

# Tinjauan Kinerja Usaha

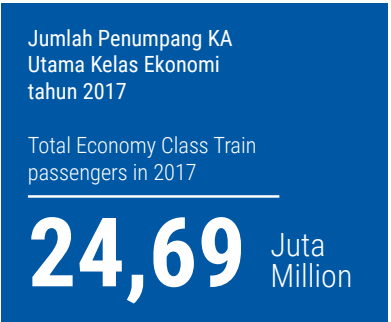
## Business Performance Overview

**Sepanjang tahun 2017, volume penumpang tumbuh 11,9% dibandingkan tahun 2016 dan volume barang terangkut meningkat 23,3% dibandingkan tahun 2016.**

During 2017, the volume of passengers transported grew by 11.9% compared to 2016 and volume of freight transported increased by 23.3% compared to 2016.

Kegiatan usaha KAI dibagi menjadi beberapa segmen usaha yang menjadi sumber pendapatan bagi Perusahaan. Segmen usaha tersebut adalah angkutan penumpang, angkutan barang, pendukung angkutan kereta api, pendapatan non angkutan, dan subsidi pemerintah yang terdiri dari PSO, IMO dan Perintis. Untuk menjalankan kelima segmen usaha tersebut, Perusahaan memiliki beberapa Anak Perusahaan dan entitas asosiasi yang dapat dilihat secara lengkap di bagian informasi Perusahaan.

KAI's business activities are divided into several business segments that are the Company's revenue sources. The business segments are passenger transport, freight transport, rail transport support, non-transport revenue and government subsidy consisting of PSO, IMO and Pioneers. In order to operate the five business segments, the Company has several Subsidiaries and associated entities that can be viewed in more details in the corporate information section.



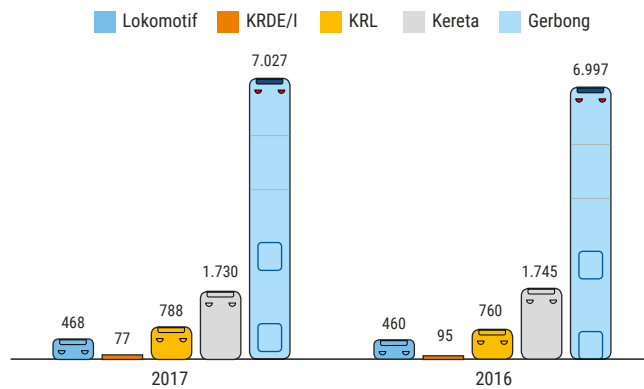


### SARANA PRODUKSI

Untuk mendukung usaha Perusahaan tersebut, KAI memiliki beragam sarana atau alat produksi seperti lokomotif, KRDE/I, KRL, kereta dan gerbong. Pada tahun 2017 sarana Siap Operasi Perusahaan mengalami peningkatan dibandingkan tahun 2016 kecuali untuk Kereta Rel Diesel (KRD). Realisasi KRD lebih rendah sebesar 77 unit disebabkan karena KD2 dikeluarkan dari SO untuk dimodifikasi menjadi Rail Clinic dan NR (kereta penolong) serta KD3 dikeluarkan dari SO untuk dimodifikasi menjadi NR. Peningkatan realisasi investasi pada lokomotif, Kereta Rel Listrik (KRL), kereta dan gerbong telah meningkatkan kuantitas alat produksi Perusahaan.

### PRODUCTION FACILITIES

To support the Company's business, KAI has various production facilities or tools, such as locomotives, KRDE/I, KRL, railway and wagon. In 2017, ready to operate rolling stock of the Company grew from 2016, except for Diesel Rail Trains (KRD). The realization of KRD was lower by 77 units because KD2 was removed from SO to function as Rail Clinic and NR (helper train) and KD3 was removed from SO to function as NR. Increased investment realization in locomotives, Electric Rail Trains (KRL), trains and wagons has increased the quantity of the Company's production facilities.



