management's responses to any identified weaknesses in the systems and controls. The IAD conducted follow-up audits to ensure that the agreed-upon audit recommendations were implemented appropriately.

All members of the IAD actively participate in attending training programmes conducted by professional certification bodies or in-house, sharing knowledge via transfer of learning to keep abreast with the latest developments in the profession, relevant industry and regulations to effectively perform their roles. Each IAD member is required to achieve at least 50 training hours during FY2024.

The total cost incurred for the in-house Internal Audit function for FY2024 was RM643,969.00 (FY2023: RM1,140,565.00).

Looking Ahead

The BAC will continue to support the Board in its governance and oversight responsibilities, ensuring the effectiveness of the Group's financial reporting and both Internal and External Audit Functions.

Some of the priorities for FY2025 in addition to its regular activities are as follows:

- 1

Review Internal Audit Plan with the inclusion of reviewing profit-sharing agreements and arrangements with external parties
- 2

Review adequacy and competency of audit resources and deployment of technology in respective audit processes
- 3

Monitor corporate governance compliance and practices to ensure alignment with the MCCG and Board policies
- 4

Monitor compliance of anti-corruption and anti-bribery policies and practices
- 5

Address short-term and long-term liquidity and funding risks
- 6

Monitor related party transactions and conflict of interest to ensure its full compliance with the relevant rules and regulations



Corporate Governance Overview Statement

BAC Effectiveness Review and Performance

During the year under review, the Board assessed the performance of the BAC through the annual Board Effectiveness Evaluation. The Board is satisfied that the BAC has effectively discharge its duties, functions and responsibilities in accordance with the TOR of the BAC.

The BAC assessed its performance as a whole and will then review the evaluation results. Additionally, the BAC also evaluated the effectiveness of the Internal Audit function and the External Auditors’ performance and their independence which will then be recommended to the Board. Based on the assessment, the Board is satisfied with the overall performance of the Internal Audit function and the External Auditors’ performance and their independence.

➤ BOARD RISK, INVESTMENT AND COMPLIANCE COMMITTEE REPORT

The Board Risk, Investment and Investment Committee (“BRICC”) of Top Glove is pleased to present the BRICC Report for FY2024.

Recognising the dynamic global economy and rapid changing business environment, the Board understands the significance of anticipating, adapting and evolving to ensure business sustainability, particularly in risk management. The Board entrusts the BRICC with the responsibility of risk oversight and through the BRICC, the Board closely monitors and regularly reviews the effectiveness of the Group’s risk management and internal control systems, including areas related to financials and investments, operations, reputation, cyber security, sustainability and regulatory compliance, all from a strategic perspective.

Composition

The BRICC comprises three (3) members as follows, all of whom are Independent Non-Executive Directors, in line with the best practices set out in the Malaysian Code on Corporate Governance (“MCCG”):

| Members                       | Date of Appointment as BRICC Member | Tenure on the BRICC as at 31 August 2024 |
|-------------------------------|-------------------------------------|--|
| 1. Dr Ngo Get Ping (Chairman) | 6 January 2023                      | 1 Year 7 Months                          |
| 2. Datuk Dr. Norma Mansor     | 12 May 2017                         | 7 Years 3 Months                         |
| 3. Lee Ah Too                 | 30 June 2024                        | 2 Months                                 |

**Notes:**  
Dato’ Lee Kim Meow stepped down as a BRICC member upon his stepping down from the Board on 8 March 2024.  
Mr Martin Giles Manen stepped down as a BRICC member upon his resignation from the Board on 30 June 2024.

Meetings and Attendance

In FY2024, the BRICC had met four (4) times. The Company Secretary, Managing Director and Head of Risk Management were in attendance at every meeting while the Executive Director, Head of Internal Audit, Senior Management and other Board members would attend the BRICC meetings upon invitation, as and when required.

The Company Secretary will circulate the minutes of the BRICC meetings at Board Meetings for notation. The BRICC Chair will also brief the Board on the highlights and key issues deliberated during BRICC meetings.

 Please refer to pages 59 to 60 of this Integrated Annual Report for the attendance record of BRICC members.

Roles and Responsibilities

The Risk Management Department is responsible for developing the Group’s Enterprise Risk Management (“ERM”) Framework for all business processes which will be reviewed by the BRICC and approved by the Board. The ERM Framework ensures a structured risk management process is adopted across the Group, incorporating key processes relating to the identification, assessment, mitigation, monitoring and reporting of the Group’s risks and controls.

Corporate Governance Overview Statement

To effectively discharge its responsibilities, the BRICC is supported by an in-house Risk Management Department and the Risk Management Committee in assessing risks, recommending measures to mitigate those identified risks and ensuring that effective control and governance processes are in place.

The Risk Management Department presents the key risk exposures, mitigation measures as well as risk management updates and report to the BRICC at its quarterly meetings. This allows the BRICC to maintain an overview of the Group’s significant risks and action plans to address and mitigate the risks. The BRICC provides its views, which are then communicated to the respective business risk owners across the Group’s operating entities. Any significant risks, proceedings, findings and recommendations are then escalated to the Board for its attention upon deliberation by the BRICC.

Key responsibilities of the BRICC are as follows:



 The TOR of the BRICC is available for reference on the Company’s website at <https://www.topglove.com/governance-manual/>

Key Areas of Focus during FY2024:

|   |  |
|---|--|
| Framework, Policy & Guidelines                      | <ol style="list-style-type: none"><li>1. Reviewed the ERM Framework and BRICC Terms of Reference to strengthen ERM processes.</li><li>2. Reviewed the Risk Management Annual Plan to further enhance the Group’s resilience and governance level.</li><li>3. Reviewed the Group Compliance Framework to elevate the Group’s compliance culture.</li><li>4. Reviewed the Company’s investment holding position.</li><li>5. Reviewed the proposed action plans arising from the Board Effectiveness Evaluation FY2023 outcome.</li></ol>   |
| Risk Monitoring                                     | <ol style="list-style-type: none"><li>1. Reviewed the Group’s key risk exposures and mitigation measures.</li><li>2. Ongoing Risk Management and Compliance updates and report.</li><li>3. Ongoing external social audit findings and results.</li><li>4. Reviewed updates on Business and Human Rights under the BRICC’s purview.</li><li>5. Assessed emerging risk and mitigation plans for ESG risk and reputational risk.</li><li>6. Assessed risks associated with the Group’s IT cybersecurity.</li><li>7. Kickstarted scenario planning for risk management and refined its practicality and applicability to the Company.</li><li>8. Assessed potential risks associated with foreign currency fluctuations.</li></ol> |
| Appraise New Business Ventures & Corporate Proposal | <ol style="list-style-type: none"><li>1. Risk assessment of new business ventures, corporate proposals and major projects undertaken.</li><li>2. Progress updates on senior and/or perpetual Sukuk programme and Bonus Issue of Warrants.</li></ol>  |



Corporate Governance Overview Statement

Looking Ahead

The BRICC will continue its supporting role to the Board in its risk oversight responsibilities to ensure the robustness of the ERM framework.

Some of the priorities for FY2025 in addition to its regular activities are as follows:

- 1

To review risks related to human capital challenges, to ensure the Company remains resilient and maintains business continuity
- 2

To promote a progressive risk and compliance culture across the organisation through risk workshops, training, active engagement and continuous skill enhancement within the risk and compliance community across the Group, including a focus on safety
- 3

To review the risk management embedded into the daily decision-making process across all business operations
- 4

To review the Board risk appetite and tolerance levels as to align with the Company's strategic intents, growth pursuits in the prevailing business environment
- 5

To link risk management to performance and rewards through Key Performance Indicators setting to reflect stronger compliance accountability for all staff
- 6

To conduct systematic, periodic reviews of the risk mapping to proactively identify and address potential issues
- 7

To enhance ESG capabilities by integrating risk management into the overall ESG blueprint and to facilitate ESG risk oversight responsibilities

BRICC Effectiveness Review and Performance

During the year under review, the Board assessed the performance of the BRICC through the annual Board Effectiveness Evaluation. The Board is satisfied that the BRICC has effectively discharged their duties, functions and responsibilities in accordance with the TOR of the BRICC.

Corporate Governance Overview Statement



PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Group considers stakeholder engagement as crucial and believes in effective communication and proactive engagement to establish mutual understanding between the Group and its stakeholders, with a focus on long-term success.

While most stakeholder engagement is undertaken by our experienced and dedicated Management team, the Board remains continually apprised of stakeholder matters. Directors also make themselves available to engage directly with stakeholders when necessary, as demonstrated by Directors' participation in engagements with institutional investors, employees and worker forums. The Board received regular updates from the Managing Director, Executive Directors and Senior Management on stakeholder insights and feedback, enabling informed decision-making. This approach allows the Board to effectively oversee and monitor stakeholder-related activities and provides opportunities for Directors to appraise and, where appropriate, challenge the work carried out by the Management and any associated decisions. The Board recognises that the needs and priorities of each stakeholder group may evolve over time. Therefore, it strives to understand the needs and priorities of the relevant stakeholders during the decision-making process to ensure alignment.

Being mindful of stakeholder interests is embedded in Top Glove's DNA and forms an integral part of the Group's decision-making process. Therefore, while decisions are often made at the operational level, the Directors are confident that due consideration and regard is always given to how these decisions may impact stakeholders and the consequences of such decisions in the long-term.

HAVING REGULAR AND TRANSPARENT COMMUNICATION WITH STAKEHOLDERS

The Board is fully committed in maintaining high standards in the dissemination of relevant and material information regarding the Group's developments to stakeholders.

The Company consistently provides as much information as possible on a voluntary basis, in addition to complying with Bursa Securities Main Market Listing Requirements through media releases. The Board remains mindful of the legal and regulatory framework governing the release of material and sensitive information, ensuring that shareholders are not misled. Therefore, information that is price-sensitive or any undisclosed material information about the Group is not disclosed to any party until it is ready for simultaneous distribution.

In addition to the existing Corporate Disclosure Policy, the Board has adopted the Shareholders Communication Policy and Procedure to ensure that communications to the public regarding the Group are timely, factual, accurate and complete. The said Policies outline the key principles and practices for communicating with investors, shareholders, media and regulators.

 The Corporate Disclosure Policy and Shareholders Communication Policy and Procedure are accessible on the Company's website : <https://www.topglove.com/governance-manual/>

The Company has been using the following formal channels to communicate with shareholders and stakeholders:

1. Integrated Annual Report:

<https://www.topglove.com/annual-report/>
2. Website:

<https://www.topglove.com>
3. Corporate Announcements:

<https://www.topglove.com/investor-relations-event>
4. General Meetings:

<https://www.topglove.com/investor-relations-event>
5. Newsroom and Press Releases:

<https://www.topglove.com/newsroom>
6. Investor Relations:

<https://www.topglove.com/ir-overview-en>

 The details of how the Company has been engaging with its stakeholders can be found on pages 73 to 76 of the Corporate Governance Report 2024, which is available on our website at <https://www.topglove.com/governance-manual/>



Corporate Governance Overview Statement

Corporate Governance Overview Statement

Financial Calendar

Release Dates of Financial Results and Holding Dates of Analyst Briefings:

| 20 December 2023  | 20 March 2024  | 19 June 2024   | 10 October 2024   | 13 December 2024:<br>AGM Notice date      |
|---|--|--|---|---|
| Unaudited consolidated results for the first quarter ended 30 November 2023 | Unaudited consolidated results for the second quarter and half year ended 29 February 2024 | Unaudited consolidated results for the third quarter ended 31 May 2024 | Unaudited consolidated results for the fourth quarter and financial year ended 31 August 2024 | Issuance of Integrated Annual Report 2024 |

Note: All the Quarterly Results Analyst Briefings for FY2024 were held virtually on the same date as the Financial Results release date.

IR Contact and Feedback

Investor queries and feedback pertaining to financial performance or developments may be directed to the Head of Investor Relations team:

**Name** : Ms Cheng Thian Foong  
**Tel** : +603 3362 3098  
**Fax** : +603 3362 3860  
**Email** : [invest@topglove.com.my](mailto:invest@topglove.com.my)

Corporate Matters

Corporate Announcements and General Meetings related queries and feedback may be referred to the Head of Corporate Services Department:

**Name** : Ms Sarah Heng Kawai  
(Company Secretary)  
**Tel** : +603 3362 3098  
**Fax** : +603 3362 3860  
**Email** : [topglovecosec@topglove.com.my](mailto:topglovecosec@topglove.com.my)

Media Enquiries

Media related enquiries and feedback may be referred to the Head of Corporate Communications Department:

**Name** : Ms Michelle Voon Wei-Ann  
**Tel** : +603 3362 3098  
**Fax** : +603 3362 3860  
**Email** : [media@topglove.com.my](mailto:media@topglove.com.my)

OTHER COMPLIANCE INFORMATION:

1. Utilisation of Proceeds

There were no funds raised by the Company through any corporate proposal during FY2024.

2. Audit & Non-Audit Fees

Details of statutory audit, audit-related and non-audit fees paid/payable in the FY2024 to Ernst & Young PLT are as follows:

| Type of Fees   | Top Glove (RM) | Top Glove Group (RM) |
|--|----------------|----------------------|
| a) Audit fees<br>• Messrs. Ernst & Young PLT, Malaysia     | 88,000         | 738,200              |
| b) Non-Audit fees<br>• Messrs. Ernst & Young PLT, Malaysia | 231,800        | 231,800              |
| <b>Total:</b>  | <b>319,800</b> | <b>970,000</b>       |

**Note:**  
The Non-Audit fees incurred by the Company were mainly on reviewing internal control and IT system, impairments of assets and goodwill assessments as well as Singapore regulatory matters.

3. Recurrent Related Party Transactions

During FY2024, there were no recurrent related party transactions of a revenue or trading nature involving the Directors and/or substantial shareholders of the Company.

4. Material Contracts

During FY2024, there were no material contracts entered into by the Company and its subsidiaries involving the interests of Directors, Chief Executive and/or major shareholders.

5. Material Contracts Relating to Loans

During FY2024, there were no material contracts relating to loans entered into by the Company and its subsidiaries involving the interests of Directors, Chief Executive and/or major shareholders.

6. Insider Trading

During FY2024, there was no insider trading reported.

7. Employees Share Option Scheme (“ESOS”)

The details of the ESOS for FY2024 are as follows:

|  |                                     |
|--|-------------------------------------|
| Total number of ESOS options granted   | 3,073,200                           |
| Percentage of ESOS options granted to the Directors and Senior Management (Management Ownership) | 0% of the total ESOS option granted |
| Total number of ESOS options exercised   | 2,853,300                           |
| <b>Total ESOS options outstanding as at 31 August 2024</b>                                       | <b>108,285,200</b>                  |

Other than the above, there were no issuance of convertible securities during FY2024. The number of ESOS options granted and exercised by the Directors as well as their ESOS options outstanding are disclosed on page 94 of this Integrated Annual Report.

The details of the issued and paid-up share capital of the Company as at 31 August 2024 are as follows:

|   | No. of Shares        | RM                      |
|---|----------------------|-------------------------|
| As at 1 September 2023                      | 8,207,924,834        | 1,843,270,982.63        |
| Ordinary Shares issued pursuant to the ESOS | 2,853,300            | 2,724,581.50            |
| ESOS compensation reserve                   | 0                    | 997,249.00              |
| ESOS cost                                   | 0                    | (2,359.40)              |
| <b>As at 31 August 2024</b>                 | <b>8,210,778,134</b> | <b>1,846,990,453.73</b> |





## Statement on Risk Management and Internal Control

The Statement on Risk Management and Internal Control is prepared in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”). It is also guided by the “Statement on Risk Management and Internal Control - Guidelines for Directors of Listed Issuers.” This statement highlights the structure and scope of the Group’s enterprise risk management and internal control systems for the year under review.

### Board Responsibility

The Board is committed to establishing and maintaining a strong, effective, and efficient system of enterprise risk management and internal control to safeguard shareholders’ investments and the Group’s assets. This system is structured to identify and manage the risks the Group encounters, ensuring the successful attainment of its business objectives. The Board acknowledges that while the enterprise risk management and internal control system offers reasonable assurance, it cannot entirely prevent material losses or unforeseen events.

### Risk Management Governance

The Board considers risk management an essential component of all business operations. As such, it takes responsibility for managing significant risks and ensures the implementation of a dynamic system to control risk exposure within acceptable tolerance levels.

To fulfil its oversight role, the Board delegates responsibility to the Board Risk, Investment and Compliance Committee (BRICC) to review the adequacy and integrity of the Group’s enterprise risk management system. This includes key processes such as risk identification, assessment, mitigation, monitoring, and reporting. BRICC is also tasked with reviewing key risks, funding options, costs, and investment returns for major investments, which require Board approval before being presented.

Additionally, a Risk Management Committee (RMC) was established in May 2013 to facilitate risk management at the Management level. Chaired by the Managing Director, the RMC includes heads of business units or support functions, who serve as risk owners. The RMC drives day-to-day risk management activities by providing regular updates on risk factors, executing risk mitigation measures, monitoring progress, and identifying new and emerging risks.



▲ Surgical Glove Auto Packing System

The formation of the RMC provides a point of accountability for enterprise risk at the senior leadership level. It coordinates efforts to identify, mitigate, and manage risks with the relevant risk owners, ensuring thorough risk assessment across all business units, both locally and globally.

### Enterprise Risk Management System

The Group’s Enterprise Risk Management Framework is established in line with the ISO 31000:2018 Risk Management Guidelines, ensuring continuous identification of risks arising from business and manufacturing operations. These risks are recorded in the risk register and assessed to determine their ratings, categorised as Extreme, High, Medium, or Low. The rating process follows a matrix evaluating the likelihood of occurrence and the potential impacts, considering both financial and non-financial consequences. Risk owners are then responsible for implementing mitigation measures aimed at reducing the residual risk to within acceptable tolerance levels.

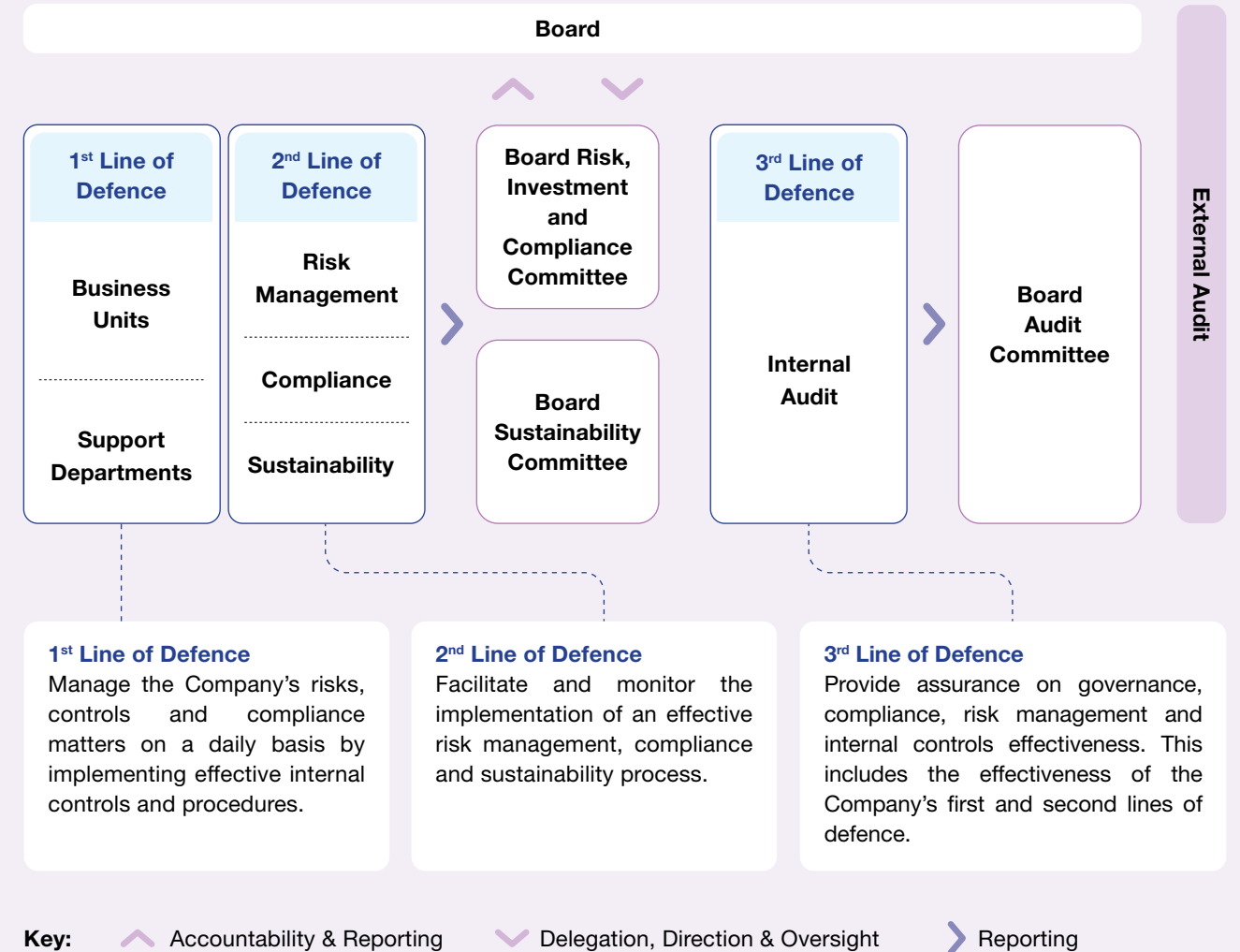
Progress and effectiveness of these mitigation measures are reviewed and reported quarterly. Additionally, any emerging critical risks are incorporated into the risk register and managed according to the Group’s enterprise risk management methodology. The outcomes of the RMC meetings are escalated to the BRICC for further discussion.

The BRICC, in turn, reports key risks to the Board of Directors to ensure that risk exposures remain acceptable and that appropriate risk mitigation measures are in place. This approach fosters a dynamic and evolving enterprise risk management system that adapts to the changing business environment.

To ensure a strong framework for risk management and internal controls, the Group employs the Three Lines of Defence model, which clearly defines roles and responsibilities for managing risk, compliance, and internal control. This model provides a structured approach, enhancing accountability across the Group.

## Statement on Risk Management and Internal Control

### TOP GLOVE THREE LINES OF DEFENCE MODEL



### Internal Control Governance

The Management team, led by Executive Chairman, Managing Director and Executive Directors, comprises experienced personnel who are subject matter experts in their own specialised fields. The Management team are held accountable for the conduct and performance within their assigned business units and support functions. Internal control principles are strongly advocated and embedded into the various day-to-day operational policies and procedures of the business units and support functions concerned. These assigned business units and support functions will conduct its management meetings at regular interval to monitor its performance, action plan progress and gather further feedback for improvement purposes.

To fulfil its oversight responsibility, the Board Audit Committee (“BAC”) is committed to review the adequacy and effectiveness of the Group’s internal control system. In this respect, the Group’s Internal Audit Department (“IAD”) has been set up in financial year ended 31 August 2003 to undertake the obligation of providing control assurance services to the Group.

The External Auditor provides further assurance to the BAC in the form of annual statutory audit of the financial statements. Areas of concern identified during the course of external audit examination will be brought to the attention of the BAC through management letters and discussion at the BAC Meeting.

Statement on Risk Management and Internal Control

Internal Audit Function

The Group has in place an in-house IAD which provides to the Board, through the BAC, independent assessment and assurance on the adequacy and effectiveness of the Group’s system of internal controls.

The work scope of IAD encompasses the examination and evaluation of the adequacy, existence and effectiveness of the system of internal control, risk management and corporate governance of the group, which includes, inter alia, the following:

- 1

Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information
- 2

Evaluating the system established to ensure compliance with policies, plans, procedures, laws, and regulations which could have significant impact on operations
- 3

Examining the means of safeguarding assets and, as appropriate, verifying the existence of such assets
- 4

Assessing the economy and efficiency with which resources are employed
- 5

Appraising operations to ascertain whether results are consistent with established objectives and goals and whether the operations are being carried out as planned
- 6

Reporting significant issues related to the business and operational processes for controlling the activities of the Group together with recommendations for improvements by issuing periodic audit reports summarising results of audit activities and follow-up reports on a timely basis to BAC and management
- 7

Assisting in the investigation of significant suspected fraudulent activities and notify the BAC and top management of the results

The audit reports are presented and tabled at quarterly BAC meetings to preserve its independence and objectivity. Significant internal audit findings and status update on outstanding management action plan will be brought to the attention of BAC. If deemed necessary, management representative will be required to attend BAC meeting to provide explanation and propose an action plan on the unresolved issues.

Statement on Risk Management and Internal Control

Review of Effectiveness

The Board is dedicated to operating a sound system of risk management and internal controls, and recognises that the system must continuously evolve to support the progressive business growth of the Group.

The process for identifying, evaluating and managing risks as outlined in this Statement has been in place for the year under review and up to the date of approval of this Statement. During the financial year ended 31 August 2024, IAD advised controls to mitigate relevant operation risks, assisted to automate certain processes previously covered manually and collaborated with the other lines of defence to improve governance across the Group. Progressively, a number of cost-effective ways to reinforce internal control gaps, cost management and SAP system controls had been proposed by IAD and implemented by Management. There has been no material adverse impact to the financial performance of the Group as a result of the internal control gaps detected.

The Board, with the assurance received from the Managing Director and its Executive Director, concludes that the Group’s risk management and internal control system are operating adequately and effectively, in all material aspects.

This Statement does not include the state of internal control in associate companies, which has not been dealt with as part of the Group and is aligned with the approval obtained from the Board Audit Committee Chairman.

Review of the Statements by External Auditors

The External Auditors have performed limited assurance procedures on this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide (“AAPG”) 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Integrated Annual Report issued by the Malaysian Institute of Accountants for inclusion in the Integrated Annual Report of the Group for the FY2024, and reported to the Board that nothing has come to their attention that causes them to believe that this Statement included in the Integrated Annual Report is not prepared, in all material respects, in accordance with the disclosures required by Paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Directors’ Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group’s risk management and internal control system including the assessment and opinion by the Directors and Management thereon. The report from External Auditors was made solely for, and directed solely to the Board of Directors in connection with their compliance with the Bursa Malaysia Securities Berhad Main Market Listing Requirements and for no other purposes or parties. The External Auditors do not assume responsibility to any person other than the Board of Directors in respect of any aspect of this Statement.





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Directors' Responsibility Statement

For the Audited Financial Statements

The Directors are required by the Companies Act 2016 (CA) to prepare the financial statements for each financial year which have been made out in accordance with applicable Malaysian Financial Reporting Standards (MFRSs), the International Financial Reporting Standards (IFRSs), and the requirements of the CA in Malaysia.

The Directors are responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements, the Directors ensured that the Management has:

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the CA.

The Directors are responsible for taking such steps as are reasonably open to them to safeguard the assets of the Group and of the Company, and to detect and prevent fraud and other irregularities.

Directors' Report

DIRECTORS' REPORT

The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 August 2024.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and provision of management services.

The principal activities and other information of the subsidiaries are described in Note 18 to the financial statements.

There have been no significant changes in the nature of these principal activities during the financial year.

RESULTS

|                                | Group<br>RM'000 | Company<br>RM'000 |
|--------------------------------|-----------------|-------------------|
| (Loss)/profit net of tax       | (21,412)        | 11,666            |
| (Loss)/profit attributable to: |                 |                   |
| Owners of the parent           | (64,876)        | 11,666            |
| Holders of Perpetual Sukuk     | 46,610          | -                 |
| Non-controlling interests      | (3,146)         | -                 |
|                                | (21,412)        | 11,666            |

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

DIVIDENDS

The directors do not recommend the payment of any dividend for the financial year ended 31 August 2024.

DIRECTORS

The names of the directors of the Company in office since the beginning of the financial year to the date of this report are:

|                              |                              |
|------------------------------|------------------------------|
| Tan Sri Dr Lim Wee Chai*     |                              |
| Lim Hooi Sin*                |                              |
| Lim Cheong Guan*             |                              |
| Ng Yong Lin*                 |                              |
| Datuk Dr. Norma Binti Mansor |                              |
| Azrina Binti Arshad          |                              |
| Dr. Ngo Get Ping             |                              |
| Gan Mei Mei                  | (Appointed on 26/03/2024)    |
| Lee Ah Too                   | (Appointed on 30/06/2024)    |
| Dr Chong Su-Lin              | (Resigned on 26/02/2024)     |
| Rowina Ghazali Seth          | (Resigned on 08/03/2024)     |
| Martin Giles Manen           | (Resigned on 30/06/2024)     |
| Sharmila Sekarajasekaran     | (Retired on 18/03/2024)      |
| Dato' Lee Kim Meow           | (Stepped down on 08/03/2024) |

\* These directors are also directors of the Company's subsidiaries.



Directors’ Report (Cont’d)

DIRECTORS (CONT’D)

The names of the directors of the Company’s subsidiaries in office since the beginning of the financial year to the date of this report, not including those directors listed above are:

- Chia Hock Yi
- Choh Ai Ying
- Chong Fei Meng
- Chookiad Usaha
- Dato’ Dr. Sharifah Fauziah Alhabshi
- Dato’ Ir Haji Ahmad Bin Hassan
- Dato’ Julie Wong Seng Choo
- Dr. Navindra A/L Nageswaran
- Dr. Pongsak Kerdvonbundit
- Galuh Faradisa
- Ho Chee Meng Edmund
- Ho Kim Nam
- Hue Kon Fah
- Lam Yat Hing
- Law Eng Lim
- Leong Chew Mun
- Liew Say Keong
- Lim Hwa Chuan
- Lim Jin Feng
- Lim Keuw Wei
- Ling Siew Szen
- Low Lee Lee
- Lee Sow Theng
- Masato Katayama
- Ng Seow Wei
- Norhazlin Binti Hamzah
- Oh Teik Chye
- Ong Ah Chye
- Phattaraporn Fueangthong
- Puah Kean Seng
- Puon Tuck Seng
- Ravi A/L Supramaniam
- Saw Eng Kooi
- Svami Utama Batang Taris
- Tan Chee Hoong
- Tee Sui Ling
- Thomas Petermoeller
- Wilawan Sakulsongboonsiri
- Yap Rueh Yinn
- Chen Feng
- Dato’ Yeo Kok Sing
- Mao Li Fei
- Cheng Thian Foong
- Stephanie Thong Pei Ling
- Lew Sin Chiang
- Bong Khoon Sheng
- Chong Fook Siong
- Wu Kin Yeap
- Siow Chun Min
- (Appointed on 08/07/2024)
- (Appointed on 08/07/2024)
- (Appointed on 08/07/2024)
- (Appointed on 12/11/2024)
- (Resigned on 27/10/2023)
- (Resigned on 30/11/2023)
- (Resigned on 30/01/2024)
- (Resigned on 30/01/2024)
- (Resigned on 20/02/2024)
- (Resigned on 19/09/2024)

Directors’ Report (Cont’d)

DIRECTORS’ BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate, other than those arising from the share options granted under the employees share options scheme (“ESOS”) and the employees share grant plan (“ESGP”).

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with a director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest, except as disclosed in the Note 39 to the financial statements.

The directors’ benefits are as follows:

|   | Group<br>RM’000 | Company<br>RM’000 |
|---|-----------------|-------------------|
| Salaries and other emoluments             | 7,474           | 2,705             |
| Fees                                      | 1,258           | 1,187             |
| Pension costs - defined contribution plan | 606             | 310               |
| Social security contributions             | 84              | 1                 |
| Benefits-in-kind                          | 166             | 62                |
|   | 9,588           | 4,265             |

The Company maintains a liability insurance for the directors and officers of the Group. The total amount of sum insured for the directors and officers of the Group for the financial year amounted to RM10,000,000 whilst the total amount of premium paid was RM70,000. The directors or officers shall not be indemnified by such insurance for any deliberate negligence, fraud, intentional breach of law or breach of trust proven against them.

DIRECTORS’ INTERESTS

According to the register of directors’ shareholdings, the interests of directors in office at the end of the financial year in shares and options over shares in the Company during the financial year were as follows:

|                                | Number of ordinary shares |            |      |                 |
|--------------------------------|---------------------------|------------|------|-----------------|
|                                | At<br>1.9.2023            | Acquired   | Sold | At<br>31.8.2024 |
| Tan Sri Dr <u>Lim</u> Wee Chai |                           |            |      |                 |
| - direct                       | 2,229,843,256             | 5,785,600  | -    | 2,235,628,856   |
| - indirect                     | 692,691,448               | 12,916,800 | -    | 705,608,248     |
| Lim Hooi Sin                   |                           |            |      |                 |
| - direct                       | 100,061,244               | 12,916,800 | -    | 112,978,044     |
| - indirect                     | 2,822,273,460             | 5,785,600  | -    | 2,828,059,060   |
| Lim Cheong Guan                |                           |            |      |                 |
| - direct                       | 418,000                   | 100,000    | -    | 518,000         |
| Datuk Dr. Norma Binti Mansor   |                           |            |      |                 |
| - indirect                     | 42,900                    | -          | -    | 42,900          |
| Azrina Binti Arshad            |                           |            |      |                 |
| - direct                       | 10,000                    | 20,487     | -    | 30,487          |
| Dr. Ngo Get Ping               |                           |            |      |                 |
| - direct                       | 770,000                   | -          | -    | 770,000         |
| Gan Mei Mei                    |                           |            |      |                 |
| - direct                       | 8,000                     | -          | -    | 8,000           |





Directors’ Report (Cont’d)

DIRECTORS’ INTERESTS (CONT’D)

According to the register of directors’ shareholdings, the interests of directors in office at the end of the financial year in shares and options over shares in the Company during the financial year were as follows (cont’d):

|                                | Number of options over ordinary shares |         |           | At<br>31.8.2024 |
|--------------------------------|--|---------|-----------|-----------------|
|                                | At<br>1.9.2023                         | Granted | Exercised |                 |
| Tan Sri Dr <u>Lim</u> Wee Chai | 5,697,100                              | -       | -         | 5,697,100       |
| Lim Hooi Sin                   | 1,253,900                              | -       | -         | 1,253,900       |
| Lim Cheong Guan                | 1,039,000                              | -       | -         | 1,039,000       |
| Ng Yong Lin                    | 1,075,200                              | -       | -         | 1,075,200       |

None of the other directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

ISSUE OF SHARES

During the financial year, the Company increased its issued and paid-up ordinary share capital from RM1,843,271,000 to RM1,846,990,000 by way of issuance of 2,853,300 (2023: 819,600) ordinary shares pursuant to the Company’s ESOS at an exercise price between RM0.88 to RM3.30 (2023: between RM0.89 to RM0.99) per ordinary share.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

EMPLOYEES SHARE OPTIONS SCHEME (“ESOS”)

At an Extraordinary General Meeting held on 9 January 2018, shareholders approved the ESOS for the granting of non-transferable options that are settled by physical delivery of the ordinary shares of the Company, to the eligible employees and executive directors respectively of the Company and its subsidiaries.

The committee administering the ESOS comprise three executive directors, Tan Sri Dr Lim Wee Chai, Lim Cheong Guan and Ng Yong Lin; three independent non-executive directors, Azrina Arshad, Dr. Ngo Get Ping and Datuk Dr. Norma Binti Mansor and one management staff, Lim Jin Feng.

The salient features and other terms of the ESOS are disclosed in Note 38(i) to the financial statements.

During the financial year, the Company granted 3,073,200 share options under ESOS. These options will expire on 31 May 2028 and are exercisable if the employee has not served a notice of resignation or receive a notice of termination from the date of grant and certain conditions as detailed in Note 38(i) to the financial statements are met.

Details of the options exercised to subscribe for ordinary shares of the Company pursuant to the ESOS as at 31 August 2024 are as follows:

| Expiry date | Exercise price<br>RM | Number of options<br>'000 |
|-------------|----------------------|---------------------------|
| 31 May 2028 | 3.30                 | 0.1                       |
| 31 May 2028 | 0.99                 | 1,741.6                   |
| 31 May 2028 | 0.89                 | 100.3                     |
| 31 May 2028 | 0.88                 | 664.7                     |
| 31 May 2028 | 0.92                 | 346.6                     |
|             |                      | 2,853.3                   |

Details of share options granted to directors are disclosed in the section on Directors’ interests in this report.

Directors’ Report (Cont’d)

EMPLOYEES SHARE GRANT PLAN (“ESGP”)

At an Extraordinary General Meeting held on 6 January 2016, shareholders approved the ESGP for the eligible employees and executive directors of the Company and its subsidiaries.

The committee administering the ESGP comprise three executive directors, Tan Sri Dr Lim Wee Chai, Lim Cheong Guan and Ng Yong Lin; three independent non-executive directors, Azrina Arshad, Dr. Ngo Get Ping and Datuk Dr. Norma Binti Mansor and one management staff, Lim Jin Feng.

The salient features and other terms of the ESGP are disclosed in Note 38(ii) to the financial statements.

During the financial year, no share grants under the ESGP to eligible employees and executive directors were granted.

Details of shares granted to directors are disclosed in the section on Directors’ benefits in Note 12 of this report.

TREASURY SHARES

As at 31 August 2024, the Company held as treasury shares a total of 199,764,300 of its 8,210,778,000 issued ordinary shares. Such treasury shares are held at a carrying amount of RM1,412,270,000 and further relevant details are disclosed in Note 34 to the financial statement.

OTHER STATUTORY INFORMATION

- (a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for expected credit loss and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for expected credit loss; and

(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:

(i) the amount written off for bad debts or the amount of the allowance for expected credit loss in the financial statements of the Group and of the Company inadequate to any substantial extent; and

(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.



