



PT HM SAMPOERNA Tbk.



## UMER JAWAID

### SUMMARY OF QUALIFICATIONS

Over 14 years of experience in supply chain management and production planning, with Umer most recently serving as Manufacturing Director at Papastratos CMS S.A., an affiliate of Philip Morris International (PMI) in Athens, Greece. Umer began his professional career at PMI in 2011 as a Management Trainee, taking on a variety of responsibilities in operations. Throughout his career, he has demonstrated strong capabilities in driving organizational engagement, change management, and leading manufacturing transformations across diverse international landscapes, successfully showcasing his leadership during assignments in Switzerland and Korea prior to his most recent role in Greece.

### PROFESSIONAL EXPERIENCE

**Papastratos CMC S.A. (PMI Greece)**  
*DIRECTOR MANUFACTURING*

**ATHENS, GREECE**

**JUL 2023 - PRESENT**

- Create Operational Strategies to guarantee required volumes being manufactured with required quality, guarantee flexibility in order to deliver productivity.
- Ensure all assets (factory, building, information technology, employee knowledge) are properly maintained and replaced as required.
- Ensure that purchasing and logistics activities are properly coordinated and that procurements are made in the most economic quantities, in line with the established policies and procedures.
- Direct the Quality Assurance activities to ensure that the product quality is consistent and in line with the established specifications.
- Control and direct implementation of the EHS programs to ensure compliance with the company's Environmental, Health, Safety and Security policies. Direct the implementation of local regulations to ensure compliance with the national legislation.





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**Philip Morris International**

**LAUSANNE,  
SWITZERLAND**

**JUN 2016 – JUL 2017**

*GLOBAL QUALITY PLANNING MANAGER*

- Develop and deploy global quality strategies and master plans, ensuring alignment with PMI's corporate objectives and regulatory requirements
- Lead strategic planning for quality initiatives, engaging with senior leadership to define priorities and integrate quality goals across functions.
- Drive risk assessment and mitigation strategies for quality-related challenges, ensuring proactive compliance and operational resilience.
- Coordinate cross-functional teams (manufacturing, R&D, supply chain, regulatory) to harmonize quality planning processes and resolve systemic issues.

**Philip Morris (Pakistan) Limited**

**KARACHI, PAKISTAN**

**FEB 2011 – JUN 2016**

*MANUFACTURING PROJECT MANAGER*

**OCT 2014 – JUN 2016**

- Lead planning and execution of manufacturing projects, ensuring alignment with PMI's operational strategy.
- Develop detailed project plans, timelines, and budgets, monitoring progress to deliver projects on time and within cost constraints
- Manage resource allocation, including personnel, equipment, and materials, to optimize efficiency and meet production goals
- Drive continuous improvement initiatives, leveraging lean manufacturing and digital tools to enhance productivity.

*SUPPLY CHAIN PLANNING MANAGER*

**SEPT 2013 – NOV 2014**

- Develop and execute supply chain planning strategies to ensure accurate demand forecasting and optimal inventory levels.
- Analyze market trends and historical data to create reliable demand forecasts and minimize stockouts or excess inventory.
- Manage capacity planning and production scheduling, balancing resources to meet customer demand efficiently.
- Monitor and optimize planning KPIs, such as forecast accuracy, inventory turnover, and service levels, implementing corrective actions as needed.

*PROCUREMENT MANAGER*

**MAR 2012 – AUG 2013**

- Develop and implement procurement strategies to ensure cost-effective sourcing aligned with company objectives
- Manage supplier relationships by evaluating, onboarding, and maintaining strong partnerships to ensure quality and timely delivery.
- Conduct market research and cost analysis to identify sourcing opportunities, monitor trends, and optimize procurement processes.



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- Oversee purchasing activities and purchase order processing, ensuring adherence to procurement policies and regulatory requirements.
- Lead and develop procurement team members, providing guidance and fostering continuous improvement in processes and supplier performance.

*MANUFACTURING SPECIALIST*

**AUG 2011 – MAR 2012**

- Monitor and optimize production processes to ensure efficiency, quality, and compliance with PMI standards.
- Manage production schedules and resource allocation to meet demand and minimize downtime.
- Ensure adherence to safety, health, and environmental regulations across all manufacturing activities.
- Coordinate with cross-functional teams (Quality, Maintenance, Supply Chain) to resolve production issues and maintain smooth operations.

*MANAGEMENT TRAINEE*

**FEB 2011 – JUL 2011**

- Assist in production planning and process optimization to improve operational efficiency and maintain quality standards.
- Support inventory management, demand forecasting, and logistics coordination to ensure smooth material flow.
- Gain exposure to manufacturing operations, compliance processes, and performance monitoring across multiple functions.
- Collaborate with cross-functional teams to deliver project reports, operational studies, and internal presentations.

