

15 March 2021

Consumer Non-cyclical | Food & Beverage Products

## Indonesia Consumer

**Neutral** (Maintained)

### New Normal, New e-Economy

- **Potential de-rating on accelerated online disruption.** COVID-19 has accelerated online disruption, while advancing developments in the logistics supply chain. This may de-rate the valuations of Indonesia's premium staples stocks, as the oligopolistic industry's established distribution networks act as a barrier to entry, but should support margins over the long run. The retail sector needs to adapt to changes to stay relevant – we note specialty retailers in developed markets can still survive, due to their flexibility. Specialty store formats allow for greater efficiencies through higher sales/sq m output, enabling them to stay competitive vs the large department store format.
- **Embracing e-economy growth during COVID-19.** Migrating to an online retailing format has not been easy, due to consumer reluctance, low penetration of banking/e-payment usage, and underdeveloped online infrastructure to facilitate such sales. Yet, weak offline sales have led firms to depend more on online platforms. Many have developed their own applications, eg Unilever Indonesia's (UNVR) Sahabat Warung, Mayora Indah's (MYOR) business-to-business (B2B) app, Mitra Adiperkasa's (MAPI) e-mall, and Ace Hardware Indonesia's (ACES) Miss ACE. They have a presence in established e-commerce platforms, with Ramayana Lestari (RALS) and MAPI gained positive traction. Google and Temasek's joint [e-Economy SEA 2020 report](#) saw the internet economy growing 11% YoY to USD44bn last year (USD32bn from e-commerce), despite the regional recession. This is larger than the total market cap of listed Indonesian consumer firms, and this amount is set to grow five-fold by 2025.
- **Offline retail suffered 30-50% plunge in traffic.** Our ground checks indicate that retailers are seeing traffic recover slower than expected, as COVID-19 cases continue to rise. Strict social distancing measures remain in place, so the lack of mobility continues to cast a pall over sales. Moreover, the high unemployment rate and 0% wage increments, in most provinces in Indonesia, may further pressure purchasing power. As such, vaccine distribution is vital in helping economic activities resume and reviving retail traffic. We expect consumer companies' FY21 earnings to be 30-70% lower than 2019's. A Google survey suggests that 73% of Indonesians have Internet access, and 93% of new users plan to stay online.
- **Positive catalysts: Declining subsidies from e-commerce platforms, more lucrative margins in e-commerce sales.** Our survey indicates that leading e-commerce sites (eg Tokopedia, Shopee) have been reducing subsidies for free deliveries. As unicorn funding slowed in 2019, the cash-burning scheme is ending, and e-commerce players have to seek a more sustainable path. Online platforms are also increasing fees, eg Shopee will charge its sellers a 1.5% payment fee by mid-2021. For suppliers like fast-moving consumer goods (FMCG) manufacturers and retailers, digital channels should provide better margins, as they do away with middlemen. Our channel checks suggest 3-8% savings from bypassing distributors.

Stocks Covered 12  
Rating (Buy/Neutral/Sell): 7/4/1  
Last 12m Earnings Revision Trend: Negative

#### Top Picks

Indofood CBP (ICBP IJ) IDR11,500  
Mitra Adi Perkasa (MAPI IJ) IDR1,000

#### Target Price

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#### Past consumer reports:

- [Indofood CBP: Bottoming Out? Defensive And Dirt Cheap; BUY](#)
- [Matahari Department Store: Weak 4Q20 results: SELL](#)
- [Unilever Indonesia: TP Drops Post Soft 4Q20 Earnings: Stay BUY](#)
- [ACE Hardware: Cautiously Optimistic](#)
- [Matahari Department Store: Not Out Of The Woods Yet: SELL](#)
- [Mayora Indah: Great Performance, But Pricey: D/G To NEUTRAL](#)
- [Indonesia Retail: Bukalapak Conference Call KTAs: OVERWEIGHT](#)
- [Ramayana Lestari: Bumpy Road Ahead](#)
- [Buyung Poetra Sembada: Golden Harvest, Set For Margin Expansion: Keep BUY](#)
- [Indonesia Consumer Staples: Outshined Amid Recovery: D/G To NEUTRAL](#)

Company Name	Rating	Target Price(IDR)	% Upside (Downside)	P/E (x) Dec-21F	P/B (x) Dec-21F	Yield (%) Dec-21F
Buyung Poetra Sembada	BUY	IDR338	29.0	19.1	3.3	0.5
Erajaya Swasembada	BUY	IDR2,200	(20.0)	12.5	1.5	0.7
Indofood CBP	BUY	IDR11,500	37.3	14.7	2.8	2.7
Indofood Sukses	BUY	IDR8,700	36.5	8.6	1.2	4.9
Japfa Comfeed	BUY	IDR2,000	8.1	13.4	1.8	1.1
Mitra Adiperkasa	BUY	IDR1,000	22.7	20.9	2.8	-
Nippon Indosari	BUY	IDR1,450	2.1	20.9	2.5	0.7
ACE Hardware	NEUTRAL	IDR1,620	1.6	28.5	4.6	0.8
Charoen Pokphand Indonesia	NEUTRAL	IDR5,350	(21.0)	30.3	4.5	1.2
Mayora Indah	NEUTRAL	IDR2,700	(3.6)	27.6	5.0	1.3
Ramayana Lestari	NEUTRAL	IDR710	(11.8)	23.0	1.3	-
Matahari Department Store	SELL	IDR630	(53.3)	8.6	1.8	-

Source: Company data, RHB

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## Potential Staples De-Rating On Lower Entry Barriers

### Premium historical valuation on superior growth and less competition in the past

Large consumer staples names like UNVR, Indofood CBP Sukses Makmur (ICBP), and MYOR were trading at 40x P/E just five years ago – higher than the current 27x P/E. 2010-2014 earnings CAGR also stood at 12.4% – higher than 2015-2020's 8.5%. We believe the earnings growth outlook for consumer staples companies should remain challenging. Although brand premiumisation is still the key story for Indonesia's consumer growth, this has also opened up entry opportunities for both foreign and small local players, through e-commerce platforms. Imported products are perceived as premium by default, while small local manufacturers enter the market with more targeted product offerings. They are also more agile in adapting to consumer demand.

### Oligopolistic industry: High barriers to entry on challenging distribution networks in the past

Such a premium valuation was also justified because there were very few large consumer staples companies, like UNVR, ICBP, MYOR, Wings Food, Orang Tua Group, and Garudafood Putra Putri Jaya or GOOD, dominating the industry, or at least holding an 80-90% market share. This is because their developed distribution networks were key to penetrating the archipelago, as logistics costs remained a hurdle for new players.

### Rapidly growing 20+ logistics companies, driven by growing e-commerce

5-10 years ago, before there were any large e-commerce platforms, there were only two large nationwide logistic firms: JNE Express and Tiki, aside from state-owned Pos Indonesia. A developed logistics network should facilitate online shopping in rural areas, as Google's survey suggests that 56% of new online users here in 2020 were from rural areas and 93% of these users will continue to use digital platforms. Average online users spent 20% more time online than in 2019, most likely due to the stay-at-home measures.

### Digital transactions could support margins over the medium term

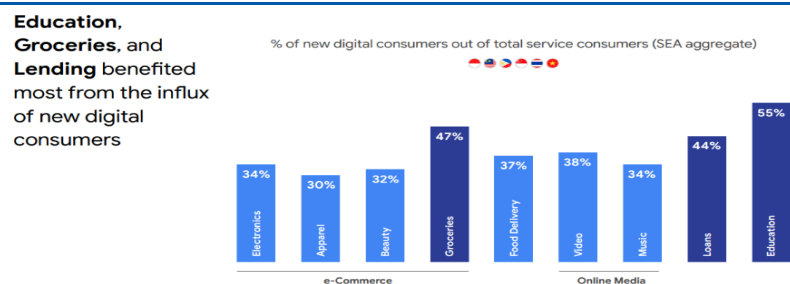
On the bright side, online transactions provide the ability for brand principals/manufacturers – FMCGs or Erajaya Swasembada (ERAA) – to reach out directly to customers and bypass distributors. UNVR and MYOR's own platforms provide B2B channel for distributors, offering discounted prices for resellers, while brand principals' presence as "official stores" in e-commerce platforms sell directly to customers at retail prices.

Usually these "official stores" offer higher retail prices than resellers, to maintain distributors' loyalty. Nevertheless, shopping in such "official stores" is perceived to provide greater comfort with regards to the authenticity and accuracy of the products sold. Hence, some customers are willing to pay higher prices. Although online sales contributions remain minimal to these larger consumer companies – in the range of 1-6% to total revenue – they are growing at a phenomenal rate. This could contribute a significant portion, going forward, and should also fetch lucrative margins.

### Groceries contributed largest number of new digital customers to e-commerce

Figure 1 shows that grocery shopping grew the fastest among new digital customers in 2020, thanks to COVID-19. This includes FMCG goods that previously had minimal traction online, given their low value and large volumes.

**Figure 1: Shopping for groceries takes the lead in South East Asia**



57. You mentioned that you did the following in the past 6 months. Did this come about as a result of the Coronavirus/COVID-19 lockdown?  
Base: Total "new" user responses: Singapore n=1443, Indonesia n=2762, Malaysia n=1625, Vietnam n=2814, Philippines n=858, Thailand n=1707, SEA n=12,072 Source: Kantar  
Note: % are based on responses rather than respondents - not all who qualified for the vertical

Google TEMASEK BAIN & COMPANY

Source: Bain

## What To Expect In The New Normal?

### Consumer staples

Based on 2020's Google search data, there were interesting trends in terms of the shift in Indonesian consumer demand amidst the pandemic, as well as what we should expect in the new normal. Key findings from the 2020 Google search statistics:

- i. **Adjusting to the stay-at-home environment.** There was a 330% increase in searches about children's activities at home, 140% rise on how to increase productivity, and 180% jump in searches related to e-learning. Takeaway: Consumers are seeking simple, straightforward solutions to help them manage increasing home demands, as they have to juggle between becoming stay-at-home parents, teachers, and employees. UNVR provides free online dental consultations for its Pepsodent brand;
- ii. **Preparing and safeguarding the future.** There was a 140-200% increase in searches relating to side businesses, 20% rise in online savings, and 60% jump in emergency funds. Takeaways: Desire for peace of mind, lower appetite for risks, and forward-planning mindsets, ie more saving than spending. Wardah's new virtual makeup platform allows users to try on different lipstick shades before purchasing;
- iii. **Going online to shop for essential items** – eg *sembako* (groceries), rice, flour, and cooking oil – with a tendency to buy in bulk and stock up on supplies. There was a 200% jump in searches for family packs and big-package foods. Takeaway: Companies are launching larger-pack products that offer better value. UNVR launched its Family Pack ice cream, while Starbucks under MAPI launched 1-litre bottled coffee for delivery;
- iv. **Eating out less; Cooking more at home.** A 35% increase was seen in food deliveries vs -30% in 2019, and a 55-700% jump in recipe searches. Takeaways: Finding creative ways to entice customers to try new products and/or add variety, ie frozen foods or foods that are easy to cook. Blue Bird (BIRD) launched "Chat-Order-Delivery" service for groceries;
- v. **Rising interest in easy-to-cook recipes** (30% rise in searches for 'easy recipes'); Takeaways: Inspired companies to show consumers how to use their products with easy recipes. UNVR showcased recipes on its website, using its Bango products.
- vi. **Becoming more health-conscious** (200% increase in searches for *shirataki* noodles, 43% rise in "low fat"); Takeaways: Companies can promote awareness against COVID-19. Telkom Indonesia (TLKM IJ, BUY, TP: IDR4,000) changed the name of its service network to display 'TSEL-DiRumahAja' from the usual 'TSEL';
- vii. **At-home solutions** for personal care routines and health-solution products (95% more searches on how to dye one's own hair, 90% more on how to make masks). Searches related to "acne free skin", "soft and glowing skin" remain among the key focuses (200% increase in "cleansing balm", 135% jump in "niacinamide" keyword searches, 240% jump in searches on "retinol");
- viii. **Direct and specialised messages** on products' key benefits to solve problems. Customers are becoming more selective on their spending. Olay (Procter & Gamble brand) launched its "Regenerist Retinol 24" products, highlighting retinol as the main ingredient, with minimalistic packaging.

In 2021, although the Government has been on schedule with the rollout of vaccines so far, it will take some time to achieve herd immunity, which we expect to only happen by mid-2022. Hence, the "new normal" should continue this year. Social distancing measures are still in place, while consumers stay cautious on spending, on weak purchasing power.

**We may see margin normalisation in 1Q21 due to higher commodity prices in 2H20**, while the ability to pass on higher raw materials prices seems challenging. ICBP's instant noodle segment should remain relevant this year, as it provides easy-to-cook recipes and affordable home solutions. The company had a push promotion and bundle product sales in the retail market (eg minimum purchase of five packs of instant noodles of the same flavour in supermarkets). Demand for hygiene products should benefit UNVR, but the food and beverage (F&B) segment may remain challenging, dragged down by B2B sales, due to still-low traffic in hotel and restaurants.

