

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026

**CIMdata**

**Value Potential of Digital Twins and Digital Threads**  
**Results of Industry Research**  
**PLM Market & Industry Forum**  
**A CIMdata PLM Leadership Event**

**7 April 2026—Ann Arbor, Michigan, USA**

*James Roche, Vice President, Aerospace & Defense Practice*  
*j.roche@CIMdata.com*  
*+1.734.668.9922*

**#PLM4um**

**www.CIMdata.com**  
Copyright © 2026

**CIMdata** Defining What Comes Next in Digital Transformation

**Cross-Industry Digital Impact**

**CIMdata: The Leading Authority on PLM**  
 An independent global leader providing research, education, and strategic consulting for digital transformation.

**Maximizing Product Innovation**  
 Focused on helping clients design, acquire, deliver, and support innovative products and services.

**Competitive Global Advantage**  
 Utilizing strategic management consulting to drive success in complex global markets.

**Defining "What Comes Next"**  
 Guiding organizations through the evolving landscape of digital transformation and industrial innovation.

**Leading strategic management consulting firm**

**Industry Verticals & Core Focus Areas**

Industry Vertical	Core Focus Area
Transport & Tech	Aerospace, Automotive, and Computing
Infrastructure	Construction, Manufacturing, and Logistics
Service & Care	Healthcare, Retail, and Global Communication

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026

CIMdata

## Agenda

- Introduction
- Benchmark Plan
- Use Cases
- Demonstration Results
- Concluding Remarks
- Q & A

Copyright © 2026

CIMdata

## Presenter's Profile

**James Roche**  
*Vice President,  
Aerospace & Defense  
Practice*



### At CIMdata

- Leads the creation and delivery of CIMdata's offerings for Aerospace & Defense industrial clients.
- Facilitates the Aerospace & Defense PLM Action Group, an advocacy group that sets the direction for the industry on PLM-related topics.

### Previously

- Founded and managed PLM practices at CSC Consulting and at A.T. Kearney; delivering solutions for international clients in aero, auto, consumer products, high tech, and medical devices industries.
- With EDS, was chief architect for General Motors' global engineering systems modernization, and managed EDS' PLM delivery resources.


### Education

- BS in Physics from Worcester Polytechnic Institute
- Post-graduate studies in Mechanical and Materials Engineering at Wayne State University and the University of Rochester


Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026















## Aerospace & Defense PLM Action Group



*Founded in February 2014*

**Mission**  
An association of aerospace & defense companies within CIMdata's globally recognized PLM Community Program, which functions as a **PLM advocacy group** to . . .

**Members**

**Project Workstreams**

- PLM Technology Obsolescence Management
- Global Collaboration
- Model-based Definition (MBD)
- Multiple View Bill of Material (Multi-view BoM)
- Interoperability Standards
- Model-Based Systems Engineering (MBSE)
- Digital Twin/Digital Thread
- Manufacturing Engineering Co-development
- PLM for In Service

➔

**Research with Solution Providers**

- Digital Thread
- Model-based Systems Engineering

Website: [www.ad-pag.com](http://www.ad-pag.com)

Copyright © 2026



## Key Takeaways




*Value Potential of Digital Twins and Digital Threads—Research Findings*

- Solution architectures are evolving from connectors to a virtual data landscape
- The role of the major PLM platform solutions is being challenged and redefined by more open, federated, and data-centric architectures
- Critical prerequisites for success include open standards for interoperability and robust data governance
- Persistent challenges and industry gaps include legacy system integration, long-term maintainability, and organizational readiness
- AI & ML have transitioned from conceptual ideas to practical enablers

Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026



## Agenda

- Introduction
- Benchmark Plan
- Use Cases
- Demonstration Results
- Concluding Remarks
- Q & A

7

Copyright © 2026



## AD PAG Digital Twin-Digital Thread Project




- Release five position papers addressing varying aspects of Digital Twin / Digital Thread concepts and capabilities related to the aerospace industry
  - Phase 1: Digital Twin/Thread – Research & Scoping
  - Phase 2: Digital Twin/Thread Position Paper
  - Phase 3: Digital Twin/Thread Business Architecture / Methodologies paper
  - Phase 4: Digital Twin/Thread Comparative Analysis of Industry Standards paper
  - ➡ Phase 5: Value proposition of the Digital Twin/Digital Thread to the A&D industry
  - Phase 6: Forward-looking Digital Twin/Thread Strategy and Roadmap
  - Phase 7: Project Consolidation
- Scope the project to deliver value early and iterate
  - Scope to the A&D industry
  - Time box the effort to approximately 36 months