**EDUCATION**

**Ghulam Ishaq Khan Institute of  
Engineering Sciences and Technology**  
Electronics Engineering

**TOPI, KHYBER PAKHTUNKHWA,  
PAKISTAN**

**2006 - 2010**

**LANGUAGE**

English – Fluent  
Urdu – Native



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**VIRAWATY**

## SUMMARY OF QUALIFICATIONS

Virawaty is a senior marketing and brand transformation leader with over 20 years of experience across brand building, category leadership, and smokefree transformation within Philip Morris International. She brings deep expertise in smokefree products (SFP), consumer centric innovation, and large-scale brand portfolio management in highly regulated markets, with a proven track record of translating global strategy into strong local execution and building long-term brand equity. Her career began at PT HM Sampoerna Tbk. in 2003 as a Graduate Trainee, progressing into senior marketing leadership roles in Indonesia, the Asia Pacific region, and Korea. Currently, as Head of Heat Not Burn (IQOS) in Indonesia, she leads one of PMI's most strategic growth platforms, focused on building and scaling a new category, accelerating adult smoker conversion, and translating PMI's global smokefree vision into sustainable local value creation.

## PROFESSIONAL EXPERIENCE

**PT HM SAMPOERNA TBK.**

**JAKARTA, INDONESIA**

**MAR 2019 – PRESENT**

*HEAD OF HEAT NOT BURN (IQOS)*

- Hold end-to-end accountability for the IQOS business in Indonesia, covering portfolio and pricing strategy, brand building, communications, and route-to-market execution in a priority PMI market.
- Establish and scale IQOS Club Indonesia from inception, defining the operating model, governance, and expansion roadmap to enable sustainable growth.
- Deliver strong initial business momentum, exceeding acquisition expectations, achieving conversion rates above global benchmarks, and maintaining high consumer satisfaction while sustaining accelerated growth through disruption.
- Drive accelerated growth through challenging conditions, sustaining multi-fold acquisition and revenue expansion without reliance on pricing actions.
- Sustain long-term growth momentum, strengthening the IQOS business model and positioning the category for durable value creation in Indonesia.



PT HM SAMPOERNA Tbk.

**PHILIP MORRIS KOREA INC.**  
*MARKETING DIRECTOR*

**SEOUL, SOUTH KOREA**

**OCT 2017 – MAR 2019**

- Lead end-to-end marketing for Combustible Cigarettes (CC) and IQOS, with full accountability for category strategy, performance, and execution in the Korean market.
- Redesign the category management and marketing operating model, improving strategic focus, decision quality, and execution discipline while managing structural category decline.
- Deliver market share outperformance versus expectations through disciplined portfolio management, activation prioritization, and resource allocation.
- Embed consumer journey-led planning and segment-based communication frameworks, strengthening prioritization across acquisition, conversion, and retention, and improving execution consistency.

**PHILIP MORRIS ASIA LIMITED**  
*DIRECTOR PORTFOLIO STRATEGY & DEVELOPMENT*  
*MARLBORO & PREMIUM BRANDS*

**HONG KONG**

**APR 2016 – SEP 2017**

- Lead regional portfolio strategy and brand stewardship for Marlboro and premium brands across Asia, delivering net market share growth and reinforcing Marlboro's leadership position despite sustained pressure on the premium segment.
- Establish Marlboro as the only growing premium brand in the region during the period by sharpening portfolio priorities, brand positioning, and execution focus.
- Simplify and accelerate the regional business model, improving speed-to-market and increasing new product launch success rates across diverse Asian markets.
- Lead product and packaging innovation initiatives tailored to Asian consumer preferences and regulatory environments, in close collaboration with affiliates and central teams.
- Develop, coach, and mentor brand management leaders across the region, strengthening strategic capability, succession readiness, and leadership depth in line with PMI's people development standards

**PT HM SAMPOERNA TBK.**  
*HEAD OF BRAND MANAGEMENT (A MILD)*

**JAKARTA, INDONESIA**

**OCT 2003 – MAR 2016**  
**APR 2013 – MAR 2016**

- Lead the strategic management and performance of Indonesia's leading cigarette brand, sustaining all-time high market share and reinforcing A Mild's market leadership.
- Design and implement the Sampoerna A brand architecture, reducing portfolio concentration risk and strengthening long-term brand resilience.
- Drive major product and packaging innovations, including new product launches and multiple SKU pack revamps, enhancing portfolio relevance and competitiveness.
- Advance structured consumer co-creation initiatives, elevating adult smoker engagement and setting new benchmarks in the low-tar segment.
- Build and develop a strong brand leadership team, establishing a robust talent pipeline with successors progressing into senior marketing and general management roles.



