OCTAVE

**400** executives & senior leaders

**1** key topic – digitalization

# Data visibility and operational resilience in the public sector

## Executive views and expert insights: supporting resilience through enhanced digital capabilities

**70%**

of leaders from across sectors have increased the number of digital tools they use in the last year[1]

We spoke to

**400**

**C-suite executives and senior leaders from large and complex global organizations. All with more than 1,000 employees.**

# Data: The key to public sector resilience

Resilience in the public sector starts with clarity. Around the world, large and complex public organizations are sharpening performance and strengthening continuity by accelerating their digital capabilities. The goal is simple. Deliver essential services reliably in a world that doesn't slow down. All while protecting budgets. Reducing risk. And supporting stronger, more sustainable communities.

At the center of this shift is data. Specifically fast, contextualized visibility across operations, projects and assets. When the right people have the right intelligence at the right time, decisions get sharper. Outcomes get stronger.

But for many public-sector organizations, fragmented systems and disconnected processes keep data trapped in silos. The result? Slower decisions. Budget overruns. Schedule slips. Unexpected downtime. Avoidable disruption.

## The data connection

Forward-thinking public-sector leaders want more than data. They want decisive visibility. They're pushing for systems that connect information, cutting through complexity to reveal what's really happening across their operations. But many still face the same barrier: integration. Without unified data, achieving the level of visibility required to tackle today's challenges and sustain operational resilience remains out of reach.

This report breaks down the four core imperatives driving resilient public-sector performance. We look at what organizations are aiming to achieve. The challenges slowing them down. And the digital capabilities that help them move faster.

We also draw on a major global survey of C-suite leaders across industries facing similar pressures. Their insights reveal what's stalling progress. And the data strategies that unlock it.

We want to give you clear, actionable intelligence to support your mission today. And to help you strengthen your resilience for whatever comes next.

[1]Octave survey of 400 global C-Suite executives, January 2025

# Ensuring reliable delivery of services

Public-sector organizations are expected to deliver reliable services across every domain. Government administration, transportation, healthcare, education, utilities and beyond. The mission hasn't changed. The world around it has.

Leaders are being pushed to work faster, operate more transparently and make decisions with greater precision. All while managing rising complexity and mounting pressure. And the shift toward stronger, more efficient public services is unmistakable.

As EY[2] notes in a 2025 analysis of state-level government in the United States: "Key initiatives and principles aimed at improving the efficiency, transparency and responsiveness of government services seem to be moving to the forefront for policymakers."
The study notes that data is at the heart of this trend: "Data-driven insights enhance decision-making in government, improving program performance, transparency and resource allocation through advanced analytics." It also highlights the accelerating role of automation and AI. Technologies that streamline tasks, elevate service delivery and unlock capacity where it matters most.

This momentum isn't limited to North America. It's accelerating across Asia Pacific as well. According to the study Citizen Services AI Market Size, Share, and Trends 2025 to 2034[3]: "Asia Pacific is expected to host the fastest-growing citizen services AI market during the forecast period. The citizen services AI market in the area is expanding quickly thanks to developments in AI technology and growing government agency usage. This market is centered on using AI to improve citizen experiences, increase efficiency, and improve public services."

Another regional analysis, published in the International Journal of Research and Innovation in Social Science[4], sharpens the point even further: "As AI and machine learning technologies mature, they are poised to revolutionize governmental operations by providing smarter, real-time insights that were previously unimaginable."

The study identifies countries leading the charge, noting: "As of 2024, Malaysia has seen a 35% increase in the implementation of AI-driven public services compared to the previous year, with a substantial focus on improving citizen engagement and service delivery."

[2] Technology is the enabler for state government's next chapter, April 2025, EY
[3] Citizen Services AI Market Size, Share, and Trends 2025 to 2034, January 2025, Precedence Research
[4] Abstract from "AI-Powered Governments", October 2024, IJRISS

# Citizen satisfaction

Citizen expectations are rising. Digital services are now central to meeting them. As a study by Boston Consulting Group (BCG)[5] notes: "...building and operating seamless digital offerings to better serve citizens' evolving needs should be a key priority for governments and recognized as a core driver of socioeconomic development."

The data backs it up. BCG highlights that Gulf Cooperation Council (GCC) countries are setting the benchmark for digital public services, achieving a net approval score of 81% compared to the global average of 65%. The gap is clear. And so is the opportunity. Accelerating digitalization isn't just beneficial: it's a direct path to stronger public approval.