Directors’ Report (Cont’d)

OTHER STATUTORY INFORMATION (CONT’D)

- (f) In the opinion of the directors:
- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and

(ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors’ remuneration is as follows:

|                   | Group<br>RM’000 | Company<br>RM’000 |
|-------------------|-----------------|-------------------|
| Ernst & Young PLT | 970             | 320               |
| Other auditors    | 569             | -                 |
|                   | 1,539           | 320               |

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit for an unspecified amount. No payment has been made to indemnify Ernst & Young PLT for the financial year ended 31 August 2024.

Signed on behalf of the Board in accordance with a resolution of the directors dated 26 November 2024.

Lim Cheong Guan

Lee Ah Too

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Lim Cheong Guan and Lee Ah Too, being two of the directors of Top Glove Corporation Bhd., do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 103 to 207 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 August 2024 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 26 November 2024.

Lim Cheong Guan

Lee Ah Too

Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Lim Cheong Guan, being the director primarily responsible for the financial management of Top Glove Corporation Bhd., do solemnly and sincerely declare that the accompanying financial statements set out on pages 103 to 207 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the  
above named, Lim Cheong Guan  
at Shah Alam  
on 26 November 2024.

Lim Cheong Guan

Before me,

Commissioner for Oaths





Independent Auditors’ Report

to the members of Top Glove Corporation Bhd. (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Top Glove Corporation Bhd., which comprise the statements of financial position as at 31 August 2024 of the Group and of the Company, and statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 103 to 207.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 August 2024, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors’ responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants (“By-Laws”) and the International Code of Ethics for Professional Accountants (including International Independence Standards) (“IESBA Code”), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. We have determined that there are no key audit matters to communicate in our report on the financial statements of the Company. The key audit matters for the audit of the financial statements of the Group are described below. These matters were addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditors’ responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Impairment assessment of non-financial assets

MFRS 136 Impairment of Assets requires an entity to assess at the end of each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, management shall estimate the recoverable amount of the asset.

In addition, irrespective of whether there is any indication of impairment, an entity shall also test goodwill acquired in a business combination for impairment annually.

- a) **Annual impairment test of goodwill arising from the acquisition of Aspion Sdn. Bhd. (“Aspion”)**  
(Refer to Note 4.1, Note 7.2(b) and Note 22 to the financial statements)

As at 31 August 2024, the Group recorded a goodwill of RM796 million arising from the past acquisition of Aspion, which represented 11% of the Group’s total assets. The goodwill amount has been allocated to cash generating unit (“CGU”) for impairment testing purposes. The Group estimated the recoverable amount of the CGU to which the goodwill is allocated to based on value-in-use (“VIU”).

Independent Auditors’ Report

to the members of Top Glove Corporation Bhd. (Incorporated in Malaysia) (cont’d)

Key audit matters (cont’d)

Impairment assessment of non-financial assets (cont’d)

- b) **Impairment assessment of property, plant and equipment (“PPE”) and rights-of-use assets (“RoU”)**  
(Refer to Note 4.13, Note 4.15, Note 7.2(c), Note 15 and Note 16 to the financial statements)

As at 31 August 2024, the carrying amounts of the property, plant and equipment (“PPE”) and right of-use assets (“RoU”) of the Group are RM3,605 million and RM174 million respectively, which represented 54% of the Group’s total assets.

There were indications that the carrying amounts of the Group’s PPE and RoU may be impaired due to lower production utilisation rate as well as lower average selling price of gloves.

Management has determined the recoverable amounts of these assets based on either the estimated VIU or the fair value less cost to sell (“FVLCTS”) of the respective CGU, whichever is higher.

We have identified the impairment reviews of the goodwill arising from the acquisition of Aspion and the Group’s PPE and RoU as areas of audit focus because the reviews involve significant management judgements and estimates, particularly in respect of the assumptions on projected revenue, profit margins, terminal growth rates (which take into consideration the replacement of capital expenditure) and discount rates.

On each of the impairment review, our audit procedures include, amongst others, the following:

- a) Evaluated management’s key assumptions on projected revenue, profit margins and terminal growth rates, by considering the current and expected future economic conditions. We compared the projected revenue to the past trends and compared expected revenue growth rates to relevant future market demand. We also evaluated management’s estimates of replacement of capital expenditure included in the terminal cash flow by considering the historical replacement cycle and costs incurred, as well as the expected cost escalation.
- b) Together with EY valuation specialists, we evaluated the discount rate used to determine the present value of the cash flows and assessed whether the rate used reflects the current market assessment of the time value of money and the risk specific to the asset is the return that the investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the asset.
- c) Assessed the sensitivity of the cash flows to changes in the key assumptions to understand the impact that reasonable alternative assumptions would have on the overall recoverable amount.
- d) Evaluated the adequacy of the Group’s disclosures in the financial statements concerning those key assumptions to which the outcome of the impairment assessment is most sensitive.
- e) To the extent that management relied on valuation reports provided by independent professional valuers, we have considered the competence, capabilities and objectivity of the professional valuers. We have also assessed the key assumptions and methodology used by independent professional valuers. This would include comparisons with recent transactions involving other similar assets and where applicable, the age, size and tenure.

Review of costing of finished goods inventories

(Refer to Note 4.16, Note 7.2(a) and Note 23 to the financial statements)

As at 31 August 2024, the Group held RM215 million of finished goods inventories. This represented 3% of total assets of the Group. Total cost of inventories relating to finished goods charged to the consolidated income statement for the year ended 31 August 2024 amounted to RM2,249 million, accounting for 83% of total expenditure (comprises of cost of sales, distribution and selling costs and administrative and general expenses) of the Group.



Independent Auditors’ Report

to the members of Top Glove Corporation Bhd. (Incorporated in Malaysia) (cont’d)

Key audit matters (cont’d)

Review of costing of finished goods inventories (cont’d)

The finished goods inventories are carried at the lower of cost and net realisable value. The costs of production comprises the cost of purchase of raw materials, labour costs, plus conversion costs such as variable and fixed overhead costs. Significant estimates are involved in determining the basis of allocating the costs of production to the products produced by the Group. The Group relies heavily on the information technology system (“IT system”) to ensure that the costs of raw materials, labour costs and overhead costs are correctly allocated to the respective products. Due to the significant estimation involved in the valuation of finished goods inventories, we considered this a key area of audit focus.

Our audit procedures include, amongst others, the following:

- a) Obtained an understanding of the Group’s current inventories costing policy, production processes and the types of costs included in the valuation of finished goods inventories.
- b) Evaluated the general and logical access controls surrounding the IT system by involving our IT audit professionals.
- c) Agreed, on a sampling basis, the costs of purchase of raw materials to suppliers’ invoices and tested other components of costs of production to the underlying supporting documentation.
- d) Assessed the appropriateness of the basis used by management in allocating the costs of production to the products produced by the Group and tested the relevant application controls surrounding the allocation.

Information other than the financial statements and auditors’ report thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors’ report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group’s and the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Independent Auditors’ Report

to the members of Top Glove Corporation Bhd. (Incorporated in Malaysia) (cont’d)

Auditors’ responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group’s and of the Company’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group’s or the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors’ report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors’ report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors’ report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.





Independent Auditors’ Report

to the members of Top Glove Corporation Bhd. (Incorporated in Malaysia) (cont'd)

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 18 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants

Lai Nai Ting  
No. 03677/07/2026 J  
Chartered Accountant

Kuala Lumpur, Malaysia  
26 November 2024

Statements of Profit or Loss

For the financial year ended 31 August 2024

|  | Note | Group          |                | Company        |                |
|--|------|----------------|----------------|----------------|----------------|
|  |      | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Revenue  | 8    | 2,514,408      | 2,257,221      | 4,277          | 205,229        |
| Cost of sales  |      | (2,249,085)    | (2,192,901)    | -              | -              |
| Gross profit   |      | 265,323        | 64,320         | 4,277          | 205,229        |
| Other items of income  |      |                |                |                |                |
| Interest income  | 9    | 12,773         | 17,357         | 4,622          | 12,921         |
| Other income   | 10   | 164,870        | 44,276         | 13,628         | 14,936         |
| Other items of expense   |      |                |                |                |                |
| Distribution and selling costs   |      | (76,190)       | (76,665)       | -              | -              |
| Administrative and general expenses  |      | (379,686)      | (525,657)      | (10,116)       | (27,110)       |
| Impairment losses on goodwill, property, plant and equipment and right-of-use assets | 11   | -              | (208,337)      | -              | -              |
| Property, plant and equipment written off  | 11   | (10,212)       | (197,183)      | -              | -              |
| Finance costs  |      | (9,941)        | (12,746)       | (8)            | (11)           |
| Share of results of an associate   |      | 1,722          | (5,780)        | -              | -              |
| (Loss)/profit before tax   | 11   | (31,341)       | (900,415)      | 12,403         | 205,965        |
| Income tax credit/(expense)  | 13   | 9,929          | 14,866         | (737)          | (3,669)        |
| (Loss)/profit net of tax   |      | (21,412)       | (885,549)      | 11,666         | 202,296        |
| (Loss)/profit attributable to:   |      |                |                |                |                |
| Owners of the parent   |      | (64,876)       | (925,218)      | 11,666         | 202,296        |
| Holders of Perpetual Sukuk   |      | 46,610         | 46,610         | -              | -              |
| Non-controlling interests  |      | (3,146)        | (6,941)        | -              | -              |
|  |      | (21,412)       | (885,549)      | 11,666         | 202,296        |
| Loss per share attributable to owners of the parent (sen):                           |      |                |                |                |                |
| - Basic  | 14   | (0.81)         | (11.55)        |                |                |
| - Diluted  | 14   | (0.81)         | (11.55)        |                |                |

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Comprehensive Income

For the financial year ended 31 August 2024

|   | Group           |                  | Company        |                |
|---|-----------------|------------------|----------------|----------------|
|   | 2024<br>RM'000  | 2023<br>RM'000   | 2024<br>RM'000 | 2023<br>RM'000 |
| (Loss)/profit net of tax  | (21,412)        | (885,549)        | 11,666         | 202,296        |
| <b>Other comprehensive (loss)/income:</b>   |                 |                  |                |                |
| <i>Items that may be reclassified subsequently to profit or loss:</i>                             |                 |                  |                |                |
| Net movement on debt securities at fair value through other comprehensive income (Note 35)        | 4,263           | (3,279)          | 4,263          | (3,279)        |
| Foreign currency translation differences of foreign operations                                    | (46,201)        | 53,036           | -              | -              |
| Revaluation of right-of-use assets upon transfer of properties to investment properties           | -               | 10               | -              | -              |
| Revaluation of property, plant and equipment upon transfer of properties to investment properties | 19,517          | 9,751            | -              | -              |
| Income tax effect relating to the components of other comprehensive income                        | (1,952)         | (976)            | -              | -              |
| <b>Other comprehensive (loss)/income for the year, net of tax</b>                                 | <b>(24,373)</b> | <b>58,542</b>    | <b>4,263</b>   | <b>(3,279)</b> |
| <b>Total comprehensive (loss)/income for the year</b>   | <b>(45,785)</b> | <b>(827,007)</b> | <b>15,929</b>  | <b>199,017</b> |
| <b>Total comprehensive (loss)/income attributable to:</b>   |                 |                  |                |                |
| Owners of the parent  | (88,481)        | (868,495)        | 15,929         | 199,017        |
| Holders of Perpetual Sukuk  | 46,610          | 46,610           | -              | -              |
| Non-controlling interests   | (3,914)         | (5,122)          | -              | -              |
|   | (45,785)        | (827,007)        | 15,929         | 199,017        |

Statements of Financial Position (Group)

As at 31 August 2024

|   | Note | 2024<br>RM'000   | 2023<br>RM'000   |
|---|------|------------------|------------------|
| <b>Assets</b>                               |      |                  |                  |
| <b>Non-current assets</b>                   |      |                  |                  |
| Property, plant and equipment               | 15   | 3,605,167        | 3,893,084        |
| Right-of-use assets                         | 16   | 173,689          | 187,096          |
| Investment properties                       | 17   | 468,316          | 419,699          |
| Investment in an associate                  | 19   | 5,301            | 3,579            |
| Deferred tax assets                         | 20   | 11,751           | 4,583            |
| Biological assets                           |      | 888              | 647              |
| Investment securities: Unquoted investments | 21   | 392              | 392              |
| Intangible assets                           | 22   | 861,182          | 864,465          |
|   |      | 5,126,686        | 5,373,545        |
| <b>Current assets</b>                       |      |                  |                  |
| Inventories                                 | 23   | 376,298          | 301,496          |
| Trade and other receivables                 | 24   | 359,048          | 182,622          |
| Other current assets                        | 25   | 74,716           | 85,255           |
| Tax recoverable                             |      | 8,010            | 10,202           |
| Investment securities: Money market funds   | 21   | 618,173          | 630,186          |
| Investment securities: Debt securities      | 21   | 32,213           | 32,864           |
| Derivative financial instruments            | 26   | 245              | -                |
| Cash and bank balances                      | 27   | 351,187          | 285,416          |
|   |      | 1,819,890        | 1,528,041        |
| Assets held for sale                        | 28   | 11,517           | 159,984          |
|   |      | 1,831,407        | 1,688,025        |
| <b>Total assets</b>                         |      | <b>6,958,093</b> | <b>7,061,570</b> |
| <b>Equity and liabilities</b>               |      |                  |                  |
| <b>Current liabilities</b>                  |      |                  |                  |
| Loans and borrowings                        | 29   | 397,986          | 540,356          |
| Trade and other payables                    | 30   | 433,009          | 265,261          |
| Contract liabilities                        | 31   | 108,203          | 102,995          |
| Lease liabilities                           | 32   | 2,161            | 1,710            |
| Income tax payable                          |      | 8,444            | 13,038           |
| Derivative financial instruments            | 26   | -                | 507              |
|   |      | 949,803          | 923,867          |
| <b>Net current assets</b>                   |      | <b>881,604</b>   | <b>764,158</b>   |





Statements of Financial Position (Group)

As at 31 August 2024 (cont'd)

|  | Note | 2024<br>RM'000 | 2023<br>RM'000 |
|--|------|----------------|----------------|
| <strong>Non-current liabilities</strong>                     |      |                |                |
| Loans and borrowings   | 29   | -              | 14,149         |
| Lease liabilities  | 32   | 21,945         | 25,630         |
| Deferred tax liabilities                                     | 20   | 142,057        | 160,119        |
| Provisions   |      | 8,792          | 11,690         |
|  |      | 172,794        | 211,588        |
| <strong>Total liabilities</strong>                           |      | 1,122,597      | 1,135,455      |
| <strong>Net assets</strong>                                  |      | 5,835,496      | 5,926,115      |
| <strong>Equity attributable to owners of the parent</strong> |      |                |                |
| Share capital  | 33   | 1,846,990      | 1,843,271      |
| Treasury shares  | 34   | (1,412,270)    | (1,412,270)    |
| Other reserves   | 35   | 114,433        | 149,304        |
| Retained earnings  | 37   | 4,080,821      | 4,134,229      |
|  |      | 4,629,974      | 4,714,534      |
| Perpetual Sukuk  | 36   | 1,175,694      | 1,175,694      |
| Non-controlling interests                                    |      | 29,828         | 35,887         |
| <strong>Total equity</strong>                                |      | 5,835,496      | 5,926,115      |
| <strong>Total equity and liabilities</strong>                |      | 6,958,093      | 7,061,570      |

Statements of Financial Position (Company)

As at 31 August 2024

|   | Note | 2024<br>RM'000 | 2023<br>RM'000 |
|---|------|----------------|----------------|
| <strong>Assets</strong>                                       |      |                |                |
| <strong>Non-current assets</strong>                           |      |                |                |
| Investment in subsidiaries                                    | 18   | 2,339,365      | 2,339,971      |
| Right-of-use assets   | 16   | 124            | 202            |
|   |      | 2,339,489      | 2,340,173      |
| <strong>Current assets</strong>                               |      |                |                |
| Other receivables   | 24   | 103,727        | 9,607          |
| Other current assets  | 25   | 95             | -              |
| Tax recoverable   |      | 429            | 331            |
| Investment securities: Money market funds                     | 21   | 345,834        | 424,592        |
| Investment securities: Debt securities                        | 21   | 32,213         | 32,864         |
| Cash and bank balances  | 27   | 5,996          | 484            |
|   |      | 488,294        | 467,878        |
| <strong>Total assets</strong>                                 |      | 2,827,783      | 2,808,051      |
| <strong>Equity and liabilities</strong>                       |      |                |                |
| <strong>Current liabilities</strong>                          |      |                |                |
| Other payables  | 30   | 1,588          | 1,626          |
| Lease liabilities   | 32   | 84             | 80             |
|   |      | 1,672          | 1,706          |
| <strong>Net current assets</strong>                           |      | 486,622        | 466,172        |
| <strong>Non-current liability</strong>                        |      |                |                |
| Lease liabilities   | 32   | 50             | 134            |
| <strong>Total liabilities</strong>                            |      | 1,722          | 1,840          |
| <strong>Net assets</strong>                                   |      | 2,826,061      | 2,806,211      |
| <strong>Equity attributable to owners of the Company</strong> |      |                |                |
| Share capital   | 33   | 1,846,990      | 1,843,271      |
| Treasury shares   | 34   | (1,412,270)    | (1,412,270)    |
| Other reserves  | 35   | 30,481         | 37,526         |
| Retained earnings   | 37   | 2,360,860      | 2,337,684      |
| <strong>Total equity</strong>                                 |      | 2,826,061      | 2,806,211      |
| <strong>Total equity and liabilities</strong>                 |      | 2,827,783      | 2,808,051      |



The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



SECTION 7 : OUR PERFORMANCE

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8



Statements of Changes in Equity

For the financial year ended 31 August 2024

| 2024<br>Group   | ← Total equity attributable to owners of the parent → |                      | ← Non-distributable →  |                       | ← Distributable →        |                        | Non-controlling interests ("NCI") RM'000 |
|---|---|----------------------|------------------------|-----------------------|--------------------------|------------------------|--|
|   | Total equity RM'000                                   | Share capital RM'000 | Treasury shares RM'000 | Other reserves RM'000 | Retained earnings RM'000 | Perpetual Sukuk RM'000 |  |
| Opening balance at 1 September 2023   | 5,926,115   | 4,714,534            | 1,843,271              | (1,412,270)           | 149,304                  | 4,134,229              | 1,175,694                                |
| (Loss)/profit net of tax  | (21,412)  | (64,876)             | -                      | -                     | -                        | (64,876)               | 46,610                                   |
| Other comprehensive loss  | (24,373)  | (23,605)             | -                      | -                     | (23,605)                 | -                      | (768)                                    |
| Total comprehensive (loss)/income   | (45,785)  | (88,481)             | -                      | -                     | (23,605)                 | (64,876)               | (3,914)                                  |
| Transactions with owners  |   |                      |                        |                       |                          |                        |  |
| Issuance of ordinary shares pursuant to Employees Share Options Scheme ("ESOS") (Note 33 and Note 38) | 2,725   | 2,725                | -                      | -                     | -                        | -                      | -  |
| Share options granted under ESOS (Note 35)  | 1,199   | -                    | -                      | 1,199                 | -                        | -                      | -  |
| Transfer from share option reserve (Note 33 and Note 35)  | -   | -                    | 997                    | (12,507)              | 11,510                   | -                      | -  |
| Transfer from retained earnings (Note 35)   | -   | -                    | -                      | 42                    | (42)                     | -                      | -  |
| Transaction cost (Note 33)  | (3)   | (3)                  | -                      | -                     | -                        | -                      | -  |
| Distribution to holders of Perpetual Sukuk  | (46,610)  | -                    | -                      | -                     | -                        | (46,610)               | -  |
| Dividends on NCI  | (2,145)   | -                    | -                      | -                     | -                        | -                      | (2,145)                                  |
| Total transactions with owners  | (44,834)  | 3,921                | 3,719                  | (11,266)              | 11,468                   | (46,610)               | (2,145)                                  |
| Closing balance at 31 August 2024   | 5,835,496   | 4,629,974            | 1,846,990              | 114,433               | 4,080,821                | 1,175,694              | 29,828                                   |

Statements of Changes in Equity

For the financial year ended 31 August 2024 (cont'd)

| 2023<br>Group   | ← Total equity attributable to owners of the parent → |                      | ← Non-distributable →  |                       | ← Distributable →        |                        | Non-controlling interests ("NCI") RM'000 |
|---|---|----------------------|------------------------|-----------------------|--------------------------|------------------------|--|
|   | Total equity RM'000                                   | Share capital RM'000 | Treasury shares RM'000 | Other reserves RM'000 | Retained earnings RM'000 | Perpetual Sukuk RM'000 |  |
| Opening balance at 1 September 2022   | 6,793,235   | 5,579,222            | 1,842,189              | (1,412,270)           | 107,633                  | 5,041,670              | 1,175,694                                |
| (Loss)/profit net of tax  | (885,549)   | (925,218)            | -                      | -                     | (925,218)                | 46,610                 | (6,941)                                  |
| Other comprehensive income  | 58,542  | 56,723               | -                      | 56,723                | -                        | -                      | 1,819                                    |
| Total comprehensive (loss)/income   | (827,007)   | (868,495)            | -                      | 56,723                | (925,218)                | 46,610                 | (5,122)                                  |
| Transactions with owners  |   |                      |                        |                       |                          |                        |  |
| Issuance of ordinary shares pursuant to Employees Share Options Scheme ("ESOS") (Note 33 and Note 38) | 813   | 813                  | -                      | -                     | -                        | -                      | -  |
| Share options granted under ESOS (Note 35)  | 2,639   | -                    | -                      | 2,639                 | -                        | -                      | -  |
| Transfer from share option reserve (Note 33 and Note 35)  | -   | -                    | 270                    | (16,784)              | 16,514                   | -                      | -  |
| Transfer to retained earnings (Note 35)   | -   | -                    | -                      | (941)                 | 941                      | -                      | -  |
| Transaction cost (Note 33)  | (1)   | (1)                  | -                      | -                     | -                        | -                      | -  |
| Distribution to holders of Perpetual Sukuk  | (46,610)  | -                    | -                      | -                     | -                        | (46,610)               | -  |
| Changes in ownership interest in subsidiaries   | 3,046   | 356                  | -                      | 34                    | 322                      | -                      | 2,690                                    |
| Total transactions with owners  | (40,113)  | 3,807                | 1,082                  | (15,052)              | 17,777                   | (46,610)               | 2,690                                    |
| Closing balance at 31 August 2023   | 5,926,115   | 4,714,534            | 1,843,271              | 149,304               | 4,134,229                | 1,175,694              | 35,887                                   |

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.





Statements of Changes in Equity

For the financial year ended 31 August 2024 (cont'd)

| 2024<br>Company  | Non-distributable      |                         |                           |                          | Distributable               |
|--|------------------------|-------------------------|---------------------------|--------------------------|-----------------------------|
|  | Total equity<br>RM'000 | Share capital<br>RM'000 | Treasury shares<br>RM'000 | Other reserves<br>RM'000 | Retained earnings<br>RM'000 |
| Opening balance at 1 September 2023                                | 2,806,211              | 1,843,271               | (1,412,270)               | 37,526                   | 2,337,684                   |
| Profit net of tax  | 11,666                 | -                       | -                         | -                        | 11,666                      |
| Other comprehensive income   | 4,263                  | -                       | -                         | 4,263                    | -                           |
| Total comprehensive income   | 15,929                 | -                       | -                         | 4,263                    | 11,666                      |
| Transactions with owners   |                        |                         |                           |                          |                             |
| Issuance of ordinary shares pursuant to ESOS (Note 33 and Note 38) | 2,725                  | 2,725                   | -                         | -                        | -                           |
| Share options granted under ESOS (Note 35)                         | 1,199                  | -                       | -                         | 1,199                    | -                           |
| Transfer from share option reserve (Note 33 and Note 35)           | -                      | 997                     | -                         | (12,507)                 | 11,510                      |
| Transaction cost (Note 33)   | (3)                    | (3)                     | -                         | -                        | -                           |
| Total transactions with owners                                     | 3,921                  | 3,719                   | -                         | (11,308)                 | 11,510                      |
| Closing balance at 31 August 2024                                  | 2,826,061              | 1,846,990               | (1,412,270)               | 30,481                   | 2,360,860                   |

| 2023<br>Company  | Non-distributable      |                         |                           |                          | Distributable               |
|--|------------------------|-------------------------|---------------------------|--------------------------|-----------------------------|
|  | Total equity<br>RM'000 | Share capital<br>RM'000 | Treasury shares<br>RM'000 | Other reserves<br>RM'000 | Retained earnings<br>RM'000 |
| Opening balance at 1 September 2022                                | 2,603,743              | 1,842,189               | (1,412,270)               | 54,950                   | 2,118,874                   |
| Profit net of tax  | 202,296                | -                       | -                         | -                        | 202,296                     |
| Other comprehensive loss   | (3,279)                | -                       | -                         | (3,279)                  | -                           |
| Total comprehensive income/(loss)                                  | 199,017                | -                       | -                         | (3,279)                  | 202,296                     |
| Transactions with owners   |                        |                         |                           |                          |                             |
| Issuance of ordinary shares pursuant to ESOS (Note 33 and Note 38) | 813                    | 813                     | -                         | -                        | -                           |
| Share options granted under ESOS (Note 35)                         | 2,639                  | -                       | -                         | 2,639                    | -                           |
| Transfer from share option reserve (Note 33 and Note 35)           | -                      | 270                     | -                         | (16,784)                 | 16,514                      |
| Transaction cost (Note 33)   | (1)                    | (1)                     | -                         | -                        | -                           |
| Total transactions with owners                                     | 3,451                  | 1,082                   | -                         | (14,145)                 | 16,514                      |
| Closing balance at 31 August 2023                                  | 2,806,211              | 1,843,271               | (1,412,270)               | 37,526                   | 2,337,684                   |

Statements of Cash Flows

For the financial year ended 31 August 2024

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Operating activities   |                |                |                |                |
| (Loss)/profit before tax   | (31,341)       | (900,415)      | 12,403         | 205,965        |
| Adjustments for:   |                |                |                |                |
| Gross dividends  | -              | -              | -              | (200,200)      |
| Depreciation of property, plant and equipment (Note 15)                                  | 277,764        | 332,597        | -              | -              |
| Depreciation of right-of-use assets (Note 16)  | 5,953          | 6,663          | 78             | 78             |
| Amortisation of intangible assets (Note 22)  | 3,775          | 3,752          | -              | -              |
| (Gain)/loss on disposal of property, plant and equipment                                 | (14,239)       | 1,173          | -              | -              |
| Gain on disposal of right-of-use assets  | (24,776)       | -              | -              | -              |
| Gain on lease modifications  | (865)          | (20)           | -              | -              |
| Gain on lease termination  | -              | (40)           | -              | -              |
| Gain on disposal of investment property  | (90)           | -              | -              | -              |
| Gain on disposal of assets held for sale   | (56,890)       | -              | -              | -              |
| Revaluation loss of property, plant and equipment (Note 11)                              | -              | 2,982          | -              | -              |
| Net (gain)/loss from fair value remeasurement on investment properties (Note 17)         | (4,653)        | 74             | -              | -              |
| Bad debts written off  | 17             | 839            | -              | -              |
| Net allowance for expected credit loss (Note 24)   | 280            | 2,976          | -              | -              |
| Gain on disposal of debt securities  | (7)            | (1,063)        | (7)            | (1,063)        |
| Gain on disposal of money market funds   | (5,945)        | (4,808)        | (2,616)        | (269)          |
| Impairment loss on property, plant and equipment (Note 15)                               | -              | 54,660         | -              | -              |
| Impairment loss on right-of-use assets (Note 16)   | -              | 16,124         | -              | -              |
| Impairment loss on goodwill (Note 22)  | -              | 137,553        | -              | -              |
| Impairment loss on assets held for sales (Note 28)                                       | -              | 5,073          | -              | -              |
| Reversal of allowance for inventories written down on unsold goods                       | (50,617)       | (33,650)       | -              | -              |
| Inventories written off  | 198            | 21             | -              | -              |
| Property, plant and equipment written off  | 10,212         | 197,183        | -              | -              |
| Biological assets written off  | -              | 1,064          | -              | -              |
| Share options granted under ESOS   | 1,199          | 2,639          | -              | 218            |
| Unrealised foreign exchange (gain)/loss  | (3,116)        | 7,356          | 2,229          | (2,033)        |
| Share of results of an associate   | (1,722)        | 5,780          | -              | -              |
| Net fair value (gain)/loss on derivative financial instruments                           | (752)          | 437            | -              | -              |
| Net fair value (gain)/loss on investment securities at fair value through profit or loss | (12,169)       | 11,043         | (10,948)       | 11,648         |
| Finance costs  | 9,941          | 12,746         | 8              | 11             |
| Interest income  | (12,773)       | (17,357)       | (4,622)        | (12,921)       |
| Impairment loss on investment in subsidiaries (Note 18)                                  | -              | -              | 606            | 8,793          |
| Impairment loss on other receivables (Note 11)   | -              | -              | -              | 1              |
| Total adjustments  | 120,725        | 745,797        | (15,272)       | (195,737)      |



The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



Statements of Cash Flows

For the financial year ended 31 August 2024 (cont'd)

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Operating cash flows before changes in working capital</b>       | <b>89,384</b>  | (154,618)      | <b>(2,869)</b> | 10,228         |
| <u>Changes in working capital</u>                                   |                |                |                |                |
| Inventories   | (24,383)       | 307,395        | -              | -              |
| Receivables   | (185,236)      | 74,677         | (762)          | 2,126          |
| Other current assets  | 10,539         | 10,806         | (95)           | -              |
| Payables and provision  | 156,127        | (188,196)      | (38)           | (4,470)        |
| Contract liabilities  | 5,208          | (113,570)      | -              | -              |
| Total changes in working capital                                    | (37,745)       | 91,112         | (895)          | (2,344)        |
| <b>Cash flows generated from/(used in) operations</b>               | <b>51,639</b>  | (63,506)       | <b>(3,764)</b> | 7,884          |
| Interest paid   | (9,941)        | (12,746)       | (8)            | (11)           |
| Income taxes paid   | (22,459)       | (35,202)       | (98)           | (4,338)        |
| Income taxes refund   | 1,463          | 232,497        | -              | -              |
| <b>Net cash flows generated from/(used in) operating activities</b> | <b>20,702</b>  | 121,043        | <b>(3,870)</b> | 3,535          |
| <b>Investing activities</b>   |                |                |                |                |
| Purchase of property, plant and equipment                           | (142,511)      | (364,154)      | -              | -              |
| Additions to investment properties                                  | (2,090)        | (74)           | -              | -              |
| Purchase of intangible assets                                       | (492)          | (445)          | -              | -              |
| Purchase of biological assets                                       | (241)          | (541)          | -              | -              |
| Placement of money market funds                                     | (123,928)      | (657,785)      | (207)          | (434,223)      |
| Withdrawal of money market funds                                    | 154,055        | 313,341        | 92,529         | 37,914         |
| Purchase of debt securities   | -              | (839)          | -              | (839)          |
| Proceeds from disposal of debt securities                           | 2,805          | 190,216        | 2,805          | 190,216        |
| Proceeds from disposal of property, plant and equipment             | 95,989         | 120,907        | -              | -              |
| Proceeds from disposal of right-of-use assets                       | 29,615         | -              | -              | -              |
| Proceeds from disposal of investment property                       | 740            | -              | -              | -              |
| Proceeds from disposal of assets held for sale                      | 216,874        | -              | -              | -              |
| Interest received (Note 9)  | 12,773         | 17,357         | 4,622          | 12,921         |
| Net decrease/(increase) in bank balances pledged with banks         | 3,867          | (1,241)        | -              | -              |
| Dividends from subsidiaries   | -              | -              | -              | 200,200        |
| Additions to investment in subsidiaries                             | -              | -              | -              | (37,012)       |
| (Advance to)/repayment from subsidiaries                            | -              | -              | (93,074)       | 24,763         |
| <b>Net cash flows generated from/(used in) investing activities</b> | <b>247,456</b> | (383,258)      | <b>6,675</b>   | (6,060)        |

Statements of Cash Flows

For the financial year ended 31 August 2024 (cont'd)

|  | Group            |                | Company        |                |
|--|------------------|----------------|----------------|----------------|
|  | 2024<br>RM'000   | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Financing activities</b>  |                  |                |                |                |
| Proceeds from issuance of ordinary shares pursuant to ESOS             | 2,725            | 813            | 2,725          | 813            |
| Transaction cost   | (3)              | (1)            | (3)            | (1)            |
| Dividends paid on NCI  | (2,145)          | -              | -              | -              |
| Repayment of loans and borrowings                                      | (361,689)        | (130,520)      | -              | -              |
| Drawdown of loans and borrowings                                       | 228,040          | 270,531        | -              | -              |
| Distribution paid to holders of Perpetual Sukuk                        | (46,610)         | (46,610)       | -              | -              |
| Proceeds from part disposal of equity interest in a subsidiary company | -                | 3,046          | -              | -              |
| Payment of principal portion of lease liabilities                      | (1,977)          | (2,506)        | (80)           | (77)           |
| <b>Net cash flows (used in)/generated from financing activities</b>    | <b>(181,659)</b> | 94,753         | <b>2,642</b>   | 735            |
| <b>Net increase/(decrease) in cash and cash equivalents</b>            | <b>86,499</b>    | (167,462)      | <b>5,447</b>   | (1,790)        |
| Effect of changes in foreign exchange rate                             | (16,861)         | 14,040         | 65             | (1,239)        |
| <b>Cash and cash equivalents at 1 September 2023/2022</b>              | <b>280,015</b>   | 433,437        | <b>484</b>     | 3,513          |
| <b>Cash and cash equivalents at 31 August (Note 27)</b>                | <b>349,653</b>   | 280,015        | <b>5,996</b>   | 484            |

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.





Statements of Cash Flows

For the financial year ended 31 August 2024 (cont'd)

|                                | Movements          |               |               |                                   |            |                           |
|--------------------------------|--------------------|---------------|---------------|-----------------------------------|------------|---------------------------|
|                                | Cash flows         |               |               | Non-cash changes                  |            |                           |
|                                | Principal movement | Interest paid | Interest cost | Adjustment for lease modification | New leases | Foreign exchange movement |
| 1 September 2023               | RM'000             | RM'000        | RM'000        | RM'000                            | RM'000     | RM'000                    |
| 2024                           |                    |               |               |                                   |            | 31 August 2024            |
| Group                          |                    |               |               |                                   |            | RM'000                    |
| Loans and borrowings (Note 29) | 554,505            | (133,649)     | (8,743)       | -                                 | -          | 397,986                   |
| Lease liabilities (Note 32)    | 27,340             | (1,198)       | 1,198         | (3,604)                           | 2,819      | (472)                     |
| 24,106                         |                    |               |               |                                   |            |                           |
| Company                        |                    |               |               |                                   |            |                           |
| Lease liabilities (Note 32)    | 214                | (80)          | 8             | -                                 | -          | 134                       |
| 2023                           |                    |               |               |                                   |            |                           |
| Group                          |                    |               |               |                                   |            |                           |
| Loans and borrowings (Note 29) | 399,086            | (11,787)      | 11,787        | -                                 | -          | 554,505                   |
| Lease liabilities (Note 32)    | 17,982             | (959)         | 959           | 102                               | 11,284     | 27,340                    |
| 214                            |                    |               |               |                                   |            |                           |
| Company                        |                    |               |               |                                   |            |                           |
| Lease liabilities (Note 32)    | 291                | (11)          | 11            | -                                 | -          | 214                       |

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Notes to the Financial Statements

For the financial year ended 31 August 2024

1. CORPORATE INFORMATION

Top Glove Corporation Bhd. (“the Company”) is a public limited liability company incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad and Main Board of Singapore Exchange Securities Trading Limited. The principal place of business of the Company is located at Level 21, Top Glove Tower, 16, Persiaran Setia Dagang, Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor.

The principal activities of the Company are investment holding and provision of management services. The principal activities of the subsidiaries are described in Note 18. There have been no significant changes in the nature of the principal activities during the financial year.

2. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRS”) as issued by the Malaysian Accounting Standards Board (“MASB”), International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standards Board (“IASB”) and the requirements of the Companies Act 2016 in Malaysia.

The financial statements have also been prepared on a historical basis, unless otherwise indicated in the accounting policies below.

The financial statements are presented in Ringgit Malaysia (“RM”) and all values are rounded to the nearest thousand (“RM’000”) except when otherwise indicated.

3. BASIS OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 August 2024. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee; and
- The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group’s voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (“OCI”) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group’s accounting policies. All intra-group assets and liabilities, equity, income, expenses, unrealised gains and losses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

3. BASIS OF CONSOLIDATION (CONT'D)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. For each business combination, the Group elects whether it measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or if significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, any previously held equity interests in the acquiree are re-measured to fair value at the acquisition date with any corresponding gain or loss recognised in profit or loss.

Any excess of the cost of business combination, as the case may be, over the net amount of the fair value of identifiable assets acquired and liabilities assumed is recognised as goodwill. For business combinations, provisions are made for the acquiree's contingent liabilities existing at the date of acquisition as the Group deems that it is probable that an outflow of resources embodying economic benefits will be required to settle the obligations.

Any excess in the Group's interest in the net fair value of the identifiable assets acquired and liabilities assumed over the cost of business combination is recognised immediately in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 *Financial Instruments*, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 Business combinations and goodwill (cont'd)

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

Business combinations involving entities under common control are accounted for by applying the pooling of interest method. The assets and liabilities of the combining entities are reflected at their carrying amounts reported in the consolidated financial statements of the controlling holding company. Any difference between the consideration paid and the share capital of the entity acquired is reflected within equity as merger reserve. The statement of comprehensive income reflects the results of the combining entities for the full year, irrespective of when the combination takes place. Comparatives are presented as if the entities have always been combined since the date the entities had come under common control.

