

MUST KNOW, MUST DO, MUST TEACH.

**The Journey of
Tan Sri Dr. Lim Wee Chai**
Founder and Executive Chairman
of Top Glove Corporation

**By Premilla Mohanlall
& Dyll Rohan Selveraj**



CELEBRATION



Tan Sri Lim speaking at a Chinese New Year dinner at the Courtyard Marriott Hotel Setia Alam in February 2024.



The Journey to 120 Years: Tan Sri Lim's 66th birthday gathering on 7 January 2024, at the Courtyard Marriott Hotel Setia Alam.

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The Journey of
Tan Sri Dr. Lim Wee Chai

Founder and Executive Chairman
of Top Glove Corporation

Edited by Firoz Abdul Hamid

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REVIEWS

An engaging read in the true tradition of the heroic Malaysian entrepreneur. Not just topping the world, but Tan Sri Lim did it in his own inimitable style; by literally putting the love into Top Glove!

To his five healthy wells, we can perhaps add a sixth: the deep well of wisdom and learnings of an inspiring life journey.

**Tan Sri Azman Mokhtar, *Former Managing Director,
Khazanah Nasional Berhad (2004-2018)***

I have known Tan Sri Lim as a friend and a brother in the Tzu Chi Foundation for more than 10 years. Tan Sri Lim is a highly motivated high achiever. I am convinced he will succeed in driving Top Glove to be a Fortune Global 500 corporation. With his conviction in healthy living and longevity, I believe he will outlive most of us to a ripe old age of 120 years!

In 10 years time, I believe Tan Sri Lim will be among the Top 5 richest business tycoons in Malaysia. Congratulations and well done Brother Wee Chai. With God's, Lord Buddha's and Master Cheng Yen's blessings.

**Tan Sri Vincent Tan Chee Yioun, *Executive Chairman,
Berjaya Group***

You focus on one sport if you want to be an outstanding success. Looks simply easy but the challenge is to stay close to what you choose to do, ignoring distractions. One person who has shown the world how to do it in business exceptionally well is Tan Sri Lim Wee Chai. His book reflects his philosophy "Must Know, Must Do, Must Teach". A must read book.

Tan Sri Dr. Palan, *Pro Chancellor, University of Cyberjaya*

This brief account of Tan Sri Lim's principled and successful life offers valuable insights into leadership, perseverance, and the pursuit of excellence. Highlighting the importance of lifelong learning as an essential ingredient of resilient growth, it offers a window into the inner world of a visionary who transformed challenges into opportunities and whose focus on personal development is as important as his business acumen.

**Dr. Farhan Nizami, *Director, Oxford Centre for Islamic Studies,
Oxford, United Kingdom***

A compelling business success story about how Tan Sri Dr. Lim Wee Chai built Top Glove to become one of the world's largest rubber glove manufacturers. I am inspired by his wisdom, discipline and success.

**Professor Ho Teck Hua, *President, Nanyang Technological
University, Singapore***

A DEDICATION FROM TAN SRI DR. LIM WEE CHAI

This book is dedicated to my father for the strong value system he instilled in me with his Seven Principles of Life; to my hardworking mother for her unconditional love and progressive outlook to life; to my wife, siblings, children, colleagues and friends who stood by me through the highs and lows; to Master Cheng Yen and my Tzu Chi family for unveiling a new dimension of life to me. And to everyone else who has guided, motivated and accepted me in my life journey thus far, and made me the man I am today. We need to learn, improve, add value and be a positive contributor every day.

MUST KNOW, MUST DO, MUST TEACH.

This publication is the biography of Malaysian glove tycoon Tan Sri Dr. Lim Wee Chai who founded Top Glove Corporation Berhad with his wife in 1991. Today, Top Glove is one of the world's largest glove manufacturers. The book traces the influences that shaped his philosophy of business and life. It provides wide ranging insights and lessons on how to grow a successful business, including how to manage downturns. More than anything, it is a guide to positive thinking, whatever the circumstances.

