

Valuation Analysis of Building XXX Related Fair Value PSAK 16 and PSAK 68

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Abstract

In valuation commercial building can be used with many approach, such as: income approach, aset approach and market approach. Valuation of building XXX in Jakarta with income approach provide the result better than other approaches because the investor will invest in the commercial building while the property still have the economic value in the future, the research is in form of case study which obtained from the direct investigation and the data obtained from KJPP ABC and partner, the analysis tool is using discounted cash flow method, the result of the valuation indicated the fair value of the building XXX with fair assumptions can be applied in financial accounting standard PSAK 16 and PSAK 68.

Keywords: Case Study, Discounted Cashflow Method, Commercial Building, Income Approach, PSAK 16, PSAK 68.

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INTRODUCTION

The research phenomenon during the pandemic has made many sectors affected in business, especially the property sector such as Office Buildings and other types of property, which has a very impact on activities that are suddenly stopped by government regulations. It can be seen that at the beginning of PPKM level 1, many Office Building activities stopped so that property prices became stagnant. So there are difficulties in determining the fair value of Office Buildings due to the decrease in demand for Office Building space and the number of Company employees doing work through *work from home* (WFH).

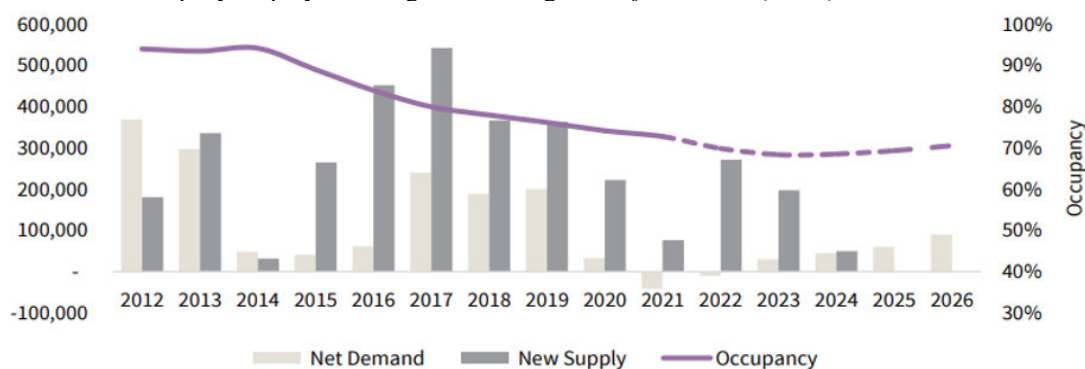


Figure 1. Demand, Supply and Occupancy of Office Building Rental Space in Jakarta CBD Area
Source: JLL Research, 2021.

Meanwhile, the rental value of Office Building space has decreased due to the large amount of vacant space that is not rented, resulting in the market value of Office Buildings falling. The Occupancy Rate is also seen to tend to fall while when projected in the future it will increase after 2024, but the increase is not significant until 2026.

From the picture above, it can be seen that the supply of Office Buildings is more, while the demand for ccenderung has decreased drastically from 2021 to 2023. The recovery is seen after 2023 to 2026 according to JLL Research sources.

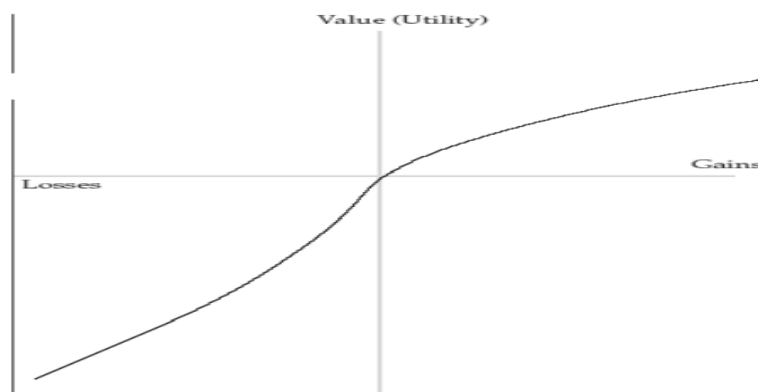


Figure 2. *Utility Curve* developed by Kahneman Tversky

Source: Kahneman Tversky, 1979

Kahneman and Tversky (1979) introduce a *utility evaluation* of investor behavior during losses and when gaining. From *the value function* chart, it can be seen that the pain of losing is greater than the feeling of pleasure at the time of profit, causing investors to have more difficulty selling at the time of loss. This shows the symptoms of investors being reluctant to cut losses at the time of loss, and it is easy to do profit taking at the time of profit.

