



Frontrunner in digital and AI

Unlocking commercial value

CMD 2025 | Dennis Lentz, Chief Digital Officer
28 May 2025

The digital transformation
of our industry has truly
begun and is accelerating



From legacy to leadership – driving the industry shift to the cloud



Old legacy solutions characterised by

- Locked-up data
- Disconnected systems
- Outdated processes
- Time-consuming upgrades



One central cloud platform for the industry



Handling all business transactions



Connecting the dots and people



Easing access to AI



Creating economic benefits





**We make our core business
better, faster**

**We empower our customers
with value-added solutions**

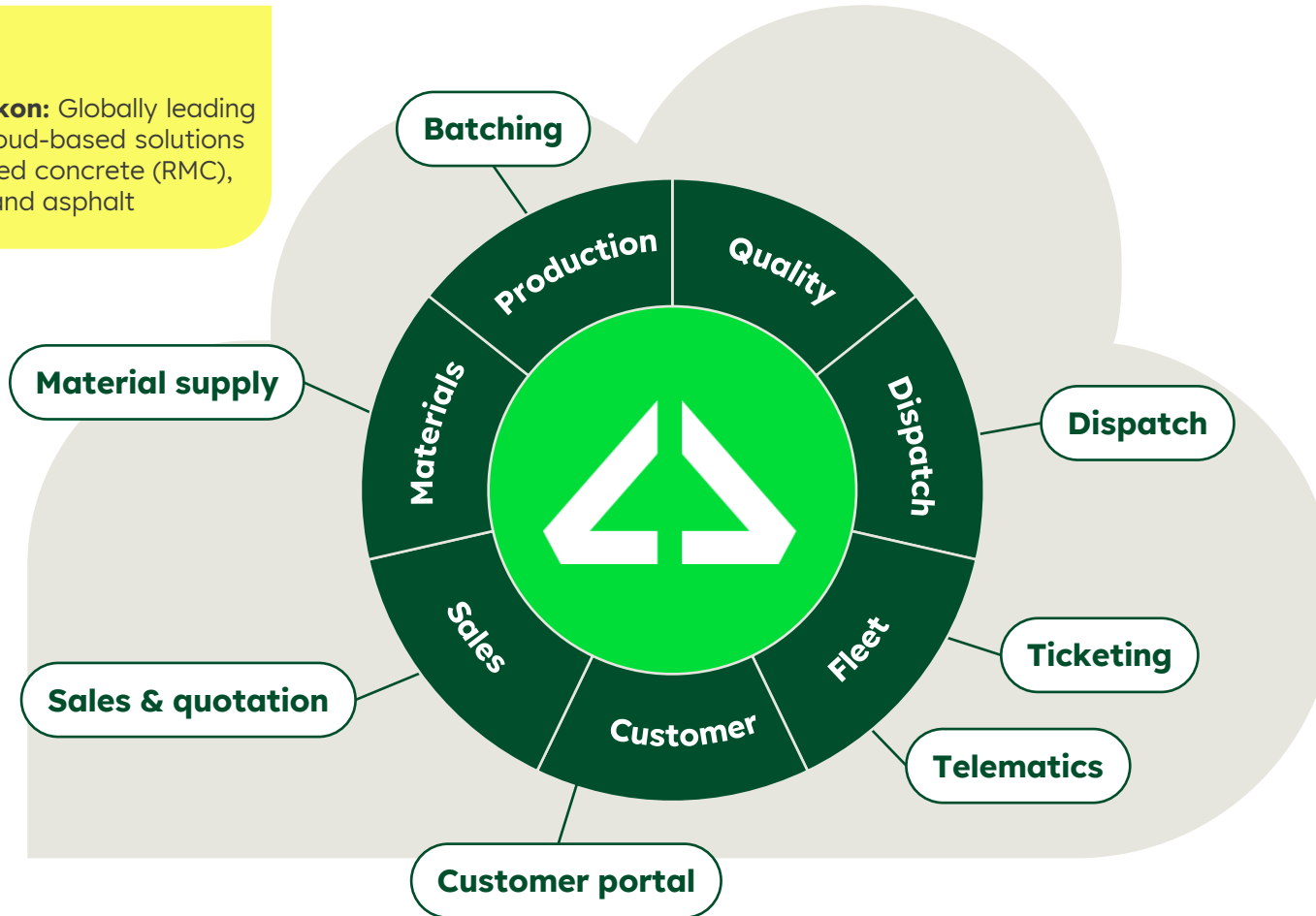
**Together with our partners, we are building
THE digital platform of our industry.**



Benefitting from the leading digital platform of our industry



Command Alkon: Globally leading provider of cloud-based solutions for ready-mixed concrete (RMC), aggregates, and asphalt