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MUST KNOW, MUST DO, MUST TEACH.

EDUCATION & KNOWLEDGE



Tan Sri Lim with his parents, siblings and Puan Sri after the convocation at Universiti Malaya, Kuala Lumpur, Malaysia. He graduated with a BSc (Hons) in Physics in 1982.



Tan Sri Lim and Puan Sri Tong on their graduation day after completing their MBA at Sul Ross State University, Texas, USA in 1985.



In 2015, Tan Sri Lim received his PhD at the 10th convocation of Universiti Selangor (UNISEL), Bestari Jaya, Selangor, Malaysia.

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MUST KNOW, MUST DO, MUST TEACH.

Introduction

A Journey of 120 Years

“I cannot afford to die early. I need to live long and healthy to contribute more to Top Glove and to give back more to society.”

Malaysian glove tycoon Lim Wee Chai is a positive thinker who has big, bold dreams, and unafraid to share them with the world. In 2019, he announced that he plans to live up to 120, causing many raised eyebrows. But the scientist in him tells him that this is achievable.

In an interview with a Malaysian daily, The Star (02 May 2021), he said: “The human body is designed to live for 120 years or more, but we must know how to take good care of it. The average lifespan of Malaysians is 76. My original target was to live to 100. But because I am a vegetarian leading a healthy lifestyle, and with better health, knowledge and experience, I believe I can live up to 120 to serve society longer.”

To date, the oldest age ever attained was by Ms Jeanne Calment, a Frenchwoman who died in 1997 at the age of 122 years and 164 days. She was the only documented case of a person living past 120, which many scientists have pegged as the upper limit of the human lifespan.

Lim practises what he calls the “5 Healthy Wells” as his personal philosophy for longevity. They are: Clean Well, Eat Well, Work Well, Exercise Well and Sleep Well. Since practising this holistic lifestyle for the past 20 years, he declares he has hardly fallen ill.

If there is one thing about Lim, when he makes up his mind about something, it is difficult to dissuade him, unless there’s strong and compelling evidence to contradict him, according to his colleagues. To his credit, Lim is not someone who arrives at anything without undertaking extensive research, and he leaves no stone unturned.

Chapter 1

The Boy from Titi

“My father created his Seven Principles of Life in 1981 to guide his family in their daily lives. He wrote them on a blackboard in our living room, for us to follow. I apply them to this day.”

Lim Wee Chai was born on 7 January 1958, about five months after the Federation of Malaya’s independence from British colonial rule on 31 August 1957. He is the second of six children, made up of three boys and three girls born to Lim Thien Soong and Ng Yit Fong. The family lived in Titi, a picturesque rural town nestled on the foothills of the Main Range in the District of Jelebu in northeast Negeri Sembilan, Peninsular Malaysia.

Lim’s father was a Titi towkay (businessman) and a community leader. The family lived in one of the largest houses on Jalan Besar, one of two main streets in town. Initially a timber trader, Lim Senior quickly switched to rubber trading when global demand for the commodity spiked with mass car manufacturing in the 1920s, when natural rubber was needed to make tires. From the 1930s up to the mid 1980s, rubber was one of two pillars of the national economy, and Malaysia was the world’s largest producer of natural rubber.

Lim’s mother was a housewife and also assisted in the family business. “My mother was always busy,” recalls Lim’s youngest brother, David. “She also had her own little business in rubber trading.”

Growing up in the early years of nationhood, Lim recalls there was no electricity in Titi, and when night fell, they would light up kerosene lamps. “We cooked on a wood fire. There were no rice cookers, washing machines, refrigerators, fans, air conditioners or television sets like these days,” he recalls. Water came from a well inside their spacious 120 feet long Chinese style shophouse, with an open courtyard in the centre. With rural electrification a priority of the young Malaysian government, Titi received its first electricity supply in the late 1960s.