4.2 Transactions with non-controlling interests

Non-controlling interests represent the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company, and is presented separately in the consolidated statement of profit or loss, consolidated statement of comprehensive income and within equity in the consolidated statement of financial position, separately from equity attributable to owners of the Company.

Changes in the Company's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

4.3 Investment in subsidiaries

A subsidiary is an entity over which the Group has all the following:

- (i)

Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii)

Exposure, or rights, to variable returns from its involvement with the investee; and
- (iii)

The ability to use its power over the investee to affect its returns.

In the Company's separate financial statements, investment in subsidiaries is accounted for at cost less impairment losses. On disposal of such investment, the difference between net disposal proceeds and the carrying amount is included in profit or loss.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.4 Investment in an associate

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies. An associate is equity accounted for from the date the Group obtains significant influence until the date the Group ceases to have significant influence over the associate.

The Group's investment in an associate is accounted for using the equity method. Under the equity method, the investment in an associate is measured in the consolidated statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the associate. Goodwill relating to associate is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the associate's identifiable assets, liabilities and contingent liabilities over the cost of the investment is excluded from the carrying amount of the investment and is instead included as income in the determination of the Group's share of the associate's profit or loss for the period in which the investment is acquired.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the loss within share of profit of an associate in the consolidated statement of profit or loss.

The financial statements of the associate are prepared as of the same reporting date as the Group unless it is impracticable to do so. When the financial statements of the associate used in applying the equity method are prepared as of a different reporting date from that of the Group, adjustments are made for the effects of significant transactions or events that occur between that date and the reporting date of the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

4.5 Intangible assets

Intangible assets acquired separately are measured at cost on initial recognition. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.5 Intangible assets (cont'd)

An intangible asset is derecognised upon disposal (i.e. at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

(a) Customer relationships

The cost of customer relationships acquired in a business combination is measured at their fair value at the date of acquisition. Following the initial recognition, they are carried at cost less accumulated amortisation and any accumulated impairment losses.

The customer relationships are amortised on a straight line basis over its estimated economic useful lives of eleven years and assessed for impairment whenever there is an indication that the customer relationships may be impaired.

(b) Patents

The Group does not recognise internally generated brands, licenses and other similar intellectual property which cannot be distinguished from the cost of developing the Group's business as a whole.

Acquired patents are recognised as an asset and initially measured at cost, which is the fair value of the consideration paid. After initial recognition, patents are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised in profit or loss on a straight line basis over the estimated economic useful lives of the patents.

4.6 Current versus non-current classification

The Group and the Company present assets and liabilities in the statements of financial position based on a current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group and the Company classify all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available, are used to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Policies and procedures are determined by senior management for both recurring fair value measurement and for non-recurring measurement.

External valuers are involved for valuation of significant assets and significant liabilities. Involvement of external valuers is decided by senior management. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The senior management decides, after discussions with the external valuers, which valuation techniques and inputs to use for each case.

At each reporting date, the senior management analyses the movements in the values of assets and liabilities which are required to be re-measured or re-assessed as per the Group's accounting policies. For this analysis, the senior management verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The senior management, in conjunction with the external valuers, also compares the changes in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 Fair value measurement (cont'd)

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

4.8 Foreign currencies

(a) Functional and presentation currency

The Group's consolidated financial statements are presented in RM which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency.

(b) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group entities at the functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates at the reporting date.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment of a foreign operation. These are recognised in foreign exchange reserve OCI until the net investment is disposed of, at which time, the cumulative amount is reclassified to profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in OCI.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of gain or loss on change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

(c) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into RM at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is recognised in profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.9 Revenue and other income recognition

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) Sale of goods

The Group is involved in manufacturing and trading of gloves and healthcare related products.

Revenue is recognised at a point in time upon transfer of control of the goods to the customers. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

The amount of revenue recognised is based on the estimated transaction price, which comprises the contractual price, net of the estimated volume rebates. Based on the Group's experience with similar types of contracts, variable consideration is typically constrained and is included in the transaction only to the extent that it is a highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

(b) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

(c) Management fees

Management fees are recognised when services are rendered.

(d) Interest income

Interest income is recognised on an accrual basis using the effective interest rate method.

(e) Rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.10 Employee benefits

(a) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as expenses in the year in which the associated services are rendered by employees. Short term accumulated compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(b) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contributions are recognised as an expense in profit or loss as incurred. As required by law, companies in Malaysia make such contributions to the Employees Provident Fund ("EPF"). All contributions to pension plans are fully and immediately vested and the Group had no unvested benefits available to reduce its future contributions.

(c) Employees Share Options Scheme ("ESOS")

Employees of the Group and of the Company receive remuneration in the form of share options as consideration for services rendered. The cost of these equity-settled transactions with employees is measured by reference to the fair value of the options at the date on which the options are granted. This cost is recognised in profit or loss. The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's and the Company's best estimate of the number of options that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in cumulative expense recognised at the beginning and end of that period.

No expense is recognised for options that do not ultimately vest, except for options where vesting is conditional upon a market or non-vesting condition, which are treated as vested irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

When the options are exercised, the employees share option reserve is transferred to share capital if new shares are issued.

The employees share option reserve is transferred to retained earnings upon forfeiture or expiry of the share options.

(d) Employees Share Grant Plan ("ESGP")

Employees of the Group and of the Company are entitled to performance based shares as consideration for services rendered. The ESGP may be settled by way of issuance or transfer of shares of the Company or by cash at the discretion of the ESGP Committee. Trusts have been set up and are administered by an appointed trustee ("ESGP Trusts"). The trustee will be entitled from time to time, to accept advances from the Company, upon such terms and conditions as the Company and the trustee may agree to purchase the ordinary shares of the Company ("Trust Shares") from the open market for the ESGP Trusts. The value of the ESGP Awards granted to Eligible Employees is recognised as an employee cost.

The ESGP Trusts' asset is consolidated into the Group's consolidated financial statements. Dividends received by the ESGP Trusts are eliminated against the Company's dividend payment.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.11 Taxes

(a) Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Group and the Company operate and generate taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- (i) when the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- (ii) in respect of taxable temporary differences associated with investments in subsidiaries and associate, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- (i) when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- (ii) in respect of deductible temporary differences associated with investments in subsidiaries and associate, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.11 Taxes (cont'd)

b) Deferred tax (cont'd)

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to the same taxable entity and the same taxation authority.

(c) Sales and services tax ("SST")

Revenue, expenses and assets are recognised net of the amount of SST, except:

- (i) when the SST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the SST is recognised as part of the cost of acquisition of the assets or as part of the expense item as applicable; and
- (ii) when receivables and payables are stated with the amount of SST included.

The payable amount of SST to the taxation authority is included as part of payables in the statements of financial position.

4.12 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.13 Property, plant and equipment

Capital work-in-progress is stated at cost, net of accumulated impairment losses, if any. Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing component parts of the property, plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met.

When significant parts of property, plant and equipment are required to be replaced at intervals, the Group derecognises the replaced part, and recognises the new part with its own associated useful life and depreciation. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the profit or loss as incurred. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Freehold land has an unlimited useful life and therefore is not depreciated. Capital work-in-progress are not depreciated as these assets are not available for use. Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

|                     |                |
|---------------------|----------------|
| Buildings           | 20 to 50 years |
| Plant and equipment | 3 to 20 years  |
| Other assets        | 5 to 10 years  |

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e. at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the statement of profit or loss when the asset is derecognised.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.13 Property, plant and equipment (cont'd)

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

4.14 Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are measured at fair value which reflects market conditions at the reporting date. Fair value is arrived at using the investment method that makes reference to estimated market rental values and equivalent yields, or comparison method that makes reference to recent transaction prices of similar properties. Valuation is performed by accredited independent valuer having an appropriate recognised professional qualification and recent experience in the location and category of the properties being valued. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the year in which they arise, including the corresponding tax effect.

Investment properties are derecognised either when they have been disposed of (i.e. at the date the recipient obtains control) or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the profit or loss in the period of derecognition.

Transfers are made to (or from) investment properties only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the accounting policy for property, plant and equipment set out in Note 4.13 up to the date of change in use.

4.15 Leases

The Group and the Company assess at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) Group as a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

|                     |                |
|---------------------|----------------|
| Leasehold land      | 50 to 99 years |
| Buildings           | 20 to 50 years |
| Plant and equipment | 4 to 20 years  |
| Other assets        | 5 to 10 years  |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.15 Leases (cont'd)

(a) Group as a lessee (cont'd)

(i) Right-of-use assets (cont'd)

If ownership of the leased asset transfers to the Group and the Company by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment in accordance with the accounting policy set out in Note 4.17.

(ii) Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate.

In calculating the present value of lease payments, the Group and the Company use its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(iii) Short-term leases and leases of low-value assets

The Group and the Company apply the short-term lease recognition exemption to its short-term leases of hostels, automated teller machine ("ATM") and forklift (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of photocopiers that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

(b) Group as a lessor

Leases in which the Group and the Company do not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in other income in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as other income in the period in which they are earned.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.16 Inventories

Inventories are valued at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

- Raw materials, consumables and hardware: purchase costs on a weighted average basis.
- Finished goods and work-in-progress: costs of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity, excluding borrowing costs.

Net realisable value is the estimated selling price in the ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale.

4.17 Impairment of non-financial assets

The Group and the Company assess, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group and the Company estimate the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's ("CGU") fair value less costs of disposal and its value-in-use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group and the Company base their impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of the Group's and the Company's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses of continuing operations, including impairment on inventories, are recognised in profit or loss in expense categories consistent with the function of the impaired asset.

Goodwill is tested for impairment annually at each reporting date and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

For assets other than goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the recoverable amount of the asset or CGU is estimated. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.18 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(a) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through OCI, or fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient are measured at the transaction price determined under MFRS 15.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's and the Company's business model for managing financial assets refers to how they manage their financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e. the date that the Group and the Company commit to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments);
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at fair value through profit or loss.

The Group and the Company have no financial assets carried at fair value through OCI for equity instruments.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.18 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Subsequent measurement (cont'd)

(i) Financial assets at amortised cost (debt instruments)

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group’s and the Company’s financial assets at amortised cost include cash and bank balances, trade and other receivables and other non-current financial assets.

(ii) Financial assets at fair value through OCI (debt instruments)

The Group and the Company measure debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statement of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Group’s and the Company’s debt instruments at fair value through OCI include investments in quoted debt securities included under other current financial assets.

(iii) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.18 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Subsequent measurement (cont'd)

(iii) Financial assets at fair value through profit or loss (cont'd)

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes derivative instruments which the Group had not irrevocably elected to classify at fair value through OCI.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

The Group has designated derivatives that do not qualify for hedge accounting, money market funds, debt securities and unquoted investments at fair value through profit or loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group’s and the Company’s statements of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group and the Company have transferred their rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but have transferred control of the asset.

When the Group and the Company have transferred their rights to receive cash flows from an asset or have entered into a pass-through arrangement, they evaluate if, and to what extent, they have retained the risks and rewards of ownership. When they have neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and the Company continue to recognise the transferred asset to the extent of their continuing involvement. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.18 Financial instruments (cont'd)

(a) Financial assets (cont'd)

Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses (“ECLs”) for all debts instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original EIR. The expected cash flows will include cash flows from the sales of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (“12-month ECL”). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (“lifetime ECL”).

For trade receivables, the Group applies simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix that is based on historical credit experience. The Group considers forward looking factors do not have significant impact to credit risk given the nature of its industry and the amount of ECLs is insensitive to changes to forecast economic conditions.

For debt instruments at fair value through OCI, the Group and the Company apply the low credit risk simplification. At every reporting date, the Group and the Company evaluate whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group and the Company reassess the internal credit rating of the debt instrument. In addition, the Group and the Company consider that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group’s and the Company’s debt instruments at fair value through OCI comprise solely of quoted bonds that are graded in the top investment category (Very Good and Good) by the Good Credit Rating Agency and, therefore, are considered to be low credit risk investments. It is the Group’s and the Company’s policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL. The Group and the Company use the ratings from the Good Credit Rating Agency both to determine whether the debt instrument has significantly increased in credit risk and to estimate ECLs.

The Group and the Company generally consider a financial asset to be in default when contractual payments are 120 days past due, except for certain major or specific customers where the period may extend beyond 120 days. In certain cases, the Group and the Company may also consider a financial asset to be in default when internal and external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.18 Financial instruments (cont'd)

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, lease liabilities or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group and the Company’s financial liabilities include trade and other payables, lease liabilities, derivative financial instruments, and loans and borrowings.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

(i) Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by MFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied. The Group has designated derivative financial instruments as financial liability at fair value through profit or loss.

(ii) Financial liabilities at amortised cost

This is the category most relevant to the Group and the Company. After initial recognition, trade and other payables, and interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

This category generally applies to trade and other payables, interest-bearing loans and borrowings and lease liabilities.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.18 Financial instruments (cont'd)

(b) Financial liabilities (cont'd)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

(c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated and separate statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.19 Derivative financial instruments and hedging activities

Initial recognition and subsequent measurement

The Group uses derivative financial instruments, such as forward currency contracts to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment;
- Cash flow hedges when hedging the exposure to variability in cash flows is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment; and
- Hedges of a net investment in a foreign operation.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.20 Cash and bank balances

Cash and bank balances in the statements of financial position comprise cash at banks and on hand and short-term deposits.

For the purpose of the statements of cash flows, cash and cash equivalents consist of cash and short-term deposits with a maturity of three months or less excluding deposits pledged with banks that are not available for use.

4.21 Equity instruments and related expenses

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities. Ordinary shares and Perpetual Sukuk are classified as equity instruments.

Dividends on ordinary shares and distribution on Perpetual Sukuk are recognised in equity in the period in which they are declared.

The transaction costs of an equity transaction are accounted for as a deduction from equity, net of tax. Equity transaction costs comprise only those incremental external costs directly attributable to the equity transaction which would otherwise have been avoided.

4.22 Treasury shares

Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's and the Company's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognised in the retained earnings.

4.23 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects that some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

4.24 Contract liabilities

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e. transfers control of the related goods or services to the customer).



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.25 Contingencies

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group and of the Company.

Contingent liabilities and assets are not recognised in the statements of financial position of the Group and of the Company.

4.26 Segment reporting

For management purposes, the Group is organised into operating segments based on their geographical location which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Group who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 46, including the factors used to identify the reportable segments and the measurement basis of segment information.

4.27 Assets held for sale

The Group classifies non-current assets as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale is expected to be completed within one year from the date of the classification.

Property, plant and equipment is not depreciated once classified as held for sale.

Assets classified as held for sale are presented separately as current items in the statement of financial position.

Additional disclosures are provided in Note 28. All other notes to the financial statements include amounts for continuing operations, unless indicated otherwise.

4.28 Climate-related matters

The Group considers climate-related matters in estimates and assumptions, where appropriate. This assessment includes a wide range of possible impacts on the group due to both physical and transition risks. Even though the Group believes its business model and products will still be viable after the transition to a low-carbon economy, climate-related matters increase the uncertainty in estimates and assumptions underpinning several items in the financial statements. Even though climate-related risks might not currently have a significant impact on measurement, the Group is closely monitoring relevant changes and developments, such as new climate-related legislation. The items and considerations that are most directly impacted by climate-related matters are:

(a) Useful life of property, plant and equipment

When reviewing the residual values and expected useful lives of assets, the Group considers climate-related matters, such as climate-related legislation and regulations that may restrict the use of assets or require significant capital expenditures.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.28 Climate-related matters (cont'd)

(b) Impairment of non-financial assets

The value-in-use may be impacted in several different ways by transition risk in particular, such as climate-related legislation and regulations and changes in demand for the Group's products.

(c) Fair value measurement

For property, plant and equipment, the Group considers the effects of physical and transition risks and whether investors would consider those risks in their valuation. The Group believes it is not currently exposed to severe physical risks, but believes that investors, to some extent, would consider impacts of transition risks in their valuation, such as increasing requirements for energy efficiency of buildings due to climate-related legislation and regulations as well as tenants' increasing demands for low-emission buildings.

5. NEW AND AMENDED STANDARDS AND INTERPRETATIONS

The accounting policies adopted are consistent with those of the previous financial year except for the adoption of the following new/revised MFRSs, amendments to MFRSs and interpretations:

| Description  | Effective for annual periods beginning on or after |
|--|--|
| MFRS 17: Insurance Contracts   | 1 January 2023                                     |
| Amendments to MFRS 17: Initial Application MFRS 17 and MFRS 9 - Comparative Information                  | 1 January 2023                                     |
| Amendments to MFRS 101 and MFRS Practice Statement 2: Disclosure of Accounting Policies                  | 1 January 2023                                     |
| Amendments to MFRS 108: Definition of Accounting Estimates   | 1 January 2023                                     |
| Amendments to MFRS 112: Deferred Tax related to Assets and Liabilities arising from a Single Transaction | 1 January 2023                                     |
| Amendments to MFRS 112: International Tax Reform - Pillar Two Model Rules                                | 1 January 2023                                     |

The adoption of the above accounting standards, amendments and interpretations, where relevant, did not have any significant impact on the financial performance or position of the Group and of the Company, except for:

Amendments to MFRS 101 and MFRS Practice Statement 2

The amendments to MFRS 101 and MFRS Practice Statement 2 provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their "significant" accounting policies with a requirement to disclose their "material" accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendments did not have any material impact on the Group's and the Company's disclosures of accounting policies. The amendments do not impact the measurement, recognition and presentation of any items in the Group's and Company's financial statements.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

5. NEW AND AMENDED STANDARDS AND INTERPRETATIONS (CONT'D)

The adoption of the above accounting standards, amendments and interpretations, where relevant, did not have any significant impact on the financial performance or position of the Group and of the Company, except for (cont'd):

Amendments to MFRS 112 International Tax Reform - Pillar Two Model Rules

The Group has adopted International Tax Reform - Pillar Two Model Rules on 1 September 2023. The amendments provide a temporary mandatory relief from deferred tax accounting for the top-up tax, which is effective immediately and require new disclosures about the Pillar Two exposure.

The Group has applied the temporary exception to recognising and disclosing information about the impact of this International Tax Reform. The Group is currently in the midst of assessing its exposure to the Pillar Two income taxes.

6. NEW AND AMENDED STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and of the Company's financial statements are discussed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective.

| Description   | Effective for annual periods beginning on or after |
|---|--|
| Amendments to MFRS 101: Classification of Liabilities as Current or Non-Current   | 1 January 2024                                     |
| Amendments to MFRS 16: Lease Liability in a Sale and Leaseback  | 1 January 2024                                     |
| Amendments to MFRS 107 and MFRS 7: Disclosures of Supplier Finance Arrangements   | 1 January 2024                                     |
| Amendments to MFRS 121: Lack of exchangeability   | 1 January 2025                                     |
| Amendments to MFRS 9 and MFRS 7: Classification and Measurement of Financial Instruments                                  | 1 January 2026                                     |
| Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107: Annual Improvements - Volume 11                               | 1 January 2026                                     |
| MFRS 18: Presentation and Disclosure in Financial Statements  | 1 January 2027                                     |
| MFRS 19: Subsidiaries without Public Accountability: Disclosures  | 1 January 2027                                     |
| Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture | Deferred   |

The Group and the Company will adopt the abovementioned standards, amendments and interpretations, if applicable, when they become effective in the respective financial year. These pronouncements are not expected to have any impact to the financial statements of the Group and of the Company upon their initial application.

7. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in future periods.

7. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (CONT'D)

7.1 Judgements made in applying accounting policies

In the process of applying the Group's and the Company's accounting policies, management has not made any critical judgements, apart from those involving estimations, which could have a significant effect on the amounts recognised in the financial statements except as discussed below:

Classification between investment properties and property, plant and equipment

The Group has developed certain criteria based on MFRS 140 in making judgement whether a property qualifies as an investment property. Investment properties are properties held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately (or leased out separately under a finance lease), the Group would account for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as investment property. The Group has determined that its properties held to earn rental income or capital appreciation are investment properties as only an insignificant portion of the properties is used in the production or supply of goods or services or for administrative purposes and ancillary services are not significant to the properties.

7.2 Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) Inventories costing

In determining the costing of inventories, management's estimate is required in determining the basis of valuation for finished goods and work-in-progress which comprise costs of raw materials, direct labour, other direct costs, and the appropriate allocation of overheads based on normal operating capacity.

(b) Impairment of goodwill

Goodwill is tested for impairment at each reporting period and at other times when such indicators exist. This requires an estimation of the value-in-use of the cash-generating units to which goodwill is allocated.

When value-in-use calculations are undertaken, management must estimate future cash flows from the cash-generating unit and choose a suitable discount rate in order to calculate the present values of those cash flows. Further details of the carrying value, the key assumptions applied in the impairment assessment and sensitivity analysis to changes in the assumptions are disclosed in Note 22.

(c) Impairment of property, plant and equipment and right-of-use assets

At each reporting date, the Group assesses if any indication of impairment exists for property, plant and equipment and right-of-use assets. The recoverable amounts are determined based on the higher of value-in-use and fair value less costs of disposal.

When value-in-use calculations are undertaken, management must estimate future cash flows from the cash-generating unit and choose a suitable discount rate in order to calculate the present values of those cash flows. Further details of the carrying value, the key assumptions applied in the impairment assessment are disclosed in Note 15.



## SECTION 7 : OUR PERFORMANCE

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For the financial year ended 31 August 2024 (cont'd)

**8. REVENUE****(a) Disaggregated revenue information**

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Revenue from contracts with customers</b> |                |                |                |                |
| Business units by geographical area          |                |                |                |                |
| Malaysia                                     | 2,226,130      | 1,992,825      | -              | -              |
| Thailand                                     | 147,609        | 138,878        | -              | -              |
| The People's Republic of China               | 10,088         | 8,789          | -              | -              |
| Others                                       | 130,581        | 116,729        | -              | -              |
|  | 2,514,408      | 2,257,221      | -              | -              |
| <b>Revenue from other sources</b>            |                |                |                |                |
| Management fees from subsidiaries            | -              | -              | 4,277          | 5,029          |
| Dividend income from subsidiaries            | -              | -              | -              | 200,200        |
|  | -              | -              | 4,277          | 205,229        |
| Total revenue                                | 2,514,408      | 2,257,221      | 4,277          | 205,229        |
| <b>Timing of revenue recognition</b>         |                |                |                |                |
| Goods transferred at a point in time         | 2,514,408      | 2,257,221      | -              | -              |

**(b) Performance obligation**

The Group is in the business of manufacturing and trading of gloves and healthcare related products.

The performance obligation is satisfied upon transfer of control of the goods to the customers and payment is generally due within 30 to 90 (2023: 30 to 90) days.

The transaction price allocated to the remaining performance obligations (unsatisfied) as at 31 August 2024 and 2023 are as follows:

|                 | Group          |                | Company        |                |
|-----------------|----------------|----------------|----------------|----------------|
|                 | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Within one year | 108,203        | 102,995        | -              | -              |

All remaining performance obligations are expected to be recognised within one year.

**Notes To The Financial Statements**

For the financial year ended 31 August 2024 (cont'd)

**9. INTEREST INCOME**

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Interest income from:                                 |                |                |                |                |
| Financial assets at fair value through OCI            | 1,971          | 2,171          | 1,971          | 2,171          |
| Financial assets at amortised cost                    | 6,433          | 3,183          | 1,578          | 789            |
| Financial assets at fair value through profit or loss | 4,108          | 11,674         | 1,073          | 9,961          |
| Others  | 261            | 329            | -              | -              |
|   | 12,773         | 17,357         | 4,622          | 12,921         |

**10. OTHER INCOME**

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Realised gain on foreign exchange   | -              | 8,346          | 57             | 11,571         |
| Unrealised gain on foreign exchange   | 3,116          | -              | -              | 2,033          |
| Net fair value gain on derivative financial instruments                           | 752            | -              | -              | -              |
| Net fair value gain on investment securities at fair value through profit or loss | 12,169         | -              | 10,948         | -              |
| Rental income   | 17,041         | 7,383          | -              | -              |
| Gain on disposal of debt securities   | 7              | 1,063          | 7              | 1,063          |
| Gain on disposal of property, plant and equipment                                 | 14,239         | -              | -              | -              |
| Gain on disposal of right-of-use assets   | 24,776         | -              | -              | -              |
| Gain on lease modifications   | 865            | 20             | -              | -              |
| Gain on lease termination   | -              | 40             | -              | -              |
| Gain on disposal of investment property   | 90             | -              | -              | -              |
| Gain on disposal of assets held for sale  | 56,890         | -              | -              | -              |
| Net gain from fair value remeasurement of investment properties (Note 17)         | 4,653          | -              | -              | -              |
| Gain on disposal of money market fund   | 5,945          | 4,808          | 2,616          | 269            |
| Sales of scrap items  | 8,007          | 5,386          | -              | -              |
| Insurance claims  | 7,626          | 11,416         | -              | -              |
| Sundry income   | 8,694          | 5,814          | -              | -              |
|   | 164,870        | 44,276         | 13,628         | 14,936         |



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

11. (LOSS)/PROFIT BEFORE TAX

The following items have been charged/(credited) in arriving at (loss)/profit before tax:

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Auditors' remuneration:   |                |                |                |                |
| Ernst & Young PLT   |                |                |                |                |
| - Statutory audit   |                |                |                |                |
| - Current year  | 970            | 899            | 320            | 233            |
| - Over provision in prior year  | (15)           | (23)           | -              | (2)            |
| Other auditors  |                |                |                |                |
| - Statutory audit   |                |                |                |                |
| - Current year  | 569            | 562            | -              | -              |
| - Over provision in prior year  | -              | (2)            | -              | -              |
| Inventories written off   | 198            | 21             | -              | -              |
| Reversal of allowance for inventories written down on unsold goods                | (50,617)       | (33,650)       | -              | -              |
| Bad debts written off   | 17             | 839            | -              | -              |
| Net allowance for expected credit loss (Note 24)                                  | 280            | 2,976          | -              | -              |
| Depreciation of property, plant and equipment (Note 15)                           | 277,764        | 332,597        | -              | -              |
| Depreciation of right-of-use assets (Note 16)                                     | 5,953          | 6,663          | 78             | 78             |
| Amortisation of intangible assets (Note 22)                                       | 3,775          | 3,752          | -              | -              |
| Direct operating expenses arising from investment properties                      |                |                |                |                |
| - Rental generating properties  | 3,671          | 3,448          | -              | -              |
| Impairment loss on investment in subsidiaries (Note 18)                           | -              | -              | 606            | 8,793          |
| Realised loss on foreign exchange   | 11,094         | -              | -              | -              |
| Unrealised loss on foreign exchange   | -              | 7,356          | 2,229          | -              |
| Revaluation loss of property, plant and equipment                                 | -              | 2,982          | -              | -              |
| Net loss from fair value remeasurement on investment properties (Note 17)         | -              | 74             | -              | -              |
| Net fair value loss on derivatives  | -              | 437            | -              | -              |
| Net fair value loss on investment securities at fair value through profit or loss | -              | 11,043         | -              | 11,648         |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

11. (LOSS)/PROFIT BEFORE TAX (CONT'D)

The following items have been charged/(credited) in arriving at (loss)/profit before tax (cont'd):

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Loss on disposal of property, plant and equipment          | -              | 1,173          | -              | -              |
| Loss on disposal of right-of-use assets                    | 25             | -              | -              | -              |
| Impairment loss on other receivables                       | -              | -              | -              | 1              |
| Impairment loss on property, plant and equipment (Note 15) | -              | 54,660         | -              | -              |
| Impairment loss on right-of-use assets (Note 16)           | -              | 16,124         | -              | -              |
| Impairment loss on goodwill (Note 22)                      | -              | 137,553        | -              | -              |
| Impairment loss on assets held for sales (Note 28)         | -              | 5,073          | -              | -              |
| Biological assets written off                              | -              | 1,064          | -              | -              |
| Property, plant and equipment written off                  | 10,212         | 197,183        | -              | -              |

12. EMPLOYEE BENEFITS EXPENSES

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Wages, salaries and bonus                 | 382,589        | 468,327        | 2,755          | 3,265          |
| Social security costs                     | 6,065          | 7,744          | 2              | 2              |
| Pension costs - defined contribution plan | 20,223         | 31,984         | 320            | 373            |
| Share options granted under ESOS          | 1,199          | 2,639          | -              | 218            |
| Other staff related expenses              | 8,330          | 22,239         | 64             | 58             |
| Executive directors' fees                 |                |                |                |                |
| - Company                                 | 398            | 398            | 398            | 398            |
| - Subsidiaries                            | 69             | 79             | -              | -              |
|   | 418,873        | 533,410        | 3,539          | 4,314          |

Included in employee benefits expenses of the Group and of the Company are executive directors' remuneration amounting to RM4,793,000 (2023: RM5,496,000) and RM3,354,000 (2023: RM3,957,000) respectively.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

12. EMPLOYEE BENEFITS EXPENSES (CONT'D)

|  | Group  |        | Company |        |
|--|--------|--------|---------|--------|
|  | 2024   | 2023   | 2024    | 2023   |
|  | RM'000 | RM'000 | RM'000  | RM'000 |
| <u>Directors' remuneration</u>                             |        |        |         |        |
| <b>Directors of the Company</b>                            |        |        |         |        |
| Executive:   |        |        |         |        |
| Salaries and other emoluments                              | 3,905  | 4,411  | 2,583   | 3,022  |
| Pension costs - defined contribution plan                  | 378    | 435    | 310     | 363    |
| Social security contributions                              | 47     | 42     | 1       | 1      |
| Share options granted under ESOS                           | -      | 123    | -       | 90     |
| Fees   | 398    | 398    | 398     | 398    |
| Benefits-in-kind   | 65     | 87     | 62      | 83     |
|  | 4,793  | 5,496  | 3,354   | 3,957  |
| Non-executive:   |        |        |         |        |
| Salaries and other emoluments                              | 122    | 157    | 122     | 155    |
| Fees   | 789    | 967    | 789     | 967    |
|  | 911    | 1,124  | 911     | 1,122  |
| Analysis excluding benefits-in-kind:                       |        |        |         |        |
| Total executive directors' remuneration                    | 4,728  | 5,409  | 3,292   | 3,874  |
| Total non-executive directors' remuneration                | 911    | 1,124  | 911     | 1,122  |
| Total directors' remuneration (excluding benefits-in-kind) | 5,639  | 6,533  | 4,203   | 4,996  |
| Benefits-in-kind   | 65     | 87     | 62      | 83     |
| Total directors' remuneration (including benefits-in-kind) | 5,704  | 6,620  | 4,265   | 5,079  |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

12. EMPLOYEE BENEFITS EXPENSES (CONT'D)

The remuneration of the directors of the subsidiaries during the financial years ended 31 August 2024 and 2023 is set as below:

|  | Group  |        | Company |        |
|--|--------|--------|---------|--------|
|  | 2024   | 2023   | 2024    | 2023   |
|  | RM'000 | RM'000 | RM'000  | RM'000 |
| Executive:   |        |        |         |        |
| Salaries and other emoluments                              | 3,447  | 4,937  | -       | -      |
| Pension costs - defined contribution plan                  | 228    | 366    | -       | -      |
| Social security contributions                              | 37     | 41     | -       | -      |
| Share options granted under ESOS                           | -      | 39     | -       | -      |
| Fees   | 69     | 79     | -       | -      |
| Benefits-in-kind   | 101    | 7      | -       | -      |
|  | 3,882  | 5,469  | -       | -      |
| Non-executive:   |        |        |         |        |
| Fees   | 2      | 2      | -       | -      |
| Analysis excluding benefits-in-kind:                       |        |        |         |        |
| Total executive directors' remuneration                    | 3,781  | 5,462  | -       | -      |
| Total non-executive directors' remuneration                | 2      | 2      | -       | -      |
| Total directors' remuneration (excluding benefits-in-kind) | 3,783  | 5,464  | -       | -      |
| Benefits-in-kind   | 101    | 7      | -       | -      |
| Total directors' remuneration (including benefits-in-kind) | 3,884  | 5,471  | -       | -      |





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

13. INCOME TAX (CREDIT)/EXPENSE

Major components of income tax (credit)/expense

The major components of income tax (credit)/expense for the financial years ended 31 August 2024 and 2023 are as follows:

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Current income tax:   |                |                |                |                |
| - Malaysian income tax  | 18,805         | 40,231         | 735            | 3,040          |
| - Foreign tax   | 5,882          | 2,984          | -              | -              |
| - Withholding tax   | -              | 10,282         | -              | -              |
| - Group tax relief on losses surrendered                        | (18,032)       | (36,700)       | -              | -              |
| - Real property gain tax ("RPGT")                               | 11,455         | -              | -              | -              |
| - Under provision in respect of previous years                  | 484            | 7,066          | 2              | 629            |
|   | 18,594         | 23,863         | 737            | 3,669          |
| Deferred income tax (Note 20):                                  |                |                |                |                |
| - Relating to origination and reversal of temporary differences | (32,814)       | (34,973)       | -              | -              |
| - Under/(over) provision in respect of previous years           | 4,291          | (3,756)        | -              | -              |
|   | (28,523)       | (38,729)       | -              | -              |
| Income tax (credit)/expense recognised in profit or loss        | (9,929)        | (14,866)       | 737            | 3,669          |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

13. INCOME TAX (CREDIT)/EXPENSE (CONT'D)

Reconciliation between tax (credit)/expense and accounting (loss)/profit

The reconciliation between tax (credit)/expense and the product of accounting (loss)/profit multiplied by the applicable corporate tax rate for the financial years ended 31 August 2024 and 2023 are as follows:

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| (Loss)/profit before tax   | (31,341)       | (900,415)      | 12,403         | 205,965        |
| Tax at Malaysian statutory tax rate of 24% (2023: 24%)   | (7,522)        | (216,100)      | 2,977          | 49,432         |
| Adjustments:   |                |                |                |                |
| Withholding tax from foreign income  | -              | 5,790          | -              | -              |
| Different tax rates in other countries   | 2,430          | 4,883          | -              | -              |
| Effects of tax incentives claimed by foreign subsidiaries  | (35)           | (146)          | -              | -              |
| Effects of income subject to RPGT  | 11,455         | -              | -              | -              |
| Income not subject to tax  | (36,025)       | (7,675)        | (3,453)        | (48,854)       |
| Non-deductible expenses  | 4,137          | 54,213         | 1,211          | 2,462          |
| Utilisation of tax incentives  | -              | (148)          | -              | -              |
| Utilisation of previously unrecognised tax losses and unabsorbed capital allowance                               | (4,665)        | (62)           | -              | -              |
| Deferred tax assets not recognised in respect of current year's tax losses and unabsorbed capital allowance      | 38,876         | 131,504        | -              | -              |
| Deferred tax assets not recognised in respect of prior year's tax losses   | -              | 9,324          | -              | -              |
| Deferred tax assets recognised in respect of previously unrecognised tax losses and unabsorbed capital allowance | (7,220)        | -              | -              | -              |
| Deferred tax assets recognised in respect of reinvestment allowance  | (15,722)       | (1,146)        | -              | -              |
| Share of results of an associate   | (413)          | 1,387          | -              | -              |
| Under/(over) provision of deferred tax in respect of previous years  | 4,291          | (3,756)        | -              | -              |
| Under provision of income tax in respect of previous years   | 484            | 7,066          | 2              | 629            |
| Income tax (credit)/expense recognised in profit or loss   | (9,929)        | (14,866)       | 737            | 3,669          |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

13. INCOME TAX (CREDIT)/EXPENSE (CONT'D)

Reconciliation between tax (credit)/expense and accounting (loss)/profit (cont'd)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023: 24%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

14. LOSS PER SHARE

(a) Basic

Basic loss per share is calculated by dividing loss for the year, net of tax, attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year, excluding treasury shares held by the Company.

|   | 2024      | 2023      |
|---|-----------|-----------|
| Loss net of tax attributable to owners of the parent (RM'000) | (64,876)  | (925,218) |
| Weighted average number of ordinary shares in issue ('000)    | 8,008,766 | 8,008,644 |
| Basic loss per share (sen)                                    | (0.81)    | (11.55)   |

(b) Diluted

Diluted loss per share is calculated by dividing loss for the year, net of tax, attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

|  | 2024      | 2023      |
|--|-----------|-----------|
| Loss net of tax attributable to owners of the parent (RM'000)                    | (64,876)  | (925,218) |
| Weighted average number of ordinary shares in issue ('000)                       | 8,008,766 | 8,008,644 |
| Effect of dilution from:   |           |           |
| Assumed exercise of share options ('000)   | 350       | -         |
| Adjusted weighted average number of ordinary shares in issue and issuable ('000) | 8,009,116 | 8,008,644 |
| Diluted loss per share (sen)   | (0.81)    | (11.55)   |