8


Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026




## Benchmark Plan

 Objectives


- A broad assessment of the capabilities of commercially available digital twin/digital thread solution offerings, including software and services
- Mutual education and alignment of thought leaders from industry and leading solution providers
- Advancement of industry’s awareness and understanding of the current practical value potential of digital twin/digital thread investment

***Provide a generalized assessment of the state of the industry and not a competitive comparison between the benchmarked solutions***

9 Copyright © 2026



## Benchmark Plan

 Execution strategy

Recognizing the breadth and the state of maturity of the topic, the benchmark inquiry was not focused solely on “measuring how well it is done” but more broadly on “understanding

- **how** it is done,
- **what** is real today, and
- **where** it is going”

### Solution Provider Engagement

Part 1

1. Welcome and Meeting Objectives
2. Solution Strategy
3. Implementation Approach

Part 2

4. Use Case Demonstrations

*\* Agenda Item 4 to be repeated for each use case \**

Part 3

5. Solution Provider’s View to the Future
6. A&D industry’s view of future
7. Wrap-Up

10 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026

## Benchmark Plan

*Industry partners and participating solution providers*

<p><b>Industry Organization Partners</b></p> <p><b>AIAA</b>, Digital Engineering Integration Committee</p> <p><b>OMG</b>, Digital Twin Consortium, A&amp;D sub-team</p> <p><b>Prostep ivip</b>, Collaborative Digital Twin (CDT) working group</p> <p><b>SAE International</b>, G-31 Digital Communications Committee</p> <p><i>All contributed use cases from their internal project libraries</i></p> <p><i>Contributed 25 of the 80 use cases in the project Use Case Catalog</i></p>	<p><b>Participating Solution Providers</b></p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"><div style="text-align: center;"><p>part of SYNOPSYS™</p></div><div style="text-align: center;"></div><div style="text-align: center;"></div><div style="text-align: center;"></div><div style="text-align: center;"></div><div style="text-align: center;"></div><div style="text-align: center;"><p>INTEGRATE THE FUTURE</p></div></div> <p><i>Contributed 24 use cases</i></p> <p><i>Demonstrated 28 use cases from the project Use Case Catalog</i></p>
--	--

