

Tobacco Industry Profile – Indonesia

(August 2009)

Intended Uses of Report

This document is intended as background information for developing presentations, educational and training materials, and for use in media messaging. We suggest that you copy directly from this document to materials that you are developing (be sure to maintain citations). You are encouraged to add relevant local information so that you have ready facts for these purposes.

We recognize that Indonesia has not yet ratified the World Health Organization’s Framework Convention on Tobacco Control (FCTC). However, the FCTC provides sound framework for achieving reductions in tobacco use. One of its guiding principles is that participation of civil society is essential in achieving the policy objectives contained within the Convention.¹ The FCTC also recognizes that “there is a fundamental and irreconcilable conflict between the tobacco industry’s interests and public health policy interests.”² Civil society can play an essential role in raising awareness about the tobacco industry – its goals, its size and operation, its strategies to promote its products, and to thwart the adoption and implementation of strong policies by gaining influence and credibility with policy makers and the public at large. Accordingly, advocates should educate policy makers about the tobacco industry and its deadly products in their campaigns to achieve priority policy initiatives contained within the FCTC.

Evidence from Section 4 (Tobacco Industry Promotions and Sponsorships) of this report can be used to support comprehensive bans on all tobacco advertising, promotion, and sponsorships as specified in FCTC Article 13 and its guidelines. Section 5 (Corporate Social Responsibility) can also be used to support alignment with FCTC Article 5.3 guidelines to calling for the denormalization and regulation of purported “socially responsible” activities carried out by the tobacco industry. We suggest that you add examples to these Sections of the report as you find them to ensure that you have a ready resource to access as the need for this type of information arises in your policy campaigns.

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1. Introduction

The tobacco industry is one of the most profitable industries in the world. To market its deadly products, tobacco companies use its enormous wealth and influence locally and globally. Even as advocacy groups and policy makers work to combat the tobacco industry’s influence, new and manipulative tactics are used by tobacco companies and their allies to avoid or weaken tobacco control efforts. It is important for tobacco control advocates to know which companies are

present, how and where they operate, the types and quantity of product sold and marketing tactics used to sell tobacco products. By being informed about all aspects of the tobacco industry within a country, advocates are better equipped to fight the tobacco industry and its allies on multiple levels.

It is important to note that the tobacco companies typically report market data annually at least several months after the end of the fiscal year. By its nature, market data reported by analysts and tobacco companies are one or two years old. Thus, general trends, forecast data, and tobacco industry positioning within the market contained here is the most recent we are able to obtain from tobacco analysts, Euromonitor International, and other sources.

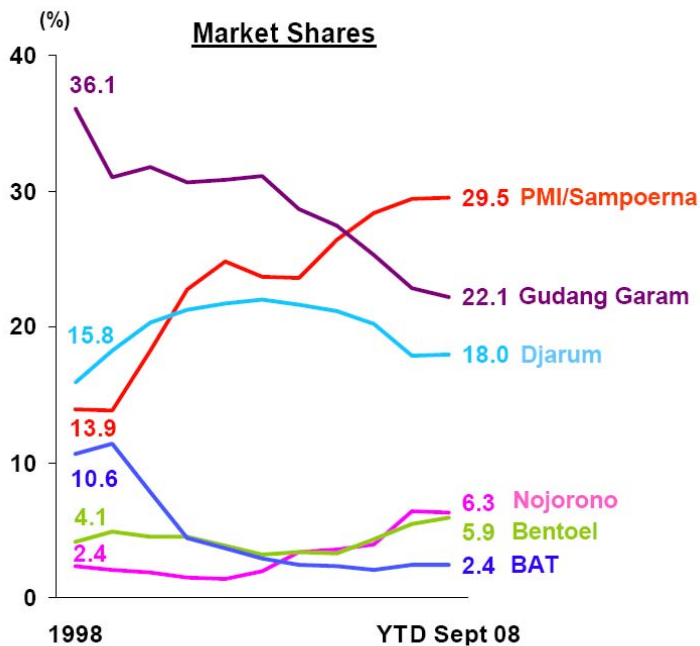
Further, market data on kretek cigarette manufacturing and sales in Indonesia may be incomplete in this report because industry analysts often only report market data on machine-rolled products. Therefore, data does not always include hand-rolled kreteks, which represents a large segment of kretek sales. Where possible, we have included information about hand-rolled kreteks, but information on this segment of the kretek market remains scarce.

