FIG 1

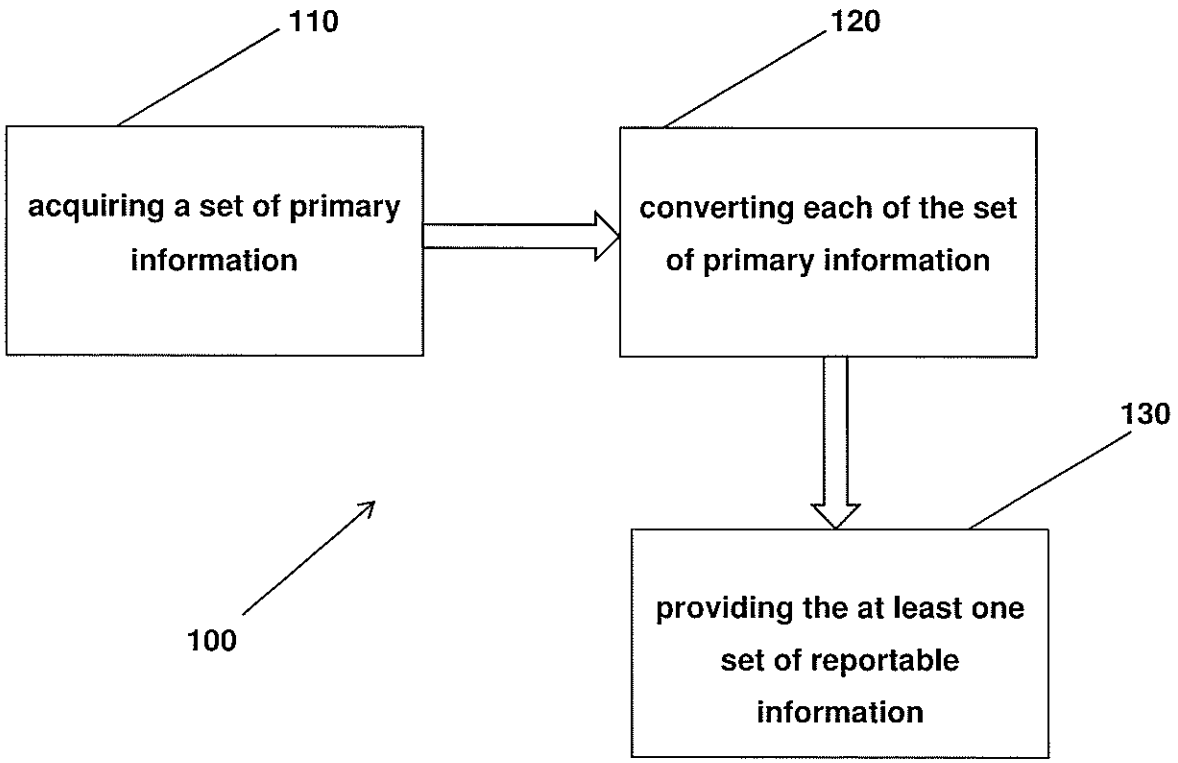

110
120
acquiring a set of primary information
converting each of the set of primary information
130
providing the at least one set of reportable information
100

FIG 2

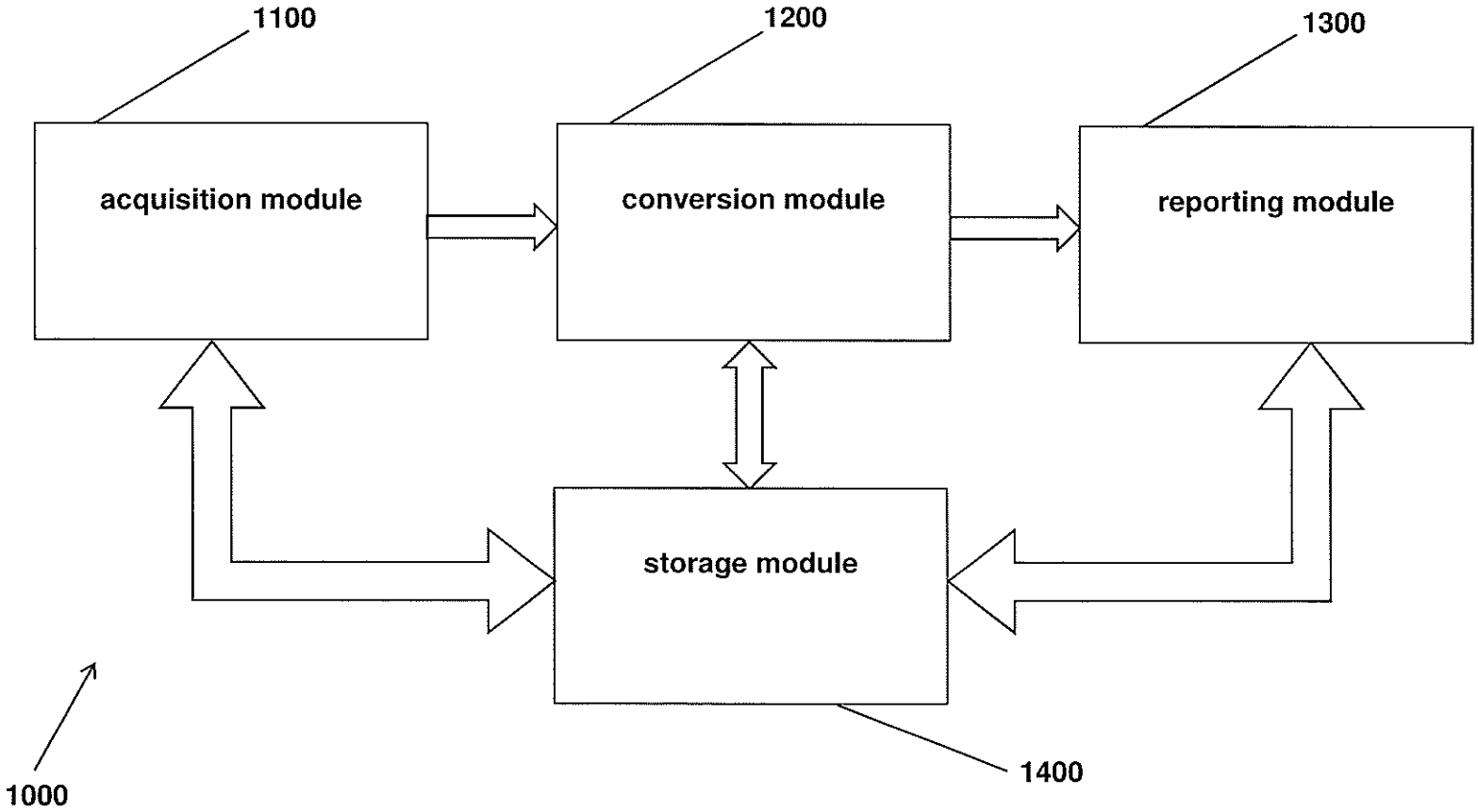

1100
1200
1300
acquisition module
conversion module
reporting module
storage module
1000
1400

