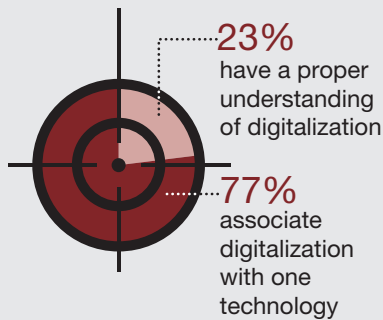
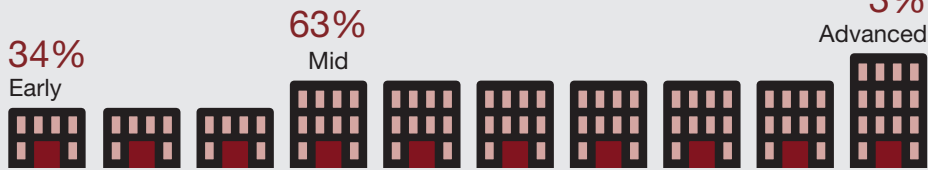


Digitalization of GCC businesses

46% are familiar with digitalization



Maturity of digital implementation, by stage



Top 3 technologies

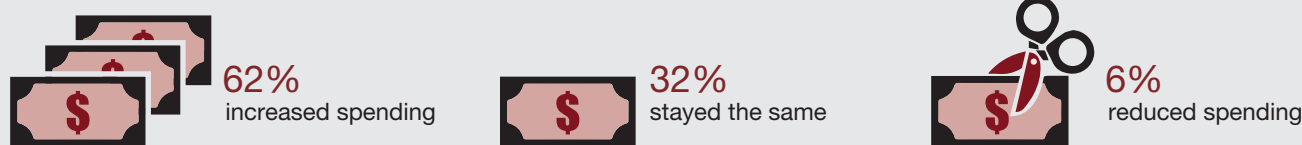


37% have a digital strategy

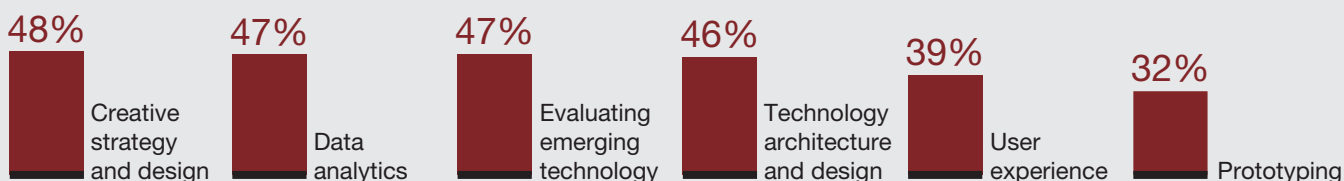
Bodies responsible for digitalization



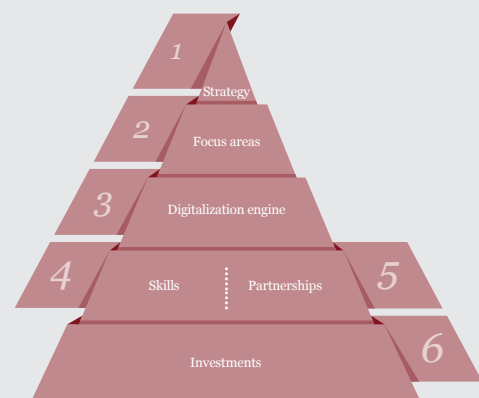
Change in spend on digital compared to past year



Availability of digital skills



Digital transformation building blocks



Strategy: Articulate corporate strategy for the digital age accounting for developments that impact the industry and company aspirations within the industry

Focus areas: Determine digital focus areas, priorities in the organization where digital can add the most value

Digitalization engine: Create an engine for driving digitalization by establishing the right leadership and governance structure that fosters collaboration and agility

Skills: Build digital skills across the organization especially in focus areas

Partnerships: Collaborate with stakeholders across the ecosystem and embrace open innovation

Investments: Invest in digital by developing an approach that accounts for riskiness of investment