



EMBARGOED TILL THURSDAY, 31 MARCH 2016, 8.00PM

**SINGAPORE BUSINESS AWARDS 2016
OUTSTANDING CHIEF /SENIOR EXECUTIVE (OVERSEAS) OF THE YEAR 2015**

**MR SHAFIE SHAMSUDDIN
PRESIDENT AND CHIEF EXECUTIVE OFFICER
PT TRANS RETAIL (CARREFOUR INDONESIA)**

Personal background and leadership qualities

Shafie Shamsuddin's involvement in one of the world's largest hypermarkets from the start of his working life has brought him remarkable success. Not only was he the first non-European to hold the top position as a country CEO globally, but he also became the youngest president director within the Carrefour Group worldwide when he was 35 years old.

Soon after graduating in 1996 from Nanyang Technology University with a business studies degree, Mr Shafie started his career at Carrefour Singapore as a management trainee in the operations and merchandising department. "With the hypermarket business still very new in Asia, my stint was not easy. Nevertheless, my exposures and training courses in several countries like France, Malaysia, Thailand, Taiwan, etc., as a management trainee not only gave me a valuable lesson, but also opened my mind and heart to the fact that the hypermarket business had great potential in Asia," he says.

He was first promoted to department head in October 1997, then to the position of division manager for commercial and merchandising functions at the beginning of 2000. His sharp business acumen, especially in the non-food bazaar segment in Singapore was soon recognised, and in early 2002, he was tasked to transfer that knowledge to Indonesia, where he was posted as bazaar merchandise manager for 10 Carrefour hypermarkets in the vast country. His success in the transformation of

The logo for Singapore Business Awards features a stylized arch above the text. The word "SINGAPORE" is in a dark serif font, "BUSINESS" is in a gold-colored serif font, and "AWARDS" is in a dark serif font.

Carrefour in Indonesia was recognised by the CEO of Carrefour Asia Pacific; Mr Shafie was swiftly promoted to a director in the non-food merchandising and operations of Carrefour in Singapore.

After holding the position for almost two years (2003 - 2005), Mr Shafie was next promoted to be the managing director of Carrefour Singapore and operation director for the southern part of Carrefour Malaysia. On Feb 14, 2006, just a year after, he became the CEO of Carrefour Singapore and Malaysia.

Promoted eight times within his first 10 years, Mr Shafie not only became the first Asian among the top 50 leaders out of half a million associates in the Carrefour Group, he was also the first non-French speaking one. Then only 35 years old, he was leading more than 3,000 associates, responsible for a group that was generating sales of 450 million euros a year.

Between 2006 and 2009, he led the opening of 12 new outlets for Carrefour in Malaysia. The number of associates also grew from 3,000 to almost 6,000 people, while profitability grew almost 100 per cent in three years.

In July 2009, Mr Shafie was appointed president director of Carrefour Indonesia. Although Carrefour Indonesia was already the No.1 hypermarket in the country with a 70 stores across 20 cities, it faced several difficulties and challenges. Some of them included accusations of monopoly, unfair treatment by mall managements, power disruptions, and labour union demonstrations. He tackled those issues one by one, through countless meetings and negotiations with mall managers, supplier associations, unions, local governments, and sometimes even the local police and army. It is not without hard work that Mr Shafie managed to lead his team to overcome all those challenges in less than two years, exceeding headquarters' expectations. And all this, while steering the group to ride out the global financial crisis.

"We didn't have to sell our stores. We won all the appeals and we didn't have to pay any fine. We took back control and even won a big compensation from the mall management which we decided not to take in order to build long term sustainable relationship. We also took back control on our labour unions and bring back positive energy and our drive and focus back on our customers. As such, we came back stronger in our sales and profitability. I took this as a great challenge to test myself if it's true all this while that we need to have a bigger heart to win big and sustain our lead," he said.

With Carrefour's Indonesia business on firmer ground, Mr Shafie knew that for long term viability and growth, Carrefour needed a local partner that could provide that on-the-ground business and consumer knowledge, and familiarity with the local environment. That was when Mr Shafie approached several potential local partners and made a strategic and wise recommendation to Carrefour's board of management in France. This eventually led to a 40 per cent acquisition of Carrefour Indonesia by CT Corp in 2010. The stake was raised to 100 per cent in 2012.



