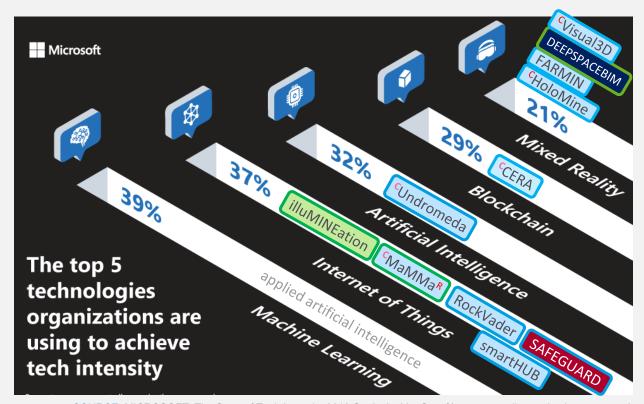




Digitalization Next Level



- Digitalization remains the denominator of technological innovation in the raw materials sector.
- Explosive growth of data, and emergence of powerful AI & machine learning tools will reveal correlations and unlock insights in data to drive new value and opportunities → primary catalyst for progress and disruption in the 2020s.
- Digitalization Next Level: "TechIntensity" i.e. organization's rate of technology adaption along with its ability to build its own digital capabilities → TechIntensity will determine an organization's future.



SOURCE: MICROSOFT, The State of Tech Intensity 2019 Study, by YouGov, % represent all organisations surveyed (Volkswagen, Airbus, Novartis, Unilever, Waalgreens)