The connection between digital maturity, satisfaction and trust is well established. As a McKinsey report[6] says: "every percentage point increase in customer satisfaction with a federal agency increases trust in that agency by as much as two percentage points."

# Scalability challenge

Public-sector leaders aren't just expected to deliver more. They're expected to deliver more with assets and systems that were never designed to scale at today's pace. And the strain is showing. In a recent global survey, 68% of C-suite leaders surveyed by Octave reported a strong or severe detrimental impact to operations caused by the inability of assets to scale and meet operational demand.

The pressure doesn't stop at infrastructure. Talent constraints are compounding the challenge. Across industries, organizations are struggling to secure the skills required to achieve their goals. 76% of leaders worldwide cite skills and knowledge gaps as having a severe or strong contribution to their operational challenges. Workforce continuity is another major factor. Employees retiring or leaving the organization have this level of impact for 72% of those surveyed.

It's clear that without accurate, accessible data insights and broader digitalization of workflows, resilience becomes harder to sustain. Public-sector organizations need connected intelligence to operate at scale. To adapt to shifting demands. To maintain continuity even as their teams and assets evolve.

As we'll explore later in this report, complex public-sector organizations can deploy effective strategies to break down data barriers, strengthen decision-making and meet the rising expectations of the communities they serve.

**68%**

of C-suite leaders say that the limited scalability of their assets is having a strong or severe detrimental impact on operations

**76%**

of leaders worldwide cite skills and knowledge gaps as having a severe or strong contribution to their operational challenges



# Strengthening financial stewardship

Public-sector organizations are under constant pressure to deliver more with less. Budgets are tightening. Costs are rising. Expectations aren't slowing down. In this environment, every investment, whether maintaining existing infrastructure or building new capacity, has to work harder. That requires intelligent tracking. Data-driven decision-making. And tighter cost controls that keep overruns in check. In Asia Pacific, for example, the Asian Transport Observatory[7] estimates that costs relating to the region's transport infrastructure will reach US$2.7 trillion annually between now and 2035. This includes roads, railways and ports. A three-fold increase on the costs of two decades ago.

In Octave's survey of C-suite leaders across major industries, 64% say they are being strongly or severely impacted by projects running over budget. A clear signal that cost discipline is becoming an operational imperative, not a financial nicety.

# Digitalization barriers

Across countries and sectors, public sector bodies are working to adopt the technologies that can ease mounting cost pressures. But even with momentum building, barriers remain. A 2024 study of digital transformation in the UK public sector, conducted by KPMG and Forrester[8], found that only 17% of public sector decision-makers consider their digital transformation to have been completely successful. A lack of technology strategy (49%) and budget constraints (44%) were the top-cited challenges.

The study continues: "A strategic evaluation of current digital transformation activities and how to improve them becomes imperative. Public sector organizations increasingly want to adopt industry-specific solutions to speed up digital transformation and focus scarce resources on customer-centric programs over costly legacy technology debt."

[5] Digital Government in the Age of AI..., November 2024, BCG
[6] Stand and deliver: Three imperatives for civil servants, April 2024, McKinsey
[7] Counting the Cost of Standing Still in Asia..., 2024, EcoRoads
[8] Digital transformation in the public sector - the challenges, 2024, KPMG & Forrester

# Positive outlook

McKinsey's global analysis points to a promising shift.[9] "Some public sector organizations are breaking through, with refreshed management approaches and new technologies, effective collaborations with the private sector and advances in attracting and developing talent."

It adds: "Many government departments may be overlooking proven operational tools and ways of working that could be put to good use. We could see a potential for global productivity improvements of up to $3.5 trillion if all countries were to raise their productivity at the rate of their fastest-improving peer."

Marc Laplante, senior industry consultant at Octave, has worked with public-sector teams for decades. His point is blunt: operational tools matter, but project tools are where organizations unlock serious financial gains.

"We're now seeing many government departments around the world making serious leaps forward in the improvement of asset and project management - centering their decisions around capital investments."

"These organizations focus their strategy on asking 'how are we going to improve our assets to effectively and reliably deliver programs and services to our stakeholders?'

**64%**

**of C-suite leaders say their operations are being strongly or severely impacted by projects running over budget.**

They utilize asset management systems strategy to, for example, plan how they will prioritize and distribute projects over the next five-to-ten years.

