

PT JAPFA COMFEED INDONESIA Tbk

ANNUAL REPORT
2002

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FINANCIAL HIGHLIGHTS

(in millions of rupiah)

DESCRIPTION	2002	2001	2000	1999	1998
Operational Activity in One Year					
Net Sales	4,006,360.5	3,884,390.8	3,299,453.4	2,402,590.6	1,810,102.3
Gross Margin	610,819.1	530,036.7	393,800.9	397,114.0	273,755.9
Income from Operations	136,983.5	30,552.5	5,517.3	144,125.1	75,163.2
Foreign Exchange Gain (Loss)	702,897.6	(373,371.4)	(1,109,191.7)	371,337.7	(1,095,322.3)
Net Income (Loss)	1,087,878.6	(493,696.9)	(969,605.3)	202,589.4	(979,970.6)
Capital Stock (in millions of share)	1,489.4	148.9	148.9	148.9	148.9
Profit (Loss) / Share (in Rp) (include extraordinary account)	4,174.00	(3,315.00)	(6,510.0)	1,360.00	(6,580.00)
Profit (Loss) / Share (in Rp) (exclude extraordinary account)	1,360.00	(3,315.00)	-	-	-
At Year end					
Total Assets	2,962,364.4	3,486,314.1	3,460,626.3	2,933,868.2	3,007,729.5
Total Liabilities	2,575,424.6	5,656,395.7	5,140,134.3	3,683,584.3	3,935,171.3
Total Equity	355,204.5	(2,183,706.2)	(1,693,091.8)	(759,858.7)	(937,236.7)
Financial Ratios					
Gross Margin Ratio (%)	15.2%	13.6%	11.9%	16.5%	15.1%
Return on Total Assets (%)	12.0%	(14.2%)	(28.0%)	(6.9%)	(32.6%)
Curent Ratio (x)	2.8 x	0.3 x	0.3 x	0.4 x	0.3 x
Leverage (x)	7.3 x	NA	NA	NA	NA
Debt Ratio (x)	0.9 x	1.6 x	1.5 x	1.3 x	1.3 x
Exchange rate (Rp per US\$)	8,940	10,400	9,595	7,100	8,025

SHARE TRADING INFORMATION

The Company shares are listed on the Jakarta Stock Exchange and Surabaya Stock Exchange.

The share trading Information below is from the Jakarta Stock Exchange.

QUARTER ENDED	2002				2001			
	SHARE PRICE			VOLUME (UNIT)	SHARE PRICE			VOLUME (UNIT)
	HIGHEST (Rp)	LOWEST (Rp)	CLOSING (Rp)		HIGHEST (Rp)	LOWEST (Rp)	CLOSING (Rp)	
MARCH	110	90	100	265,000	200	175	175	118,500
JUNE	140	130	140	55,000	190	140	160	1,745,500
SEPTEMBER	120	80	90	1,552,500	210	140	165	2,620,500
DECEMBER	100	95	100	65,000	120	120	120	23,000

REPORT FROM COMMISSIONERS AND DIRECTORS

The Year 2002 was a good year for Japfa Comfeed Indonesia ('Company'). Despite the on-going political and economic uncertainties, demand for the Company's agribusiness products remained robust. Sales has matched and indeed improved upon previous year's figures.

With understanding from creditors and shareholders, the Company restructured its outstanding bank loans. In addition, the appreciation of the rupiah and relatively stable Day Old Chick ('DOC') prices have also led to improved financial performance for Japfa and its subsidiaries.

The main impact of the debt restructure was to reduce Japfa's outstanding debt to a level where repayments can be sustained by operations. In addition, the restructure has also led to a once-off extraordinary gain which has strengthened the balance sheet and reversed the net equity position of the Company.

Operationally, the Company has continued to make strides in improving its quality and cost position. These

improvements were reflected in increases in both gross and operating margins. We are thankful to our employees, whose commitment and hard work have made these improvements possible

While the results in Year 2002 have been an improvement over 2001, we are mindful that operating conditions have been and will continue to be challenging. Japfa's leadership in its agribusiness sector does provide some stability in sales even in difficult times. However, margins, being affected by economic fluctuations, have been and will remain thin. Moreover, operating costs are expected to continue to rise, purchasing power to remain constrained while competition should continue to escalate. Notwithstanding these expected difficulties, Japfa will continue to focus on its quality and cost position as well as on its overall market position. We believe that this approach will continue to help cement Japfa's position as one of the leaders in agribusiness.