Many want to sell office building space but because the property is always assumed to increase its price, the seller is reluctant to reduce the selling price of the Office Building space he owns because of the difficulty to *cut losses*. Therefore, the selling price of Office Building space still remains high despite the decrease in demand.

LITERATURE REVIEW

The income approach generates an indication of value by changing the future flow to the present value. This approach considers the income that an asset will generate during its useful life and calculates its value through the capitalization process. Capitalization is the conversion of income into a certain amount of capital using the appropriate discount rate. The flow can be obtained from the income of a contract or several contracts or not from the contract, for example, the anticipated profit will be obtained from the use or ownership of assets (KEPI and SPI Edition VII Year 2018 – KPUP 16.0.16.1.16.2).

This approach considers the income approach and cost approach that deals with the assessed property and estimates value through the capitalization process. Capitalization connects revenue with a definition of a type of value through the conversion of revenue into estimated value. In the process, you can use the direct capitalization method, yield or discount rate which describes the rate of return of an investment. In principle, the current that gets the highest rate of return will be proportional to the level of risk taken and can generate the most likely value.

This approach requires consideration of data from the income component and data from the expenditure component. This approach is also based on the mindset of the relationship between income from property and value from property itself. The value of the property depends on the ability of the property concerned to generate income/profit.

The *basic formula* of the income approach includes:

$$V = \frac{I}{R}$$

Where:

V = Value; I = Revenue; and R = Interest Rate

Source: *The Appraisal of Institute of Real Estate* (500)

The income approach is an internationally recognized method of generating Value for a property. The point of view of using the income approach is based on the expectations of property buyers (buyers of property) who expect an acceptable return on the money they have spent. This rate of return must certainly be worth it, in other words, this return must be able to offset the level of risk of dealing a certain amount of money at this time with the current purchasing power for income with uncertain purchasing power in the future.

The value of the property will be determined or calculated based on the calculation of the current value of the projected flow which is estimated to have potential income by the development product above the property concerned within a certain period of time. Potential future income will be converted into present value. One of the methods that will be used in income assessment is the Discounted Cashflow Method. With the discounted cash flow method, the amount of projected cash flow will be estimated based on valid data, then the flow is

discounted by applying a certain discount rate. After the projection of the flow, then the accumulation of cash flow will be converted into the current one. It is this accumulated net current that has been discounted that will reflect the value of the property as a whole.

In general, an assessment with an income approach calculates all forms of income from the development of rental property products and selling properties that stand on land footprints. From the products that have been developed, assumptions will be formed obtained from market phenomena that exist at the time the assessment is carried out such as the occupancy rate (products in the form of rental property), the level of sales (selling property products), the selling price or rental price, the assumption of operational expenses for existing development products and the discount rate if the method used uses the discounted flow method as well as the costs that may be incurred to develop products built on the tread of the ground.

Indonesian Valuation Standard (SPI) edition VII of 2018, property valuation with a market approach is to provide an indication of value by comparing assets with other assets that are identical or comparable where there is price information. The market approach should be applied and given the weight of consideration contained in the value base used. The assessed assets or assets of a substantially similar type are published substantially similarly traded actively, and/or there are some recent transactions and/or transactions that can be observed for assets that are substantially similar.

Indonesian Valuation Standard (SPI) edition VII of 2018, property valuation with a cost approach provides an indication of value using the economic principle that the buyer will pay for assets no more than the cost of obtaining assets with the same utility, either through purchase or with the same utility, either through purchase or by construction making by excluding factors such as undue timing, discomfort, risk or other factors. The cost approach provides an indication of value by calculating the cost of replacing or current reproduction of the asset and making deductions for physical deterioration and all other relevant forms of obsolescence. In the cost approach, it is commonly known as an *asset-based approach*.

Investor Financial Behavior

Positive Feedback Trading, Olsen (1998) explains that one of the biased behaviors is positive feedback, namely overweight on newer evidence, overweight on consensus opinions, seeking confirming evidence, and always hoping to be part of the group.

Regret Theory, Shefrin and Statman (1985) explained that regret theory is an emotional reaction of people due to making wrong decisions (error judgement), such as buying a property and then the price of the property falls in price. Investors will avoid selling property that is at a loss to avoid feeling regrets due to buying an investment that is bad and too embarrassed to report a loss in the transaction.

Time Horizons, Fisher and Statman (1999) show that in a bullish property market, investors will have longtime horizons. If the property market is in a bearish state, investors will shorten the time horizons drastically.