FIG 3

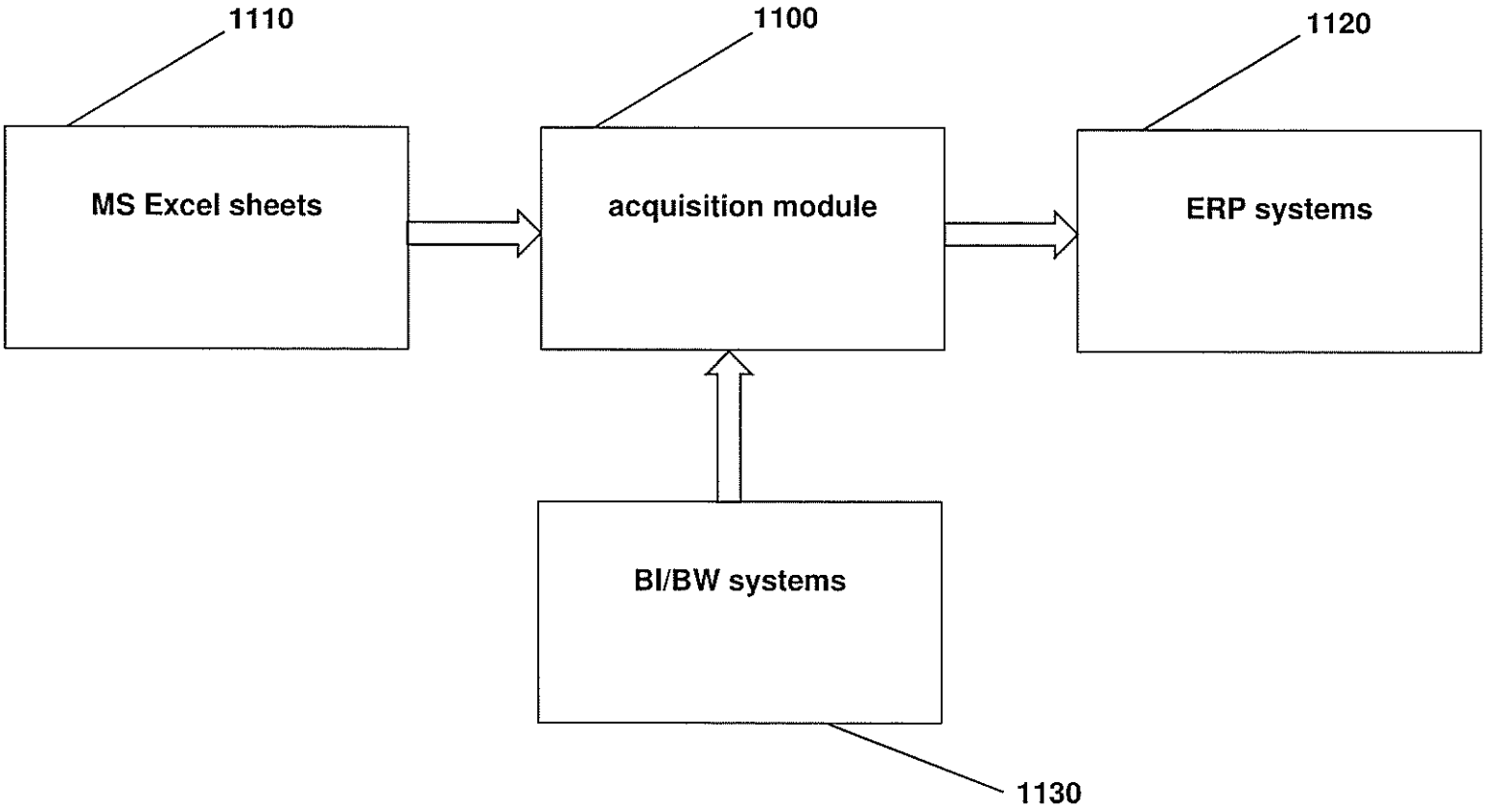

1110
1100
1120
MS Excel sheets
acquisition module
ERP systems
BI/BW systems
1130

FIG 4

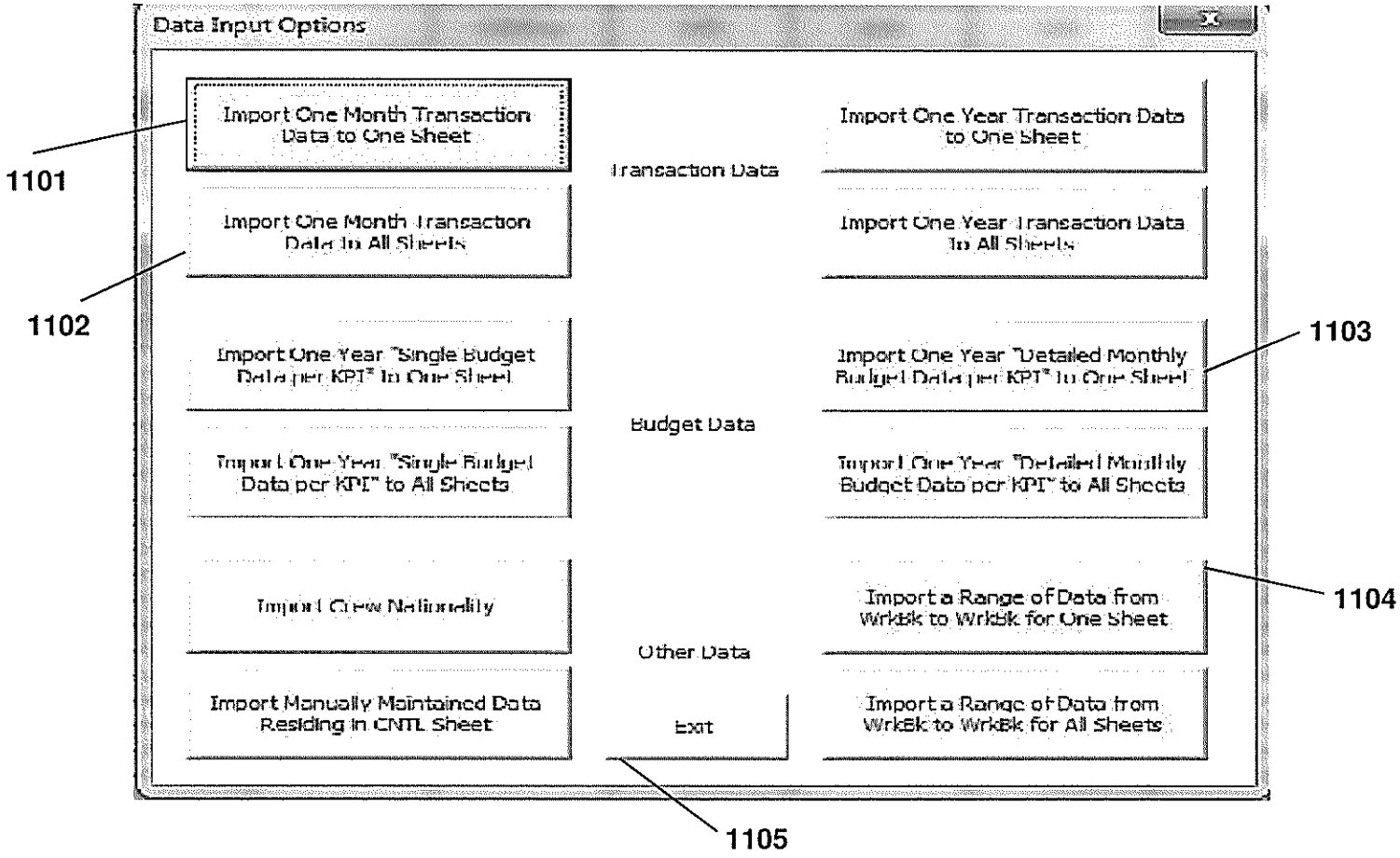

Data Input Options
Import One Month Transaction Data to One Sheet
Import One Year Transaction Data to One Sheet
Transaction Data
Import One Month Transaction Data to All Sheets
Import One Year Transaction Data to All Sheets
Import One Year "Single Budget Data per KPI" to One Sheet
Import One Year "Detailed Monthly Budget Data per KPI" to One Sheet
Budget Data
Import One Year "Single Budget Data per KPI" to All Sheets
Import One Year "Detailed Monthly Budget Data per KPI" to All Sheets
Import Crew Nationality
Import a Range of Data from WrkBk to WrkBk for One Sheet
Other Data
Import Manually Maintained Data Residing in CNTL Sheet
Exit
Import a Range of Data from WrkBk to WrkBk for All Sheets
1101
1102
1103
1104
1105

