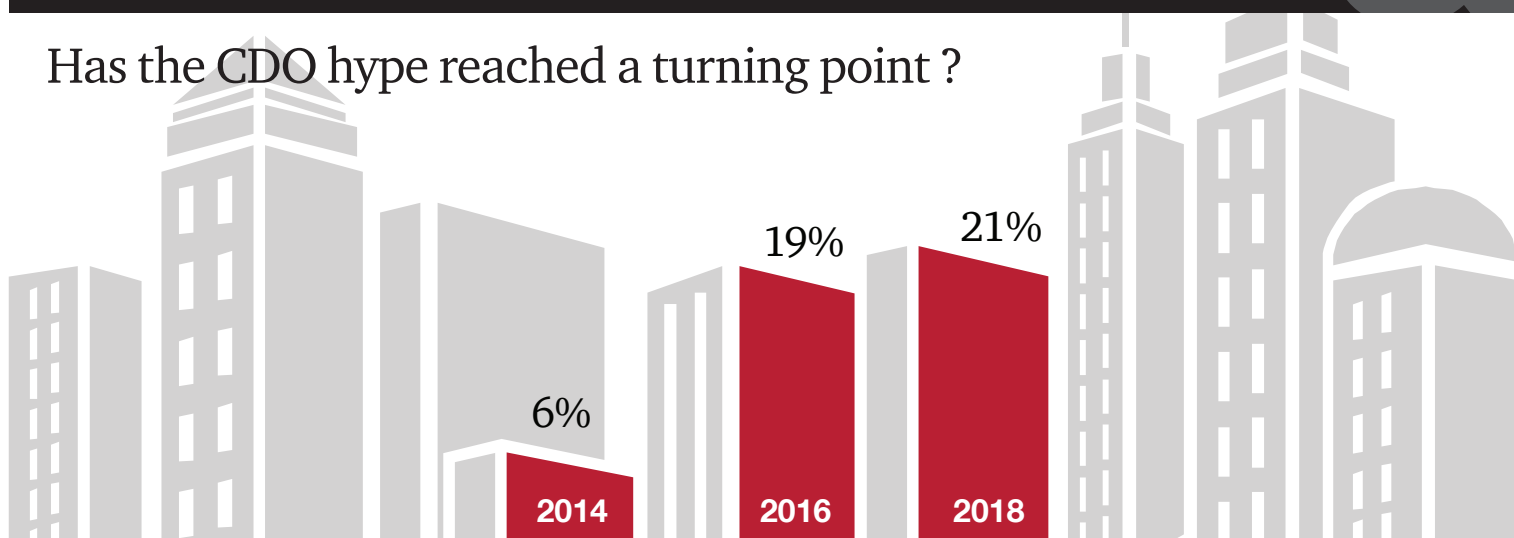


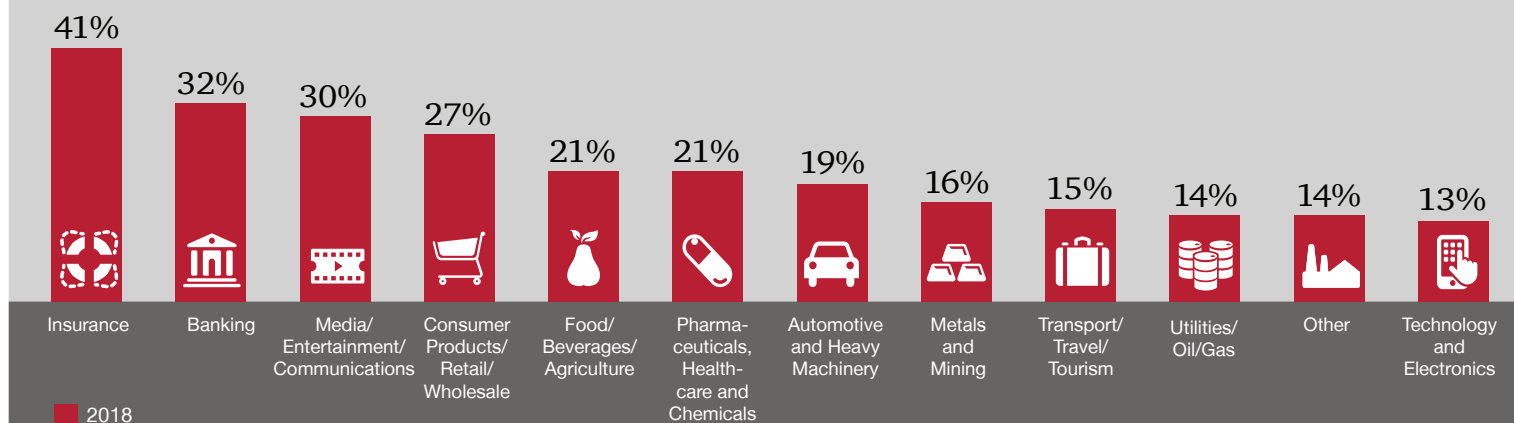
The Chief Digital Officer Study

Company demographics

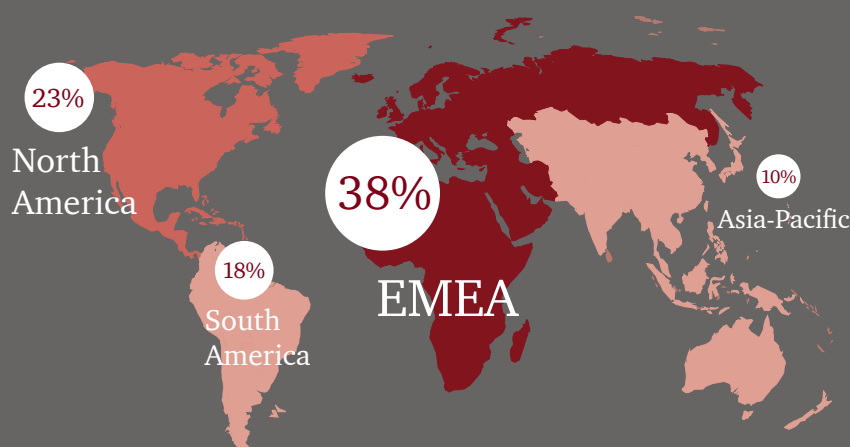
Has the CDO hype reached a turning point ?



Customer-facing industries are leading the pack



CDOs – global relevance and regional differences



Top countries EMEA

France 66%	Denmark 35%
Germany 48%	Spain 32%
Netherlands 45%	Sweden 28%
Great Britain 44%	Italy 22%
Switzerland 38%	Russia 11%

Top countries Asia-Pacific

Australia 39%	South Korea 6%
Malaysia 30%	Taiwan 6%
India 29%	Hong Kong 3%
Thailand 17%	China 1%
Japan 9%	