Chapter 2

The Curious Mind

“Knowledge is useful for about three to four years. After that, we need to refresh or upgrade, just like computer software.”

“What we study at university gets discounted over time. That knowledge is useful for about three to four years. After that, we need to refresh or upgrade, just like computer software,” says Lim Wee Chai.

“So, when we work for forty years, we need to acquire new knowledge that is equivalent to ten university degrees. However, many graduates consider their university degree as the ultimate and stop learning after that. I consider this a big mistake because we are exposed to different things at different times. Learning must never stop. It can be formal or informal, but it must happen daily to keep our thinking in tip top shape.

“Weekends are particularly powerful for this,” Lim adds. “Saturdays and Sundays make up about 40% of the year and it is personal time for most of us. We can use this time meaningfully to discover new things,” says Lim, who admits to not being an avid reader of books. But he makes a conscientious effort to learn something new every day.

“I have always been a curious person, asking a lot of questions so I can understand a subject thoroughly. I want to find out the root cause, the cause and the effect. When you go back to the source, you will get answers that will help prevent mistakes in the future. By asking questions, we will have answers, and the answers add to our knowledge. Knowledge plus discipline is our wisdom.

“Some people think I ask too many questions. When I was a student, my classmates would laugh at me. But I did not care. Knowledge is power when it is based on facts and logic. It enables us to make good decisions. It also enables us to manage criticisms better.”

Chapter 3

The Making of a Salesman

“As a salesman, I learned not to fear rejection or failure. These are things that are never taught in university.”

Lim started working the Monday after completing his final paper for his Bachelor of Science (Physics) examinations at Universiti Malaya. He joined OYL Industries Sdn Bhd in 1982, as a marketing executive for ACMA (M) Sdn Bhd.

He says, “The job market was weak then and I needed to work straight away to cover my living expenses, especially rental and food since I lived away from home. I did not want to become a liability and depend on others to pay my bills. As far as I am concerned, it is better to be an asset and pay people or donate to charity than have people paying for you.” It is a belief he holds dear till this day.

OYL was then the manufacturer and distributor of the ACMA brand of refrigerators and air conditioners, and York air conditioners in Malaysia. The company was looking for technically proficient staff to boost sales. Its Managing Director, Mr. Liu Wan Min, a Bachelor of Science mathematics graduate from Universiti Malaya, made his alma mater his hunting ground. The company conducted walk in interviews for final year students from the science faculty, and in 1982, two candidates were selected from among 10 applicants. The job offer was to start work after their examinations. When asked during the interview when he could begin, Lim had replied, “Immediately!” without batting an eyelid.

While his classmates took time off after the grueling finals, Lim reported for work at the OYL’s sales office at Shah Alam in March 1982.

Accountant Roger Eng Nam Heng, who had joined the Finance Department the year before, remembers Lim well. “Both of us joined OYL after completing our studies. I did accountancy in Tunku Abdul Rahman College while Lim

Chapter 4

Top Glove is Born

“Success is not a destination.
It is a lifelong journey.
From what I have seen, read and experienced,
to succeed in business you need mental,
physical and financial fitness.”

In 1988, Lim made his next career move when he joined Setia Air Conditioning Sdn Bhd as the general manager. The company was an air conditioner and glove manufacturer. Here, he got his first taste of the glove business. Lim says, “Glove manufacturing was a good business in the late 1980s, with a strong demand due to the global AIDS pandemic. However, Setia did not perform well. I left after 10 months.”

Lim was still keen to pursue the glove business. He recognized its bright prospects and wanted to take advantage of the strong government support available. Between 1988 and 1995, the Ministry of Trade and Industry led by the dynamic Rafidah Aziz, issued more than 400 glove manufacturing licenses to companies. Many established and emerging Malaysian entrepreneurs seized the licenses that came with a series of government incentives such as the five year tax free pioneer status, special tax allowances and government promotional activities.