HANDOJO SANTOSA,
President Director

SYAMSIR SIREGAR,
President Commissioner

BAMBANG BUDI HENDARTO,
Vice President Director

HARIONO SOEMARSONO,
Commissioner

IGNATIUS HERRY WIBOWO,
Director

OSA MASONG,
Vice President Commissioner

OPERATIONAL AND FINANCIAL ANALYSIS

Both operationally and financially, the year 2002 was a relatively good year for Japfa. Despite the continuing political and economic uncertainties in Indonesia and the global economy as well as the stagnation in purchasing power, the Company managed to show some improvements both in its operations and in its financial results for the year.

Demand for the Company's agribusiness products have remained relatively robust despite weaker consumer sentiment and purchasing power. In particular, DOC prices have shown some improvements, recovering from an oversupply situation the previous year.

The strengthening of the Rupiah versus the US Dollar (from Rp 10,400 per USD in 2001 to Rp 8,940 in 2002), though adversely affecting the Company's exports, has also lowered the cost of raw material imports, thereby reducing production costs.

The net impact of these external factors on the Company has been positive, leading to some improvements in profit margins.

Restructuring of US Dollar Debt

Japfa has successfully completed its debt restructure with its lenders in Year 2002. The restructure terms were unanimously accepted by 100% of its lenders and formal restructuring documents were signed on 28 October 2002. Terms of the restructure were then presented to and approved by shareholders at the Extraordinary General Meeting of Shareholders on 1 November 2002. The restructured terms were effective from 18 December 2002 onwards.

The key outcome of the restructure has been to reduce the Company's debt to a level where the periodic repayments of principal and interest can be sustained by the Company into the foreseeable future.

The restructure has also led to an extraordinary gain in 2002 which dramatically strengthened the balance sheet and lifted the Company into a positive net equity position

Feed Division

The performance of the Feed Division continued to be stable in 2002, despite increased competition especially from newer players. Improvements in procurement efficiency (for both imports and local purchases) have positively affected the Company's performance.

The focus on quality and service has also lowered bad debts and shortened collection periods, thereby improving cash flow and reducing operating costs.

Breeding Farm Division

The Year 2002 was a good year for PT Multibreeder Adirama Indonesia Tbk, the breeding business of Japfa. The breeding industry in Indonesia saw a number of breeders reducing production while others stopped production altogether in the previous year, in response to low selling prices. This resulted in reduced DOC supply the subsequent year and consequently, higher selling prices.

Multibreeder's focus on quality and production efficiency has paid off in 2002. The quality premium as reflected by higher selling prices and increased production volumes have increased profit for the Division. More than 193 million chicks were sold in 2002, an increase of almost 16% over 2001's 167 million chicks. Operating Profit grew by a healthy 57% in 2002.

Commercial Poultry Division

The Commercial Poultry Division was adversely affected by weaker consumer sentiment overseas as well as by the strengthening of the Rupiah against the US Dollar. Export sales declined in line with increased competition from other countries (especially China) and increased costs in US Dollar terms.

Aquaculture Division

The Year 2002 was another challenging year for the Aquaculture Division.

Exports of shrimps and its valued added products were hurt because of weak global consumer demand as well as by the appreciation of Rupiah, making exports from Indonesia less competitive.

The shrimp and fish feed operations have remained profitable. The closing of unprofitable shrimp ponds the previous year also have a positive impact on the Division's profitability.

Other Divisions

The Consumer Products Division managed to improve on its performance in 2002 despite overall weak purchasing power. The Division managed to fortify its leadership position in the value-added meat segment, especially with the introduction of spicy-flavored nuggets suitable for the local palette. These products are marketed under the "SO GOOD" brand.