FIG 5

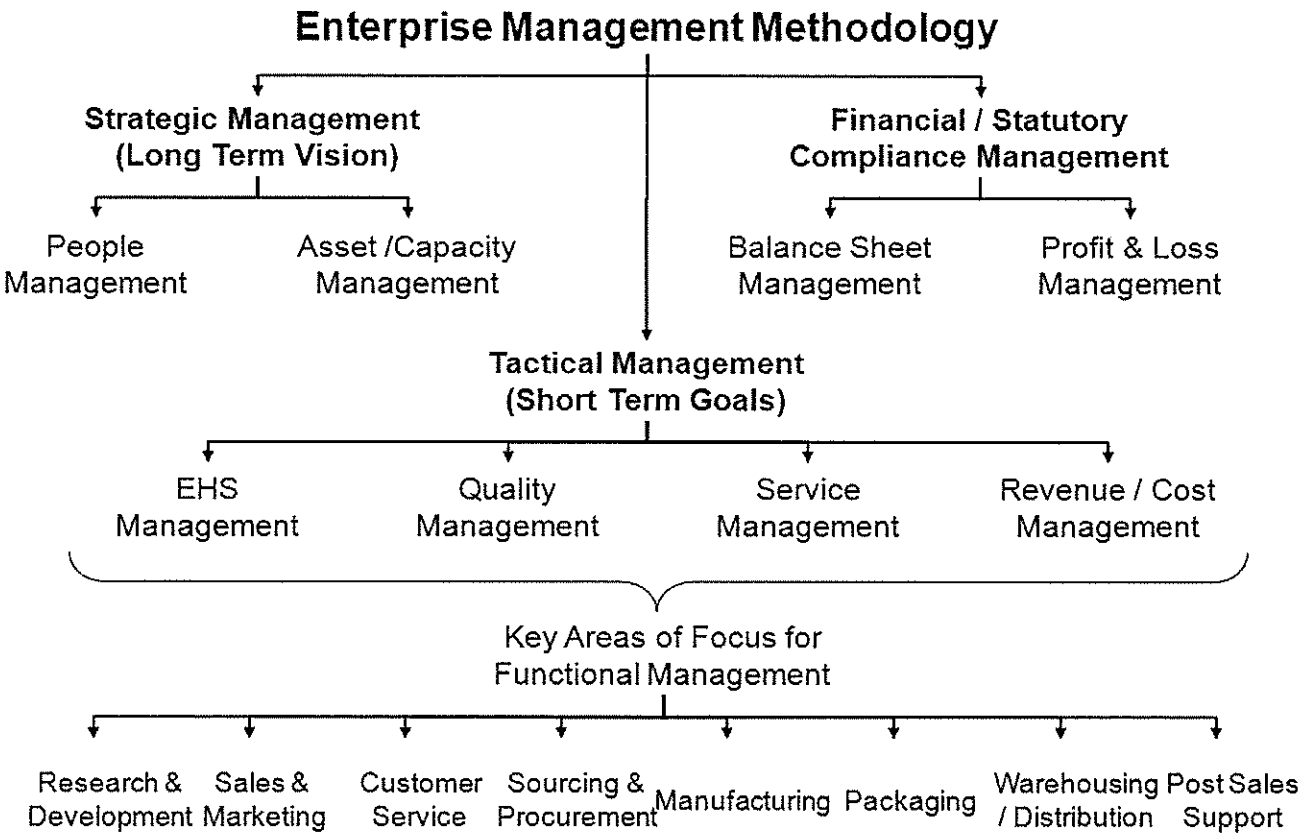

Enterprise Management Methodology
Strategic Management (Long Term Vision)
Financial / Statutory Compliance Management
People Management
Asset /Capacity Management
Balance Sheet Management
Profit & Loss Management
Tactical Management (Short Term Goals)
EHS Management
Quality Management
Service Management
Revenue / Cost Management
Key Areas of Focus for Functional Management
Research & Development
Sales & Marketing
Customer Service
Sourcing & Procurement
Manufacturing
Packaging
Warehousing / Distribution
Post Sales Support