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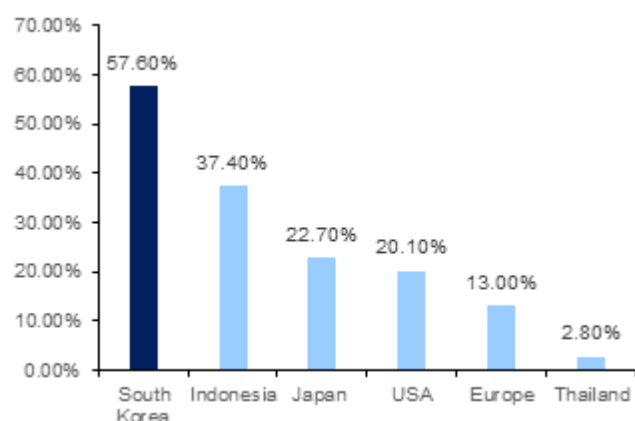
Consumer Non-cyclical | Food &amp; Beverage Products

**In the beauty segment, we believe the skincare and beauty market will continue to be lucrative.** According to MAPI, the industry is expected to grow to a size of USD9.3bn by 2023 from USD5.2bn in 2018. ZAP Beauty Index also showed that monthly expenditure for beauty products in 2019 was substantially higher (at around 2-6x) than for fashion products for women aged 13-38. Note that this age group of women makes up about 20% of Indonesia's population.

**Over the short term, we believe the options for home beauty and health solutions will continue.** Despite the ongoing vaccinations, which are expected to reduce COVID-19 cases, we think concerns on health and safety protocols will remain. For this reason, we believe most people will continue to avoid visiting beauty clinics or saloons. This bodes well for skincare sellers like MAPI (distributor of Amore Pacific Products - Sulwhasoo, Laneige, Innisfree and Etude) and ERAA (The Face Shop Indonesia).

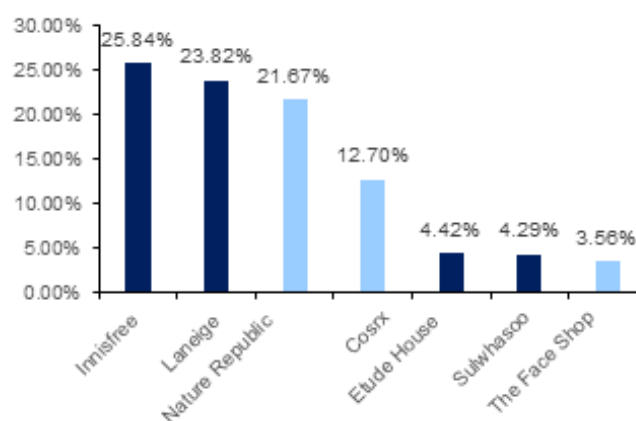
**We believe there are more monetisation opportunities for MAPI and ERAA going forward.** Among skincare products by origin, South Korean beauty and skincare products remain the top preference among Indonesian women. The impact should be more positive for MAPI, as we learned that Amorepacific's products remain the top choice in different online surveys.

Figure 2: Choice of skincare by origin country



Source: ZAP index 2019, RHB

Figure 3: Preferred South Korean brands



Source: Line Today, RHB

## Consumer retail

Aside from consumption patterns, we also collated interesting information relating to customer shopping behaviour:

- i. **We learnt that there is growing interest to become online sellers.** The aim is to seize the momentum of increasing online sales, and generate side income to safeguard against uncertain times (40% and 55% rise in search for "selling online" and "register as seller"). Tokopedia supported Indonesia's local economy through its #JagaEkonomiIndonesia campaign by encouraging people to start their businesses on their platform.
- ii. **Stay-at-home, and healthy-lifestyle related products showed tremendous growth** in 2021 (155% increase in searches for ergonomic products, 100% rise in search for hand and surface-cleaning products, 90% surge in "fresh produce" keywords). As the value of information increases among customers, companies should invest more in online content, especially to provide information about products/services and tips after purchase.
- iii. **Indonesians are actively shopping online, seeking specific features** (160% increase in searches for cashless method, 95% growth in "pay-later" search, 30% surge in "free delivery incentives"). There was also a significant rise in searches relating to "contactless delivery" in Indonesia. This was an opportunity for companies to provide a convenient online shopping experience, offer multiple payment options and channels, as well as free and contactless delivery. Grab introduced contactless delivery for its GrabFood and GrabExpress services, while GoFood added a quick reply option in its app, for users to indicate where to leave their items, as well as temperature checks for their drivers.

**As COVID-19 infections remain and mobility restrictions continue, people may choose to keep shopping online, given the safety concerns.** According to a Sirclo survey, the e-commerce market may represent about 24% of the retail market in 2022, expanding notably from c.8% in 2018. We believe the trend towards health, homecare, and safety products will continue as people are still concerned about COVID-19. Meanwhile, products related to home improvement should also continue doing well, albeit at the slower pace, as many consumers purchased these items in 2020. We think ACES (with its home improvement products), and MAPI (with its Foodhall brands) will likely continue to reap the benefits of this trend. Additionally, we believe these two retailers cater to the mid-to-upper income segment, which has more resilient purchasing power during these tough condition.

**With more people becoming online sellers, the intensity of competition among retailers should increase.** However, we believe retailers are already aware of this. Most retailers under our coverage have implemented an omni-channel strategy, by having online and offline presence. Based on our survey, MAPI has the widest online presence – its own platform, WhatsApp chat, and official stores on almost all e-commerce marketplaces. We believe this should bode well to provide customers with an end-to-end sales channel, providing more alternatives to purchase products.

**Nonetheless, as the pandemic subsides, we may see the return of offline sales for several products.** We believe customers prefer to see and touch goods before they purchase, especially for high-end clothing, home improvement, and gadgets. In the fashion category, more than 70% of purchases are still made offline, and online channels account for just 13% of luxury brand sales. For home improvement and gadgets, we think direct technical assistance is an important factor, particularly for high-ticket items. Based on a McKinsey survey, we note that 83% of respondents look forward to going back to physical stores to shop for clothing, once restrictions ease.

**On product pricing, we think the threat of online channels will be more prevalent for low-ticket items, due to higher tolerance should there be mismatches between the products and its online descriptions.** Our survey also found that most of the T-shirts sold on Shopee are priced in the range of IDR30,000-50,000. Also, according to iPrice Indonesia, in 2019, the average basket size of online shopping in Indonesia was IDR157,000, hovering at c.IDR319,000 during promotional periods, such as the 11.11 sales promotions. In comparison, MAPI and ACES members' average value per transaction in 2019 stood at IDR711,000 and IDR699,000.



## Embracing Online Platforms

## Consumer staples

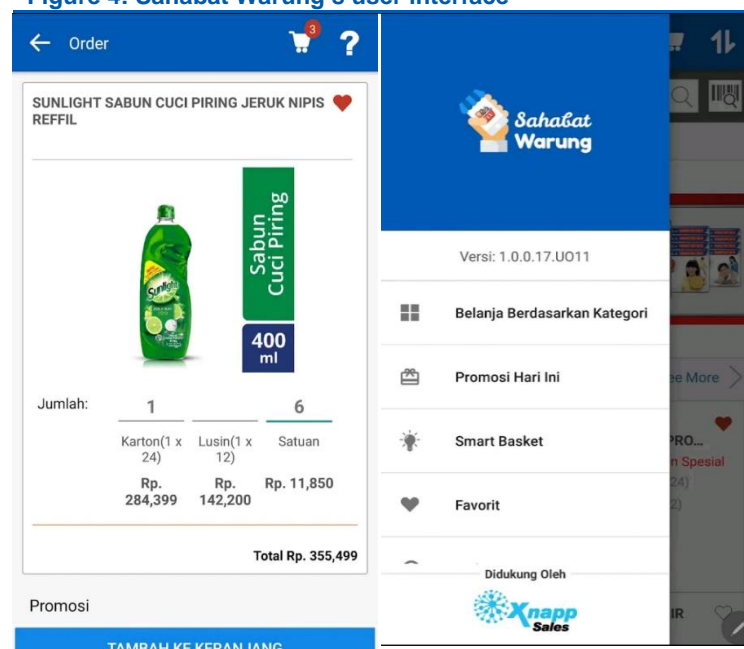
Two local staples under our coverage, UNVR and MYOR, have embraced digital platforms by launching their own platforms for wholesalers. However, ICBP, Buying Poetra Sembada (HOKI) and Nippon Indosari (ROTI) do not have their own online platforms for wholesalers yet, and are still depending on the conventional way of approaching wholesalers. Our ground checks suggest that UNVR's platform, Sahabat Warung, concentrates only on its own products, whereas MYOR's Toko Pintar provides a variety of products and services (electricity bills, phone bills etc).

Last year, **UNVR introduced Sahabat Warung** to assist wholesalers looking to purchase their stock via the digital platform. The registration process is similar to other conventional e-commerce platforms, with an additional store code. UNVR believes that the biggest obstacle to introducing the app was access to digital information, coupled with store owners – the majority of whom are 35 years old and above – who lack technical knowledge (15.5% of them do not own smartphones). However, the launch of the new digital app has eased UNVR's receivables, as it receives upfront payment before delivering the goods, along with easier communication with wholesalers. As of February, Sahabat Warung was installed on over 100,000 Android devices, with a 4.2/5 rating and 1,000 reviews.

**MYOR introduced Toko Pintar** under its subsidiary, Locket Pintar Indonesia, to help traditional retail wholesalers be included in its digital network. Similar to UNVR, the app is aimed at easing MYOR's distribution, in the event its sales representatives are unable to reach the *warungs*. From our last meeting with management, the mom-and-pop shops' loyalty to the brand depends on the availability of products. Hence, this is one of the company's strategies to keep its market share.

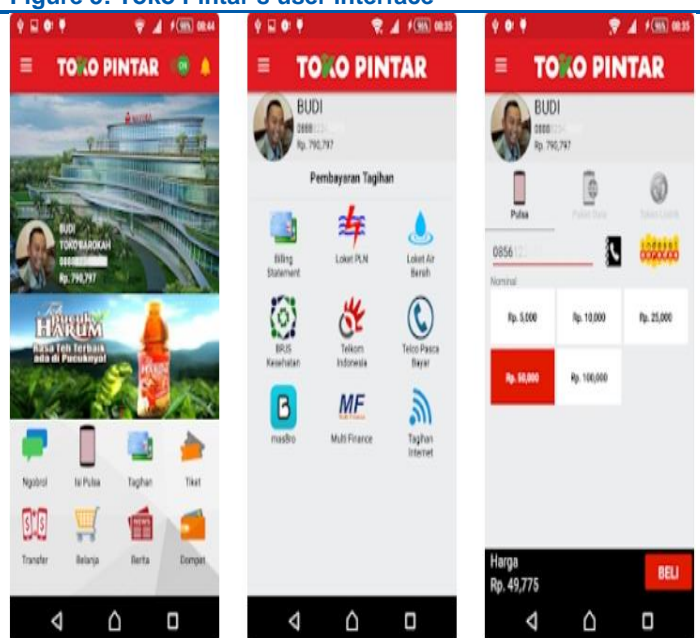
Based on our ground checks, the app also offers utilities and digital products (data package and electricity bills), unlike UNVR's Sahabat Warung. We believe the company's vision is to build a "super app" to enable warung owners to purchase everything via Toko Pintar. We are upbeat with MYOR's strategy as it allows wholesalers to only use one app, rather than switching apps to purchase other necessities. As of February, Toko Pintar was installed on over 100,000 Android devices, with a 4.1/5 rating and 5,000 reviews.

**Figure 4: Sahabat Warung's user interface**



Source: Company

**Figure 5: Toko Pintar's user interface**



Source: Company

## Consumer retail

**We see that most of the retailers under our coverage are aware of the growing importance of the digitalisation strategy.** Even before the pandemic, they had launched their own online platforms. Instead of seeing the online channel as a threat, they embraced this digital trend. With the pandemic accelerating digital adoption, most of the companies have put more emphasis on their respective digital platforms. Based on our discussions with retailers, a strong focus will be placed on the online channel going forward. These companies will continuously strengthen their omni-channel strategies to integrate all physical channels (offline) and digital channels (online) to offer a unified customer experience.

**Based on our observation of Alexa.com, among other retailers, we have concluded that ERAA has managed to take the lead position with its website, eraspace.com.** This was mainly due to the absence of other key players that offered multi-brand products on a single platform. This allowed ERAA to become the customer's top preference in obtaining information and purchasing products on the website. We think the movement restrictions and increased popularity of iPhone 12 products also strengthened its position.

**On fashion, MAPI and LPPF already have their respective dedicated platforms to showcase and sell products.** RALS, on the other hand, operates its own website, which merely serves as a catalogue of its products, instead of allowing customers to purchase online. Overall, we note that matahari.com leads in terms of online traffic, based on its rank on the Alexa.com website, planetsports.asia. The company also operates MAP Club website for its member loyalty program. However, we see that this website also needs further improvement onward. Meanwhile, RALS' website notably lags behind, due to the abovementioned reasons. This remains the main impediment of strengthening its online footprint through its own online channel.

**Figure 6: Fashion websites' market positions**

Website	Global rank	Daily page views per visitor	Daily time on site (minutes)	Bounce rate
zalora.co.id	28,052	6.3	9.46	27.9%
berrybenka.com	243,220	5.8	6.27	35.1%
matahari.com	248,825	4.7	6.35	40.4%
mapemall.com	257,757	4.4	4.45	30.3%
planetsports.asia	270,524	4.5	6.10	38.0%
ramayana.co.id	819,282	3.5	2.48	36.2%
sorabel.com	1,264,480	1.1	0.44	70.0%
kidzstation.asia	1,729,088	3.0	3.11	28.6%

Source: Alexa.com, Company data, RHB

**Nonetheless, we note that other online fashion platforms, such as Zalora and Berrybenka, have stronger online channels.** Based on Alexa.com data, Zalora remains at the forefront, with a global rank of 28,052 – substantially higher than other platforms. Other indicators, such as daily page views, daily time spent on the site, as well as bounce rates also demonstrate Zalora's solid advantage in the online channel. We deem Zalora's massive promotions and first-mover advantage as its forte. Zalora launched its advertisements on national television during its inception. The result, according to the company, was remarkably promising, as orders through its website rose by two to three times.