Accounting Standards

Statement of Financial Accounting Standards (PSAK) which is related to PSAK 16 Fixed Assets are tangible assets owned for use in the production or provision of goods or services for rent to other parties or for administrative purposes and are expected to be used for more than one period.

PSAK 68 Fair Value is a market-based measurement, not a specific measurement of an entity. For some assets and liabilities, market transactions or observable market information may be available. For other assets and liabilities, it may not be available. However, the purpose of measuring fair value in both cases is the same, to estimate the price at which *an orderly transaction* to sell an asset or transfer liabilities will occur between *market participants* on the date of measurement in current market conditions, namely the *exit price* from the perspective of market participants who own assets or liabilities.

When identical assets or liabilities cannot be observed, entities measure fair value using other valuation techniques that maximize the *use of relevant observable inputs* and minimize the use of *unobservable inputs*). Because fair value is a market-based measurement, fair value is measured using assumptions that will be used by market participants. When determining the price of an asset or liability, including assumptions regarding risks. As a result, an entity's intention to own assets or to settle or satisfy liabilities becomes irrelevant when measuring fair value.

RESEARCH METHODS

The discounted flow method using net operating income (NOI) will be projected annually with predetermined assumptions. After the NOI of each year is obtained, the value will be discounted by a certain discount rate (NOI multiplied by the discount factor every year) so that the current value of the property in question is obtained which will reflect the value of the property in question.

In the income approach, there are 4 (four) methods that can be used in its application, including the Discounted Cashflow Method, the Direct Capitalization Method, the Residual Technique method and the Gross

Income Multiplier method. To discount net income annually, the discount rate used is the weighted average cost of capital (WACC) using the following formula (Dermawan Sjahrial, 174):

$$WACC = (k_e \times W_e) + (k_d \times W_d)$$

Where:

- k_e = Cost of equity capital/ordinary shares;
- k_d = Cost of capital of debt;
- W_e = Equity weight in equity structure;
- W_d = The weight of debt in the equity structure.

Determination of Capital Costs for Equity

Before being able to establish a WACC, it must first be calculated the cost of equity capital, which is determined by the *Capital Asset Pricing Model* (CAPM) using the following equation (Pratt, 2008: 189):

$$k_e = R_f + (\beta \times RP_m)$$

Where:

- k_e = Expected return of a particular security, or the cost of equity/ordinary share capital; R_f = The return rate available for a risk-free security;
- β = Beta;
- RP_m = Equity risk premium.

In the calculation, the beta is used as a beta to calculate the *cost of equity* of the object of assessment, where the beta is calculated from the average *unlevered* beta. This method is done to neutralize the influence of *leverage* in each company on beta. The same company with different *leverage* will have a different *cost of equity*, therefore the influence of *leverage* that exists in each company needs to be neutralized by calculating *unlevered* beta.

Unlevered beta is calculated by the following formula (Pratt, 2008: 192):

$$\beta_u = \beta_l / (1 + (1 - t) \times DER)$$

where:


- T = Tax rate;
- DER = Debt to Equity Ratio;
- β_L = Beta levered, which is a systematic measure of the risk of a stock as objectively measured by the responsiveness of the company's returns to the movement of market portfolio returns when compared with a market portfolio with the influence of debt;
- β_U = Beta unlevered, which is a systematic measure of the risk of a stock that is objectively measured by the responsiveness of the company's returns to the movement of market portfolio returns when compared to a market portfolio without the influence of debt.

The unlevered beta average of the comparison company obtained from this calculation is then *relevered* with the prevailing *leverage* level in the market to obtain the corresponding beta in discounting the *NOI* of the object of assessment by the following formula (Pratt, 2008: 192) :

$$\beta_L = \beta_U \times (1 + (1 - t) \times DER)$$

For the calculation of spare parts replacement for machinery and equipment of Office Buildings using the *sinking fund* formula as follows (Dermawan, 2009):

* Rumus:

$$A = S_n \times \frac{i}{(1+i)^n - 1}$$


In general, valuation with an income approach calculates all forms of income from the development of rental / selling property products that stand on land footprints. From the products that have been developed, assumptions will be formed obtained from existing market phenomena at the time the assessment is carried out such as occupancy rates (products in the form of rental properties), sales levels (selling property products), selling prices or rental prices, assumptions of operational expenses for existing development products and discount rates if the method used uses the discounted cash flow method as well as costs that may be incurred to develop products that may be built on the tread of the land.

Figure 3. Discounted Current Method



Source: M. Farid Nor Rohman, 2022.