2. Overview of the Tobacco Industry in Indonesia

Indonesia has a unique market because the majority of smokers in Indonesia (92%) use kreteks,³ which are traditional cigarettes made from tobacco, clove buds and flavoring “sauces” and are either hand-rolled or machine-rolled into conventional cigarette form. Kreteks contain tobacco and, therefore, all of the same deadly health harms caused by conventional white cigarettes apply to kreteks. Additionally, cloves and chemical additives in a kretek’s flavoring “sauce” contain at least three additional toxic chemical compounds and, thus, additional associated health risks.⁴ Kreteks comprise such a large portion of the Indonesian market that in general the term “cigarettes” refers to them and other manufactured cigarettes that do not contain clove buds and flavoring “sauces” are referred to as “white cigarettes.” Currently, the sale of machine-rolled kreteks is on the rise.⁵ In 2006, approximately 56% of kretek cigarettes were machine-rolled and an estimated 35% were hand-rolled.⁶

Indonesia is the world’s fifth largest tobacco market by volume.⁷ Retail volume sales have increased by over 25% (26.4%) in the last ten years from 132.6 billion sticks in 1998 to 167.6 billion sticks in 2008 (*does not include hand-rolled kretek growth*).⁸ The market leaders in Indonesia include both transnational and locally owned tobacco companies.

Market Shares* of the Leading Tobacco Companies in Indonesia, September 2008⁹



Source: Sampoerna company records, PMI Financials and AC Nielsen

* Includes hand-rolled, machine-rolled and white cigarettes

Note: Philip Morris International (PMI) became the major shareowner of Sampoerna in 2005 and British American Tobacco (BAT) acquired a majority share in Bentoel in 2009.

Transnational Tobacco Companies (TTCs) in Indonesia

The two largest non-governmental-owned transnational tobacco companies (TTCs)– *Philip Morris International (PMI)* and *British American Tobacco (BAT)* - operate in Indonesia; selling both kreteks and white cigarettes. The powerful presence and nature of these TTCs further threaten public health because the companies' competitive efforts to reach young consumers and female smokers ultimately increase smoking prevalence in markets where TTCs operate.¹⁰

- The TTCs use their immense economic and political influence to weaken tobacco control policies globally.¹¹
 - As TTCs gain control of emerging markets like Indonesia, they drive down cigarette prices and raise advertising and promotional spending, which in turn increases the rate of consumption in a country.¹²
 - Even in the current global financial crisis, the TTCs are considered by analysts as generally recession-resilient,¹³ enabling the companies to continue their competition for a larger share in emerging markets such as Indonesia.
 - The TTCs can increase profits by streamlining manufacturing, distribution, and marketing processes, which can reduce unit costs for a cigarette,¹⁴ especially where in-country manufacturing allows access to cheaper labor and transportation costs.¹⁵
- Recently, both PMI and BAT have increased their operations in Indonesia by acquiring local tobacco companies.

- In 2005 PMI became the major share holder of PT HM Sampoerna Tbk (Sampoerna).
- In June 2009 BAT bought a controlling stake in Bentoel Internasional Investama Tbk (Bentoel).