That said, we think massive promotions, particularly for the online channel, are still critical to enhance awareness. On top of this, we note that the numerous players, and low entry barriers to this segment have brought about intense competition.

**Meanwhile, we note that ACES has a strong online presence.** We believe its solid offline footprint, less intense competition for its products, and vast product offerings have translated to high visibility for its online channel. Its own website, ruparupa.com is ranked at second place after ralali.com.

Notwithstanding this, ruparupa.com has managed to show greater online channel management prowess, given that the performance of its other indicators are better than ralali.com. Moreover, we note that ralali.com targets the B2B segment, while ruparupa.com is mostly aimed at the business-to-consumer (B2C) segment.



**Figure 7: Rank of home improvement and decorations platforms**

Website	Global rank	Daily page views per visitor	Daily time on site (minutes)	Bounce rate
ralali.com	44,523	1.2	1.28	85.2%
ruparupa.com	52,353	3.8	4.49	43.0%
ikea.co.id	52,859	5.2	6.01	36.6%
dekoruma.com	70,200	2.0	2.53	76.8%
fabelio.com	106,886	2.6	3.19	56.8%
mitra10.com	149,151	1.2	23.43	21.5%
acehardware.co.id	232,925	2.2	1.32	43.4%
informa.co.id	362,806	1.6	1.17	58.1%
krisbow.com	451,983	2.9	4.26	53.2%
depobangunan.co.id	974,929	2.3	2.34	43.6%

Source: Alexa.com, Company data, RHB

**A similar pattern is seen in the mobile cellular market.** We have not observed any other key players operating a mobile cellular multi-brand platform of a similar scale to ERAA. As such, eraspace.com has successfully secured a high rank on Alexa.com, even when compared to the fashion and home improvement & decoration online platforms. We also deem that the stay-at-home order has boosted demand for smartphones and other supporting devices, further elevating its position.

**Figure 8: Digital products online platform position**

Website	Global Rank	Daily page views per visitor	Daily Time on Site (minutes)	Bounce rate
eraspace.com	20,936	3.3	3.57	44.1%
ibox.co.id	45,679	4.2	4.23	27.8%
mi.co.id	70,243	3.5	4.10	31.7%
digimap.co.id	294,967	4.0	2.52	17.4%

Source: Alexa.com, Company data, RHB

## Mobile application channel

**Companies are not only operating via web-based platforms**, but also smartphone apps. We learnt that c.96% of internet users access the internet via mobile devices, based on data from Hootsuite and We Are Social Data. The data also revealed that 78.2% of internet users use mobile shopping apps each month. Staples companies in our coverage have not invested into presence on B2C apps. On the other hand, we note that all retailers under our coverage have already invested into the mobile app channel, except for RALS

**Unlike the web-based channel, Miss Ace, ACES' mobile app remains at the forefront compared to other retailers under our coverage.** We believe ACES' strategy of attaching a customer's membership card in virtual form inside the app, has succeeded in enticing customers to download the app. This digital barcode, specific to each member, is required to be shown and scanned by the cashier to obtain reward points during the purchase. The company also offers more benefits to its digital members. For instance, the physical card holder can only redeem points twice a day, while the digital card holder can redeem points five times a day. We view this as part of the company's efforts to integrate its offline and online business, which has been positive so far.

## Fashion Retailers

In the fashion segment, MAPI introduced Mapemall while LPPF operates the Matahari app. Similarly to the web-based platform, MAPI also operates MAP Club, loyalty program apps especially catering to its members. The case is largely similar to the web-based channel, where Zalora has managed to maintain its lead. In our view, Zalora's massive promotion efforts have been fruitful to entice more people to also download its mobile app.

**Figure 9: Fashion retailers' digital apps**

Application	Rating	Review	Download
Zalora	4.5	216,000	10,000,000+
Uniqlo	4.4	2,000	500,000+
Berrybenka	4.3	18,000	1,000,000+
Sorabel	4.2	145,000	10,000,000+
Matahari	3.7	24,000	1,000,000+
H&M	2.7	830	500,000+
Mapemall	2.6	1,000	100,000+

♦ Zalora leads in the number of downloads, followed by Uniqlo and Berrybenka

Source: Company data, RHB

**In the home improvement and decoration business, a similar pattern is seen.** ACES' mobile apps (ruparupa.com and Miss ACE) also showed positive performance. Along with the company's efforts to provide additional incentives for installing its digital apps, we think ACES' vast and solid offline presence has also helped entice more customers to download the apps. Some of its competitors, such as fabelio and mitra10 do not have mobile apps.

**Figure 10: Home improvement and decoration digital apps**

Application	Rating	Review	Download
miss ace	4.7	6,000	1,000,000+
ruparupa	4.6	2,388	100,000+
ikea	4.4	1,000	500,000+
informa	4.0	2,000	1,000,000+
depo bangunan	3.9	2,000	50,000+
dekoruma	3.7	1,000	100,000+
ralali	3.5	2,000	100,000+

Source: Company data, RHB

◆ ACES' mobile apps are leaders among home improvement and decoration apps.

**Meanwhile, in the cellular market, ERAA's eraspac app is almost unrivalled, as we do not see any major competitors in the space** – there appear to be no other large players with a similar scale to ERAA. We also highlight the absence of other key players that offer multi brand products on a single platform. Note that Xiaomi and Vivo each offers its own products for its customers. Most of ERAA's competitors are mom-and-pop sellers or official producers that prefer to sell on e-commerce platforms.

**However, it seen that the eraspac mobile app's performance was largely subpar across all indicators.** This is contrary to its positive web-based version's performance. We think ERAA should place more focus on improving the performance of its mobile apps, such as increasing promotions, getting its staff to inform customers about the mobile apps, and providing more benefits for customers who download these apps. We believe this will help bring stronger traction to its mobile apps. Google Playstore showed that the apps had 3.7/5 ratings, under 421 reviews, and over 10,000 downloads.

### Third-party platform: Mostly e-commerce

**All consumer players have tapped into e-commerce platforms, especially marketplaces, as another vital step towards improving their digitalisation strategies.** According to a survey by Sirclo, 99% of its respondents shopped online, via online marketplaces. Also, the level of trust toward products and seller quality in marketplaces stood at 97%, which is higher than websites and social media at 91% and 82%. We believe that accessing online marketplaces is much easier, compared to specific websites, as shoppers tend to compare prices of products. Also, we think the companies are looking to ride on the aggressive promotions conducted by key marketplace players, especially to seize the momentum of the notable shift towards online channels during the pandemic.

**According to iPrice, Shopee, Tokopedia and Bukalapak remained the top three marketplaces with the highest number visitors.** Shopee and Tokopedia were among the top 20 websites with highest traffic volumes in Dec 2020. We note that most retailers and FMCG players that opened their official stores in these marketplaces have seen positive response. Among retailers, we observed that MAPI has established the largest online presence. Among consumer staples, Sido Muncul (SIDO IJ,NR) has managed to build the most extensive online network.

**Based on our survey, most of the companies prefer Shopee,** and have set up their official stores on the platform, to ride on its robust traffic volume. Relatively few companies have set up stores on Lazada, given its lower traffic volume, in our view. In terms of the retail product category, we see that fashion and cellular businesses have placed strong focus on enhancing their presence. Most of the companies engaging in these segments have set up official stores on online marketplaces, to capture the opportunities there. As shown in Figure 13, spending for fashion and electronics remained the top two categories with highest purchase value, with a steady growth rate.

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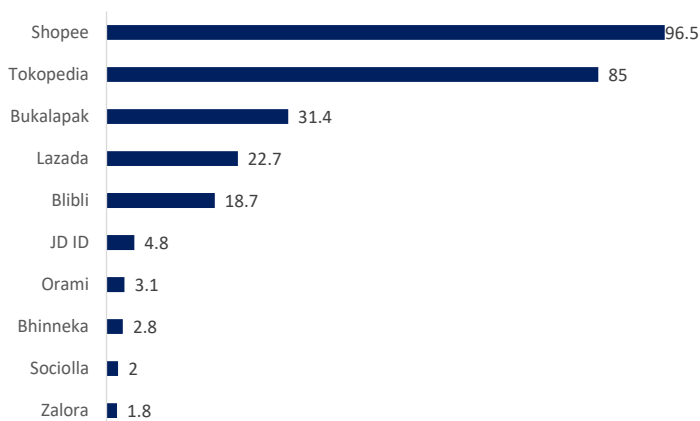
We note that sales of food and personal care products saw the biggest growth on e-commerce platforms, owing due to the pandemic. The total amount spent on food and personal care products, via e-commerce platforms, reached USD4.66bn (as of 2020) (+61.3% YoY), and had the biggest growth compared to other segments. We believe that this was primarily due to the pandemic, whereby shoppers prefer to stay at home rather than go to supermarkets. The number of consumers who purchased staple products via online platforms reached 138.1m people, or 51% of Indonesia's total population last year. A survey from Hootsuite showed that the basket size of shoppers, who purchased staple products, reached USD219 pa. This indicates that shoppers tend to purchase snacks or personal care products via e-commerce, as the delivery fee is still the biggest issue for bulk orders.

Figure 11: Consumer companies' online presence

	ICBP	UNVR	ROTI	MYOR	CPIN	JPFA	MAIN	AISA	HOKI	SIDO	KLBF	UCID	KINO
Shopee	√	√	√	√	-	√	-	-	-	√	√	√	√
Tokopedia	√	√	√	√	√	√	-	-	-	√	√	√	√
Lazada	√	√	-	√	-	-	-	-	-	√	√	√	-
Bukalapak	√	√	-	√	-	√	-	-	-	√	√	√	√
Blibli.com	√	√	√	√	-	√	-	-	-	√	√	-	-
Own platform	-	-	-	-	√	-	-	-	-	√	√	-	√
Whatsapp	-	-	√	√	-	-	-	-	-	√	-	-	√

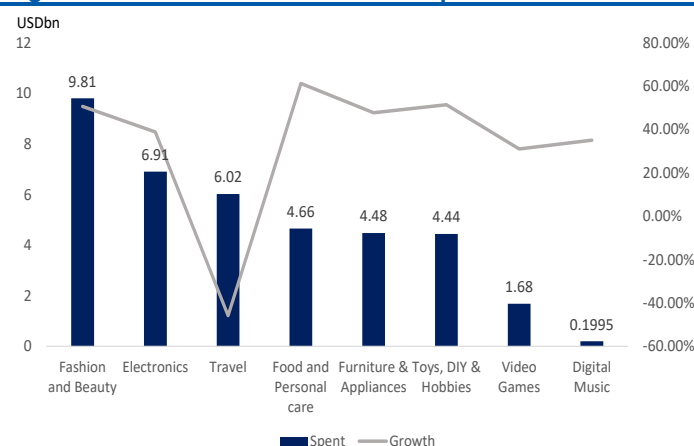
Source: Company data, RHB

Figure 12: Marketplace traffic in 3Q20



Source: iPrice, Katadata, RHB

Figure 13: Purchases on e-commerce platforms



Source: Hootsuite, RHB

### Fashion retailers' e-commerce presence

From our observation, Shopee remains the key focus for all fashion retail players – with the platform having the highest number of official stores. We note that almost fashion retailers, both offline (MAPI, RALS and LPPF), and online beauty and fashion market places (Zalora, Berrybenka, Sociolla, and Sorabel) have set up their presence in Shopee. We believe this is underpinned by the platform's characteristics, which include its emphasis on women shoppers, and fashion and beauty products. Also, as previously mentioned, Shopee remains the online marketplace with the highest traffic, based on iPrice survey

Among the retailers, we observe that RALS and MAPI have placed more emphasis on their online marketplace stores. The companies aim to ride on the massive growth and aggressive promotions by e-commerce players, particularly during the pandemic. RALS depends only on its e-commerce official stores. Despite MAPI's subpar performance in its own platform, the company saw better traction in its official stores on the online marketplace platforms. We believe this was also partially driven by its move to conduct more promotions in these official stores, compared to its own platform. Meanwhile, we see that LPPF has the smallest online presence. It only has stores on Shopee and JD.ID at the moment.

In term of standalone stores, RALS IJ lead the pack, ahead of MAPI and LPPF, on Tokopedia and Shopee. That said, RALS' strategy to rely only on its online presence in

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third-party marketplaces has worked well so far, particularly on Shopee. We note that this was partly due to Shopee's image of having a stronger focus on fashion products, and providing ample discounts and other types of promotions. However, when we look at all of MAPI's official stores, we see that its products are only slightly behind RALS' products on the Shopee platform. MAPI's products appear to be doing well on Lazada. We see that MAPI's products, particularly the Planet Sports brand, are largely in line with Lazada's target market, which is the mid-to-high income segment.

### Home improvement retailers' e-commerce presence

**Given the solid traction in the home improvement and decoration segments, on their own platforms, we see that the companies have placed less focus on online marketplaces –** their presence appears to be limited. The largest presence is seen on Tokopedia, and we see some presence on Shopee, and less on Lazada. We believe this is somewhat due to Tokopedia's strategy to target general products and market, compared to Shopee, which is perceived to target women consumers and fashion & beauty products.