RESULTS AND DISCUSSION

Research Data

The research data is that Building XXX is located in the South Jakarta CBD Area with a land area of 9,000 m² building area of Tower 1 Building of 17,000 m² and Tower 2 Building of 26,000 m² with a city layout of 55% KDB, KLB 5 floors, Building height of 32 floors. In general, a property generally consists of land and buildings. To calculate the value of the property concerned, Office Building XXX is assessed using an income approach (Income Approach) with a discounted *cash flow method (Discounted Cashflow Method)*. The research sample is That Building XXX has 3 land certificates each covering an area of 3,000 m² which consists of Tower 1 Building, Tower 2 Building, and Utility Building and Parking Building supported by the necessary machinery and equipment facilities. The tenants who rent Tower 1 building and Tower 2 building have an average occupancy of 70%. The rental price for Office Buildings in 2022 is IDR 240,000/m²/month and *the service charge* is IDR 86,000/m²/month. This sample data was obtained from KJPP ABC and Rekan.

Assumptions of Financial Projections

The projection period of the current in this method is determined based on the duration or time of construction of the property development product or at least based on the time period of the payback period and the risk of the development product or at least calculated for 5 years of projection. In this assessment, the length of the projection is 5 years. The following are the assumptions of the financial projections used:

General Assumptions

In conducting a property assessment of Office Building XXX with a discounted flow method income approach, the assumptions used include the following:

- 1) The tenant list data obtained from the Company is assumed to be accurate and correct. All tenants pay in Rupiah. If there is a similar building rental market applying rates in US Dollars, then we will convert from US\$ to Rupiah (exchange rate of 1 US\$ = IDR 14,420,-) as of March 31, 2022.
- 2) The property in question is managed professionally and competently.
- 3) The financial projections carried out depend on many complex aspects so that these projections are not a certainty but a possibility that will occur.
- 4) Projections of the flow are carried out for 5 years and 1 year thereafter as a terminal year. The duration of these five years is considered to have reflected the already stable condition of net income growth.
- 5) *Semi gross area* is calculated from the net area of the leased area plus the area of the corridor area (excluding the area of public areas such as *elevators, lobby, public toilets, stairs* and others). The data on the area of leased area that we receive from the manager is a *semi gross area* or SGA.
- 6) The rental rate applied in this calculation is the rental rate based on data from the manager and for the following year it grows based on an analysis of historical and market projections.
- 7) The increase in rental rates is set at an average per year of 5.5% based on the results of historical and market analysis. Considering that there are still several *tenants* who have been bound by contracts with a remaining duration of 1-3 years, the rental rate for these *tenants remains* as the original contract and the renewal of the new contract / contract is applied a rental rate that is in accordance with the market. Meanwhile, the increase in *service charge* is set at an average per year of 3.4% (according to historical data, the average increase in inflation in general in Jakarta).
- 8) All residents become *tenants / tenants* and participate in paying rental rates and *service charges*, including the building manager.
- 9) The occupancy rate of this office building is based on data obtained from the tenant list until March 31, 2022, which is 70%. For *the forecast* of the occupancy rate of this office building, it uses historical data from the

list of tenants (*tenants*) and historical markets.

Building Area Data

The total number of Building XXX consists of Tower 1 as high as 11 floors for rent, the details are: 17,000 m² and Tower 2 Building 11 floors high is 26,000 m².

Assumption of Sources of Income

The source of income in general consists of several interrelated components. In practice, office building rentals cannot be fully obtained from all available *spaces* because in practice there is always a level of vacancy. The effectiveness of the existing space and the occupancy rate of the room (*occupancy*) have their respective portions which will affect the total income obtained during the projection period. In addition to the effective area of each Office Building space, the occupancy rate (obtained from the office building space market data concerned) has a considerable role in the process of calculating the income of office building rental space. The occupancy rate is a picture of the *supply-demand* of the office building space of the rental property. The components are accompanied by assumptions on the source of income of each office building space as described in the following table:

Table 1. Assumption of Office Building Income Source XXX

Information	Sources of Income	Average Initial Rate/ Revenue Ratio
Building XXX	<i>Office Space</i>	240,490/m ² /month* (market based & historical)
	<i>Service Charge</i>	87,505/m ² /month* (market based & historical)
	<i>Overtime</i>	1% of room revenue (historical)
	<i>Parking Lot</i>	2% of room revenue (historical)

*) Professionalize the *remaining contract*, then adjust **the market rate accordingly**.