The performance of our operations overseas remained stable in 2002. Japfa's operations in India and Vietnam are independent and self-financing, with adequate cash flow generated to fund operations.

Training and Welfare

Consistent with its belief that people is the Company's most precious resource, Japfa has continued to focus its efforts in attracting, retaining and developing the best people available.

Employees are exposed to training both conducted in house and externally. Some employees are selected to attend technical training overseas while others are sponsored for scholarship programs.

Community Support

The Company has continued to contribute to various governmental programs, especially those from the Department of Agriculture. It also supported a number of prominent universities in the country, especially those involved in Animal Husbandry and Veterinary Science. It participated in various other community support programs. These have included contributions to social service organizations as well as regular participation in a blood donation campaign.

Japfa has also continued its role as the major corporate sponsor of chess in Indonesia. It has supported a number of national chess events. Japfa has also sponsored the development and grooming of new chess talents in the country.

Outlook

Looking forward, we do not expect the outstanding results for 2002 to be repeated in 2003. Market conditions are expected to worsen in 2003, with overall consumer sentiment expected to remain weak and purchasing power constrained. Operating costs are expected to rise with expected increases in minimum wage, gasoline and electricity prices.

Exports are also not expected to improve, with appreciation of the Rupiah and continued weak consumer sentiment in our key export markets.

The Company's focus has been and will continue to be on quality and cost management as well as on outstanding service to customers. We expect that with this focus, Japfa will continue as a leading player in Indonesia's agribusiness industry even in the midst of continuing difficulties in the external environment.

AUDITED FINANCIAL STATEMENT

P.T. JAPFA COMFEED INDONESIA Tbk AND ITS SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2002 AND 2001

	Notes	2002 Rp	2001 Rp
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	2d,3	246,213,865,760	195,124,700,302
Temporary investments	2e,4,17	167,103,004,399	172,897,653,176
Trade accounts receivable	2f,5,17,18		
Related parties		5,667,299,305	5,049,085,737
Third parties - net of allowance for doubtful accounts of Rp 19,680,894,925 in 2002 and Rp 80,218,371,881 in 2001		300,108,031,759	349,402,327,994
Other accounts receivable		39,758,353,679	42,589,318,488
Inventories	2g,6,17,18	653,345,409,367	640,876,343,328
Advances		41,318,386,484	22,176,088,873
Prepaid taxes	2q,7	48,748,930,921	63,287,932,973
Prepaid expenses	2h	24,959,642,672	14,557,759,539
Total Current Assets		1,527,222,924,346	1,505,961,210,410
NONCURRENT ASSETS			
Restricted cash in bank	18	-	114,291,788,000
Deferred tax assets	2q,31	195,250,024,220	596,003,577,560
Investments in shares of stock	2e,8	2,951,754,999	3,327,598,433
Plantations - net of accumulated depreciation of Rp 976,397,123 in 2002 and Rp 822,690,085 in 2001	2i,9	3,694,891,999	3,837,716,802
Property, plant and equipment - net of accumulated depreciation of Rp 627,114,115,835 in 2002 and Rp 520,537,839,990 in 2001	2j,2k,10,17,18,21	1,185,346,049,829	1,213,175,109,346
Unused property, plant and equipment - net	2j,10	16,416,260,459	15,761,065,678
Real estate assets		2,948,976,184	3,263,294,925
Long-term rental on land		8,800,234,192	9,900,263,464
Deferred charges for landrights - net	2l	440,639,330	468,129,644
Goodwill - net	2b	2,613,705,753	2,816,036,463
Intangible assets - net	2m,11	12,776,284,172	13,647,694,020
Security deposits		3,902,650,666	3,860,602,021
Total Noncurrent Assets		1,435,141,471,803	1,980,352,876,356
TOTAL ASSETS		2,962,364,396,149	3,486,314,086,766

P.T. JAPFA COMFEED INDONESIA Tbk AND ITS SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2002 AND 2001 (Continued)

