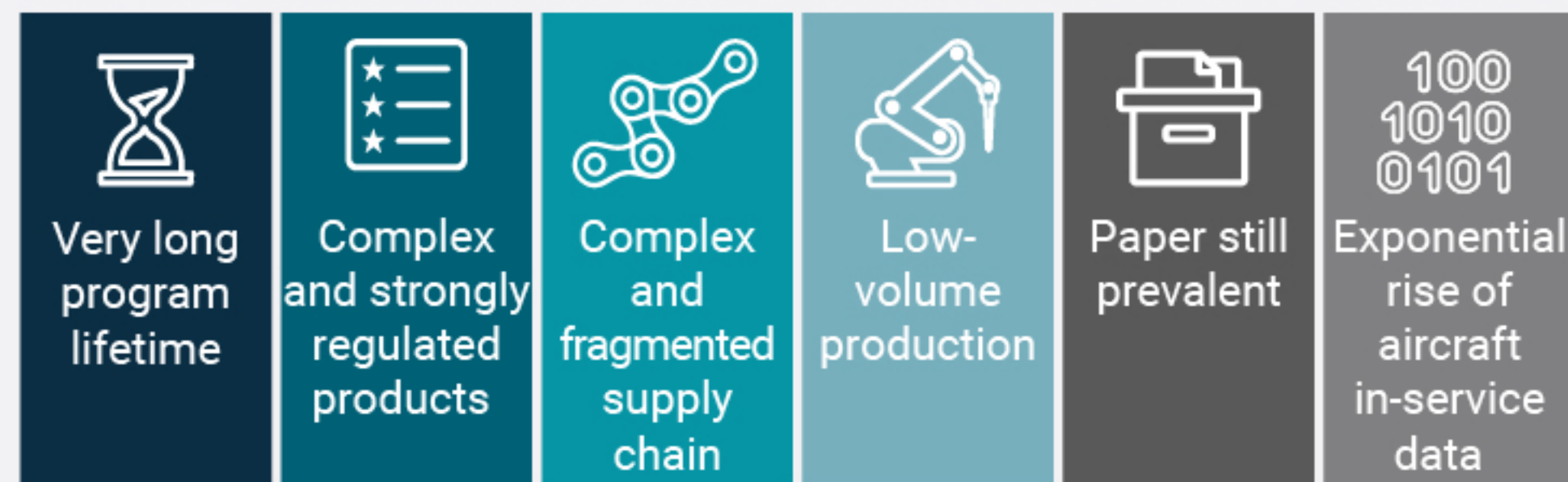


Digital Transformation – The time is now

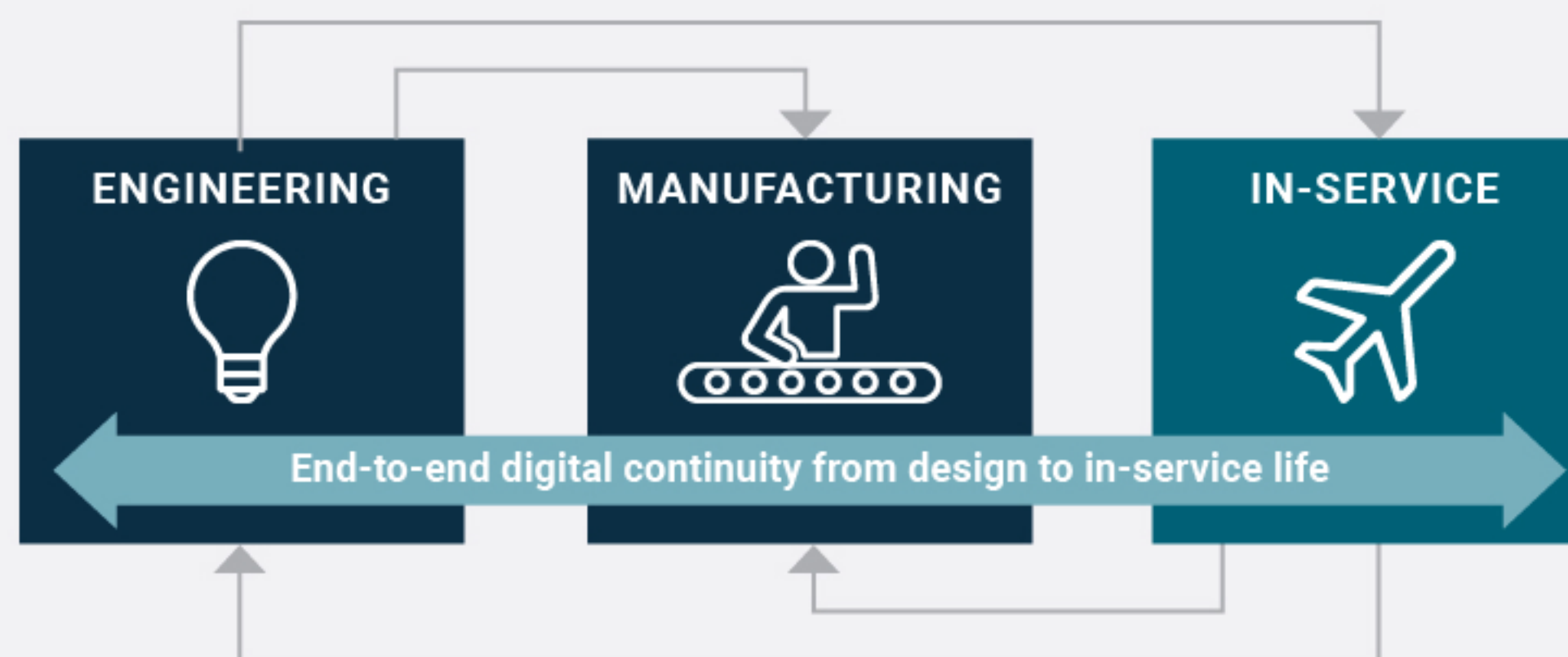
FIVE MAIN TECHNOLOGICAL ENABLERS

- 1  Connectivity and IoT
- 2  Cloud, big data, analytics, AI
- 3  Factory of the future, wearables, mixed reality and 3D printing
- 4  Collaboration and social networks
- 5  Cybersecurity

A&D SPECIFIC FACTORS CONSTRAIN THE TRANSFORMATION



DIGITAL CONTINUITY ENABLES A STEP CHANGE IN PERFORMANCE AND EFFICIENCY FOR EXISTING AND NEW PRODUCTS



KEY SUCCESS FACTORS

- Strong CEO vision and leadership
- Significant investment (up to 1% of revenues)
- Attracting and retaining digital talent
- Mastering a culture change in engineering-heavy A&D organizations
- Try/fail fast with proof of concepts
- Spark open innovation by partnering with start-ups and digital natives

**Future ready/
digitally transformed
companies are 16%
more profitable than
their peers**

Source: MIT, Center for Digital Business