15. PROPERTY, PLANT AND EQUIPMENT

|  | Land and buildings<br>RM'000 | Plant and equipment<br>RM'000 | * Other assets<br>RM'000 | Capital work-in-progress<br>RM'000 | Total<br>RM'000 |
|--|------------------------------|-------------------------------|--------------------------|------------------------------------|-----------------|
| Group  |                              |                               |                          |                                    |                 |
| Cost   |                              |                               |                          |                                    |                 |
| At 1 September 2022                              | 1,588,416                    | 3,085,728                     | 425,201                  | 1,194,699                          | 6,294,044       |
| Additions  | 106,931                      | 44,998                        | 7,794                    | 204,431                            | 364,154         |
| Revaluation adjustment                           | 7,521                        | -                             | -                        | (752)                              | 6,769           |
| Transfer to investment properties (Note 17)      | (106,351)                    | -                             | (94)                     | (80,908)                           | (187,353)       |
| Transfer from/(to) right-of-use assets (Note 16) | 14,060                       | 537                           | 6,465                    | (103)                              | 20,959          |
| Transfer to assets held for sale (Note 28)       | (155,154)                    | (557)                         | (449)                    | (10,187)                           | (166,347)       |
| Reclassification                                 | 58,147                       | 16,937                        | 1,434                    | (76,518)                           | -               |
| Written off                                      | (4,688)                      | (595,635)                     | (66,754)                 | (11,543)                           | (678,620)       |
| Disposals  | (1,101)                      | (42,898)                      | (7,241)                  | (117,418)                          | (168,658)       |
| Exchange differences                             | 7,622                        | 24,610                        | 3,003                    | 20,891                             | 56,126          |
| At 31 August 2023/1 September 2023               | 1,515,403                    | 2,533,720                     | 369,359                  | 1,122,592                          | 5,541,074       |
| Additions  | 45,557                       | 66,949                        | 7,891                    | 22,114                             | 142,511         |
| Revaluation adjustment                           | 19,517                       | -                             | -                        | -                                  | 19,517          |
| Transfer to investment properties (Note 17)      | (45,864)                     | -                             | -                        | (681)                              | (46,545)        |
| Transfer to assets held for sale (Note 28)       | (9,396)                      | -                             | (502)                    | -                                  | (9,898)         |
| Reclassification                                 | 15,997                       | 102,488                       | 3,140                    | (121,625)                          | -               |
| Written off                                      | (264)                        | (25,876)                      | (2,849)                  | (1,212)                            | (30,201)        |
| Disposals  | (69,820)                     | (62,578)                      | (5,220)                  | (8,221)                            | (145,839)       |
| Exchange differences                             | (7,450)                      | (18,028)                      | (1,997)                  | (15,525)                           | (43,000)        |
| At 31 August 2024                                | 1,463,680                    | 2,596,675                     | 369,822                  | 997,442                            | 5,427,619       |





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

|   | Land and buildings<br>RM'000 | Plant and equipment<br>RM'000 | * Other assets<br>RM'000 | Capital work-in-progress<br>RM'000 | Total<br>RM'000  |
|---|------------------------------|-------------------------------|--------------------------|------------------------------------|------------------|
| <b>Group</b>                                |                              |                               |                          |                                    |                  |
| <b>Accumulated depreciation</b>             |                              |                               |                          |                                    |                  |
| <b>At 1 September 2022</b>                  | 136,414                      | 1,413,541                     | 222,679                  | -                                  | 1,772,634        |
| Depreciation charged for the year (Note 11) | 18,644                       | 274,968                       | 38,985                   | -                                  | 332,597          |
| Transfer to investment properties (Note 17) | (3,427)                      | -                             | -                        | -                                  | (3,427)          |
| Transfer from right-of-use assets (Note 16) | 992                          | 254                           | 346                      | -                                  | 1,592            |
| Transfer to assets held for sale (Note 28)  | (824)                        | (280)                         | (186)                    | -                                  | (1,290)          |
| Reclassification                            | -                            | 1                             | (1)                      | -                                  | -                |
| Written off                                 | (3,173)                      | (440,632)                     | (37,632)                 | -                                  | (481,437)        |
| Disposals                                   | (996)                        | (39,018)                      | (6,564)                  | -                                  | (46,578)         |
| Exchange differences                        | 1,279                        | 14,757                        | 1,736                    | -                                  | 17,772           |
| <b>At 31 August 2023/1 September 2023</b>   | <b>148,909</b>               | <b>1,223,591</b>              | <b>219,363</b>           | <b>-</b>                           | <b>1,591,863</b> |
| Depreciation charged for the year (Note 11) | 20,056                       | 225,859                       | 31,849                   | -                                  | 277,764          |
| Transfer to investment properties (Note 17) | (2,109)                      | -                             | -                        | -                                  | (2,109)          |
| Transfer to assets held for sale (Note 28)  | (5)                          | -                             | (288)                    | -                                  | (293)            |
| Written off                                 | (29)                         | (18,181)                      | (1,779)                  | -                                  | (19,989)         |
| Disposals                                   | (14,953)                     | (44,611)                      | (4,525)                  | -                                  | (64,089)         |
| Exchange differences                        | (1,202)                      | (10,501)                      | (1,216)                  | -                                  | (12,919)         |
| <b>At 31 August 2024</b>                    | <b>150,667</b>               | <b>1,376,157</b>              | <b>243,404</b>           | <b>-</b>                           | <b>1,770,228</b> |
| <b>Accumulated impairment</b>               |                              |                               |                          |                                    |                  |
| <b>At 1 September 2022</b>                  | -                            | -                             | -                        | -                                  | -                |
| Impairment charged for the year (Note 11)   | 10,541                       | 22,353                        | 351                      | 21,415                             | 54,660           |
| Exchange differences                        | 283                          | 600                           | 9                        | 575                                | 1,467            |
| <b>At 31 August 2023/1 September 2023</b>   | <b>10,824</b>                | <b>22,953</b>                 | <b>360</b>               | <b>21,990</b>                      | <b>56,127</b>    |
| Exchange differences                        | (753)                        | (1,596)                       | (25)                     | (1,529)                            | (3,903)          |
| <b>At 31 August 2024</b>                    | <b>10,071</b>                | <b>21,357</b>                 | <b>335</b>               | <b>20,461</b>                      | <b>52,224</b>    |
| <b>Net carrying amount</b>                  |                              |                               |                          |                                    |                  |
| At 31 August 2023                           | 1,355,670                    | 1,287,176                     | 149,636                  | 1,100,602                          | 3,893,084        |
| <b>At 31 August 2024</b>                    | <b>1,302,942</b>             | <b>1,199,161</b>              | <b>126,083</b>           | <b>976,981</b>                     | <b>3,605,167</b> |

\* Other assets comprise motor vehicles, computer and software systems, office equipment, signages, small value assets, fire extinguishers, furniture and equipment.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

|   |                         |                     |                  |
|---|-------------------------|---------------------|------------------|
| <b>Land and buildings</b>                   |                         |                     |                  |
|   | Freehold land<br>RM'000 | Buildings<br>RM'000 | Total<br>RM'000  |
| <b>Group</b>                                |                         |                     |                  |
| <b>Cost</b>                                 |                         |                     |                  |
| <b>At 1 September 2022</b>                  | 746,595                 | 841,821             | 1,588,416        |
| Additions                                   | 64,200                  | 42,731              | 106,931          |
| Revaluation adjustment                      | 4,911                   | 2,610               | 7,521            |
| Transfer to investment properties (Note 17) | (62,585)                | (43,766)            | (106,351)        |
| Transfer from right-of-use assets (Note 16) | -                       | 14,060              | 14,060           |
| Transfer to assets held for sale (Note 28)  | (145,664)               | (9,490)             | (155,154)        |
| Reclassification                            | (10,125)                | 68,272              | 58,147           |
| Written off                                 | (10)                    | (4,678)             | (4,688)          |
| Disposals                                   | -                       | (1,101)             | (1,101)          |
| Exchange differences                        | 2,040                   | 5,582               | 7,622            |
| <b>At 31 August 2023/1 September 2023</b>   | <b>599,362</b>          | <b>916,041</b>      | <b>1,515,403</b> |
| Additions                                   | 1,983                   | 43,574              | 45,557           |
| Revaluation adjustment                      | 14,868                  | 4,649               | 19,517           |
| Transfer to investment properties (Note 17) | (20,179)                | (25,685)            | (45,864)         |
| Transfer to assets held for sale (Note 28)  | (9,391)                 | (5)                 | (9,396)          |
| Reclassification                            | 7,515                   | 8,482               | 15,997           |
| Written off                                 | -                       | (264)               | (264)            |
| Disposals                                   | (45,765)                | (24,055)            | (69,820)         |
| Exchange differences                        | (1,674)                 | (5,776)             | (7,450)          |
| <b>At 31 August 2024</b>                    | <b>546,719</b>          | <b>916,961</b>      | <b>1,463,680</b> |



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

|   | Freehold<br>land<br>RM'000 | Buildings<br>RM'000 | Total<br>RM'000 |
|---|----------------------------|---------------------|-----------------|
| Group                                       |                            |                     |                 |
| Accumulated depreciation                    |                            |                     |                 |
| At 1 September 2022                         | -                          | 136,414             | 136,414         |
| Depreciation charged for the year           | -                          | 18,644              | 18,644          |
| Transfer to investment properties (Note 17) | -                          | (3,427)             | (3,427)         |
| Transfer from right-of-use assets (Note 16) | -                          | 992                 | 992             |
| Transfer to assets held for sale (Note 28)  | -                          | (824)               | (824)           |
| Written off                                 | -                          | (3,173)             | (3,173)         |
| Disposals                                   | -                          | (996)               | (996)           |
| Exchange differences                        | -                          | 1,279               | 1,279           |
| At 31 August 2023/1 September 2023          | -                          | 148,909             | 148,909         |
| Depreciation charged for the year           | -                          | 20,056              | 20,056          |
| Transfer to investment properties (Note 17) | -                          | (2,109)             | (2,109)         |
| Transfer to assets held for sale (Note 28)  | -                          | (5)                 | (5)             |
| Written off                                 | -                          | (29)                | (29)            |
| Disposals                                   | -                          | (14,953)            | (14,953)        |
| Exchange differences                        | -                          | (1,202)             | (1,202)         |
| At 31 August 2024                           | -                          | 150,667             | 150,667         |
| Accumulated impairment                      |                            |                     |                 |
| At 1 September 2022                         | -                          | -                   | -               |
| Impairment charged for the year             | -                          | 10,541              | 10,541          |
| Exchange differences                        | -                          | 283                 | 283             |
| At 31 August 2023/1 September 2023          | -                          | 10,824              | 10,824          |
| Exchange differences                        | -                          | (753)               | (753)           |
| At 31 August 2024                           | -                          | 10,071              | 10,071          |
| Net carrying amount                         |                            |                     |                 |
| At 31 August 2023                           | 599,362                    | 756,308             | 1,355,670       |
| At 31 August 2024                           | 546,719                    | 756,223             | 1,302,942       |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Included in the property, plant and equipment of the Group are fully depreciated assets which are still in use, with their carrying costs as follows:

|                     | 2024<br>RM'000 | 2023<br>RM'000 |
|---------------------|----------------|----------------|
| Buildings           | 661            | 2,837          |
| Plant and equipment | 535,104        | 492,607        |
| Other assets        | 114,308        | 103,053        |
|                     | 650,073        | 598,497        |

During the financial year, the property, plant and equipment and right-of-use assets of the Group were tested for impairment due to impairment indicators arising from drop in demand for gloves and decrease in average selling price of gloves. Management had undertaken an assessment of the recoverable amount of these assets during the financial year. Recoverable amount is defined as the higher of value-in-use and fair value less costs of disposal and determined at the CGU of each asset.

Recoverable amount determined from fair value less costs of disposal

The fair values of certain property, plant and equipment and rights-of-use assets were determined by independent professional valuers.

Recoverable amount determined from value-in-use ("VIU")

The following describes each key assumption on which management has based its cash flows projection to undertake impairment testing of certain property, plant and equipment:

- (i) Growth rate for the cash flows projection is determined based on management's estimate of the industry trends and past performances of the segments, thereafter terminal growth rate including maintainable capital expenditure is assumed to be 0% - 1% (2023: 0% - 1%).
- (ii) A range of pre-tax discount rate of 16.4% - 18.7% (2023: 16.4% - 18.1%) was applied in determining the recoverable amount of the CGUs. The discount rates used to discount the future cash flows reflect the specific risks relating to the respective CGUs.
- (iii) Budgeted profit margin is determined based on management's estimate of the industry trends for the average selling price of gloves and the production utilisation rate.

In the current financial year, the above mentioned impairment testing did not give rise to impairment losses of property, plant and equipment and right-of-use assets.

In the previous financial year, based on the impairment assessment, the Group recorded impairment losses of RM70.8 million for certain property, plant and equipment and right-of-use assets owned by a subsidiary in Vietnam in the basis that the carrying amounts exceeded the recoverable amounts. This impairment losses is included in profit and loss as disclosed in Note 11.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

16. RIGHT-OF-USE ASSETS

|   | Land<br>RM'000 | Buildings<br>RM'000 | Plant and<br>equipment<br>RM'000 | Office<br>equipment<br>RM'000 | Total<br>RM'000 |
|---|----------------|---------------------|----------------------------------|-------------------------------|-----------------|
| <b>Group</b>  |                |                     |                                  |                               |                 |
| <b>At 1 September 2022</b>                          | 200,403        | 22,294              | 1,521                            | 408                           | 224,626         |
| Additions   | -              | -                   | 11,284                           | -                             | 11,284          |
| Revaluation adjustment                              | 10             | -                   | -                                | -                             | 10              |
| Transfer to property, plant and equipment (Note 15) | -              | (19,187)            | (180)                            | -                             | (19,367)        |
| Transfer to investment properties (Note 17)         | (8,373)        | -                   | -                                | -                             | (8,373)         |
| Depreciation charged for the year (Note 11)         | (4,628)        | (1,873)             | (100)                            | (62)                          | (6,663)         |
| Impairment charged for the year (Note 11)           | (16,124)       | -                   | -                                | -                             | (16,124)        |
| Adjustment due to lease modification                | -              | 122                 | -                                | -                             | 122             |
| Termination   | -              | (464)               | (6)                              | (110)                         | (580)           |
| Exchange differences                                | 2,090          | 71                  | -                                | -                             | 2,161           |
| <b>At 31 August 2023/1 September 2023</b>           | <b>173,378</b> | <b>963</b>          | <b>12,519</b>                    | <b>236</b>                    | <b>187,096</b>  |
| Additions   | 1,783          | 1,036               | -                                | -                             | 2,819           |
| Depreciation charged for the year (Note 11)         | (4,032)        | (699)               | (1,178)                          | (44)                          | (5,953)         |
| Adjustment due to lease modification                | (2,739)        | -                   | -                                | -                             | (2,739)         |
| Disposal  | (4,805)        | -                   | (34)                             | -                             | (4,839)         |
| Exchange differences                                | (2,714)        | 19                  | -                                | -                             | (2,695)         |
| <b>At 31 August 2024</b>                            | <b>160,871</b> | <b>1,319</b>        | <b>11,307</b>                    | <b>192</b>                    | <b>173,689</b>  |
| <b>Company</b>                                      |                |                     |                                  |                               |                 |
| <b>At 1 September 2022</b>                          | -              | 280                 | -                                | -                             | 280             |
| Depreciation charged for the year (Note 11)         | -              | (78)                | -                                | -                             | (78)            |
| <b>At 31 August 2023/1 September 2023</b>           | <b>-</b>       | <b>202</b>          | <b>-</b>                         | <b>-</b>                      | <b>202</b>      |
| Depreciation charged for the year (Note 11)         | -              | (78)                | -                                | -                             | (78)            |
| <b>At 31 August 2024</b>                            | <b>-</b>       | <b>124</b>          | <b>-</b>                         | <b>-</b>                      | <b>124</b>      |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

17. INVESTMENT PROPERTIES

|  | 2024<br>RM'000     | 2023<br>RM'000             |                             |                 |
|--|--------------------|----------------------------|-----------------------------|-----------------|
| Group  |                    |                            |                             |                 |
| Fair value of investment properties:   |                    |                            |                             |                 |
| At 1 September 2023/2022   | 419,699            | 227,400                    |                             |                 |
| Additions  | 2,090              | 74                         |                             |                 |
| Transfer from property, plant and equipment (Note 15)  | 44,436             | 183,926                    |                             |                 |
| Transfer from right-of-use assets (Note 16)  | -                  | 8,373                      |                             |                 |
| Transfer to assets held for sales (Note 28)  | (1,912)            | -                          |                             |                 |
| Disposal   | (650)              | -                          |                             |                 |
| Net gain/(loss) from fair value remeasurement (Note 10 and 11)   | 4,653              | (74)                       |                             |                 |
| At 31 August   | 468,316            | 419,699                    |                             |                 |
| Rental income arising from investment properties is RM14,576,000 (2023: RM5,154,000). Direct operating expenses arising from investment properties are disclosed in Note 11. |                    |                            |                             |                 |
| Reconciliation of fair value:  |                    |                            |                             |                 |
|  | Building<br>RM'000 | Freehold<br>land<br>RM'000 | Leasehold<br>land<br>RM'000 | Total<br>RM'000 |
| Group  |                    |                            |                             |                 |
| At 1 September 2022  | 136,300            | 91,100                     | -                           | 227,400         |
| Additions  | 27                 | 47                         | -                           | 74              |
| Transfer from property, plant and equipment (Note 15)  | 121,341            | 62,585                     | -                           | 183,926         |
| Transfer from right-of-use assets (Note 16)  | -                  | -                          | 8,373                       | 8,373           |
| Net loss from fair value remeasurement (Note 11)   | (27)               | (47)                       | -                           | (74)            |
| At 31 August 2023/1 September 2023   | 257,641            | 153,685                    | 8,373                       | 419,699         |
| Additions  | 2,041              | 49                         | -                           | 2,090           |
| Transfer from property, plant and equipment (Note 15)  | 24,138             | 20,298                     | -                           | 44,436          |
| Transfer to assets held for sales (Note 28)  | (1,912)            | -                          | -                           | (1,912)         |
| Disposal   | (650)              | -                          | -                           | (650)           |
| Net gain/(loss) from fair value remeasurement (Note 10)  | 644                | 4,035                      | (26)                        | 4,653           |
| At 31 August 2024  | 281,902            | 178,067                    | 8,347                       | 468,316         |

Fair value hierarchy disclosures for investment properties are in Note 42(ii).



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

17. INVESTMENT PROPERTIES (CONT'D)

The fair value of investment properties were determined based on valuations performed by registered independent valuers using the following methods:

(a) [Comparison method](#)

Fair value is arrived at by reference to market evidence of transaction prices for similar properties, adjustments are made to account for factors such as differences in location, age, size and type of property.

An upward/(downward) change in the adjustments for factors such as differences in location, age, size and type of property will result in a higher/(lower) fair value of the investment properties.

(b) [Investment method](#)

This method considers the present value of net rental income to be generated from the property, taking into account the expected rental growth rate, occupancy rate and lease incentive. This net rental income is discounted at a risk-adjusted discount rate to arrive at its present value. The key inputs to the valuation of investment properties are as follows:

|                            | Valuation technique                              | Significant unobservable inputs                  | Range            |                  |
|----------------------------|--|--|------------------|------------------|
|                            |  |  | 2024             | 2023             |
| Freehold land and building | Investment method (Discounted cash flows method) | Estimated rental value per square foot per month | RM4.00 to RM5.00 | RM3.24 to RM4.02 |
|                            |  | Term yield rate                                  | 6.5%             | 6.0%             |
|                            |  | Occupancy rate                                   | 75.9%            | 85.5%            |
|                            |  | Long term vacancy rate                           | 24.1%            | 14.5%            |

Using the discounted cash flows method, fair value is estimated using assumptions regarding the benefits and liabilities of ownership over the asset's life including a terminal value. This method involves the projection of a series of cash flows on a real property interest. To this projected cash flow series, a market-derived discount rate is applied to establish the present value of the income stream associated with the asset.

The duration of the cash flows and the specific timing of inflows and outflows are determined by events such as rent reviews, lease renewal and related re-letting, redevelopment, or refurbishment. The appropriate duration is typically driven by market behaviour that is a characteristic of the class of real property. Periodic cash flow is typically estimated as gross income less vacancy, non-recoverable expenses, collection losses, lease incentives, maintenance cost, agent and commission costs and other operating and management expenses.

The series of periodic net operating income, along with an estimate of the terminal value anticipated at the end of the projection period, is then discounted. Significant increase/(decrease) in estimated rental value in isolation would result in a significantly higher/(lower) fair value of the property. Significant increases/(decreases) in the long term vacancy rate and yield rates in isolation would result in a significantly lower/(higher) fair value.

Generally, a change in the assumption made for the estimated rental value is accompanied by a directionally similar change in the rent growth per annum and discount rate, and an opposite change in the long term vacancy rate.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

18. INVESTMENT IN SUBSIDIARIES

|                                     | Company        |                |
|-------------------------------------|----------------|----------------|
|                                     | 2024<br>RM'000 | 2023<br>RM'000 |
| Unquoted shares, at cost:           | 2,366,518      | 2,366,518      |
| Less: Accumulated impairment losses | (27,153)       | (26,547)       |
|                                     | 2,339,365      | 2,339,971      |

Movement in accumulated impairment losses:

|                             | Company        |                |
|-----------------------------|----------------|----------------|
|                             | 2024<br>RM'000 | 2023<br>RM'000 |
| At 1 September 2023/2022    | (26,547)       | (17,754)       |
| Impairment losses (Note 11) | (606)          | (8,793)        |
| At 31 August                | (27,153)       | (26,547)       |

During financial year, the Company made an allowance for impairment loss on investments in TG Healthcare Sdn. Bhd. of RM606,000. The allowance was made after considering the measurable decrease in the recoverable amount of the investments.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

18. INVESTMENT IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows:

| Name                              | Country of incorporation/<br>principal place of business | Proportion of ownership interest (%) |      | Principal activities  |
|-----------------------------------|--|--------------------------------------|------|---|
|                                   |  | 2024                                 | 2023 |   |
| Held by the Company:              |  |                                      |      |   |
| Top Glove Sdn. Bhd.*              | Malaysia   | 100                                  | 100  | Manufacturing and trading of gloves   |
| TG Medical Sdn. Bhd.*             | Malaysia   | 100                                  | 100  | Manufacturing and trading of examination, surgical and nitrile gloves,general trading and investment holding  |
| Great Glove (Malaysia) Sdn. Bhd.# | Malaysia   | 100                                  | 100  | Company temporarily ceased business operation   |
| Top Glove Engineering Sdn. Bhd.#  | Malaysia   | 100                                  | 100  | Manufacturing and supply of engineering parts and general contractors of all kinds of rubber gloves machinery |
| TG Medical (U.S.A.), Inc.#        | United States of America                                 | 100                                  | 100  | Trading of gloves   |
| Top Quality Glove Sdn. Bhd.*      | Malaysia   | 100                                  | 100  | Manufacturing and trading of gloves, rubber products and cast polyethylene products                           |
| Top Care Sdn. Bhd.#               | Malaysia   | 100                                  | 100  | Investment holding  |
| GMP Medicare Sdn. Bhd.*           | Malaysia   | 100                                  | 100  | Manufacturing and trading of gloves and rubber products and general trading                                   |
| Eastern Press Sdn. Bhd.#          | Malaysia   | 100                                  | 100  | Manufacturing of packaging materials, boxes and cartons   |
| Top Feel Sdn. Bhd.#               | Malaysia   | 100                                  | 100  | Manufacture and sale of condoms, rubber related products, and disposable and medical face masks               |
| Top Glove Labuan Ltd.#            | Malaysia   | 100                                  | 100  | Investment holding  |
| Top Glove Global Sdn. Bhd.#       | Malaysia   | 100                                  | 100  | Provision of management services  |
| TG Healthcare Sdn. Bhd.#          | Malaysia   | 100                                  | 100  | Manufacturing and trading of personal care and home care products   |
| TG Worldwide Sdn Bhd.*            | Malaysia   | 100                                  | 100  | Trading and provision of value added services   |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

18. INVESTMENT IN SUBSIDIARIES (CONT'D)

| Name                                      | Country of incorporation/<br>principal place of business | Proportion of ownership interest (%) |      | Principal activities   |
|---|--|--------------------------------------|------|--|
|   |  | 2024                                 | 2023 |  |
| Held through Top Glove Sdn. Bhd.:         |  |                                      |      |  |
| Great Glove (Thailand) Co. Ltd.#          | Thailand   | 74                                   | 74   | Manufacturing and trading of gloves  |
| Top Glove Medical (Thailand) Co. Ltd.#^   | Thailand   | 100                                  | 100  | Manufacturing and trading of gloves  |
| Top Glove Technology (Thailand) Co. Ltd.# | Thailand   | 100                                  | 100  | Producing and selling rubber products  |
| B Tech Industry Co. Ltd.#                 | Thailand   | 100                                  | 100  | Producing and selling concentrate latex  |
| Top Quality Gloves (Thailand) Co. Ltd.#   | Thailand   | 100                                  | 100  | Dormant  |
| Top Glove Europe GmbH @                   | Germany  | 97.5                                 | 97.5 | Trading of gloves  |
| Great Glove (Xinghua) Co. Ltd.#           | The People's Republic of China                           | 100                                  | 100  | Manufacturing and trading of gloves  |
| TG Medical Suzhou Co. Ltd.#               | The People's Republic of China                           | -                                    | 100  | Trading of gloves  |
| Top Glove International Sdn. Bhd.#        | Malaysia   | 100                                  | 100  | Research and development on gloves and rubber goods and provision of analytical services   |
| Top Glove Properties Sdn. Bhd.#           | Malaysia   | 100                                  | 100  | Property investment, consultancy services and electrical engineering works   |
| Medi-Flex Pte. Ltd.#                      | Singapore/Malaysia                                       | 100                                  | 100  | Investment holding   |
| BestStar Enterprise Ltd.#                 | The British Virgin Islands/Malaysia                      | 100                                  | 100  | Investment holding   |
| Flexitech Sdn. Bhd.*                      | Malaysia   | 100                                  | 100  | Manufacturing of gloves, general trading, property investment  |
| TG Porcelain Sdn. Bhd.#                   | Malaysia   | 100                                  | 100  | Manufacturing of formers   |
| TGGD Medical Clinic Sdn. Bhd.#            | Malaysia   | 75                                   | 75   | Providing clinical and specialist medical services, medical related consultancy and advisory services and emergency medical services |
| TG FMT Sdn. Bhd.#                         | Malaysia   | 70                                   | 70   | Manufacturing and trading of functional fillers  |







Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

18. INVESTMENT IN SUBSIDIARIES (CONT'D)

| Name   | Country of incorporation/<br>principal place of business | Proportion of ownership interest (%) |      | Principal activities  |
|--|--|--------------------------------------|------|---|
|  |  | 2024                                 | 2023 |   |
| Held through GMP Medicare Sdn. Bhd.:                       |  |                                      |      |   |
| TG Ecommerce Sdn. Bhd.#                                    | Malaysia   | 100                                  | 100  | E-commerce activities for glove trading and other healthcare products |
| Held through Suizze Health Ltd:                            |  |                                      |      |   |
| Kevenoll Do Brasil Produtos Medicos Hospitalares LTDA#^^^^ | Brazil   | 100                                  | 100  | Distribution of medical products and medical devices                  |
| Held through Top Glove Properties Sdn. Bhd.:               |  |                                      |      |   |
| Healthy Hostel Sdn. Bhd.#                                  | Malaysia   | 100                                  | 100  | Provision of accommodation services                                   |

\* Audited by Ernst & Young PLT  
# Audited by firms other than Ernst & Young PLT  
@ Statutory audit is not required under local regulations

^ The total equity interests held by the Group is 100% and it is held by the following subsidiaries:

|                           | 2024  | 2023  |
|---------------------------|-------|-------|
| (i) Top Glove Sdn. Bhd.   | 61.5% | 61.5% |
| (ii) TG Medical Sdn. Bhd. | 38.5% | 38.5% |

^^ The total equity interests held by the Group is 100% and it is held by the following subsidiaries:

|                                    | 2024  | 2023  |
|------------------------------------|-------|-------|
| (i) Best Advance Resources Limited | 99.9% | 99.9% |
| (ii) Green Resources Limited       | 0.1%  | 0.1%  |

^^^ The total equity interests held by the Group is 97.2% and it is held by the following subsidiaries:

|                                       | 2024  | 2023  |
|---------------------------------------|-------|-------|
| (i) Aspion Sdn. Bhd.                  | 95.2% | 95.2% |
| (ii) Terang Nusa (Malaysia) Sdn. Bhd. | 2.0%  | 2.0%  |

^^^^ The total equity interests held by the Group is 100% and it is held by the following subsidiaries:

|                        | 2024  | 2023  |
|------------------------|-------|-------|
| (i) Aspion Sdn. Bhd.   | 0.1%  | 0.1%  |
| (ii) Suizze Health Ltd | 99.9% | 99.9% |

Ω The total effective equity interests held by the Group is 57% and it is held by the following subsidiary:

|                            | 2024  | 2023  |
|----------------------------|-------|-------|
| PT. Agro Pratama Sejahtera | 60.0% | 60.0% |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

18. INVESTMENT IN SUBSIDIARIES (CONT'D)

Changes in group structure

(a) Incorporation of Great Glove (Su Zhou) Co. Ltd. ("Great Glove (Su Zhou)")

On 8 July 2024, the Company, through its wholly-owned subsidiary, Top Care Sdn. Bhd., incorporated Great Glove (Su Zhou) in The People's Republic of China with approval from State Administration for Industry and Commerce of the People's Republic of China with an issued and paid up capital of RMB1,000,000 comprising 1,000,000 ordinary share. Top Care Sdn. Bhd. owns 600,000 shares in Great Glove (Su Zhou), representing 60% of the issued and paid up capital of Great Glove (Su Zhou) upon which, Great Glove (Su Zhou) becomes a 60% owned subsidiary of Top Care Sdn. Bhd..

(b) Deregistration of TG Medical (Xinghua) Co. Ltd. ("TG Medical (Xinghua)")

On 29 December 2023, the Company through its wholly-owned subsidiary, Great Glove (Xinghua) Co. Ltd. received approval from State Administration for Industry and Commerce of the People's Republic of China to deregister its wholly-owned subsidiary, TG Medical (Xinghua). Upon deregistration, TG Medical (Xinghua) ceased to be a subsidiary of the Company at the end of the financial year.

(c) Deregistration of TG Medical (Suzhou) Co. Ltd. ("TG Medical (Suzhou)")

On 15 May 2024, the Company through its wholly-owned subsidiary, Top Glove Sdn. Bhd. received approval from State Administration for Industry and Commerce of the People's Republic of China to deregister its wholly-owned subsidiary, TG Medical (Suzhou). Upon deregistration, TG Medical (Suzhou) ceased to be a subsidiary of the Company at the end of the financial year.

(d) Non-controlling interests

Summarised financial information for non-controlling interests has not been disclosed as the carrying amount of the non-controlling interests in the consolidated statements of financial position is immaterial to the Group.

19. INVESTMENT IN AN ASSOCIATE

|                                    | Group          |                |
|------------------------------------|----------------|----------------|
|                                    | 2024<br>RM'000 | 2023<br>RM'000 |
| Unquoted shares at cost            | 12,204         | 12,204         |
| Share of post-acquisition reserves | (6,903)        | (8,625)        |
|                                    | 5,301          | 3,579          |

Details of the associate are as follows:

| Name | Country of incorporation/<br>principal place of business | Proportion of ownership interest (%) |      | Principal activity |
|------|--|--------------------------------------|------|--------------------|
|      |  | 2024                                 | 2023 |                    |

Held through Top Glove Sdn. Bhd.:

Value Add Sdn. Bhd.# Malaysia 27 27 Investment holding

# Audited by a firm other than Ernst & Young PLT



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

19. INVESTMENT IN AN ASSOCIATE (CONT'D)

The financial year end of the above associate is non-coterminous with the Group. For the purpose of applying the equity method of accounting, the latest available financial information has been used and appropriate adjustments have been made for the effects of significant transactions between the dates of the latest available financial information and financial years ended 31 August 2024 and 2023.

The summarised financial information of the associate, not adjusted for the proportion of ownership interest held by the Group, is as follows:

|                               | Group          |                |
|-------------------------------|----------------|----------------|
|                               | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Assets and liabilities</b> |                |                |
| Non-current assets            | 255,011        | 255,013        |
| Current assets                | 2,699          | 1,732          |
| Total assets                  | 257,710        | 256,745        |
| Non-current liabilities       | (16,948)       | (13,686)       |
| Current liabilities           | (221,130)      | (229,803)      |
| Total liabilities             | (238,078)      | (243,489)      |
| Net assets                    | 19,632         | 13,256         |
| <b>Results</b>                |                |                |
| Revenue                       | 8,090          | 4,898          |
| Profit/(loss) for the year    | 6,376          | (21,408)       |

Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in an associate:

|   | Group          |                |
|---|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 |
| Net assets of the associate as at 1 September 2023/2022 | 13,256         | 34,664         |
| Profit/(loss) for the year                              | 6,376          | (21,408)       |
| Net assets of the associate as at 31 August             | 19,632         | 13,256         |
| Group's share of net assets                             | 5,301          | 3,579          |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

20. DEFERRED TAX LIABILITIES/(ASSETS)

Deferred income tax as at 31 August 2024 and 2023 relates to the following:

|   | Deferred tax liabilities   | Deferred tax assets  |                  |                 |
|---|--|--|------------------|-----------------|
|   | Property, plant and equipment, right-of-use assets and investment properties<br>RM'000 | Unabsorbed export allowance, business losses, capital and reinvestment allowance<br>RM'000 | Others<br>RM'000 | Total<br>RM'000 |
| <b>Group</b>                              |  |  |                  |                 |
| <b>At 1 September 2022</b>                | 302,724  | (62,786)   | (46,569)         | 193,369         |
| Recognised in profit or loss (Note 13)    | (43,322)   | (5,696)  | 10,289           | (38,729)        |
| Recognised in other comprehensive income  | 976  | -  | -                | 976             |
| Exchange differences                      | 10   | -  | (90)             | (80)            |
| <b>At 31 August 2023/1 September 2023</b> | 260,388  | (68,482)   | (36,370)         | 155,536         |
| Recognised in profit or loss (Note 13)    | 4,665  | (39,633)   | 6,445            | (28,523)        |
| Recognised in other comprehensive income  | 1,952  | -  | -                | 1,952           |
| Exchange differences                      | (17)   | -  | 1,358            | 1,341           |
| <b>At 31 August 2024</b>                  | 266,988  | (108,115)  | (28,567)         | 130,306         |

Presented after appropriate offsetting as follows:

|                          | Group          |                |
|--------------------------|----------------|----------------|
|                          | 2024<br>RM'000 | 2023<br>RM'000 |
| Deferred tax assets      | (11,751)       | (4,583)        |
| Deferred tax liabilities | 142,057        | 160,119        |
|                          | 130,306        | 155,536        |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

20. DEFERRED TAX LIABILITIES/(ASSETS) (CONT'D)

Deferred tax assets have not been recognised by the Group in respect of the following items:

|  | Group          |                |
|--|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 |
| Unutilised tax losses                  | 751,612        | 600,952        |
| Unabsorbed capital allowances          | 9,213          | 22,713         |
| Other deductible temporary differences | 587            | 569            |
|  | 761,412        | 624,234        |

The unutilised tax losses, unabsorbed capital allowances and other deductible temporary differences applicable to foreign incorporated subsidiaries are pre-determined by and subject to the tax legislation of the respective countries.

The unabsorbed capital allowances and other deductible temporary differences of the Group are available indefinitely for offsetting against future taxable profits of the respective entities within the Group, subject to tax laws and guidelines issued by the tax authority enacted at the reporting date.

Tax losses for which the tax effects have not been recognised in the financial statements:

|                               | Group          |                |
|-------------------------------|----------------|----------------|
|                               | 2024<br>RM'000 | 2023<br>RM'000 |
| Expiring within 5 years       | 152,322        | 116,781        |
| Expiring within 6 to 10 years | 552,142        | 454,890        |
| Indefinite                    | 47,148         | 29,281         |
|                               | 751,612        | 600,952        |

Deferred tax assets have not been recognised by the Group in respect of these items as it is not probable that taxable profits of its subsidiaries would be available against which deductible temporary differences could be utilised.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

21. INVESTMENT SECURITIES

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Current   |                |                |                |                |
| Money market funds (quoted in Malaysia)                 |                |                |                |                |
| - Financial assets at fair value through profit or loss | 618,173        | 630,186        | 345,834        | 424,592        |
| Debt securities (quoted outside Malaysia)               |                |                |                |                |
| - Financial assets at fair value through OCI            | 32,213         | 32,864         | 32,213         | 32,864         |
|   | 650,386        | 663,050        | 378,047        | 457,456        |
| Non-current   |                |                |                |                |
| Unquoted investments: Golf club membership              |                |                |                |                |
| - Financial assets at fair value through profit or loss | 392            | 392            | -              | -              |
| Total investment securities                             | 650,778        | 663,442        | 378,047        | 457,456        |





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

22. INTANGIBLE ASSETS

| Group   | Goodwill<br>RM'000 | Customer<br>relationship<br>RM'000 | Patent<br>RM'000 | Total<br>RM'000 |
|---|--------------------|------------------------------------|------------------|-----------------|
| <b>Cost</b>   |                    |                                    |                  |                 |
| At 1 September 2022                                   | 980,691            | 40,477                             | 523              | 1,021,691       |
| Additions   | -                  | -                                  | 445              | 445             |
| At 31 August 2023/1 September 2023                    | 980,691            | 40,477                             | 968              | 1,022,136       |
| Additions   | -                  | -                                  | 492              | 492             |
| At 31 August 2024                                     | 980,691            | 40,477                             | 1,460            | 1,022,628       |
| <b>Accumulated amortisation</b>                       |                    |                                    |                  |                 |
| At 1 September 2022                                   | -                  | 16,253                             | 113              | 16,366          |
| Amortisation during the year (Note 11)                | -                  | 3,680                              | 72               | 3,752           |
| At 31 August 2023/1 September 2023                    | -                  | 19,933                             | 185              | 20,118          |
| Amortisation during the year (Note 11)                | -                  | 3,680                              | 95               | 3,775           |
| At 31 August 2024                                     | -                  | 23,613                             | 280              | 23,893          |
| <b>Accumulated impairment</b>                         |                    |                                    |                  |                 |
| At 1 September 2022                                   | -                  | -                                  | -                | -               |
| Impairment during the year (Note 11)                  | 137,553            | -                                  | -                | 137,553         |
| At 31 August 2023/1 September 2023/<br>31 August 2024 | 137,553            | -                                  | -                | 137,553         |
| <b>Net carrying amount</b>                            |                    |                                    |                  |                 |
| At 31 August 2023                                     | 843,138            | 20,544                             | 783              | 864,465         |
| At 31 August 2024                                     | 843,138            | 16,864                             | 1,180            | 861,182         |

Goodwill has been allocated to CGUs identified as follows, which are also the subsidiaries of the Company:

|                                       | Group          |                |
|---------------------------------------|----------------|----------------|
|                                       | 2024<br>RM'000 | 2023<br>RM'000 |
| Aspion Sdn. Bhd.                      | 796,401        | 796,401        |
| Eastern Press Sdn. Bhd.               | 21,597         | 21,597         |
| B Tech Industry Co. Ltd.              | 14,789         | 14,789         |
| GMP Medicare Sdn. Bhd.                | 5,070          | 5,070          |
| Top Glove Medical (Thailand) Co. Ltd. | 2,946          | 2,946          |
| Duramedical Sdn. Bhd.                 | 2,335          | 2,335          |
|                                       | 843,138        | 843,138        |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

22. INTANGIBLE ASSETS (CONT'D)

During the financial year, the goodwill and customer relationship of the Group were tested for impairment due to impairment indicators resulted by drop in demand for gloves and decrease in average selling price of gloves. Management had undertaken an assessment of the recoverable amount of the CGUs.