## Tinjauan Kinerja Usaha Business Performance Overview

### KINERJA ANGKUTAN PENUMPANG

Sepanjang tahun 2017, volume penumpang terangkut mencapai 394.134.634 orang, meningkat 11,9% dibandingkan tahun 2016 sebesar 352.309.298 orang. Angkutan KA Penumpang terdiri dari 3 kelas KA Utama dan 2 kelas KA Lokal. Secara persentase, terjadi peningkatan signifikan pada volume angkutan KA Utama Kelas Ekonomi dan KA Utama Kelas Eksekutif yang masing-masing tumbuh sebesar 28,7% dan 21,5%. Tetapi secara volume, KA Lokal Ekonomi membukukan kenaikan volume penumpang terbesar yaitu naik 38.642.069 orang atau 12,2% dibandingkan tahun sebelumnya.

### PASSENGER TRANSPORT PERFORMANCE

During 2017, the volume of passengers transported reached 394,134,634 passengers, an increase of 11.9% compared to 2016 of 352,309,298 passengers. Passenger Transport consists of 3 Executive Classes and 2 Local Classes. By percentage, there was a significant increase in the volume of Economy Class and Executive Class by 28.7% and 21.5%, respectively. Meanwhile by volume, Economy Class recorded the most passenger transport volume of 38.642.069 passengers or 12.2% increase compared to the previous year.

Kinerja Angkutan KA Penumpang (orang)	Realisasi Realization 2016	Realisasi Realization 2017	%	Passenger Transport Performance (people)
	A	B	(B-A)/A	
KA Utama Kelas Eksekutif	8.749.094	10.633.262	21,5%	Executive Class
KA Utama Kelas Bisnis	4.174.205	4.101.860	-1,7%	Business Class
KA Utama Kelas Ekonomi	19.185.201	24.692.952	28,7%	Economy Class
Subtotal 1	<b>32.108.500</b>	<b>39.428.074</b>	<b>22,8%</b>	Subtotal 1
KA Lokal Bisnis	4.299.999	163.692	-96,2%	Local Business
KA Lokal Ekonomi	315.900.799	354.542.868	12,2%	Local Economy
Subtotal 2	<b>320.200.798</b>	<b>354.706.560</b>	<b>10,8%</b>	Subtotal 2
JUMLAH	<b>352.309.298</b>	<b>394.134.634</b>	<b>11,9%</b>	TOTAL

#### a) KA Utama Kelas Eksekutif

Penumpang KA Utama Kelas Eksekutif mencapai 10.633.262 orang, meningkat 21,5% dibandingkan tahun 2016 sebesar 8.749.094 orang. Peningkatan tersebut terutama disebabkan penerapan strategi promosi sepanjang tahun 2017 yang mencakup:

- Promo *Boarding Pass Through Value* (BPTV) dimana dengan menunjukkan tiket *boarding pass*, penumpang akan mendapatkan diskon di lokasi wisata, tempat kuliner, butik, dan hotel.
- Promo Jakarta Fair.
- Pemberian diskon 20% bagi pembelian tiket KA keberangkatan hari Senin sampai dengan Kamis (*weekday*) dan diskon 10% keberangkatan KA hari Jumat sampai dengan Minggu (*weekend*) yang berhasil meningkatkan minat pengguna jasa untuk memakai moda transportasi KA.
- Promo HUT KAI 2017.
- KAI *Travel Fair* dan peningkatan okupansi karena masa angkutan Lebaran dan Natal tahun baru 2017.
- Mulai beroperasi kereta wisata secara regular bertahap sejak akhir juni 2017 (Kawista).
- Peningkatan okupansi KA Bandara Kualanamu dan mulai beroperasinya KA Bandara Soekarna Hatta (Railink).

#### a) Executive Class

Executive Class reached 10,633,262 passengers, an increase of 21.5% compared to 2016 of 8,749,094 passengers. The increase was mainly due to the adoption of promotional strategies throughout 2017 that included:

- Boarding Pass Through Value (BPTV) promo in which by showing boarding pass tickets, the passengers would get discounts at tourist sites, culinary places, boutiques, and hotels.
- Jakarta Fair Promo.
- 20% discount for ticket purchases departed during Monday to Thursday (weekday) and 10% discount during Friday to Sunday (weekend) that managed to increase the interest of the rail transport passengers.
- KAI 2017 Anniversary Promo.
- KAI Travel Fair and an increase in occupancy due to Eid-ul-Fitr and Christmas holidays in 2017.
- The operations of tourist train (Kawista) gradually since late June 2017.
- Increased occupancy of Kualanamu Airport and the operations of Soekarno Hatta Airport Railway (Railink).

