



Market	Actual Net Sales (FY2021)	Target Net Sales (FY2021)	Variance from Target	Percentage Variance from Target
Australia	20.99 M	23.20 M	-2.21 M	-10.54%
Austria	2.84 M	3.17 M	-0.33 M	-11.74%
Bangladesh	6.95 M	7.67 M	-0.72 M	-10.31%
Canada	35.06 M	40.13 M	-5.07 M	-14.45%
China	22.89 M	24.95 M	-2.07 M	-9.03%
France	25.94 M	28.13 M	-2.19 M	-8.44%
Germany	12.01 M	13.53 M	-1.53 M	-12.72%
India	161.26 M	170.81 M	-9.55 M	-5.92%
Indonesia	18.41 M	20.80 M	-2.38 M	-12.93%
Italy	11.72 M	12.77 M	-1.05 M	-8.96%
Japan	7.92 M	8.25 M	-0.33 M	-4.12%
Netherlands	7.98 M	8.64 M	-0.66 M	-8.22%
Newzealand	11.40 M	12.80 M	-1.40 M	-12.30%
Norway	13.68 M	15.11 M	-1.44 M	-10.50%
Pakistan	5.66 M	6.18 M	-0.52 M	-9.27%
Philippines	31.86 M	34.35 M	-2.50 M	-7.84%
Poland	5.19 M	6.13 M	-0.94 M	-18.13%
Portugal	11.83 M	12.34 M	-0.51 M	-4.29%
South Korea	48.97 M	53.33 M	-4.36 M	-8.91%
Spain	12.62 M	14.40 M	-1.79 M	-14.15%
Sweden	1.77 M	1.96 M	-0.20 M	-11.11%
United Kingdom	34.15 M	37.13 M	-2.98 M	-8.72%
USA	87.78 M	98.02 M	-10.24 M	-11.66%
All Markets	598.88 M	653.82 M	-54.94 M	-9.17%

Notes:

- All Net Sales values are in INR currency.
- Abbreviations: FY – Fiscal Year.
- **Variance from Target** calculation: Actual Net Sales (FY2021) – Target Net Sales (FY2021). Negative values indicate underperformance.
- The **Variance from Target** column uses a gradient color scale conditional formatting, where lighter orange signals a smaller negative variance (closer to target), while darker orange signals a larger negative variance (greater underperformance).
- **Percentage Variance from Target** calculation: $\frac{\text{Actual Net Sales (FY2021)} - \text{Target Net Sales (FY2021)}}{\text{Target Net Sales (FY2021)}} \times 100$.
- Red data bars represent the percentage variance from target