



# Resilinc R Score® Benchmark

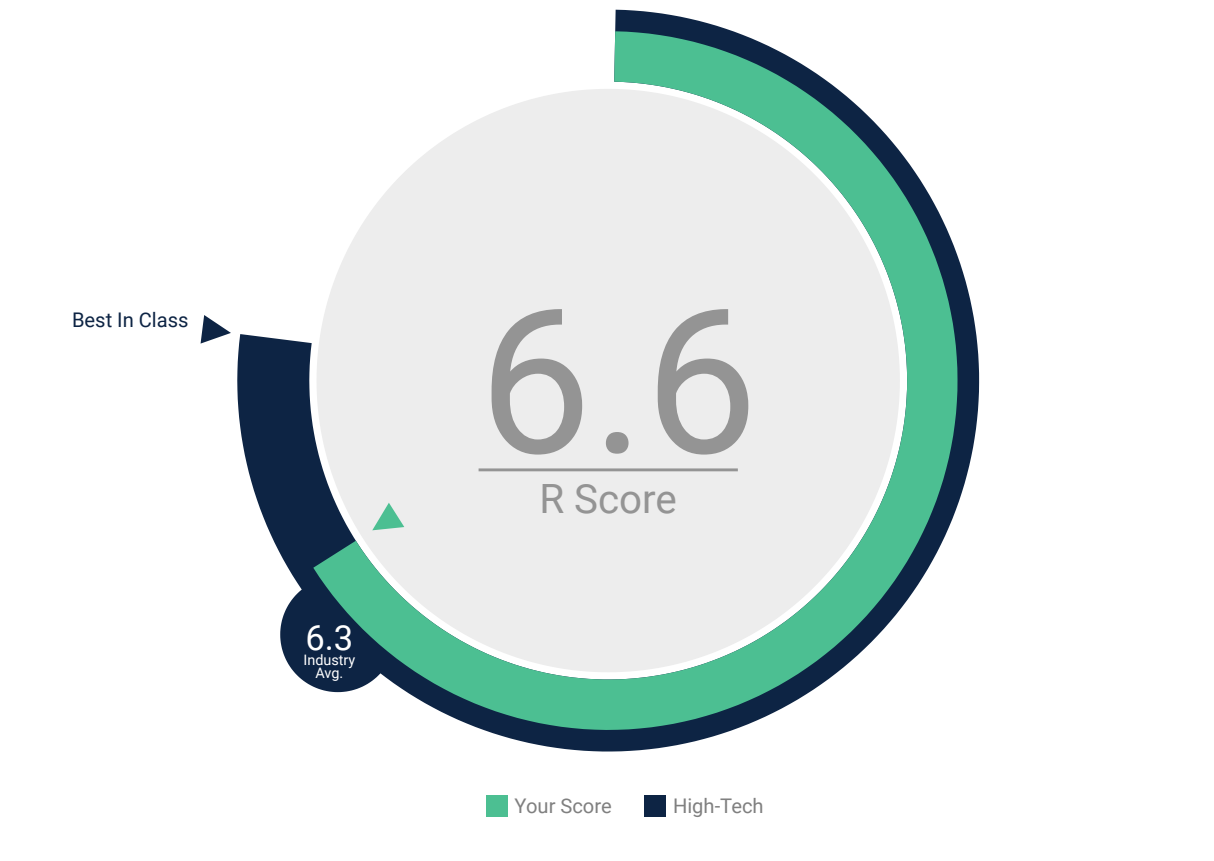
CALIX INC

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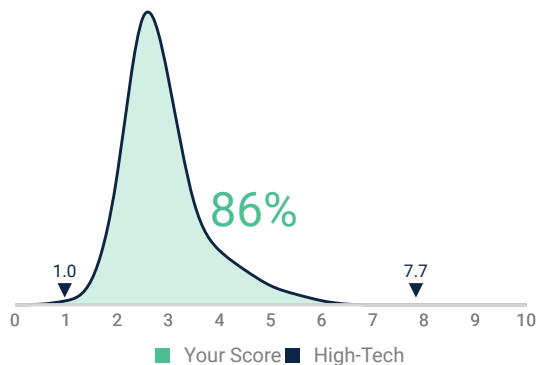
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## Your R Score