However, we see some potential in this segment. While the segment may require some effort to attract consumers to shop offline, we think online sales may see some traction ahead. The stay-at-home order has boosted the need for these types of products. With mobility remaining restricted for some time, we think online purchases may be the preferred choice. In addition, we believe the competition in this category is less intense compared to the fashion segment. There are only a few key players with extensive capabilities, in our view. On a brighter note, Informa, part of Kawan Lama Group (ACES' major shareholder), ranked highest and even has more subscribers than RALS in Tokopedia, which has the highest number of followers in the fashion segment.

### Cellular products e-commerce presence

**We see ample potential in the cellular products market** in the online channel. Overall, we note that interest for cellular products is the highest, ahead of fashion and home improvement and decoration. Our main indicator is the number of the followers. The size of the cellular market's followers is larger than other product categories. In line with the visitor volume, we also note that Shopee has the widest presence of cellular retailers, compared to Tokopedia and Lazada.

**Among brands, we note that Xiaomi and Oppo have seen positive results on both Tokopedia and Shopee.** Although Samsung has the highest number of followers on Tokopedia, the number of items sold is substantially lower than Xiaomi and Oppo. However, Samsung has the lead, in terms of the number of items sold, the Lazada – aligned with the platform's mid-to-upper income target market. Sales of Xiaomi and Oppo have been encouraging on Shoppe and Tokopedia – in line with the platforms' target market. Both brands' products are perceived as non-premium smartphones, targeting the mid-to-low income segments. Additionally, we believe consumers may prefer to buy cheaper products online, in the event of disputes over the products' features.

**What about ERAA?** The company has a presence on Tokopedia and Shopee. In line with our findings above, ERAA has performed fairly positively compared to the other categories – although it is ranked lower than dedicated mono-brand official stores. Nonetheless, the company does not consider them as direct competitors. Given its vast network, smartphone producers continuously work with ERAA on product supply and sales promotion strategies for online channels.

Figure 14: Retailers' online presence

	ERAA	RALS	MAPI	ACES	LPPF
Shopee	√	√	√	√	√
Tokopedia	√	√	√	√	
Lazada		√	√		
Bukalapak	√	√			
Blibli.com	√	√	√		
Zalora			√		
JD ID		√	√		√
iLotte	√		√		
Own platform	√		√	√	√
Whatsapp	√	√	√	√	√

Source: Company data, RHB

## Sector Top Picks

### Indofood CBP (BUY, TP: IDR11,500)

Post 22% share price underperformance YTD vs the JCI, Indofood CBP currently trades at 15x 2021F P/E, or -2.3SD from its 3-year mean. Rising US Treasury 10-year bond (UST10YR) yields could increase traction to defensive names – ICBP is a laggard with attractive valuation. Moreover, large FX gains on the strengthening IDR at end-2020 should offset potentially weak 4Q20F EBIT margin. Given Pinehill's guaranteed performance, ICBP will likely perform well within 2021 expectations.

**Started early on digital transformation initiatives.** ICBP's parent company, Salim Group, has signed a strategic partnership with Google Cloud to transform its business digitally. This partnership enables the group to use advanced artificial intelligence (AI) and machine learning. Given the stay-at-home policy amidst the pandemic, there has been accelerated growth in internet usage, making digital platforms even more relevant. Salim's investment in Google Cloud should enable all its business units to better forecast consumer demand, which we believe will be fundamentally positive to the group, especially ICBP. We believe more targeted advertising should help ICBP improve its advertising & promotion (A&P) spending budget.

**Most of the bad news has been priced in.** The recent Pinehill acquisition, cessation with Pepsi Co through the acquisition of the JV company, weak 3Q20 results, and expected weak 4Q20F operational performance – due to continued high soft commodities prices should have been well-reflected in the poor share price performance over the past three months. The share price has underperformed the JCI by 16% YTD, on optimism towards cyclical sectors during the market rally in 4Q20. We expect weaker 4Q20 results, while the ASP hike in the beginning of 1Q21F should partially offset the declining GPM. Past records of related-party transactions have affected Salim Group's and ICBP's corporate governance.

**Cheap valuations, defensive and preferred over the short term.** ICBP is currently trading at 15x 2021F P/E – a 48% discount to its regional fast moving consumer goods FMCG peers. Compared to other staples – MYOR and Charoen Pokphand Indonesia (CPIN IJ, NEUTRAL, TP: IDR4,750) – ICBP is trading at 44% and 54% discount. At this stage, ICBP is the cheapest leading FMCG in Indonesia. Our economists expect UST10YR yields to further rise to 1.75%, which may affect the IDR outlook and JCI performance. We believe key laggards like ICBP to outperform in the next few months, before our economists' expectations of declining UST10YR yields in 2H21F.

### Mitra Adiperkasa (BUY, TP: IDR1,000)

**MAPI – its TP translates into a c.23% upside.** We believe the recovery story will be more noticeable for MAPI, underpinned by its resilient mid-to-high income consumer target market. We also think international border restrictions will involuntarily lead this demographic to shop domestically for high-end products. Note that c.20-30% of such products' revenue comes from overseas purchases. As we believe there is significant pent-up demand for high-end products, MAPI should be among the main beneficiaries, considering its wide product variety across all categories, and solid footprint.

**Active wear to continue driving growth.** We believe rising health awareness and casual work outfits, which are becoming more popular during the pandemic, will benefit MAPI's active clothing segment, given its broad product portfolio and unparalleled dominance in the segment. Its vast presence and strong brand awareness of its coffee retail shops should sustain its earnings going ahead. Its initiative to venture into health and beauty segments is also positive, given the ample growth potential in this segment, as well as reduced exposure to the fashion business.

**MAPI has the widest online presence among retailers.** On the digitalisation front, we think MAPI is aware of the importance of the online business. The company has an end-to-end presence in the online spectrum, ranging from WA chat services, its own website, and mobile applications, to official stores on e-commerce platforms. Among the retailers, we conclude that MAPI has the widest online presence (Figure 14).

**e-commerce presence: Around nine brands on every platform.** The company has a presence on every e-commerce channel across a number of brands, which differ for each platform. We think the company has adjusted its brand offering to its target market. The company has around nine brands on every platform. Overall, the performance is positive on every online channel. We highlight that the performance has been most encouraging on Lazada, which is aligned with its mid-to-up market segment. Despite its less stellar performance in Shopee, we still see ample potential to improve its traction. Shopee has launched Shopee Premium, intending to cater more to the mid-to-high income customer segments.



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**Exclusive distribution rights = Pricing advantage.** We think MAPI's exclusive distribution rights for high end products have corroborated its presence. We note the prices of the same products sold by other sellers are higher – even more expensive than MAPI's offline prices. On top of this, we also see that the many fake products on e-commerce platforms has incentivised people to shop either from online official stores or MAPI's offline channel. Its products' high price points will also push customers to shop with more trustworthy sellers.

**Room for improvement.** On the flip side, we think MAPI should place more effort to improve the performance of its own dedicated website and its mobile app. In our view, this is mainly due to MAPI's initiatives to allocate more massive promotions at its official stores on e-commerce platforms. MAPI is looking to ride the accelerating traffic growth momentum on online marketplaces, especially during the pandemic. We see the performance of its own platform has been lacklustre, especially compared to other fashion retailers. Improvements to its own dedicated platform should help MAPI reduce its dependency on third party channels, and subsequently strengthen its position in online channels.

Figure 15: Consumer companies' valuations

BBG Ticker	Last px (LCY)	Rec	Target Price	Upside /Downside	Market Cap (USDm)	3M Avg Trading Val (USDm)	P/BV (x)		P/E (x)		PEG	ROE (%)		Yield (%)	
							21F	22F	21F	22F		21F	22F	21F	22F
INDF IJ Equity	6,375	BUY	8,700	36.5%	3,891	5.8	1.3	1.2	9.1	8.2	0.7	13.7	13.9	4.3	4.9
ICBP IJ Equity	8,375	BUY	11,500	37.3%	6,790	7.3	2.9	2.6	15.0	13.5	1.2	20.4	19.6	2.5	2.8
UNVR IJ Equity	6,700	BUY	8,000	19.4%	17,769	8.8	49.4	46.2	34.5	32.9	6.5	143.2	140.5	2.8	2.9
ROTI IJ Equity	1,420	BUY	1,450	2.1%	611	0.1	2.5	2.3	26.8	23.5	1.7	9.4	9.9	1.3	1.2
HOKI IJ Equity	262	BUY	338	28.8%	176	3.6	3.4	3.1	34.5	27.6	0.3	9.7	11.4	0.9	0.7
MYOR IJ Equity	2,800	NEUTRAL	2,700	-3.6%	4,352	1.3	4.9	4.3	26.7	23.1	1.5	19.7	19.9	1.2	1.3
JPFA IJ Equity	1,850	BUY	2,000	8.1%	1,508	3.7	1.8	1.6	13.4	12.5	1.6	13.3	12.9	1.1	1.9
CPIN IJ Equity	6,775	NEUTRAL	4,750	-29.9%	7,723	4.4	4.5	4.2	32.5	31.3	8.1	13.9	13.3	1.1	1.3
<b>Sector Weighted</b>					<b>42,820</b>		<b>22.5</b>	<b>21.0</b>	<b>27.1</b>	<b>25.4</b>	<b>4.6</b>	<b>69.1</b>	<b>67.7</b>	<b>2.3</b>	<b>2.5</b>
MAPI IJ Equity	815	BUY	1,000	22.7%	940	1.5	1.8	1.6	21.0	14.3	0.3	10.3	-13.4	0.0	0.5
ERAA IJ Equity	2750	BUY	2,200	-20.0%	610	4.9	1.5	1.4	12.5	12.0	2.7	12.0	11.4	0.7	1.6
RALS IJ Equity	805	NEUTRAL	710	-11.8%	397	1.7	1.4	1.3	23.0	16.3	0.4	6.1	8.1	N/A	2.0
ACES IJ Equity	1595	NEUTRAL	1,620	1.6%	1,902	4.3	4.6	4.0	28.5	22.5	0.9	17.5	19.3	0.9	1.2
LPPF IJ Equity	1350	SELL	630	-53.3%	246	1.5	2.2	1.8	8.6	6.2	0.2	29.4	32.0	0.0	5.8
<b>Sector Weighted</b>					<b>4,095</b>		<b>3.0</b>	<b>2.7</b>	<b>22.7</b>	<b>17.5</b>	<b>0.9</b>	<b>14.6</b>	<b>10.3</b>	<b>0.5</b>	<b>1.5</b>

Source: Company data, Bloomberg, RHB

## “Paylater” Uncollateralised Online Shopping Credit

Aside from fears of going to public places during the pandemic, we believe the short-term loans offered in the e-commerce – similar to “Payday” loans – will definitely entice consumers to shop online. This is because the weak economic conditions and rising unemployment rate have significantly reduced purchasing power. Based on the Google survey, the number of digital remittance app downloads in 2020 jumped 130% YoY, although digital lending has seen some setbacks over credit quality concerns.

“Paylater” mainly targets the non-bankable segment of the population – more than 60% of all Indonesians – by charging uncollateralised lending facilities with interest rates of 2.3-3% per month (27.6-36% pa) to offset potential high NPLs. Most of these fintech vendors analyse customers’ credit history through their shopping behaviour before deciding on the loan size of the individual. Leading peer-to-peer (P2P) lenders and fintech firms Kredivo, Home Credit, and Akulaku are present in multiple e-commerce platforms.

The Big-5 Indonesian e-commerce platforms offer uncollateralised loan to shoppers. Several platforms have various options available for consumers, which we believe are

- i. **Tokopedia: BRI Ceria, Kredivo, Indodana, and Home Credit.** We note that Tokopedia is one of the biggest e-commerce platforms that provides shoppers with a variety of lenders to choose from. It is currently partnered with four P2P lending platforms to provide uncollateralised loans to shoppers. The major difference between each lender? The minimum transactions and credit limits offered. On average, lenders are charged at a monthly fee of 2.3-3%, similar to credit card interest rates. Kredivo is one of the leading P2P lending companies that specialises in uncollateralised lending. Indodana is a fintech lending platform from Artha Dana Teknologi that was established in Nov 2017. It obtained its license from the Financial Services Authority in May 2020. Home Credit is a multi-finance company that provides both online and offline services. BRI Ceria is the only lender backed by conventional bank, Bank Rakyat Indonesia (BBRI IJ, BUY, TP: IDR4,790);
- ii. **Shopee: Shopee Paylater (Lentera Dana Nusantara and Commerce Finance) and Akulaku.** Shopee introduced its own uncollateralised online shopping credit called Shopee Paylater. However, there are several criteria that shoppers need to obtain to benefit from this: i) Verification on ShopeePay, ii) have been active in Shopee for three months, iii) done several transactions in Shopee, and iv) always updates the app. The base limit that shoppers can have is IDR750,000, with the maximum at IDR6m. To attract shoppers, Shopee offers customers the option of paying within a month or up to 12 months of instalments. The interest charged is a minimum of 2.95% per month, with an additional 1% fee on each transaction. Note: Every late payment will be charged at a rate of 5% of the value of the purchased item. This means that customers cannot purchase any products in the voucher and digital product categories. Note: Commerce Finance’s product is only Shopee Paylater, whereas Lentera Dana Nusantara is a P2P lending company;
- iii. **Lazada: LazPaylater – supported by Akulaku and Kredivo.** The process to activate this feature is similar to that of the other platforms. However, for Akulaku, applicants are required to have the same phone number in the latter, as well as in Lazada. Several applicants indicated that it only took two minutes before the application was approved and, hence, are able to receive a limit as shown in the estimated credit limit. If the applicants are using Kredivo, it will give shoppers the option to pay in three, six, or 12 months (2.95% interest per month and 20% down payment) or 0% interest over the next 30 days. Note: This is only applicable for applicants who live in selected areas. The late payment fee is only 3%;
- iv. **Bukalapak: BayarNanti – supported by Julo.** BayarNanti is a new feature from Bukalapak, which is supported by Julo. It offers shoppers the use of credit limits on the platform. However, the feature itself is only applicable for use in marketplace transactions. There are three credit facilities that BayarNanti offers at every end of the month: i) IDR1m, ii) IDR2m, and iii) IDR3m. Hence, BayarNanti is only applicable for applicants who live in Jakarta, Bogor, Depok, Tangerang, Bandung, and Surabaya. They must have also used Bukalapak for three months. Shoppers are required to pay 5% of the transaction fee for each payment with BayarNanti, which is due on the 28<sup>th</sup> of every month. Late payment fees vary between IDR5,000 and IDR15,000 per day – depending on the credit limit.