11 Copyright © 2026

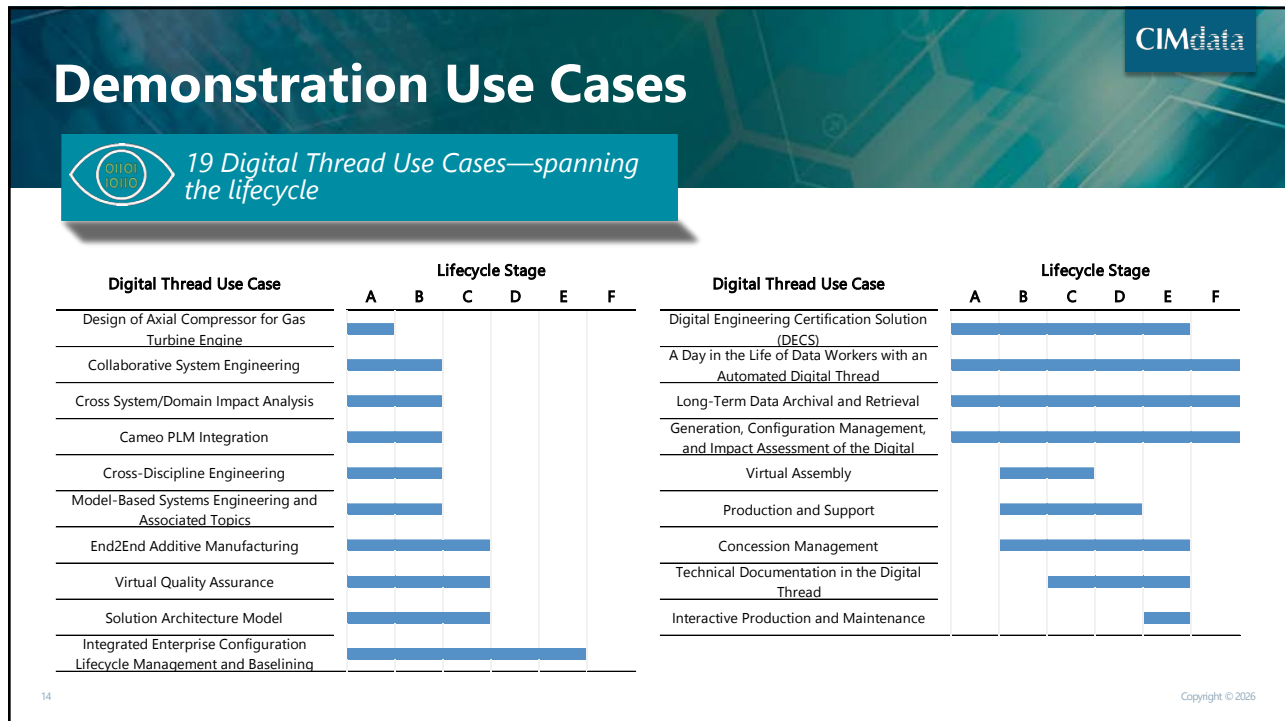
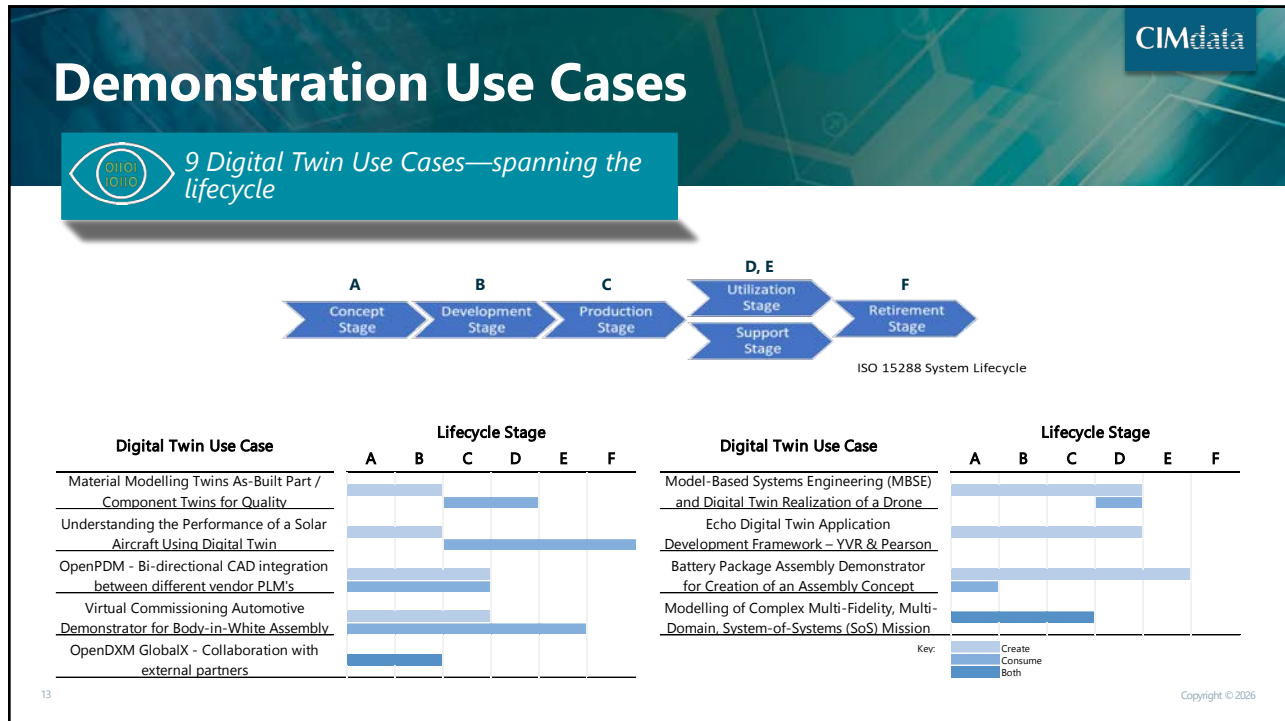
## Agenda

- Introduction
- Benchmark Plan
- Use Cases
- Demonstration Results
- Concluding Remarks
- Q & A

