

Exhibit 4

Generative AI use cases will have different impacts on business functions across industries.

Generative AI productivity impact by business functions¹

Low impact  High impact



Note: Figures may not sum to 100%, because of rounding.

¹Excludes implementation costs (eg, training, licenses).

²Excluding software engineering.

³Includes aerospace, defense, and auto manufacturing.

⁴Including auto retail.

Source: Comparative Industry Service (CIS), IHS Markit; Oxford Economics; McKinsey Corporate and Business Functions database; McKinsey Manufacturing and Supply Chain 360; McKinsey Sales Navigator; Ignite, a McKinsey database; McKinsey analysis