A few of Lim’s friends in the air conditioning business found this attractive, and pooled their resources to invest in a glove manufacturing venture that they named Power Crest Sdn Bhd. Lim took up a 10% equity interest in the company, and since he had an MBA, the partners made him the managing director. He says, “We bought two production lines and the company performed well. However, as a minority shareholder, I had little say on key matters and decided to leave.”

In 1991, Lim left Power Crest to set up his own glove manufacturing and trading company with an 80% equity interest in the company, with his wife as his partner. He named it Top Glove. He says, “Naming a company is important. It does not cost anything but carries intangible value. The name must create a positive value and reflect a good future. And it also must be simple to say.”

Chapter 5

Road to the Top

“With Top Glove’s listing on Bursa Malaysia in 2001, many shareholders became our bosses. We were required to report our performance to them, and listen and follow what they wanted. This is good because we can learn from many bosses and be accountable.”

The 1997 Asian Financial Crisis gave Top Glove its first big break. With the growth in glove demand and depreciation of the ringgit, Top Glove’s exports surged. “We had the best profit margin ever in 1997,” says Lim, who began hiring new talent and adding capacity. It also saw the influx of migrant labor to operate new production lines.

Lim, who was to a large extent running Top Glove as a one man show, started hiring professional managers to support him. In 1997, he invited KM Lee, a childhood friend from Titi, to join Top Glove. Lee had worked with the Lion Group, a diversified group with nine listed companies in Malaysia, Thailand, Indonesia and Hong Kong. He has a Bachelor’s of Commerce degree from Australia and an external law degree from the United Kingdom.

KM Lee recalls, “Lim approached me just before the 1997 Asian Financial Crisis, with an offer to join Top Glove as the general manager of the marketing department. We have known each other since 1973 and kept in touch over the years. I accepted the offer.”

KM Lee rose to become the managing director of Top Glove between 2009 and 2022, and was the public face of Top Glove, alongside Lim. In August 2022, he stepped down as managing director and was redesignated as an independent non executive director of the Top Glove board, and retired in 2024.

Chapter 6

Must Know, Must Do, Must Teach.

“Why do some business owners not teach their staff everything or 100%?

I think it is fear. It is like the old kung fu master who teaches his students about 80% to 90%.

At Top Glove, we are very transparent. We teach 100% of what we know to those who don't. My wish is for our “students” to do better than us.”

Every morning and every meeting as well as business lunches and dinners at Top Glove begins with the corporate Business Ethics Claps. It goes like this:

The Person in Charge (PiC) calls out: “Thumbs up, Ready, 1, 2, 3,” and everyone reads out the statement flashed on the wall or screen. It says:

- Top Glove
- Top Honesty
- Top Integrity
- Top Transparency

(Action: 2 claps, 3 claps, 2 claps)

- Quality! Quality! Quality!

This is Top Glove's H.I. T. (Honesty, Integrity, Transparency) business ethics claps introduced in 2010, and chanted in unison by staff, even visitors. Malaysian business tycoon Vincent Tan recalls going through the motions when he attended a meeting with Lim at the Top Glove corporate office.

There is also the 5 Wells Claps introduced in 2021 that goes: Clean Well. Eat Well. Work Well. Exercise Well. Sleep Well (Action: 2 claps, 3 claps, 2 claps) Healthy! Healthy! Healthy!

Chapter 7

Peak Performance during Covid 19 Pandemic

MUST KNOW, MUST DO, MUST TEACH.

“At a time of extraordinary difficulty arising from the Covid 19 pandemic, we count it a privilege to be in a position to protect lives all over the world with our gloves. Our results demonstrate that we do well by doing good.”

In 2020 and 2021, Top Glove stole the media spotlight with its stellar results during the Covid 19 pandemic, at a time when the world economy had slumped from the worst ever global recession since World War 2. Sales revenue and profit after tax rose substantially for the financial year 2020.

The glove maker's performance was regarded as a silver lining amid the economic gloom cast by the pandemic in Malaysia, when most businesses came to a standstill due to lockdowns to contain the spread of the contagious Covid 19 virus.

