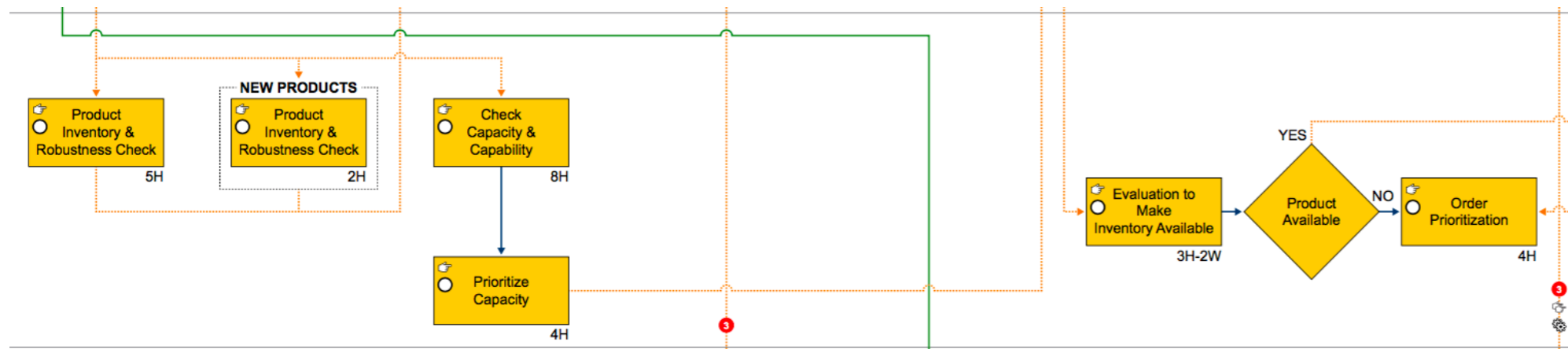


## PPM Overview

PPM is in the GPO functional group are in the SO Business Area. The illustration below provides an overview of the End-to-End PPM workflow. This document aims to describe all the tasks involved in the PPM function.

### Solid's Workflow:



### Product Inventory & Robustness Check (existing product) - Description

The objective of this task is to evaluate whether flow through production, off-spec rates and performance matches our service ambitions. It is part of the solid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Safety stock level
- Production pattern

The task has a maturity of “...”.

The task consumes information flow from:

- “Flex US/CH”

It provides information flow to:

- “Demand Planning (Uploaded Forecast)”

The time used on the task is estimated at “1 hour” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Data analytics done ad hoc and process is not mature.

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Production
- Product Coordinator
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

## Product Inventory & Robustness Check (new product) - Description

The objective of this task is to evaluate whether flow through production, off-spec rates and performance matches our service ambitions. It is part of the solid workflow and is an event.

It consists of the following Measurement(s):

- “..”

It delivers the following Service(s):

- Safety stock level
- Production pattern

The task has a maturity of “..”.

The task consumes information flow from:

- “Flex US/CH”

It provides information flow to:

- “Demand Planning (Uploaded Forecast)”

The time used on the task is estimated at “1 hour” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Uncertainty in predicting behaviour of new product.

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Production
- Product Coordinator
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

### Check Capacity & Capability - Description

The objective of this task is to "...". It is part of the solid workflow and is an event

It consists of the following Measurement(s):

- "..."

It delivers the following Service(s):

- "..."

The task has a maturity of "...".

The task consumes information flow from:

- "Flex US/CH"

It provides service flow to:

- "Prioritize Capacity"

The time used on the task is estimated at "8 hours" with an estimated rework of "...".

The following are the issues or problems that the task has:

- No documentation

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Global Capacity Planning
- Global S&OP
- Supply Coordinator
- Supply Chain Planning

- Product Coordinator

## Prioritize Capacity - Description

The objective of this task is in case there is low availability of production capacity then the forecast increase needs to be aligned with global capacity. It is part of the solid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Capacity alignment

The task has a maturity of “...”.

The task consumes service flow from:

- “Check Capacity & Capability”

It provides information flow to:

- “Capacity Evaluation”

The time used on the task is estimated at “4 hours” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Long tedious process with a lot of communication and alignment
- No clear view of the real problem. They focus on the firefighting.

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Global Capacity Planning
- Global S&OP
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

## Evaluation to Make Inventory Available - Description

The objective of this task is to see if inventory could not be made available by Global Planning and CS&L then the product / supply coordinators need to work in the IPG and with stakeholders to solve the product availability issue. It is part of the solid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Inventory available for order or prioritization of orders.

The task has a maturity of “...”.

The task consumes information flow from:

- “Check Possibility for Product Availability”

It provides service flow to:

- “Product Available”

The time used on the task is estimated at “3 hours – 2 weeks” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Case-by-case solutions found – this means it is unpredictable

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- IPG

## Product Available - Description

The objective of this task is to “...”. It is part of the solid workflow.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- “...”

The task has a maturity of “...”.

The task consumes service flow from:

- "Evaluation to make inventory"

The task is a gateway and has two variants, Yes and No.

The yes variant provides information flow to:

- "Create Delivery + TO"

The no variant provides service flow to:

- "Order Prioritization"

The time used on the task is estimated at "... " with an estimated rework of "... ".

The following are the issues or problems that the task has:

- "... "

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Supply Coordinator

## Order Prioritization - Description

The objective of this task is **If inventory has not successfully been made available then there is a need for order prioritization.** It is part of the solid workflow and is an event.

It consists of the following Measurement(s):

- "... "

It delivers the following Service(s):

- Prioritization for Supply Chain Planning

The task has a maturity of "... ".

