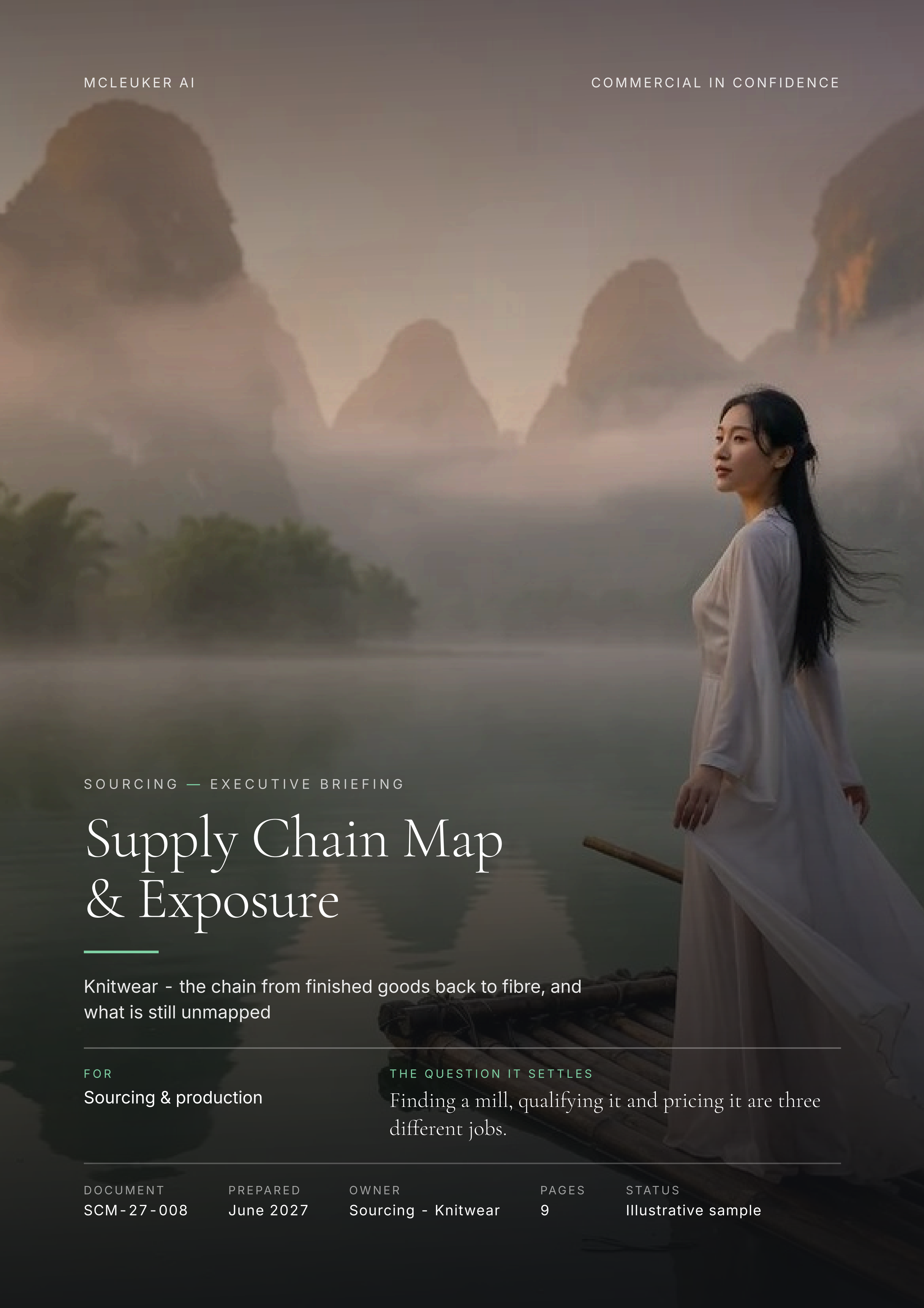


SOURCING — EXECUTIVE BRIEFING

Supply Chain Map & Exposure

Knitwear - the chain from finished goods back to fibre, and what is still unmapped