Source: KJPP ABC and Peer Analysis, 2022

Assumption of Operating Costs

Operational costs are assumed to follow the data pattern of calculating cash flow projections:

Table 2. Office Building Expenses XXX

OPERATIONAL DISTRIBUTED LOAD		
Description	Ratio	Information
<i>Operating Expenses</i>	17,6%	Of the total income
<i>Repair & Maintenance Expenses</i>	1,8%	Of the total income
<i>Admin & General Expenses</i>	0,8%	Of the total income
<i>Marketing Commission</i>	1,3%	Of the total income
<i>Property Insurance</i>	0,5%	*Business Plan
<i>Property Tax (UN)</i>	1,6%	*Business Plan
<i>Reserve for Replacement</i>	<i>Sinking Fund</i>	

*) Calculated from *historical data* and then the increase per year based on the average inflation

Source: KJPP ABC and Peer Analysis, 2022

Discount Rate

The discount rate is the expected rate of return from the perspective of investors or creditors. Therefore, the discount rate must meet the capital opportunity cost including borrowing costs and capital costs. The calculation of the discounted cashflow method can refer to the Weighted Average Cost of Capital (WACC) method. The factors and variables of WACC are market interest rate, income and investment, existing opportunities, changes in time and level of risk. From the results of this WACC calculation, a discount rate was obtained in calculating this assessment of 12.50%.

Table 3. Discount Rate Calculation

Equation BETA Relevered = $BU \cdot (1 + (1 - T)) \cdot DER$			
Equity Beta Unlevered	BU	0.647	Damodaran Beta, <i>Unlevered beta and other risk measures</i>
Tax	T	0.00%	NOI dalam Penilaian Properti <i>Before Tax</i>
Debt of Equity Ratio	wd / we	185.71%	
Beta Relevered		1.85	Beta <i>Relevered</i> = Beta <i>Unlevered</i> x (1 + (1 - Tax) x DER Perusahaan)
Equation Ccost Of Equity = $R_f + \beta (r_{PM})$			
Risk Free Rate	R _f	7.5876%	IBPA 30 year, 31 Maret 2022
Beta Relevered	β	1.85	
Equity Risk Premium Market	(+)	6.58%	Premium Market Risk (r _{PM}) Damodaran
RBDS Indonesia	(-)	1.17%	Rating Based Default Spread Damodaran
Equation Discount Rate = $(k_e \times w_e) + (k_d \times w_d)$			
Cost of Equity	K _e	17.59%	R _f + β (MRP) - CDS
Weighted of Equity	W _e	35.00%	Proporsi Dana Sendiri
Cost of Debt	K _d	9.70%	Interest Rate of Investment Loans by Group - www.bi.go.id
Weighted of Debt	W _d		Proporsi Pinjaman
Discount Rate =		12.5%	

Source: KJPP ABC and Peer Analysis, 2022

CONCLUSIONS AND SUGGESTIONS

Based on the analysis carried out and supported by valid data, it can be concluded that the Indication of Fair Value of PSAK 16 and PSAK 68 using the income approach (*Income Approach*) with the method of discounting the flow of the object of assessment, namely Building XXX located in the South Jakarta CBD area on March 31, 2022 is as follows:

IDR 1.282.891.000.000,-

(One Trillion Two Hundred Eighty-Two Billion Eight Hundred and Ninety-One Million Rupiah)

From *the case study* that has been carried out on the results of the valuation analysis of Building XXX related to the fair value of PSAK 16 and PSAK 68, the following suggestions are proposed as follows:

- The Valuation Analysis of Building XXX on the fair value of PSAK 16 and PSAK 68 is suggested that in addition to using the income approach, it can also use the cost approach.
- The Valuation Analysis of Building XXX to the fair value of PSAK 16 and PSAK 68 can also use a market approach, if it has comparable and similar /similar office building comparison data.