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- v. **BliBli: Paylater, Akulaku, Kredivo, Home Credit, and Vospay.** BliBli, a platform owned by Djarum Group, offers an uncollateralised online shopping credit called Paylater. The company has partnered with Indodana, which specialises in P2P lending. BliBli only charges 2% for a 1-month loan and 3% for every transaction due in three, six, and 12 months. However, the late charge fees are between 2% and 10%, with a maximum penalty of 95% from the base loan. If shoppers are using Akulaku, they are able to purchase goods with a maximum amount of IDR20m. Note: Akulaku only provides IDR9m to shoppers – the rest must come from the shopper's down payment. On Kredivo and Home Credit, shoppers are able to get loans of IDR20m. We note that Home Credit applications are harder to land, as they require shoppers to submit several legal documents before they can be approved.

Figure 16: Details on lenders offerings

Lenders	Minimum transaction (IDR)	Maximum transaction (IDR)	Length of payment (month)	Monthly interest	Service fee	Late payment fee	Exception
BRI Ceria	500,000	20m	1 & 3-12	2.25%	1.50%	3% or maximum at IDR150,000	Digital and Financial Products
Home Credit	500,000	10m	12,34,36	3% and IDR5,000	99,000	N/A	Digital and Financial Products
Kredivo	10,000	30m	1 & 3-12	2.60%	1.5% / 2%+1% for 1-month payment	N/A	N/A
Indodana	10,000	25m	1 & 3-12	3%	3%	N/A	N/A
SPaylater	750,000 (Credit Limit)	6m (Credit Limit)	1 & 3-12	0-2.95%	1%	5%	Digital and Financial Products
Akulaku	1	20m	3-12	4%	1.50%	IDR50,000-450,000	N/A
BayarNanti	IDR1m	3m	Every 28th of the month	5%	IDR5,000-15,000	Digital and Financial Products	N/A
Vospay	100,000	20m	1 & 3-12	1.5%-2%	N/A	N/A	N/A

Note: N/A – the information was not provided in the official website, yet might be vary between users

Source: Various sources, RHB

## Upside Risks

### E-commerce targeting to reach profitability; lower subsidies

**Lower funding rates for a matured start-up sector**, such as e-commerce, could result in e-commerce players achieving profitability in the long run. We are seeing fewer promotional subsidies, higher commission rates, and less discounted/free delivery promotions from the e-commerce players. All these factors will eventually reduce the price gap between online and offline retailers, paving the path for a gradual shift among online customers – from value seekers to those seeking convenience.

**Normalisation of the pricing advantage.** As customers enjoy less discounts/cashbacks from e-commerce players, and sellers incur higher fees selling through their online channels, the price difference between online and offline platforms will gradually narrow. Eventually, online and offline platforms will have similar pricing models, with potentially higher delivery charges for bulky low-value items. This is because offline distribution is more cost effective, as it is usually delivered in bulk.

**Higher e-commerce fees charged to sellers.** Shopee has implemented an additional 1.5% payment fee on top of the commission fee (usually 5%) for Shopee Mall sellers. Sellers with low-margin products will most likely pass this on to customers. This is aside from the 10% VAT potentially imposed on online resellers. Also, the e-commerce platform has started to offer F&B online delivery services similar to GoFood, with commission fees similar to the latter – which are much higher than the usual e-commerce online platform fees.

## Ground Checks: Online vs Offline

### Staples ground checks

**We recently conducted ground checks on staples.** Data from Hootsuite showed that Indonesians have started to purchase staple item through online platforms, with growth of 61.3% YoY last year. In this segment, we are focusing on the pricing strategy from official stores (staples companies), top-selling wholesalers on the platforms, and supermarkets.

Our findings suggest that most of the purchases are discretionary, rather than core staple products. This was as delivery fees remain the biggest concern in all countries. However, the top two e-commerce platforms, Tokopedia and Shopee, are still having promotions for shoppers who spend over a specific amount. We note that both players are currently reducing their promotions, as we believe their goal is to gain profit, not market share.

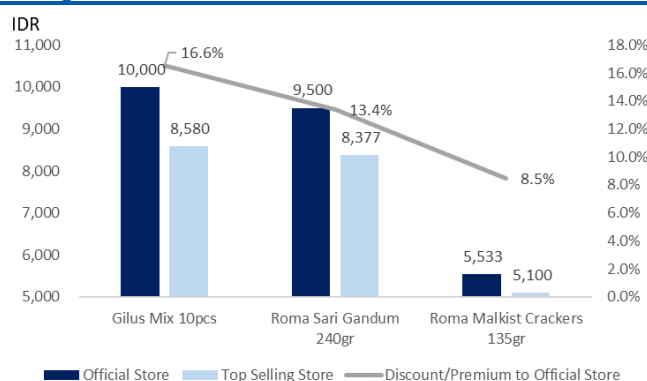
Our findings suggest that UNVR and MYOR had a similar strategy on positioning themselves in a market place – selling at higher prices vis-à-vis the wholesaler. **We found UNVR was selling at a 6.9% more premium when compared to the wholesalers while MYOR was at 13%.** We believe both players are focusing more towards their B2B segments rather than B2C, as staples companies are more looking toward volume rather than margins. Note: The shopping baskets on online platforms – on average – are at IDR50,000 per transaction.

Conversely, ICBP's strategy is different vis-à-vis UNVR and MYOR, selling at a 5.4% discount to wholesalers. Based on our observation, the dairy division was the only one that sold at a premium. On comparison with supermarkets, all the players were selling at discount in e-commerce, as supermarkets require more margins when compared to online sales.

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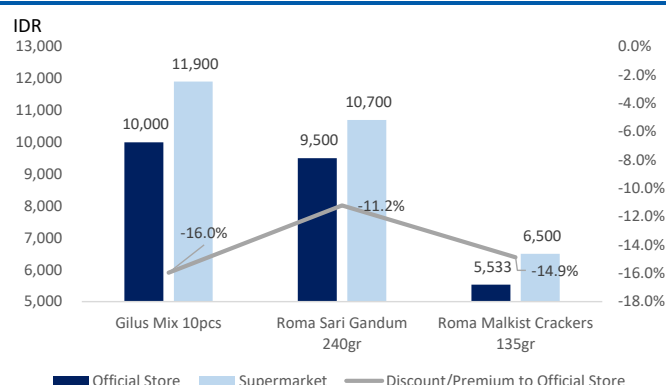
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Figure 17: MYOR's online official store vs e-commerce top selling stores



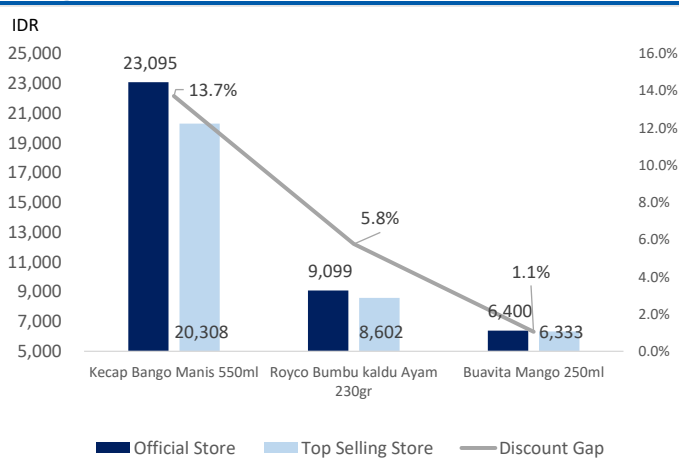
Source: RHB

Figure 18: MYOR's online official store vs supermarkets



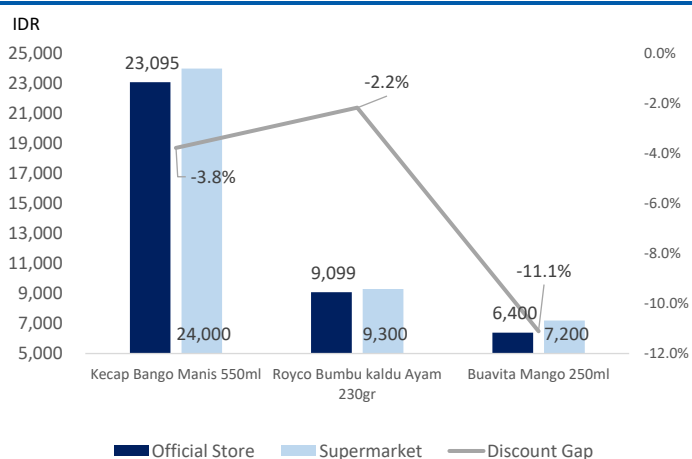
Source: RHB

Figure 19: UNVR's online official store vs e-commerce top selling stores



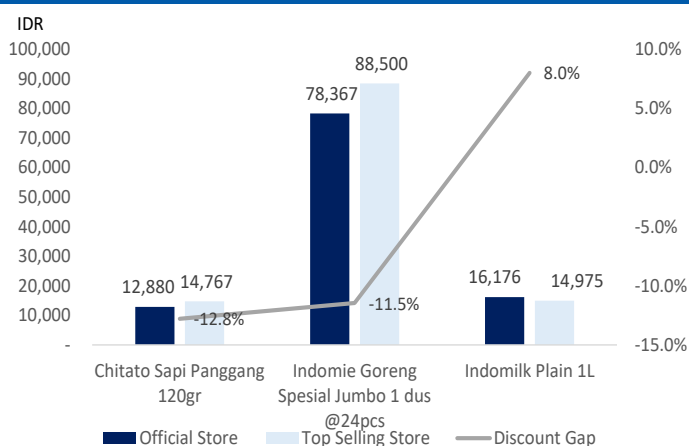
Source: RHB

Figure 20: UNVR's online official store vs supermarkets



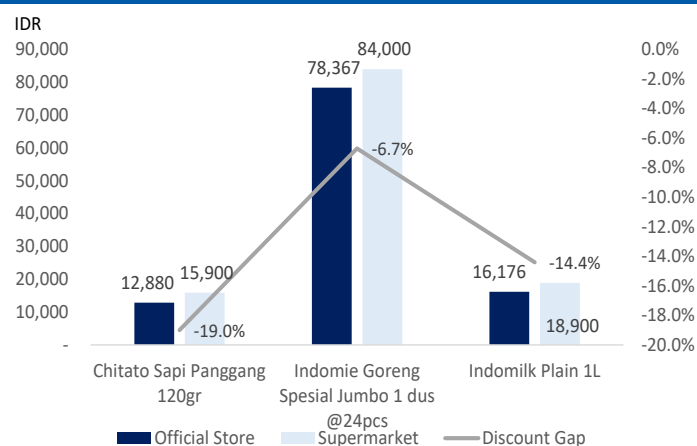
Source: RHB

Figure 21: ICBP's online official store vs e-commerce top selling stores



Source: RHB

Figure 22: ICBP's online official store vs supermarkets



Source: RHB



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## Retailer ground checks

We surveyed several best-selling products across a number of categories: i) Fashion (MAPI), ii) home improvement, lifestyle and decoration (ACES), and iii) gadgets (ERAA). We learnt that most of the promotions were focused on fashion products, particularly official stores. In our view, this is partly attributable to the fashion companies' urgency in reducing inventory. We note that the fashion segment's sales remained challenging during the pandemic. Meanwhile, ACES conducted the least promotions, given the low urgency to clear inventory, aside from its superior position in the market.

Moreover, we also note that MAPI's specialty brands were priced lower in the official store. We believe the exclusive distributorship has helped it maintain its supply and become the main distributor. With speciality brand products becoming increasingly targeted towards the niche market, an official store is more suitable towards maintaining an edge.

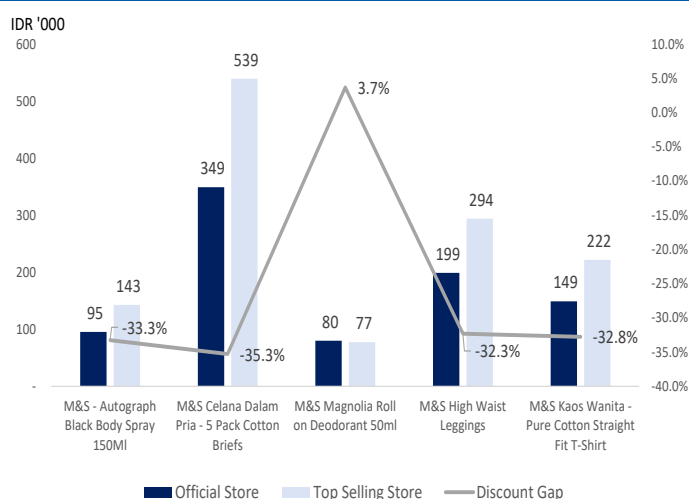
Additionally, we found that people have a higher tendency to buy less premium products online. With a lower price point, we believe customers have a higher tolerance level should there be a mismatch between the real product and its online description.