b) KA Utama Kelas Bisnis  
Penumpang KA Utama Kelas Bisnis mencapai 4.101.860 orang, turun 1,7% dibandingkan tahun 2016 sebesar 4.174.205 orang.

c) KA Utama Kelas Ekonomi  
Penumpang KA Utama Kelas Ekonomi mencapai 24.692.952 orang, naik 28,7% dibandingkan tahun 2016 sebesar 19.185.201 orang. Peningkatan volume tersebut terutama disebabkan adanya penambahan sarana kereta kelas ekonomi baru dan tambahan relasi baru, di antaranya KA Wijayakusuma, KA Jayakarta dan Argo Parahyangan Premium.

d) KA Lokal Bisnis  
Penumpang KA Lokal Bisnis mencapai 163.692 orang, turun 96,2% dibandingkan tahun 2016 sebesar 4.299.999 orang. Okupansi penumpang tahun 2017 mencakup volume penumpang KA Pangrango.

e) KA Lokal Ekonomi  
Penumpang KA Lokal Ekonomi mencapai 354.542.868 orang, naik 12,2% dibandingkan tahun 2016 sebesar 315.900.799 orang. Kenaikan volume tersebut disebabkan penambahan relasi KA KRD Bandung Raya relasi Cicalengka-Padalarang, Cibatu-Purwakarta, adanya pembukaan jalur KRL lintas Tanahabang-Rangkasbitung mulai tanggal 1 April 2017, penambahan relasi ke Stasiun Cikarang dan penambahan sarana KRL dan optimalisasi stamformasi 12 unit pada jam-jam sibuk.

b) Business Class  
Business Class reached 4,101,860 passengers, decreased by 1.7% compared to 4,174,205 passengers in 2016.

c) Economy Class  
Economy Class reached 24,692,952 passengers, increased by 28.7% compared to 19,185,201 passengers in 2016. The increase in volume was mainly due to additional new economy class train facilities and additional new relations, including KA Wijayakusuma, KA Jayakarta and Argo Parahyangan Premium.

d) Local Business Class  
Local Business Class reached 163,692 passengers, decreased by 96.2% compared to 2016 of 4,299,999 passengers. The occupancy of passengers in 2017 included the volume of KA Pangrango passengers.

e) Local Economy Class  
Local Economy Class reached 354,542,868 passengers, increased by 12.2% compared to 2016 of 315,900,799 passengers. The increase in volume was due to additional KRD Bandung Raya relations Cicalengka-Padalarang, Cibatu-Purwakarta, the opening of KRL line across Tanahabang-Rangkasbitung started on April 1, 2017, additional relation to Cikarang Station and additional KRL facilities and optimization of 12 stamformation units at rush hour.

## KINERJA ANGKUTAN BARANG

Pada tahun 2017, volume barang terangkut mencapai 40.060.714 ton, meningkat 23,3% dibandingkan tahun 2016 sebesar 32.494.599 ton. Angkutan KA Barang terdiri dari Angkutan Batubara dan Angkutan Lainnya yang terdiri dari angkutan semen, BBM, Peti Kemas, curah dan perkebunan, *general cargo* dan BHP.

## FREIGHT TRANSPORT PERFORMANCE

In 2017, the volume of freight transported reached 40,060,714 tons, an increase of 23.3% compared to 2016 of 32,494,599 tons. Freight transport consists of Coal Transport and Other Transports comprising cement, fuel, container, bulk and plantation, general cargo and BHP.

Kinerja Angkutan Barang (ton)	Realisasi Realization 2016	Realisasi Realization 2017	%	Freight Transport Performance (tons)
	A	B	(B-A)/A	
Batubara	21.394.760	26.490.423	23,8%	Coal
Lainnya	11.099.839	13.570.290	22,3%	Others
<b>JUMLAH</b>	<b>32.494.599</b>	<b>40.060.714</b>	<b>23,3%</b>	<b>TOTAL</b>