The sudden spike in the glove business came about when the World Health Organization (WHO) called for businesses and governments to act swiftly to boost supply of personal protective equipment (PPE), including gloves, medical masks and respirators to combat Covid 19, a highly contagious variant of the coronavirus. WHO estimated that manufacturers must increase production by 40%.

Top Glove was more than ready to meet the unprecedented demand. Prior to the pandemic, it had been adding new capacity, and had an average 10% to 15% of unutilised capacity. By fully operationalising all its plants, 24 hours a day and seven days a week, it was able to rise to the occasion.

In addition, it had access to raw materials for instant production ramp up. This spared Top Glove from the aftershocks arising from the collapse of global supply chains. Its rubber suppliers in Thailand and Malaysia, the world's largest and fifth largest rubber producers respectively, were near to

Chapter 8

Tall and Big Trees Catch Much Wind

“We have taken various corrective actions to withstand all types of winds.

This will be an ongoing process since we are likely to encounter more new challenges as we grow taller and bigger.”

The Covid 19 pandemic saw the rise of Top Glove as the second largest listed company on Bursa Malaysia. It was a dizzying climb to the top, triggered by soaring glove sales, sharp increases in the average selling price of gloves, and spectacular net profits. Investors were overjoyed and new investors flocked to get a share of the rich pie, especially when Top Glove declared special dividend payouts to celebrate its best ever results.

History shows that when a company or businessman grows too big too suddenly, it tends to be regarded as a tall poppy that needs to be chopped down to size, deserving or not. This started to happen to Top Glove. After years of being a quiet achiever, the company's newfound prominence attracted all kinds of attention. Initially, lauded as a savior for its quick response to glove demand during the Covid 19 pandemic, it became the target of critics who started to shame it for exploitative migrant labor practices.

As the pandemic progressed, the company experienced more and more adverse publicity. Local and international media began to highlight the plight of the company's migrant workforce. And it culminated in a Withhold Release Order (WRO) issued in July 2020 by the US Customs Border Protection authorities. With this, Top Glove's exports to the USA were stopped until allegations of forced labor issues were rectified.

Besides being bad for business, the WRO was damaging to Top Glove's reputation and brand.

Chapter 9

Help the Poor, Educate the Rich

“Tzu Chi taught me
to respect myself because only then
will people truly respect you.”

In 2019, Lim became a Tzu Chi Foundation commissioner. With this, he became known as Brother Lim, officially a disciple of the Taiwan based humanitarian organization founded in 1966 by Buddhist nun Shih Cheng Yen. Its aim is “to help the poor and educate the rich”. In her book, “The Essence of Infinite Meanings”, Master Cheng Yen explains that the foundation’s mission is to “give material aid to the needy and inspire love and a humanitarian spirit in both the giver and the receiver. “Tzu” means “compassion” in Chinese, while “Chi” means “to relieve ills”

Based in Hualien, Taiwan, the Tzu Chi Foundation has a presence in about 120 countries in Asia, the Middle East, Africa, Europe, North & South America and Australia. Its humanitarian projects cover disaster relief, medical assistance, education and environmental projects, namely, recycling. It is operated by a worldwide network of volunteers and employees, and has been awarded a special consultative status at the United Nations Economic and Social Council.

Tzu Chi came to Malaysia in 1989 and now has about two million members, and is still growing.

Initially, Lim joined Tzu Chi as a volunteer in 2016, encouraged by his wife, Tong Siew Bee, who has been an active commissioner since 2001. Tong says, “I was introduced to Tzu Chi when searching for answers in my life about 20 years ago. At that point in time, I had half retired from corporate life because my body felt weak. I suffered from sinus and digestive issues. My husband was very busy and spent long hours at work, and I was left to shoulder the hard work of raising our young family. We had a lot of quarrels over this, and they may have been one of the triggers for my poor health.

