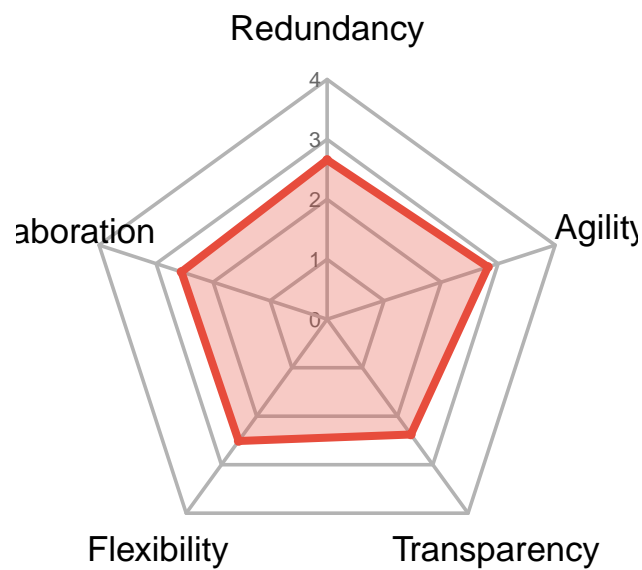


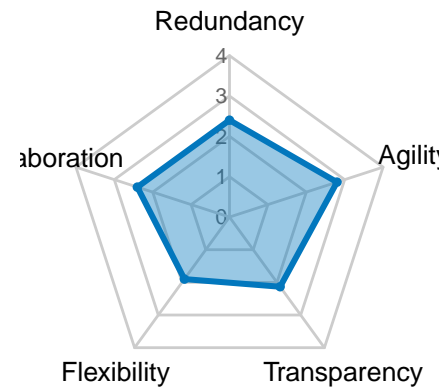
Overall



After, you see the overall profile of your resilience capabilities. It revealed the largest difference between the capabilities Transparency (3.0) and Agility (3.5)

Supply chain the biggest difference in resilience is between Internal and External (3.4)

Upstream



The biggest difference is between Flexibility and Agility (3.5)

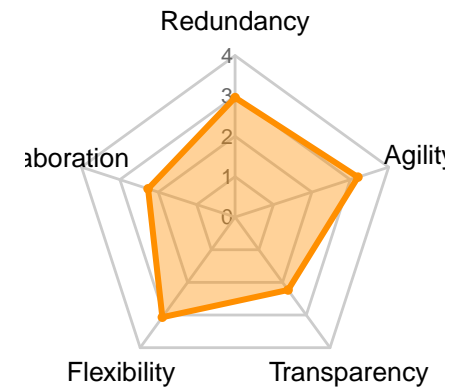
Items that contribute to a high level of Agility

- Frequent and fast replenishment
- Efficient order process

Items that contribute to a lower level of Transparency

- Up-to-date and reliable insight into creditworthiness and health of suppliers
- Periodic audits at key suppliers (including cycle time)

Internal



The biggest difference is between Transparency and Agility (4.0)

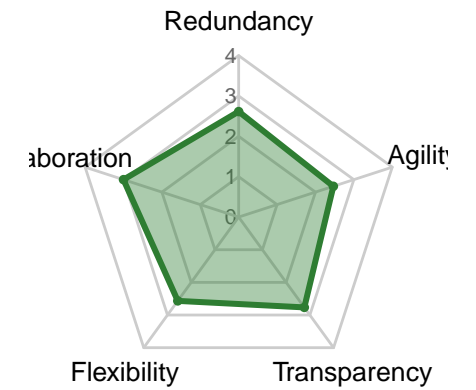
Items that contribute to a high level of Collaboration

- Goals and KPIs are clear and cross-departmental
- Problems are solved by multifunctional teams

Items that contribute to a lower level of Transparency

- All relevant risks have been identified and a mitigation plan is in place, up to date and tested
- There are enough qualified employees who can analyze data on dashboards and perform analyses

Downstream



The biggest difference is between Agility and Transparency (3.8)

Items that contribute to a high level of Transparency

- Tracking & tracing information of shipped products
- Order and invoice flows fully automated and accessible for key customers

Items that contribute to a lower level of Agility

- Short lines of communication with customers for quick decision-making. In case of shortages, alternative options are known and can be implemented quickly
- Short-term change in transport mode possible and all transport options available