Philip Morris International

- In just three years after PMI acquired Sampoerna in Indonesia in 2005, the TTC has overtaken the previous market leader Gudang Garam Tbk PT, a domestic Indonesian company, in terms of sales and profits, and now has the largest market share.¹⁶
 - PMI has achieved a 28% increase in sales by volume of white cigarettes and machine made kreteks from 29.6 billion sticks in 2005 to 37.9 billion sticks in 2008.¹⁷
 - PMI's share of the hand-rolled kretek segment also grew from 32.8 billion sticks in 2007 to 33.2 billion sticks in 2008 (a 1.3% volume increase.)¹⁸
- In 2008, a Euromonitor International report placed Indonesia as PMI's 4th largest market. The country is considered an emerging market specifically targeted by PMI to improve the growth of the company.¹⁹
- **PMI operates in Indonesia through two companies**
 - **PT HM Sampoerna Tbk.** In 2005, PMI became the majority shareholder (97.95%) in Sampoerna, which operates five cigarette manufacturing facilities in Indonesia, the biggest of which is Pandann, East Java.²⁰ In 2008, a new manufacturing facility in Karawang, West Java was completed.²¹
 - Sampoerna owns Alfamart mini-mart chain of about 1000 stores that offers PMI the opportunity to increase marketing and sales of its products.²²
 - **Philip Morris Indonesia** was established in 1998 with the takeover of a production facility in East Java.²³
 - Philip Morris Indonesia makes all of PMI's white cigarettes sold in country, including segment leader *Marlboro* brand cigarettes which sold 10.9 billion sticks in 2008.²⁴

British American Tobacco

- **BAT operates in Indonesia through two companies**
 - **PT Bentoel Internasional Investama Tbk:**
 - In June 2009, BAT acquired control (85% share) of Bentoel, which, in addition to being a leading cigarette manufacturer, is also a holding company for other businesses including trading, industrial manufacturing, constructions and development services, and owns a recreational park.²⁵
 - BAT reported that its June 2009 purchase of Bentoel represents “an excellent strategic opportunity to enter the very large and growing Indonesian kretek market and will provide a platform for future growth.”²⁶
 - Regarding BAT's purchase of Bentoel, an article in the tobacco industry trade press noted that the acquisition will “help BAT. . . expand in a country where there are few limits on advertising and no restrictions on sales to minors as anti-smoking rules get stricter in Europe and the U.S.”²⁷
 - By September 2009, BAT bought the remaining public shares in Bentoel bringing their total ownership of the company to 99.74%.²⁸
 - Over ten years ago, BAT sought to develop a kretek-like product in Indonesia that contained levels of eugenol (a product of cloves) that exceeded international guidelines for eugenol uptake.²⁹ At that time, the

company chose not to bring such a product to market due to the bad publicity it might experience from marketing a product in Indonesia that it could not sell in other countries. With the purchase of Bentoel in 2009, however, BAT now owns at least 8 kretek brands that contain eugenol.

- In 2007, Bentoel sold 15.1 billion sticks: 39% hand-rolled kreteks, 45% machine-rolled kreteks and 16% white cigarettes.³⁰
- In 2007, the hand-rolled (SKT) kretek segment represented the largest growth from 2006 (89% increase in volume sales) primarily through its *Sejati* brand.³¹
- **PT BAT Indonesia Tbk**
 - BAT sells white cigarettes (2% market share in 2008³²) and roll-your-own tobacco products (20% market share in 2008³³) in Indonesia through BAT Indonesia. In 2007, BAT Indonesia produced about 5 billion white cigarettes.³⁴
 - BAT reported to investors that its main market goal in 2008 was to promote its Global Drive Brands (GDB) *Lucky Strike*, *Kent*, *Pall Mall* and *Dunhill*. In BAT's Asia Pacific region, cigarette volumes increased by 5% from 2007 to 2008 (153 billion sticks). *Lucky Strike* was reported to be particularly strong in the Indonesian market in 2008.³⁵
 - According to Euromonitor International, BAT's marketing strategy in Indonesia is to "suggest that its white cigarette brands are crafted with superior quality", however, the company "faces the challenge of cultivating society to take up smoking white cigarettes in a kretek dominated culture."³⁶

Locally Owned Tobacco Companies in Indonesia

It is estimated that over 5000 different local cigarette manufacturers operate in Indonesia.³⁷ Local companies in Indonesia have, until recently, stymied the growth of TTCs due to their status as cultural symbols and their ability to protect their interests politically.³⁸ One TTC executive explained that Indonesia is a unique market in part because of "the fact that tiny factories can compete in the same market as huge multinationals."³⁹ The two largest domestic companies are Gudang Garam established in 1958 and Djarum established in 1951, both run by two of the richest families in Indonesia.⁴⁰