12 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026



# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026

### Demonstration Use Case

**9 Digital Twin Use Cases—spanning the lifecycle**

**OpenDXM GlobalX PLM Integration**  
Roundtrip process workflow for automating collaboration with external partners

Digital Twin Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Material Modelling Twins As-Built Part / Component Twins for Quality						
Understanding the Performance of a Solar Aircraft Using Digital Twin						
OpenPDM - Bi-directional CAD integration between different vendor PLM's						
Virtual Commissioning Automotive Demonstrator for Body-in-White Assembly						
OpenDXM GlobalX - Collaboration with external partners						

Digital Twin Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Model-Based Systems Engineering (MBSE) and Digital Twin Realization of a Drone						
Echo Digital Twin Application Development Framework – YVR & Pearson						
Battery Package Assembly Demonstrator for Creation of an Assembly Concept						
Modelling of Complex Multi-Fidelity, Multi-Domain, System-of-Systems (SoS) Mission						

### Demonstration Use Case

**9 Digital Twin Use Cases—spanning the lifecycle**

**Capgemini**

Digital Twin Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Material Modelling Twins As-Built Part / Component Twins for Quality						
Understanding the Performance of a Solar Aircraft Using Digital Twin						
OpenPDM - Bi-directional CAD integration between different vendor PLM's						
Virtual Commissioning Automotive Demonstrator for Body-in-White Assembly						
OpenDXM GlobalX - Collaboration with external partners						

Digital Twin Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Model-Based Systems Engineering (MBSE) and Digital Twin Realization of a Drone						
Echo Digital Twin Application Development Framework – YVR & Pearson						
Battery Package Assembly Demonstrator for Creation of an Assembly Concept						
Modelling of Complex Multi-Fidelity, Multi-Domain, System-of-Systems (SoS) Mission						

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026

### Demonstration Use Case

9 Digital Twin Use Cases—spanning the lifecycle

**Digital Twin Use Case**

Digital Twin Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Material Modelling Twins As-Built Part / Component Twins for Quality						
Understanding the Performance of a Solar Aircraft Using Digital Twin						
OpenPDM - Bi-directional CAD integration between different vendor PLM's						
Virtual Commissioning Automotive Demonstrator for Body-in-White Assembly						
OpenDXM GlobalX - Collaboration with external partners						

**Digital Mission Engineering**

**Digital Twin Use Case**

Digital Twin Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Model-Based Systems Engineering (MBSE) and Digital Twin Realization of a Drone						
Echo Digital Twin Application Development Framework – YVR & Pearson						
Battery Package Assembly Demonstrator for Creation of an Assembly Concept						
Modelling of Complex Multi-Fidelity, Multi-Domain, System-of-Systems (SoS) Mission						

Key: Create, Consume, Both

17 Copyright © 2026

### Demonstration Use Case

19 Digital Thread Use Cases—spanning the lifecycle

**Digital Thread Use Case**

Digital Thread Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Design of Axial Compressor for Gas Turbine Engine						
Collaborative System Engineering						
Cross System/Domain Impact Analysis						
Cameo PLM Integration						
Cross-Discipline Engineering						
Model-Based Systems Engineering and Associated Topics						
End2End Additive Manufacturing						
Virtual Quality Assurance						
Solution Architecture Model						
Integrated Enterprise Configuration Lifecycle Management and Baselineing						

**L-PBF metal Additive Mfg component for aerospace**

Engineering a lightweight aircraft component to meet industrial & sustainability objectives

**Automated Digital Thread**

Automated Digital Thread	Lifecycle Stage					
	A	B	C	D	E	F
Long-Term Data Archival and Retrieval						
Generation, Configuration Management, and Impact Assessment of the Digital Thread						
Virtual Assembly						
Production and Support						
Concession Management						
Technical Documentation in the Digital Thread						
Interactive Production and Maintenance						

18 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026

### Demonstration Use Case

19 Digital Thread Use Cases—spanning the lifecycle

**Digital Thread Use Case**

Digital Thread Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Design of Axial Compressor for Gas Turbine Engine	█					
Collaborative System Engineering	█	█				
Cross System/Domain Impact Analysis	█	█				
Cameo PLM Integration	█	█				
Cross-Discipline Engineering	█	█				
Model-Based Systems Engineering and Associated Topics	█	█				
End2End Additive Manufacturing	█	█	█			
Virtual Quality Assurance	█	█	█			
Solution Architecture Model	█	█	█			
Integrated Enterprise Configuration Lifecycle Management and Baselineing	█	█	█	█	█	█

