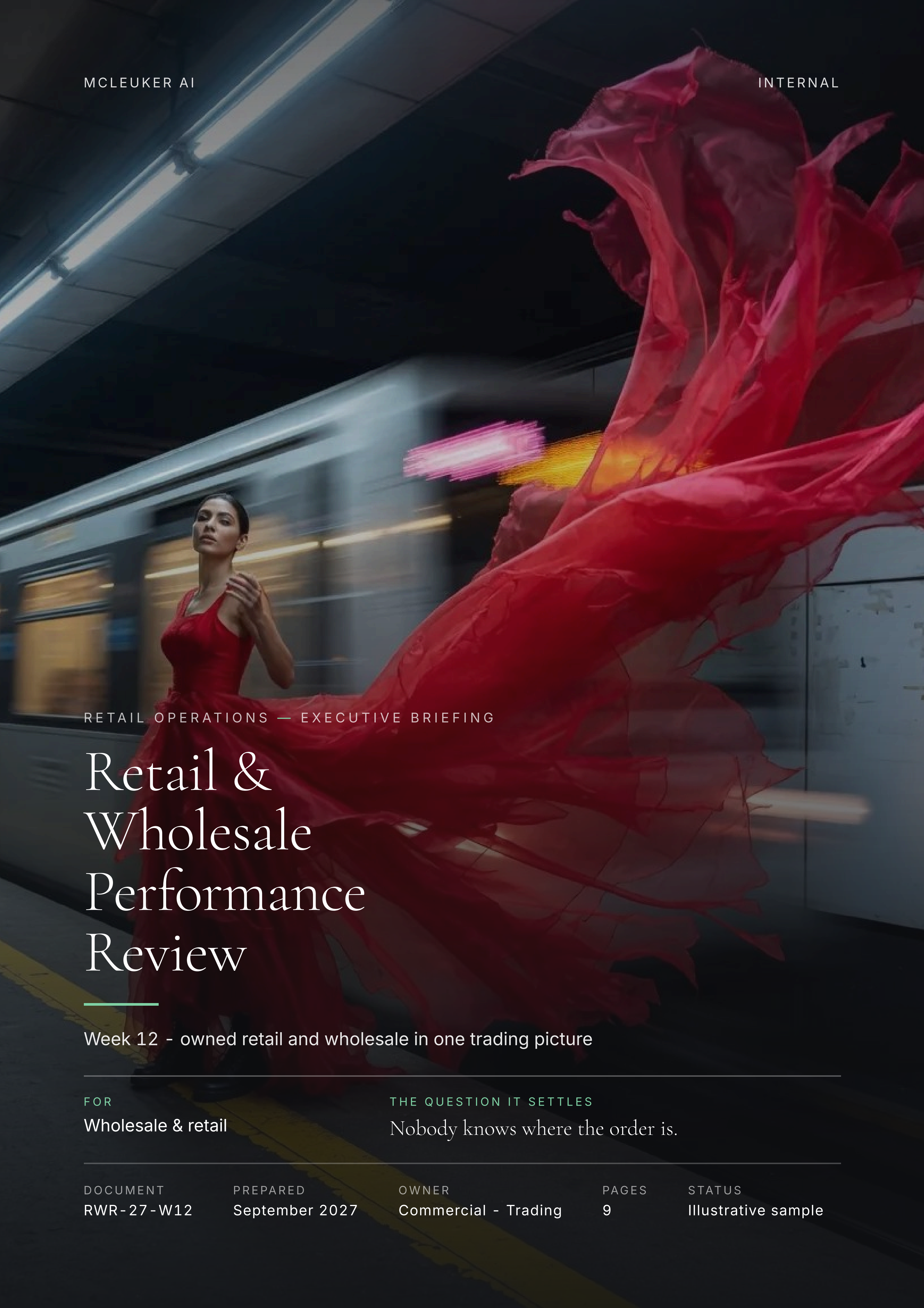


RETAIL OPERATIONS — EXECUTIVE BRIEFING

Retail & Wholesale Performance Review

Week 12 - owned retail and wholesale in one trading picture

FOR

Wholesale & retail

THE QUESTION IT SETTLES

Nobody knows where the order is.