Chapter 10

5 Healthy Wells: A Guide to a Healthy 120

“Being sick is not normal. Being healthy is normal.

I wish to see everyone in Top Glove commit themselves to the 5 Healthy Wells, which is about lifelong value creation. By practicing the 5 Healthy Wells, we can strengthen our auto immune system and reverse the aging process. When you are healthy, you are young. When you are sick, you are older than old.,,

In 2019, Lim publicly declared his intention to live and work up to the age of 120. It raised many eyebrows among staff and friends.

What is significant is that it defines the man himself, as someone who dares to defy conventional thinking. Of his lofty goal, Lim says, “We don’t need a magic wand for this. What it required of us is to adopt healthy habits from the minute we wake up until we go to bed. Everyday of our lives.”

He sums this up as the 5 Healthy Wells, that is, Clean Well, Eat Well, Work Well, Exercise Well and Sleep Well”. It resonates well with his personal philosophy “Work in My Hobby, Exercise is My Duty. Health is My Wealth.”

Lim says that the average life expectancy in developed countries is about 80 years. Money, he adds, cannot buy life and time. However, with good health, we can earn more by adding years to our life, say 10, 20, 30 or 40 years. His personal target is to add another 50 plus years, and since he is 66 in 2024, he plans to live up to a healthy 120 years in 2078.

What began as his personal aspiration has now become Top Glove’s corporate health philosophy, with the 5 Healthy Wells joining the list of daily pledges at Top Glove meetings.

Chapter 11

Only When the Tide Goes Out...

MUST KNOW, MUST DO, MUST TEACH.

“Nothing is forever. Good times pass. So do bad times. It is all part of life and the business cycle. The bottom line is to make sure our teams are positive contributors at all times. Tough times create strong men, strong men create easy times, easy times create weak men, weak men create tough times.”

Lim quotes his idol, business magnate and investor extraordinaire Warren Buffett, who famously stated: “Only when the tide goes out, do you discover who has been swimming naked.”

Top Glove was caught naked on a few fronts during the Covid 19 pandemic. This led to a serious strategic rethink, with Lim declaring, “We are now moving in the opposite direction from before. We are cutting costs and improving quality and efficiency wherever we can. Our focus is on fundamentals, to regain what we have lost.”

For Top Glove, the pandemic pushed it up to an all time high and plunged to an all time low. Lim says: “We had two super good years followed by two super tough years.”

Top Glove was overwhelmed by the excellent financial results in FY2020 and FY2021 with a net profit of RM10 billion, which was equivalent to the sum total of profits made in about 20 years. “This was very good for shareholders, to whom we distributed about RM6 billion as dividends, about 20 years worth of dividends. Cash rich, we made many exciting new plans for future growth.

“Personally, with about 35% equity interest in the company, I received a lot. And Forbes ranked me No: 8 in its Malaysia’s Richest List. This ranking took account of my wealth in June 2021. However, my wealth actually peaked in October 2020,” says Lim

Chapter 12

Beyond Small Ponds... To Swim with Big Fish

“I wish to see more Malaysian companies in Forbes and Fortune Global 500 lists. It is not easy. It calls for leadership with foresight, dynamic management, talented teams to execute strategic decisions, plus strong and efficient government support.”

Lim thinks big. When he started Top Glove, his ambition was for the startup company to become world's largest glove manufacturer. Within 13 years, this was accomplished.

Next on his list of priorities was to become a public listed company. Top Glove was listed on the Malaysian bourse in 2001 followed by a listing on the Singapore bourse in 2016. His ultimate dream for now is for Top Glove to become a top tier Forbes and Fortune Global 500 company, standing shoulder to shoulder with the world's best. Before that, he aspires to list Top Glove on the Hong Kong Stock Exchange and the London Stock Exchange.