Gedung X
 PT XYZ
 JAKARTA
 Pendekatan Pendapatan

Description	Year (IDR)										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Rentable area (m ²)	43,000					30,200	31,285	32,670	33,955	33,955	33,955
Occupancy (%)						79%	75%	76%	79%	79%	79%
Rate											
Increment average rent (Rp/m ² /year)	5%					240,490	250,229	253,677	266,361	279,679	293,663
Increment average service charge (Rp/m ² /year)	3%					87,505	90,481	93,557	96,738	100,027	103,428
Effective Gross Income (EGI)											
Office space						86,864,855,001	94,241,461,595	99,453,926,220	108,532,010,863	113,958,611,407	119,656,541,977
Service charge						31,606,975,333	34,076,893,397	36,678,228,226	39,417,060,934	40,757,241,006	42,142,987,200
Overtime (increment)	1.0%					888,648,550	942,414,616	994,519,262	1,083,320,109	1,139,586,114	1,196,565,420
Parking lot (percentage to income office space)	2.0%					1,737,297,100	1,884,829,232	1,989,038,524	2,170,640,227	2,275,172,228	2,393,130,840
Total Effective Gross Income (EGI)						121,077,775,984	131,145,598,840	139,115,712,232	151,205,092,124	158,134,610,755	165,389,225,496
Operational expense							7.7%	5.7%	8.0%	4.4%	4.4%
Operating expense (percentage to total income)	17.6%					21,290,649,138	23,061,002,800	24,462,137,774	26,588,308,719	27,806,624,895	29,082,496,283
Repair and maintenance expenses (percentage to total in)	1.8%					2,167,476,505	2,347,705,861	2,490,347,220	2,706,800,253	2,830,850,259	2,960,718,995
Admin and general expense (percentage to total income)	0.8%					962,674,013	1,042,721,993	1,106,075,450	1,202,211,998	1,257,308,198	1,314,988,717
Marketing commission (percentage to total income)	1.3%					1,539,655,420	1,667,880,385	1,769,004,917	1,922,761,179	2,010,879,442	2,103,130,945
Property insurance (increment)	0.5%	390,750,000	400,272,500	410,130,000	414,448,164	420,448,164	424,809,504	427,007,110	429,216,085	431,436,487	433,668,376
Property tax (PBB) (increment)	1.6%	1,084,632,616	1,105,776,816	1,297,640,000	1,367,407,120	1,467,407,120	1,490,741,015	1,514,445,952	1,538,527,833	1,562,992,650	1,587,846,493
Reserve for replacement						776,385,450	776,385,450	776,385,450	800,995,380	800,995,380	817,520,191
Total operational expense						28,650,204,750	30,834,751,945	32,569,485,754	35,213,286,264	36,726,141,143	38,325,618,965
Net Operating Income (NOI)						92,427,571,234	100,310,846,895	106,546,226,478	115,991,745,860	121,408,469,612	127,063,606,472
Cap. rate	8.0%						7.9%	5.9%			
Terminal value										1,586,035,418,388	
Discount rate	12.5%										
Discount factor						0.91	0.81	0.72	0.64	0.57	
Present value terminal value										899,050,797,148.35	
Present value NOI						83,810,146,765	80,879,233,994	76,385,886,861	73,944,242,118	68,810,897,788	899,050,797,148.35
Total present value						1,282,891,204,648					
Value of property (Rounded)						1,282,891,000,000					

Gedung X
 PT XYZ
 JAKARTA
 Pendekatan Pendapatan

Analisis Laporan Keuangan (Analisis Horizontal & Vertikal)