In January 2011, Mr Shafie was appointed by the chairman of Carrefour Group as executive director, in charge of its Global Talent Management Organizational Development. Based in Paris, he was to develop talents worldwide through a revamped performance appraisal, derive a mentoring and coaching system for top talents to be CEO. After two years in Paris, Mr Shafie missed the excitement and joy of being with his teams in the grassroots, especially in Asia where he has deep affection for developing future leaders.

His passion brought him back to Indonesia where he returned to in January 2013 as president director and CEO of PT Trans Retail Indonesia (Trans Retail Group) leading more than 10 companies that include businesses covering hypermarkets, supermarkets, convenient stores, wholesale, fresh importation, distribution, digital gadgets, car servicing, property and indoor theme parks. He was tasked to build a new management team and transform Carrefour into an entrepreneurial organisation. The result is a winning hybrid retail store model with growth of more than 50 per cent on LFL sales and profitability basis, and engagement with more than 250 physically challenged associates within the organisation. "Target is 1,000 associates in 2020!"

Mr Shafie believes that success is about one's choices connected to goals in life. For himself, he has chosen to contribute to the betterment of the communities in Indonesia. Making people smile and happy is also something he is always looking forward to in his life.

Company profile

PT Trans Retail Indonesia owns and operates retail businesses including grocery shops, hypermarkets, mini-markets, and convenience stores. The company is based in Jakarta, Indonesia, and is a subsidiary of CT Corp.

CT Corp, founded in 1987 by Chairul Tanjung, is a rapidly growing, diversified Indonesian-based holding company that is active in three sectors – financial services, natural resource management and media and personal services including food distribution. The group has established strongly-positioned companies in the consumer market, such as Bank Mega, Bank Mega Syariah, Mega Life, Trans TV, Trans 7, and Mahagaya. It manages over US\$7.56 billion in assets and employs more than 70,000 people. In 2011, it generated more than US\$2.5 billion in sales.

Currently, the Carrefour Group is the largest retailer in Europe, and the second largest worldwide, with more than 10,800 stores under its banner in 33 countries, and more than 380,000 employees. For over 50 years, it has been a partner in the day-to-day lives of more than 25 million customers in Europe, Asia and Latin America. The Group combines different formats – hypermarkets, supermarkets, convenience stores and cash & carry outlets. It offers the lowest prices on a large range of products and services.

Since November 19, 2012, CT Corp has acquired 100 per cent of Carrefour in

Indonesia. Along with the change of shareholders, the company name was changed to PT Trans Retail Indonesia from the previous PT Carrefour Indonesia. Today, a total of 87 Carrefour outlets spread across 28 districts / municipalities in Indonesia.

Carrefour partnered with more than 4,000 suppliers from around Indonesia, 70 per cent of them are small and medium enterprises (SMEs). Through Carrefour, suppliers provide customers access to tens of thousands of products, of which 90 per cent are local products. Carrefour also provides ease and convenience of shopping through its home delivery programme, making shopping for consumers much cheaper and easier.

A family man

Born the third of five children in a family with below-average income, Mr Shafie feels that he owes his success to his parents. "My parents gave me the structure and foundation to be a grateful leader and always give back to the society."

Married with three children, he is close to his two sons and one daughter. "My oldest son Mohd Faisal is doing his own business. My other two children, now 17 year-old son Sofiuddin and 13-year-old daughter Diyanah, live with us in Jakarta. They both go to the British International School."

He spends most of his weekends with his wife and children. They would exercise, ride bicycles and generally hang out together to discuss or share principles and views. "We love to debate and spar among ourselves," he says.

Berita Harian Achiever of the Year

Mr Shafie won the Singapore Berita Harian Achiever of the Year Award 2010. He was singled out by the judging panel not only for his international career achievements but also for his "personal values", said then-Berita Harian editor Mohd Guntor Sadali.

Mr Shafie hopes the award will help him contribute more to the Malay community's development. As the first and only corporate recipient of the award, he relates to Malay businessmen to "leverage on their language" and "open up to our neighbours".