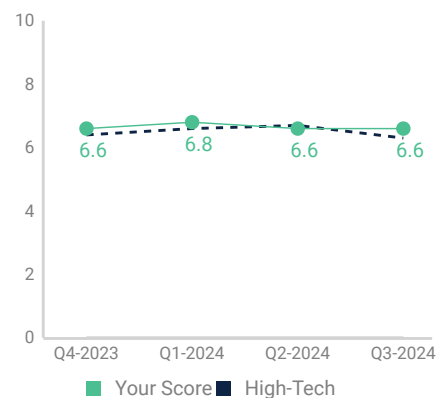


### High-Tech R Score Distribution

Your score is better than 86% of industry peers



### R Score Trend



Your R Score is a comprehensive assessment of your supply chain resiliency program capabilities. The R score is measured on a scale of 1-10 with higher numbers indicating a more robust adoption of supply chain resiliency best practices.

R Score are generated every quarter. Below are the highlights of your R Score for Q3-2024.

- Your R Score is 6.6.
- This is 0.3 points above the average R Score for your industry benchmark.
- The best-in-class R Score for your industry is 7.7.
- You are 1.1 points behind the best-in-class company in your industry.
- Your R Score is better than 86% of companies in your industry.
- Your R Score has reduced by 0% since the last quarter.

## R Score Benchmarks:



Transparency Score

### Transparency Score Highlights:

- Your score is 8.5. This is 1.6 points above the industry average.
- The industry best in class score is 9.5. You are 1.0 points behind the industry leader.

### Critical factors impacting Transparency Score:

Transparency score can be improved by keeping your own data regularly updated in Resilinc and by regularly requesting your suppliers to update their supply chain visibility assessments.



Network Score

### Network Score Highlights:

- Your score is 5.8. This is 0.4 points above the industry average.
- The industry best in class score is 6.5. You are 0.7 points behind the industry leader.

### Critical factors impacting Network Score:

Network score highlights the inherent risk of your footprint, i.e., the location of your sites. The score also analyzes the number of EventWatch notices issued to your sites in the past 24 months. Additionally, the score also analyzes the size of your global footprint and the number of countries you are present in.



Continuity Score

### Continuity Score Highlights:

- Your score is 7.0. This is 0.4 points below the industry average.
- The industry best in class score is 9.5. You are 2.5 points behind the industry leader.

### Critical factors impacting Continuity Score:

The Continuity Score indicates a company's ability to recover from disruptions. It is calculated by assigning default scores based on the company's advancement in Business Continuity Planning (BCP) best practices. Additionally, we assess how effectively the company collaborates with its suppliers and measure the suppliers' BCP readiness to enhance the Continuity Score.



Performance Score

### Performance Score Highlights:

- Your score is 5.8. This is 0 points above the industry average.
- The industry best in class score is 8.3. You are 2.5 points behind the industry leader.

### Critical factors impacting Performance Score:

Performance score is an indicator of your operational KPIs. Metrics including Quality, Price, Ease of Doing Business, flexibility etc. are aggregated from your customers to create this metric. The score is analyzed based on past 24 months data points. You can also improve your performance score by promptly responding to your customers supply chain visibility assessments and by regularly responding to impact confirmation requests when disruptions occur.



Supply Chain Risk Program Maturity Score

### Supply Chain Risk Program Maturity Score Highlights:

- Your score is 6.0. This is 0.1 points above the industry average.
- The industry best in class score is 9.0. You are 3.0 points behind the industry leader.

### Critical factors impacting Supply Chain Risk Program Maturity Score:

The Supply Chain Risk Program Maturity Score assesses the maturity level of a company's supply chain risk management practices. A higher score reflects a more advanced approach in implementing SCRM best practices and technologies. It is calculated based on supplier maturity, validated by either the customer or Resilinc, using baseline data on supply chain, risk, and BCP gathered by Resilinc over the last 12 months.

## What is Resilinc R Score?

The Resilinc R Score is a value between 1 and 10 that offers a comprehensive assessment of a company's supply chain resiliency. A higher score indicates greater resiliency. The R Score is an aggregate of the following key metrics - Transparency Score, Network Score, Continuity Score, Approval Score and Supply Chain Resiliency Program Maturity score. The R Score is also shared with benchmarking information, so you can easily compare yourself against the industry.

