



We know perfectly well we are likely to have crisis in the future

We just don't know exactly **what** or **when**

Question really isn't...



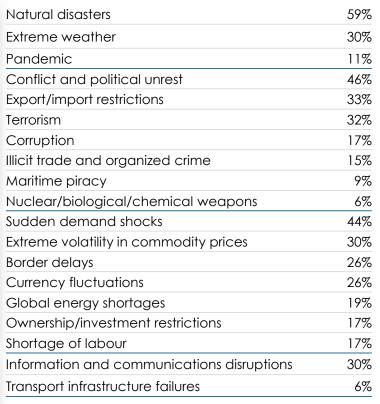


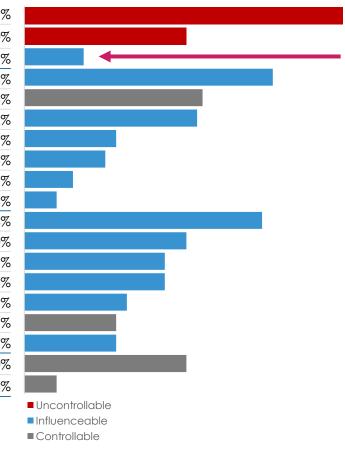




Perceived risks to global supply chain disruptions in the pre-Covid 19 world







Source: World Economic Forum Supply Chain and Transport Risk Survey 2011.







The Black Swan Event of Global Supply Chains

When the unexpected happens



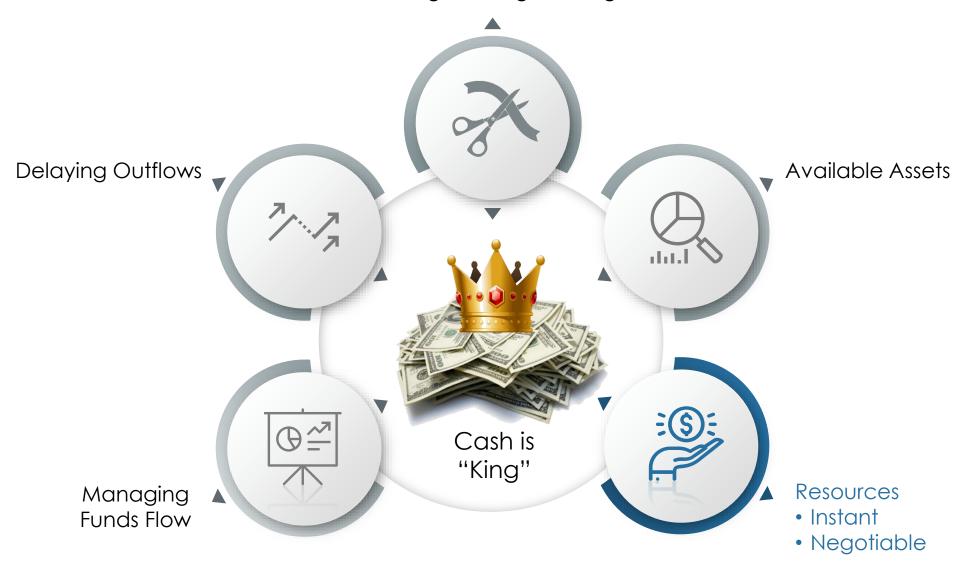


Make a new plan



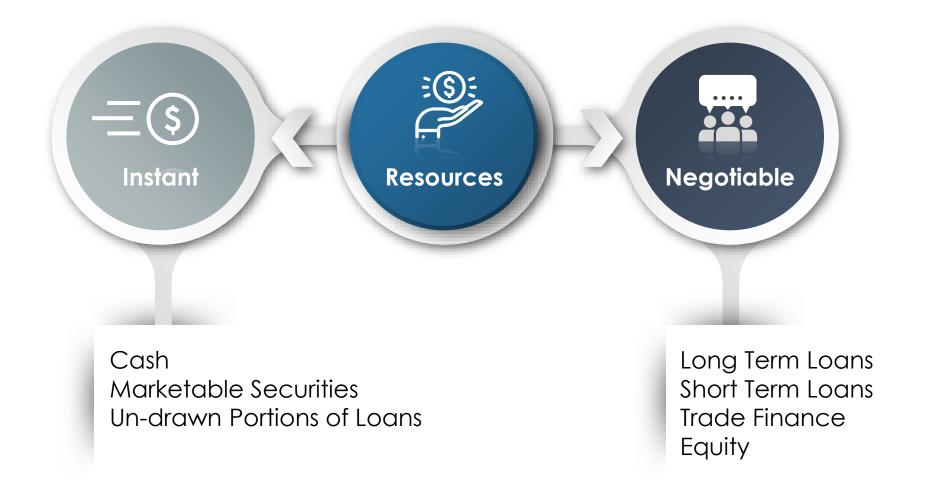


Cutting, Cutting, Cutting















*Depending on Structure



For further questions please contact

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THANK YOU.