## Fashion

Our survey is somewhat limited given vast data points. Fashion products are diverse, ranging between brand, colour, size, model, and more. However, we note that fashion remains as one of the categories that accounts for a greater portion of e-commerce shopping. The total amount spent in e-commerce in this segment, as of 2020, reached USD9.8bn – the highest when compared to the other categories. This segment also delivered stellar growth of 50.7% YoY in 2020 – the second highest after food and personal care.

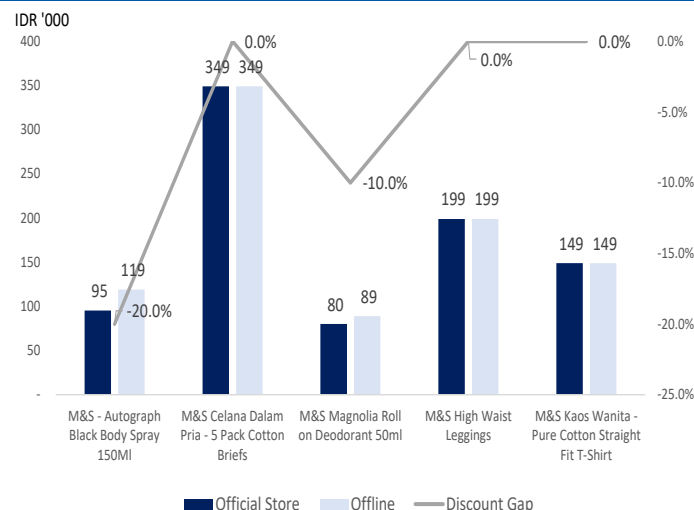
As such, most of the fashion retailers have stepped up efforts to boost online sales. Based on our discussions with the companies we cover, greater emphasis will be given to improve online channels in a bid to boost online sales contributions in 2021. We understand the COVID-19 pandemic has accelerated this emphasis. Against this backdrop, we note that most of the companies have imposed greater discounts for their products in their respective official online stores – making products more competitive compared to the other sellers.

**Figure 23: Average price of several MAPI's products in the online official store vs e-commerce top selling stores**



Source: RHB

**Figure 24: Average price of several MAPI products in the online official store vs offline stores**



Source: RHB

Moreover, we note that specialty brands are priced lower in the official store. In our view, its exclusive distributorship helps to maintain supply, hence making it the main distributor.

With speciality brand products becoming increasingly targeted towards the niche market, an official store is more suitable to maintaining an edge. However, we observe that massive promotions were held in Tokopedia and Shopee. This was done partly to reduce inventory, which spiked during the COVID-19.

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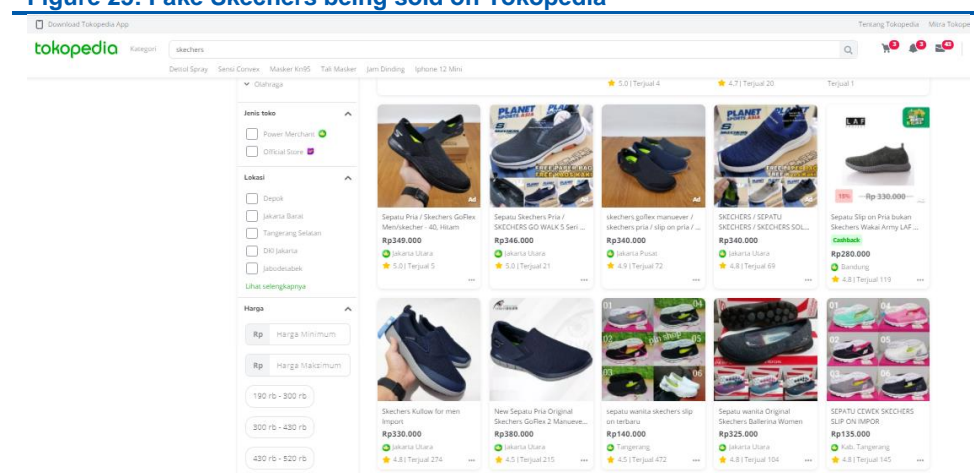
### Offline vs online

In 2019, iPrice Indonesia revealed that the average amount spent by Indonesians shopping through online sales was IDR157,000. During promotional periods – eg “11.11” this hovered around IDR319,000. Interestingly, during the same year, MAPI and ACES members’ average offline value per transaction stood at IDR711,000 and IDR699,000.

Shopee’s last 30 days of monthly sales on t-shirts were mostly sold at the price range of IDR30,000-50,000. This ought to bring greater impact to mid- to small retailers, especially RALS and LPPF, given its products are offered around that price range. Meanwhile, the starting price of MAPI’s t-shirts, for instance, are IDR100,000.

We think customers are more willing to shop online for cheaper products. Given the lower price point, we believe buyers have a higher tolerance level should there be a mismatch between the physical product and its online description. Furthermore, with the surge in fake branded products being sold, this should benefit official stores that offer high-end products. We believe people are more prudent when spending on high-ticket items. As such, they will be willing to buy from official stores, which are more trustworthy. This should benefit MAPI, given its more premium product pricing.

**Figure 25: Fake Skechers being sold on Tokopedia**



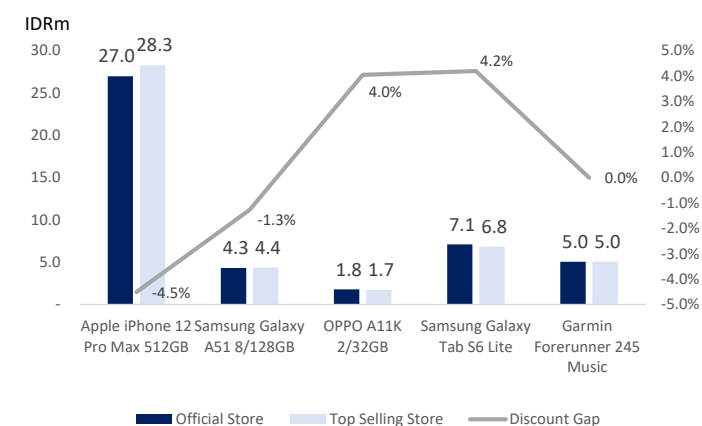
Source: Tokopedia

We see a similar occurrence in cellular, and home improvement and decoration products. For ACES, we have not seen any special promotions for its products. This is probably due to the company not having any urgency to lower inventory in the near future. Bear in mind that ACES’ products normally have longer inventory days, ie more than six months. Additionally, having a vast presence nationwide, and, arguably, a less-heated competitive landscape, gives it strong bargaining power.

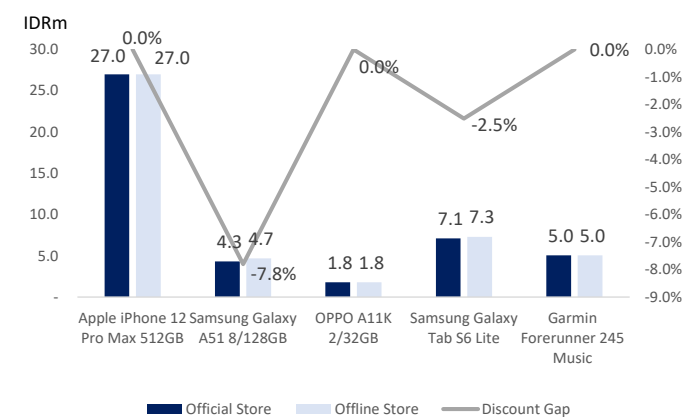
Comparable to the fashion segment, our ground checks revealed that the more exclusive and expensive the price of the gadgets – eg Apple iPhone and Garmin Smartwatch – the higher the prices are in non-official stores. We also see limited discounts for mass products in an official store – a company strategy to maintain distribution margins, which sustains the B2B business. Consumers are more inclined to purchase low-priced products online. The most sold items are notable brands’ low-end products, priced below IDR500,000 (Samsung and Nokia) and less than IDR5m for iPhones.

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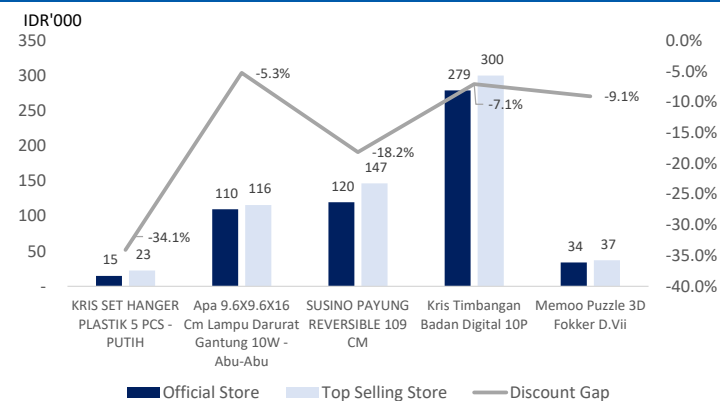
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**Figure 26: Average price of several ERAA's products in online official store vs e-commerce top selling stores**

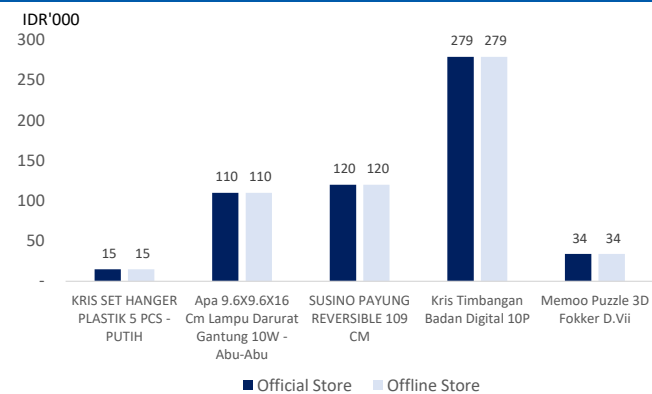
Source: RHB

**Figure 27: Average price of several ERAA's products in online official store vs offline stores**

Source: RHB

**Figure 28: Average price of several ACES' products in online official store vs e-commerce top selling stores**

Source: RHB

**Figure 29: Average price of several ACES' products in online official store vs offline stores**

Source: RHB

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## Appendix

**Figure 30: Consumer staples official stores on Tokopedia**

Store name	Company BBG ticker	Followers ('000)	Items sold ('000)	Rating	Review ('000)
Unilever Official Store	UNVR IJ	135.2	1,000	4.9	349.7
Mayora Official Store	MYOR IJ	38.5	356.4	4.9	102.3
Unicharm Official Store	UCID IJ	45.7	195.6	4.9	61.3
Indofood Snack Time	ICBP IJ	22.7	146.2	4.9	34.3
Indomie Official Store	ICBP IJ	83.7	118.1	4.8	37.1
Sahabat Kesehatan	KLBF IJ	4.2	112.2	4.9	15.1
Sido Muncul Store	SIDO IJ	9.8	105.2	4.9	30.8
Japfa Best Jakarta	JPFA IJ	9.6	101.5	4.9	19.0
Kino Store ID	KINO IJ	9.7	71.2	4.9	21.5
Sari Roti	ROTI IJ	8.5	66.9	4.9	15.1
Unilever Food Solution	UNVR IJ	15.7	64.3	4.8	19.3
Unilever F&B Official	UNVR IJ	6.4	36.6	4.9	11.9
Kalbe Consumer Health	KLBF IJ	6.6	35.6	4.9	13.6
Indomilk Official Store	ICBP IJ	6.2	20.4	4.8	4.8
Dapur Indofood Official	ICBP IJ	2.2	17.1	4.8	2.5
Fiesta Nugget	CPIN IJ	1.3	3.4	4.9	1.5
Kalbe Healthy Beverages	KLBF IJ	0.3	0.1	5.0	0.0
Indofood Beverages	ICBP IJ	0.2	0.1	4.7	0.0

Source: Tokopedia, RHB

**Figure 31: Consumer staples official stores on Shopee**

Store name	Company BBG ticker	Followers ('000)	Number of products	Rating	Review ('000)
Unilever Indonesia Official Shop	UNVR IJ	1,400	2,809	4.9	8,121.1
Unicharm Official Shop	UCID IJ	219.5	210	4.9	299.6
Mayora Official Shop	MYOR IJ	121.4	367	4.8	206.8
Unilever Food Solutions Official	UNVR IJ	61.6	106	4.8	16.9
Indofood Snack Time Official Shop	ICBP IJ	45.4	132	4.9	21.7
Indomie Official Store	ICBP IJ	44.7	68	4.8	46.4
Kino Official Shop	KINO IJ	37.3	693	4.9	48.5
Sari Roti Official Shop	ROTI IJ	24.7	27	4.9	12.9
Sido Muncul Official Shop	SIDO IJ	16.9	278	4.9	35.6
Kalbe Consumer Health Official Shop	KLBF IJ	11.6	178	4.9	5.6
Japfa Best Official Shop	JPFA IJ	8.5	167	4.9	7.7
Sahabat Kesehatan Official Shop	KLBF IJ	7.4	132	4.9	13.2
Indomilk Official Shop	ICBP IJ	6.6	228	4.9	6.0
Indofood Solutions Official Shop	ICBP IJ	4.4	71	4.9	0.3
Indofood Beverages Official Shop	ICBP IJ	2.6	46	4.9	0.6
Dapur Indofood Official	ICBP IJ	2.4	45	4.9	2.3