**Digital Thread an Integrated Digital Information Map of the Product entire life cycle**

- Access to all ASOT's
- Personalized Views of the Digital thread across ASOT's
- Digital Thread constructed automatically
- No data is replicated in DTA
- Elimination of Clerical activities
- User ability to enrich the manually
- Baselining capabilities
- Search, Pedigree and impact assessment

**Simplifies: Installation, Learning, Usage while Reducing: Time to Market and Investment**

**Automated Digital Thread**

Use Case	A	B	C	D	E	F
Long-Term Data Archival and Retrieval	█	█	█	█	█	█
Generation, Configuration Management, and Impact Assessment of the Digital	█	█	█	█	█	█
Virtual Assembly			█	█		
Production and Support			█	█	█	
Concession Management			█	█	█	
Technical Documentation in the Digital Thread			█	█	█	
Interactive Production and Maintenance					█	█

Copyright © 2026

### Demonstration Use Case

19 Digital Thread Use Cases—spanning the lifecycle

**Digital Thread Use Case**

Digital Thread Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Design of Axial Compressor for Gas Turbine Engine	█					
Collaborative System Engineering	█	█				
Cross System/Domain Impact Analysis	█	█				
Cameo PLM Integration	█	█				
Cross-Discipline Engineering	█	█				
Model-Based Systems Engineering and Associated Topics	█	█				
End2End Additive Manufacturing	█	█	█			
Virtual Quality Assurance	█	█	█			
Solution Architecture Model	█	█	█			
Integrated Enterprise Configuration Lifecycle Management and Baselineing	█	█	█	█	█	█

**Solution Architecture: Digital Thread capabilities to address Non-Conformities**

**Automated Digital Thread**

Use Case	A	B	C	D	E	F
Long-Term Data Archival and Retrieval	█	█	█	█	█	█
Generation, Configuration Management, and Impact Assessment of the Digital	█	█	█	█	█	█
Virtual Assembly			█	█		
Production and Support			█	█	█	
Concession Management			█	█	█	
Technical Documentation in the Digital Thread			█	█	█	
Interactive Production and Maintenance					█	█

Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026

### Demonstration Use Case

**19 Digital Thread Use Cases—spanning the lifecycle**

Digital Thread Use Case	Lifecycle Stage					
	A	B	C	D	E	F
Design of Axial Compressor for Gas Turbine Engine	█					
Collaborative System Engineering	█	█				
Cross System/Domain Impact Analysis	█	█				
Cameo PLM Integration	█	█				
Cross-Discipline Engineering	█	█				
Model-Based Systems Engineering and Associated Topics	█	█				
End2End Additive Manufacturing	█	█	█			
Virtual Quality Assurance	█	█	█			
Solution Architecture Model	█	█	█			
Integrated Enterprise Configuration Lifecycle Management and Baselineing	█	█	█	█	█	

**Create Once**  
The content created in RapidAuthor allows you to produce documentation in any output formats and supports Update

**DIGITAL THREAD**

Source Data: 3D CAD Geometry, BOM/BOP, Any existing assets

RapidAuthor: 3D Illustrations, Animations, Reports

Digital Thread: STANDARDS, PARTS CATALOGS, 2D ILLUSTRATIONS

Publication: STANDARDS, PLATFORMS, FORMATS

XML-BASED ARCHITECTURE / OPEN STANDARDS | TEAMCENTER PLM/ECM | READY TO USE WITH VIRTUAL, AUGMENTED AND MIXED REALITY

**Automated Digital Thread**

Use Case	A	B	C	D	E	F
Long-Term Data Archival and Retrieval	█	█	█	█	█	█
Generation, Configuration Management, and Impact Assessment of the Digital	█	█	█	█	█	█
Virtual Assembly			█	█	█	
Production and Support			█	█	█	
Concession Management			█	█	█	
Technical Documentation in the Digital Thread				█	█	
Interactive Production and Maintenance						█

Copyright © 2026


# Agenda

- Introduction
- Benchmark Plan
- Use Cases
- Demonstration Results
- Concluding Remarks
- Q & A


Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026




## Use Case Demonstrations



Evaluation dimensions and rating scale

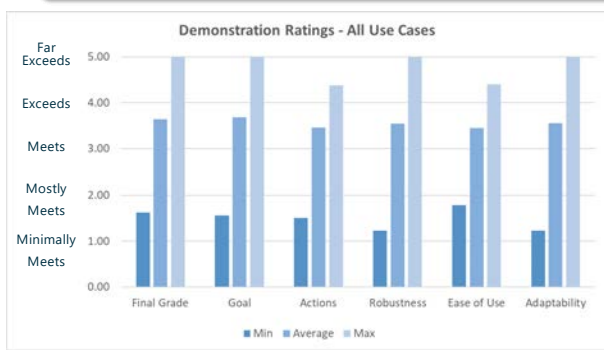
Evaluation Dimensions	Rating Scale
<b>Use Case Goal</b> The intended outcomes and business value	0-Not shown
<b>Use Case Actions</b> The standard sequence of actions and their corresponding outcomes	1-Minimally meets requirement
<b>Robustness</b> The ability of a system or solution to consistently perform well under various conditions	2-Mostly meets requirement
<b>Ease of Use</b> The simplicity and intuitiveness of the system or solution	3-Meets requirement
<b>Adaptability</b> The ability to adjust in response to changing requirements, environments, or user needs	4-Exceeds requirement
	5-Far exceeds requirement

23
Copyright © 2026



## Use Case Demonstrations


Results – All use cases




Category	Min	Average	Max
Final Grade	1.5	3.5	5.0
Goal	1.5	3.5	5.0
Actions	1.5	3.5	4.5
Robustness	1.2	3.5	5.0
Ease of Use	1.8	3.5	4.5
Adaptability	1.2	3.5	5.0

- The demonstration ratings show an overall positive outcome
- Average scores above 3.0, indicate that most use case demonstrations met or exceeded expectations in all evaluation categories
- Minimum scores between 1.0 and 2.0 suggests that a few demonstrations fell short of expectations
- Most solution demonstrations were viewed as mature and strategically aligned
- Some solution demonstrations prompted concerns regarding their practical readiness and quality of execution


24
Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026



## Use Case Demonstrations

 Summary assessment of value\* (1 of 2)

- Evaluator ratings
  - Overall, demonstrations were rated as exceeding requirements
  - Individual provider demonstrations rated from meets to far exceeds
- Participants emphasized that
  - The collective learning experience and cross-industry exposure were invaluable
  - Providing insights that could only be gained through a collaborative benchmark of this kind
- The sessions fostered a clearer understanding of where the industry stands today revealing both technical progress and conceptual divergence

*\*Twelve senior domain experts from AD PAG member companies served as demonstration evaluators*

25 Copyright © 2026



## Use Case Demonstrations


 Summary assessment of value (2 of 2)

- Across all sessions, the collective experience offered exceptional educational value and industry insight
  - Evaluators described the demonstrations as “impressive” and “convincing,” though not all were at the same level of maturity or completeness
- While no single provider offered a complete Dtw-Dth platform, the collective demonstrations
  - Provided critical comparative insights
  - Revealed emerging best practices
  - Reaffirmed the collaborative benchmark’s value as a unique industry learning experience

26 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads


2026 Market & Industry Forum—7 April 2026




## Agenda

- Introduction
- Benchmark Plan
- Use Cases
- Demonstration Results
- Concluding Remarks
- Q & A

27 Copyright © 2026



## Concluding Remarks

 *Key findings (1 of 2)*

- Divergent strategies
  - Focused Solutions – These providers offer deep, mature capabilities in a specific domain (e.g., simulation-led design, technical publications, or metrology)
  - General Solutions – These providers focus on the broader challenge of connecting disparate enterprise systems (PLM, ALM, MES, ERP) to create a cohesive data thread
- Architectural evolution from connectors to virtual-data-landscape
  - Move from point-to-point integrations towards more sophisticated architectural patterns
  - Concept of a federated digital fabric, tapestry or web