"This helps them identify the right project management technology tools and can deliver significant financial benefits – relieving the pressure on budgets."

In a later chapter, we'll break down how public-sector organizations can use a focused asset-management strategy. And the right advanced data tools to tackle financial pressure head-on.

**Click here to jump to technology insights.**

[9] Stand and deliver: Three imperatives for civil servants, April 2024, McKinsey



# Reducing risk and increasing transparency

Public-sector organizations are balancing two pressures at once. Deliver reliable services under tight financial constraints. And navigate a risk landscape that's evolving faster than ever. Protecting citizens, maintaining trust and meeting regulatory obligations all depend on one essential capability. Clear, timely data visibility into emerging threats. Without it, resilience becomes guesswork.

Octave's senior industry consultant, Marc Laplante, has analyzed asset-management risks across government departments and policies worldwide. He says the most common leading risk is the process of risk-based decision-making itself:

"Getting risk-based decision-making right is consistently described as fundamental to modern project and asset management – providing the analytical framework for balancing costs, performance, and risks against desired outcomes. Without this foundation, all other risk considerations become reactive, rather than strategic."

## Infrastructure risks

Financial pressures and sustainability demands aren't the only concerns shaping public-sector risk. Laplante notes that these rank among the top issues. Quickly followed by infrastructure condition and performance risks. As he explains: "Infrastructure deterioration represents a fundamental operational risk – the annual cost of water line breaks in the US, for example, runs into the billions of dollars. Across the world, many such systems are beyond their designed lifespans and managing assets with lifecycles of over 50 years is a highly complex challenge."

Aging infrastructure isn't a future problem. It's a present one. And without clear visibility into asset health, risk accelerates.

Cyber risk is rising equally fast. In its 2025 analysis of cybersecurity infrastructure in the public sector, PwC[10] warns: "Given the abundance of sensitive data processed, such as citizens' personal information, classified government data and critical infrastructure details, the sector has become an attractive target for various cyber threats."

The numbers reinforce the scale of the issue. In Octave's cross-sector survey of C-suite executives from large global organizations, 63% cited cybersecurity concerns as having a strong or severe impact on their operations. And digitalization is widening the exposure: 66% of organizations that have added more digital tools in the past year report cybersecurity concerns as a challenge, compared with 53% of those who haven't.

[10] Building cyber security infrastructure, January 2025, PwC



## Mitigating risks

Across every category of risk, Laplante is clear about where mitigation must start: with visibility. He asks: "Is our asset management system currently providing us with visibility into the status of our assets? Is it providing the right insights on the effort we need to put into our assets? And is it giving us visibility of the outcomes, so we can see if we're achieving success? When asking these questions, a great many public sector organizations realize that they don't yet have this foundation."

In its article 'Top 10 risks for the government and public sector in 2025,'[11] EY notes that many public sector organizations lack the foundation to assess third-party risks in their supply chains. "Many don't have the information to monitor their supply chain networks in real-time or to understand who their suppliers are below a certain threshold…

"Building the capability to manage third-party risk will allow institutions to understand and act on the dependencies that create risks within global supply chains today. Using integrated technology solutions to modernize supply chain and logistics infrastructure will improve visibility and traceability.

Following the next chapter of this report, we'll examine the tools organizations are adopting to help improve visibility across their risk landscape.

[11] Top 10 risks for the government and public sector in 2025, January 2025, EY

*"Getting risk-based decision-making right is consistently described as fundamental to modern asset management…Without this foundation, all other risk considerations become reactive, rather than strategic."*

**Marc Laplante**
Senior industry consultant, Octave

# Shaping sustainable communities

Public-sector organizations face rising expectations to lead on climate resilience and sustainability. Communities aren't just asking for action. They're depending on it. Around the world, governments are being called to shape more sustainable environments, reduce emissions and mitigate the accelerating risks of climate change.

EY's Future Consumer Index[12], for example, shows that 77% of people believe it's government's responsibility to achieve better social and environmental outcomes.

Yet only 34% say their government is taking enough action.

KPMG[13] terms the gap between climate ambition and action as "the missing middle". They say "we believe 2025 will see governments and businesses start to focus on resetting that missing middle. It will be a year where leaders try to align ambition with action, intent with investment, and objectives with outcomes."

