Leah, here are my comments for the Confidential Reports. Please work on them (once the GR is fixed). We will probably need another iteration as the tables are very difficult to read for me.

Let Hao know that font size is too small. Thanks, Wilfried

1. P&L tables

-add a column before the SKU columns with totals; I suggest that column has a different color (shade of blue), and we have the totals in the blue lines that correspond to $ figures (ie, 8 lines). The totals are the corresponding totals across the SKUs.

-check with Hao if we will have enough column space. I assume that on the screen we can have many columns; but it will be important that as one moves to the right to see specific columns, the first main column with labels remains visible so that we can see what is in each respective line.

-We might have to print this table in landscape format.

Print? And how to see?

2. Profitability by Channel

-change the share lines to have identical titles to the GR:

.lines 4 and 18: "Share of Sales Volume (%)"

.lines 6 and 20: "Share of Sales Value (%)" ; drop the Gross here .lines 14 and 28: "Share of Gross Profit (%)"

3. Last Period Negotiations

-in the first column, indent the SKU names -color the SKU lines with the category colors we adopted

4. Situation Report - Elecssories, HealthBeauties

-let use change the title of the change columns to just "Change" ; we can explain in the imbedded box that these columns report the respective changes from the previous period; the current title is just too long

- separate the three main sections in each table (ie, market shares by consumer segments, by shopper segments, and the volume report). First, color-code the box with the respective titles so it is visually clear that these are separate sections. Second, separate the sections with some blank lines.

-I suggest that we put the three section on separate tables (and on separate pages); we will have plenty of SKUs as we go.

5. Key Performance Indicators

- correct title; indicators should be plural; ie. add "s" to "Indicator"

-the last 4 lines need to be changed; we will have 7 lines now:

.1st. "Channel Strength"

.2nd. Indented, "B&M Channel"

.3rd. Further indented, "Share of Value Sales"

.4th, same indented level as 3, "Share of Shoppers"

.5th, indented at same level as 2, "Online Channel"

.6th, indented at level 3, "Share of Value Sales"

.7th, indented at level 3, "Share of Shoppers"

-adjust the imbedded boxes:

. effectiveness of trade spending: return on investment (ROI) on trade spending .

effectiveness of media spending: return on investment (ROI) on media spending .

portfolio strength: average awareness across SKUs in category .

trade strength: share of value sales and share of shoppers through the respective channel

6. P&L for retailers

- as in the case of suppliers, add a colored-coded column with the $ totals.

-we should separate the categories on separate pages; this way, we can continue the respective category underneath as we get more SKUs. Talk to Hao on this (and see my comment in supplier P&L part)

-apart from the Consolidated P&L, we need one by market. Hence, after the consolidated statement, add two for "Rural Profit & Loss Statement" and "Urban Profit & Loss Statement"

7. Profitability by Supplier

-change some of the labels:

.drop Total, "Shelf Space"

.drop Net, "Sales Value ($ mln)"

.change to "Sales Value Share"

-some of these lines I do not understand. What does Financial Revenue refer to?

Also, the two % under Adjusted Gross Contribution are not clear to me; what is the difference ? It is important here that these lines have labels that are similar to the ones used in the P&L statements. Please check for consistency.

8. Last Period Negotiations

-see comments under supplier

9. Situation Report

A lot of work is needed here. The tables do not look appealing. Just rows and rows with no clear subheadings. Please, fix this.

-split these tables (for Rural and Urban) in three sections with subtitles (top left, so they are clearly visible) .Volume Shares .Value Share .Volume Report

- each of these sections have to be on separate pages;

- there also need to be subtitles identifying the categories. There are no labels anywhere now. Put these in the first column, and indent SKUs. We need to organize this better as it just looks like a laundry list now. Maybe we can add a blank line between the SKUs belonging to different suppliers, and identify the suppliers.

-in Volume Report, identify category and supplier.

10. Key Performance Indictors

-first two lines, reorganize over three lines:

. 1st, "Rotation Index"

.2-3: indented, with "Volume" and "Value", respectively

-last two lines, reorganize over three lines:

.1st, "Share of Shoppers (%)"

.2-3: indented, with "B&M Shoppers" and "All Shoppers", respectively.

-imbedded boxes need to be adjusted : check English and do not use "refers to"; just put "measures". These boxes are definitions.