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
RWR-27-W12	September 2027	Commercial - Trading	9	Illustrative sample

The position

103%	47%	14.2	EUR 2.4m
Sales against plan, season to date	Sell-through at week 12	Weeks of cover	Order book still open
+3pp	+2pp vs LY	-1.8 vs target	-8%

SALES AGAINST PLAN, CUMULATIVE

Index to plan. 100 is on plan.

SO WHAT Ahead on sales and short on cover. That combination is a stock problem wearing a good week's clothes: the season is selling faster than it can be replaced.

ONE BODY, FIVE CHANNELS

What is trading

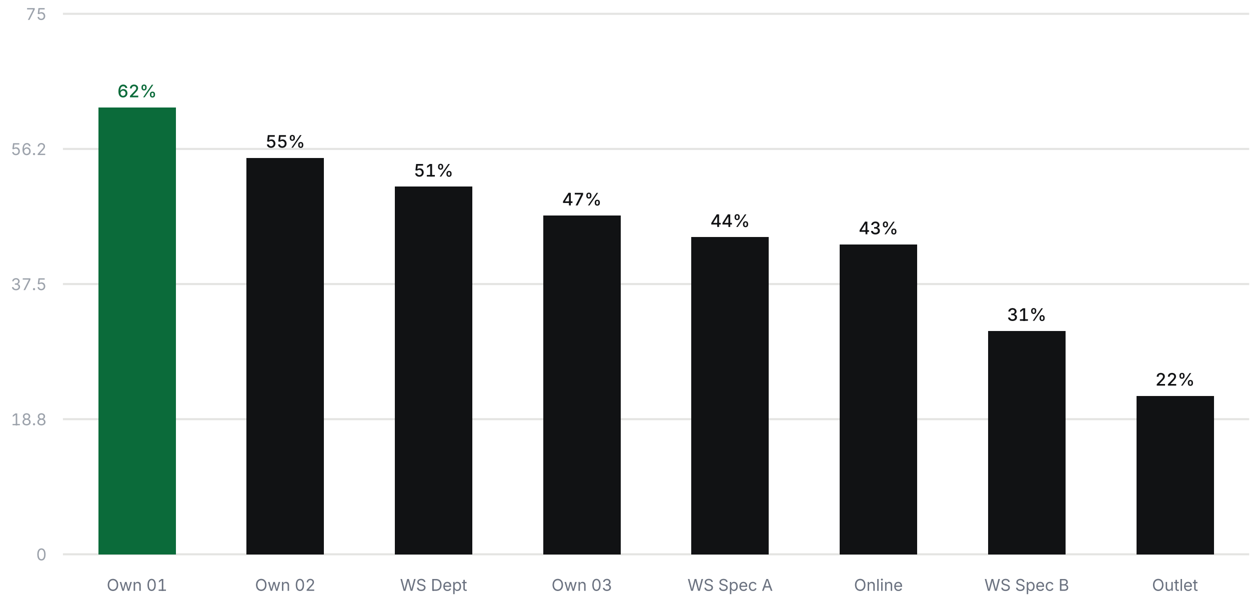
The AW27 organza column. It is 4% of units and 19% of margin, and every markdown decision in this review is really a decision about how long to protect it.

4%	19%	Wk 14
of units	of margin	when the markdown decision falls due

1 Sell-through by channel and door

SELL-THROUGH BY DOOR, WEEK 12

Plan at week 12 is 45%.



THE TWO ENDS

DOOR	SELL-THROUGH	AGAINST PLAN	READ
Own 01	62%	+17pp	Will be out of core sizes by week 16
WS Spec B	31%	-14pp	Bought the wrong half of the range

SO WHAT The spread between best and worst door is 40 points on the same range. That is an allocation and a buy problem, not a demand problem, and both ends need a different action.