Key assumptions used in value-in-use calculations

The recoverable amount of a CGU is determined based on value-in-use calculations using cash flow projections based on financial budgets approved by management.

The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing of goodwill and customer relationship:

- (i)

Growth rate for the 5-year projection is determined based on the management's estimate on the industry trends and past performances of the segments, thereafter terminal growth rate including maintainable capital expenditure is assumed to be 1% (2023: 1%).
- (ii)

An average pre-tax discount rate of 16.9% (2023: 16.9%) was applied in determining the recoverable amount of the unit. The discount rates used to discount the future cash flows reflect the specific risks relating to the CGU.
- (iii)

Budgeted profit margin is determined based on the management's estimate on the industry trends for the average selling price of gloves and the production utilisation rate.

The abovementioned impairment testing did not give rise to impairment losses of goodwill and customer relationship, other than the goodwill of Aspion Sdn. Bhd. as disclosed below.

The Group is of the opinion that any reasonably possible change in the above key assumptions would not materially cause the recoverable amount of the CGUs to be lower than its carrying amount, other than the goodwill of Aspion Sdn. Bhd. as disclosed below.

Sensitivity to changes in key assumptions

An increase of 0.5% in the discount rate used would have decreased the value-in-use of Aspion Sdn. Bhd. by RM68,733,000 (2023: RM70,184,000).

Customer relationship

The cost of customer relationship with estimated economic definite useful life is amortised over a period of 11 years, with remaining amortisation period of 4 years (2023: 5 years).

Patent

The cost of patent with estimated economic definite useful life is amortised over a period ranging from 5 to 20 years (2023: 5 to 20 years), with remaining amortisation period ranging from 3 to 18 years (2023: 4 to 18 years).

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

23. INVENTORIES

|                             | Group          |                |
|-----------------------------|----------------|----------------|
|                             | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Cost</b>                 |                |                |
| Raw materials               | 94,265         | 60,177         |
| Consumables and hardware    | 2,357          | 1,892          |
| Work-in-progress            | 48,348         | 38,816         |
| Finished goods              | 163,623        | 116,678        |
|                             | 308,593        | 217,563        |
| <b>Net realisable value</b> |                |                |
| Raw materials               | 906            | 1,988          |
| Work-in-progress            | 15,094         | 21,316         |
| Finished goods              | 51,705         | 60,629         |
|                             | 67,705         | 83,933         |
|                             | 376,298        | 301,496        |

During the year, the amount of inventories recognised as an expense of the Group amounted to RM2,249 million (2023: RM2,193 million).

24. TRADE AND OTHER RECEIVABLES

|  | Group          |                |
|--|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Trade receivables</b>                 |                |                |
| Third parties                            | 344,759        | 170,382        |
| Less: Allowance for expected credit loss | (3,577)        | (3,350)        |
| Trade receivables, net                   | 341,182        | 167,032        |
| <b>Other receivables</b>                 |                |                |
| Sundry receivables                       | 16,066         | 13,860         |
| Refundable deposits                      | 1,800          | 1,730          |
|  | 17,866         | 15,590         |
| <b>Total trade and other receivables</b> | 359,048        | 182,622        |
| Total trade and other receivables        | 359,048        | 182,622        |
| Add: Cash and bank balances (Note 27)    | 351,187        | 285,416        |
| Financial assets at amortised cost       | 710,235        | 468,038        |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

24. TRADE AND OTHER RECEIVABLES (CONT'D)

|                                       | Company        |                |
|---------------------------------------|----------------|----------------|
|                                       | 2024<br>RM'000 | 2023<br>RM'000 |
| <b>Other receivables</b>              |                |                |
| Amounts due from subsidiaries         | 103,599        | 9,504          |
| Sundry receivables                    | 128            | 103            |
| <b>Total other receivables</b>        | 103,727        | 9,607          |
| Total other receivables               | 103,727        | 9,607          |
| Add: Cash and bank balances (Note 27) | 5,996          | 484            |
| Financial assets at amortised cost    | 109,723        | 10,091         |

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 30 to 90 days (2023: 30 to 90 days) terms. Other credit terms are assessed and approved on a case-by-case basis. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

An ageing analysis of the trade receivables as at 31 August 2024 and 2023, based on the invoice date and net of loss allowance, is as follows:

|                    | Group          |                |
|--------------------|----------------|----------------|
|                    | 2024<br>RM'000 | 2023<br>RM'000 |
| 1 to 30 days       | 152,931        | 87,611         |
| 31 to 60 days      | 128,658        | 42,330         |
| 61 to 90 days      | 37,138         | 14,725         |
| 91 to 120 days     | 1,953          | 2,984          |
| More than 121 days | 20,502         | 19,382         |
|                    | 341,182        | 167,032        |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

24. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade receivables (cont'd)

The ageing analysis by due date of the Group's trade receivables is as follows:

|  | Group          |                |
|--|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 |
| Neither past due nor impaired            | 287,705        | 133,816        |
| 1 to 30 days past due not impaired       | 29,387         | 12,505         |
| 31 to 60 days past due not impaired      | 4,243          | 1,959          |
| 61 to 90 days past due not impaired      | 557            | 14             |
| 91 to 120 days past due not impaired     | 372            | 25             |
| More than 121 days past due not impaired | 18,918         | 18,713         |
|  | 53,477         | 33,216         |
| Impaired                                 | 3,577          | 3,350          |
|  | 344,759        | 170,382        |

Receivables that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are creditworthy debtors with good payment records and are mostly regular customers that have been transacting with the Group.

None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

Receivables that are past due but not impaired

The Group has trade receivables amounting to RM53,477,000 (2023: RM33,216,000) that are past due at the reporting date but not impaired. These balances mainly relate to customers who have never defaulted on payments but are slow paymasters and hence, are periodically monitored.

Receivables that are impaired

Receivables that are determined to be impaired at the reporting date when one or more events that have a detrimental impact on the estimated cash flow have occurred. These instances include adverse changes in the financial capability of the debtors and default or significant delays on payments. These receivables are not secured by any collateral or credit enhancements.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

24. TRADE AND OTHER RECEIVABLES (CONT'D)

(a) Trade receivables (cont'd)

Allowance for expected credit loss

For receivables that are individually determined to be credit impaired at the reporting date, individual lifetime expected credit loss is recognised.

For receivables that are not individually credit impaired, the Group uses the provision matrix method to measure lifetime expected credit loss where the receivables are grouped based on shared credit risk characteristics and days past due. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The Group assessed that the amount of the allowance on these balances is insignificant.

|  | Group          |                |
|--|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 |
| Trade receivables-nominal amounts        | 3,577          | 3,350          |
| Less: Allowance for expected credit loss | (3,577)        | (3,350)        |
|  | -              | -              |

Movements in the allowance accounts:

|   | Group          |                |
|---|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 |
| At 1 September 2023/2022  | 3,350          | 1,720          |
| Written off   | -              | (1,407)        |
| Net additional allowance for expected credit loss during the year | 280            | 2,976          |
| Exchange differences  | (53)           | 61             |
| At 31 August  | 3,577          | 3,350          |

(b) Related party balances

Amounts due from subsidiaries are unsecured, non-interest bearing and are repayable on demand except for an amount of RM100,353,000 (2023: RM5,326,000) which bears interest ranging from 4.03% to 4.61% (2023: 3.42% to 4.34%) per annum.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

25. OTHER CURRENT ASSETS

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Prepaid operating expenses  | 32,517         | 34,673         | 95             | -              |
| Goods and service tax refundable                                    | 20,336         | 21,549         | -              | -              |
| Advances to suppliers for raw materials                             | 1,288          | 569            | -              | -              |
| Advances to suppliers for purchase of property, plant and equipment | 20,575         | 28,464         | -              | -              |
|   | 74,716         | 85,255         | 95             | -              |

26. DERIVATIVE FINANCIAL INSTRUMENTS

|                                    | Group                                     |                      |   |                      |
|------------------------------------|---|----------------------|---|----------------------|
|                                    | 2024                                      |                      | 2023                                      |                      |
|                                    | Contract/<br>Notional<br>amount<br>RM'000 | Fair value<br>RM'000 | Contract/<br>Notional<br>amount<br>RM'000 | Fair value<br>RM'000 |
| Forward currency contracts         |   |                      |   |                      |
| - Derivative financial assets      | 30,392                                    | 245                  | -   | -                    |
| - Derivative financial liabilities | -   | -                    | 68,882                                    | (507)                |

The Group uses forward currency contracts to hedge the Group's trade receivables and sales denominated in United States Dollars ("USD") extended to October 2024. Such derivatives do not qualify for hedge accounting.

During the financial year, the Group recognised a gain of RM752,000 (2023: loss of RM437,000) in profit or loss arising from changes in the fair value of the forward currency contracts.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

27. CASH AND BANK BALANCES

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Cash on hand and at banks                                       | 282,839        | 279,773        | 3,106          | 484            |
| Deposits with licensed banks and other financial institutions   | 68,348         | 5,643          | 2,890          | -              |
| Cash and bank balances  | 351,187        | 285,416        | 5,996          | 484            |
| Less:   |                |                |                |                |
| Deposits pledged with banks with maturity of more than 3 months | (1,534)        | (5,401)        | -              | -              |
| Cash and cash equivalents                                       | 349,653        | 280,015        | 5,996          | 484            |

Deposits with licensed banks and other financial institutions of the Group amounting to RM1,534,000 (2023: RM5,401,000) are pledged to banks for credit facilities granted to the Group.

The weighted average effective interest rates and maturity days of deposits with licensed banks and other financial institutions at the reporting date were as follows:

|   | Group         |               | Company |      |
|---|---------------|---------------|---------|------|
|   | 2024          | 2023          | 2024    | 2023 |
| Weighted average effective interest rates | 0.20%         | 0.80%         | 0.18%   | Nil  |
| Maturity days                             | 1 to 284 days | 1 to 341 days | 20 days | Nil  |



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

28. ASSETS HELD FOR SALE

|   | Property, plant<br>and equipment<br>RM'000 |
|---|--|
| At 1 September 2022                                   | -  |
| Transfer from property, plant and equipment (Note 15) | 165,057                                    |
| Impairment (Note 11)                                  | (5,073)                                    |
| At 31 August 2023/1 September 2023                    | 159,984                                    |
| Transfer from property, plant and equipment (Note 15) | 9,605                                      |
| Transfer from investment properties                   | 1,912                                      |
| Sales completed during the year                       | (159,984)                                  |
| At 31 August 2024                                     | 11,517                                     |

Details of assets held for sale are as below:

- (a) The Group through its wholly owned subsidiary, Top Glove Sdn. Bhd. entered into a Sales Purchase Agreement (“SPA”) of which the condition precedents have yet to be satisfied as at 31 August 2024 for the following:
- (i) The sales of freehold land under Lot 4953 of approximately 1.2141 hectares to Q Centre (Teratai) Sdn. Bhd. on 19 August 2024.

(ii) The sales of two shop offices under Lot 59640 of approximately 200 and 239 square metres respectively to Wikicareer Sdn. Bhd. on 22 August 2024.

The completion of the sales above are expected to carry out within a year. As such, the said plots of land and buildings are classified as current assets held for sale in the current financial year.

- (b) The Group through its wholly owned subsidiary, Top Glove Sdn. Bhd. has completed the sales during the year for the following:
- (i) A freehold land with other associated assets under Lot 23552 of approximately 117,230 square feet to Samanea Logistic Property Sdn. Bhd..

(ii) A freehold double storey terrace with other associated assets under Lot 31151 of approximately 139 square metres to an individual third party purchaser.

(iii) A freehold land under Lot 97155 of approximately 13 hectares to Linx Development Sdn. Bhd..

(iv) Two freehold land with the associated plant and equipment under Lot 106215 and Lot 6495 of approximately 881,491 square feet to H&A Holdings Sdn. Bhd. and HML Development Sdn. Bhd. respectively.

(v) A freehold double storey terrace under Lot 307 of approximately 109 square metres to an individual third party purchaser.
- (c) The Group through its wholly owned subsidiary, Top Quality Glove Sdn. Bhd. has completed the sales during the year for the following:
- (i) A freehold land under Lot 13 of approximately 6 hectares to Dynamite Empire Sdn. Bhd..

(ii) A freehold land under Lot 5057 of approximately 3 acres to Semangat Deligasi Sdn. Bhd..

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

29. LOANS AND BORROWINGS

|  |           | Group<br>2024<br>RM'000 | 2023<br>RM'000 |
|--|-----------|-------------------------|----------------|
|  | Maturity  |                         |                |
| Current                                |           |                         |                |
| Unsecured:                             |           |                         |                |
| Floating Rate                          |           |                         |                |
| EUR Revolving credit                   | 2025/2024 | -                       | 180,111        |
| JPY Revolving credit                   | 2025/2024 | 390,794                 | 331,920        |
| EUR Term loan                          | 2025/2024 | 7,192                   | 28,325         |
|  |           | 397,986                 | 540,356        |
| Total current loans and borrowings     |           | 397,986                 | 540,356        |
| Non-current                            |           |                         |                |
| Unsecured:                             |           |                         |                |
| Floating Rate                          |           |                         |                |
| EUR Term loan                          | 2025      | -                       | 14,149         |
| Total non-current loans and borrowings |           | -                       | 14,149         |
| Total loans and borrowings             |           | 397,986                 | 554,505        |

The range of interest rates at the reporting date for borrowings are as follows:

|                  | 2024         | 2023         |
|------------------|--------------|--------------|
| Floating Rate    |              |              |
| Revolving credit | 0.5% to 1.1% | 0.4% to 4.1% |
| Term loan        | 5.2% to 5.7% | 1.5% to 5.3% |



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

30. TRADE AND OTHER PAYABLES

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Trade payables  | 194,580        | 76,118         | -              | -              |
| Other payables  |                |                |                |                |
| Accrued operating expenses                            | 122,134        | 86,321         | 1,569          | 1,624          |
| Sundry payables                                       | 116,295        | 102,822        | 19             | 2              |
|   | 238,429        | 189,143        | 1,588          | 1,626          |
| Total trade and other payables                        | 433,009        | 265,261        | 1,588          | 1,626          |
| Total trade and other payables                        | 433,009        | 265,261        | 1,588          | 1,626          |
| Add: Loans and borrowings (Note 29)                   | 397,986        | 554,505        | -              | -              |
| Lease liabilities (Note 32)                           | 24,106         | 27,340         | 134            | 214            |
| Total financial liabilities carried at amortised cost | 855,101        | 847,106        | 1,722          | 1,840          |

(a) Trade payables

These amounts are non-interest bearing. The normal trade credit term granted to the Group ranges from 30 to 90 days (2023: 30 to 90 days).

(b) Other payables

These amounts are non-interest bearing. Other payables are normally settled on an average term of 30 to 90 days (2023: 30 to 90 days).

31. CONTRACT LIABILITIES

Contract liabilities represent advance payments received from customers. These advances are refundable to the customers shall the customers choose to cancel their orders.

The movement of contract liabilities is as follows:

|   | Group          |                |
|---|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 |
| At 1 September 2023/2022                  | 102,995        | 216,565        |
| Revenue recognised during the year        | (624,925)      | (693,890)      |
| Advance payments received during the year | 630,387        | 579,971        |
| Exchange differences                      | (254)          | 349            |
| At 31 August                              | 108,203        | 102,995        |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

32. LEASE LIABILITIES

Group as a lessee

The Group and the Company have lease contracts for land, buildings, motor vehicles and equipment with lease terms between 2 to 47 years and include extension options.

The Group and the Company also have certain leases of hostels, photocopiers and ATM with lease terms of 12 months or less or of low value. The Group and the Company apply the “short-term lease” and “lease of low-value assets” recognition exemptions for these leases.

|                                      | Group          |                | Company        |                |
|--------------------------------------|----------------|----------------|----------------|----------------|
|                                      | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| At 1 September 2023/2022             | 27,340         | 17,982         | 214            | 291            |
| Additions                            | 2,819          | 11,284         | -              | -              |
| Accretion of interest                | 1,198          | 959            | 8              | 11             |
| Payments                             | (3,175)        | (3,465)        | (88)           | (88)           |
| Adjustment due to lease modification | (3,604)        | 102            | -              | -              |
| Termination                          | -              | (620)          | -              | -              |
| Exchange differences                 | (472)          | 1,098          | -              | -              |
| At 31 August                         | 24,106         | 27,340         | 134            | 214            |

Analysed into:

|                            |        |        |     |     |
|----------------------------|--------|--------|-----|-----|
| Repayable within 12 months | 2,161  | 1,710  | 84  | 80  |
| Repayable after 12 months  | 21,945 | 25,630 | 50  | 134 |
|                            | 24,106 | 27,340 | 134 | 214 |

The maturity analysis of lease liabilities for the financial years ended 31 August 2024 and 2023 is disclosed in Note 43(c).

The amounts recognised in profit or loss in relation to leases are as follows:

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Depreciation of right-of-use assets (Note 11)                 | 5,953          | 6,663          | 78             | 78             |
| Interest expense on lease liabilities                         | 1,198          | 959            | 8              | 11             |
| Gain on lease modifications (Note 10)                         | (865)          | (20)           | -              | -              |
| Gain on lease termination (Note 10)                           | -              | (40)           | -              | -              |
| Gain on disposal of right-of-use assets (Note 10)             | (24,776)       | -              | -              | -              |
| Expenses related to short-term, low-value and variable leases | 3,024          | 5,406          | -              | -              |
| Total amount recognised in profit or loss                     | (15,466)       | 12,968         | 86             | 89             |

The Group and the Company had total cash outflows for leases amounting to RM6,199,000 and RM88,000 respectively for the financial year ended 31 August 2024 (2023: RM8,871,000 and RM88,000 respectively).

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group’s business needs.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

33. SHARE CAPITAL

|                                    | Group and Company           |                             |                             |                             |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
|                                    | 2024                        |                             | 2023                        |                             |
|                                    | Number of<br>shares<br>'000 | Monetary<br>value<br>RM'000 | Number of<br>shares<br>'000 | Monetary<br>value<br>RM'000 |
| <b>Issued and fully paid</b>       |                             |                             |                             |                             |
| At 1 September 2023/2022           | 8,207,925                   | 1,843,271                   | 8,207,105                   | 1,842,189                   |
| Exercise of ESOS (Note 38(i))      | 2,853                       | 2,725                       | 820                         | 813                         |
| Transfer from share option reserve | -                           | 997                         | -                           | 270                         |
| Transaction cost                   | -                           | (3)                         | -                           | (1)                         |
| At 31 August                       | 8,210,778                   | 1,846,990                   | 8,207,925                   | 1,843,271                   |

During the financial year, the Company increased its issued and paid-up ordinary share capital by way of issuance of 2,853,300 (2023: 819,600) ordinary shares pursuant to the Company's ESOS at an exercise price between RM0.88 to RM3.30 (2023: between RM0.89 to RM0.99) per ordinary share.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

34. TREASURY SHARES

This amount relates to the acquisition cost of treasury shares net of the proceeds received on their subsequent sale or issuance.

The shareholders of the Company, by an ordinary resolution passed in the annual general meeting held on 10 January 2024, renewed their approval for the Company's plan to repurchase its own shares.

There are no any movements of treasury shares during the financial year.

Of the total 8,210,778,000 (2023: 8,207,925,000) issued and fully paid ordinary shares as at 31 August 2024, 199,764,300 (2023: 199,764,300) are held as treasury shares by the Company. As at 31 August 2024, the number of outstanding ordinary shares in issue and fully paid is therefore 8,011,013,700 (2023: 8,008,160,700) ordinary shares.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

35. OTHER RESERVES

|   | Foreign<br>exchange<br>reserve<br>RM'000 | Legal<br>reserve<br>RM'000 | Share<br>option<br>reserve<br>RM'000 | Revaluation<br>reserve<br>RM'000 | Fair value<br>adjustment<br>reserve<br>RM'000 | Other<br>reserves<br>RM'000 | Total<br>RM'000 |
|---|--|----------------------------|--------------------------------------|----------------------------------|---|-----------------------------|-----------------|
| <b>Group</b>                                  |  |                            |                                      |                                  |   |                             |                 |
| <b>At 1 September 2022</b>                    | 10,830                                   | 27,569                     | 66,007                               | -                                | (11,057)                                      | 14,284                      | 107,633         |
| Other comprehensive income/(loss)             | 51,217                                   | -                          | -                                    | 8,785                            | (3,279)                                       | -                           | 56,723          |
| Share options granted under ESOS              | -  | -                          | 2,639                                | -                                | -   | -                           | 2,639           |
| Transfer to share capital                     | -  | -                          | (270)                                | -                                | -   | -                           | (270)           |
| Transfer to retained earnings                 | -  | -                          | (16,514)                             | -                                | -   | (941)                       | (17,455)        |
| Changes in ownership interest in subsidiaries | 34                                       | -                          | -                                    | -                                | -   | -                           | 34              |
| <b>At 31 August 2023/1 September 2023</b>     | <b>62,081</b>                            | <b>27,569</b>              | <b>51,862</b>                        | <b>8,785</b>                     | <b>(14,336)</b>                               | <b>13,343</b>               | <b>149,304</b>  |
| Other comprehensive (loss)/income             | (45,433)                                 | -                          | -                                    | 17,565                           | 4,263   | -                           | (23,605)        |
| Share options granted under ESOS              | -  | -                          | 1,199                                | -                                | -   | -                           | 1,199           |
| Transfer to share capital                     | -  | -                          | (997)                                | -                                | -   | -                           | (997)           |
| Transfer (to)/from retained earnings          | -  | -                          | (11,510)                             | (90)                             | -   | 132                         | (11,468)        |
| <b>At 31 August 2024</b>                      | <b>16,648</b>                            | <b>27,569</b>              | <b>40,554</b>                        | <b>26,260</b>                    | <b>(10,073)</b>                               | <b>13,475</b>               | <b>114,433</b>  |

|   | Share option<br>reserve<br>RM'000 | Fair value<br>adjustment<br>reserve<br>RM'000 | Total<br>RM'000 |
|---|-----------------------------------|---|-----------------|
| <b>Company</b>                            |                                   |   |                 |
| <b>At 1 September 2022</b>                | 66,007                            | (11,057)                                      | 54,950          |
| Other comprehensive loss                  | -                                 | (3,279)                                       | (3,279)         |
| Share options granted under ESOS          | 2,639                             | -   | 2,639           |
| Transfer to retained earnings             | (16,514)                          | -   | (16,514)        |
| Transfer to share capital                 | (270)                             | -   | (270)           |
| <b>At 31 August 2023/1 September 2023</b> | <b>51,862</b>                     | <b>(14,336)</b>                               | <b>37,526</b>   |
| Other comprehensive income                | -                                 | 4,263   | 4,263           |
| Share options granted under ESOS          | 1,199                             | -   | 1,199           |
| Transfer to retained earnings             | (11,510)                          | -   | (11,510)        |
| Transfer to share capital                 | (997)                             | -   | (997)           |
| <b>At 31 August 2024</b>                  | <b>40,554</b>                     | <b>(10,073)</b>                               | <b>30,481</b>   |



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

35. OTHER RESERVES (CONT'D)

(a) Foreign exchange reserve

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(b) Legal reserve

This represents a general reserve provided for in respect of subsidiaries incorporated in the People's Republic of China and Thailand.

Under the Wholly Foreign Owned Enterprise ("WFOE") Law in the People's Republic of China, at least 10% of the net profit after taxation in each financial year must be credited to this reserve, until it reaches 50% of the registered paid up capital of the subsidiary.

Under the Civil and Commercial Code in Thailand, a company is required to set aside a statutory reserve equal to at least 5% of its net profit each time when the company pays out a dividend, until it reaches 10% of the registered share capital of the company.

(c) Share option reserve

The share option reserve represents the equity-settled share options granted to employees. This reserve is made up of the cumulative value of services received from employees recorded on grant of share options.

(d) Fair value adjustment reserve

This represents fair value through OCI reserves, which also represents the cumulative fair value changes, net of tax, if applicable, of fair value through OCI financial assets until they are disposed of.

(e) Revaluation reserve

Revaluation reserve represents fair value adjustments relating to transfers of property, plant and equipment to investment properties in accordance to MFRS 116: Property, Plant and Equipment.

36. PERPETUAL SUKUK

|  | Group          |                |
|--|----------------|----------------|
|  | 2024<br>RM'000 | 2023<br>RM'000 |
| At 1 September 2022/31 August 2023/1 September 2023/31 August 2024 | 1,175,694      | 1,175,694      |

On 22 January 2020, the Company's wholly-owned subsidiary, TG Excellence Berhad ("TGE") lodged the Perpetual Sukuk Programme with the Securities Commission Malaysia ("SC"). The Perpetual Sukuk Programme, under the Shariah principle of Wakalah Bi Al-Istithmar, is guaranteed by the Company via a subordinated guarantee. The Perpetual Sukuk Programme provides TGE with the flexibility to issue unsecured and subordinated perpetual sukuk from time to time, subject to the aggregate outstanding nominal amount not exceeding RM3.0 billion at any point in time.

On 27 February 2020, TGE completed the first issuance with a nominal value of RM1.3 billion under the Perpetual Sukuk Programme. The Perpetual Sukuk was issued with a tenure of perpetual non-callable 5 years with an initial periodic distribution rate of 3.95% per annum.

36. PERPETUAL SUKUK (CONT'D)

The proceeds raised from the issuance of the Perpetual Sukuk are allowed to be utilised by the Group to refinance the existing financing and debt obligations, repayment of intercompany borrowings, capital expenditure, working capital requirements and general corporate purposes. All utilisation of proceeds shall be Shariah-compliant.

Under the Perpetual Sukuk Programme, TGE may, at its sole discretion, redeem the Perpetual Sukuk pursuant to certain redemption events.

There are no events of default or dissolution events which will entitle the sukuk holders to declare any or all amounts under the Perpetual Sukuk Programme to be immediately due and payable, save for certain enforcement events, as described below.

The Perpetual Sukuk Programme has been accorded an indicative credit rating of AA-IS (cg) by Malaysian Rating Corporation Berhad.

The salient features of the Perpetual Sukuk are as follows:

- (a) The Perpetual Sukuk shall constitute direct, unsecured, unconditional and subordinated obligations of TGE and shall at all times rank (i) below all present and future creditors of TGE; (ii) pari passu with any instrument issued or guaranteed by TGE that ranks pari passu with the Perpetual Sukuk; and (iii) ahead of any class of TGE's share capital, including without limitation, any ordinary shares.
- (b) Being perpetual in nature, TGE has a call option to redeem the Perpetual Sukuk under the following circumstances:

(i) Optional redemption at the first call date of the Perpetual Sukuk and on each periodic distribution date of the expected distribution amount thereafter.

(ii) Accounting event - change in accounting standards resulting in Perpetual Sukuk no longer being recognised as an equity instrument.

(iii) Tax event - if the expected periodic distribution of the profit would not be fully tax deductible or TGE become obligated to pay additional tax due to changes in tax laws or regulations.

(iv) Rating event - change in rating methodology by the rating agency that results in a lower equity credit for the relevant tranche of the Perpetual Sukuk.
- (c) The initial periodic distribution rate is 3.95% per annum, subject to reset every 5 years at the prevailing 5-year Malaysian Government Securities rate, initial credit spread of 1.209% and stepped up margin of 1.000%.
- (d) The periodic distribution amount is payable five years from the issue date of the respective tranche and every five years thereafter.
- (e) TGE may, at its sole discretion, opt to (i) defer the periodic distribution or (ii) further defer any outstanding arrears of deferred periodic distribution, provided that it has not during the last six months declared or paid any dividend or payment or other distributions in respect of or redeem or repurchase its ordinary shares or any other securities of TGE ranking junior to or pari passu with the Perpetual Sukuk. The deferred periodic distribution, if any, will be cumulative and will not earn additional profits (i.e. there will be no compounding of the periodic distribution being deferred). There is no limit as to the number of times the expected periodic amount and the arrears of deferred periodic distribution can be deferred.
- (f) Notwithstanding the optional deferral stipulated in (e) above, all outstanding arrears of deferred periodic distribution shall be due and payable within fifteen days from the date TGE declared or paid any dividend or payment or other distributions in respect of or redeem or repurchase its ordinary shares or any other securities of TGE ranking junior to or pari passu with the Perpetual Sukuk.

As at 31 August 2024, the outstanding nominal value of Perpetual Sukuk was RM1,175,694,000.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

37. RETAINED EARNINGS

The Company may distribute dividends out of its entire retained earnings as at 31 August 2024 and 2023 under the single tier system.

38. SHARE BASED PAYMENTS

(i) ESOS

The Company's ESOS is governed by the By-Laws which was approved by the shareholders at the Extraordinary General Meeting held on 9 January 2018 and became effective on 2 August 2018.

The main features of the ESOS are as follows:

- (a) The ESOS shall be in force for a period of ten years from the date of the receipt of the last of the requisite approvals.
- (b) Eligible persons are employees of the Group (including executive directors) who have been confirmed in the employment of the Group. The eligibility for participation in the ESOS shall be at the discretion of the Options Committee appointed by the Board of Directors.
- (c) The total number of shares to be issued under the ESOS shall not exceed in aggregate 10% of the issued and paid up share capital of the Company at any point of time during the tenure of the ESOS.
- (d) The option price for each share shall be the 5-days weighted average market price of the underlying shares before the ESOS Options are granted, with either a premium or a discount of not more than ten percent (10%).
- (e) No option shall be granted for less than 100 shares to any eligible employee.
- (f) An option granted under the ESOS shall be capable of being exercised by the grantee by notice in writing to the Company commencing from the vest date but before the expiry on 31 May 2028.
- (g) All new ordinary shares issued upon exercise of the options granted under the ESOS will rank pari passu in all respect with the existing ordinary shares of the Company other than as may be specified in a resolution approving the distribution of dividends prior to their exercise dates.
- (h) No eligible person shall participate at any time in more than one share option scheme implemented by any company within the Group unless otherwise approved by the Options Committee.
- (i) The options shall not carry any right to vote at a general meeting of the Company.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

38. SHARE BASED PAYMENTS (CONT'D)

(i) ESOS (cont'd)

The terms of share options outstanding as at end of the financial year are as follows:

| ← Number of share options over the ordinary shares → |             |                   |                     |              |                |             |                      |
|--|-------------|-------------------|---------------------|--------------|----------------|-------------|----------------------|
| Grant date   | Expiry date | Exercise price RM | As at 1.9.2023 '000 | Granted '000 | Exercised '000 | Lapsed '000 | As at 31.8.2024 '000 |
| 2024   |             |                   |                     |              |                |             |                      |
| 2 August 2018  | 31 May 2028 | 1.69              | 1,046.6             | -            | -              | (110.0)     | 936.6                |
| 1 February 2019                                      | 31 May 2028 | 1.63              | 1,801.4             | -            | -              | -           | 1,801.4              |
| 18 February 2019                                     | 31 May 2028 | 1.63              | 270.2               | -            | -              | (159.3)     | 110.9                |
| 30 July 2019   | 31 May 2028 | 1.54              | 1,361.4             | -            | -              | (260.4)     | 1,101.0              |
| 20 January 2020                                      | 31 May 2028 | 1.57              | 932.5               | -            | -              | (56.1)      | 876.4                |
| 20 May 2020  | 31 May 2028 | 3.30              | 2,443.1             | -            | (0.1)          | (436.4)     | 2,006.6              |
| 1 June 2020  | 31 May 2028 | 4.25              | 41.2                | -            | -              | (11.7)      | 29.5                 |
| 31 January 2021                                      | 31 May 2028 | 6.55              | 40,163.7            | -            | -              | (9,341.4)   | 30,822.3             |
| 6 August 2021  | 31 May 2028 | 3.86              | 13,370.1            | -            | -              | (2,962.1)   | 10,408.0             |
| 27 January 2022                                      | 31 May 2028 | 2.12              | 9,097.5             | -            | -              | (1,664.6)   | 7,432.9              |
| 29 July 2022   | 31 May 2028 | 0.99              | 60,888.8            | -            | (1,741.6)      | (13,514.8)  | 45,632.4             |
| 31 January 2023                                      | 31 May 2028 | 0.89              | 1,371.7             | -            | (100.3)        | (78.5)      | 1,192.9              |
| 31 July 2023   | 31 May 2028 | 0.88              | 5,739.5             | -            | (664.7)        | (1,432.2)   | 3,642.6              |
| 1 February 2024                                      | 31 May 2028 | 0.92              | -                   | 3,073.2      | (346.6)        | (434.9)     | 2,291.7              |
|  |             |                   | 138,527.7           | 3,073.2      | (2,853.3)      | (30,462.4)  | 108,285.2            |
| ← Number of share options over the ordinary shares → |             |                   |                     |              |                |             |                      |
| Grant Date   | Expiry Date | Exercise Price RM | As at 1.9.2022 '000 | Granted '000 | Exercised '000 | Lapsed '000 | As at 31.8.2023 '000 |
| 2023   |             |                   |                     |              |                |             |                      |
| 2 August 2018  | 31 May 2028 | 1.69              | 1,139.5             | -            | -              | (92.9)      | 1,046.6              |
| 1 February 2019                                      | 31 May 2028 | 1.63              | 1,801.4             | -            | -              | -           | 1,801.4              |
| 18 February 2019                                     | 31 May 2028 | 1.63              | 336.5               | -            | -              | (66.3)      | 270.2                |
| 30 July 2019   | 31 May 2028 | 1.54              | 1,500.3             | -            | -              | (138.9)     | 1,361.4              |
| 20 January 2020                                      | 31 May 2028 | 1.57              | 970.5               | -            | -              | (38.0)      | 932.5                |
| 20 May 2020  | 31 May 2028 | 3.30              | 3,019.6             | -            | -              | (576.5)     | 2,443.1              |
| 1 June 2020  | 31 May 2028 | 4.25              | 69.7                | -            | -              | (28.5)      | 41.2                 |
| 31 January 2021                                      | 31 May 2028 | 6.55              | 53,143.2            | -            | -              | (12,979.5)  | 40,163.7             |
| 6 August 2021  | 31 May 2028 | 3.86              | 17,038.4            | -            | -              | (3,668.3)   | 13,370.1             |
| 27 January 2022                                      | 31 May 2028 | 2.12              | 10,463.9            | -            | -              | (1,366.4)   | 9,097.5              |
| 29 July 2022   | 31 May 2028 | 0.99              | 87,790.7            | -            | (801.0)        | (26,100.9)  | 60,888.8             |
| 31 January 2023                                      | 31 May 2028 | 0.89              | -                   | 1,398.8      | (18.6)         | (8.5)       | 1,371.7              |
| 31 July 2023   | 31 May 2028 | 0.88              | -                   | 5,816.2      | -              | (76.7)      | 5,739.5              |
|  |             |                   | 177,273.7           | 7,215.0      | (819.6)        | (45,141.4)  | 138,527.7            |





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

38. SHARE BASED PAYMENTS (CONT'D)

(i) ESOS (cont'd)

Details of share options exercised during the financial year and the fair value, at exercise date, of ordinary shares issued are as follows:

| Exercise Date                | Exercise price<br>RM | Fair value<br>of ordinary<br>shares<br>RM | Number of<br>share<br>options<br>'000 | Considerations<br>received<br>RM'000 |
|------------------------------|----------------------|---|---------------------------------------|--------------------------------------|
| 2024                         |                      |   |                                       |                                      |
| September 2023 - August 2024 | 3.30                 | 0.71 - 1.26                               | 0.1                                   | 0.3                                  |
| September 2023 - August 2024 | 0.99                 | 0.71 - 1.26                               | 1,741.6                               | 1,731.2                              |
| September 2023 - August 2024 | 0.89                 | 0.71 - 1.26                               | 100.3                                 | 89.7                                 |
| September 2023 - August 2024 | 0.88                 | 0.71 - 1.26                               | 664.7                                 | 585.6                                |
| September 2023 - August 2024 | 0.92                 | 0.71 - 1.26                               | 346.6                                 | 317.8                                |
|                              |                      |   | 2,853.3                               | 2,724.6                              |
| 2023                         |                      |   |                                       |                                      |
| September 2022 - August 2023 | 0.99                 | 0.59 - 1.22                               | 801.0                                 | 796.2                                |
| September 2022 - August 2023 | 0.89                 | 0.59 - 1.22                               | 18.6                                  | 16.6                                 |
|                              |                      |   | 819.6                                 | 812.8                                |

Fair value of share options

The fair value of share options granted were estimated by using a binomial option pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of share options measured at grant date and the assumptions are used as follows:

Fair value of share options at the following grant dates (RM):

|                                      |               |
|--------------------------------------|---------------|
| 31 January 2023                      | 0.28          |
| 31 July 2023                         | 0.39          |
| 1 February 2024                      | 0.39          |
| Weighted average share price (RM)    | 0.83 - 0.93   |
| Weighted average exercise price (RM) | 0.88 - 0.92   |
| Expected volatility (%)              | 38.00 - 45.26 |
| Expected life (years)                | 4.33 - 5.33   |
| Risk free interest rate (%)          | 3.60 - 3.69   |
| Expected dividend yield (%)          | 0.00 - 1.00   |

The expected life of the share options is based on historical data and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may also not necessarily be the actual outcome.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

38. SHARE BASED PAYMENTS (CONT'D)

(ii) ESGP

The Company's ESGP is governed by the By-Laws which was approved by the shareholders at the Extraordinary General Meeting held on 6 January 2016 and became effective on 12 January 2016 and is administered by the ESGP Committee.