Source: Shopee, RHB

**Figure 32: Consumer staples official stores on Lazada**

Store Name	Company BBG Ticker	Followers ('000)	Positive Review (%)
Indofood	ICBP IJ	16	98
Indofood Beverages	ICBP IJ	0.1	97
Indomie	ICBP IJ	6.7	92
Indomilk	ICBP IJ	0.2	100
Unilever Flagship Store	UNVR IJ	726.2	-
Unilever Groceries	UNVR IJ	54.3	98
Unilever Professional	UNVR IJ	5.9	98
Unilever Food Solutions	UNVR IJ	5.5	97
Mayora Official Shop	MYOR IJ	47.4	96
Sido Muncul Official Shop	SIDO IJ	9.2	99
Kalbe Consumer Health	KLBF IJ	2.1	98
Sahabat Kesehatan Kalbe Official	KLBF IJ	1.4	97
Unicharm	UCID IJ	3.3	-

Source: Lazada, RHB

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Figure 33: Fashion retailers' official stores on Tokopedia

Brand	Companies	Followers	Items Sold	Rating	Review
Ramayana	RALS IJ	26,000	21,500	4.6	10,724
Berrybenka	-	10,400	6,400	4.9	2,759
Marks and Spencer	MAPI IJ	9,700	19,600	4.9	7,747
Mango	MAPI IJ	8,400	3,500	4.7	1,381
Sogo	MAPI IJ	5,200	1,300	4.9	664
Cotton on	MAPI IJ	4,400	2,400	4.8	1,063
Mizuno	MAPI IJ	3,700	1,900	4.9	1,024
MAP Fashion Bazaar	MAPI IJ	2,500	2,200	4.9	978
Anello	MAPI IJ	2,100	745	4.9	451
Sorabel	-	1,300	341	4.8	180
Calvin Klein	MAPI IJ	999	127	4.5	51
Tommy Hilfiger	MAPI IJ	971	58	4.7	20

Source: Tokopedia, RHB

Figure 34: Fashion retailers' official stores on Shopee

Brand	Company	Followers	Products	Rating	Review
Berrybenka	-	861,200	2,000	4.8	124,600
Ramayana	RALS IJ	800,600	10,600	4.8	520,900
Adidas	-	489,600	3,700	4.9	72,200
Sport Station	MAPI IJ	427,000	8,000	4.8	89,600
Matahari	LPPF IJ	310,400	4,500	4.9	64,500
Sociolla	-	243,100	567	4.9	61,100
Sorabel	-	96,900	1,300	4.8	17,100
Payless	MAPI IJ	81,200	809	4.9	12,100
Mango	MAPI IJ	60,600	1,600	4.7	1,500
PUMA	-	58,400	1,800	4.9	4,700
Kidz Station	MAPI IJ	50,600	3,200	4.8	29,000
Zalora	-	40,200	2,600	4.8	5,800
Marks and Spencer	MAPI IJ	33,100	2,100	4.9	5,900
Calvin Klein	MAPI IJ	4,700	105	4.5	19
Tommy Hilfiger	MAPI IJ	4,400	93	4.7	33
Kipling	MAPI IJ	2,600	35	5	61
Travelogue	MAPI IJ	1,900	402	4.8	232

Source: Shopee, RHB

Figure 35: Fashion retailers' official stores on Lazada

Brand	Company	Followers	Number of Positive Reviews
Converse	MAPI IJ	409,526	95%
Planet Sports	MAPI IJ	358,615	96%
Adidas	-	335,150	97%
Ramayana	RALS IJ	104,473	92%
Sociolla	-	87,313	99%
PUMA	-	72,814	98%
Skechers	MAPI IJ	27,788	98%
Berrybenka	-	16,057	93%
Marks and Spencer	MAPI IJ	4,020	96%
Sogo	MAPI IJ	3,702	97%
Lacoste	MAPI IJ	3,410	94%
Samsonite	MAPI IJ	955	95%
Travelogue	MAPI IJ	340	100%
Calvin Klein	MAPI IJ	8	-

Source: Lazada, RHB



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Figure 36: Home improvement and decoration official stores on Tokopedia

Brand	Company	Followers	Items sold	Rating	Review
Informa	-	42,100	57,400	4.8	21,055
Dekoruma	-	22,900	8,400	4.8	3,847
Ace Hardware	ACES IJ	22,800	14,700	4.9	5,591
Mitra10	CSAP IJ	16,900	29,800	4.7	4,871
Isiruma	-	6,000	5,800	4.8	1,690
Perkakasku	-	4,400	8,000	4.8	2,667
Krisbow	-	4,300	1,000	4.8	559
Fabelio	-	3,900	1,400	4.8	409
Klikteknik	-	1,600	4,000	4.8	1,037
Informa Custom Furniture	-	1,200	5	5.0	1

Source: Tokopedia, RHB

Figure 37: Home improvement and decoration official stores on Shopee

Brand	Company	Followers	Products	Rating	Review
Ace hardware	ACES IJ	116,300	2,700	4.9	16,800
Dekoruma	-	101,400	230	4.9	4,700
krisbow.com	-	11,400	2,000	4.9	983

Source: Shopee, RHB

Figure 38: Home improvement and decoration official stores on Lazada

Brand	Company	Followers	Number of positive reviews
Dekoruma	-	6,575	95%

Source: Lazada, RHB

Figure 39: Cellular retailers official stores on Tokopedia

Brand	Companies	Followers	Items Sold	Rating	Review
Samsung	-	166,900	28,500	4.9	12,913
Xiaomi	-	148,200	75,800	4.9	34,323
Oppo	-	139,800	43,200	4.9	20,284
Erafone	ERAA IJ	73,600	29,500	4.8	9,959
Vivo	-	57,100	10,400	4.9	5,553
Nokia	-	22,400	5,700	4.9	3,147
Global teleshop	GLOB IJ	5,600	802	4.9	418

Source: Tokopedia, RHB

Figure 40: Cellular retailers official stores on Shopee

Brand	Company	Followers	Products	Rating	Review
Xiaomi	-	1,200,000	137	4.9	404,700
Oppo	-	1,100,000	87	4.8	103,700
Samsung	-	908,400	489	4.9	222,700
IBox	ERAA IJ	595,200	996	4.9	24,600
Vivo	-	373,300	50	4.9	26,000
Digimap	MAPI IJ	300,500	1,200	4.8	4,300
Erafone	ERAA IJ	127,800	155	4.8	10,000
Nokia	-	24,500	22	4.9	6,400
Global teleshop	GLOB IJ	10,900	300	4.9	812

Source: Shopee, RHB

Figure 41: Cellular retailers official stores on Lazada

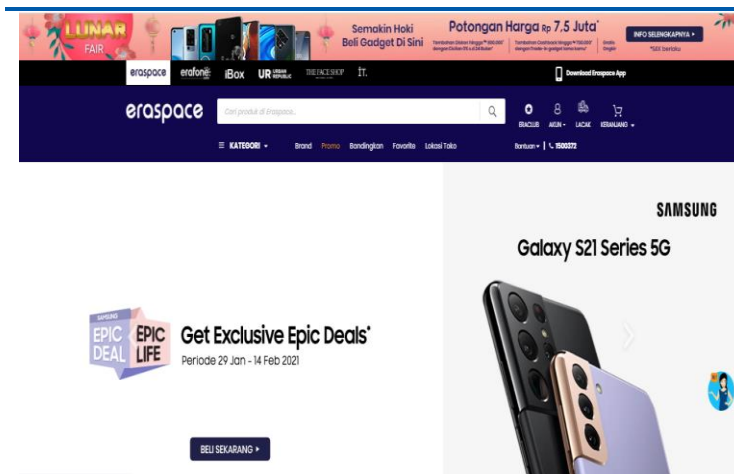
Brand	Company	Followers	Number of Positive Reviews
Samsung	-	726,272	-
Oppo	-	395,394	96%
Vivo	-	193,477	91%

Source: Lazada, RHB

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Figure 42: ERAA's website (eraspace.com)



Source: Company

Figure 43: ERAA's iBox website, which retails Apple products exclusively



Source: Company

Figure 44: MAPI's website (Digimap.co.id)



Source: Company

Figure 45: MAPI's multi-brand online platforms



Source: Company

Figure 46: RALS's website



Source: Company

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Figure 47: LPPF's website (matahari.com)



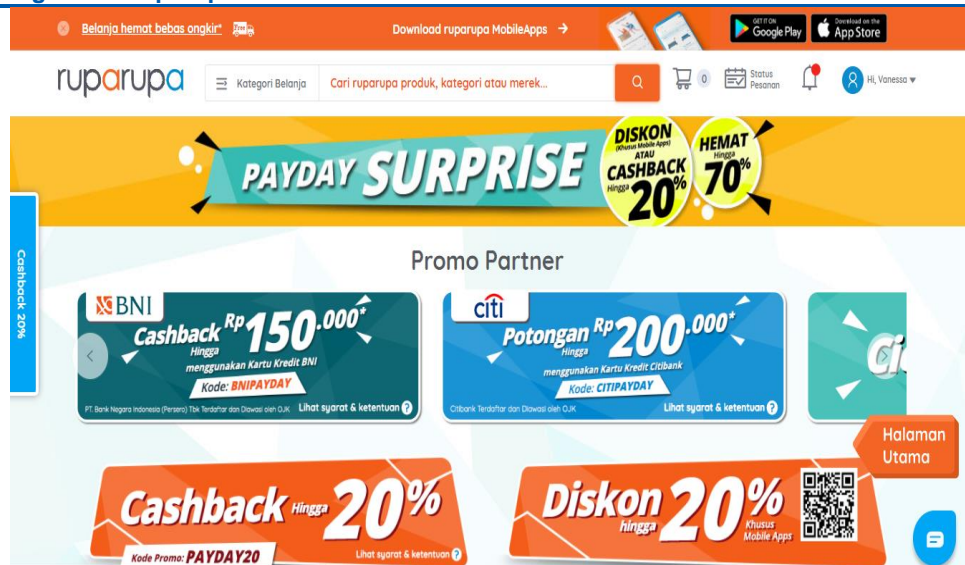
Source: Company

Figure 48: ACES's website (acehardware.co.id)



Source: Company

Figure 49: ruparupa.com – ACES' other official website



Source: Company

Figure 50: mapemal's mobile app



Source: Company

Figure 51: Matahari's mobile app



Source: Company

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Figure 52: ruparupa mobile app



Source: Company

Figure 53: missace mobile app



Source: Company

Figure 54: eraspaces – ERAA's mobile app

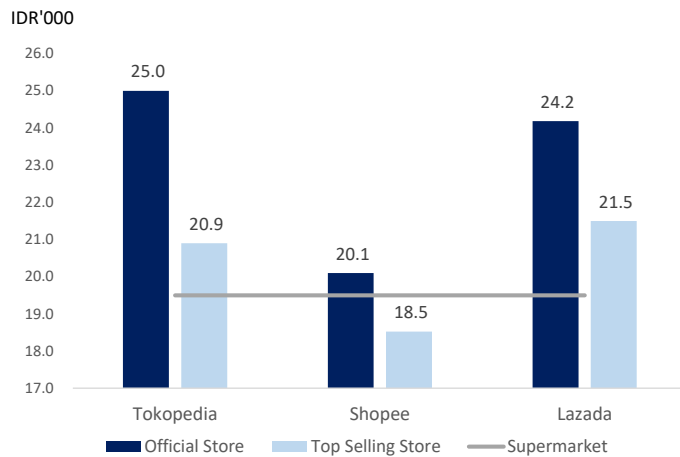


Source: Company

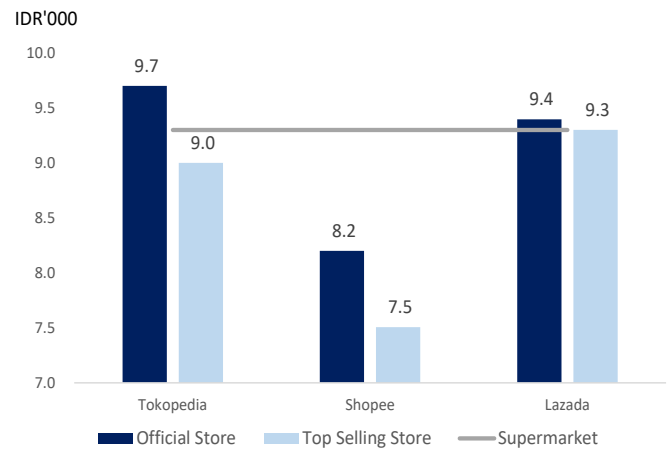


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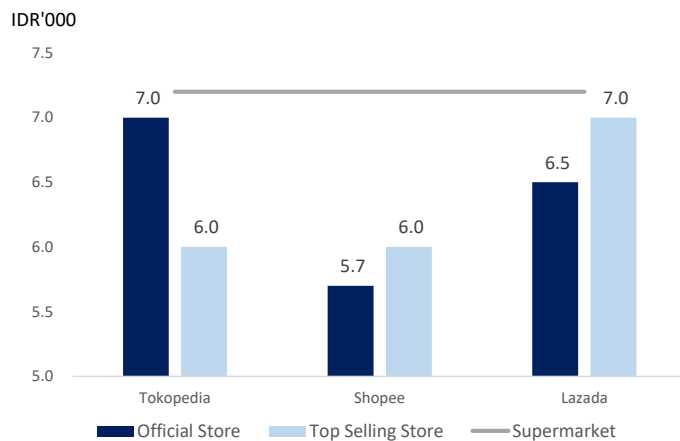
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**Figure 55: Kecap Bango Manis 550ml price comparison (UNVR)**