FIG 6

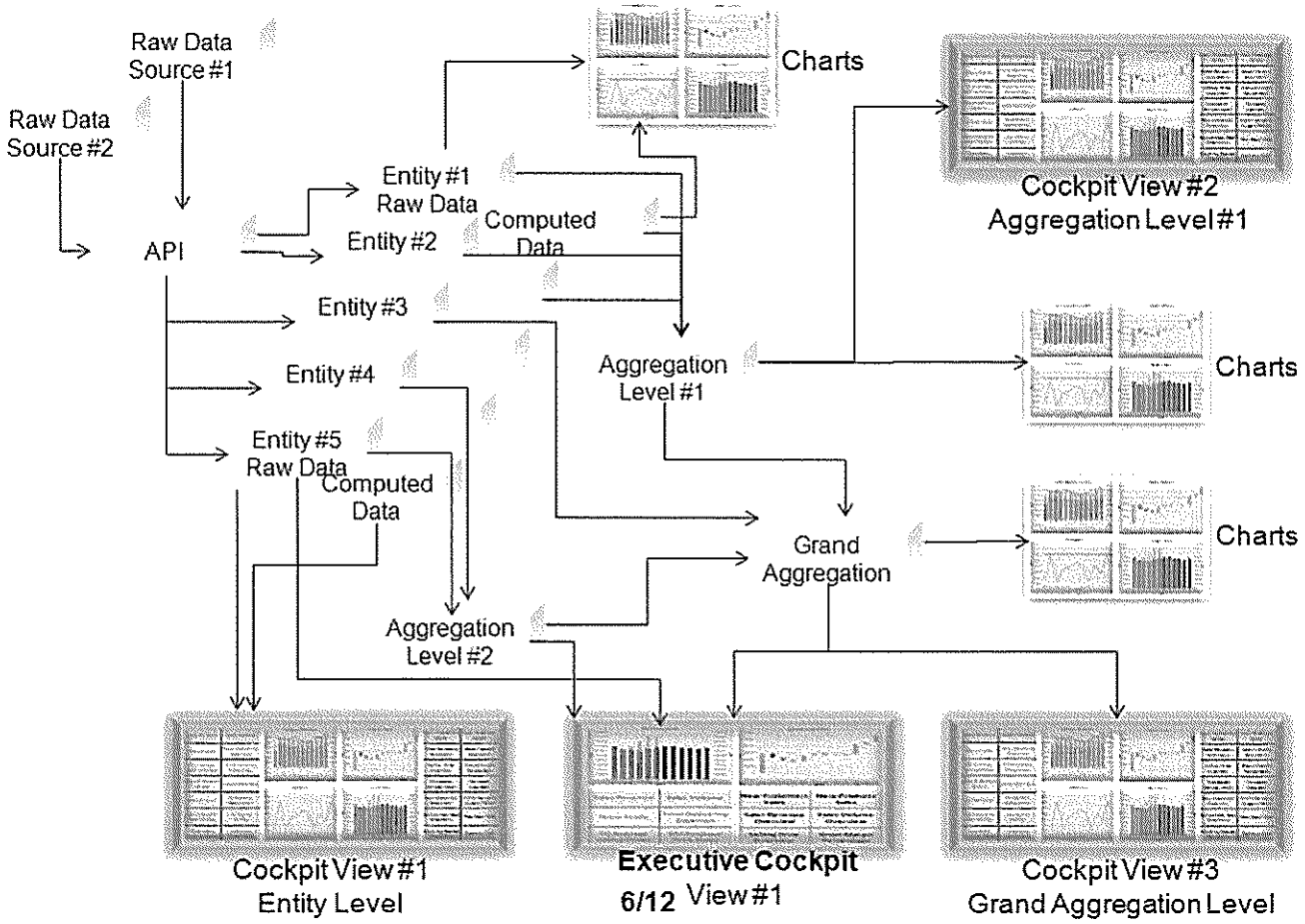
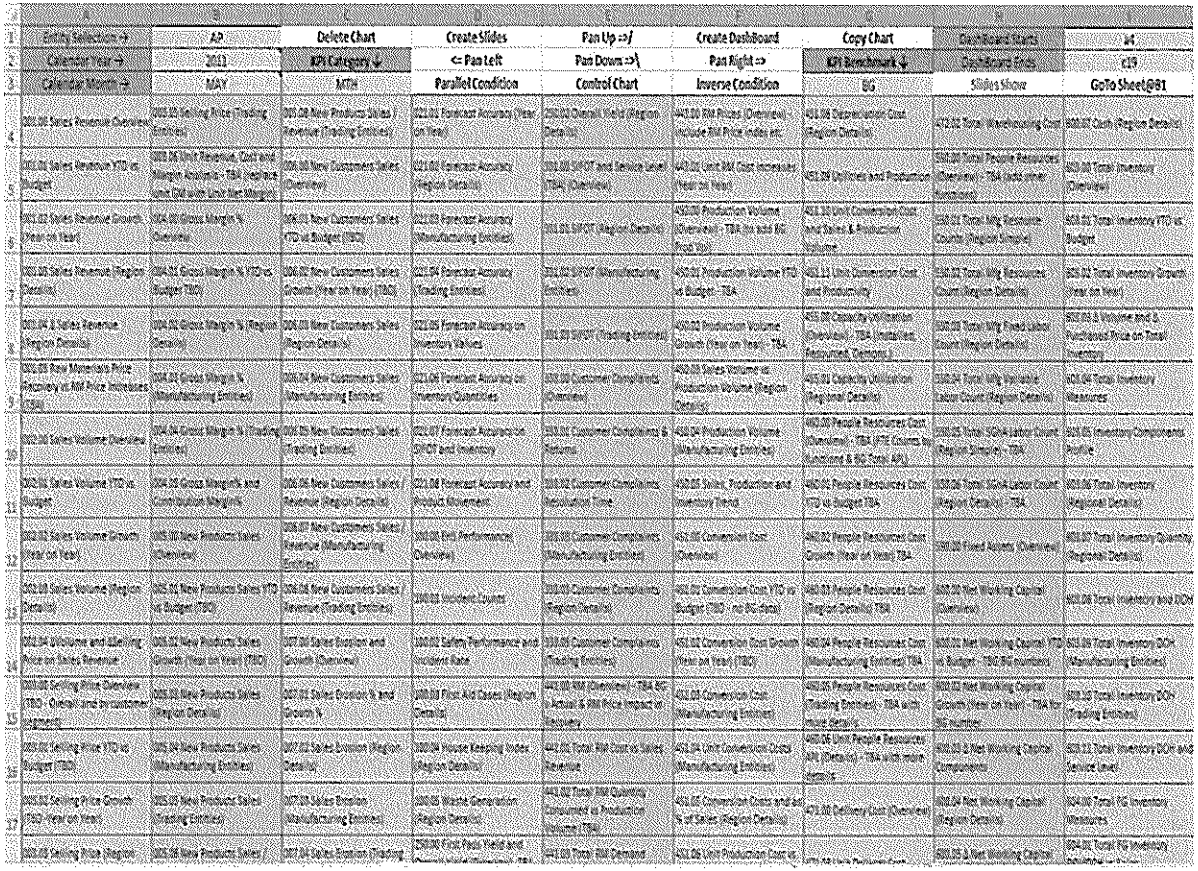
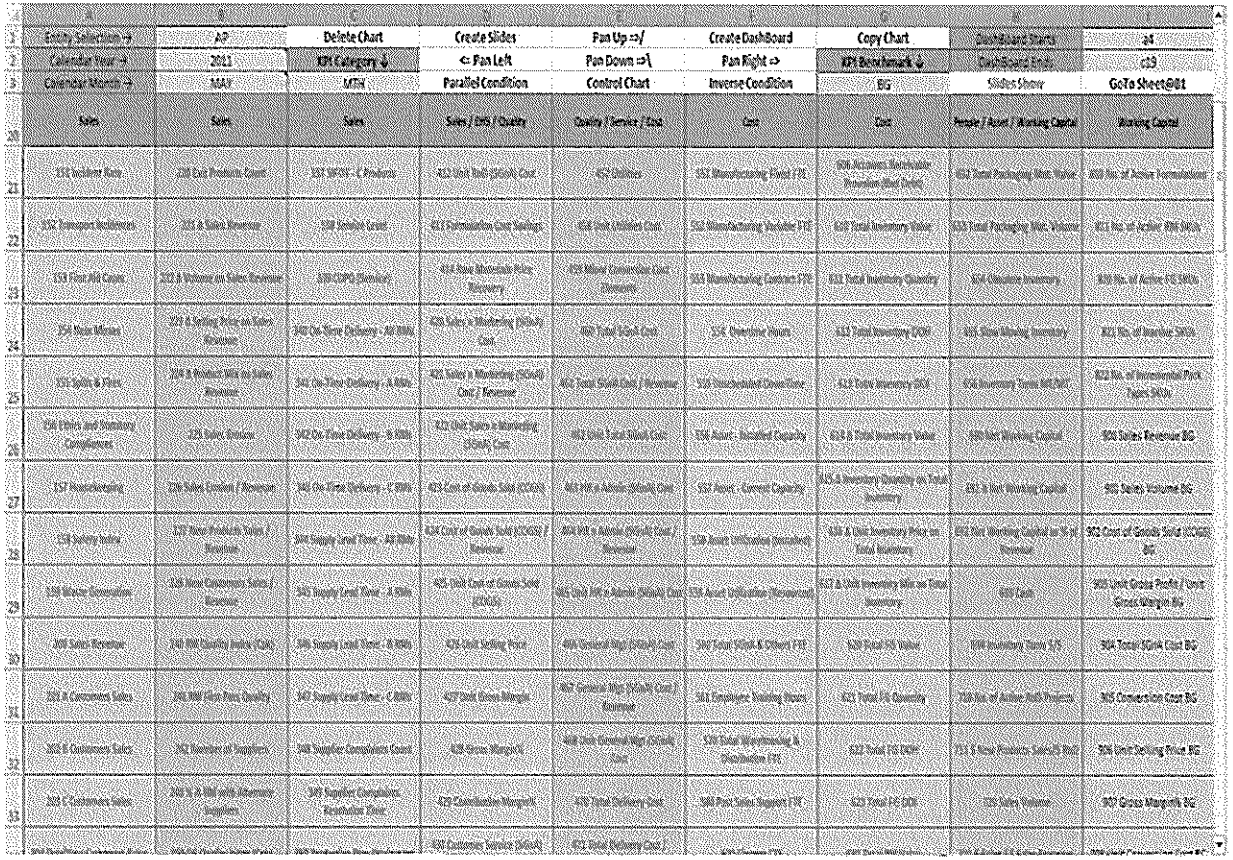