Under the ESGP, eligible employees may be granted ESGP Awards comprising shares of the Company. The ESGP Awards, once accepted, will vest without any consideration payable, subject to vesting date(s) and/or vesting conditions as may be determined at the discretion of the ESGP Committee. The ESGP Committee may, at its discretion, decide that any vesting of the Company's shares comprised in an ESGP Award shall be satisfied through:

- (a) the issuance of new shares of the Company;
- (b) the transfer of existing shares of the Company;
- (c) settlement in cash; or
- (d) a combination of any of the above.

The main features of the ESGP are as follows:

- (a) The aggregate number of shares of the Company which may be awarded under the ESGP and any other schemes involving issuance of new shares of the Company to employees which are still subsisting shall not exceed 10% of the issued and paid-up share capital of the Company ("Plan Size").
- (b) Eligible persons are any employee or executive director of the Group (excluding dormant subsidiaries) who fulfills the eligibility criteria. The eligibility for participation in the ESGP shall be at the discretion of the ESGP Committee appointed by the Board of Directors.
- (c) The number of shares comprised in each ESGP Award shall be determined at the discretion of the ESGP Committee after taking into consideration, inter alia, the performance and seniority, years of service and potential for future development of the eligible employees and the employees' contribution to the Group as well as such other criteria as the ESGP Committee may deem relevant.
- (d) The aggregate number of shares that may be allocated to any one participant shall not exceed 10% of the total number of shares to be awarded under the ESGP and any other schemes involving issuance of new shares of the Company which may be implemented from time to time by the Company.
- (e) The aggregate maximum allocation to the directors and senior management of the Group (excluding dormant subsidiaries) shall not be more than 75% of the Company's shares awarded under the ESGP.
- (f) The ESGP shall be in force for a period of ten years from the effective date of implementation which is the date the last of the requisite approvals and/or conditions have been obtained and/or complied with.
- (g) The shares to be allotted and issued under the ESGP will, upon allotment and issue, rank pari passu in all respects with the existing shares of the Company, save and except that they will not be entitled to any dividends, rights, allotments and/or other distributions in respect of which the entitlement date is prior to the date of allotment and issuance of the new shares.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

39. RELATED PARTY TRANSACTIONS

(a) Significant transactions with related parties

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place at terms mutually agreed between the parties during the financial year:

|                                       | Group  |        | Company |         |
|---------------------------------------|--------|--------|---------|---------|
|                                       | 2024   | 2023   | 2024    | 2023    |
|                                       | RM'000 | RM'000 | RM'000  | RM'000  |
| <b>Transactions with subsidiaries</b> |        |        |         |         |
| Gross dividends                       | -      | -      | -       | 200,200 |
| Management fees                       | -      | -      | 4,277   | 5,029   |
| Interest income                       | -      | -      | 1,578   | 789     |

(b) Compensation of key management personnel

The remuneration of executive directors and other key management personnel during the financial year were as follows:

|   | Group  |        | Company |        |
|---|--------|--------|---------|--------|
|   | 2024   | 2023   | 2024    | 2023   |
|   | RM'000 | RM'000 | RM'000  | RM'000 |
| Salaries and other emoluments             | 8,853  | 10,856 | 2,583   | 3,022  |
| Pension costs - defined contribution plan | 767    | 944    | 310     | 363    |
| Social security contributions             | 89     | 86     | 1       | 1      |
| Share options granted under ESOS          | -      | 178    | -       | 90     |
| Fees                                      | 467    | 477    | 398     | 398    |
| Benefits-in-kind                          | 174    | 114    | 62      | 83     |
|   | 10,350 | 12,655 | 3,354   | 3,957  |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

40. COMMITMENTS

(a) Capital commitments

|                                       | Group   |         |
|---------------------------------------|---------|---------|
|                                       | 2024    | 2023    |
|                                       | RM'000  | RM'000  |
| <b>Property, plant and equipment:</b> |         |         |
| Approved and contracted for           | 225,615 | 278,954 |
| Approved but not contracted for       | 235,538 | 207,518 |

(b) Operating lease arrangements

Group as a lessor

The Group has entered into non-cancellable operating lease agreements on its investment properties and certain property, plant and equipment portfolio. These leases have remaining non-cancellable lease terms between less than 1 year to 3 years (2023: less than 1 year to 3 years). Rental income earned from these investment properties and property, plant and equipment during the financial year is disclosed in Note 10.

The future minimum lease payments receivables under non-cancellable operating leases contracted for as at the reporting date but not recognised as receivables, are as follows:

|                                       | Group  |        |
|---------------------------------------|--------|--------|
|                                       | 2024   | 2023   |
|                                       | RM'000 | RM'000 |
| Within one year                       | 11,850 | 4,081  |
| After one year but within two years   | 7,886  | 2,624  |
| After two years but within five years | 224    | 1,264  |
|                                       | 19,960 | 7,969  |

41. CONTINGENT LIABILITIES

The subsidiaries of the Group are involved in trade and legal disputes with certain suppliers and customers:

- (a) On 13 May 2024, a supplier from Thailand (the "Plaintiff") filed a legal claim against a subsidiary of the Group for unable to purchase supplies as stipulated in the supply agreement, seeking damages of RM9.4 million. In response, the Group had filed for counterclaim of RM4.7 million, alleging wrongful termination of the supply agreement by the Plaintiff.

The Court scheduled the case management at the end of November 2024 to determine the disputed issues and schedule for witness hearing. Subsequently, the Court further scheduled for witness presentation hearing in March 2025.

Based on legal advice, the Board of Directors are of the view that there is an even chance to defend against the Plaintiff's claim.

- (b) A subsidiary of the Group is currently negotiating with a supplier from Malaysia (the "Supplier") to obtain a waiver of RM16.1 million for the purchase of supplies as stipulated in the supply agreement.

Based on legal advice, the Board of Directors are of the view that there is an even chance to defend against the Supplier's claim regarding the purchase, should the Supplier decide to pursue legal action.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

41. CONTINGENT LIABILITES (CONT'D)

The subsidiaries of the Group are involved in trade and legal disputes with certain suppliers and customers (cont'd):

- (c) A customer commenced an abitration against three subsidiaries of the Group, claiming RM39.1 million for its losses. The three subsidiaries of the Group had filed for counterclaim for RM53.6 million in relation to the long overdue payment and late payment interest. The case is awaiting for Arbitrator to issue the final decision in early January 2025.

Based on legal advice, the Board of Directors are of the view that there is an even chance in winning the case.

42. FAIR VALUES

(i) Determination of fair value of financial instruments

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable reasonable approximation of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

|                             | Note |
|-----------------------------|------|
| Trade and other receivables | 24   |
| Cash and bank balances      | 27   |
| Loans and borrowings        | 29   |
| Trade and other payables    | 30   |
| Lease liabilities           | 32   |

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

The fair values of loans and borrowings are estimated by discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

Investment securities (current)

Fair value is determined directly by reference to their published market bid price at the reporting date.

Investment securities (non-current)

Fair value is determined based on directors' estimates using comparable market price of similar golf club memberships.

Derivative financial instruments

Forward currency contracts are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing, using present value calculations. The models incorporate various inputs including the credit quality of counterparties, foreign exchange spot and forward rates.

Investment properties

The fair value of the investment properties is based on valuation by accredited independent qualified valuers as disclosed in Note 17.

42. FAIR VALUES (CONT'D)

(ii) Fair value hierarchy

The following table provides the fair value measurement hierarchy of the Group's and the Company's assets and liabilities as at reporting date:

|  | Quoted<br>prices in<br>active<br>market<br>(Level 1)<br>RM'000 | Significant<br>observable<br>inputs<br>(Level 2)<br>RM'000 | Significant<br>unobservable<br>inputs<br>(Level 3)<br>RM'000 | Total<br>RM'000 |
|--|--|--|--|-----------------|
| <b>Group</b>   |  |  |  |                 |
| <b>As at 31 August 2024</b>  |  |  |  |                 |
| <b>Assets measured at fair value</b>                               |  |  |  |                 |
| <b>Current</b>   |  |  |  |                 |
| Financial assets at fair value through OCI<br>(Note 21)            | 32,213   | -  | -  | 32,213          |
| Financial assets at fair value through profit<br>or loss (Note 21) | 618,173  | -  | -  | 618,173         |
| Derivative financial assets (Note 26)                              | -  | 245  | -  | 245             |
| <b>Non-current</b>   |  |  |  |                 |
| Financial assets at fair value through profit<br>or loss (Note 21) | -  | -  | 392  | 392             |
| Investment properties (Note 17)                                    | -  | -  | 468,316  | 468,316         |
| Biological assets  | -  | -  | 888  | 888             |





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

42. FAIR VALUES (CONT'D)

(ii) Fair value hierarchy (cont'd)

The following table provides the fair value measurement hierarchy of the Group's and the Company's assets and liabilities as at reporting date (cont'd):

|  | Quoted<br>prices in<br>active<br>market<br>(Level 1)<br>RM'000 | Significant<br>observable<br>inputs<br>(Level 2)<br>RM'000 | Significant<br>unobservable<br>inputs<br>(Level 3)<br>RM'000 | Total<br>RM'000 |
|--|--|--|--|-----------------|
| Group (cont'd)   |  |  |  |                 |
| As at 31 August 2023   |  |  |  |                 |
| Assets/(liabilities) measured at fair value                        |  |  |  |                 |
| Current  |  |  |  |                 |
| Financial assets at fair value through OCI<br>(Note 21)            | 32,864   | -  | -  | 32,864          |
| Financial assets at fair value through profit<br>or loss (Note 21) | 630,186  | -  | -  | 630,186         |
| Derivative financial liabilities (Note 26)                         | -  | (507)  | -  | (507)           |
| Non-current  |  |  |  |                 |
| Financial assets at fair value through profit<br>or loss (Note 21) | -  | -  | 392  | 392             |
| Investment properties (Note 17)                                    | -  | -  | 419,699  | 419,699         |
| Biological assets  | -  | -  | 647  | 647             |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

42. FAIR VALUES (CONT'D)

(ii) Fair value hierarchy (cont'd)

The following table provides the fair value measurement hierarchy of the Group's and the Company's assets and liabilities as at reporting date (cont'd):

|  | Quoted<br>prices in<br>active<br>market<br>(Level 1)<br>RM'000 | Significant<br>observable<br>inputs<br>(Level 2)<br>RM'000 | Significant<br>unobservable<br>inputs<br>(Level 3)<br>RM'000 | Total<br>RM'000 |
|--|--|--|--|-----------------|
| Company  |  |  |  |                 |
| As at 31 August 2024   |  |  |  |                 |
| Assets measured at fair value                                      |  |  |  |                 |
| Current  |  |  |  |                 |
| Financial assets at fair value through OCI<br>(Note 21)            | 32,213   | -  | -  | 32,213          |
| Financial assets at fair value through profit<br>or loss (Note 21) | 345,834  | -  | -  | 345,834         |
| As at 31 August 2023   |  |  |  |                 |
| Assets measured at fair value                                      |  |  |  |                 |
| Current  |  |  |  |                 |
| Financial assets at fair value through OCI<br>(Note 21)            | 32,864   | -  | -  | 32,864          |
| Financial assets at fair value through profit<br>or loss (Note 21) | 424,592  | -  | -  | 424,592         |

There were no transfers between Level 1, Level 2 and Level 3 fair value measurements during the financial years ended 31 August 2024 and 2023.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to a variety of financial risks, including market risk, credit risk, liquidity risk, interest rate risk, market price risk and foreign currency risk.

The Group's senior management oversees the management of these risks and ensures that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives. All derivative activities for risk management purposes are carried out by senior management who have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

(a) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises interest rate risk, foreign exchange currency risk and other price risk such as equity price risk. Financial instruments affected by market risk include loans and borrowings, cash and short term deposits, debt securities, money market funds and derivative financial instruments.

(b) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including debt securities, money market funds, cash and bank balances and derivative financial instruments), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Credit risk concentration profile

The Group has no significant concentration of credit risk that may arise from exposure to a single debtor or to groups of debtors.

Financial assets that are neither past due nor impaired

Information regarding trade and other receivables that are neither past due nor impaired is disclosed in Note 24(a). Deposits with banks and other financial institutions, debt securities, money market funds and derivative financial instruments that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Credit risk (cont'd)

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 24(a). An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written off if past due for more than 120 days, except for certain major or specific customers where the period may extend beyond 120 days, and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 24(a).

(c) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

|  | 31 August 2024                               |                                |                              |                 |
|--|--|--------------------------------|------------------------------|-----------------|
|  | On demand<br>or within<br>one year<br>RM'000 | One to<br>five years<br>RM'000 | Over<br>five years<br>RM'000 | Total<br>RM'000 |
| <b>Group</b>                             |  |                                |                              |                 |
| <b>Financial liabilities</b>             |  |                                |                              |                 |
| Trade and other payables                 | 433,009                                      | -                              | -                            | 433,009         |
| Loans and borrowings                     | 398,470                                      | -                              | -                            | 398,470         |
| Lease liabilities                        | 3,137  | 10,062                         | 24,321                       | 37,520          |
| Total undiscounted financial liabilities | 834,616                                      | 10,062                         | 24,321                       | 868,999         |
| <b>Company</b>                           |  |                                |                              |                 |
| <b>Financial liabilities</b>             |  |                                |                              |                 |
| Trade and other payables                 | 1,588  | -                              | -                            | 1,588           |
| Lease liabilities                        | 88   | 50                             | -                            | 138             |
| Total undiscounted financial liabilities | 1,676  | 50                             | -                            | 1,726           |



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations. (cont'd)

|  | 31 August 2023                               |                                |                              |                 |
|--|--|--------------------------------|------------------------------|-----------------|
|  | On demand<br>or within<br>one year<br>RM'000 | One to<br>five years<br>RM'000 | Over<br>five years<br>RM'000 | Total<br>RM'000 |
| <b>Group</b>                             |  |                                |                              |                 |
| <b>Financial liabilities</b>             |  |                                |                              |                 |
| Trade and other payables                 | 265,261                                      | -                              | -                            | 265,261         |
| Derivative financial instruments         | 507  | -                              | -                            | 507             |
| Loans and borrowings                     | 542,890                                      | 14,498                         | -                            | 557,388         |
| Lease liabilities                        | 2,756  | 10,324                         | 31,802                       | 44,882          |
| Total undiscounted financial liabilities | 811,414                                      | 24,822                         | 31,802                       | 868,038         |
| <b>Company</b>                           |  |                                |                              |                 |
| <b>Financial liabilities</b>             |  |                                |                              |                 |
| Trade and other payables                 | 1,626  | -                              | -                            | 1,626           |
| Lease liabilities                        | 88   | 138                            | -                            | 226             |
| Total undiscounted financial liabilities | 1,714  | 138                            | -                            | 1,852           |

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's exposure to interest rate risk arises primarily from its loans and borrowings. The Group manages its interest rate exposure by maintaining a mix of fixed and floating rate borrowings. The Group actively reviews its debt portfolio, taking into account the investment holding period and nature of its assets. This strategy allows it to capitalise on cheaper funding in a low interest rate environment and achieve a certain level of protection against rate hikes.

Sensitivity analysis for interest rate risk

At the reporting date, if interest rates had been 10 basis points lower/higher, with all other variables held constant, the Group's loss before tax would have been RM398,000 (2023: RM555,000) higher/lower, respectively, arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(e) Market price risk

The Group's quoted investment securities are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Group manages the market price risk through diversification and by placing limits on individual and total investment in investment securities. Reports on the investment portfolio are submitted to the Group's senior management on a regular basis. The Board of Directors reviews and approves all investment decisions.

The Group has a Board Risk Committee with the objectives of reviewing, advising and ensuring that the Group's investment in debt securities is consistent with the delegated authority limit approved by the Board; and cash invested is within the risk appetite of the Group. The Board Risk Committee established certain criteria for current and future investment in debt securities. Any investment differing from the criteria established will require the Board Risk Committee's approval. The Board Risk Committee also aims to establish an effective investment management framework for the Group.

The Group's exposure to quoted investment securities at fair value at the reporting date is disclosed in Note 21.

Sensitivity analysis for market price risk

At the reporting date, if the prices of the quoted investments had been 5% higher/lower, with all other variables held constant, the Group's profit before tax would have been RM30,909,000 (2023: RM31,509,000) lower/higher, arising as a result of higher/lower fair value gains on fair value through profit or loss. The Group's equity would also have been RM1,611,000 (2023: RM1,643,000) higher/lower, arising as a result of higher/lower fair value gains on investments classified at fair value through other comprehensive income.

(f) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group has transactional currency exposures mainly arising from revenue that are denominated in a currency other than the respective functional currencies of the Group entities. These functional currencies are Malaysian Ringgit ("RM"), Thai Baht ("THB"), Chinese Renminbi ("RMB"), Euro ("EUR") and United States Dollars ("USD").

The foreign currencies in which these transactions are denominated are mainly USD, EUR and Japanese Yen ("JPY"). In addition, the Group has significant borrowings in USD, EUR and JPY (Note 29). Therefore, the Group is exposed to foreign currency risk. These exposures are managed, to the extent possible, by natural hedge that arise when payments for foreign currency payables are matched against receivables denominated in the same foreign currency.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(f) Foreign currency risk (cont'd)

The net unhedged financial assets and financial liabilities of the Group that are not denominated in their functional currencies are as follows:

|                                       | Net financial assets/(liabilities) held in non-functional currency |               |               |                 |
|---------------------------------------|--|---------------|---------------|-----------------|
|                                       | USD<br>RM'000  | EUR<br>RM'000 | JPY<br>RM'000 | Total<br>RM'000 |
| Functional currency of Group entities |  |               |               |                 |
| At 31 August 2024                     |  |               |               |                 |
| Malaysian Ringgit                     | 338,742  | 3,854         | (390,790)     | (48,194)        |
| Thai Baht                             | 21,326   | -             | -             | 21,326          |
| Chinese Renminbi                      | 9,299  | -             | -             | 9,299           |
| Euro                                  | 224  | -             | -             | 224             |
| United States Dollars                 | -  | (7,168)       | -             | (7,168)         |
|                                       | 369,591  | (3,314)       | (390,790)     | (24,513)        |
| At 31 August 2023                     |  |               |               |                 |
| Malaysian Ringgit                     | 285,812  | (179,664)     | (331,958)     | (225,810)       |
| Thai Baht                             | 16,282   | -             | -             | 16,282          |
| Chinese Renminbi                      | 1,906  | -             | -             | 1,906           |
| United States Dollars                 | -  | (42,474)      | -             | (42,474)        |
|                                       | 304,000  | (222,138)     | (331,958)     | (250,096)       |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

43. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(f) Foreign currency risk (cont'd)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, EUR and JPY exchange rates against the respective functional currencies of the Group entities, with all other variables held constant.

|         |                              | 2024<br>RM'000 | 2023<br>RM'000 |
|---------|------------------------------|----------------|----------------|
| USD/RM  | - strengthened 5% (2023: 5%) | 16,937         | 14,291         |
|         | - weakened 5% (2023: 5%)     | (16,937)       | (14,291)       |
| USD/THB | - strengthened 5% (2023: 5%) | 1,066          | 814            |
|         | - weakened 5% (2023: 5%)     | (1,066)        | (814)          |
| USD/RMB | - strengthened 5% (2023: 5%) | 465            | 95             |
|         | - weakened 5% (2023: 5%)     | (465)          | (95)           |
| USD/EUR | - strengthened 5% (2023: 5%) | 11             | -              |
|         | - weakened 5% (2023: 5%)     | (11)           | -              |
| EUR/RM  | - strengthened 5% (2023: 5%) | 193            | (8,983)        |
|         | - weakened 5% (2023: 5%)     | (193)          | 8,983          |
| EUR/USD | - strengthened 5% (2023: 5%) | (358)          | (2,124)        |
|         | - weakened 5% (2023: 5%)     | 358            | 2,124          |
| JPY/RM  | - strengthened 5% (2023: 5%) | (19,540)       | (16,598)       |
|         | - weakened 5% (2023: 5%)     | 19,540         | 16,598         |

As part of the Group's financial instruments management policies and procedures, the Group established certain limits for foreign exchange contracts to be hedged against foreign currency risks. Further details of the forward currency contracts as at the reporting date are disclosed in Note 26.



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

44. FINANCIAL INSTRUMENTS

Classification of financial instruments

The principal accounting policies in Note 4.18 describe how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised.

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis:

|   | Fair value<br>through<br>OCI<br>RM'000 | Fair value<br>through<br>profit or<br>loss<br>RM'000 | Amortised<br>cost<br>RM'000 | Total<br>RM'000 |
|---|--|--|-----------------------------|-----------------|
| <b>Group</b>                                |  |  |                             |                 |
| <b>As at 31 August 2024</b>                 |  |  |                             |                 |
| <b>Financial assets</b>                     |  |  |                             |                 |
| Investment securities: Unquoted investments | -                                      | 392  | -                           | 392             |
| Investment securities: Money market funds   | -                                      | 618,173  | -                           | 618,173         |
| Investment securities: Debt securities      | 32,213                                 | -  | -                           | 32,213          |
| Trade and other receivables                 | -                                      | -  | 359,048                     | 359,048         |
| Derivative financial instruments            | -                                      | 245  | -                           | 245             |
| Cash and bank balances                      | -                                      | -  | 351,187                     | 351,187         |
| Total financial assets                      | 32,213                                 | 618,810  | 710,235                     | 1,361,258       |
| <b>Financial liabilities</b>                |  |  |                             |                 |
| Loans and borrowings                        | -                                      | -  | 397,986                     | 397,986         |
| Lease liabilities                           | -                                      | -  | 24,106                      | 24,106          |
| Trade and other payables                    | -                                      | -  | 433,009                     | 433,009         |
| Total financial liabilities                 | -                                      | -  | 855,101                     | 855,101         |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

44. FINANCIAL INSTRUMENTS (CONT'D)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis (cont'd):

|   | Fair value<br>through<br>OCI<br>RM'000 | Fair value<br>through<br>profit or<br>loss<br>RM'000 | Amortised<br>cost<br>RM'000 | Total<br>RM'000 |
|---|--|--|-----------------------------|-----------------|
| <b>Group</b>                                |  |  |                             |                 |
| <b>As at 31 August 2023</b>                 |  |  |                             |                 |
| <b>Financial assets</b>                     |  |  |                             |                 |
| Investment securities: Unquoted investments | -                                      | 392  | -                           | 392             |
| Investment securities: Money market funds   | -                                      | 630,186  | -                           | 630,186         |
| Investment securities: Debt securities      | 32,864                                 | -  | -                           | 32,864          |
| Trade and other receivables                 | -                                      | -  | 182,622                     | 182,622         |
| Cash and bank balances                      | -                                      | -  | 285,416                     | 285,416         |
| Total financial assets                      | 32,864                                 | 630,578  | 468,038                     | 1,131,480       |
| <b>Financial liabilities</b>                |  |  |                             |                 |
| Loans and borrowings                        | -                                      | -  | 554,505                     | 554,505         |
| Lease liabilities                           | -                                      | -  | 27,340                      | 27,340          |
| Trade and other payables                    | -                                      | -  | 265,261                     | 265,261         |
| Derivative financial instruments            | -                                      | 507  | -                           | 507             |
| Total financial liabilities                 | -                                      | 507  | 847,106                     | 847,613         |
| <b>Company</b>                              |  |  |                             |                 |
| <b>As at 31 August 2024</b>                 |  |  |                             |                 |
| <b>Financial assets</b>                     |  |  |                             |                 |
| Investment securities: Money market funds   | -                                      | 345,834  | -                           | 345,834         |
| Investment securities: Debt securities      | 32,213                                 | -  | -                           | 32,213          |
| Other receivables                           | -                                      | -  | 103,727                     | 103,727         |
| Cash and bank balances                      | -                                      | -  | 5,996                       | 5,996           |
| Total financial assets                      | 32,213                                 | 345,834  | 109,723                     | 487,770         |
| <b>Financial liabilities</b>                |  |  |                             |                 |
| Lease liabilities                           | -                                      | -  | 134                         | 134             |
| Other payables                              | -                                      | -  | 1,588                       | 1,588           |
| Total financial liabilities                 | -                                      | -  | 1,722                       | 1,722           |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

44. FINANCIAL INSTRUMENTS (CONT'D)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis (cont'd):

|   | Fair value<br>through<br>OCI<br>RM'000 | Fair value<br>through<br>profit or<br>loss<br>RM'000 | Amortised<br>cost<br>RM'000 | Total<br>RM'000 |
|---|--|--|-----------------------------|-----------------|
| <b>Company</b>                            |  |  |                             |                 |
| <b>As at 31 August 2023</b>               |  |  |                             |                 |
| <b>Financial assets</b>                   |  |  |                             |                 |
| Investment securities: Money market funds | -                                      | 424,592  | -                           | 424,592         |
| Investment securities: Debt securities    | 32,864                                 | -  | -                           | 32,864          |
| Other receivables                         | -                                      | -  | 9,607                       | 9,607           |
| Cash and bank balances                    | -                                      | -  | 484                         | 484             |
| Total financial assets                    | 32,864                                 | 424,592  | 10,091                      | 467,547         |
| <b>Financial liabilities</b>              |  |  |                             |                 |
| Lease liabilities                         | -                                      | -  | 214                         | 214             |
| Other payables                            | -                                      | -  | 1,626                       | 1,626           |
| Total financial liabilities               | -                                      | -  | 1,840                       | 1,840           |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

45. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratios in order to support their business and maximise shareholders' value.

The Group and the Company manage their capital structure and make adjustments, in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group and the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 August 2024 and 2023.

As disclosed in Note 35(b), subsidiaries of the Group incorporated in the People's Republic of China and Thailand are required to set aside a statutory reserve fund under local regulations. This externally imposed capital requirement has been complied with by the above-mentioned subsidiaries for the financial years ended 31 August 2024 and 2023.

The Group and the Company monitor capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group and the Company include within net debt, loans and borrowings, trade and other payables, contract liabilities, less cash and cash equivalents. Capital includes equity attributable to the owners of the parent less the fair value adjustment reserve and the above-mentioned restricted statutory reserve fund.

|   | Note | Group          |                | Company        |                |
|---|------|----------------|----------------|----------------|----------------|
|   |      | 2024<br>RM'000 | 2023<br>RM'000 | 2024<br>RM'000 | 2023<br>RM'000 |
| Loans and borrowings                            | 29   | 397,986        | 554,505        | -              | -              |
| Trade and other payables                        | 30   | 433,009        | 265,261        | 1,588          | 1,626          |
| Contract liabilities                            | 31   | 108,203        | 102,995        | -              | -              |
| Lease liabilities                               | 32   | 24,106         | 27,340         | 134            | 214            |
| Less: Cash and cash equivalents                 | 27   | (349,653)      | (280,015)      | (5,996)        | (484)          |
| Net debt  |      | 613,651        | 670,086        | -              | 1,356          |
| Equity attributable to the owners of the parent |      | 4,629,974      | 4,714,534      | 2,826,061      | 2,806,211      |
| Less:   |      |                |                |                |                |
| - Fair value adjustment reserve                 | 35   | 10,073         | 14,336         | 10,073         | 14,336         |
| - Legal reserve                                 | 35   | (27,569)       | (27,569)       | -              | -              |
| Total equity                                    |      | 4,612,478      | 4,701,301      | 2,836,134      | 2,820,547      |
| Capital and net debt                            |      | 5,226,129      | 5,371,387      | 2,836,134      | 2,821,903      |
| Gearing ratio                                   |      | 11.74%         | 12.48%         | 0.00%          | 0.05%          |

The gearing ratio is not governed by the MFRS and its definition and calculation may vary from one group/company to another.





Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

46. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their geographical areas, and has four reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs), income taxes and share of results of an associate are managed on a group basis and are not allocated to operating segments.

The directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on negotiated and mutually agreed terms.

|                                  | Malaysia<br>RM'000 | Thailand<br>RM'000 | The<br>People's<br>Republic<br>of China<br>RM'000 | Others<br>RM'000 | Eliminations<br>RM'000 | Note | Consolidated<br>RM'000 |
|----------------------------------|--------------------|--------------------|---|------------------|------------------------|------|------------------------|
| <b>31 August 2024</b>            |                    |                    |   |                  |                        |      |                        |
| <b>Revenue</b>                   |                    |                    |   |                  |                        |      |                        |
| External sales                   | 2,226,130          | 147,609            | 10,088  | 130,581          | -                      |      | 2,514,408              |
| Inter-segment sales              | 110,497            | 279,536            | -   | 623              | (390,656)              | A    | -                      |
| Total revenue                    | 2,336,627          | 427,145            | 10,088  | 131,204          | (390,656)              |      | 2,514,408              |
| <b>Results</b>                   |                    |                    |   |                  |                        |      |                        |
| Interest income                  | 125,773            | 2,483              | 273   | 5,315            | (121,071)              |      | 12,773                 |
| Depreciation and amortisation    | 250,094            | 24,380             | 3,524   | 9,494            | -                      |      | 287,492                |
| Segment (loss)/profit            | (38,171)           | (16,683)           | 35,407  | (3,675)          | (8,219)                | B    | (31,341)               |
| <b>Assets</b>                    |                    |                    |   |                  |                        |      |                        |
| Additions to non-current assets* | 133,547            | 12,434             | -   | 2,172            | -                      | C    | 148,153                |
| Segment assets                   | 5,021,896          | 649,008            | 77,786  | 323,159          | 886,244                | D    | 6,958,093              |
| <b>Liabilities</b>               |                    |                    |   |                  |                        |      |                        |
| Segment liabilities              | 866,643            | 66,023             | 812   | 38,618           | 150,501                | E    | 1,122,597              |
| <b>Other segment information</b> |                    |                    |   |                  |                        |      |                        |
| Capital commitments              | 439,492            | 12,595             | -   | 9,067            | -                      |      | 461,153                |

\* Other than financial instruments and deferred tax assets

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

46. SEGMENT INFORMATION (CONT'D)

|                                  | Malaysia<br>RM'000 | Thailand<br>RM'000 | The<br>People's<br>Republic<br>of China<br>RM'000 | Others<br>RM'000 | Eliminations<br>RM'000 | Note | Consolidated<br>RM'000 |
|----------------------------------|--------------------|--------------------|---|------------------|------------------------|------|------------------------|
| <b>31 August 2023</b>            |                    |                    |   |                  |                        |      |                        |
| <b>Revenue</b>                   |                    |                    |   |                  |                        |      |                        |
| External sales                   | 1,992,825          | 138,878            | 8,789   | 116,729          | -                      |      | 2,257,221              |
| Inter-segment sales              | 77,070             | 217,451            | 84  | 772              | (295,377)              | A    | -                      |
| Total revenue                    | 2,069,895          | 356,329            | 8,873   | 117,501          | (295,377)              |      | 2,257,221              |
| <b>Results</b>                   |                    |                    |   |                  |                        |      |                        |
| Interest income                  | 184,463            | 766                | 1,038   | 1,318            | (170,228)              |      | 17,357                 |
| Depreciation and amortisation    | 300,409            | 25,072             | 4,123   | 13,408           | -                      |      | 343,012                |
| Impairment loss on:              |                    |                    |   |                  |                        |      |                        |
| - property, plant and equipment  | -                  | -                  | -   | 54,660           | -                      |      | 54,660                 |
| - right-of-use assets            | -                  | -                  | -   | 16,124           | -                      |      | 16,124                 |
| - goodwill                       | 137,553            | -                  | -   | -                | -                      |      | 137,553                |
| - assets held for sale           | 5,073              | -                  | -   | -                | -                      |      | 5,073                  |
| Segment loss                     | (714,370)          | (45,314)           | (9,430)   | (112,775)        | (18,526)               | B    | (900,415)              |
| <b>Assets</b>                    |                    |                    |   |                  |                        |      |                        |
| Additions to non-current assets* | 362,015            | 12,643             | -   | 1,840            | -                      | C    | 376,498                |
| Segment assets                   | 5,149,395          | 672,706            | 49,446  | 307,194          | 882,829                | D    | 7,061,570              |
| <b>Liabilities</b>               |                    |                    |   |                  |                        |      |                        |
| Segment liabilities              | 828,939            | 55,565             | 2,377   | 75,417           | 173,157                | E    | 1,135,455              |
| <b>Other segment information</b> |                    |                    |   |                  |                        |      |                        |
| Capital commitments              | 469,204            | 8,707              | -   | 8,561            | -                      |      | 486,472                |

\* Other than financial instruments and deferred tax assets



Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

46. SEGMENT INFORMATION (CONT'D)

- A Inter-segment revenues are eliminated on consolidation.
- B The following items are deducted from segment profit to arrive at (loss)/profit before tax presented in the consolidated statement of profit or loss:

|                                  | 2024<br>RM'000 | 2023<br>RM'000 |
|----------------------------------|----------------|----------------|
| Share of results of an associate | 1,722          | (5,780)        |
| Finance costs                    | (9,941)        | (12,746)       |
|                                  | (8,219)        | (18,526)       |

- C Additions to non-current assets consist of:

|                               | 2024<br>RM'000 | 2023<br>RM'000 |
|-------------------------------|----------------|----------------|
| Property, plant and equipment | 142,511        | 364,154        |
| Right-of-use assets           | 2,819          | 11,284         |
| Investment properties         | 2,090          | 74             |
| Intangible assets             | 492            | 445            |
| Biological assets             | 241            | 541            |
|                               | 148,153        | 376,498        |

- D The following items are added to segment assets to arrive at total assets reported in the consolidated statement of financial position:

|                                      | 2024<br>RM'000 | 2023<br>RM'000 |
|--------------------------------------|----------------|----------------|
| Deferred tax assets (Note 20)        | 11,751         | 4,583          |
| Investment in an associate (Note 19) | 5,301          | 3,579          |
| Intangible assets (Note 22)          | 861,182        | 864,465        |
| Tax recoverable                      | 8,010          | 10,202         |
|                                      | 886,244        | 882,829        |

- E The following items are added to segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

|                                    | 2024<br>RM'000 | 2023<br>RM'000 |
|------------------------------------|----------------|----------------|
| Tax payable                        | 8,444          | 13,038         |
| Deferred tax liabilities (Note 20) | 142,057        | 160,119        |
|                                    | 150,501        | 173,157        |

Notes To The Financial Statements

For the financial year ended 31 August 2024 (cont'd)

47. DIVIDENDS

No dividend was proposed by the Company during current financial year.

48. FINANCIAL GUARANTEES

A nominal amount of RM398 million (2023: RM555 million) relating to corporate guarantees has been provided by the Company for loans and borrowings of its subsidiaries.

As at reporting date, no values are ascribed on these guarantees and letter of undertaking provided by the Company to secure banking facilities described above as the directors regard the value of the credit enhancement provided by these guarantees as minimal and the probability of default, based on historical track records of the parties receiving the guarantees are remote.

49. SUBSEQUENT EVENTS

(a) Proposed bonus issue of warrants

On 10 October 2024, the Company proposed to undertake a bonus issue of warrants in the Company on the basis of 1 warrant for every 20 existing ordinary shares held on an entitlement date to be determined later.

The listing application for the proposed bonus issue of warrants was submitted to Bursa Securities on 8 November 2024 and approved with conditions on 14 November 2024 for the admission to listing and quotation of up to 405,894,951 warrants.

(b) Incorporation of Top Dynamic (Thailand) Company Limited ("Top Dynamic")

On 12 November 2024, the Company, through its wholly-owned subsidiary, Top Glove Medical (Thailand) Co. Ltd., incorporated Top Dynamic in Thailand with Department of Business Development in the the Ministry of Commerce with an issued and paid up capital of THB1,000,000 comprising 10,000 ordinary share. Top Glove Medical (Thailand) Co. Ltd. owns 99,989 shares in Top Dynamic, representing 99.9% of the issued and paid up capital of Top Dynamic upon which, Top Dynamic becomes a 99.9% owned subsidiary of Top Glove Medical (Thailand) Co. Ltd.