Gudang Garam Tbk PT

- Gudang Garam Tbk PT is the world's largest kretek producer. However, Gudang Garam lost significant market share from 2005-2007 (25% decrease) due to its 2006 focus on rural areas with hand-rolled kreteks where consumer purchasing power is low.⁴¹
 - In 2008 Gudang Garam share started to bounce back and the company reported an 8.29% increase in sales in November 2008 compared to the previous year.⁴²
- In an effort to increase its market share, in 2007 Gudang Garam launched a slim kretek *Gudang Garam Surya Slims*, maintained music and sporting sponsorships, television and outdoor advertising campaigns for other leading brands such as *Merah*, *Surya 16*, and *International*.⁴³

Djarum PT

- Djarum PT is a privately owned company headed by the Hartono family. Because Djarum is not a publicly traded company, accessing its financial reports is difficult.
- In addition to kreteks, Djarum manufactures cigarillos and cigars in Indonesia and in 2008 held 52% and 11% respectively of the total market volume.⁴⁴
- Djarum PT's flagship brand, *Djarum Super*, sold locally and exported globally, is aggressively marketed through soccer and music sponsorship.
 - Djarum exports kreteks globally; the company owns and operates a factory in Brazil that supplies the South American market.⁴⁵
- Djarum PT was the first kretek manufacturer to market flavored and "mild" kreteks.⁴⁶

3. Popular Cigarette Brands in Indonesia

The tobacco industry aggressively advertises its brands in order to attract new smokers and to encourage current smokers to switch brands. In Indonesia, cigarette firms spend an estimate \$196 million USD annually.⁴⁷ Currently, the industry is focusing on promoting flavored products (menthol, cappuccino, etc.) as well as low tar, low nicotine kretek brands. It is important to note though that "light" and "mild" kreteks still have a high-tar content (12-15mg) relative to other low tar products⁴⁸ (Euromonitor International classifies low tar products as those under 6mg). Additionally, there is no "safe" cigarette.

- In 2008, *Gudang Garum* had the largest market share of machine made kreteks/cigarettes in Indonesia (28%) followed by *A Mild* (15%) and *Djarum* (9%) respectively.
- In 2007, PMI and Sampoerna collaborated to produce *Marlboro Mix 9* (Marlboro kreteks), in order to familiarize consumers with the international Marlboro brand.⁴⁹

Popular Brands by Company and Type¹

Company	Hand-rolled Kreteks	Machine-rolled Kreteks	White Cigarettes
PMI/Sampoerna	Sampoerna A Hjai. Dji Sam Soe, Panamas Kuning	A Mild (2), U Mild (9), Avolution, Marlboro Mix 9, Dji Sam Soe Filter	Marlboro (4), Philip Morris
BAT/ Bentoel Internasional Investama	Rawit, Prinsip Sejati	X Mild (7), Club Mild (8), Star Milds, Bethoel Biru, One Milds, Tali Jagat Filter and Ray	Country(10), Lucky Strike, Pall Mall, Adrath, Dunhill, Kansas, Commfil
Gudang Garam	GG Merah King Size, GG Special de Luxw, GG Djaja, GG Tanda Mata, Sigaret Kretek Klobot Manis	GG Filter International Merah (1), GG Filter Surya, GG Filter International Coklat	
Djarum	Djarum 76, Dajarum Coklat, Djarum Istimewa	Djarum Super(3), Djarum Black, Tea and Cappucino, LA Lights (6)	

¹Numbers refer to the brand's market position by retail volume in 2008 (©2009 Euromonitor International)

The majority of smokers in Indonesia are men. The act of smoking among men is so ingrained in the Indonesian culture that many of the tobacco products on the market target men specifically using images of nationalism, adventure and masculinity.⁵⁰

