



“Build the structure correctly, put the right people in charge and carry out the plan. After that duplicate and expand budgets and talent.”

**Lim Peng Jin**

Managing Director  
Scientex Bhd  
Member since 2004  
VCE-16

# HIGH ACHIEVER

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**Lim Peng Jin enjoys challenges and setting ambitious growth targets for the company he helms. He credits Vistage for giving him varied learning experiences in leadership and management systems. His business target achievements, so far, have been nothing but extraordinary.**

Public-listed Scientex Bhd has come a long way since it was established in 1968. The company has become one of the world's largest producers of stretch and custom film with global exports to 60 countries. It has also diversified into property development with integrated property projects spread over various states in Peninsular Malaysia. In the past ten years, it recorded extraordinary revenue growth following targets set by its Managing Director, Lim Peng Jin (PJ). The figures speak for themselves. When PJ was interviewed for Vistage Malaysia's 15th Anniversary book in 2008, his target was to reach RM1 billion in group turnover with profits at the RM100 million mark by 2013. In reality, both targets were surpassed with a turnover touching RM1.3 billion and profits close to RM110 million. Subsequently, in another five years, he achieved another feat when group turnover doubled to RM2.6 billion in 2018.

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From a one billion to two billion revenue company is a major accomplishment. But the high achiever in PJ is moving on to his next target – a very ambitious RM10 billion group turnover in another ten years or by 2028.

PJ sees Vistage as an avenue for great learning experiences, noting that he has learnt from CEOs in different industries. He has also picked up valuable management concepts and trending ideas from speakers engaged by Vistage.

PJ identifies a business system introduced to him by Vistage called the Quarterly Rolling Budget which keeps all his senior managers on their toes. Every three months, Scientex unveils a new budget for its manufacturing and property divisions, where sales forecast are revised with operating and other costs factored in. Previous quarter performances are updated.

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Complementing the Rolling Budget is Scientex's practice of Open Book Management, where financial and operation information is open to all executives in the company. Information on company performance is relayed to senior executives via batches of group meetings. This then trickles down to individual business units and their staff. "We therefore know our results, we know our direction, we know our targets," PJ clarifies. This culture of transparency has proven effective to drive productivity among its 2,800 employees. "If you don't let people know how they do, how do you motivate them?" is how he puts it.

On planning ahead, PJ values the opportunities to learn new things from international speakers arranged by Vistage at various Talks and Summits. "It is convenient as we don't have time to find out what are the latest developments we need to learn and update," he explains. Continuous learning has enabled him to envisage future trends and their applications in Scientex's businesses.

Does he have a 'secret recipe' to propel business growth?

The reticent PJ says he does not have one fixed formula, but notes that the essentials are common goal and structure. "Build the structure correctly, put the right people in charge and carry out the plan. After that duplicate and expand budgets and talent," he explains in simplistic terms.

However, PJ cautions that the company must have strong focus and discipline as well. For Scientex, PJ sharpened the company focus to two core areas – manufacturing (industrial and consumer plastic film and packaging) and property development. He trimmed the 80 over companies under the Scientex stable to just 20. Non-core businesses were divested. Discipline, he adds, translates into not entering unfamiliar businesses and keeping gearing low.

The main strategies for Scientex's revenue growth revolve around 70% mergers and acquisitions (M & A) and 30% organic growth. Over time, Scientex has acquired many companies involved in plastic film and packaging manufacturing, such as Great Wall Plastic Industries, Seacera Polyfilms Sdn Bhd, and Klang Hock Plastic Industries Sdn Bhd. All in, the group has 18 manufacturing plants in Malaysia, Vietnam and the United States. Their combined annual capacity is massive at 500,000 metric tonnes.

In property development, Scientex's focus is affordable housing (priced below RM500,000). Over time, it has acquired 3,200 acres of land in Johor, Perak, Malacca and Selangor and started 16 property projects. As of 2018, it has built 17,300 houses and numerous commercial and industrial properties.

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As a sports-loving person, PJ relishes mountain climbing and scuba diving in exotic locations around the world. Last year, he chose to climb the highest peak in the world, Mount Everest, with his directors and executives, to symbolise the courage, commitment and perseverance needed to reach greater heights. They accomplished their mission after trekking eight days to reach Everest Base Camp, which is 5,364 metres above sea level. This climb, named “Challenging New Heights Together” was the signature theme for Scientex’s 50th anniversary celebration in 2018.

Sharing the high spirits were PJ’s VCE-16 Group members who were invited for the mega climb. This was a manifestation of PJ’s close bond with his Vistage group members. “We meet, talk freely, with no ulterior motive,” he reveals. His group, led by Master Chair Richard Wong, made it to Everest Base Camp and celebrated with great jubilation. The group is getting together again on another adventurous trip to Svalbard, an Arctic destination in the North Pole in 2019.

It appears that PJ is enjoying the best of both worlds – steering Scientex to greater heights as well as having fun in adventurous pursuits.



*PJ Lim with his supportive VCE-16 peers at Scientex office: Show of palms to signify Scientex targeting RM5 billion turnover by 2020*

Scientex was incorporated in 1968 by PJ Lim’s father Lim Teck Meng who started the manufacture of PVC leather cloth and sheeting. Today, its core business is in the manufacture of stretch film, custom film and specialty products. Its headquarters is located in Shah Alam, Malaysia. The company was listed on Bursa Malaysia in 1990.