Leah, here are my comments on the Confidential Reports. I hope they are clear. I heard from Dariusz earlier tonight and included his comments. Best, Wilfried

1. Consolidated Profit & Loss Statement

These two tables need to be changed to one table only. We will show in one table the consolidated results by category in each channel. Hence, no SKUs in columns but only 6 consolidated columns:

-3 columns for B&M Business:

."Total" (this column will have the sum of next two columns) ."Elecssories"

."HeathBeauties"

-3 columns for Online Business:

."Total" (this column will have the sum of next two columns) ."Elecssories"

."HealthBeauties"

Hence, the column titles are at two levels.

For the rows we have:

-drop line 3 ("Value Share in Category") -drop line 11 ("Share in Gross Profit/Loss in Category") -line 12 : "Trade and Marketing Expenses ($mln)" (drop "Total")

-drop lines 13-17 (hence, no details on the expenses)

-drop line 19 ("Share of Trade.....in Category")

-drop line 25 ("Share of Operating....in Category")

-drop last line ("Share of Net .....in Category")

The imbedded box should read : "This table gives a consolidated Profit&Loss statement by category in each channel."

2. B&M Business Profit & Loss Statement

These two tables need to identify the category in the title. Put as title "B&M Business Profit & Loss Statement - Elecssories" for the first one, and "B&M Business Profit & Loss Statement - HealthBeauties" for second.

As columns, we have the brands, NOT the SKUs. But ask Hao to create a system where if the cursor is put on a brand, then only that brand and its variants are show as columns.

As rows, we have in both tables:

-drop line 4 ("Marketing Costs..")

-lines 5-7: drop the numbers before the titles and move them to the left with "-" in front (align with the other lines that start with "-")

-line 12: "- Marketing Expenses"

-line 13: indented "(1) Advertising Online"

-line 14: indented "(2) Advertising Offline"

-line 15: indented "(3) Trade Support"

-drop lines 16-17

-line 18: "Marketing Expenses..." (drop "Trade and")

-line 19: "Share of Marketing Expenses..." (drop "Trade and")

The imbedded box should read "These two tables give the B&M business Profit&Loss statements for both categories by brand. When moving the cursor on the brand name, the Profit&Loss statement of that brand and all its variants will appear."

We only have one imbedded box for the two B&M tables.

3. Online Business Profit & Loss Statement

As in the B&M tables, add the category names to the titles.

As in the B&M tables, we will also have the brands as column, NOT SKUs. And putting the cursor on the brand name should show the P&L results for that brand and all its variants.

As for the rows in both tables:

-line 12: "- Marketing Expenses"

-line 13: indented "(1) Advertising Online"

-line 14: indented "(2) Advertising Offline"

-line 15: indented "(3) eMall Support"

-drop lines 16-17

-in line 18 and 19, drop "Trade and" in labels

One imbedded box for both tables with "These two tables give the Online business Profit&Loss statements for both categories by brand. When moving the cursor on the brand name, the Profit&Loss statement of that brand and all its variants will appear."

4. Profitability by Channel

Columns are fine.

The rows need major changes. I will show the ones for Elecssories; for HealthBeauties, the lines are the same so repeat them.

Changes needed:

-line 8: "Trade and/or Marketing Expenses ($mln)"

-drop lines 9-12

Do not use bold in the labels.

No imbedded box needed.

5. Last Period Negotiations

Table is fine.

Imbedded box should read " This table summarizes the negotiation agreements made during the last period and whether or not these agreements were honored."

6. Situation Reports.

We have a problem here with the titles since neither the categories nor the report type are identified.

The first three tables should have a new overall title, in blue box, with "Situation Report - Elecssories"; the next three tables need the overall title "Situation Report - HealthBeauties".