Uraian	2017	Growth	2018	Growth	2019	Growth	2020	Growth	2021	Average
REVENUE										
Revenue - office space	66,364,970,000	11%	73,736,740,000	0%	73,963,940,000	25%	92,211,370,000	1%	93,226,925,000	
% terhadap total pendapatan usaha	100%		100%		100%		100%		100%	100.00%
Revenue - service charge	22,607,900,000	19%	26,890,500,000	3%	27,610,850,000	18%	32,716,375,000	7%	34,890,350,000	
% terhadap total pendapatan office space	34.1%		36%		37%		35%		37%	36.15%
Revenue - parking lot	1,301,559,140	22%	1,585,255,560	6%	1,682,344,200	6%	1,784,522,240	9%	1,953,694,400	
% terhadap total pendapatan office space	2.0%		2.1%		2.3%		1.9%		2.1%	2.08%
Revenue - overtime	271,158,154	67%	452,121,840	51%	684,703,250	27%	870,090,000	12%	970,432,000	
% terhadap total pendapatan office space	0.4%		0.6%		0.9%		0.9%		1.0%	0.79%
Total Revenue	90,545,587,294	13%	102,664,617,400	1%	103,941,837,450	23%	127,582,357,240	3%	131,041,401,400	100%
OPERATING EXPENSES	18,495,262,294	15%	21,183,137,478	-20%	17,039,578,984	10%	18,719,763,301	11%	20,698,650,315	16%
% terhadap total pendapatan usaha	20.43%		20.6333%		16%		14.6%		15.6%	17.58%
Pantry & transportation expenses	772,441,000		924,054,000		1,126,637,740		1,215,775,296		1,399,657,111	
Biaya keperluan pantry	230,125,000	0.3%	248,209,000	0.3%	375,964,500	0.5%	410,491,096	0.4%	510,826,111	0.5%
Biaya transportasi (parkir, BBM dan tol)	542,316,000	0.6%	675,845,000	0.9%	750,673,240	1.0%	805,284,200	0.9%	888,831,000	1.0%
Employment expenses	8,073,474,000		9,393,226,128		6,436,614,978		7,195,871,611		7,386,399,980	
Salaries	5,026,214,000	7.6%	5,101,441,398	6.9%	4,875,345,700	6.6%	5,091,142,400	5.5%	5,155,196,500	5.5%
Overtime	954,231,000	1.4%	860,235,396	1.2%	85,308,175	0.1%	149,269,933	0.2%	160,204,615	0.2%
THR	248,158,000	0.4%	496,451,082	0.7%	326,559,500	0.4%	581,734,720	0.6%	599,574,000	0.6%
Bonus	1,139,963,000	1.7%	2,105,905,893	2.9%	150,388,768	0.2%	228,900,482	0.4%	381,420,025	0.4%
Staff welfare	54,231,000	0.1%	70,908,521	0.3%	174,802,372	0.2%	178,900,482	0.2%	181,420,025	0.2%
Employment security (BPJS)	135,579,000	0.2%	149,054,210	0.2%	154,907,472	0.2%	136,216,730	0.1%	137,373,245	0.1%
Uniform	27,115,000	0.0%	32,853,704	0.04%	39,027,566	0.05%	37,889,987	0.04%	48,461,272	0.04%
Medical allowance	108,463,000	0.2%	127,619,787	0.2%	137,744,310	0.2%	127,090,958	0.1%	131,149,376	0.1%
Healthcare security (BPJS)	162,694,000	0.2%	190,652,507	0.3%	206,954,916	0.3%	174,394,352	0.2%	176,770,000	0.2%
BPJS kesehatan	54,232,000	0.1%	60,139,589	0.3%	70,399,542	0.1%	83,665,904	0.3%	86,337,622	0.3%
Astax	108,463,000	0.2%	127,619,787	0.3%	139,365,657	0.2%	219,665,225	0.2%	239,910,000	0.3%
Meal allowance	54,132,000	0.1%	71,067,981	0.3%	85,911,000	0.1%	87,000,438	0.1%	88,574,300	0.1%
Communication expenses	717,101,221		841,757,768		860,271,182		954,138,746		973,946,315	
Postage and stamp duty	27,115,800	0.04%	30,079,500	0.0%	27,261,000	0.0%	28,810,001	0.0%	29,730,000	0.0%
Courier service	53,242,000	0.08%	51,730,000	0.1%	62,827,420	0.1%	74,928,132	0.1%	76,436,219	0.1%
Internet access	333,853,421	0.50%	433,992,000	0.6%	424,485,000	0.6%	529,126,000	0.6%	532,100,000	0.6%
Telephone	302,890,000	0.46%	325,956,268	0.4%	345,687,762	0.5%	321,273,613	0.3%	335,680,096	0.4%
Utilities expenses	7,285,162,000		7,393,283,536		5,679,448,731		5,841,151,081		6,302,120,200	
Electricity	5,300,530,000	8.0%	5,385,005,000	7.3%	4,505,513,441	6.1%	4,801,213,441	5.2%	5,102,000,200	5.5%
Water	1,984,632,000	3.0%	2,007,278,536	2.7%	1,173,935,290	1.6%	1,039,937,640	1.1%	1,200,120,000	1.3%
Cleaning expenses	542,964,123		882,190,645		931,033,191		1,114,925,406		1,276,055,788	
Cleaning material supplies and service	342,316,000	0.5%	486,431,535	0.7%	497,739,118	0.7%	485,990,207	0.5%	407,487,759	0.4%
Pest control	54,231,000	0.1%	57,988,075	0.1%	58,225,000	0.1%	70,250,000	0.1%	78,000,000	0.1%