## Data-driven sustainability

To do so, the report adds, "will likely mean focusing more clearly on high quality data informing decision-making and capital portfolio management to identify every asset, their operating condition, their performance and their value to the organization (and its objectives). Only then can the appropriate solutions and roadmaps start to become apparent."

Decision-makers, the analysis concludes "should get comfortable with a much more dynamic, faster and more data-driven approach to strategic planning and execution. Data is not the new oil, it is the lifeblood of organizations, in a constant cycle of being used and renewed."

Yet for many public-sector organizations, connecting that data remains a core digitalization challenge. In Octave's cross-sector study, well over half of C-suite executives (57%) agreed that 'the tools and platforms used to visualize data lack connectivity to each other'.

This challenge becomes even more urgent as organizations turn to emerging AI technologies to accelerate sustainability initiatives. Deloitte[14] highlights the growing role of AI in responding to extreme weather: "Governments, private sector innovators and communities are working together to respond to, track and mitigate the effects of extreme weather events. Solutions range from the tried and tested, like levees and spillways, to new and emerging technology, like AI and advanced sensing technology."

[12] EY, Future Consumer Index: When talk turns into action, be set for change, 2026
[13] KPMG, Sustainability: Fixing the Missing Middle, November 2025
[14] How government and innovators are building community resilience in the face of climate change, November 2024, Deloitte

# Data visualization: The most adopted solutions

Organizations across sectors are racing to sharpen their data visibility. Fuelling more resilient, cost-effective and sustainable operations. As they do, they're adopting an expanding set of digital tools. Octave's research found that 70% of C-suite leaders agree with the statement:

'My business has increased the number of digital tools and data sources over the past 12 months'.

Tools that illuminate asset health and process performance are seeing the highest uptake. Digital twins, in particular, are moving into mainstream use worldwide. Hexagon's Digital Twin Industry Report[15] underscores this momentum, with 80% of leaders saying AI has made them more interested in digital twin technology.

Visualization dashboards are being used frequently or continuously by 76% of organizations. And knowledge graphs and info maps by 71%.

## Point solutions

Digital thread technology is gaining real traction. 69% of organizations now use it to a high degree. A digital thread creates an always-connected flow of data across the entire enterprise. Continual intelligence that spans assets, operations and workflows. It relies on a strong digital backbone: the platforms, tools and services that let data move freely and reliably across the organization.

But adoption isn't uniform. The gaps matter. Many organizations are still piecing their intelligence together from disconnected point solutions. 66% of industrial businesses continue to rely on paper-based information frequently or continuously. Other point solutions still used at this level include 3D digital models (68%), geospatial information (66%), 2D digital design (62%), point clouds (60%) and panoramics (57%).

Manual processes and isolated tools are still slowing progress. And until organizations strengthen their data connectivity, they'll struggle to achieve the visibility required to support strategic goals like sustainability, resilience and long-term operational performance.

**69%**

of organizations use digital thread technology to a high degree

[15] Hexagon Digital Twin Report, 2025, Hexagon

# Bridging the technology investment/ value gap



Sophisticated data-visualization tools are now widely used. And adoption continues to climb across sectors. But when you set that progress against the disruptive challenges organizations are still reporting, a clear question emerges:

If digital investment is rising, why isn't impact rising with it?

Octave's research highlights the disconnect. 56% of C-suite leaders agree with the statement: 'transformation efforts in our organization haven't yet returned the expected value'.