	Notes	2002 Rp	2001 Rp
LIABILITIES AND EQUITY (CAPITAL DEFICIENCY)			
CURRENT LIABILITIES			
Trade accounts payable to third parties	12	130,525,409,618	143,118,332,612
Other accounts payable to third parties	13	54,940,207,719	319,916,104,988
Taxes payable	2q,14	15,447,456,655	10,837,715,168
Accrued expenses	15	130,797,006,632	1,095,839,206,102
Advances received		12,137,424,730	3,520,445,741
Unearned revenue		1,832,369,760	607,147,187
Notes payable	16	-	91,471,896,984
Bank loans	17	121,537,076,660	744,753,824,533
Current maturities of long-term liabilities			
Long-term loans	18	14,660,095,447	3,183,050,175,484
Liability for the purchase of property, plant and equipment	19	3,058,684,933	3,558,201,712
Lease liabilities	2k,20	180,546,108	400,708,502
Restructured debts	2p,21,32	61,030,080,724	-
Total Current Liabilities		546,146,358,986	5,597,073,759,013
NONCURRENT LIABILITIES			
Deferred tax liabilities	2q,31	5,896,584,279	2,486,065,229
Employee benefits obligation	2o,34	40,659,729,863	27,808,622,239
Long-term liabilities - net of current maturities			
Long-term loans	18	21,729,492,411	28,876,659,770
Lease liabilities	2k,20	22,201,013	150,564,946
Restructured debts	2p,21,32	1,960,970,205,743	-
Total Noncurrent Liabilities		2,029,278,213,309	59,321,912,184
MINORITY INTERESTS IN NET ASSETS OF SUBSIDIARIES	22	31,735,301,851	13,624,656,860
EQUITY (CAPITAL DEFICIENCY)			
Capital stock - Rp 1,000 par value per share			
Authorized - 2,000,000,000 shares in 2002 and 200,000,000 shares in 2001			
Subscribed and paid-up - 1,489,414,660 shares in 2002 and 148,941,466 shares in 2001	23	1,489,414,660,000	148,941,466,000
Additional paid-in capital	24	172,918,971,236	42,423,905,800
Translation adjustment	2c	57,188,823,858	76,984,273,453
Difference due to change in equity in subsidiary	2e	1,380,552,616	1,380,552,616
Unrealized loss on decrease in value of securities	2e,4	(8,404,005,662)	(8,263,407,462)
Difference in value of restructuring transactions among entities under common control	2b	5,798,519,720	5,798,519,720
Deficit		(1,363,092,999,765)	(2,450,971,551,418)
Total Equity (Capital Deficiency)		355,204,522,003	(2,183,706,241,291)
TOTAL LIABILITIES AND EQUITY (CAPITAL DEFICIENCY)		2,962,364,396,149	3,486,314,086,766

P.T. JAPFA COMFEED INDONESIA Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF OPERATIONS
FOR THE YEARS ENDED DECEMBER 31, 2002 AND 2001

	Notes	2002 Rp	2001 Rp
NET SALES	2n,25,35	4,006,360,512,312	3,884,390,776,561
COST OF GOODS SOLD	2n,26,35	3,395,541,398,942	3,354,354,044,887
GROSS PROFIT		<u>610,819,113,370</u>	<u>530,036,731,674</u>
OPERATING EXPENSES	2n,27		
Selling		160,587,185,208	139,945,306,080
General and administrative		313,248,409,740	359,538,945,484
Total Operating Expenses		<u>473,835,594,948</u>	<u>499,484,251,564</u>
INCOME FROM OPERATIONS		<u>136,983,518,422</u>	<u>30,552,480,110</u>
OTHER INCOME (CHARGES)			
Gain (loss) on foreign exchange - net	2c	702,897,570,293	(373,371,440,582)
Interest income	28	31,489,395,821	28,816,164,781
Rental income		6,340,928,075	5,913,212,401
Gain from sales of raw materials and indirect materials		2,245,473,480	2,025,815,832
Unrealized gain (loss)	2e,4	(33,640,393)	1,567,391,329
Equity in net losses of associated companies	2e,8	(375,843,434)	(4,208,024,120)
Interest expense	29	(122,685,432,610)	(311,873,207,560)
Gain from sale of claim on forward receivable from company under liquidation	30	-	17,531,386,561
Others - net		1,038,716,545	(2,870,665,866)
Other Income (Charges) - Net		<u>620,917,167,777</u>	<u>(636,469,367,224)</u>
INCOME (LOSS) BEFORE TAX		757,900,686,199	(605,916,887,114)
TAX BENEFIT (EXPENSE)	2q,31	(410,365,724,803)	112,260,868,099
INCOME (LOSS) FROM ORDINARY ACTIVITIES		<u>347,534,961,396</u>	<u>(493,656,019,015)</u>
EXTRAORDINARY ITEM	2p,32	733,454,235,248	-
INCOME (LOSS) BEFORE MINORITY INTERESTS IN NET INCOME (LOSSES) OF SUBSIDIARIES		1,080,989,196,644	(493,656,019,015)
MINORITY INTERESTS IN NET INCOME (LOSSES) OF SUBSIDIARIES	22	6,889,355,009	(40,890,491)
NET INCOME (LOSS)		<u>1,087,878,551,653</u>	<u>(493,696,909,506)</u>
BASIC EARNINGS (LOSS) PER SHARE	2r,33		
Including extraordinary item		4,174	(3,315)
Excluding extraordinary item		1,360	(3,315)