28 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026

CIMdata

## Concluding Remarks


 *Key findings (2 of 2)*

- Role of the major PLM platform solutions
  - Foundational but evolving within the broader Dth and Dtw ecosystem
  - Continues to serve as the authoritative source for 'as-designed' product data and the backbone for configuration and change management
  - Its position as the central program hub is increasingly being challenged and redefined by more open, federated, and data-centric architectures
- Pragmatic integration of AI
  - AI and ML have transitioned from conceptual ideas to practical enablers for advanced Dtw-Dth functionalities. Applications are concrete and focused on delivering specific business value

29 Copyright © 2026

CIMdata

## Concluding Remarks


 *Critical prerequisites for success (1 of 2)*

- Integrated multi-domain models
  - The ability to connect models from various domains (e.g., design, cost, supply chain, physics-based simulation) is essential for holistic analysis
- PLM-MES integration
  - A seamless, bidirectional link between the PLM system ('as-designed/as-architected') and the MES ('as-manufactured/as-built') is fundamental
- Open standards and interoperability
  - A reliance on open, neutral standards (e.g., STEP, JT, OpenUSD) is crucial for avoiding vendor lock-in and ensuring long-term data exchangeability and collaboration across the ecosystem


30 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

2026 Market & Industry Forum—7 April 2026



## Concluding Remarks

 *Critical prerequisites for success  
(2 of 2)*

- Robust data governance and archival
  - For industries like A&D, a strategy for archiving and accessing data for decades is a non-negotiable requirement
  - The long-term effort required to maintain a complex web of connected data sources and data models as underlying systems evolve is substantial and must be sustained
- Organizational Readiness
  - The technology is often more mature than the organization's ability to adopt it
  - The A&D industry's readiness, while growing, is still in its early stages

31 Copyright © 2026



## What is the Business Opportunity?

 *How the PLM Economy can best support these requirements*

- Technology providers' future competitive edge
  - Move from point-to-point integrations for importing data to enablement of a virtual-data-landscape
  - Enable expansive implementations of threads, twins and AI with open architectures
- Service providers' future competitive edge
  - Advanced methods for planning, designing, building, deploying and reskilling
  - Advanced methods for integrating multi-domain models and heterogeneous data sources

32 Copyright © 2026

# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026

**CIMdata**

## Thank You to Those Who Worked With Us

 For contributing their knowledge and effort to this important work

**Partnering Organizations**

**Participating Solution Providers**


33 Copyright © 2026

**CIMdata**

## To Learn More...

- Access A&D PLM Action Group resources at QR code below



- Digital Twin-Digital Thread Use Case Catalog, Mar 2026
- Digital Twin-Digital Thread Solution Evaluation Benchmark Report of Findings, Dec 2025
- Model-Based Systems Engineering Research, report, Dec 2024
- Digital Twin-Thread: Phase 4 – A&D Industry Digital Twin/ Thread Standards, position paper, Nov 2023
- Digital Thread Collaborative Research, report, Aug 2023
- Digital Twin-Thread: Phase 3 – Business Architecture Frameworks/Methodologies, position paper, Feb 2023
- Digital Twin-Thread: Phase 2 – Problem, Objectives, Proposed Definitions, position paper, Jul 2022

- Access CIMdata resources at [www.CIMdata.com](http://www.CIMdata.com)

- Digital Threads and Twins In Theory and In Practice: Benchmarked Industry Use Cases, webinar, 9 Apr 2026
- The What and Why of Digital Threads and Twins - A Report from the Field, webinar, Mar 2025
- How to Build Out an Enterprise Digital Web, webinar, Mar 2024
- Promise and Reality of the Digital Thread - Results of Industry Research, webinar, Mar 2023
- Multi-view BOM Value Potential, webinar, Apr 2022
- The Digital Thread is Really a Web, with the Engineering BoM at Its Center, webinar, Sep 2021

34 Copyright © 2026



# Value Potential of Digital Twins and Digital Threads

## 2026 Market & Industry Forum—7 April 2026



**CIMdata** Defining What Comes Next in Digital Transformation



**CIMdata** Strategic management consulting for competitive advantage in global markets

**Serving clients from offices in North America, Europe, and Asia-Pacific**

<b>World Headquarters</b> Ann Arbor, Michigan USA Tel: +1.734.668.9922	<b>Asia-Pacific Headquarters</b> Tokyo, JAPAN Tel: +81.47.361.5850
<b>EMEA Headquarters</b> Paris, FRANCE Tel: +33 (0) 663.406.725	

**www.CIMdata.com**

Copyright © 2026