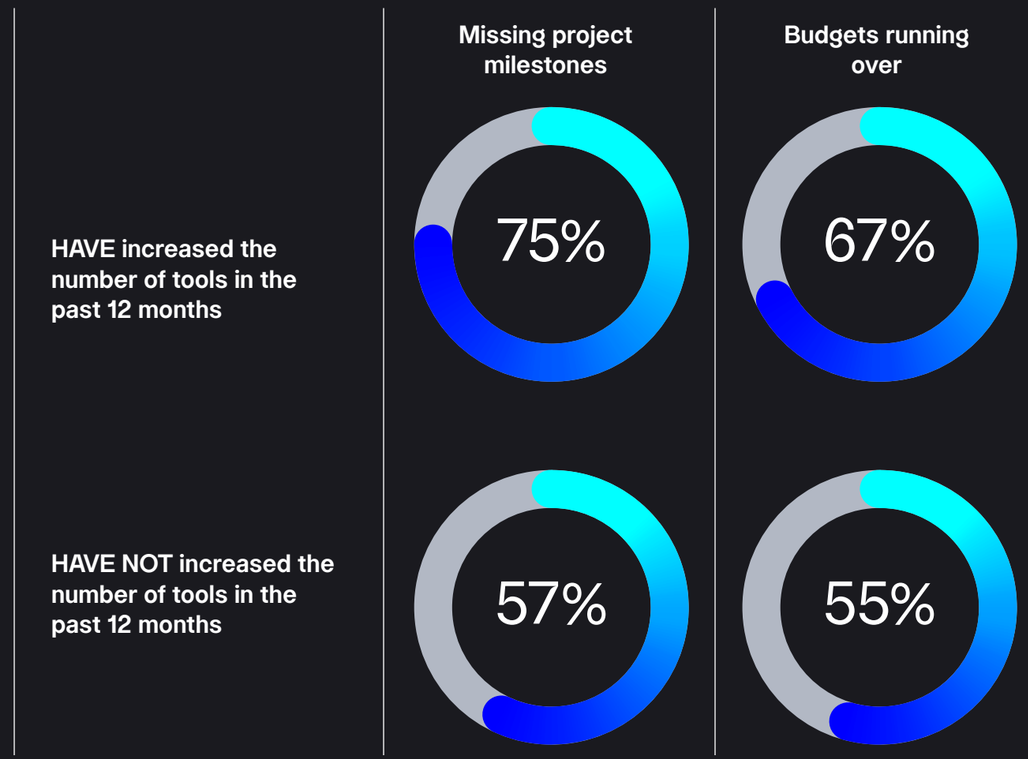
Providing more context on this lack of ROI, 62% agree with the statement 'the lack of available data on asset performance is impacting the financial performance of the business'.

# Manual workloads

The rise in digital tools isn't always creating efficiency. In many organizations, it's doing the opposite. Among those that added more digital tools in the past year, 63% agree their team spends too much time manually creating reports and consolidating data points. An average of 18.72 hours a week, or 117 working days a year lost to manual effort.

The operational impact shows up quickly. 75% of organizations that increased their tools report missed project milestones as a detrimental issue, compared with 57% of those that didn't add more tools. The same pattern holds for budget overruns: 67% of organizations that expanded their toolset cite projects running over budget as a challenge. Compared with 55% of those that haven't added tools.

More tools don't equal more value. Without a connected ecosystem, and best-practice strategies to unify data, organizations end up with fragmentation, not intelligence. To unlock the value these tools promise, they must work together, not in isolation.




Octave's research has brought forward strong themes around the urgent need for data visibility, issues connecting tools to one another, the challenge of gaining insights without onerous organizational effort and, ultimately, a lack of the desired ROI from digital investments.

We are, therefore, now placing a spotlight on digital thread technology. This innovation is capable of seamlessly connecting data from an organization's previously siloed digital landscape. Across all projects, operations and assets. In theory, this solution can solve all the issues discussed. But here too, organizations have been facing adoption challenges.

Some 69% of executives confirm continuous or frequent use of digital thread technology at their organizations. 71% of those respondents say that their stakeholders have direct access to the data and systems they need. Compared with 57% for those who use it less frequently.

But what of the remaining minority who say stakeholders still don't have direct access to the data and systems they need? For those organizations, why is the digital thread still not delivering on its promise of a 'single pane of glass' through which to view all operational and asset data? As we'll see in the next chapter, there is a digital thread maturity curve to be navigated, in order for the full organizational benefits to be achieved.

**57%**

of leaders surveyed agree that 'the tools and platforms used to visualize data lack connectivity to each other'



# Solution in focus: The digital thread

# IDC's three stages of digital thread maturity

The 2025 IDC Analyst Brief, Unlocking Industrial Transformation with a Unified Digital Thread from Engineering to Operations, IDC, sponsored by Octave, observes that there are three stages of digital thread maturity, based on the solutions selected and methodology followed.[16]

### Low maturity:

"Labor-intensive, ad hoc integrations of data and manual data transfers of external data are conducted. Often, this external data fails to be utilized, especially in the case of engineering and construction data. The electronic product code process creates value-rich documentation and data that provides a baseline ontology of an entire operational setting. However, at the handoff, this data set is often recreated nearly entirely from scratch by the owner operator."