P.T. JAPFA COMFEED INDONESIA Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY (CAPITAL DEFICIENCY)
FOR THE YEARS ENDED DECEMBER 31, 2002 AND 2001

	Notes	Paid-up Capital Rp	Additional Paid-in Capital Rp	Translation Adjustment Rp	Difference Due to Change in Equity in Subsidiary Rp	Unrealized Loss on Decrease in Value of Securities Rp	Difference in Value of Restructuring Transactions among Entities Under Common Control Rp	Deficit Rp	Total Equity (Capital Deficiency) Rp
Balance as of January 1, 2001		148,941,466,000	42,423,905,800	72,847,358,414	1,380,552,616	(7,208,920,962)	5,798,519,720	(1,957,274,641,912)	(1,693,091,760,324)
Translation adjustment	2c	-	-	4,136,915,039	-	-	-	-	4,136,915,039
Unrealized loss on decrease in value of securities	2e,4	-	-	-	-	(1,054,486,500)	-	-	(1,054,486,500)
Net loss for the year		-	-	-	-	-	-	(493,696,909,506)	(493,696,909,506)
Balance as of December 31, 2001		148,941,466,000	42,423,905,800	76,984,273,453	1,380,552,616	(8,263,407,462)	5,798,519,720	(2,450,971,551,418)	(2,183,706,241,291)
Debt-to-equity conversion	21,23,24	1,340,473,194,000	130,495,065,436	-	-	-	-	-	1,470,968,259,436
Translation adjustment	2c	-	-	(19,795,449,595)	-	-	-	-	(19,795,449,595)
Unrealized loss on decrease in value of securities	2e,4	-	-	-	-	(140,598,200)	-	-	(140,598,200)
Net income for the year		-	-	-	-	-	-	1,087,878,551,653	1,087,878,551,653
Balance as of December 31, 2002		1,489,414,660,000	172,918,971,236	57,188,823,858	1,380,552,616	(8,404,005,662)	5,798,519,720	(1,363,092,999,765)	355,204,522,003

P.T. JAPFA COMFEED INDONESIA Tbk AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2002 AND 2001