## How do I read my R Score?

Your R Score is divided into 3 segments (a) Your Score and benchmark (b) Industry score distribution (c) R Score trends (d) R Score component level breakdown\* (e) EventWatch Analysis\*. Please note that \* sections are only available as part of The R Score® Diagnostics Report and The R Score® Insights Report.



Figure 1 How to read your R Score: (i) Your score (ii) Industry score distribution (iii) R Score components breakdown\*. Items marked with \* are only available as part of The R Score® Diagnostics Report and The R Score® Insights Report.

## What are the key components of the Resilinc R Score?

The Resilinc R Score assesses your supply chain resiliency and performance on a scale of 1 to 10. The below table highlights the key KPIs considered in each component of your R score.

R Score® (Weighted Average)	<b>Transparency</b> Depth and breadth of information shared by company's ecosystem on the Resilinc Platform about global sites, sub-tiers, part-site and refresh frequency.
	<b>Network</b> Geographical dispersion, supply chain disruption frequency and impact assessments, natural disaster resistance and macro-economic strength of the locations performing supply chain operations
	<b>Continuity</b> Assessment of recovery time and business continuity capabilities of each of the company's sites, as well as company's efforts to collect business continuity and recovery information from suppliers.
	<b>Performance</b> Responsiveness to requests for visibility and impact confirmation, as well as quarterly performance on customer KPIs and supplier scorecard.
	<b>Supply Chain Risk Program Maturity</b> Supply chain visibility, event monitoring and management and proactive risk management and business continuity capabilities developed by the company working with suppliers and responsiveness to customers during disruptions.

## Who can access my score and assessment?

The R Score® Benchmark Report and The R Score® Diagnostics Report can be requested through Resilinc's website.

## How can I get additional details about my R score?

The R Score® Benchmark Report and The R Score® Diagnostics Report provide basic guidance and benchmark information on your supply chain resiliency program.

## How can I enhance my R score?

Contact Resilinc to learn more about how your R Score can be improved.

## How does Resilinc gather the data required to compute my R score?

The R Score is computed by analyzing data gathered from our suppliers, customers and independent research from third party experts. The R Score changes over time as the network of Resilinc customers grows, as the information shared on the Resilinc platform changes, and as global event and risk related metrics and measures shift.

### What is the benchmark information? How is it calculated?

The Resilinc R Score is a helpful comparative metric and therefore, can be valuable when looked at relative to R score from benchmark companies. Resilinc classifies companies within an industry based on how customers group companies into various category types. Some larger companies may fall within multiple categories, and Resilinc takes all the categories into account to provide the benchmark score. Over time, Resilinc plans to add more granularity and intelligence to the benchmark computation.

### How often does Resilinc refresh my R Score?

The R Score Report is valid for the quarter the score is generated in. Scores are refreshed on a quarterly basis. It is essential to know that information shared on the Resilinc platform needs to be complete and accurate for ensuring the accuracy of your score.

### How is the Resilinc R Score different from my customer's scorecard?

- The Resilinc R Score provides an aggregated view across all your information on the Resilinc platform, not just the information associated with a single customer. It also aggregates data from all your customers and suppliers who use the Resilinc platform. The most important difference is that the R Score is a measurement of resiliency (high score is good) based on data available to Resilinc from you, your customers, suppliers, users and independent experts.
- If your customer creates scorecards from Resilinc, they can tailor their methodology to meet their individual needs, and therefore each company's score can be completely different for the same supplier, as each company measures different supplier performance metrics. Therefore, these scores are not comparable.
- The R Score calculation methodology is the same across all companies and industries on the Resilinc platform, and therefore, offers a standardized score that can be compared. Your customer's scorecard is based on the scope of their business with you, which means that it may be a partial view, whereas the R Score provides a complete view across your entire supply chain (based on data included in Resilinc).
- Unlike individual customer scorecards that are based on a single customer-supplier relationship, the R Score Report provides an assessment of your overall organization and your engagement on Resilinc with your customers as well as your suppliers across multiple tiers.

### Why is Resilinc generating the R Score?

- Over many years, Resilinc has amassed a lot of intelligence with the help of our customers and our supplier partners. Companies have asked us to share more insight into how Resilinc rates their resiliency, and how they compare against benchmark companies, so they may be able to establish a baseline and create a measurable roadmap for improving their resiliency score over time.
- The R Score offers companies a view of the analytics and assessments that their customers access through Resilinc. Resilinc's ultimate goal is to help companies improve their resiliency, as this is a win for all.

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