The task consumes service/information flow from:

- "Product Available (No)"
- "Remain on Backorder List Until Available/Customer Cancels"

It provides "... " flow to:

- “...”

The time used on the task is estimated at “4 hours” with an estimated rework of “0%”.

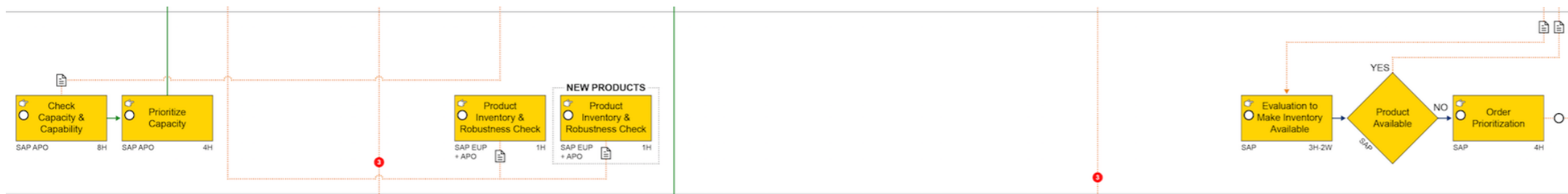
The following are the issues or problems that the task has:

- Escalation and high concern from commercial organization

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- IPG
- Marketing
- Sales
- Supply Chain Planning

### Liquid’s Workflow:



### Product Inventory & Robustness Check (existing product) - Description

The objective of this task is to evaluate whether flow through production, off-spec rates and performance matches our service ambitions. It is part of the liquid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Safety stock level
- Production pattern

The task has a maturity of “...”.

The task consumes “...” flow from:

- “...”

It provides information flow to:

- “Supply Chain Planning (Demand Planning)”

The time used on the task is estimated at “1 hour” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Data analytics done ad hoc and process is not mature.

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Production
- Product Coordinator
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

## Product Inventory & Robustness Check (new product) - Description

The objective of this task is to evaluate whether flow through production, off-spec rates and performance matches our service ambitions. It is part of the liquid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Safety stock level
- Production pattern

The task has a maturity of “...”.

The task consumes “...” flow from:

- “...”

It provides information flow to:

- “Supply Chain Planning (Demand Planning)”

The time used on the task is estimated at “1 hour” with an estimated rework of “0%”.



The following are the issues or problems that the task has:

- Uncertainty in predicting behaviour of new product.

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Production
- Product Coordinator
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

### Check Capacity & Capability - Description

The objective of this task is to "...". It is part of the liquid workflow and is an event.

It consists of the following Measurement(s):

- "..."

It delivers the following Service(s):

- "..."

The task has a maturity of "...".

The task consumes "... flow from:

- "..."

It provides process/information flow to:

- "Prioritize Capacity"
- "Capacity Evaluation"

The time used on the task is estimated at "..." with an estimated rework of "...".

The following are the issues or problems that the task has:

- No documentation

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Global Capacity Planning

- Global S&OP
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

## Prioritize Capacity - Description

The objective of this task is in case there is low availability of production capacity then the forecast increase needs to be aligned with global capacity. It is part of the liquid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Capacity alignment

The task has a maturity of “...”.

The task consumes process flow from:

- “Check Capacity & Capability”

It provides process flow to:

- “Supply Chain Planning (Flex US/CH)”

The time used on the task is estimated at “5 hours” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Long tedious process with a lot of communication and alignment
- No clear view of the real problem. They focus on the firefighting.

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Global Capacity Planning
- Global S&OP
- Supply Coordinator
- Supply Chain Planning
- Product Coordinator

## Evaluation to Make Inventory Available - Description

The objective of this task is to see if inventory could not be made available by Global Planning and CS&L then the product / supply coordinators need to work in the IPG and with stakeholders to solve the product availability issue. It is part of the liquid workflow and is an event.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- Inventory available for order or prioritization of orders.

The task has a maturity of “...”.

The task consumes service flow from:

- “Planning”
- “FSP + SCO KA + Intercompany + Subcontracting Receives Master Schedule Plan”

It provides service flow to:

- “CS&L (Product Available)”

The time used on the task is estimated at “2 hours” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Case-by-case solutions found – this means it is unpredictable

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- IPG

## Product Available - Description

The objective of this task is to “...”. It is part of the liquid workflow.

It consists of the following Measurement(s):

- “...”

It delivers the following Service(s):

- “...”

The task has a maturity of "...".

The task consumes service flow from:

- "Evaluation to make inventory"

The task is a gateway and has two variants, Yes and No.

The yes variant provides information flow to:

- "Create Delivery + TO"

The no variant provides service flow to:

- "Order Prioritization"

The time used on the task is estimated at "..." with an estimated rework of "...".

The following are the issues or problems that the task has:

- "..."

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- Supply Coordinator

## Order Prioritization - Description

The objective of this task is **If inventory has not successfully been made available then there is a need for order prioritization.** It is part of the liquid workflow and is an event.

It consists of the following Measurement(s):

- "..."

It delivers the following Service(s):

- Prioritization for Supply Chain Planning

The task has a maturity of "...".

The task consumes service flow from:

- "Product Available (No)"

It provides information flow to:

- “Supply Chain Planning (Remain on Backorder List Until Available/Customer Cancels)”

The time used on the task is estimated at “2 hours” with an estimated rework of “0%”.

The following are the issues or problems that the task has:

- Escalation and high concern from commercial organization

If you have any questions, comments, changes or need to interact with the accountable of the task, these are the responsible (Novozymes contact acronyms are applied):

- IPG
- Marketing
- Sales
- Supply Chain Planning