Raw Data Source #1
Raw Data Source #2
API
Entity #1 Raw Data
Entity #2
Computed Data
Entity #3
Entity #4
Entity #5 Raw Data
Computed Data
Charts
Cockpit View #2 Aggregation Level #1
Aggregation Level #1
Charts
Grand Aggregation
Charts
Aggregation Level #2
Cockpit View #1 Entity Level
Executive Cockpit 6/12 View #1
Cockpit View #3 Grand Aggregation Level

FIG 7



	A	B	K	D	C	F	G	H	I
1	Entity Selection =>	AP	Delete Chart	Create Slides	Pan Up =>/	Create Dashboard	Copy Chart	Dashboard Charts	14
2	Calendar Year =>	2013	KPI Category ↓	<= Pan Left	Pan Down =>\	Pan Right =>	KPI Benchmark ↓	Dashboard Slides	c19
3	Calendar Month =>	MAY	MTH	Parallel Condition	Control Chart	Inverse Condition	BG	Slides Show	GoTo Sheet@81
4	000.00 Sales Revenue Overview	000.00 Selling Price (Trading Entities)	000.00 New Products Sales / Revenue (Trading Entities)	021.01 Forecast Accuracy (Year on Year)	030.01 Overall Yield (Region Details)	440.00 RM Prices (Overview) - Include RM Price index etc	420.00 Depreciation Cost (Region Details)	470.02 Total Warehousing Cost	600.02 Cash (Region Details)
5	001.01 Sales Revenue YTD vs Budget	000.00 Unit Revenue, Cost and Margin Analysis - TBA (eg: track unit GM with Unit Net Margin)	000.00 New Customers Sales (Overview)	021.01 Forecast Accuracy (Region Details)	030.00 SHOT and Service Level (TBA) (Overview)	440.01 Unit RM Cost increases (Year on Year)	451.00 Utilities and Production	550.00 Total People Resources (Overview) - TBA (add other functions)	600.00 Total Inventory (Overview)
6	001.02 Sales Revenue Growth (Year on Year)	004.00 Gross Margin % (Overview)	006.01 New Customers Sales YTD vs Budget (TBD)	021.03 Forecast Accuracy (Manufacturing Entities)	030.01 SHOT (Region Details)	450.00 Production Volume (Overview) - TBA (to add BG Breakdown)	451.10 Unit Conversion Cost - Labour & Production Volume	550.01 Total Mfg Resources Counts (Region Details)	600.01 Total Inventory YTD vs Budget
7	001.03 Sales Revenue (Region Details)	004.01 Gross Margin % YTD vs Budget (TBD)	006.02 New Customers Sales Growth (Year on Year) (TBD)	021.04 Forecast Accuracy (Trading Entities)	030.02 SHOT (Manufacturing Entities)	450.01 Production Volume YTD vs Budget - TBA	451.11 Unit Conversion Cost and Productivity	550.02 Total Mfg Resources Count (Region Details)	600.02 Total Inventory Growth (Year on Year)
8	001.04 Sales Revenue (Region Details)	004.02 Gross Margin % (Region Details)	006.03 New Customers Sales (Region Details)	021.05 Forecast Accuracy on Inventory Values	030.03 SHOT (Trading Entities)	450.02 Production Volume Growth (Year on Year) - TBA	451.00 Capacity Utilization (Overview) - TBA (Utilities, Personnel, Company)	550.03 Total Mfg Fixed Labor Count (Region Details)	600.03 a. Volume and b. Purchased Price on Total Inventory
9	001.05 Raw Materials Price Accuracy vs RM Price Increases (TBA)	004.03 Gross Margin % (Manufacturing Entities)	006.04 New Customers Sales (Manufacturing Entities)	021.06 Forecast Accuracy on Inventory Quantities	030.04 Customer Complaints (Overview)	450.03 Sales Volume vs Production Volume (Region Details)	451.01 Capacity Utilization (Regional Details)	550.04 Total Mfg Variable Labor Counts (Region Details)	600.04 Total Inventory Resources
10	001.06 Sales Volume Overview	004.04 Gross Margin % (Trading Entities)	006.05 New Customers Sales (Trading Entities)	021.07 Forecast Accuracy on SHOT and Inventory	030.05 Customer Complaints & Returns	450.04 Production Volume (Manufacturing Entities)	460.00 People Resources Cost (Overview) - TBA (FTE Counts, by Activities & BG Type, KPI)	550.05 Total SGA Labor Count (Region Details) - TBA	600.05 Inventory Components Profile
11	001.07 Sales Volume YTD vs Budget	004.05 Gross Margin% and Contribution Margin%	006.06 New Customers Sales / Revenue (Region Details)	021.08 Forecast Accuracy and Product Movement	030.06 Customer Complaints Resolution Time	450.05 Sales, Production and Inventory Trend	460.01 People Resources Cost YTD vs Budget TBA	550.06 Total SGA Labor Count (Region Details) - TBA	600.06 Total Inventory (Regional Details)
12	002.02 Sales Volume Growth (Year on Year)	005.00 New Products Sales (Overview)	006.07 New Customers Sales / Revenue (Manufacturing Entities)	030.00 EHS Performance (Overview)	030.07 Customer Complaints (Manufacturing Entities)	451.00 Conversion Cost (Overview)	460.02 People Resources Cost Growth (Year on Year) TBA	550.00 Fixed Assets (Overview)	600.07 Total Inventory Quantity (Regional Details)
13	002.03 Sales Volume (Region Details)	005.01 New Products Sales YTD vs Budget (TBD)	006.08 New Customers Sales / Revenue (Trading Entities)	030.01 Incident Counts	030.08 Customer Complaints (Region Details)	451.01 Conversion Cost YTD vs Budget (TBD - no BG data)	460.03 People Resources Cost (Region Details) TBA	600.00 Net Working Capital (Overview)	600.08 Total Inventory and DOH
14	002.04 Volume and Selling Price on Sales Revenue	005.02 New Products Sales Growth (Year on Year) (TBD)	007.00 Sales Division and Growth (Overview)	030.02 Safety Performance and Incident Rate	030.09 Customer Complaints (Trading Entities)	451.02 Conversion Cost Growth (Year on Year) (TBD)	460.04 People Resources Cost (Manufacturing Entities) TBA	600.01 Net Working Capital YTD vs Budget - TBD (No numbers)	600.09 Total Inventory DOH (Manufacturing Entities)
15	002.05 Selling Price Overview (TBD - Optional and by customer segment)	005.03 New Products Sales (Region Details)	007.01 Sales Division % and Growth %	030.03 First Aid Cases (Region Details)	441.00 RM (Overview) - TBA (BG - Actual & RM Price Impact on Recovery	451.03 Conversion Cost (Manufacturing Entities)	460.05 People Resources Cost (Trading Entities) - TBA with more details	600.02 Net Working Capital Growth (Year on Year) - TBA for BG numbers	600.10 Total Inventory DOH (Trading Entities)
16	002.06 Selling Price YTD vs Budget (TBD)	005.04 New Products Sales (Manufacturing Entities)	007.02 Sales Division (Region Details)	030.04 House Keeping Index (Reg on Details)	442.00 Total RM Cost vs Sales Revenue	451.04 Unit Conversion Costs (Manufacturing Entities)	460.06 Unit People Resources KPI (Products) - TBA with more details	600.03 Net Working Capital Components	600.11 Total Inventory DOH and Service Level
17	002.07 Selling Price Growth (TBD - Year on Year)	005.05 New Product Sales (Trading Entities)	007.03 Sales Division (Manufacturing Entities)	030.05 Waste Generation (Region Details)	442.01 Total RM Delivered, Consumed vs Production Volume (TBA	451.05 Conversion Costs and as % of Sales (Region Details)	470.00 Delivery Cost (Overview)	600.04 Net Working Capital (Region Details)	604.00 Total FG Inventory (Resources
18	003.00 Selling Price (Region	005.06 New Products Sales /	007.04 Sales Division (Trading	030.06 First Pass Yield and	443.00 Total RM Demand	451.06 Unit Production Cost vs		600.05 a. Net Working Capital	604.01 Total FG Inventory