PT HM SAMPOERNA Tbk.

*MANAGER MARKETING NEW PRODUCTS & REGIONAL BRANDS*

**JUL 2010 – MAR 2013**

- Lead marketing strategy and execution for new product launches and regional brand portfolios, supporting growth and market relevance.
- Analyze market and brand performance to identify opportunities and guide marketing priorities.
- Coordinate cross-functionally to ensure effective, compliant deployment of marketing initiatives and optimal use of marketing resources.

*MANAGER PRODUCT DEVELOPMENT*

**JAN 2010 – JUN 2010**

- Lead product development and commercialization initiatives, translating business and consumer requirements into compliant product solutions.
- Collaborate with cross-functional and global teams to deliver product projects on time and in line with quality and regulatory standards.
- Manage product development lifecycle, including planning, execution, risk management, and stakeholder reporting.

*ASSOCIATE BRAND MANAGER – MARLBORO*

**MAR 2007 – DEC 2009**

- Support development and execution of brand strategy, communication, and activation for Marlboro in collaboration with Brand Manager and cross-functional teams.
- Coordinate brand deployment and marketing initiatives, working with agencies and internal stakeholders to ensure effective execution.
- Monitor execution progress and resource utilization to support consistent and compliant brand delivery.

*ASSOCIATE BRAND MANAGER – DJI SAM SOE (DSS)*

**MAR 2006 – FEB 2007**

- Support development and execution of brand strategy and communication for DSS, in collaboration with Brand Manager and cross-functional teams.
- Coordinate brand deployment and activation, working with agencies and internal stakeholders to deliver approved brand initiatives.
- Monitor brand execution and performance, providing analytical inputs to support continuous brand growth.

*MARKETING COORDINATOR – REGIONAL MARKETING*

**FEB 2005 – FEB 2006**

- Lead the orchestration and execution of regional marketing programs and brand initiatives across Bogor, Tangerang, and Bekasi areas in alignment with national marketing strategies.
- Partner with sales, commercial, and field teams to ensure effective and timely implementation of marketing activities.
- Track regional marketing performance, timelines, and budgets, and support reporting and post-activity evaluation.



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*BRAND ASSISTANT – SAMPOERNA HIJAU*

**MAR 2004 - JAN 2005**

- Support execution of brand activities and marketing initiatives for Sampoerna Hijau, ensuring alignment with approved brand plans and guidelines.
- Collaborate with cross-functional teams, agencies, and vendors to ensure timely, accurate, and compliant delivery of brand initiatives.
- Maintain brand documentation, tracking, and reporting, supporting budget control and internal stakeholder updates.

*GRADUATE TRAINEE*

**OCT 2003 – FEB 2004**

- Participate in the Sampoerna Graduate Trainee Program, a structured development program designed to build future leaders through cross-functional business exposure.
- Contribute to real business projects across core functions, supporting strategic initiatives and operational excellence.
- Develop strong business acumen, analytical thinking, and leadership capabilities through hands-on assignments and mentorship.

## **EDUCATION**

<b>Prasetiya Mulya Business School</b>	<b>JAKARTA, INDONESIA</b>	<b>2001 - 2003</b>
Master's degree in management (Marketing Management) – Best Graduate		
<b>Parahyangan Catholic University</b>	<b>BANDUNG, INDONESIA</b>	<b>1997 - 2001</b>
Bachelor's degree in chemical engineering, cum laude		

## **LANGUAGE**

English – Fluent  
Indonesia – Native



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## JOY KARTIKA WIDJAJA

### SUMMARY OF QUALIFICATIONS

Joy Kartika Widjaja is a transformation-driven marketing and commercial leader with over 14 years of experience in business building, brand development, and omnichannel consumer activation within Philip Morris International. She has a proven track record in establishing new entities from the ground up, designing scalable business models, and driving sustainable growth through strategic partnerships, ecosystem development, digital platforms, and large-scale consumer engagement. Currently, she serves as Director of Resonine (PT Harapan Karya Sembilan, Sampoerna's subsidiary) and Head of Consumer Activation, leading end-to-end activation ecosystems across out-of-home, community, direct selling teams, and events, while driving transformation and strengthening Resonine as a strategic engine for brand growth.