Mercy Relief goodwill ambassador

Mr Shafie is Mercy Relief's Goodwill Ambassador for Indonesia and he participated in relief efforts during the earthquake that rocked Padang in 2009. Together with singer Hardy Mirza, he helped to distribute relief supplies in Sikucur.

Mr Shafie said that promoting education was part of Carrefour's corporate social responsibility and added that he did not want children to be denied of an education

just because of the natural disaster.

Project Protege

Mr Shafie was also involved in Project Protege which is a part of The Learning Festival in 2012, organised by Mendaki Singapore. Project Protégé is a mentorship project for individuals to be selected and mentored by industry leaders from various fields. Protégés will be attached to mentors over a period of three months or longer.

Syakir Hashim, a student from the National University of Singapore, was given the privilege to be mentored by Mr Shafie, who shared knowledge, values and inspiring stories on his success in business management. In an interview with Mendaki, Syakir explained how the sharing session he spent with Mr Shafie helped him to breach the gap in the experiences that he lacked through the stories shared.

As a mentor, Mr Shafie invited his protege to stay over at his house in Paris, and now in Jakarta, to not only get to know him, but also his family as he believes that it is important to build a cohesive team in any entrepreneurial organisation, and that foundation starts from family.

Personal ambition

When questioned about which part of his job excites him the most, Mr Shafie admitted that it is the opportunity to grow and develop future leaders and associates in the grassroots environment. In addition, even more exciting is how strongly driven he is by his personal ambition, which is to pave the way for people to develop a bigger meaning in life through five main thoughts: to understand one's true self and ability; to accept life and be grateful; to know that life is full of crossroads and choices; to learn to give more than we take; and, finally, to learn to love before asking for love.

List of professional achievements

2013 – present : President & CEO – Trans Retail Indonesia

2011 to 2012 : Executive Director- Global Talent Management and Organizational Development for Carrefour Group in France

2009 to 2012 : CEO and President of Board of Director in Carrefour Indonesia - Carrefour Indonesia with 81 stores- largest hypermarket in Indonesia- 27 cities in Java, Sumatra, Kalimantan, Sulawesi and Denpasar- 28000 employees with 12000 Direct associates.

2006 to 2009 : Chief Executive Officer - Carrefour Malaysia and Singapore
First Asian to be CEO for Carrefour- 8000 employees with 4000 direct associates -



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More than 20 hypermarkets plus new expansion of convenience stores in Malaysia - 2 stores in Singapore

2005 to 2006 :

- Managing Director for Carrefour Singapore and South Regional Director Operations in Malaysia - Carrefour Singapore
- Managing Director for 2 hypermarkets in Singapore- Fully responsible for general Management, expansion and profitability of Operations Development in Singapore.
- Regional Director in Operations and expansion for South Malaysia

2003 to 2005 :

- Store Director/ Marcom Director/ Non-Food Director/ HR - Carrefour Singapore
- Store Director at Suntec City - one of the biggest Store in sales for Carrefour in Asia with a big contribution of non-Food- Marketing and Communication Director for Carrefour Singapore with a turnover of about \$S200 million - Non-Food Director with almost 50 percent of sales in non-Food - Human Resource Management for about 600 associates

2002 to 2003 :

- Bazaar Merchandise Manager - Carrefour
 - Led a team of Merchandise Buying and sales Development for Bazaar Division in Carrefour Indonesia with 10 stores- centralized Organisation with sourcing to China, Hong Kong, India, Europe and Local Indonesia - develop and increase the growth of categories like furniture, bicycles, toys, luggage, plastics etc

1996 to 2002 :

- Division Manager, Department Head, Asst Dept Head, Management Trainee – Carrefour
- Management Trainee in Carrefour Singapore in merchandising for Buying and Operations - Asst Department Head DIY- Department Head Leisure and Household- Division Manager Bazaar

Other appointments :

- He was a member on the board of trustees at the Singapore University of Technology and Design (SUTD) in 2010 and 2011.



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- He is currently among the Board of Advisers in the Alumni Nanyang Business School in NTU.