- In March 2009, Philip Morris Indonesia launched the limited *Marlboro Black Menthol*, a premium black packaging targeting young adult males.⁵¹



edition



- Indonesia’s leading local white cigarette, *Country* is aimed at “middle class young adult men” and is promoted as “a symbol of masculinity visualized through adventure.” Advertisements for *Country* cigarettes include extreme sports such as rock climbing and mountain biking.⁵²
 - *Bentoel Biru* brand was launched in 2007 with hologramed packaging and was promoted to “reward. . . its targets by providing the sense of pride as being present in Indonesian men.”⁵³
 - *GG Filter International Merah* is the top-selling filter kretek, which is “made for men having a tough personality, modern style and good appreciation of the real art of smoking.”⁵⁴

While women make up a smaller portion of the cigarette smoking population, Euromonitor International notes that their numbers are growing, particularly among working women in urban areas.⁵⁵ In an effort to attract female smokers, tobacco companies have expanded into the slim cigarette market.



- In February 2008 Sampoerna launched *A Revolution*, a super-slim cigarette with packaging that looks like a tube of lipstick.
 - “*A Revolution* is the first super slims kretek cigarette in Indonesia, an innovative cigarette product in an attractive pack design. Distributed nationally across Indonesia in both regular and menthol variants, *A Revolution*’s introduction has bolstered the overall performance of the *A Mild* franchise, our second-largest brand in Asia [behind *Marlboro*].”⁵⁶
- *GG Surya Slims* brand, launched in 2007, is the company’s first attempt at a slim cigarette marketed directly to a younger audience.⁵⁷ The shiny and elegant packaging also appeals to women.⁵⁸
- *Djarum Black Slimz*, a low tar, low nicotine kretek, was launched in 2008 in order to appeal to the growing “light” cigarette market in Indonesia. The product is targeted at urban consumers.⁵⁹



Youth and lower socioeconomic groups are also targeted by brands:

- Bentoel targets lower socioeconomic groups through its hand-rolled kretek brand *Sejati* by “reward[ing] its [low to middle class] target by giving the feeling of pride out of their hard work.”⁶⁰
- Bentoel’s most popular machine-rolled kretek *X Mild* is marketed as a low tar, low nicotine kretek that targets middle class young adults by “invit[ing them] to freely express their youth. . .”⁶¹
- *Tali Jagat Raya* and *Tali Jagat Filter* target low to middle socioeconomic classes through campaign messages such as “symbol of hope in surviving life by using the spirit of togetherness” and target users for “their resilience and efforts to make tomorrow better than today.”⁶²
- *GG Filter Surya* is marketed “to reflect the dynamic spirit of youth that is full of enthusiasm and loves life’s challenges.”⁶³
- In 2006, *Djarum Super* launched a Limited Edition Super Soccer Series in conjunction with the 2006 World Cup in Germany. The packs included popular international teams and famous locations.
 - More pack examples can be found here: http://www.zigsam.at/F_Intro.htm



4. Tobacco Industry Promotions and Sponsorships

Tobacco companies sponsor parties, concerts, sports teams, and sporting events that deceptively associate tobacco with desirable places, situations or physical qualities. This tactic weakens tobacco control efforts, because tobacco companies can continue publicizing their products in the presence of existing bans on direct advertising⁶⁴ and advertise their products with no requirement for accompanying health warnings.⁶⁵ Examples of strategic promotions and sponsorships include music and concert events, sports sponsorships, and arts and cultural events. The Indonesian culture is saturated with tobacco industry advertisements and sponsorships. One recent study found that between January and October 2007, 1350 events sponsored by the industry took place in Indonesia—that averages out to be 135 events each month.⁶⁶

Recent Examples of Sponsorships:

o Concert Sponsorships

- *A Mild Live Wanted 2009* is a Music talent search that allows local bands to break into the Indonesia music scene. Past winners include: D'Masiv and X-Po.
- *The Java Jazz music festival* (March 2009) is an international festival that included acts from the US. Sampoerna's *Dji Sam Soe* brand continued to sponsor the event in 2009 but was not named on promotional tools as it was in previous years.
- *Marlboro Rock in Orchestra* featuring Slank.
 - Series of concerts from Nov 2008- Jan 2009.