FIG 8



	A	B	C	D	E	F	G	H	I
1	Entity Selection =>	AP	Delete Chart	Create Slides	Pan Up =>/	Create DashBoard	Copy Chart	Dashboard Starts	z4
2	Calendar Year =>	2011	KPI Category ↓	<= Pan Left	Pan Down =>\	Pan Right =>	KPI Benchmark ↓	Dash Board Ends	c19
3	Calendar Month =>	MAY	MTH	Parallel Condition	Control Chart	Inverse Condition	BG	Slides Show	GoTo Sheet@81
20	Sales	Sales	Sales	Sales / DMS / Quality	Quality / Service / Cost	Cost	Cost	People / Asset / Working Capital	Working Capital
21	151 Incident Rate	228 Unit Products Export	301 SMSM - C Products	452 Unit Mfg (Govt) Cost	457 Defects	551 Manufacturing Fixed FTE	596 Accounts Receivables Provision (Bad Debts)	652 Total Packaging Mat. Value	808 No. of Active Formulations
22	152 Transport Incidences	231 % Sales Revenue	308 Product Count	453 Optimization Cost Savings	458 Unit Utilities Cost	552 Manufacturing Variable FTE	648 Total Inventory Value	653 Total Packaging Mat. Volume	811 No. of Active/ RM SKUs
23	153 Fines And Cases	232 $ Volume on Sales Revenue	309 CSPQ Distributor	454 New Materials Price Recovery	459 Mfg Conversion Cost (Variable)	553 Manufacturing Contract FTE	651 Total Inventory Quantity	654 Obsolete Inventory	820 No. of Active FG SKUs
24	154 Near Misses	233 $ Selling Price on Sales Revenue	340 On-Time Delivery - All SKUs	455 Sales + Marketing (S&M) Cost	460 Total S&M Cost	554 Overtime Hours	652 Total Inventory DOH	655 Slow Moving Inventory	821 No. of Inactive SKUs
25	155 Spills & Fires	234 $ Product Mix on Sales Revenue	341 On-Time Delivery - A SKUs	456 Sales + Marketing (S&M) Cost / Revenue	461 Total S&M Cost / Revenue	555 Unscheduled Down-time	653 Total Inventory QOH	656 Inventory Turns Mfd Qty	822 No. of Non-essential Pack Types SKUs
26	156 Ethics and Statutory Compliances	235 Sales Revenue	342 On-Time Delivery - B SKUs	457 Unit Sales + Marketing (S&M) Cost	462 Unit Total S&M Cost	556 Asset - Installed Capacity	654 $ Total Inventory Value	657 Net Working Capital	830 Sales Revenue BG
27	157 Manufacturing	236 Sales Contract / Revenue	343 On-Time Delivery - C SKUs	458 Cost of Goods Sold (COGS)	463 Mfg + Admin (Indirect) Cost	557 Asset - Current Capacity	655 $ Inventory Quantity on Total Inventory	658 $ Net Working Capital	831 Sales Volume BG
28	158 Safety Index	237 New Products Sales / Revenue	344 Supply Lead Time - All SKUs	459 Cost of Goods Sold (COGS) / Revenue	464 Mfg + Admin (Indirect) Cost / Revenue	558 Assets Utilization (Installed)	656 $ Unit Inventory Price on Total Inventory	659 Net Working Capital as % of Revenue	902 Cost of Goods Sold (COGS) BG
29	159 Motor Generation	238 New Customers Sales / Revenue	345 Supply Lead Time - A SKUs	460 Unit Cost of Goods Sold (COGS)	465 Unit Mfg + Admin (Indirect) Cost	559 Asset Utilization (Movement)	657 $ Unit Inventory Mix on Total Inventory	660 Cash	903 Unit Gross Profit / Unit Gross Margin BG
30	160 Sales Revenue	239 RM Quality Index (QAI)	346 Supply Lead Time - B SKUs	461 Unit Selling Price	466 Overhead Mfg (Indirect) Cost	560 Total Visit & Others FTE	658 Total FG Value	661 Inventory Turns G/S	904 Total SG+A Cost BG
31	161 $ Customers Sales	240 RM Vibro Tests Quality	347 Supply Lead Time - C SKUs	462 Unit Gross Margin	467 Overhead Mfg (Indirect) Cost / Revenue	561 Employee Training Hours	659 Total FG Quantity	700 No. of Active RnD Projects	905 Connection Cost BG
32	162 $ Customers Sales	241 Number of Suppliers	348 Supplier Compliance Count	463 Gross Margin%	468 Unit Overhead Mfg (Indirect) Cost	562 Total FG Warehousing & Distribution FTE	660 Total FG DOH	711 $ New Products Sales/$ Rev	906 Unit Selling Price BG
33	163 Customers Sales	242 % $ RM with Alternate Suppliers	349 Supplier Compliance Resolution Time	464 Contribution Margin%	469 Total Delivery Cost	563 Post Sales Support FTE	661 Total FG QOH	720 Sales Volume	907 Gross Margin% BG
34				465 Customer Service (Govt)	470 Total Delivery Cost /				

