Leah, here are my comments on the Confidential Reports.

1. Right side bar: we do not need to identify there whether it is retailer or supplier. Each team will only get its respective confidential report.

2. Consolidated P&L. I will follow the lines in the table:

- line 11: change to "Share of Gross Profit/Loss in Category (%)"

- lines 13-14: drop "National"

- line 25: change to "Share of Operating Profit/Loss in Category (%)"

- last line: change to "Share of Net Profit/Loss in Category (%)"

3. B&M Business Profit & Loss Statement

-drop the "," in title (also in side bar)

-adjust table as in consolidated statement above

4. Online Business Profit & Loss Statement

-drop the "," in title (also in side bar)

-adjust table as in consolidated statement above

5. Profitability by Channel

-in the first column, move the % lines to the right (as in the P&L table); this makes the table much more readable and I like that in the P&L table.

-drop "Total" in the Trade Support ($mln) line

-the first two components there are:

.Quantity Discounts ($mln); hence, drop "costs"

.Performance Bonuses ($mln); hence, drop "cost"

- make these changes in both the Elecssories section and in the HealthBeauties section.

6. This table should have one title, "Last Period Negotiations" (main title in blue) with two sections, one for Retailer 1 and one for Retailer 2.

7. The next table has a main title in blue as "Situation Report - Elecssories". And we have three sections in that table (ie, we do not need to repeat Elecssories everywhere).

-color coding is excellent

-create a first column to better display what market we are looking at; the labels now are just sitting on top of the SKU list.

8. As the previous one, this table should have a main title in blue as "Situation Report - HealthBeauties". Make rest of the changes in this table as in 7.

9. Title should be "Key Performance Indicators"; drop the "Supplier". Only suppliers get this table anyway.

-flip the table; it is much better to have the categories as columns (easier to read)

-last two columns (rows in flipped table) need to be changed. We have 3 levels here:

. first, this refers to Channel Strength

. then, we have B&M versus Online

. then, we have underneath each 2 subcategories: Value Share and Shopper Share.

Please change.

10. This table is the retailer consolidated P&L

-change lines 16, 21, and 28 (last one) to same label as in the supplier P&L above

-line 3: typo: change "+" to "-"

11. Profitability by Supplier: this table has problems. As you can see, lines are repeated.

Please clean up with all the correct lines following the general sequence of sales, gross margin, net margin etc. (with the necessary sub components). And as above, for clarity, move the % lines to the right (in the column identifying the content of the lines).

12. Change heading of next table as the corresponding one for suppliers above. One main heading in blue "Last Period Negotiations" and then three subsections by supplier.

13. As with the corresponding supplier table, one main heading in blue with "Situation Report - Rural" and drop the "Rural" in the subsection headings. Note that in all these tables, all SKUs should be listed, not just the private labels (my mistake last time).

14. One main title in blue with "Situation Report - Urban", and all other changes as in 13. above.

15 as with the corresponding supplier report, drop the "Retailer" in the title and flip the report (ie, the markets as columns).