2 The order book

ORDER BOOK BY DROP

DROP	PLACED	SHIPPED	OPEN	AT RISK	CANCEL DATE
Drop 1	3.10	3.10	0.00	0.00	passed
Drop 2	2.85	1.40	1.45	0.20	05 Oct
Drop 3	1.95	0.00	1.95	0.45	01 Nov
Total EUR m	**7.90**	**4.50**	**3.40**	**0.65**	

EUR 0.65m
At risk of cancellation
8% of book

05 Oct
Next cancel date
23 days

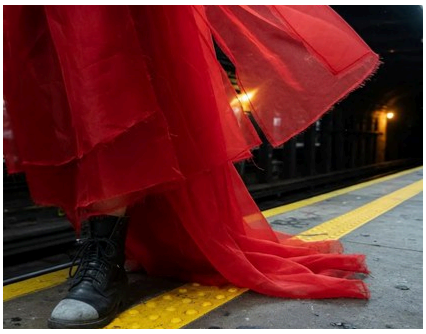
2
Accounts holding the at-risk value

57%
Book shipped

SO WHAT Two accounts hold all the at-risk value and the first cancel date is inside a month. That makes this a two-conversation problem with a date on it, not a forecast adjustment.

3 Stock and cover

Owned retail
Full price, styled, and where cover is shortest. The doors that sell it fastest hold the least.

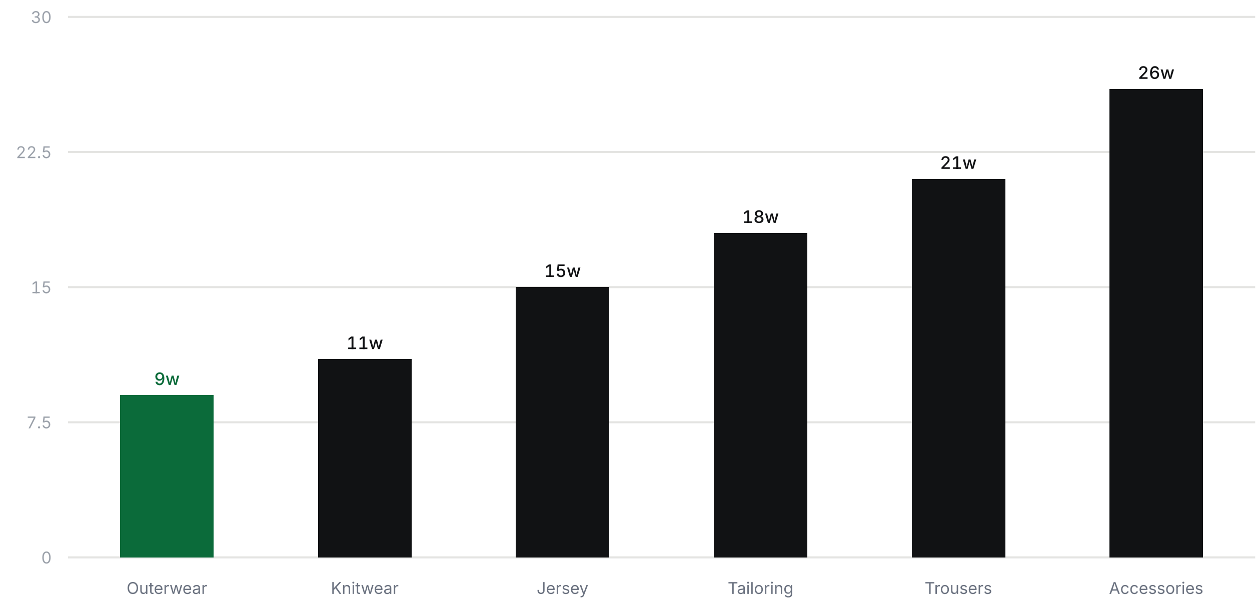


Wholesale
Sold in at a fixed depth in June. Cover here belongs to the account until the cancel date.