### PROFESSIONAL EXPERIENCE

**PT HM SAMPOERNA TBK.**

**JAKARTA, INDONESIA**

**MAR 2018 – PRESENT**

*DIRECTOR OF RESONINE & HEAD OF CONSUMER ACTIVATIONS*

**FEB 2025 – PRESENT**

- Establish and lead Resonine (PT Harapan Karya Sembilan), an in-house event promoter and event organizer, as a strategic activation engine to support Sampoerna's brand and consumer engagement agenda.
- Develop Resonine blueprint by defining the business model, operating structure, and transformation roadmap to deliver scalable, best-in-class consumer activation capabilities.
- Lead and integrate consumer activation channels across out-of-home, community engagement, direct selling teams, and events to ensure cohesive and impactful brand experiences nationwide.
- Formulate and deploy multi-category brand activation platforms, ensuring competitiveness, relevance, and strong resonance across different product categories and consumer segments.
- Collaborate closely with internal stakeholders and external partners to translate brand strategies into high-quality activation concepts and flawless execution in the market.



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*HEAD OF BRAND*

**JUN 2024 – JAN 2025**

- Lead and manage strategic partner brands by acting as a trusted brand consultant, shaping long-term brand portfolio strategies aligned with business and market objectives.
- Drive the development of creative concepts and brand narratives, ensuring consistency, differentiation, and relevance across touchpoints.
- Design and deliver integrated brand activation solutions, collaborating closely with partners to translate strategy and creativity into effective market execution.

*HEAD OF IQOS DIRECT RETAIL*

**JAN 2023 – MAY 2024**

- Establish and scale the foundation for smoke-free products direct retail channels across Indonesia, including IQOS island and IQOS kiosk, ensuring consistent brand presence and consumer experience.
- Lead nationwide expansion of the IQOS direct retail footprint, defining rollout priorities, operational standards, and execution governance to support sustainable growth of the smoke-free category.
- Manage and develop a large field organization of approximately 600 Store Coaches, providing strategic direction, capability building, and performance management to ensure execution excellence.

*SENIOR MANAGER SMOKE-FREE PRODUCT STRATEGIC PLANNING*

**OCT 2022 – DEC 2022**

- Build and own the commercialization blueprint for smoke-free products in Indonesia, translating strategic objectives into an integrated go-to-market plan.
- Design and orchestrate channel synergies across direct retail, indirect retail, strategic partnerships, and Marketing to ensure consistent consumer experience and effective market execution.
- Align cross-functional stakeholders to optimize route-to-market models, channel roles, and commercialization priorities for scalable growth of the smoke-free category.

*SENIOR MANAGER SMOKE-FREE STRATEGIC PARTNERSHIP AND DEPLOYMENT*

**JUL 2022 – SEP 2022**

- Establish and lead the partnership blueprint for the smoke-free products category, ensuring deployment excellence and the delivery of a best-in-class route-to-market experience aligned with Sampoerna's smoke-free transformation strategy.
- Drive end-to-end strategic partnerships by managing commercial negotiations with key potential partners, structuring mutually beneficial collaboration models to accelerate smoke-free product availability and adoption.
- Lead and coach a team of Smoke-Free Product (SFP) Deployment Managers (8 people), ensuring strong execution, cross-functional alignment, and consistent market rollout excellence.



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*SENIOR MANAGER STRATEGIC PLANNING & DIGITAL  
SUSTAINABILITY*

**AUG 2021 – JUN 2022**

- Lead the strategic management and performance of Indonesia's leading cigarette brand, sustaining all-time high market share and reinforcing A Mild's market leadership.
- Design and implement the Sampoerna A brand architecture, reducing portfolio concentration risk and strengthening long-term brand resilience.
- Drive major product and packaging innovations, including Avolution 20s and multiple SKU pack revamps, enhancing portfolio relevance and competitiveness.
- Advance structured consumer co-creation initiatives, elevating adult smoker engagement and setting new benchmarks in the low-tar segment.
- Build and develop a strong brand leadership team, establishing a robust talent pipeline with successors progressing into senior marketing and general management roles.

*SENIOR MANAGER STRATEGIC PARTNERSHIP*

**MAR 2018 – JUL 2021**

- Lead and manage a team of Junior Managers and Executives (approximately 15 people) to build a new business entity from the ground up, covering strategy development, operating model, and organizational setup.
- Define the long-term business strategy, vision, and commercial model, and drive mutual-benefit partnerships with FMCG and services companies to support Sampoerna's retail, wholesale, and digital platforms (SRC, Mitra SRC, and AYO SRC).
- Establish the legal and operational infrastructure of the new entity within less than one year, including organizational design, governance structure, and end-to-end operating readiness.
- Drive disciplined execution in partnership development, commercial negotiations, and stakeholder management to build a scalable business ecosystem.
- Deliver fivefold (5x) revenue growth within a two-year period, resulting in more than 150 business connections, over 40 partnership agreements, and national-scale media coverage for strategic partnerships.

