2. Confidential Report

We do not need subheading for supplier or retailer as each team only gets its own confidential report. We can label them for the administrator but what the teams see is just "Confidential Report".

First, I will comment on the supplier report. Note that in the supplier reports, when we have SKUs they are ONLY the SKUs of the respective supplier (ie, their own SKUs).

2.1 Financial Results

2.1.1 Consolidated Profit&Loss Statement

2.1.2 B&M Business, Profit&Loss Statement

2.1.3 Online Business, Profit&Loss Statement

2.1.4 Profitability by Channel

2.1.5 Last Period Negotiations

The first three are tables which are identical in layout. Here are some comments on the table:

- make sure that $ values are always in the same unit; ie. $mln.

- drop "item" in first line

- second line is "Sales ($mln)"

-3rd line: Change from Previous Period (%) -next line: Value Share in Category (%) -next line: Material Costs ($mln) -next three lines: leave blank between label and ($mln)

-next: Gross Profit ($mln)

-next: Change from Previous Period (%)

-next: Gross Profit Margin (%)

-next line: Gross Profit/Loss Share in Category (%)

-next: blank between title and ($mln)

-next lines: let us agree on using Online and Offline in one word everywhere

-next: Trade and Marketing Expenses (as % of sales)

-next: Share of Trade and Marketing Expenses in Category (%)

-next: blank space between title and ($mln)

-next: Change from Previous Period (%)

-next: Operating Profit Margin (%)

-next: Operating Profit/Loss Share in Category (%)

-next: Interest ($mln)

-next couple of lines: blank space between title and ($mln)

-next: Change from Previous Period (%)

-next: Net Profit Margin (%)

-last line: Net Profit/Loss Share in Category (%)

Make sure that the three P&L reports are exactly identical in format and content (apart from the numbers, of course). I suggest that the bold lines are colored.

2.1.4 Profitability by Channel

We do 2 tables here, one for Elecssories and one for HealthBeauties. Each table will have 7 columns, since we will bring the markets inside the table as follows:

for each retailers, we have 2 sub-columns, one for Rural and one for Urban; for Online Store, we only have one column. So, have multiple-level column headings.

The row titles need to be labeled exactly as in the P&L. The table you sent is from another game in RMB. Change the units to $mln and use the same language as in the P&L. All terms in labels are in caps; eg. in the first line we have:

Order Volume (units mln). Drop the "after PUSH"; we do not use this language in eTales. Last line: Gross Profit Share (%).

2.1.5 Last Period Negotiations

2 tables, one for each retailer. As rows, we have the SKUs of the respective supplier.

Only 7 columns: drop Volume Ordered and Compensation Offered. We only show the negotiation contracts here and whether or not the contract was honored.

Here are the columns:

-the last column should be the one with "Contract Honored" with entries "yes" or "no". Color-code the "no" s in red.

-1st column: Minimum Order Quantity

-2nd : Discount Rate

-3rd: Target Sales Volume

-4th: you have "Bonus Rate"; I do not know what this refers to

-5th: Payment Terms (days)

-6th : Other Compensation

We might have to change the columns a bit once Dariusz and I have agreed on the negotiations part.

2.2 Situation Report

For the suppliers, we show the results by category (as you will see later, for retailers we do it by market).

2.2.1 Elecssories

2.2.1.1 Volume Shares by Consumer Segment - Rural

2.2.1.2 Volume Shares by Consumer Segment - Urban

2.2.1.3 Value Shares by Consumer Segment - Rural

2.2.1.4 Value Shares by Consumer Segment - Urban

2.2.1.5 Volume Shares by Shopper Segment - Rural

2.2.1.6 Volume Shares by Shopper Segment - Urban

2.2.1.7 Value Shares by Shopper Segment - Rural

2.2.1.8 Value Shares by Shopper Segment - Urban

Each of these 8 tables has the same structure :

- as lines we have the SKUs of the respective supplier

- and 8 columns: put at top of column headings the consumer/shopper segments and then underneath each segment we have 2 columns: one labeled Volume Share (or Value Share, depending on which table), the other labeled Change from Previous Period (%).

2.2.1.9 Volume Report

Table with supplier's SKUs as lines and 5 columns as you have them but titles in capital letters.

2.2.2 HealthBeauties

The same 9 tables in exactly the same format but for the HealthBeauties category.

2.3 Key Performance Indicators

This table is wrong. We have two columns for the categories and 5 lines for:

- Effectiveness of Trade Spending

- Effectiveness of Media Spending

- Portfolio Strength

- Trade Strength

- Online Strength

Hence, the 2 columns will give the respective results on each of these indices for Elecssories and for HealthBeauties.

Since the definition of each of the measures might not be clear, the explanation of each should be embedded by putting cursor on respective measure.

That is for the supplier confidential reports. Now I will go over the retailer confidential report. Note that the numbering is the same as in the supplier confidential report since each team only gets its own confidential report.

2. Confidential Report

2.1 Financial Results

2.1.1 Consolidated Profit&Loss Statement

2.1.2 Profitability by Supplier

2.1.3 Last Period Negotiations

2.1.1 this table should be in format and content mimic the suppliers P&L but for the retailers. Use the same language terms and format.

2.1.2 change the units here and adapt language to other P&L statements. And we only have one table as we do not break this down by category (retailers work by market, suppliers work by category). We have the lines as you have them (but adapt language and use caps); as columns, we have 2 at higher level: Suppliers and Private Label, and sub-columns in the first for each supplier. Underneath each (and for the private label) we have two columns: Rural and Urban. Hence, the table will have 8 columns, with column labels at three levels.

2.1.3 adapt the layout of each supplier table to exactly the same format I discussed above in the supplier's confidential report.

2.2 Situation Report

The content here is similar to the Situation Report for the suppliers but it is structured by market, not by category.

2.2.1 Rural

We have the same 9 reports as in the supplier report but here the lines are the retailer's private label brands in the Rural market.

2.2.2 Urban

The same 9 reports but for the Urban market.

2.3 Key Performance Indicators

The table here has 2 columns for the markets (not SKUs as you had it).

As rows we have:

-Value Rotation Index

-Volume Rotation Index

-Profitability Index

-Stock Cover

-Share of B&M Shoppers (%)

-Share of All Shoppers (%)

No explanation in the table; as in the supplier table, we embed the explanation when the cursor is put on the respective index.

That is it for the confidential reports. Make sure that colors etc are a continuation of what you did in the GR. Try to get the results to me before end of next week.

Best, Wilfried