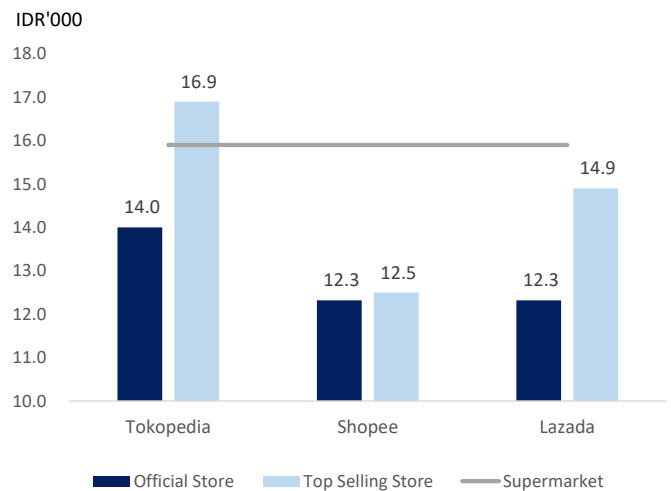
Source: Tokopedia, Shopee, Lazada, RHB

**Figure 56: Royco Bumbu Kaldu Ayam 230gm price comparison (UNVR)**

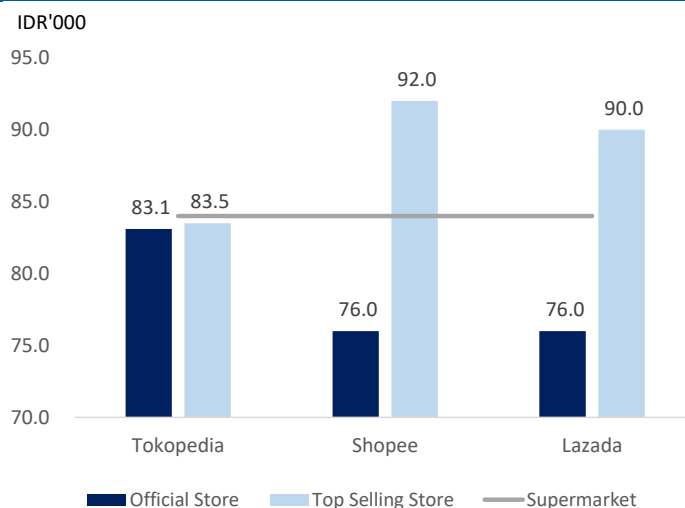
Source: Tokopedia, Shopee, Lazada, RHB

**Figure 57: Buavita Mango 250ml price comparison (UNVR)**

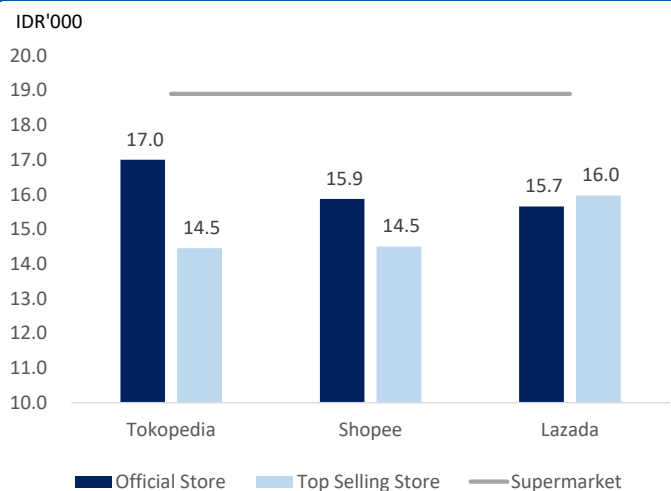
Source: Tokopedia, Shopee, Lazada, RHB

**Figure 58: Chitato Sapi Panggang 120gm (ICBP)**

Source: Tokopedia, Shopee, Lazada, RHB

**Figure 59: Indomie Goreng Spesial Jumbo – 1 box (24 pcs) (ICBP)**

Source: Tokopedia, Shopee, Lazada, RHB

**Figure 60: Indomilk Plain 1 litre (ICBP)**

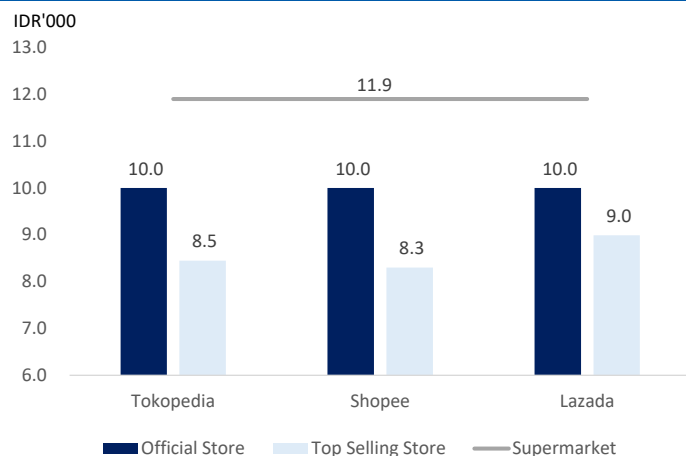
Source: Tokopedia, Shopee, Lazada, RHB



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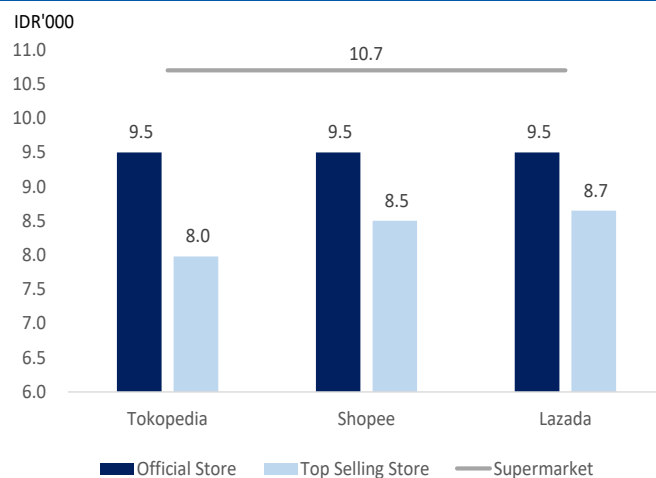
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Figure 61: Gilus Mix 10-pieces (MYOR)



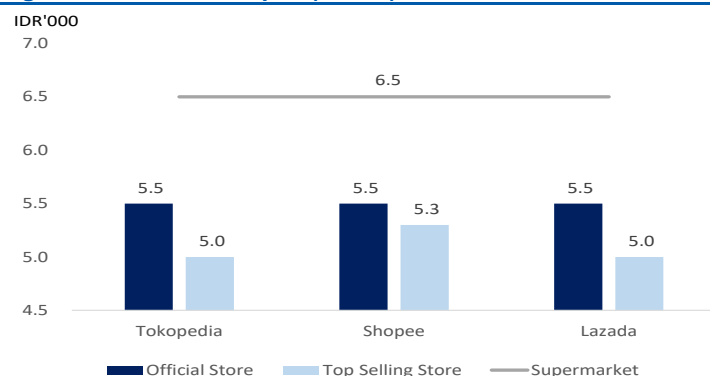
Source: Tokopedia, Shopee, Lazada, RHB

Figure 62: Roma Sari Gandum 240gm (MYOR)



Source: Tokopedia, Shopee, Lazada, RHB

Figure 63: Gilus Mix 10pcs (MYOR)



Source: Tokopedia, Shopee, Lazada, RHB

Figure 64: Prices of top cellular products on three online stores

	Offline (IDR)	Official Store (IDR)	Best Seller (IDR)
<b>Tokopedia</b>			
Apple iPhone 12 Pro Max 512GB	26,999,000	26,999,000	28,035,000
Samsung Galaxy A51 8/128GB	4,699,000	4,499,000	4,419,000
OPPO A11K 2/32GB	1,799,000	1,799,000	1,679,000
Samsung Galaxy Tab S6 Lite	7,299,000	7,299,000	6,739,000
Garmin Forerunner 245 Music	5,049,000	5,049,000	5,049,000
<b>Shopee</b>			
Apple iPhone 12 Pro Max 512GB	26,999,000	26,999,000	27,800,000
Samsung Galaxy A51 8/128GB	4,699,000	4,249,000	4,369,000
OPPO A11K 2/32GB	1,799,000	1,799,000	1,709,000
Samsung Galaxy Tab S6 Lite	7,299,000	7,299,000	6,750,000
Garmin Forerunner 245 Music	5,049,000	5,049,000	5,049,000
<b>Lazada</b>			
Apple iPhone 12 Pro Max 512GB	26,999,000	-	28,990,000
Samsung Galaxy A51 8/128GB	4,699,000	4,249,000	4,375,000
OPPO A11K 2/32GB	1,799,000	1,799,000	1,799,000
Samsung Galaxy Tab S6 Lite	7,299,000	6,750,000	6,999,000
Garmin Forerunner 245 Music	5,049,000	5,049,000	5,049,000

Source: Tokopedia, Shopee, Lazada, RHB

Figure 65: Top 5 cellular products purchased on Shopee

Brand	Type	Pricing (IDR '000)
Xiaomi	Redmi 4A prime, Poco X3	729-3,500
Samsung	Flip E1272	157-229
Nokia	Nokia 105	140-225
Oppo	A52, A37, F9	1,500-2,790
Apple	Secondary product of iPhone 6,7,8	3,900-4,800

Source: Shopee, RHB

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Figure 66: Home improvement and decoration products

	Offline (IDR)	Official store (IDR)	Best seller (IDR)
		<b>Tokopedia</b>	
KRIS SET HANGER PLASTIK 5 PCS - PUTIH	14,900	14,900	19,900
Apa 9.6X9.6X16 Cm Lampu Darurat Gantung 10W - Abu-Abu	109,900	109,900	109,000
SUSINO PAYUNG REVERSIBLE 109 CM	120,000	120,000	139,900
Kris Timbangan Badan Digital 10P	279,000	279,000	319,900
Memoo Puzzle 3D Fokker D.Vii	34,000	34,000	38,900
		<b>Shopee</b>	
KRIS SET HANGER PLASTIK 5 PCS - PUTIH	14,900	14,900	23,000
Apa 9.6X9.6X16 Cm Lampu Darurat Gantung 10W - Abu-Abu	109,900	109,900	79,000
SUSINO PAYUNG REVERSIBLE 109 CM	120,000	120,000	135,000
Kris Timbangan Badan Digital 10P	279,000	279,000	302,000
Memoo Puzzle 3D Fokker D.Vii	34,000	34,000	38,390
		<b>Lazada</b>	
KRIS SET HANGER PLASTIK 5 PCS - PUTIH	14,900	-	24,900
Apa 9.6X9.6X16 Cm Lampu Darurat Gantung 10W - Abu-Abu	109,900	-	160,000
SUSINO PAYUNG REVERSIBLE 109 CM	120,000	-	165,000
Kris Timbangan Badan Digital 10P	279,000	-	279,000
Memoo Puzzle 3D Fokker D.Vii	34,000	-	34,900

Source: Tokopedia, Shopee, Lazada, RHB

Figure 67: Fashion products

	Offline	Official store	Best seller
		<b>Tokopedia</b>	
Mark and Spencer - Autograph Black Body Spray 150ml	119,000	83,800	139,000
Mark and Spencer Celana Dalam Pria – 5-Pack Cotton Briefs	349,000	349,000	523,500
Mark and Spencer Magnolia Roll on Deodorant 50ml	89,000	62,300	78,800
Mark and Spencer High Waist Leggings	199,000	199,000	299,000
Mark and Spencer Kaos Wanita - Pure Cotton Straight Fit T-Shirt	149,000	149,000	237,000
		<b>Shopee</b>	
Mark and Spencer - Autograph Black Body Spray 150ml	119,000	119,000	139,000
Mark and Spencer Celana Dalam Pria - 5 Pack Cotton Briefs	349,000	349,000	558,400
Mark and Spencer Magnolia Roll on Deodorant 50ml	89,000	89,000	74,000
Mark and Spencer High Waist Leggings	199,000	199,000	289,000
Mark and Spencer Kaos Wanita - Pure Cotton Straight Fit T-Shirt	149,000	149,000	224,000
		<b>Lazada</b>	
Mark and Spencer - Autograph Black Body Spray 150ml	119,000	83,800	150,000
Mark and Spencer Celana Dalam Pria - 5 Pack Cotton Briefs	349,000	349,000	535,900
Mark and Spencer Magnolia Roll on Deodorant 50ml	89,000	89,000	79,000
Mark and Spencer High Waist Leggings	199,000	199,000	-
Mark and Spencer Kaos Wanita - Pure Cotton Straight Fit T-Shirt	149,000	149,000	204,000

Source: Tokopedia, Shopee, Lazada, RHB

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