### Moderate maturity:

"Some isolated data integration capabilities are executed with the help of IT staff by utilizing horizontal tools and practices. This works for some data and use cases, but often neglects the operations subject matter expertise necessary to contextualize data fully.

Many organizations report years-long efforts to pipe operational data from many sources to an IT data lake only to find that combining the data in meaningful ways is severely limited because it lacks context and is not available in a timely manner."

### Robust maturity:

"Organizations develop a digital thread through a platform-based architecture that maintains data context within original applications while ensuring data access and continuity through engineering to operations and beyond.

These organizations understand that data context is best preserved closest to the source and is ever changing."

[16] Unlocking Industrial Transformation with a Unified Digital Thread from Engineering to Operations, 2025 IDC Analyst Brief, sponsored by Octave, document no. US52853924, January 2025



## Joined up-intelligence for public transport

Greater Anglia is a major UK operating company that transitioned into public ownership in 2025. For this, it laid the groundwork for a more connected, intelligence-driven operation. Dan Everest, fleet information systems manager in the engineering department, told Octave's research team that the organization is building the data foundation required to break down silos and deliver real-time clarity across the network.

"We are building a central data repository for everything to feed into – from EAM engineering data, to revenue and customer experience, all in one place. It will enable joined-up intelligence – for example, not just on delays, or missed revenue, or customer sentiment, but a real full picture of ourselves."

This shift is designed to give teams immediate access to the intelligence they need. No matter the hour. No matter the challenge.

"Any time of day or night, to be able to get the up-to-date data is what we're aiming for and exactly where we're heading."

# Asset Management Systems strategy: The key to maximizing business value from technology

Marc Laplante, senior industry consultant and Octave, explains why a focused asset management systems strategy is essential for public-sector organizations looking to accelerate the value of their data-visualization investments.

**Marc Laplante**
Senior industry consultant, Octave

### What is asset management systems strategy?

It's a strategic discipline that defines how an organization manages its assets across their entire lifecycle. Acquisition, operations, maintenance and eventual disposal. At its core, it ensures asset objectives align directly with organizational objectives.

In other words: know what you have. Understand what it's worth. Manage it with purpose.

### Why should public sector organizations focus on this before thinking about technology?

Public-sector organizations manage some of the most expensive, long-life assets on the planet. Utilities networks, highways, hospitals, ports, transit systems. These assets age. They deteriorate. They demand maintenance and, eventually, replacement. That's why strategy must come first.

A disciplined asset management systems strategy gives governments a best practice framework built specifically for long-life infrastructure. It helps leaders identify what to address, when to address it and why. Before selecting the technologies to support those decisions.

For finance leaders, the approach is especially critical. It enables them to continually balance funding against real community needs and asset condition. Ensuring the services they deliver remain sustainable and resilient over time.

### Where does a best practice asset management systems strategy begin?

It starts with clarity at the highest level. You begin by reviewing the organization's core goals. What are the priority targets? What pressures – budget, regulatory, operational – shape them?

Then you narrow the lens. Which operational inefficiencies are slowing progress today? Which assets sit at the center of those processes? What's the current approach to asset-management strategy? How do you assess asset risk and what methodologies guide that assessment?

It's a disciplined progression: from objectives, to pressures, to inefficiencies, to critical assets, to risk frameworks. That structure becomes the foundation for every decision that follows.

### With regard to those critical assets, how can public sector organizations best assess current performance and then optimize it?

Start by assessing their current asset-management system against the ISO 55001 standard. This review highlights gaps across the entire asset-management framework. From policy and planning to performance evaluation and how non-conformities are reported.

The outcome is clear and actionable. At minimum, a strategic asset management plan that maps the next steps and establishes a path toward maturity.



Many organizations discover they're further along than expected. And that they now have the structure to optimize performance with confidence.

### As an organization begins to implement a refreshed asset management systems strategy, how can it ensure sustained success?

Sustained success depends on people and culture. Executive leadership must be fully aligned. Active in removing obstacles that slow teams down. Their role is to empower employees, nurture autonomy and create an environment where people can focus on what they do best.

When leaders model that commitment, everyone moves with clarity. Teams can see their progress. Feel the impact of the strategy. And stay engaged.

### We haven't talked about technology – such as data visualization tools – at all to this point. Where does this come into the strategy?