Local A Mild Live Wanted performance- National Commission on Child Protection, 2009

- Alicia Keys Concert (July 2008) Sponsored by *A Mild Live*.

- Alicia Keys successfully demanded the removal of tobacco sponsorship from the event.
- Bentoel has sponsored music concerts including the internationally known pop group *The Cranberries* and reggae music artist *Shaggy*. Star Mild Music promotes local and regional artists and the *One Mild* acoustic music festival was a 3 day event in May, 2009.
- *LA Lights Concerts* sponsors local and international artists including the UK metalcore band, *Bullet for My Valentine* in 2009.

- Djarum sponsors new music podcasts. <http://www.equinoxdmd.com/podcast.html>

o Sports Sponsorships

- *Copa Dji Sam Soe*- Soccer tournament for the elite teams in Indonesia (Nov 2008- June 2009).
- *2009 Sampoerna Hijau Voli Prolig* (Jan- March 2009)- Volleyball tournament.
- Since 2002, Bentoel has managed Arema Malang Football Club (FC Arema), which won the Copa Indonesia in 2005. On its corporate website, Bentoel states: “Just as the clove cigarette tradition, football is also a deeply cherished pastime activity among Indonesians.”⁶⁷
- Bentoel brands sponsor various motorsport competitions including drag racing (*Star Mild Machine Madness*, 2008) and motorcycle racing (*One Mild's, One Race for*



One Freedom, 2009) as well as pool competitions (*Country Presents 9 ball open tournament*, 2009).⁶⁸

- Gudang Garam International Rally Indonesia race from 2001 to 2008 (part of the Asia Pacific Rally Championship series).
- Djarum Super is a very recognizable name sponsoring the Indonesian premier soccer league and various other sporting and music events in Indonesia.



Screen shot from the Djarum Super website (July 6, 2009) http://www.djarum-super.com/index.php?vpage=1_6

4. Corporate Social Responsibility (CSR)

Tobacco companies maintain CSR programs in an effort to counter negative attention regarding their deadly business. By donating funds to noble causes, the perception of tobacco companies by the public and policy makers improves. The true goals of industry-sponsored programs have been revealed through internal tobacco industry memos released to the public by U.S. legal settlements. CSR programs:⁶⁹

- Serve the industry's political interests by preventing effective tobacco control legislation.
- Marginalize public health advocates.
- Preserve the industry's access to youth.
- Create allies and preserve influence for the industry among policymaking and regulatory bodies.
- Defuse opposition from parents and educators.
- Bolster industry credibility.

Examples of CSR Public Relations Activities in Indonesia

- TTC's donate vast amounts of money to charity organizations, disaster relief efforts and educational programs among other activities in an effort to create positive brand recognition.⁷⁰
- In 2008, PMI donated approximately \$5.1 million USD to charities in Indonesia. 99% of the money was funneled through the Putera Sampoerna Foundation for education projects.⁷¹
 - The Sampoerna Foundation (SF) was established in 2001 by Putera Sampoerna and his tobacco company. Since 2005, Putera Sampoerna has operated the foundation under the Sampoerna Group.⁷²
 - Sampoerna gives a maximum of 2% of its net income each year and is one of the largest contributors to the Foundation.⁷³

PMI Charitable giving in Indonesia

Organization	Project Name	US\$	Giving Area
Putera Sampoerna Foundation	SF University Project	5,000,000	Education
Putera Sampoerna Foundation	Computer Donation Program	89,993	Education
Jakarta Society for Disabled Children (YPAC)	Medical and Educational Facilities Donation	6,445	Education

Source: PMI 2008 charitable giving. Available from

<http://www.philipmorrisinternational.com/global/downloads/CI/List%20of%20charitable%20contributions%202008.pdf>