(c) Joint Venture between Top Quality Glove Sdn. Bhd. ("TQG"), Tronex (Asia), Limited ("Tronex") and Polywel International Trade Company Limited ("Polywel")

On 22 November 2024, TQG, a wholly-owned subsidiary of the Company, had entered into a Joint Venture Agreement with Tronex and Polywel, to collaborate on a project for the production and distribution of High Density Polyethylene (HDPE) Gloves.

TG Meditech Sdn. Bhd., a wholly-owned subsidiary of the Company is proposed to be the Joint Venture company to carry out the project and such other activities related to the production and distribution of HDPE Gloves to achieve the common objectives and purpose of TQG, Tronex and Polywel.

50. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 August 2024 were authorised for issue in accordance with a resolution of the directors on 26 November 2024.



SECTION 8 : OTHER INFORMATION



List of Properties

As at 31 August 2024

|                        |   | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE                                 | DESCRIPTION/<br>EXISTING USE               | LAND AREA/<br>BUILD-UP AREA                 | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|------------------------|---|--|---|------------------------------|--|--|---|---|
| A) TOP GLOVE SDN. BHD. |   |  |   |                              |  |  |   |   |
| 1                      | Lot 4968, Jalan Teratai, Batu 6, Off Jalan Meru, 41050 Klang, Selangor.           | EMR 6629, Lot 4968, Mukim Kapar, Daerah Klang, Selangor.                           | 13/10/1993 (A)                              | 30                           | Freehold                               | Factory/Glove manufacturing                | 2.51 acres/<br>83,379 square feet           | 13,040  |
| 2                      | No.23, Jalan Seri Kenangan 8, Taman Meru 3, Meru, 41050 Klang, Selangor.          | HS (M) 10314, PT 15442, Mukim Kapar, Daerah Klang, Selangor.                       | 23/05/1996 (A)                              | 28                           | Freehold                               | Terrace house/<br>Accommodation for staff  | 1,608 square feet/<br>1,350 square feet     | 274   |
| 3                      | Lot 4908, Jalan Teratai, Batu 5½, Off Jalan Meru, 41050 Klang, Selangor.          | EMR 6605, Lot 4908, Mukim Kapar, Daerah Klang, Selangor.                           | 08/07/1997 (A)                              | 27                           | Freehold                               | Terrace house/<br>Accommodation for worker | 3 acres/<br>54,140 square feet              | 1,618   |
| 4                      | No.11, Jalan Mempari 11, Taman Bayu, Batu 5½, Jalan Meru, 41050 Klang, Selangor.  | HS (M) 15238, PT 8349, HS (M) 15238, PT 8445, Mukim Kapar, Daerah Klang, Selangor. | 15/09/1997 (A)                              | 26                           | Freehold                               | Terrace house/<br>Accommodation for staff  | 1,300 square feet/<br>1,100 square feet     | 279   |
| 5                      | No.22, Jalan Mempari 1, Taman Bayu, Batu 5½, Jalan Meru, 41050 Klang, Selangor.   | HS (M) 15304, PT 8419, Mukim Kapar, Daerah Klang, Selangor.                        | 15/09/1997 (A)                              | 26                           | Freehold                               | Terrace house/<br>Accommodation for staff  | 1,300 square feet/<br>1,100 square feet     | 303   |
| 6                      | No.18, Jalan Mempari 10, Taman Bayu, Batu 5½, Jalan Meru, 41050 Klang, Selangor.  | HS (M) 15256, PT 8368, Mukim Kapar, Daerah Klang, Selangor.                        | 23/10/1997 (A)                              | 26                           | Freehold                               | Terrace house/<br>Accommodation for staff  | 1,300 square feet/<br>1,100 square feet     | 82  |
| 7                      | No.36, Jalan Mempari 1, Taman Bayu, Batu 5½, Jalan Meru, 41050 Klang, Selangor.   | HS (M) 15297, PT 8411, Mukim Kapar, Daerah Klang, Selangor.                        | 13/02/1998 (A)                              | 26                           | Freehold                               | Terrace house/<br>Accommodation for staff  | 1,300 square feet/<br>1,100 square feet     | 38  |
| 8                      | Lot 18, 27, 38 & 57, Medan Tasek, Kawasan Perindustrian Tasek, 31400 Ipoh, Perak. | Lot 18, 27, 38 & 57, Medan Tasek, Kawasan Perindustrian Tasek, 31400 Ipoh, Perak.  | 22/11/1999 (A)                              | 24                           | Leasehold<br>(Expiring on: 16/03/2021) | Factory/Glove manufacturing                | 311,192 square feet/<br>197,675 square feet | 10,220  |
| 9                      | Lot 5987, Jalan Teratai, Batu 5, Off Jalan Meru, 41050 Klang, Selangor.           | EMR 8780, Lot 5987, Mukim Kapar, Daerah Klang, Selangor.                           | 11/07/2000 (A)                              | 24                           | Freehold                               | Factory/Glove manufacturing                | 2.8 acres/<br>57,250 square feet            | 4,663   |
| 10                     | Lot 4969, Jalan Teratai, Batu 6, Off Jalan Meru, 41050 Klang, Selangor.           | GM 2143, Lot 4969, Mukim Kapar, Daerah Klang, Selangor.                            | 11/10/2000 (A)                              | 23                           | Freehold                               | Factory/Office building                    | 3 acres/<br>41,274 square feet              | 6,928   |
| 11                     | Lot 4960, Jalan Teratai, Batu 6, Off Jalan Meru, 41050 Klang, Selangor.           | GM 2326, Lot 4960, Mukim Kapar, Daerah Klang, Selangor.                            | 24/09/2003 (A)                              | 20                           | Freehold                               | Factory/Glove manufacturing                | 3 acres/<br>58,240 square feet              | 6,650   |
| 12                     | Lot 4970, Jalan Teratai, Batu 6, Off Jalan Meru, 41050 Klang, Selangor.           | HS (M) 38148, PT Nos. 63271, Mukim Kapar, Daerah Klang, Selangor.                  | 20/11/2003 (A)                              | 20                           | Freehold                               | Factory/Glove manufacturing                | 3 acres/<br>67,924 square feet              | 5,207   |
| 13                     | Lot 4967, Jalan Teratai, Batu 6, Off Jalan Meru, 41050 Klang, Selangor.           | GM 5584, Lot 4967, Mukim Kapar, Daerah Klang, Selangor.                            | 19/03/2004 (A)                              | 20                           | Freehold                               | Factory/Glove manufacturing                | 3 acres/<br>58,240 square feet              | 6,201   |

List of Properties

As at 31 August 2024 (cont'd)

|    |  | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE   | DESCRIPTION/<br>EXISTING USE              | LAND AREA/<br>BUILD-UP AREA             | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|----|--|--|---|------------------------------|----------|---|---|---|
| 14 | Lot 4991, Jalan Bunga Raya, Batu 5½, Off Jalan Meru, 41050 Klang, Selangor.          | HS (M) 39325, PT 64593, Mukim Kapar, Daerah Klang, Selangor.                       | 19/10/2004 (A)                              | 19                           | Freehold | Factory/Glove manufacturing               | 4.3 acres                               | 3,242   |
| 15 | Lot 4947, Jalan Teratai, Batu 5½, Off Jalan Meru, 41050 Klang, Selangor.             | GM 5101, Lot 4947, Mukim Kapar, Daerah Klang, Selangor.                            | 23/11/2004 (A)                              | 19                           | Freehold | Factory/Glove manufacturing               | 3 acres/<br>58,240 square feet          | 9,079   |
| 16 | No.26, Jalan Abadi 10A/KU8, Taman Daya Maju, 41050 Klang, Selangor.                  | HS (M) 26112, PT 39636, Mukim Kapar, Daerah Klang, Selangor.                       | 21/03/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 98  |
| 17 | No.21, Jalan Mempari 11, Taman Bayu, Batu 5½, Jalan Meru, 41050 Klang, Selangor.     | HS (M) 15324, PT 8441, HS (M) 15242, PT 8353, Mukim Kapar, Daerah Klang, Selangor. | 12/05/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 264   |
| 18 | No.37, Jalan Mempari 1, Taman Bayu, Batu 5½, Jalan Meru, 41050 Klang, Selangor.      | HS (M) 18522, PT 24689, Mukim Kapar, Daerah Klang, Selangor.                       | 12/05/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 506   |
| 19 | No.21, Jalan Sesenduk 20, Off Taman Meru Jaya, 41050 Klang, Selangor.                | GM 7798, Lot 37307, Mukim Kapar, Daerah Klang, Selangor.                           | 13/05/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 98  |
| 20 | No.23, Jalan Sesenduk 20, Off Taman Meru Jaya, 41050 Klang, Selangor.                | GM 7797, Lot 37306, Mukim Kapar, Daerah Klang, Selangor.                           | 13/05/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 98  |
| 21 | No.57, Jalan Sesenduk 5, Taman Meru Utama, 41050 Klang, Selangor.                    | GM 7330, Lot 43375, Mukim Kapar, Daerah Klang, Selangor.                           | 19/07/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 307   |
| 22 | No.51, Jalan Sesenduk 5, Taman Meru Utama, 41050 Klang, Selangor.                    | GM 7327, Lot 43372, Mukim Kapar, Daerah Klang, Selangor.                           | 19/07/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 98  |
| 23 | No.67, Jalan Sesenduk 6, Taman Meru Utama, 41050 Klang, Selangor.                    | GM 7311, Lot 43353, Mukim Kapar, Daerah Klang, Selangor.                           | 19/07/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 307   |
| 24 | No.65, Jalan Sesenduk 6, Taman Meru Utama, 41050 Klang, Selangor.                    | GM 7310, Lot 43352, Mukim Kapar, Daerah Klang, Selangor.                           | 19/07/2005 (A)                              | 19                           | Freehold | Terrace house/<br>Accommodation for staff | 1,300 square feet/<br>1,100 square feet | 307   |
| 25 | Lot 4988, 5½ Miles, Sungai Binjai Road, 41050 Klang, Selangor.                       | GM 1584, Lot 110024, Mukim Kapar, Daerah Klang, Selangor.                          | 10/10/2005 (A)                              | 18                           | Freehold | Factory/Glove manufacturing               | 3 acres/<br>12,141 square metres        | 14,125  |
| 26 | Lot 4989, Jalan Dahlia/KU8, Kawasan Perindustrian Meru Timur, 41050 Klang, Selangor. | GM 703, Lot 4989, Mukim Kapar, Daerah Klang, Selangor.                             | 10/10/2005 (A)                              | 18                           | Freehold | Factory/Glove manufacturing               | 3 acres/<br>12,267 square metres        | 9,246   |





SECTION 8 : OTHER INFORMATION



List of Properties

As at 31 August 2024 (cont'd)

|    |  | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A)/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE   | DESCRIPTION/<br>EXISTING USE                  | LAND AREA/<br>BUILD-UP AREA                   | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|----|--|--|--|------------------------------|----------|---|---|---|
| 27 | No.41,<br>Jalan Abadi 3,<br>Taman Daya Meru,<br>41050 Klang, Selangor.   | HS (M) 18218,<br>PT 24467,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 02/12/2005 (A)                               | 18                           | Freehold | Terrace house/<br>Accommodation<br>for staff  | 1,098<br>square feet                          | 295   |
| 28 | Lot 4986, Batu 5,<br>Jalan Sungai Binjai,<br>Mukim Kapar,<br>41050 Klang, Selangor.  | GM 1102, Lot 4986,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 24/02/2006 (A)                               | 18                           | Freehold | Factory/Glove<br>manufacturing                | 3 acres/<br>12,141<br>square metres           | 7,306   |
| 29 | No.1, 3, 5 & 7,<br>Jalan Abadi 1A/KU8,<br><br>No.1 - 8,<br>Jalan Abadi 1B/KU8,<br><br>No.1, 3, 5 & 7,<br>Jalan Abadi 1C/KU8,<br><br>No.60, 62, 64, 66, 67,<br>69, 71, 73, 75 & 77,<br>Jalan Abadi 4/KU8,<br><br>No.49, 51, 53, 55, 57,<br>59, 62, 64, 66, 68, 70<br>& 72,<br>Jalan Abadi 5/KU8,<br><br>No.46, 48, 50, 52, 54 &<br>56, Jalan Abadi 6/KU8,<br>Taman Daya Maju,<br>41050 Klang, Selangor. | HS (M) 10598 - 10601,<br>PT 49525 - 49528,<br><br>HS (M) 10605 - 28476,<br>PT 40356 - 40363,<br><br>HS (M) 28477 - 28480<br>& 28484,<br>PT 40367 - 40370 &<br>40374,<br><br>HS (M) 28481 - 28483,<br>& 28486 - 28491,<br>PT 40371 - 40373 &<br>40376 - 40381,<br><br>HS (M) 28492 - 28497 &<br>28499 - 28504,<br>PT 40382 - 40387 &<br>40389 - 40394,<br><br>HS (M) 28505 - 28510,<br>PT 40395 - 40400,<br>Mukim Kapar,<br>Daerah Klang, Selangor. | 29/04/2006 (A)                               | 18                           | Freehold | Terrace house/<br>Accommodation<br>for staff  | 70,995<br>square feet                         | 4,934   |
| 30 | Lot 4987, 5 <sup>th</sup> Miles,<br>Sungai Binjai Road,<br>Mukim Kapar,<br>41050 Klang, Selangor.  | GM 22077, Lot 110023,<br>Mukim Kapar,<br>Daerah Klang, Selangor.   | 24/05/2006 (A)                               | 18                           | Freehold | Factory/Glove<br>manufacturing                | 3 acres/<br>12,141<br>square metres           | 11,433  |
| 31 | Lot 4990,<br>Jalan Bunga Raya,<br>Batu 5½,<br>Off Jalan Meru,<br>41050 Klang, Selangor.  | GM 5116, Lot 4990,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 05/03/2007 (A)                               | 17                           | Freehold | Factory/Glove<br>manufacturing                | 3 acres/<br>12,267<br>square metres           | 8,106   |
| 32 | No.3, 5, 7, 9, 11, 13, 15,<br>17, 19, 21, 23, 25 & 27,<br>Taman Mutiara, Tasek,<br>31400 Ipoh, Perak.  | Lot 375847 - 375859,<br>Tasek Mutiara,<br>31400 Ipoh, Perak.   | 02/11/2007 (A)                               | 16                           | Freehold | Terrace house/<br>Accommodation<br>for worker | 1,400<br>square feet/<br>1,625<br>square feet | 1,532   |
| 33 | Lot 4946, Jalan Teratai,<br>Batu 5½, Off Jalan Meru,<br>41050 Klang, Selangor.   | GM 2574, Lot 4946,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 14/01/2008 (A)                               | N/A                          | Freehold | Vacant  | 3 acres                                       | 4,655   |
| 34 | Lot 4949, Jalan Teratai,<br>Batu 5½, Off Jalan Meru,<br>41050 Klang, Selangor.   | GM 1728, Lot 4949,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 18/01/2008 (A)                               | N/A                          | Freehold | Parking Lot                                   | 3 acres                                       | 3,617   |
| 35 | Lot 4961, Tempat Batu 5,<br>Jalan Binjai,<br>41050 Klang, Selangor.  | GM 525, Lot 4961,<br>Mukim Kapar,<br>Daerah Klang, Selangor.   | 17/09/2008 (A)                               | 15                           | Freehold | Factory/Glove<br>manufacturing                | 3 acres                                       | 9,397   |

List of Properties

As at 31 August 2024 (cont'd)

|    |   | PARTICULARS OF<br>PROPERTY  | DATE OF<br>ACQUISITION(A)/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE                                    | DESCRIPTION/<br>EXISTING USE                            | LAND AREA/<br>BUILD-UP AREA                       | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|----|---|---|--|------------------------------|---|---|---|---|
| 36 | Lot 5094,<br>Tempat Batu 4½,<br>Jalan Sungai Binjai,<br>41050 Klang, Selangor.  | GM 4326, Lot 5094,<br>Mukim Kapar,<br>Daerah Klang, Selangor.   | 03/10/2008 (A)                               | N/A                          | Freehold                                  | Vacant  | 3 acres<br>5 pole                                 | 6,303   |
| 37 | Lot 5977 & 5975,<br>Tempat Batu 4½,<br>Jalan Sungai Binjai,<br>41050 Klang, Selangor.   | GM 4436 & 4437,<br>Lot 5977 & 5975,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 03/10/2008 (A)                               | N/A                          | Freehold                                  | Vacant  | 1.794 & 0.068<br>acres                            | 1,531   |
| 38 | Lot 4941,<br>Tempat Batu 6,<br>Jalan Sungai Binjai,<br>41050 Klang, Selangor.   | GM 2082, Lot 4941,<br>Mukim Kapar,<br>Daerah Klang, Selangor.   | 01/06/2009 (A)                               | N/A                          | Freehold                                  | Parking lot   | 3 acres   | 1,975   |
| 39 | Lot 5139,<br>Tempat Batu 6,<br>Jalan Sungai Binjai,<br>41050 Klang, Selangor.   | GM 5863, Lot 5139,<br>Mukim Kapar,<br>Daerah Klang, Selangor.   | 07/09/2009 (A)                               | N/A                          | Freehold                                  | Water treatment plant                                   | 4 acres<br>2 rood<br>25 pole                      | 21,527  |
| 40 | Lot 5140,<br>Tempat Batu 6,<br>Jalan Sungai Binjai,<br>41050 Klang, Selangor.   | GM 1657, Lot 5140,<br>Mukim Kapar,<br>Daerah Klang, Selangor.   | 30/11/2009 (A)                               | N/A                          | Freehold                                  | Water treatment plant                                   | 4 acres<br>3 rood                                 | 8,095   |
| 41 | No.7, Lorong Abadi 2,<br>Batu 5½,<br>Off Jalan Meru,<br>Taman Daya Meru,<br>41050 Klang, Selangor.  | GM 16575, Lot 31111,<br>Batu 6,<br>Jalan Sungai Binjai,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 04/12/2009 (A)                               | 14                           | Freehold                                  | Terrace house/<br>Accommodation<br>for staff            | 111 square metres                                 | 321   |
| 42 | No.69,<br>Jalan Sesenduk 6,<br>No.57,<br>Jalan Sesenduk 7,<br>Taman Meru Utama,<br>41050 Klang, Selangor.   | GM 7300, 7331,<br>Lot 43342, 43376,<br>Tempat Batu 5,<br>Jalan Sungai Binjai,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 25/01/2010 (A)                               | 14                           | Freehold                                  | Terrace house/<br>Accommodation<br>for worker and staff | 133<br>square metres &<br>193<br>square metres    | 645   |
| 43 | Lot 12, Medan Tasek,<br>Kawasan Perindustrian<br>Tasek,<br>31400 Ipoh, Perak.   | PN 1308, Lot 56530,<br>Mukim Hulu Kinta,<br>Daerah Kinta, Perak.  | 04/02/2010 (A)                               | 14                           | Leasehold<br>(Expiring on:<br>05/04/2066) | Factory/<br>Office building                             | 213,889<br>square feet/<br>131,576<br>square feet | 5,542   |
| 44 | No.8, 10, 12, 14, 16,<br>18, 20, 22, 24, 26, 28,<br>30, 32, 34, 36, 40, 42,<br>44 & 46,<br>Jalan Sesenduk 21,<br>Taman Meru Jaya,<br>41050 Klang, Selangor. | GM 7790, 7789, 7788,<br>7787, 7786, 7785, 7784,<br>7783, 7782, 7781, 7780,<br>7779, 7778, 7777, 7776,<br>7774, 7773, 7772, 7771,<br>Lot 37299, 37298,<br>37297, 37296, 37295,<br>37294, 37293, 37292,<br>37291, 37290, 37289,<br>37288, 37287, 37286,<br>37285, 37283, 37282,<br>37281, 37280,<br>Mukim Kapar,<br>Daerah Klang, Selangor. | 05/02/2010 (A)                               | 14                           | Freehold                                  | Terrace house/<br>Accommodation<br>for staff            | 190<br>square metres/unit                         | 2,652   |
| 45 | No.20,<br>Jalan Sesenduk 19,<br>Taman Meru Jaya,<br>41050 Klang, Selangor.  | GM 7804, Lot 37313,<br>Batu 6½,<br>Jalan Sungai Binjai,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 08/02/2010 (A)                               | 14                           | Freehold                                  | Terrace house/<br>Accommodation<br>for staff            | 111<br>square metres                              | 114   |



SECTION 8 : OTHER INFORMATION



List of Properties

As at 31 August 2024 (cont'd)

|    |  | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE   | DESCRIPTION/<br>EXISTING USE                  | LAND AREA/<br>BUILD-UP AREA | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|----|--|--|---|------------------------------|----------|---|-----------------------------|---|
| 46 | No.31,<br>Jalan Mempari 12,<br>Taman Bayu, Batu 5,<br>Jalan Meru,<br>41050 Klang, Selangor.  | GM 14268, Lot 38295 &<br>HS (M) 15348, PT 8466,<br>Batu 6,<br>Jalan Sungai Binjai,<br>Mukim Kapar,<br>Daerah Klang, Selangor.  | 11/03/2010 (A)                              | 14                           | Freehold | Terrace house/<br>Accommodation<br>for staff  | 121<br>square metres        | 83  |
| 47 | No.3,<br>Jalan Sesenduk 3C,<br>Taman Meru Utama 5,<br>41050 Klang, Selangor.                 | GM 15247, 15246,<br>15244, 15242, 15265,<br>Lot 45023, 45022,<br>45020, 45018, 45041,<br>Tempat Batu 5,<br>Jalan Sungai Binjai,<br>Mukim Kapar,<br>Daerah Klang, Selangor. | 21/04/2010 (A)                              | 14                           | Freehold | Terrace house/<br>Accommodation<br>for worker | 127<br>square metres/unit   | 323   |
| 48 | Lot 4985,<br>Tempat Batu 5,<br>Jalan Sungai Binjai,<br>41050 Klang, Selangor.                | GM 2321, Lot 4985,<br>Mukim Kapar, Daerah<br>Klang, Selangor.  | 18/06/2010 (A)                              | 7                            | Freehold | Factory/Glove<br>manufacturing                | 3 acres                     | 4,233   |
| 49 | No.25,<br>Jalan Sesenduk 20,<br>Taman Meru Jaya,<br>41050 Klang, Selangor.                   | GM 7799, Lot 37308,<br>Mukim Kapar, Daerah<br>Klang, Selangor.   | 31/07/2010 (A)                              | 14                           | Freehold | Terrace house/<br>Accommodation for<br>staff  | 121<br>square metres        | 116   |
| 50 | No.46,<br>Jalan Sesenduk 7,<br>Taman Meru Jaya, Off<br>Jalan Meru, 41050<br>Klang, Selangor. | GM 12533, Lot 33910,<br>Mukim Kapar, Daerah<br>Klang, Selangor.  | 31/07/2010 (A)                              | 14                           | Freehold | Terrace house/<br>Accommodation for<br>worker | 121<br>square metres        | 307   |
| 51 | No.47,<br>Jalan Sesenduk 7,<br>Taman Meru Jaya,<br>41050 Klang, Selangor.                    | GM 7295, Lot 43337,<br>Mukim Kapar, Daerah<br>Klang, Selangor.   | 13/08/2010 (A)                              | 14                           | Freehold | Terrace house/<br>Accommodation for<br>worker | 121<br>square metres        | 307   |
| 52 | No.22,<br>Jalan Sesenduk 19,<br>Taman Meru Jaya,<br>41050 Klang, Selangor.                   | GM 7805, Lot 37314,<br>Mukim Kapar, Daerah<br>Klang, Selangor.   | 03/09/2010 (A)                              | 13                           | Freehold | Terrace house/<br>Accommodation for<br>staff  | 111<br>square metres        | 106   |
| 53 | Lot 5991,<br>Tempat Batu 4½, Jalan<br>Sungai Binjai, 41050<br>Klang, Selangor.               | GM 5591, Lot 5991,<br>Mukim Kapar, Daerah<br>Klang, Selangor.  | 30/09/2010 (A)                              | 5                            | Freehold | Warehouse F4A                                 | 2.8 acres/<br>1.0787 acres  | 20,760  |
| 54 | No.55,<br>Jalan Sesenduk 7,<br>Taman Meru Utama,<br>41050 Klang, Selangor.                   | GM 7299, Lot 43341,<br>Mukim Kapar, Daerah<br>Klang, Selangor.   | 29/10/2010 (A)                              | 13                           | Freehold | Terrace house/<br>Accommodation for<br>staff  | 121<br>square metres        | 307   |
| 55 | No.15,<br>Jalan Abadi 10B/KU8,<br>Taman Daya Maju,<br>41050 Klang, Selangor.                 | GM 8996, Lot 48112,<br>Mukim Kapar, Daerah<br>Klang, Selangor.   | 30/10/2010 (A)                              | 13                           | Freehold | Terrace house/<br>Accommodation for<br>staff  | 109<br>square metres        | 110   |
| 56 | Lot 4956,<br>Tempat Batu 6, Jalan<br>Sungai Binjai, 41050<br>Klang, Selangor.                | GM 2580, Lot 4956,<br>Mukim Kapar, Daerah<br>Klang, Selangor.  | 19/11/2010 (A)                              | 7                            | Freehold | Terrace house/<br>Accommodation for<br>worker | 1.2141<br>hectares          | 15,915  |

List of Properties

As at 31 August 2024 (cont'd)

|    |   | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE                                    | DESCRIPTION/<br>EXISTING USE                 | LAND AREA/<br>BUILD-UP AREA                     | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|----|---|--|---|------------------------------|---|--|---|---|
| 57 | No.22,<br>Jalan Sesenduk 4,<br>Taman Meru Utama,<br>41050 Klang, Selangor.                              | GM 13456, Lot 33926,<br>Mukim Kapar, Daerah<br>Klang, Selangor.              | 30/12/2010 (A)                              | 13                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 190<br>square metres                            | 107   |
| 58 | No.26,<br>Jalan Mempari 1, Taman<br>Bayu, 41050 Klang,<br>Selangor.                                     | GM 8479, Lot 38225,<br>Seksyen 1, Mukim<br>Kapar, Daerah Klang,<br>Selangor. | 31/12/2010 (A)                              | 13                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 121<br>square metres                            | 264   |
| 59 | No.30,<br>Jalan Abadi 5, Taman<br>Daya Maju, 41050<br>Klang, Selangor.                                  | Lot 31191, Mukim<br>Kapar, Daerah Klang,<br>Selangor.                        | 12/05/2011 (A)                              | 13                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 82<br>square metres                             | 89  |
| 60 | Plot 7,<br>Medan Tasek, Kawasan<br>Perindustrian Tasek,<br>31400 Ipoh, Perak.                           | HS (D) 889/68, Lot<br>927, Mukim Hulu Kinta,<br>Daerah Kinta, Perak.         | 05/07/2011 (A)                              | 13                           | Leasehold<br>(Expiring on:<br>16/03/2021) | Factory/Glove<br>manufacturing               | 87,756<br>square feet/<br>48,352<br>square feet | 11,736  |
| 61 | No.42,<br>Jalan Mempari 10, Batu<br>5½, Jalan Meru, 41050<br>Klang, Selangor.                           | GM 14219, Lot 38256,<br>Seksyen 1, Pekan<br>Meru, Daerah Klang,<br>Selangor. | 07/09/2011 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 121<br>square metres                            | 92  |
| 62 | No.60,<br>Jalan Mempari 10,<br>Taman Bayu, Batu 5½,<br>Jalan Meru, 41050<br>Klang, Selangor.            | GM 14210, Lot 38247,<br>Seksyen 1, Pekan<br>Meru, Daerah Klang,<br>Selangor. | 01/11/2011 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 121<br>square metres                            | 93  |
| 63 | No.58,<br>Jalan Mempari 1, Taman<br>Bayu, Batu 5½, Jalan<br>Meru, 41050 Klang,<br>Selangor.             | GM 8463, Lot 38208,<br>Seksyen 1, Pekan<br>Meru, Daerah Klang,<br>Selangor.  | 15/11/2011 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 121<br>square metres                            | 87  |
| 64 | No.64,<br>Jalan Sesenduk 7, Off<br>Jalan Meru, 41050<br>Klang, Selangor.                                | GM 7303, Lot 43345,<br>Mukim Kapar, Daerah<br>Klang, Selangor.               | 25/02/2012 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 121<br>square metres                            | 307   |
| 65 | No.21,<br>Jalan Abadi 5, Taman<br>Saujana Meru, 41050<br>Klang, Selangor.                               | GM 16595, Lot 31142,<br>Mukim Kapar, Daerah<br>Klang, Selangor.              | 21/03/2012 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 121<br>square metres                            | 72  |
| 66 | No.25,<br>Jalan Abadi 10D/KU8,<br>Taman Daya Maju,<br>41050 Klang, Selangor.                            | GM 9497, Lot 48131,<br>Mukim Kapar, Daerah<br>Klang, Selangor.               | 22/06/2012 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 145<br>square metres                            | 140   |
| 67 | No.47,<br>Jalan Abadi 1A/KU8,<br>Taman Daya Maju,<br>41050 Klang, Selangor.                             | GM 17487, Lot 59975,<br>Mukim Kapar, Daerah<br>Klang, Selangor.              | 19/07/2012 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 130<br>square metres                            | 127   |
| 68 | No.43,<br>Jalan Abadi 1A/KU8,<br>Taman Daya Maju, Batu<br>6½, Off Jalan Meru,<br>41050 Klang, Selangor. | GM 17485, Lot 59973,<br>Mukim Kapar, Daerah<br>Klang, Selangor.              | 19/07/2012 (A)                              | 12                           | Freehold                                  | Terrace house/<br>Accommodation for<br>staff | 130<br>square metres                            | 127   |









SECTION 8 : OTHER INFORMATION



List of Properties

As at 31 August 2024 (cont'd)

|  | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A)/<br>REVALUATION(R)   | AGE OF<br>BUILDING,<br>YEARS | TENURE | DESCRIPTION/<br>EXISTING USE | LAND AREA/<br>BUILD-UP AREA | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |                              |
|--|--|--|------------------------------|--------|------------------------------|-----------------------------|---|------------------------------|
| 3  | B-28-03 Setia City Residence, No.6, Jalan Setia Dagang AH U13/ AH, Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor. | HSD 296567, PT 36938, Mukim Bukit Raja, Daerah Petaling, Selangor.   | 01/04/2021 (A)               | 3      | Freehold                     | Renting to external party   | 113.43 square metres  | 823                          |
| 4  | B-28-3A Setia City Residence, No.6, Jalan Setia Dagang AH U13/ AH, Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor. | HSD 296567, PT 36938, Mukim Bukit Raja, Daerah Petaling, Selangor.   | 01/04/2021 (A)               | 3      | Freehold                     | Accommodation for staff     | 97.08 square feet   | 598                          |
| 5  | No.11, Jalan Setia Wawasan, U13/35D, Bandar Setia Alam, 40170 Shah Alam, Selangor.                                     | HS (D) 291298, PT 32069, Mukim Bukit Raja, Daerah Petaling, Selangor.  | 01/11/2017 (A)               | 6      | Freehold                     | Renting to external party   | 397 square metres   | 2,257                        |
| 6  | No.13, Jalan Setia Wawasan, U13/35D, Bandar Setia Alam, 40170 Shah Alam, Selangor.                                     | HS (D) 291299, PT 32070, Mukim Bukit Raja, Daerah Petaling, Selangor.  | 01/08/2017 (A)               | 7      | Freehold                     | Renting to external party   | 397 square metres   | 2,272                        |
| D) TOP GLOVE MEDICAL (THAILAND) CO. LTD. |  |  |                              |        |                              |                             |   |                              |
| 1  | 188, Moo 5, Karnchanawanich Road, & 60202, Tambon Samnakkham, Sadao, Songkhla 90320, Thailand.                         | 60199, 60200, 60201 Samnakkham, Sadao, Songkhla 90320, Thailand.   | 28/02/2003 (A)               | N/A    | Freehold                     | Land                        | 15.8 acers  | 3,663 (Thai Baht 28.86 mil)  |
|  |  |  | 28/02/2003 (A)               | 21     | Freehold                     | Factory/Office building     | 9,504 square metres   | 5,482 (Thai Baht 43.192 mil) |
|  |  |  | 28/02/2003 (A)               | 21     | Freehold                     | Accomodation for worker     | 1,200 square metres   | 1,141 (Thai Baht 8.987 mil)  |
|  |  |  | 01/12/2011 (A)               | 12     | Freehold                     | Factory building            | 5,134.5 square metres                                       | 2,773 (Thai Baht 21.85mil)   |
|  |  |  | 01/12/2011 (A)               | 12     | Freehold                     | Accomodation for worker     | 882 square metres   | 1,109 (Thai Baht 8.74 mil)   |
| 2  | Title Deed No.39553, Moo.5 Pruteaw Karnchanawanich Road, Tambon Ampur Sadao, Songkhla 90320, Thailand.                 | Title Deed No.39553, Moo.5 Pruteaw Karnchanawanich Road, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand. | 03/03/2005 (A)               | N/A    | Freehold                     | Pond                        | Approx 2.8 acres  | 724 (Thai Baht 5.70 mil)     |
| 3  | Nor. Sor. 3 Kor No.637 & 638, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand.                                | Nor. Sor. 3 Kor No. 637 & 638, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand.                           | 16/11/2010 (A)               | N/A    | Freehold                     | Land                        | Approx 32 acres   | 6,242 (Thai Baht 49.18 mil)  |

List of Properties

As at 31 August 2024 (cont'd)

|   |  | PARTICULARS OF<br>PROPERTY   | DATE OF<br>ACQUISITION(A)/<br>REVALUATION(R) | AGE OF<br>BUILDING,<br>YEARS | TENURE                              | DESCRIPTION/<br>EXISTING USE | LAND AREA/<br>BUILD-UP AREA                      | AUDITED<br>NET BOOK<br>VALUE AS AT<br>31/08/2024,<br>RM'000 |
|---|--|--|--|------------------------------|-------------------------------------|------------------------------|--|---|
| 4   | Title Deed No.38237 & 38236, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand. | Title Deed No.38237 & 38236, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand.   | 01/12/2016 (A)                               | N/A                          | Freehold                            | Land                         | Approx 21 acres                                  | 6,639<br>(Thai Baht 52.31 mil)                              |
| 5   | Title Deed No.35843, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand.         | Title Deed No.35843, Tambon Samnakkham, Ampur Sadao, Songkhla 90320, Thailand.   | 27/09/2019 (A)                               | N/A                          | Freehold                            | Land                         | Approx 2.37 acres                                | 585<br>(Thai Baht 4.61 mil)                                 |
| E) TG MEDICAL (U.S.A.), INC.                |  |  |  |                              |                                     |                              |  |   |
| 1   | 165 - 167 North Aspan, Avenue, Azusa, CA 91702, USA.                                   | Assessor's ID #8615 018 010  | 31/03/2005 (A)                               | 19                           | Freehold                            | Warehouse/Office building    | 25,878 square feet                               | 7,960<br>(USD 1.85 mil)                                     |
| 2   | 153 - 155 North Aspan, Avenue, Azusa, CA 91702, USA.                                   | Assessor's ID #8615 018 011  | 31/07/2013 (A)                               | 11                           | Freehold                            | Warehouse/Office building    | 25,950 square feet                               | 14,847<br>(USD 3.44 mil)                                    |
| F) TOP GLOVE TECHNOLOGY (THAILAND) CO. LTD. |  |  |  |                              |                                     |                              |  |   |
| 1   | 188, Moo 5, Tambol Pangla, Ampur Sadao, Songkhla 90170, Thailand.                      | Channod No.52538, 52539 & 52540, Tambol Pangla, Ampur Sadao, Songkhla, Thailand.   | 23/02/2006 (A)                               | 17                           | Freehold                            | Factory/Office building      | Approx 40.4 acres/ 47,816.68 square metres       | 15,820<br>(Thai Baht 124.64 mil)                            |
| G) B TECH INDUSTRY CO. LTD.                 |  |  |  |                              |                                     |                              |  |   |
| 1   | 268 M.5 T. Kampangphet A.Rattaphum, Songkhla 90180, Thailand.                          | 1. Nor Sor 3 Kor No. 2361<br>2. Nor Sor 4 Jor No. 5943<br>3. Nor Sor 4 Jor No. 5944<br>4. Nor Sor 4 Jor No. 5947<br>5. Nor Sor 4 Jor No. 5948<br>6. Nor Sor 4 Jor No. 5949<br>7. Nor Sor 4 Jor No. 5950<br>8. Nor Sor 4 Jor No. 5951 | 01/08/2006 (A)                               | 18                           | Freehold                            | Factory/Office building      | Approx 44,718 square metres/ 8,754 square metres | 6,348<br>(Thai Baht 50.01 mil)                              |
|   |  |  | 21/08/2009 (A)                               | 15                           | Freehold                            | Waste water pond             | Approx 18.64 acres                               |   |
| H) FLEXITECH SDN. BHD.                      |  |  |  |                              |                                     |                              |  |   |
| 1   | Lot 128, Jalan 8, Komplek Olak Lempit, Mukim Tanjung 12, 42700 Banting, Selangor.      | HS (M) 5719, PT 4049, Komplek Perabot Olak Lempit, Mukim Tanjung Dua Belas, Daerah Kuala Langat, Selangor.   | 02/08/2005 (A)                               | 19                           | Leasehold (Expiring on: 26/09/2087) | Production/ Warehouse        | Approx 11,916 square metres/ 6,183 square metres | 8,903   |
| 2   | Lot 127, Jalan 6, Komplek Olak Lempit, Mukim Tanjung 12, 42700 Banting, Selangor.      | HS (M) 5735, PT 4065, Komplek Perabot Olak Lempit, Mukim Tanjung Dua Belas, Daerah Kuala Langat, Selangor.   | 15/09/2005 (A)                               | 18                           | Leasehold (Expiring on: 26/09/2087) | Accommodation for worker     | Approx 11,916 square metres/ 6,826 square metres | 3,093   |











