

Our supply chain model

Definitions

Stock

This is the supply chain that creates our consumer products, the branded stock we sell to customers. Our tier 1 suppliers cut, sew and assemble our finished products. A supplier may own and manage multiple factories.

Non-stock

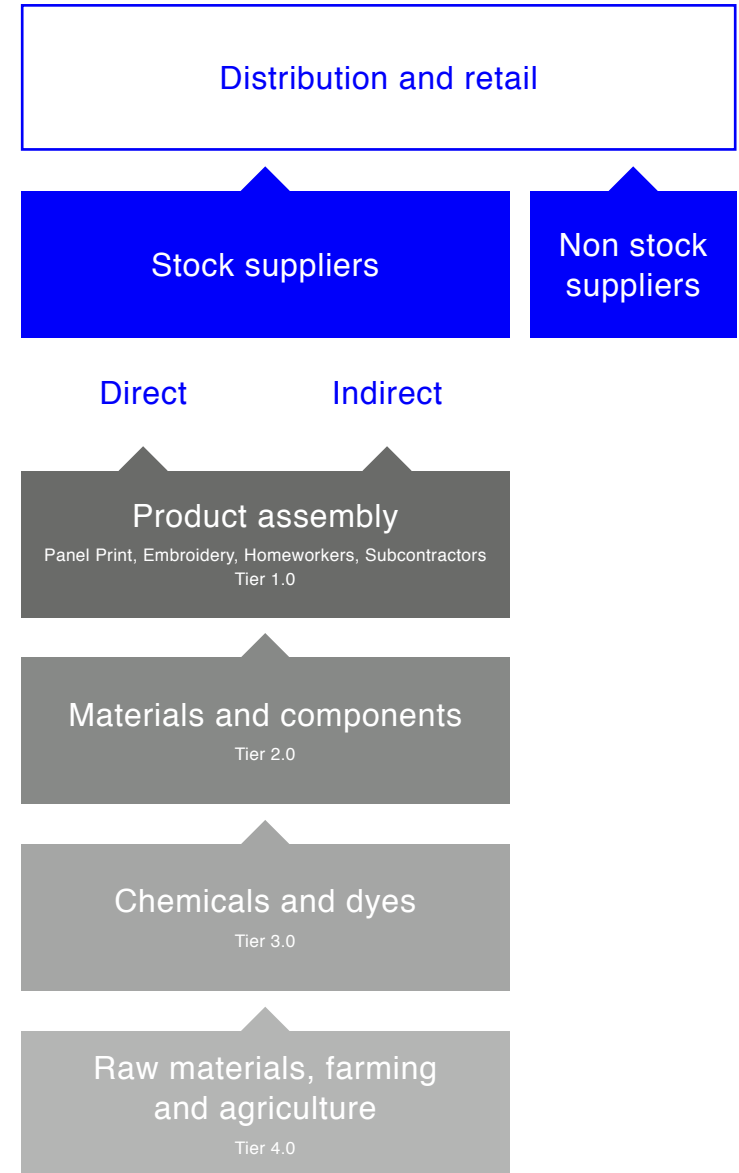
Our non-stock supply chain is everything else we purchase to support our business, whether that be services, such as cleaning, or consumables, such as stationery.

Direct

This means we order products directly from the assembly factory or from the supplier that owns the factory.

Indirect

This means we work through agents and/or suppliers that don't own the factories, who may help with a range of things, such as quality control, product development, translations or factory sourcing. We still ultimately own the factory relationship and we don't delegate any of our corporate responsibility to the agent.



Our licensee supply chain model

Definitions

Licensing

Licensing means working with a partner to manage a brand in a given territory or product category.

For example, the ellese brand is managed by partners in France, Italy and the UK. We manage the footwear supply chain for Lacoste, our joint venture footwear partner.