Air Freshener and deodorizer	81,347,000	0.1%	85,973,052	0.1%	85,845,833	0.1%	133,456,249	0.1%	135,049,996	0.1%
Garbage removal and disposal	65,070,123	0.1%	63,933,780	0.1%	69,363,015	0.1%	64,825,000	0.1%	82,805,705	0.1%
Cleaning outsourcing	-		187,874,203		219,860,225		344,825,630		574,709,333	
Stationery and office supplies	319,619,950		420,616,109		429,988,176		443,113,495		444,791,650	
Stationery	65,077,950	0.1%	70,374,757	0.10%	74,860,841	0.10%	84,939,400	0.09%	85,048,660	0.09%
Office supplies	60,503,000	0.1%	70,139,376	0.10%	70,399,542	0.1%	83,665,904	0.09%	86,762,300	0.09%
Printing material	51,347,000	0.1%	87,450,700	0.12%	87,920,651	0.12%	81,651,685	0.09%	80,478,425	0.09%
Miscellaneous	54,231,000	0.1%	63,253,633	0.09%	65,949,229	0.09%	69,156,150	0.07%	70,173,500	0.08%
Photocopy supplies	88,463,000	0.1%	123,507,643	0.17%	124,374,605	0.17%	125,438,760	0.14%	126,328,765	0.14%
REPAIR & MAINTENANCE EXPENSES	784,500,000	69%	1,328,009,292	18.64%	1,575,584,986	24%	1,954,787,666	49.2%	2,915,690,271	-100.0%
% terhadap total pendapatan usaha	1.2%		1%		2%		2%		2%	1.79%
Building material										
Material and supplies	50,109,800	0.08%	93,784,202	0.13%	103,554,871	0.14%	240,882,386	0.3%	252,433,417	0.3%
Painting and whitewashing	90,890,306	0.14%	125,896,315	0.17%	126,173,550	0.17%	111,712,000	0.1%	246,859,500	0.3%
Renovation/fitout	121,303,003	0.18%	182,952,536	0.25%	382,298,617	0.52%	225,423,322	0.2%	438,165,000	0.5%
Life safety equipment	22,800,000	0.03%	32,800,000	0.04%	33,600,000	0.05%	110,962,500	0.1%	233,012,500	0.2%
Electrical equipment	40,472,900	0.06%	80,839,525	0.11%	81,653,941	0.11%	149,039,825	0.2%	218,217,000	0.2%
Aircon and refrigerator	25,500,000	0.04%	26,874,939	0.04%	29,999,908	0.04%	29,205,500	0.0%	25,700,000	0.0%
Landscape and gardening	23,833,250	0.04%	56,890,446	0.08%	65,756,429	0.09%	74,833,300	0.1%	94,533,535	0.1%
Building services										
Repair and maintenance M/E	52,500,000	0.1%	93,721,011	0.13%	95,017,940	0.13%	143,882,386	0.2%	222,780,000	0.2%
Aircon and refrigerator service	20,273,000	0.0%	47,723,232	0.06%	46,609,101	0.06%	50,712,000	0.1%	233,110,000	0.3%
Elevator service	166,181,800	0.3%	257,513,972	0.35%	325,504,133	0.44%	453,423,322	0.5%	565,718,181	0.6%
Gondola service	90,041,950	0.1%	172,736,734	0.23%	112,896,000	0.15%	115,962,500	0.1%	110,909,092	0.1%
Security service	30,450,991	0.0%	74,962,274	0.10%	78,043,808	0.11%	160,039,825	0.2%	175,379,186	0.2%
Grease trap service	11,600,000	0.0%	26,139,839	0.04%	27,068,087	0.04%	30,205,500	0.0%	32,105,000	0.0%
Installation building service	28,523,000	0.0%	38,091,450	0.05%	48,533,200	0.07%	34,633,300	0.0%	44,633,300	0.0%
Refilling fire ext and emergency equipment	10,020,000	0.0%	17,082,917	0.02%	18,75,400	0.03%	29,870,000	0.0%	32,134,560	0.0%
ADMIN & GENERAL EXPENSES	555,790,000	29%	716,156,806	19%	849,343,175	-19%	686,829,205	15.4%	792,474,833	-100.0%
% terhadap total pendapatan usaha	0.8%		1.0%		1%		1%		1%	0.80%
Permits, licenses and administration										
Permits, licenses and admin	231,157,611	0%	330,452,202	0.4%	384,684,875	0.5%	332,952,750	0.4%	341,121,563	0.4%
Legal fee	324,632,389	0%	385,704,604	0.5%	464,658,300	0.6%	353,876,455	0.4%	451,353,270	0.5%
MARKETING COMMISSION	550,000,000	37%	753,536,400	62%	1,221,120,769	8%	1,322,654,201	0.2%	1,325,786,900	-100.0%
% terhadap total pendapatan usaha	1%		1%		2%		1%		1%	1.27%
PROPERTY INSURANCE	390,750,000	2%	400,272,500	2%	410,130,000	1%	414,448,164	1%	420,448,164	-100%
Property all risk insurance	390,750,000	0.6%	400,272,500	0.5%	410,130,000	0.5%	414,448,164	0.3%	420,448,164	0.5%
% terhadap total pendapatan usaha	0.6%		0.5%		1%		0%		0%	0.52%
PROPERTY TAX (PBB)	1,084,632,616	2%	1,105,776,816	1.7%	1,297,640,000	5%	1,367,407,120	7%	1,467,407,120	-100%
% terhadap total pendapatan usaha	2%		1%		2%		1%		2%	1.59%

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