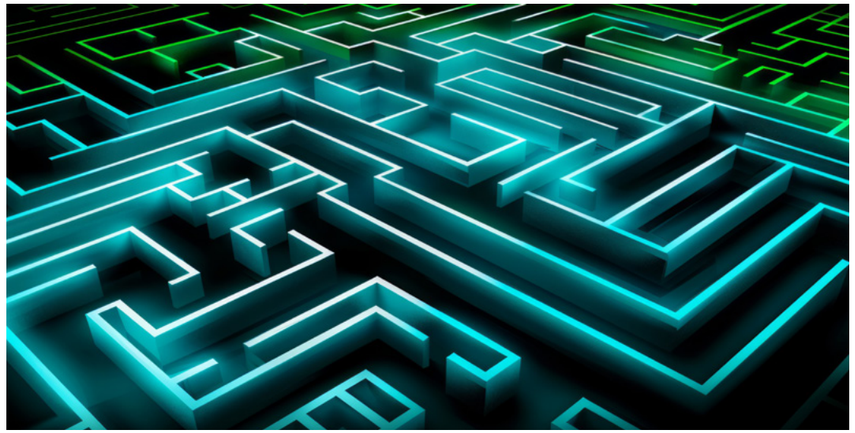
This is intentional. Technology comes later. On purpose.

There's a useful parallel here. We've never had more data about how we eat, sleep or exercise, yet poor health remains widespread in places like the US and Canada. Data alone doesn't change outcomes. The foundation does.

Organizations are in the same position. They have more data-visualization tools than ever. But as the research shows, many still aren't seeing the value they expected. Without a clear asset-management systems strategy, the tools stay disconnected, under-utilized and unable to solve the operational challenges they were meant to address.

A strong strategy is the equivalent of a healthy baseline. It sets the direction, establishes the discipline and ensures the organization knows what it needs to measure. And why.

From there, leaders can identify the right data-visualization solutions to support that strategy, accelerate maturity and enable the organization to operate at its best in pursuit of its objectives.



# Survey methodology

## How we put our global survey together

This report draws on data from Octave's global study into the impact of digital tools and data across industrial environments. We surveyed 400 decision-makers, including C-level executives, to understand their biggest operational challenges and how digital tools are shaping performance across their organizations.

Our respondents represented major industrial markets worldwide:

- **APAC:** Australia, Hong Kong, Japan, Singapore, South Korea
- **Europe:** France, Germany, Italy, Spain, the UK
- **Latin America:** Brazil, Chile, Mexico
- **Middle East:** Israel, Qatar, Saudi Arabia, UAE
- **North America:** Canada, the US

We focused on three core sectors: manufacturing, oil & gas / chemicals and power. Every organization surveyed operates at enterprise scale, with more than $1 billion in annual revenue.

Fieldwork was conducted by phone and online between December 2024 and January 2025. Respondents were required to be either top-level decision-makers or report directly to them. Ensuring every data point reflects leadership priorities and on the ground realities.

Questions focused on both the digital tools they are using and the business value they are seeing.



# Taking the next step

For public sector leaders under pressure to deliver reliable services, manage risk and steward public funds. Visibility is essential.

The next step isn't adding more technology. It's connecting the data you already have. So teams can see clearly across assets, projects and operations and make confident decisions at speed.

Octave helps public sector organizations turn fragmented information into trusted, real-time intelligence.

**Connect with Octave to turn operational complexity into clarity.**

Contact us

# About us

Octave provides mission-critical software that empowers organizations to make informed decisions across every stage of the asset lifecycle — Design, Build, Operate and Protect — where performance, safety and reliability are non-negotiable and failure is not an option.

Turning complex operational data into actionable intelligence, Octave connects expertise, real-world conditions and enterprise-scale insight to improve performance, resilience and incident response where it matters most.

Octave has approximately 7,200 employees in 45 countries.

The spin-off of Octave remains subject to an ongoing separation process and final approval of the board and shareholders, as well as other conditions, consents and regulatory approvals. There can be no assurances a separation, spin-off or listing will occur.

## About Octave

Octave is a leader in enterprise software, turning data into decisive action and intelligence into your edge. Our software solves for and simplifies complexity, from the design and build to operations and protection of people, property, and assets– for any scope, at any scale. For decades, we've partnered with customers to sharpen performance, elevate efficiency, and amplify results. From factory floors to entire cities, our solutions are tuned to scale up what's possible from day one onward.