FIG 9

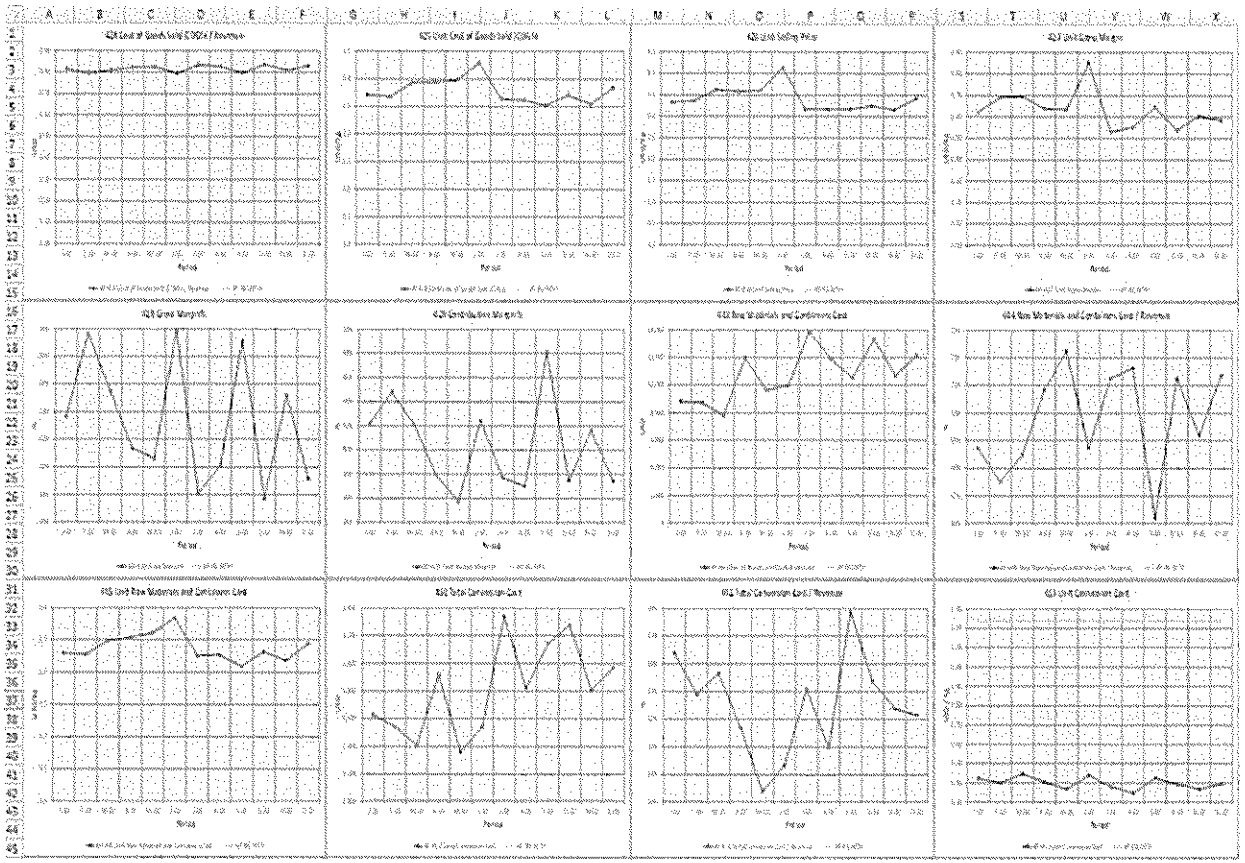


FIG 10

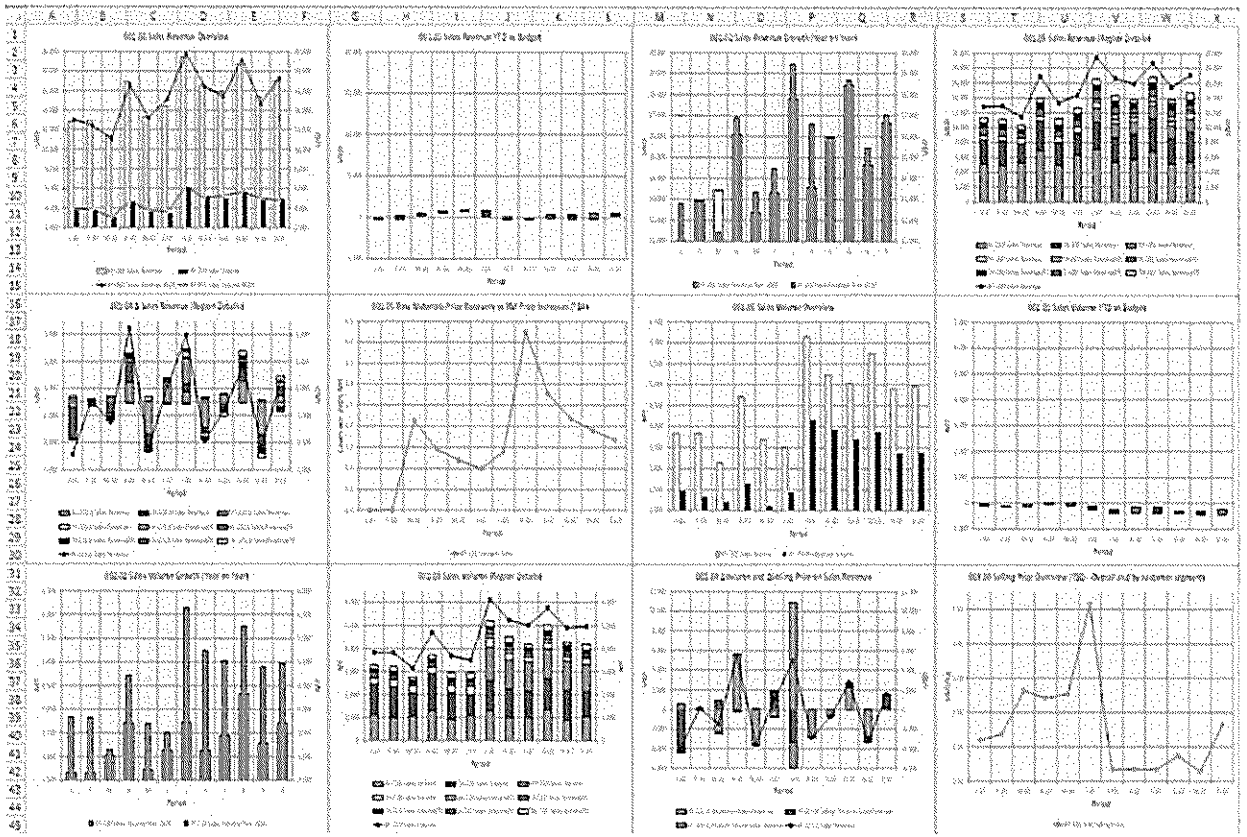


FIG 11

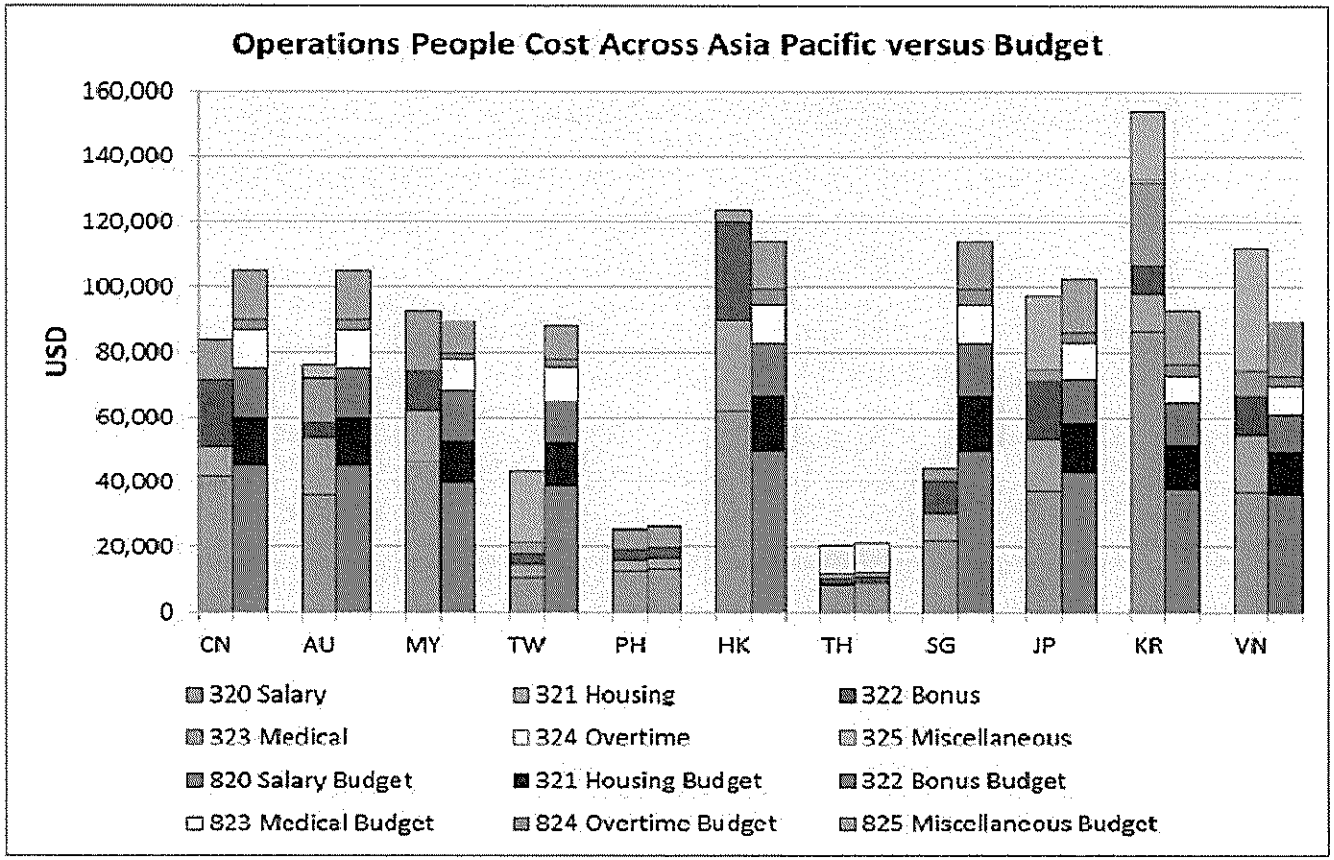
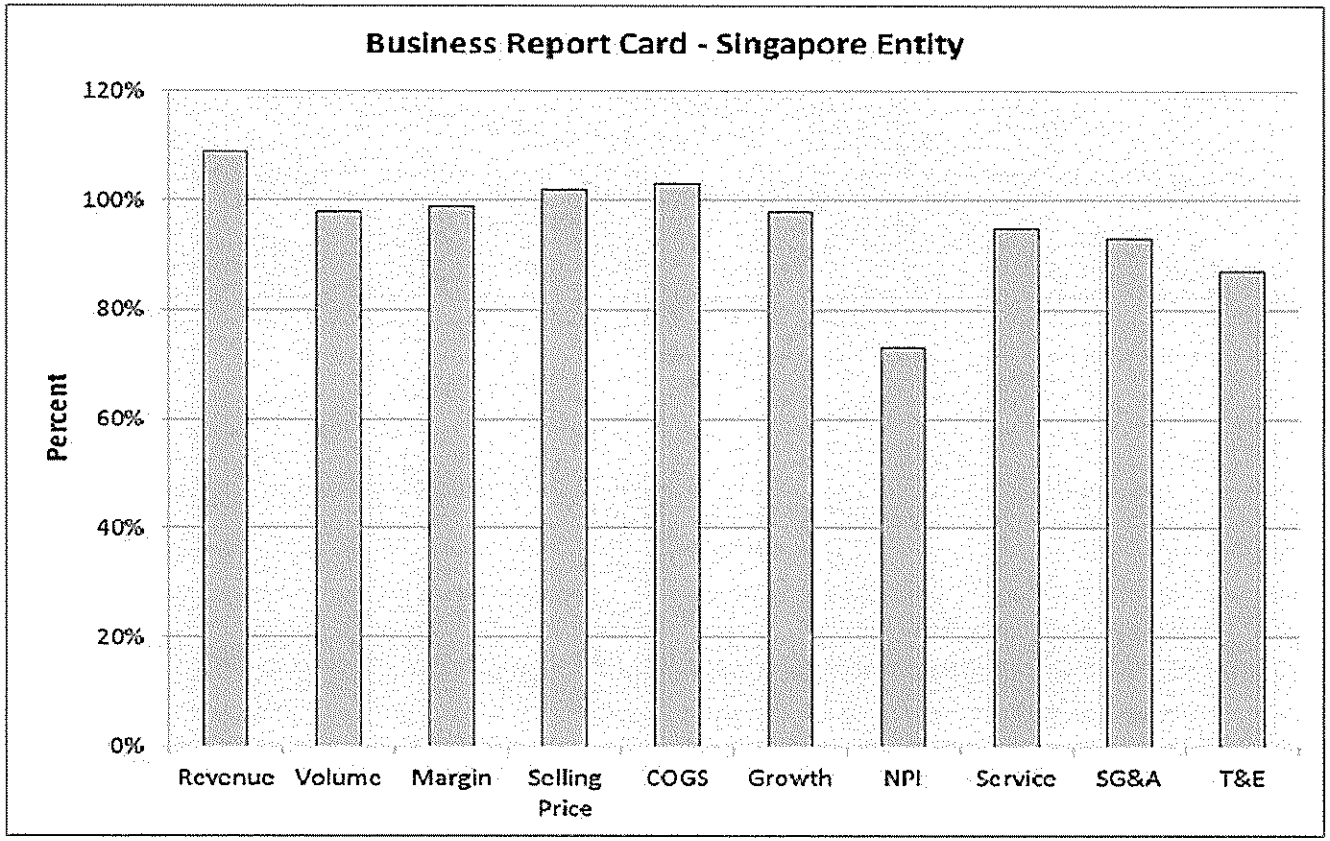

Operations People Cost Across Asia Pacific versus Budget
USD
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
CN
AU
MY
TW
PH
HK
TH
SG
JP
KR
VN
320 Salary
321 Housing
322 Bonus
323 Medical
324 Overtime
325 Miscellaneous
820 Salary Budget
321 Housing Budget
322 Bonus Budget
823 Medical Budget
824 Overtime Budget
825 Miscellaneous Budget

FIG 12


Business Report Card - Singapore Entity
120%
100%
80%
60%
40%
20%
0%
Percent
Revenue
Volume
Margin
Selling Price
COGS
Growth
NPI
Service
SG&A
T&E