- Other PMI/ Sampoerna CSR activities
 - In 2009, Sampoerna was asked by the government in East Java to help support the region affected by the Lapindo mudflow (first eruption in May 2006 but it is an ongoing flow that causes problems for the region) including the establishment of business training centers, micro credit loans, and setting up supermarkets.
 - “Corporate Affairs Director of Sampoerna, Yos Adiguna, Ginting said his company would set up supermarkets, such as Alfamart and Giant, and provide assistance in the form of micro credits to SMEs [Small-medium enterprises].”⁷⁴
 - In 2007, 2.5% of all cigarettes were sold in supermarkets.⁷⁵
 - The Sampoerna Entrepreneurship Training Center (SETC) was established in 2006 in the Paasuran region “to develop small-medium enterprises, and to facilitate the emergence of new businesses that can provide jobs and improve local economies.”⁷⁶
 - The center trains pre-retirement employees and villagers so that they can start their own business.
 - Includes programs in experimental farming and agricultural areas.
 - The Sampoerna Hijau My Green City program (Anugrah Hijau) in various Indonesian cities is a competition designed to encourage cities to improve their environmental impact.⁷⁷
- In 2007, Bentoels CSR budget was Rp10 billion (\$10.7 million USD)⁷⁸ Activities listed on its corporate website include:
 - Sengkaling recreation park
 - Outdoor theme/water park in East Java.
 - Serves the “youth lifestyle market... The venue is incredibly crowded during the weekends, as teens hang out in the café or in front of the giant outdoor screen.”⁷⁹
 - Medical and Health Services
 - The Bentoel Medical Center was originally established for employees and their families but has expanded into two facilities that are open to the public (in Tenun and Karanglo).
 - Full service centers including a 24hr emergency room.
 - Other

- Contributed to the Bali Island recovery program after the Bali terrorist attacks in 2002.
 - Involved in the tsunami recovery effort in Aceh and North Sumatra in 2004.
 - The Bentoel Paduli Aceh organization collected money, clothes and food and medical personnel (the Bentoel Medical Team coordinated through the International Red Cross) to victims.
 - Educational scholarship program for under privileged students.
- Djarum CSR activities include⁸⁰
 - Environmental efforts such as the donation of mango trees to villagers in Java (70,000 to date) which are harvested each year for Rp20-25 million, and tree planting programs on Mount Muria to prevent soil erosion.
 - Djarum supports 300 students a year with scholarships to universities and provided technical and educational support for their tobacco farmers.
 - Sports development facilities to promote and develop skills among men and women- provides accommodations and living expenses (some Olympic medalists have come from these programs).
 - Participation in Red Cross blood drives.

Appendix A- Company Executives and Contact Information of the major tobacco manufacturers in Indonesia

Philip Morris International

Matteo Pellegrini - PMI President, Asia Region

- **PT HM Sampoerna Tbk**

Board of Directors

Martin Gray King - President and PMI Senior VP, Operations

Kevin Douglas Click

Shea Lih Goh

Yos Adiguna Ginting - Director of Corporate Affairs

Wayan Mertasana Tantra

Board of Commissioners

Angky Camaro – President (Died June 2009)

Matteo Pellegrini – Vice President

Douglas Walter Werth

Eunice Carol Hamilton

Phang Cheow Hock

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British American Tobacco

Ian Morton - President director of BAT Indonesia operations

Board of Directors

Mirza Rehan Baig - President

Lekir Amir Daud

Harold Paul Hutabarat

James John Gregory

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Djoko Moeljono - President

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Bentoel Internasional

Board of Directors

Nicolaas B. Tirtadinata - President Director; CEO

Sun Alexander Yapeter - Sales and Distribution Director; involved in subsidiaries

Ginawati Wibowo - Marketing Director

Chrisdianto Tedjawidjaja - Director; CFO

Heru Kuntjoro - Director; Chief Production Officer

Board of Commissioners

Darjoto Setyawan - President
Frans Setiawan Widjaja
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Gudang Garam Tbk PT**Board of Directors**

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Edijanto
Herry Susianto
Fajar Sumeru
Buntoro Turutan
Buana Susilo

Board of Commissioners

Rachman Halim- President
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Website: <http://www.djarum.com/>

¹ World Health Organization (WHO). WHO Framework Convention on Tobacco Control: Article 4.7. Geneva: WHO; 2003. Available from: http://www.who.int/fctc/text_download/en/index.html.

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