	2002	2001
	Rp	Rp
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts from customers	4,057,867,559,788	3,952,461,953,619
Cash paid to suppliers, employees and others	(3,821,286,731,252)	(3,887,918,463,662)
Cash generated from operations	236,580,828,536	64,543,489,957
Interest paid	(17,498,228,664)	(12,803,953,152)
Income tax paid	(41,785,441,053)	(19,966,078,330)
Cash receipts from restitution of income taxes	13,182,017,347	11,969,778,029
Net Cash Provided by Operating Activities	190,479,176,166	43,743,236,504
CASH FLOWS FROM INVESTING ACTIVITIES		
Withdrawals of temporary investments	464,819,692	263,000,000
Proceeds from sale of temporary investments	134,592,098	1,004,669,694
Increase in security deposits	(42,048,645)	(410,302,451)
Interest received	30,338,249,503	29,067,836,006
Proceeds from sale of property, plant and equipment	20,349,720,851	12,153,884,528
Acquisitions of property, plant and equipment	(115,332,614,876)	(77,772,974,806)
Proceeds from sale of forward receivable from company under liquidation (see Note 30)	-	26,617,196,607
Net Cash Used in Investing Activities	(64,087,281,377)	(9,076,690,422)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments of restructured debts	(40,890,040,363)	-
Payments of bank loans	(67,639,736,068)	(100,954,258,683)
Payment of debt buy-back	(66,937,500,000)	-
Payments of other accounts payable to third parties	(4,938,494,832)	(6,795,093,322)
Payments of lease liabilities	(476,673,594)	(615,154,101)
Payments of notes payable	(1,897,011,736)	(3,522,001,798)
Net Cash Used in Financing Activities	(182,779,456,593)	(111,886,507,904)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(56,387,561,804)	(77,219,961,822)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	195,124,700,302	320,219,290,093
Restricted cash in bank	114,291,788,000	(50,347,685,575)
Effect of foreign exchange rate changes	(6,815,060,738)	2,473,057,606
CASH AND CASH EQUIVALENTS AT END OF YEAR	246,213,865,760	195,124,700,302
SUPPLEMENTAL DISCLOSURES		
Noncash investing and financing activities:		
Debt-to-equity conversion	1,340,473,194,000	-
Additional paid-in capital from debt-to-equity conversion	130,495,065,436	-
Increase in leased assets through lease liabilities	142,258,000	1,151,944,361
Reclassification of bank loans to other accounts payable to third parties	41,007,299,992	112,138,375,000
Reclassification of liability for the purchase of property, plant and equipment to property, plant and equipment	-	219,319,467

BOARD OF COMMISSIONERS

SYAMSIR SIREGAR,

President Commissioner / Independent

Born in Pematang Siantar, Indonesia, in 1941. Completed education at the National Military Academy and School of Army Staff Command (Seskoad) and had a military career. Joined PT Japfa Comfeed Indonesia Tbk since 1998 as President Commissioner.

OSA MASONG,

Vice President Commissioner

Born in Solo, Indonesia, in 1940. Holds a degree in Accounting from University of Indonesia. Worked as Chief Accountant for 10 years in PT PNI – a United States, Canada, and Holland joint venture company. Completed extensive management training and financial studies in the United States and Canada. Served as Director since 1990 before serving as Vice President Commissioner of PT Japfa Comfeed Indonesia Tbk since 1998.

HARIONO SOEMARSONO,

Commissioner

Born in Magetan, Indonesia, in 1936. Graduated from Technische Universitaet Dresden, Germany as Diplom Ingenieur in Mechanical Engineering and from the American World University Iowa, USA as Doctor of Philosophy in Human Resources Management. Previous experience includes Dean of Engineering Faculty ITS, Surabaya. Joined the Group in 1981.

BOARD OF DIRECTORS

HANDOJO SANTOSA,

President Director

Born in Surabaya, Indonesia in 1964. Educated at Pepperdine University, USA. Served as President Director of PT Japfa Comfeed Indonesia Tbk since 1997.

BAMBANG BUDI HENDARTO,

Vice President Director

Born in Bondowoso, Indonesia, in 1945. Graduated in Animal Husbandary from Brawijaya University Malang, Indonesia. Completed overseas training in Holland, Taiwan and the United States. Served as Director of PT Japfa Comfeed Indonesia Tbk since 1989 before serving as Vice President Director of PT Japfa Comfeed Indonesia Tbk since 1997.

IGNATIUS HERRY WIBOWO,

Director

Born in Tuban, Indonesia, in 1949. Holds a degree in Economics from University of Diponegoro., Semarang, Indonesia. Banking business experience since 1977, with last position as President Director. Served as Director of PT Japfa Comfeed Indonesia Tbk since 1998.

**PT JAPFA COMFEED
INDONESIA Tbk**

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Note *

**Fixed assets at these locations
represent more than 5% of the
total consolidated fixed assets of the
company.**