He explains his grand plan for the future using a fish analogy. “In the past, big fish ate small fish. Now, fast moving fish are eating up slow moving fish. I want Top Glove to be a fast moving fish in the open sea. We have become a big fish in a small pond. That, in my view, is limiting. To grow, we need to swim with the bigger fish in deeper seas, the territory of Forbes and Fortune Global 500 companies.”

Being a man who does not leave anything to chance, in 2016, Lim prepared a detailed road map, identifying several growth trajectories to be a Forbes and Fortune Global 500 company. They included capacity expansion, innovation, digitalization and talent development.

These initiatives were to be funded with internal reserves as well as the equity market. On the cards was an IPO on the Hong Kong Stock Exchange

Conclusion

Family
Matters
and
Meritocracy

“The best person will run the show after me. It has to be someone who has earned it to be in that position, and it need not be a blood relative.”

Family, friends and colleagues say that Lim is kept grounded by his wife, Tong Siew Bee, his high school sweetheart and cofounder of Top Glove. She is his strength, with a mind of her own and unafraid to point out his weaknesses.

Their daughter, Lim Ping Jun, describes her father as a “rock” with a single mindedness of purpose, while her mother is more layered and complex. “They are similar yet different,” she adds, “and I can see why they are attracted to each other. Both are very driven, practical and careful about money. Neither of them is into luxury or have expensive tastes. However, each sees the world differently. My mother is inclined to be spiritual and wants to have a social impact, while my dad focuses on growing the business.”

Tong believes that it is more important to be wealthy at heart, by showing compassion for others. With this in mind, she persuaded Lim to join the Tzu Chi Foundation, and notes, “He is now doing more for the environment, education and charity, especially during the Covid 19 pandemic when he donated beds for intensive care unit wards and distributed gloves all over Malaysia as well as in Nepal, India, Taiwan and China. He does what he can, but his heart is in business.”

Lim counters his wife’s views with, “I choose to do what I am good at, and it happens to be in business. The better I do in business, the more I can donate to charity. In the past ten years, we have donated about RM30 million to RM40 million from our personal funds and from the Top Glove Foundation. Besides, at Top Glove, we provide employment. We create jobs, and we create scholarships for the needy. It’s a different way of doing good things.”

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REVIEWS

This book is an inspiring life story of Tan Sri Lim that will motivate many people to never give up during challenging times and to appreciate with gratitude during smooth days. It is a great example to show how a person with a growth mindset and empathy can sail through the waves of career and life with great success through lifelong learning.

**Ir. Professor Dato' Dr. Ewe Hong Tat, *President/CEO,*
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This book tells the remarkable true story of a kampung boy in a land of opportunity that is present day Malaysia, topping it with a fairy tale Hollywood ending. A rags-to-riches biography that should be the stuff of movies for all to see this modern day legend!

**Dato' Dr Afifi al Akiti, *Kuwait Fellow,*
Oxford Centre for Islamic Studies, and Chairman
*Royal College of Medicine Perak, Malaysia***

Tan Sri Dr Lim's life journey is among the most successful TARCian stories. His is a testimony of perseverance and of rising above his circumstances to achieve his goals. I am glad he has penned down his journey of life because they are valuable lessons from which every generation can benefit.

**Professor Dato' Indera Ir. Dr. Lee Sze Wei,
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Tan Sri Lim is synonymous with Malaysia's transformation from being an agrarian to industrial economy. Top Glove's global presence is a direct result of Tan Sri's endeavors and vision. Yet he remains firmly grounded in helping when required and contributes when necessary, never forgetting those who have assisted him along the way, including his alma mater, Universiti Malaya.

**Professor Emeritus Datuk Dr. Norma Mansor,
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REVIEWS

The journey of Tan Sri Dr. Lim Wee Chai offers invaluable insights for aspiring business leaders, blending strategic wisdom with actionable guidance. His compelling narrative equips emerging leaders to navigate challenges, drive innovation, and build resilience. Essential reading for those aiming to lead with purpose, this book fuels ambition and motivates the relentless pursuit of success.

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