FOR

Sourcing & production

THE QUESTION IT SETTLES

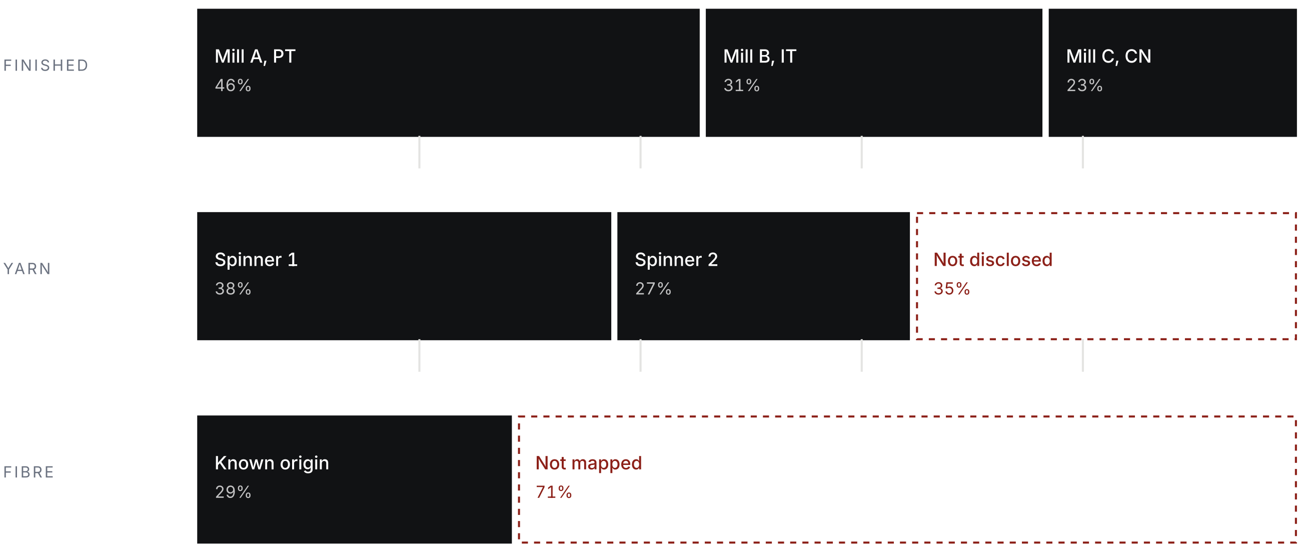
Finding a mill, qualifying it and pricing it are three different jobs.

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
SCM-27-008	June 2027	Sourcing - Knitwear	9	Illustrative sample

The map in one page

KNITWEAR CHAIN BY VOLUME

Width is share of volume on that path.



Dashed outline = node not mapped

3	65%	29%	1
Tier-one sites, all mapped	Tier two mapped by volume	Fibre origin known	Single-source dependency
	+18pp		fine gauge

SO WHAT Tier one is complete and fibre is largely not. That is the normal shape, and it is also where the regulatory requirement lands - so the gap is the work, not the caveat.

TIER FOUR, AND THE MAP'S EDGE

Where the fibre starts

Morocco. Two of our four cotton origins sit in water-stressed basins, which is a supply fact before it is a sustainability one - the mill that cannot run is the same mill either way.

4	2	31%
Origin countries at tier four	In basins rated high water stress	Of volume behind those two

1 Tier one

TIER-ONE SITES

SITE	COUNTRY	CAPACITY / MO	SHARE	LEAD TIME
Mill A	Portugal	26,000	46%	9-11 wks
Mill B	Italy	18,000	31%	10-12 wks
Mill C	China	40,000	23%	13-15 wks
Total		**84,000**	**100%**	

WHAT THIS TIER IS STRONG ON

01 All three audited within the last eighteen months.

02 Two of three inside the EU, so tariff exposure is limited.

03 Combined capacity is four times our peak requirement.

WHERE IT IS THIN

04 Mill A carries 46% of volume and every fine-gauge style.

05 Mill C cannot serve an in-season reorder at its lead time.

SO WHAT Mill A is a single point of failure for fine gauge, not merely the largest supplier. That distinction makes it a second-source decision rather than a negotiation.

2 Tier two

TIER-TWO NODES

NODE	FEEDS	COUNTRY	SHARE	STATUS
Spinner 1	Mill A, Mill B	Portugal	38%	Mapped and visited
Spinner 2	Mill B	Italy	27%	Mapped, not visited
[[not disclosed]]	Mill C	China	35%	NOT MAPPED
			100%	**65% mapped**

Mill C has not disclosed its spinner. That is recorded as an unmapped node WITH its volume attached rather than left off the table: a map showing only the part already known reads as complete, which is worse than no map at all.