# Analysis of Shareholdings

As at 26 November 2024

**Share Capital**  
Total Issued Shares : 8,211,580,434 Ordinary Shares (including 199,764,300 Treasury Shares)  
Types of Shares : Ordinary Shares  
Voting Rights : One (1) vote per Ordinary Share on a poll

1. DISTRIBUTION OF SHAREHOLDINGS

| Size of Holdings  | No. of Holders^ | % ^    | No. of Holdings^ | % ^    |
|---|-----------------|--------|------------------|--------|
| 1 to 99   | 911             | 0.79   | 14,460           | 0.00   |
| 100 to 1,000  | 27,508          | 23.89  | 17,516,675       | 0.22   |
| 1,001 to 10,000   | 57,488          | 49.92  | 259,084,692      | 3.23   |
| 10,001 to 100,000   | 26,042          | 22.61  | 772,259,156      | 9.64   |
| 100,001 to 400,590,805<br>(less than 5% of Issued Shares) | 3,203           | 2.78   | 5,101,344,393    | 63.67  |
| 400,590,806<br>(5% of Issued Shares) and above            | 3               | 0.00   | 1,861,596,758    | 23.24  |
| Total   | 115,155         | 100.00 | 8,011,816,134*   | 100.00 |

**Note:**  
^ Excluding Treasury Shares  
\* Out of the total holdings of 8,011,816,134 shares, 907,001,970 shares were traded in Singapore Exchange Securities Trading Limited

2. SUBSTANTIAL SHAREHOLDERS

The Substantial Shareholders of the Company based on the Register of Substantial Shareholders of the Company and their respective shareholdings are as follows:

| No. | Name of Substantial Shareholders        | No. of Ordinary Shares Held |       |                   |       |
|-----|---|-----------------------------|-------|-------------------|-------|
|     |   | Direct                      | % ^   | Indirect          | % ^   |
| 1.  | Tan Sri Dr Lim Wee Chai                 | 2,235,628,856               | 27.90 | 707,108,248 *     | 8.83  |
| 2.  | Puan Sri Tong Siew Bee                  | 17,562,876                  | 0.22  | 2,925,174,228 **  | 36.51 |
| 3.  | Lim Hooi Sin                            | 114,478,044                 | 1.43  | 2,828,059,060 *** | 35.30 |
| 4.  | Lim Jin Feng                            | 200,000                     | 0.00  | 2,828,059,060 *** | 35.30 |
| 5.  | Firstway United Corp                    | 554,966,328                 | 6.93  | -                 | -     |
| 6.  | Kumpulan Wang Persaraan (Diperbadankan) | 511,519,150                 | 6.39  | 108,006,100       | 1.35  |

**Note:**  
^ Calculated based on 8,011,816,134 Ordinary Shares (Issued share capital of 8,211,580,434 Ordinary Shares less Treasury Shares of 199,764,300)  
\* Deemed interested by virtue of the shareholding of Puan Sri Tong Siew Bee, Mr Lim Hooi Sin, Mr Lim Jin Feng, Firstway United Corp, Top Fortress Ventures Limited and TS Dr Lim WC (L) Foundation in Top Glove  
\*\* Deemed interested by virtue of the shareholding of Tan Sri Dr Lim Wee Chai, Mr Lim Hooi Sin, Mr Lim Jin Feng, Firstway United Corp, Top Fortress Ventures Limited and TS Dr Lim WC (L) Foundation in Top Glove  
\*\*\* Deemed interested by virtue of the shareholding of Tan Sri Dr Lim Wee Chai, Puan Sri Tong Siew Bee, Firstway United Corp, Top Fortress Ventures Limited and TS Dr Lim WC (L) Foundation in Top Glove

# Analysis of Shareholdings

As at 26 November 2024

3. DIRECTORS' SHAREHOLDINGS

The Directors' Shareholdings of Top Glove based on the Register of Directors' Shareholdings and/or Record of Depositors are as follows:

| No. | Name of Directors       | No. of Ordinary Shares Held |       |                  |       |
|-----|-------------------------|-----------------------------|-------|------------------|-------|
|     |                         | Direct                      | % ^   | Indirect         | % ^   |
| 1.  | Tan Sri Dr Lim Wee Chai | 2,235,628,856               | 27.90 | 707,108,248 *    | 8.83  |
| 2.  | Lim Cheong Guan         | 518,000                     | 0.01  | -                | -     |
| 3.  | Lim Hooi Sin            | 114,478,044                 | 1.43  | 2,828,059,060 ** | 35.30 |
| 4.  | Ng Yong Lin             | -                           | -     | -                | -     |
| 5.  | Datuk Dr. Norma Mansor  | -                           | -     | 42,900 ***       | 0.00  |
| 6.  | Azrina Arshad           | 30,487                      | 0.00  | -                | -     |
| 7.  | Dr Ngo Get Ping         | 770,000                     | 0.01  | -                | -     |
| 8.  | Gan Mei Mei             | 8,000                       | 0.00  | -                | -     |
| 9.  | Lee Ah Too              | -                           | -     | -                | -     |

**Note:**  
^ Calculated based on 8,011,816,134 Ordinary Shares (Issued share capital of 8,211,580,434 Ordinary Shares less Treasury Shares of 199,764,300)  
\* Deemed interested by virtue of the shareholding of Puan Sri Tong Siew Bee, Mr Lim Hooi Sin, Mr Lim Jin Feng, Firstway United Corp, Top Fortress Ventures Limited and TS Dr Lim WC (L) Foundation in Top Glove  
\*\* Deemed interested by virtue of the shareholding of Tan Sri Dr Lim Wee Chai, Puan Sri Tong Siew Bee, Firstway United Corp, Top Fortress Ventures Limited and TS Dr Lim WC (L) Foundation in Top Glove  
\*\*\* Deemed interested through her husband, Shamsuddin Bin Ali Hussin

The Directors' Share Options held under the Employees Share Option Scheme of the Company based on the Register of Directors' Shareholding are as follows:

| No. | Name of Directors       | No. of Options Held |              |
|-----|-------------------------|---------------------|--------------|
|     |                         | Direct              | Indirect     |
| 1.  | Tan Sri Dr Lim Wee Chai | 5,697,100           | 1,773,300 *  |
| 2.  | Lim Cheong Guan         | 1,039,000           | -            |
| 3.  | Lim Hooi Sin            | 1,253,900           | 5,918,400 ** |
| 4.  | Ng Yong Lin             | 1,075,200           | -            |
| 5.  | Datuk Dr. Norma Mansor  | -                   | -            |
| 6.  | Azrina Arshad           | -                   | -            |
| 7.  | Dr Ngo Get Ping         | -                   | -            |
| 8.  | Gan Mei Mei             | -                   | -            |
| 9.  | Lee Ah Too              | -                   | -            |

**Note:**  
\* Deemed interested through Puan Sri Tong Siew Bee, Mr Lim Hooi Sin and Mr Lim Jin Feng's options held in Top Glove  
\*\* Deemed interested through Tan Sri Dr Lim Wee Chai and Puan Sri Tong Siew Bee's options held in Top Glove



Analysis of Shareholdings

As at 26 November 2024

4. THIRTY (30) LARGEST SECURITIES ACCOUNT HOLDERS AS PER THE RECORD OF DEPOSITORS

| No.   | Names   | Shareholdings | % <sup>^</sup> |
|-------|---|---------------|----------------|
| 1.    | Citigroup Nominees (Asing) Sdn. Bhd.<br>- Exempt An for The Central Depository (Pte) Limited                              | 907,001,970   | 11.32          |
| 2.    | Kumpulan Wang Persaraan (Diperbadankan)   | 508,961,588   | 6.35           |
| 3.    | CIMSEC Nominees (Tempatan) Sdn. Bhd.<br>- CIMB for Tan Sri Dr Lim Wee Chai (PB)   | 445,633,200   | 5.56           |
| 4.    | CIMSEC Nominees (Asing) Sdn. Bhd.<br>- CIMB for Firstway United Corp (PB)   | 241,845,528   | 3.02           |
| 5.    | UOBM Nominees (Tempatan) Sdn. Bhd.<br>- United Overseas Bank Nominees (Pte) Ltd for Tan Sri Dr Lim Wee Chai               | 228,000,000   | 2.85           |
| 6.    | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Exempt An for Bank of Singapore Limited (Local)                              | 225,200,500   | 2.81           |
| 7.    | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Exempt An for UBS Switzerland AG (MY-RES)                                    | 198,000,000   | 2.47           |
| 8.    | Tan Sri Dr Lim Wee Chai   | 178,189,600   | 2.22           |
| 9.    | Citigroup Nominees (Asing) Sdn. Bhd.<br>- Exempt An for UBS AG Singapore (Foreign)  | 165,449,400   | 2.07           |
| 10.   | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Exempt An for AIA Bhd.   | 120,385,300   | 1.50           |
| 11.   | HSBC Nominees (Tempatan) Sdn. Bhd.<br>- Pledged securities account – HBAP SG for Tan Sri Dr Lim Wee Chai (PB-SGDIV)       | 114,000,000   | 1.42           |
| 12.   | CIMB Group Nominees (Tempatan) Sdn. Bhd.<br>- Pledged securities account – Cathay United Bank for Tan Sri Dr Lim Wee Chai | 99,000,000    | 1.24           |
| 13.   | Maybank Nominees (Tempatan) Sdn. Bhd.<br>- Nomura Singapore Limited for Tan Sri Dr Lim Wee Chai (419597)                  | 90,000,000    | 1.12           |
| 14.   | RHB Nominees (Tempatan) Sdn. Bhd.<br>- Tan Sri Dr Lim Wee Chai  | 83,741,800    | 1.05           |
| 15.   | HLB Nominees (Tempatan) Sdn. Bhd.<br>- Pledged securities account for Tan Sri Dr Lim Wee Chai (SIN 8001084)               | 72,600,000    | 0.91           |
| 16.   | HSBC Nominees (Tempatan) Sdn. Bhd.<br>- HSBC (M) Trustee Bhd for Principal Dali Equity Growth Fund                        | 72,165,961    | 0.90           |
| 17.   | HSBC Nominees (Tempatan) Sdn. Bhd.<br>- Exempt An for BNP Paribas Singapore Branch (Local)                                | 72,000,000    | 0.90           |
| 18.   | HSBC Nominees (Asing) Sdn. Bhd.<br>- JPMCB NA for Vanguard Total International Stock Index Fund                           | 70,496,698    | 0.88           |
| 19.   | HSBC Nominees (Asing) Sdn. Bhd.<br>- JPMCB NA for Vanguard Emerging Markets Stock Index Fund                              | 65,333,590    | 0.82           |
| 20.   | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Employees Provident Fund Board (Aberdeen)                                    | 64,526,500    | 0.81           |
| 21.   | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Employees Provident Fund Board (AHAM AM)                                     | 64,008,100    | 0.80           |
| 22.   | Lim Hooi Sin  | 61,736,760    | 0.77           |
| 23.   | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Employees Provident Fund Board (Nomura)                                      | 57,000,000    | 0.71           |
| 24.   | DB (Malaysia) Nominee (Asing) Sdn. Bhd.<br>- Exempt An for State Street Bank & Trust Company (West CLT OD67)              | 53,162,400    | 0.66           |
| 25.   | Citigroup Nominees (Asing) Sdn. Bhd.<br>- CBLDN for Polunin Developing Countries Fund, LLC                                | 49,816,000    | 0.62           |
| 26.   | Cartaban Nominees (Tempatan) Sdn. Bhd.<br>- LGT Bank AG (Tempatan) for Tan Sri Dr Lim Wee Chai                            | 49,551,000    | 0.62           |
| 27.   | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- Bank of Singapore Limited for Tan Sri Dr Lim Wee Chai                        | 48,000,000    | 0.60           |
| 28.   | Amanahraya Trustees Berhad<br>- Amanah Saham Malaysia 2 – Wawasan Permodalan Nasional Berhad                              | 47,000,000    | 0.59           |
| 29.   | Tan Sri Dr Lim Wee Chai   | 46,853,256    | 0.58           |
| 30.   | Citigroup Nominees (Tempatan) Sdn. Bhd.<br>- UBS AG Singapore for Tan Sri Dr Lim Wee Chai                                 | 46,800,000    | 0.58           |
| Total |   | 4,546,459,151 | 56.75          |

Note:  
<sup>^</sup> Calculated based on 8,011,816,134 Ordinary Shares (Issued share capital of 8,211,580,434 Ordinary Shares less Treasury Shares of 199,764,300)

Notice of the Twenty Sixth Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Twenty Sixth Annual General Meeting (“26<sup>th</sup> AGM”) of Top Glove Corporation Bhd (“Top Glove” or “Company”) will be conducted virtually for the purpose of considering and, if thought fit, passing with or without any modification, the resolutions set out in this Notice:

|                         |  |
|-------------------------|--|
| Day and Date            | : Wednesday, 15 January 2025   |
| Time                    | : 10:30 a.m.   |
| Broadcast Venue         | : TG Grand Ballroom<br>Level 9, Top Glove Tower, 16, Persiaran Setia Dagang, Setia Alam,<br>Seksyen U13, 40170 Shah Alam, Selangor Darul Ehsan, Malaysia<br><b>(Members/Proxies/Corporate Representatives will not be allowed to be physically present at the Broadcast Venue)</b> |
| Online Meeting Platform | : Securities Services ePortal <a href="https://sshsb.net.my/">https://sshsb.net.my/</a>  |
| Modes of Communication  | : 1. Typed text in the Online Meeting Platform<br>2. Email your questions to <a href="mailto:topglovecosec@topglove.com.my">topglovecosec@topglove.com.my</a> prior to the 26 <sup>th</sup> AGM of the Company and no later than 10:30 a.m. on Tuesday, 14 January 2025            |

AGENDA

- To receive the Audited Financial Statements for the financial year ended 31 August 2024 together with the Reports of the Directors and the Auditors thereon.  
  
*Please refer to Explanatory Note 1*
- To re-elect the following Directors who retire by rotation pursuant to Article 94 of the Company’s Constitution and being eligible, have offered themselves for re-election:  
  
(a) Ng Yong Lin (Resolution 1)  
(b) Azrina Arshad (Resolution 2)  
  
*Please refer to Explanatory Note 2*
- To re-elect the following Directors who retire pursuant to Article 100 of the Company’s Constitution and being eligible, have offered themselves for re-election:  
  
(a) Gan Mei Mei (Resolution 3)  
(b) Lee Ah Too (Resolution 4)  
  
*Please refer to Explanatory Note 3*
- To approve the payment of Directors’ fees for the financial year ended 31 August 2024.  
  
*Please refer to Explanatory Note 4* (Resolution 5)
- To approve the payment of Directors’ benefits (excluding Directors’ fees) to the Non-Executive Directors up to an amount of RM200,000.00 from 16 January 2025 until the next Annual General Meeting of the Company to be held in year 2026.  
  
*Please refer to Explanatory Note 5* (Resolution 6)
- To re-appoint Ernst & Young PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration.  
  
*Please refer to Explanatory Note 6* (Resolution 7)



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7. As Special Business

To consider and, if thought fit, with or without any modification, to pass the following resolutions, which will be proposed as Ordinary Resolutions:

(a) Ordinary Resolution No. 1  
Authority to Issue Shares pursuant to the Companies Act 2016 (“the Act”) and Waiver of Pre-Emptive Rights

“**THAT** subject to the Act, the Constitution of the Company, and the approvals from Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and any relevant governmental/regulatory authority, the Directors of the Company be and are hereby empowered, pursuant to the Act, to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

**THAT** pursuant to Section 85 of the Act to be read together with Article 58 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to Sections 75 and 76 of the Act;

**AND THAT** the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities;

**AND FURTHER THAT** such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company.”

Please refer to Explanatory Note 7

(b) Ordinary Resolution No. 2  
Proposed Renewal of Share Buy-Back Authority

“**THAT** subject to the Companies Act 2016 (“**the Act**”), the Constitution of the Company, Bursa Malaysia Securities Berhad (“**Bursa Securities**”) Main Market Listing Requirements (“**Main LR**”) and the approvals of all relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to purchase such amount of ordinary shares in the Company (“**Proposed Share Buy-Back**”) as may be determined by the Board of Directors (“**Board**”) from time to time through Bursa Securities upon such terms and conditions as the Board may deem fit and expedient in the interest of the Company provided that the aggregate number of shares purchased pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company;

**THAT** the maximum amount of funds to be utilised for the Proposed Share Buy-Back shall not exceed the aggregate retained profits of the Company based on its audited financial statements for the financial year ended 31 August 2024 of RM2,360,860,000.00;

**THAT** at the discretion of the Board, the shares of the Company to be purchased are proposed to be cancelled and/or retained as treasury shares and/or distributed as dividends and/or resold on Bursa Securities and/or transferred the shares for the purposes of or under an employees’ share scheme in the manner as prescribed by the Act, rules, regulations, and orders made pursuant to the Act and Bursa Securities Main LR and any other relevant authorities for the time being in force;

**THAT** such authority shall commence immediately upon the passing of this resolution until:

- (i) the conclusion of the next Annual General Meeting of the Company following this general meeting at which such resolution was passed, at which time it will lapse unless by ordinary resolution passed at that Meeting, the authority is renewed, either unconditionally or subject to conditions;
- (ii) the expiration of the period within which the next Annual General Meeting of the Company after that date is required by law to be held; or
- (iii) the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company in general meeting,

whichever is the earlier;

**AND THAT** the Board be and is hereby authorised to take such steps to give full effect to the Proposed Share Buy-Back with full power to assent to any condition, modification, variation, and/or amendment as may be imposed by the relevant authorities and/or to do all such acts and things as the Board may deem fit and expedient in the best interest of the Company.”

Please refer to Explanatory Note 8

(Resolution 9)

(c) Ordinary Resolution No. 3  
Proposed Bonus Issue of up to 405,846,911 Warrants in the Company (“Warrant(s)”) on the basis of 1 Warrant for every 20 existing Ordinary Shares in the Company (“Shares”) held by the entitled shareholders of the Company on an entitlement date to be determined and announced later (“Entitlement Date”) (“Proposed Bonus Issue of Warrants”)

“**THAT** subject to the approval of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) for the admission of the Warrants to the Official List of Bursa Securities and the listing of and quotation for the Warrants and the new ordinary shares in the Company (“**New Shares**”) to be allotted and issued arising from the exercise of the Warrants on the Main Market of Bursa Securities, and all relevant authorities and parties (where applicable) being obtained, the Board of Directors of the Company (“**Board**”) be and is hereby authorised to allot and issue up to 405,846,911 Warrants in registered form and constituted by a deed poll to be executed by the Company (“**Deed Poll**”) on the basis of 1 Warrant for every 20 existing Shares held by the shareholders of the Company whose names appear on the Record of Depositors of the Company on the Entitlement Date;

**THAT** the Board be and is hereby authorised to allot and issue such appropriate number of additional Warrants as may be required or permitted to be issued as consequences of any adjustments in accordance with the provisions in the Deed Poll (“**Additional Warrants**”);

**THAT** the Board be and is hereby authorised to execute the Deed Poll for and on behalf of the Company, with full power to assent to any condition, modification, variation, and/or amendment in any manner as may be required or imposed by the relevant authorities or deemed necessary by the Board, and subject to all provisions and adjustments contained in the Deed Poll, to assent to any condition, modification, variation, and/or amendment to the exercise price, exercise period and/or number of Warrants as may be required or permitted to be revised as a consequence of any adjustments under the provisions of the Deed Poll with full power to implement and give effect to the terms and conditions of the Deed Poll, and to take all steps as the Board may deem fit or expedient in order to implement, finalise and give full effect to the Deed Poll;

**THAT** the Board be and is hereby authorised to disregard any fractional entitlements of the Warrants that may arise from the Proposed Bonus Issue of Warrants, if any, in such manner as the Board shall in its absolute discretion deem fit and expedient in the best interest of the Company;



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**THAT** approval be and is hereby given to the Board to allot and issue such appropriate number of New Shares, credited as fully paid-up, to the Warrant holders arising from the exercise of the Warrants in accordance with the provisions of the Deed Poll, including such appropriate number of New Shares arising from the exercise of the subscription rights represented by the Additional Warrants, and that such New Shares shall, upon allotment and issuance and full payment of the exercise price, rank equally in all respects with the then existing Shares, save and except that such New Shares will not be entitled to any dividends, rights, allotments and/or other distributions that may be declared, made or paid to the shareholders, of which the entitlement date is prior to the date of allotment and issuance of such New Shares;

**THAT** the Board be and is hereby authorised to utilise the proceeds raised from the exercise of the Warrants for such purpose and in such manner as set out in Section 3 of the Company's Circular to shareholders in relation to the Proposed Bonus Issue of Warrants dated 13 December 2024, with full powers to vary the manner and/or purpose of utilisation of such proceeds in such manner as the Board may deem fit, necessary and/or expedient, subject to the approval of the relevant authorities (if required) and in the best interest of the Company;

**AND THAT** the Board be and is hereby authorised to finalise, approve, issue, execute, sign and deliver all necessary documents and/or agreements in connection with the Proposed Bonus Issue of Warrants, including any relevant confirmations, declarations, certifications, agreements, notices, forms, announcements, responsibility statements, or other communications required or permitted to be given by or on behalf of the Company in connection with the Proposed Bonus Issue of Warrants and to do all acts and things as may be necessary or desirable to give effect to and implement the Proposed Bonus Issue of Warrants, with full power to assent to any condition, modification, variation, and/or amendment as the Board may deem fit or expedient in the best interest of the Company."

Please refer to Explanatory Note 9

(Resolution 10)

8. To transact any other ordinary business for which due notice shall have been given.

By Order of the Board of Directors

CHUA SIEW CHUAN

SSM PC No.: 201908002648  
MAICSA No.: 0777689  
Chartered Secretary

Shah Alam  
13 December 2024

CHIN MUN YEE

SSM PC No.: 201908002785  
MAICSA No.: 7019243  
Chartered Secretary

HENG KAWAI

SSM PC No.: 202408000452  
MAICSA No.: 7073520  
Chartered Secretary

NOTES:

1. The 26<sup>th</sup> AGM of the Company will be conducted virtually through live streaming and online remote voting via the Remote Participation and Voting ("RPV") facilities to be provided by SS E Solutions Sdn. Bhd. via Securities Services ePortal's platform at <https://sshsb.net.my/>. Please follow the procedures provided in the Administrative Details for the 26<sup>th</sup> AGM of the Company in order to register, participate and vote remotely via the RPV facilities.
2. The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act 2016 ("the Act") and Article 64A of the Company's Constitution which requires the Chairman of the Meeting to be present at the main venue of the Meeting. Members/proxies/corporate representatives will not be allowed to be physically present at the Broadcast Venue.

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3. In respect of deposited securities, only members whose names appear in the Record of Depositors on 31 December 2024 (General Meeting Record of Depositors) shall be eligible to participate in the 26<sup>th</sup> AGM of the Company.
4. A member of the Company entitled to participate and vote at the 26<sup>th</sup> AGM of the Company is entitled to appoint more than one (1) proxy to participate, speak, and vote in his/her stead. A proxy may but need not be a member of the Company, and a member may appoint any person to be his/her proxy. There shall be no restriction as to the qualification of the proxy. A proxy appointed by the member shall have the same rights as the member to participate, speak, and vote at the 26<sup>th</sup> AGM of the Company. The members or their proxies or their corporate representatives may submit questions to the Company at [topglovecosec@topglove.com.my](mailto:topglovecosec@topglove.com.my) prior to the 26<sup>th</sup> AGM of the Company or via real-time submission of typed texts through a text box within Securities Services ePortal's platform during live streaming of the 26<sup>th</sup> AGM of the Company as the primary mode of communication. In the event of any technical glitch in the primary mode of communication, shareholders, proxies, and corporate representatives may email their questions to [eservices@sshsb.com.my](mailto:eservices@sshsb.com.my) during the 26<sup>th</sup> AGM of the Company.
5. Where a holder appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
6. The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointor or his/her attorney duly appointed under a power of attorney or, if such appointor is a corporation, either under its seal or under the hand of an officer or attorney duly appointed under a power of attorney.
7. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies that the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
8. The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 26<sup>th</sup> AGM of the Company or at any adjournment thereof:
- (i) **In Hardcopy Form**  
The proxy form shall be deposited at the Share Registrar's office, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia.
- (ii) **By Electronic Means**  
The proxy form shall be electronically lodged via Securities Services ePortal's platform at <https://sshsb.net.my/> or by fax to +603 2094 9940 or by email to [eservices@sshsb.com.my](mailto:eservices@sshsb.com.my).
9. The lodging of the proxy form will not preclude any shareholder from participating and voting remotely at the 26<sup>th</sup> AGM of the Company should any shareholder subsequently wish to do so, provided a notice of termination of proxy authority in writing is given to the Company and deposited with the Company's Share Registrar, Securities Services (Holdings) Sdn. Bhd. at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan, Malaysia or email to [eservices@sshsb.com.my](mailto:eservices@sshsb.com.my) not less than forty-eight (48) hours before the time stipulated for holding the 26<sup>th</sup> AGM of the Company or at any adjournment thereof.

EXPLANATORY NOTES:

1. **Audited Financial Statements for the financial year ended 31 August 2024**  
The Audited Financial Statements under Agenda item 1 is meant for discussion only as the provision of Section 340(1) of the Act does not require the Audited Financial Statements to be formally approved by the shareholders of the Company. As such, this item has not been put forward for voting.
2. **Re-election of Directors who retire by rotation pursuant to Article 94 of the Company's Constitution**  
Article 94 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company, for the time being, shall retire by rotation at an Annual General Meeting ("AGM") of the Company. All the Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election.

The Board of Directors ("Board"), through the Board Nomination and Remuneration Committee, has conducted an assessment on all the Directors of the Company via the Board Effectiveness Evaluation 2024, including the Fit and Proper assessment/declaration which was facilitated by the Company Secretary. The retiring Directors have met the fit and proper criteria of Character and Integrity, Experience and Competence, as well as Time and Commitment as set out in the Directors' Fit and Proper Policy of the Company, and the Board is satisfied with the individual performance of the





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retiring Directors. The retiring Independent Directors have also satisfied and complied with the independence criteria set out in the relevant regulatory requirements on Directors’ independence. The Board endorsed the Board Nomination and Remuneration Committee’s recommendation on the re-election of the retiring Directors.

The Board agreed to propose to the shareholders of the Company for the re-election of the following retiring Directors based on the following justifications:

| Directors subject to re-election pursuant to Article 94 | Statement of Support by the Board   |
|---|---|
| Ng Yong Lin   | <div><div>1.</div><div>His extensive knowledge of the Group’s operations, combined with his industry experience and ability to provide detailed operational insights to the Board when needed, makes him a valuable member of the Board.</div></div> <div><div>2.</div><div>He possesses a broad range of skills and expertise in technical operations and consistently demonstrates excellent behaviour throughout his service.</div></div>  |
| Azrina Arshad   | <div><div>1.</div><div>She is a valuable addition to the Board, demonstrating her commitment to leading the Company’s Environmental, Social, and Governance (“ESG”) initiatives as well as the Company’s sustainability development.</div></div> <div><div>2.</div><div>Her previous experience in architecture is highly valued by the Company, particularly in advising on existing and future expansion plans.</div></div> <div><div>3.</div><div>She meets the criteria of independence outlined in the Corporate Governance Guide issued by Bursa Malaysia Securities Berhad (“Bursa Securities”) and remains objective and independent in expressing her views. She actively participates in the Board’s deliberations and decision-making processes.</div></div> <div><div>4.</div><div>She is not involved in any potential conflict of interest that could adversely affect her ability to perform her duties effectively.</div></div> |

The profiles of the Directors standing for re-election as per Agenda item 2 of the Notice of the 26<sup>th</sup> AGM are stated on pages 50 and 51 of the Integrated Annual Report 2024.

3. **Re-election of Directors who retire pursuant to Article 100 of the Company’s Constitution**
- Article 100 of the Company’s Constitution provides that the Directors shall have power at any time and from time to time to appoint any other person to be a Director of the Company either to fill a casual vacancy or as an addition to the existing Directors but so that the total number of Directors shall not at any time exceed the maximum number fixed by the Company’s Constitution. Any Director so appointed shall hold office only until the next AGM of the Company when he/she shall retire but shall then be eligible for re-election, but he/she shall not be taken into account in determining the Directors who are to retire by rotation at the meeting.

The Board agreed to propose to the shareholders of the Company for the re-election of the following retiring Directors based on the following justifications:

| Directors subject to re-election pursuant to Article 100 | Statement of Support by the Board   |
|--|---|
| Gan Mei Mei  | <div><div>1.</div><div>Her leadership experience in the financial industry, expertise in regulatory compliance, and thorough understanding of financial processes position her as a valuable member of the Board.</div></div> <div><div>2.</div><div>She is passionate about ESG assurance, and her proven ability to drive organisational success highlights her ability to contribute effectively to the development and implementation of sustainable strategies for the Company.</div></div> <div><div>3.</div><div>Her strong interpersonal skills, along with her meticulous attention to detail, further enhance her effectiveness in this role, leading to more thorough and effective Board deliberations.</div></div> |
| Lee Ah Too   | <div><div>1.</div><div>He is a member of the Malaysian Institute of Accountants (MIA) and possesses strong expertise in audit and accounting matters, enabling him to effectively oversee these areas and provide strategic guidance, delivering commendable results to the Company.</div></div> <div><div>2.</div><div>With extensive experience across diverse industries, he offers valuable insights and perspectives.</div></div> <div><div>3.</div><div>His adept independent judgement allows him to identify oversights while providing valuable context for discussions and decisions.</div></div>   |

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The profiles of the Directors standing for re-election as per Agenda item 3 of the Notice of the 26<sup>th</sup> AGM are stated on page 52 of the Integrated Annual Report 2024.

Any Director referred to in Resolutions 1 to 4, who is also a shareholder of the Company, will abstain from voting on the resolution in respect of his/her re-election at the 26<sup>th</sup> AGM of the Company. All retiring Directors have complied with the Group’s Conflict of Interest Policy.

4. **Determination and Payment of Directors’ Fees**
- Paragraph 7.24 of Bursa Securities Main Market Listing Requirements (“Main LR”) stipulates that the fees of Directors and any benefits payable to Directors shall be subject to annual shareholders’ approval at a general meeting. Therefore, shareholders’ approval is required for the determination and payment of Directors’ fees amounting to RM1,187,000.00 for the financial year ended 31 August 2024.

The following table outlines the Directors’ fees structure for the financial year ended 31 August 2024:

|   |   | Annual Fees (RM) |
|---|---|------------------|
| Board   | Executive Chairman                            | 115,000          |
|   | Managing Director                             | 99,000           |
|   | Executive Director and Non-Executive Director | 92,000           |
|   | Senior Independent Non-Executive Director     | 98,000           |
| Board Audit Committee                           |   | 7,000            |
| Board Risk, Investment and Compliance Committee |   | 7,000            |
| Board Nomination and Remuneration Committee     |   | 4,000            |
| Board Sustainability Committee                  |   | 4,000            |

5. **Directors’ Benefits (excluding Directors’ Fees)**
- The Directors’ benefits (excluding Directors’ fees) comprise the meeting allowances payable to the Non-Executive Directors of the Company. The meeting allowances are fixed as follows:

| Type of Meeting | Meeting Allowance per Meeting (RM) |         |                               |         |
|-----------------|------------------------------------|---------|-------------------------------|---------|
|                 | Chairman                           |         | Non-Executive Director/Member |         |
|                 | Physical                           | Virtual | Physical                      | Virtual |
| Board           | Nil                                | Nil     | 1,500                         | 750     |
| General         | Nil                                | Nil     | 1,500                         | 750     |
| Board Committee | 1,200                              | 600     | 1,000                         | 500     |

In determining the estimated total Directors’ benefits (excluding Directors’ fees) for the period commencing 16 January 2025 until the next AGM of the Company (“Relevant Period”), the size of the Board and Board Committees as well as the estimated number of meetings scheduled to be held during the Relevant Period were taken into consideration. Hence, the Board is recommending an estimated total amount of of RM200,000.00 for the Relevant Period.

Subject to the shareholders’ approval of Resolutions 5 and 6, the payment of Directors’ fees will be made to the Directors of the Company after the 26<sup>th</sup> AGM of the Company, while the Directors’ benefits will be paid by the Company as and when incurred. The Board opined that the payments to the Directors of the Company are just and equitable, taking into account their roles and responsibilities towards the Group and the services they have rendered to the Company.

Directors who are also shareholders of the Company will abstain from voting on the resolutions in respect of the fees and benefits payable to him/her.

6. **Re-appointment of Auditors**
- The Board Audit Committee and the Board have considered the re-appointment of Ernst & Young PLT as Auditors of the Company and are satisfied with the performance, competency, audit approach, and independence of Ernst & Young PLT and viewed that they have met the relevant criteria prescribed by Paragraph 15.21 of Bursa Securities Main LR.



## SECTION 8 : OTHER INFORMATION

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8



## Notice of the Twenty Sixth Annual General Meeting

The Board endorsed the Board Audit Committee's recommendation to seek shareholders' approval to re-appoint Ernst & Young PLT as External Auditors of the Company until the conclusion of the next AGM of the Company and to authorise the Directors to fix their remuneration.

### 7. Authority to Issue Shares pursuant to the Act and Waiver of Pre-Emptive Rights

The proposed adoption of Ordinary Resolution No. 1 is for the purpose of waiving the statutory pre-emptive rights of shareholders of the Company ("Waiver of Pre-Emptive Rights") and granting a renewed general mandate ("General Mandate") and empowering the Directors of the Company, pursuant to the Act, to issue and allot new shares in the Company from time to time provided that the aggregate number of shares issued pursuant to the General Mandate does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being. The General Mandate, unless revoked or varied by the Company in the general meeting, will expire at the conclusion of the next AGM of the Company.

The Waiver of Pre-Emptive Rights will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

The General Mandate will provide flexibility to the Company for allotment of shares for any possible fundraising activities, including but not limited to placement of shares for the purpose of funding future investment project(s), working capital, and/or acquisition(s).

As of the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors of the Company at the Twenty Fifth ("25<sup>th</sup>") AGM of the Company held on 10 January 2024 and which will lapse at the conclusion of the 26<sup>th</sup> AGM of the Company.

### 8. Proposed Renewal of Authority for Share Buy-Back

The proposed adoption of Ordinary Resolution No. 2 is for the purpose of renewing the authority granted by the shareholders of the Company at the 25<sup>th</sup> AGM of the Company held on 10 January 2024. The aforesaid proposed renewal will allow the Board to exercise the power of the Company to purchase not more than ten per centum (10%) of the total number of issued shares of the Company at any time within the period stipulated in Bursa Securities Main LR.

### 9. Proposed Bonus Issue of Warrants

The proposed adoption of Ordinary Resolution No. 3 is to give authority to the Board to issue up to 405,846,911 Warrants on the basis of 1 Warrant for every 20 existing ordinary shares in the Company held by the entitled shareholders of the Company whose names appear on the Record of Depositors of the Company on the entitlement date to be determined and announced later. The Proposed Bonus Issue of Warrants is subject to provisions as stipulated in the deed poll to be executed by the Company. Please refer to the Company's Circular to shareholders in relation to the Proposed Bonus Issue of Warrants dated 13 December 2024 for further information.

### Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the 26<sup>th</sup> AGM of the Company and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the 26<sup>th</sup> AGM of the Company (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 26<sup>th</sup> AGM of the Company (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing requirements, rules, regulations and/or guidelines (collectively, the "Purposes"); (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

### STATEMENT ACCOMPANYING NOTICE OF AGM

As of the date of this Notice, no individuals are standing for election as Directors (excluding the above Directors who are standing for re-election) at this 26<sup>th</sup> AGM of the Company.



Scan the QR code to view the Administrative Details for the 26<sup>th</sup> AGM  
[https://tgapp.topglove.com/IAR/2024/Administrative\\_Details/index.php](https://tgapp.topglove.com/IAR/2024/Administrative_Details/index.php)



Scan the QR code to view the Proxy Form  
[https://tgapp.topglove.com/IAR/2024/Proxy\\_Form/index.php](https://tgapp.topglove.com/IAR/2024/Proxy_Form/index.php)

## Corporate Information

### REGISTERED & CORPORATE OFFICE

Level 21, Top Glove Tower  
16, Persiaran Setia Dagang  
Setia Alam, Seksyen U13  
40170 Shah Alam  
Selangor Darul Ehsan, Malaysia

Tel. : +603 3362 3098 Fax : +603 3362 3860  
Email : (i) sales@topglove.com.my  
(ii) invest@topglove.com.my  
(iii) TG@whistleblower.com.my  
(iv) media@topglove.com.my  
Website : <https://www.topglove.com>

### SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

**Datuk Dr. Norma Mansor**  
Tel. : +603 3362 3098  
Email : norma.mansor@topglove.com.my

### STOCK EXCHANGE LISTING

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

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

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

### PRINCIPAL BANKERS

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

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**EXPORTS TO  
195 COUNTRIES  
WORLDWIDE**



**47**  
FACTORIES



**784**  
PRODUCTION LINES



**11,600**  
EMPLOYEES



**95 Billion**  
GLOVES PER ANNUM

**TOP GLOVE CORPORATION BHD**  
**Registration No.: 199801018294 (474423-X)**

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