**PHILIP MORRIS ASIA PACIFIC**

**HONG KONG**

**FEB 2017 – FEB 2018**

*MANAGER PORTFOLIO STRATEGY & DEVELOPMENT*

- Oversee the Asia Pacific market across 16 affiliates by advocating product initiatives and marketing activities, supported by profitability analysis, market potential assessment, and launch and activation strategies.
- Plan and support approximately 60 new brand and variant launches across Asia Pacific markets.
- Advocate a broad range of product-driven initiatives, covering segments from above-premium pricing to low-price offerings.
- Consolidate the overall Asia Pacific marketing strategy and support the Vice President, Marketing Asia Pacific, in liaising with Global Headquarters and local markets.



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**INDONESIA**

**OCT 2011 – JAN 2017**

*MANAGER AREA CONSUMER  
ENGAGEMENT*

**BANDUNG, INDONESIA**

**JAN 2015 – JAN 2017**

- Lead and manage a team of Area Supervisors (12 people), providing direction, coaching, and performance management to ensure strong field execution across assigned territories in Bandung and surrounding areas.
- Develop and implement field marketing and consumer engagement strategies across multiple channels, including out-of-home media, events, and direct selling teams, to drive brand experience and consumer activation.
- Ensure execution excellence by planning, monitoring, and evaluating consumer engagement activities across six channels, while optimizing territory potential, consumer segmentation, and local market opportunities, while consistently delivering strong business results and achieving national recognition for the highest market share growth for two consecutive years.

*MANAGER*

*COMMERCIAL*

**SURABAYA, INDONESIA**

**APR 2014 – DEC 2014**

*ORGANIZATION DEVELOPMENT*

- Work closely with the Commercial Director to design and execute commercial organization development strategies, particularly for the West Java and Central Java regions, ensuring alignment with business and growth objectives
- Lead large-scale talent initiatives, including end-to-end recruitment of commercial field force talents and systematic talent development planning to build a strong and sustainable pipeline
- Develop and implement capability-building and upskilling curricula for the commercial organization, translating business needs into structured learning and development programs.

*REGIONAL RETAIL ANALYST*

**SURABAYA, INDONESIA**

**DEC 2013 – MAR 2014**

- Generate business insights and strategic recommendations for the retail channel in East Java, supporting area leadership in achieving volume, distribution, and market share objectives.
- Analyze retail and trade performance, including outlet productivity, channel structure, competitive activities, and consumer behavior, to identify growth opportunities and execution gaps.
- Translate market, sales, and retail data into actionable insights to guide retail strategy, trade programs, and route-to-market effectiveness.

*SALES ANALYST FOR HEAD OF  
CHANNEL*

**SURABAYA, INDONESIA**

**OCT 2013 – DEC 2013**

- Deliver actionable insights and strategic recommendations for Java Island territories, supporting channel performance optimization and achievement of business objectives.
- Provide comprehensive analysis of regional sales, distribution, and channel execution, identifying risks, opportunities, and required follow-up actions to support channel strategy.
- Translate sales performance data and market intelligence into clear insights to guide decision-making for the Head of Channel and commercial leadership.



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*GRADUATE TRAINEE*

SURABAYA, INDONESIA

**OCT 2011 – SEP 2013**

- Participate in the Sampoerna Graduate Trainee Program, a structured leadership development program designed to build future leaders through cross-functional rotations, with progressive assignments as Sales Executive, Sales Supervisor, Senior Sales Analyst, and Marketing Specialist.
- Contribute to real business projects across core functions, supporting strategic initiatives and operational excellence.
- Lead and manage field sales operations, supervising a team of up to 14 subordinates to deliver strong in-market execution; identify actionable insights and ensure disciplined execution of sales plans at the territory level.
- Gain end-to-end exposure to the commercial value chain, including frontline sales execution, field leadership, regional performance analysis, and consumer-driven marketing.

#### **EDUCATION**

<b>Prasetiya Mulya Business School</b> Bachelor's degree in business management	<b>JAKARTA, INDONESIA</b>	<b>2007 - 2011</b>
<b>Jinan University</b> Guangzhou Jinan DaXue (Mandarin Language Course)	<b>GUANGZHOU, CHINA</b>	<b>2006 - 2007</b>

#### **LANGUAGE**

English – Fluent  
Indonesia – Native  
Mandarin – Fluent