

INDIVARA GROUP

KICKOFF MEETING

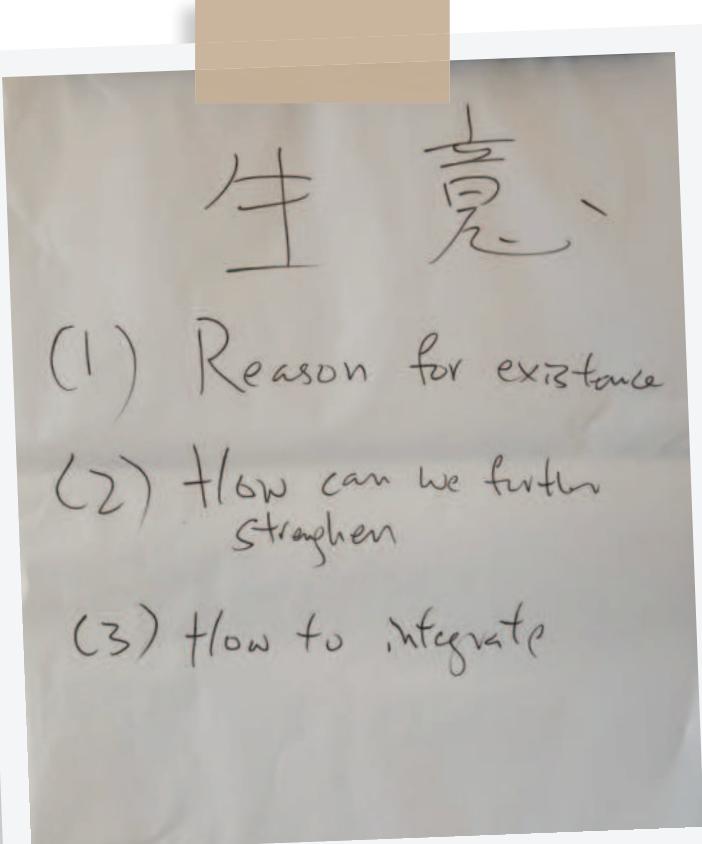
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ALIGN
ADVANCE
ACHIEVE

Our 2026 Indivara Group Kick Off Meeting was held in Bangkok, continuing a series of Group Kick Off Meetings previously conducted in Kuala Lumpur.

The meeting brings leadership teams from three regions: Indonesia, the Philippines, and Singapore together to consider the business from a Group perspective. Under the theme “Align, Advance, Achieve,” the Kick Off Meeting created a space to step back from individual company contexts and focus on collective growth.





生意、

- (1) Reason for existence
- (2) How can we further strengthen
- (3) How to integrate

- 1. Reason for existence
- 2. How we can further strengthen
- 3. How to integrate

During the session, Jusuf Sjariffudin, Group CEO of Indivara, introduced a grounding principle to guide our approach before progressing further into product development and scaling. He presented the concept of 生意 (Shēngyì). While commonly translated as “business,” the literal components Life (生) and Meaning/Intention (意) suggest that a business should be a “living purpose.”

To implement this philosophy, the leadership discussions were centered on three critical strategic pillars:

- Defining our Purpose: Re-evaluating our fundamental reason for existence to ensure our work provides unique value to the market.
- Fortifying our Core: Identifying how we can further strengthen our existing advantages to build a more resilient and competitive organization.
- Driving Integration: Determining how to effectively integrate our diverse products, services, and regional operations to create a seamless experience for our clients.

The Kick Off provided a forum for leadership across the Group to exchange perspectives and align on shared priorities. These conversations clarified how our businesses relate to one another and informed the Group's strategic direction for 2026.

As we operate across multiple regions and business contexts, this shared way of thinking supports alignment in decision-making as we move into the year ahead.