Digital
The only channel where cover can be moved in the season, which is why it carries the buffer.

WEEKS OF COVER AGAINST A 16-WEEK TARGET

Target is 16 weeks at this point.



UNDER-COVERED - REORDER OR LOSE SALES

01 Outerwear at 9 weeks, and it is the season's lead category.

02 Knitwear at 11 weeks, with no reorder placed.

OVER-COVERED - MARKDOWN EXPOSURE

03 Accessories at 26 weeks against a 16-week target.

04 Trousers at 21 weeks, concentrated in two colourways.

SO WHAT The two under-covered categories are the two carrying the season. A reorder decision that waits for the next review will land after the lead time makes it pointless.

4 Size curve health

SIZE AVAILABILITY BY CATEGORY

	XS	S	M	L	XL
Outerwear	HELD	OUT	OUT	LOW	HELD
Knitwear	HELD	LOW	OUT	LOW	HELD
Jersey	HELD	HELD	LOW	HELD	HELD
Tailoring	HELD	HELD	HELD	HELD	HELD
Trousers	HELD	HELD	HELD	HELD	HELD

Outerwear reads as the best-selling category and is out of S and M. It is not selling well any more - it is unavailable in the two sizes that carry two thirds of the demand, and its sell-through will now flatten on its own.

SO WHAT A broken curve makes a strong category look like it is cooling. Reading sell-through without the curve would have moved buy out of outerwear for next season, which is the opposite of correct.

5 Markdown exposure

Protect or take it

The decision this review exists to make. Held at full price it defends the line; taken early it funds the spring buy. Both are defensible; drifting is not.

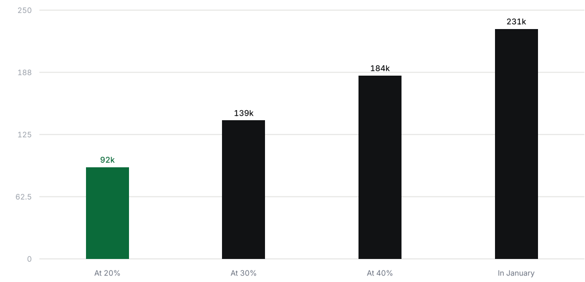
EXPOSURE BY CATEGORY

CATEGORY	UNITS	AT 20%	AT 30%	AT 40%	DECISION CLOSES
Accessories	3,100	-42k	-63k	-84k	12 Oct
Trousers	1,850	-31k	-47k	-62k	26 Oct
Tailoring	940	-19k	-29k	-38k	09 Nov
Total	**5,890**	**-92k**	**-139k**	**-184k**	

The decision date is the point after which the remaining weeks of full-price selling no longer clear the stock at 20%. After it, the choice is made for you at a deeper discount.

TOTAL COST OF CLEARING, BY THE DEPTH IT TAKES

EUR thousands. The January bar is the same stock, cleared late.



SO WHAT Acting on accessories at 20% before 12 October costs 42k; the same stock cleared in January costs 84k. The date is worth more than the depth.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Place an outerwear and knitwear reorder	Head of Merchandising	26 Sep	The lead category runs out and sell-through flattens
Rebalance core sizes from Outlet and WS Spec B into Own 01	Allocation	26 Sep	The best door loses the middle of its curve
Take accessories to 20% before the decision date	Head of Merchandising	12 Oct	The same clearance costs twice as much in January
Resolve the two at-risk accounts before the cancel date	Wholesale Director	05 Oct	EUR 0.65m cancels rather than ships

SOURCES AND BASIS

Sales, sell-through and stock - our own trading records at week 12, retail and wholesale combined.

Order book - the wholesale order file as at the date of this review.

Markdown costs - modelled from current stock at cost, at each stated depth.