Each of the Situation Report tables has three sections which should be show in a different color box; not the blue of the report type title. The three sections are:

-Market Shares by Consumer Segment

-Market Shares by Shopper Segment

-Volume Report

The first two sections are fine. The Volume Report section needs changes :

the 3 columns with Initial Inventory, Sales Volume, and Closing Inventory each have two sub columns : Offline and Online. Hence, we have two levels in the column titles.

The imbedded box goes with the overall report title (Situation Report) and reads:

"This table is a situation report for Elecssories. It contains three sections: market shares by consumer segment, market shares by shopper segment, and a volume report."

Same box for situation report for HealthBeauties but replace "Elecssories" with "HealthBeauties".

7. Key Performance Indicators

Changes in the lines are needed:

-line 3: "Effectiveness of Marketing Spending"

-add two new lines: before the lines referring to "Share of Value Sales (%)", add a line indented at same level with "Share of Volume Sales (%)"

( do this under B&M Channel and under Online Channel).

Imbedded boxes: we do not need a box for this table; we need three boxes for the indices in the table that are not obvious and need to be defined:

-"Effectiveness of Trade Spending": box here should read "Return on investment (ROI) of trade support spending"

-"Effectiveness of Marketing Spending": box here should read "Return on investment (ROI) of marketing spending"

-"Portfolio Strength": box here should read "Average awareness across SKUs in the category".

8. Consolidated Profit & Loss Statement

As with the consolidated P&L statement for the suppliers, we will have one table instead of two with 7 columns:

-"Total" (this column has totals across markets and categories)

-then three columns under "Rural":

. "Total" (this column has totals across the categories in rural) . "Elecssories"

. "HealthBeauties"

-then three columns under "Urban":

. "Total" (this column has totals across the categories in urban) . "Elecssories"

. "HealthBeauties"

Changes in rows:

-drop lines 6-7

-lines 8-12: drop the numbers before the labels and do not indent; hence, move labels left with a "-" in front (and align that "-" with the other "-" in the table)

-drop line 16 -drop line 21 -drop line 28 ( last one).

Imbedded box should read " This table gives a consolidated Profit&Loss statement by category in each market".

9. Rural/ Urban Profit & Loss Statement

Add the category names to the titles of the four tables:

"Rural Profit & Loss Statement - Elecssories"

"Rural Profit & Loss Statement - HealthBeauties"

"Urban Profit & Loss Statement - Elecssories"

"Urban Profit & Loss Statement - HealthBeauties", respectively.

As columns, we will do the same thing as in the supplier case: we show brands, and when moving the cursor on the brand name, the brand and all its variants pop up.

A few changes in the lines (all four tables are the same):

-drop line 7

-lines 8-13: drop the numbers, put a "-" in front and move left (do not indent but align "-" with the other "-" in the table)

Imbedded box should read :"This table gives the Profit&Loss statement for the Elecsorries brands in the rural market. When moving the cursor on the brand name, the Profit&Loss statement of that brand and all its variants will appear".

Adjust the text for each table by replacing Elecssories and rural, respectively.

10. Profitability by Supplier

Title of last column: drop private label as it shows twice; once is enough.

No imbedded box needed as table is self explanatory.

11. Last Period Negotiations

Table is fine. Adjust the imbedded box text with the one in the corresponding table for suppliers.

There are tables missing here.

We need to add the report type title. For the first three tables, the overall title in blue box should be: "Situation Report - Rural"

The next three tables, missing, should have as title "Situation Report - Urban".

Each of these situation reports have three subsections; show the titles of these subsections in colored box but NOT the blue box we use for report titles.

There are only two imbedded boxes, each referring to a situation report (rural or urban). The text should be same as in the supplier situation reports but replace category name with market name.

12. Key Performance Indicators

Table is fine.

Imbedded boxes: we only need three:

"Rotation index measures sales (volume and value) per 1% shelf space"

"Profitability index measures gross profit per 1% shelf space"

"Stock cover is the ratio of closing inventory over weekly sales volume".

Sent from my iPad