65%	35%	1	2030
Yarn volume behind a named node	Yarn volume behind an undisclosed one	Suppliers refusing disclosure	When disclosure stops being optional

SO WHAT A third of yarn volume sits behind a supplier that will not name its source. Whether that is acceptable is a policy decision, but it cannot be taken while the gap is invisible.

3 Geography and concentration

Indonesia

Two tier-3 spinners, one island. Rated our highest single-geography concentration.

Ireland

The second source, and the reason the concentration figure is not worse than it is.

Kenya

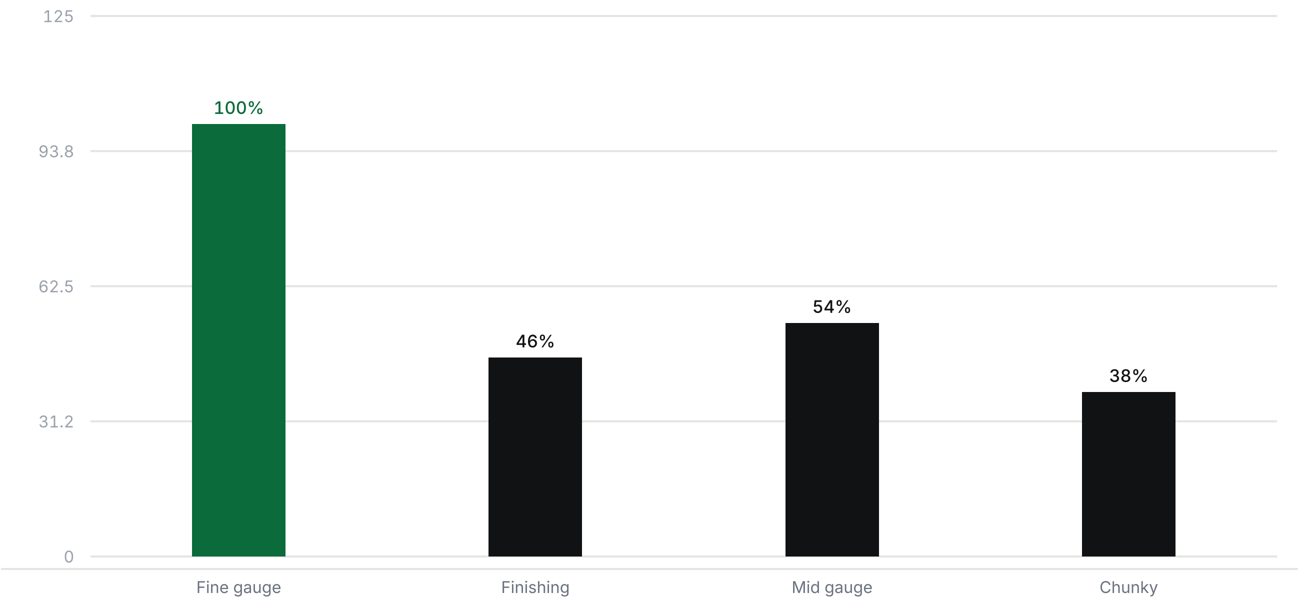
Named in the plan and unmapped below tier 2. An origin we cannot evidence is an origin we do not have.

VOLUME BY COUNTRY

Share of finished-goods volume.

CONCENTRATION BY CAPABILITY

Share held by the single largest supplier for that capability.



SO WHAT Country concentration looks healthy and capability concentration does not. Reading geography alone would have called this chain diversified.

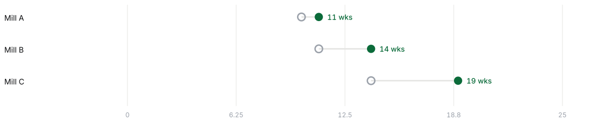
4 Lead time and cost by path

The long path

Vietnam to the finishing house is eleven weeks of the quoted lead time and none of the cost variance. Distance is a calendar problem here, not a price one.

LEAD TIME, QUOTED AGAINST ACTUAL LAST SEASON

Hollow marker is quoted, filled is actual.



COST BY PATH, INDEXED TO PORTUGAL

PATH	YARN	MAKE	FREIGHT	LANDED
Portugal	100	100	100	100
Italy	112	126	104	116
China	88	64	168	84

SO WHAT Every site ran later than quoted, and the worst overrun is on the cheapest path. A landed-cost comparison that ignores the five-week slip is comparing two different products.

