

2020 Exchange | Chair Biography

Ümit Subaşı

“Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win.”
- Sun Tzu



A veteran of the global CPG industry with more than 30 years of business experience, Umit Subasi (*MAICD*) held significant CEO, senior executive and Board roles with an exemplary track record of delivery. His extraordinary leadership experience spans across multiple industries, multiple geographies and multiple cultures, with a variety of global roles covering both, developed and developing markets in every part of the world.

Umit has extensive CEO experience with a balanced combination of strategic and operational delivery coupled with cross-disciplinary and cross-cultural capabilities. He served major multi-national enterprises with up to 20B\$ of market cap and significant international footprint, whether publicly quoted i.e. DAX, NYSE or family-owned over generations. With P&L accountability up to 2B\$ and overseeing staff up to 5,000 people with different roles at C and C-1 level, Umit has experience in CPG household, personal care, food and travel industries. He also has extensive governance and oversight experience due to the nature of the roles covered. Having lived and worked in different parts of the world, he speaks several languages fluently and has a unique background and knowledge of Emerging Markets.

His considerable CEO experience comes from scale & complex end-to-end operations across a wide set of geographies and spans across brand building, leading critical turnarounds, strategy development, creating route-to-market strategies, establishing operations in emerging economies, channel & distribution expansion, designing & implementing new business models, non-organic business development, governance and monitoring practices, management finance, building high performance cultures and change management.

Career History

Umit was appointed President, Campbell International, in April 2018 at Campbell Soup Company. He joined the company in November 2013 as the President of Asia Pacific. Campbell is a global food company headquartered in Camden, US and is NYSE quoted.

In his most recent role, he was based in Sydney and led all businesses outside the Americas. This global leadership role is accountable for the strategic direction and operational oversight of Campbell's International business portfolio incl. Global Brands & Expansion while heading the flagship business as the CEO of Campbell Arnott's. Following the split sale of the International business to Ferrero and KKR, he left this role post the completion of the sale by the end of December 2019.

During 2011 and 2012, Umit served as a Member of the Executive Board & President, Emerging Markets for Beiersdorf AG, one of the world's leading personal care companies based in Hamburg, Germany and listed as DAX 30. He was responsible for significantly expanding the company's presence in emerging markets. He led the business strategy, developed and implemented a new operating model and delivered growth across Latin America, India, Africa, Russia & CIS, Turkey and the Middle East.

Umit began his FMCG career with SC Johnson in 1993 and held senior general management positions in both developed and developing markets, culminating with his role as Vice President & Zone Director in Europe and as an Officer of the Company. During his 17-year tenure, he led different markets and



established company's brands in such countries as Germany, Romania, Bulgaria, Italy, Russia, CIS, and Turkey.

Why 2020 Exchange

"Being a warrior in spirit and a firefighter at heart, my personal purpose is to become a better version of myself and to positively impact the lives of others. I believe in servant leadership and driving progress in every aspect of our lives."

"In my role with 2020 Exchange, I'm prepared to do the hard work of understanding the true motivational factors of every individual in my consortium, in order to facilitate a trust based environment where everyone feels they can be at their best, where we can produce valuable perspectives relevant for our personal and professional development and ultimately, where we can collectively raise the bar whether personally or as a group for everything we do in life."

It is Umit's connection with people and his commitment to being the best he can be that has inspired the greatest outcomes and aligns him with 2020 Exchange.

Board Service | Qualifications | Professional Development and Training

Umit has diverse Board experience, both as a Non-Executive and Executive Director. He has served on a variety of boards across publicly listed entities (DAX30), private companies, NFP Boards (Industry Association and Charities), and Subsidiary Boards in multinational settings.

He was appointed as a Director of the Board of the Australian Food & Grocery Council (AFGC) in 2017 and also chaired the Health, Nutrition and Scientific Affairs Committee until the end of 2018. He completed his term as a Board member at the AFGC by the end of November 2019. Umit continues to remain involved as a major shareholder and Director of a small-cap, private personal care distribution business in Turkey since 2013. Given his senior roles with major, global publicly listed businesses, Umit also had relevant Board exposure in his Executive capacity over the last decade.

While in Eastern Europe, Umit helped to establish and expand United Way operations in that region and served as a Director on the Board of United Way Romania, followed by United Way Russia. He was also closely involved with the oversight of the Arnott's Foundation between 2014 and 2019. He continues to serve as a fully qualified and voluntary firefighter with the NSW Rural Fire Service in Sydney.

He completed a post-graduate Executive program at INSEAD in Paris; has a Bachelor's degree in Business from the Anadolu University and an Associate degree in Tourism from Istanbul University.

Positions Held

:2020 – present	Founding Partner Ultra Modum Pty Ltd
:2013 – present	Director and Partner 4 A Cosmetics Inc.
:2017 – 2019	Director, Australian Food & Grocery Council (AFGC)
:2018 – 2019	President International & CEO Campbell Arnott's
:2013 – 2018	President Asia Pacific & CEO Campbell Arnott's
:2011 – 2013	Director, Beiersdorf AG