5 Exposure register

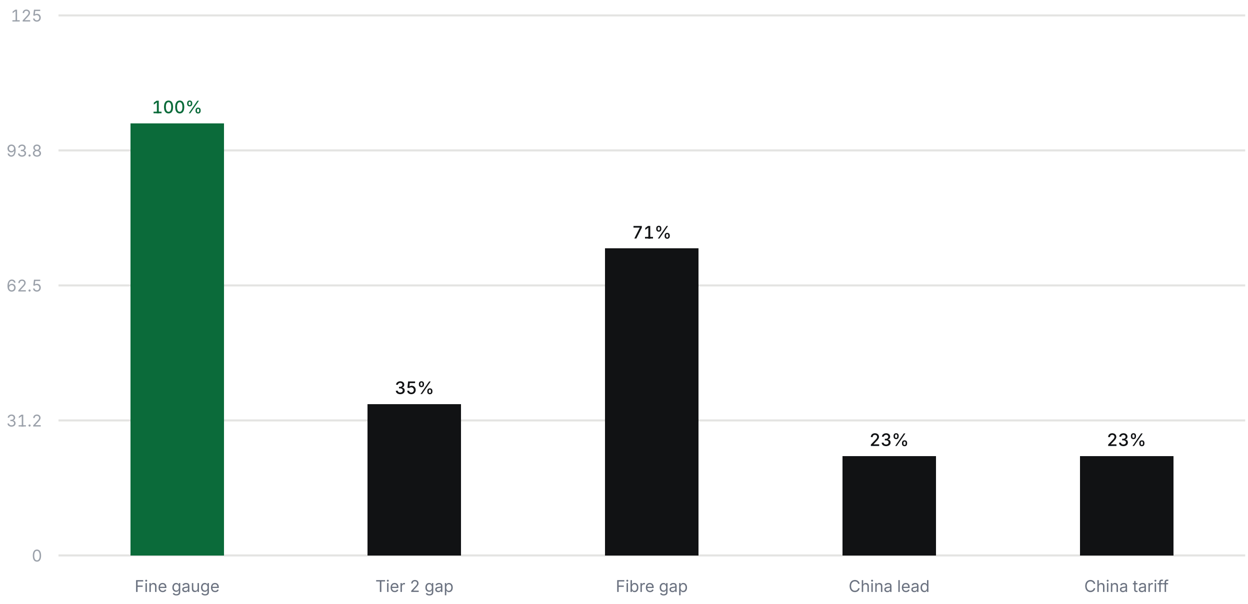
EXPOSURE

EXPOSURE	LIKELIHOOD	IMPACT	MITIGATION
Mill A carries all fine gauge	Medium	Season-stopping	Qualify a second fine-gauge site
Tier two unmapped at 35%	Certain today	Regulatory	Condition of Mill C's next order
Fibre origin unknown at 71%	Certain today	Regulatory, 2030	Start with the two largest paths
Mill C lead-time overrun	High	Reorder impossible	Exclude from in-season reorder
Tariff change on the China path	Medium	Cost	Re-run the landed model quarterly

Two exposures are marked CERTAIN rather than likely. They are not risks, they are the current state, and calling them risks is how they get postponed for another season.

VOLUME SITTING BEHIND EACH EXPOSURE

Share of the relevant volume, not probability.



SO WHAT Three of the five are closed by two actions - a second fine-gauge site and a disclosure condition on one supplier. Neither needs a new sourcing strategy.

Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Qualify a second fine-gauge site	Sourcing Lead	31 Jul	One supplier can stop a season
Make tier-two disclosure a condition of Mill C's next order	Sourcing Lead	15 Jul	35% of yarn volume stays unmapped
Map fibre origin on the two largest paths	Compliance Manager	30 Sep	The 2030 requirement arrives unprepared
Exclude the China path from in-season reorder	Head of Merchandising	15 Jul	A reorder is placed against a 19-week lead time

SOURCES AND BASIS

Tier-one and tier-two data - supplied by each site and recorded as supplied, except where marked visited.

Lead times - quoted figures from the supplier; actuals from our own goods-received records, AW26.

Cost indices - our own landed-cost model, indexed to the Portugal path.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the **Supply Chain Map & Exposure** template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.