2025

65% HM NAM
RMC on cloud

2026

100% HM NAM
RMC on cloud

2026+

Leverage global
advantage

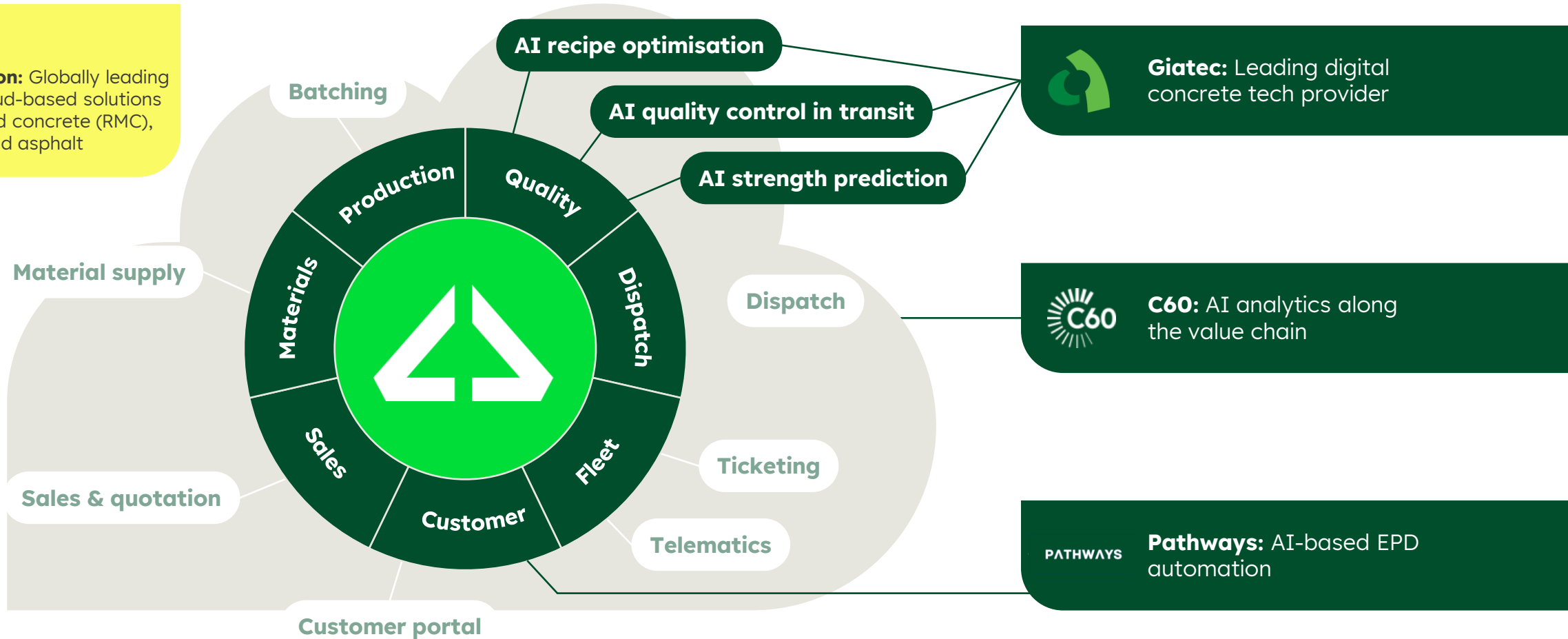
**Reinventing business
processes at scale with the
largest installed global
user base**



Benefitting from smartly integrated AI partner applications



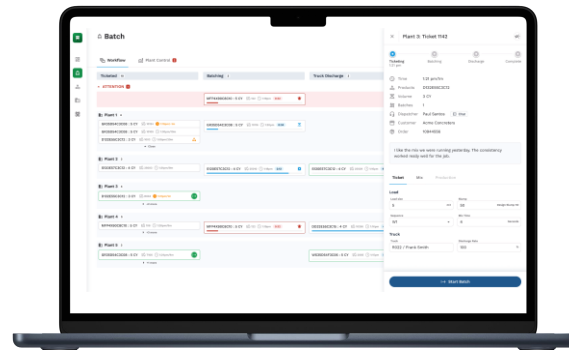
Command Alkon: Globally leading provider of cloud-based solutions for ready-mixed concrete (RMC), aggregates, and asphalt



Command Alkon cloud applications unlock batching efficiencies



From manual batching ...
... with **1 batcher per plant**
... and **inaccurate batch tuning** to ...



Command Batch - Cloud Experience

**1 batcher handling
10 plants**

2025
Batch AI live in
HM NAM, UK, AUS

2026+
Leverage global
advantage

~€12m
in NAM



Batch AI

15pp+ increased batch accuracy
leads to lower quality deviations
& less buffer needed,
enabling material savings

~€3m
in NAM



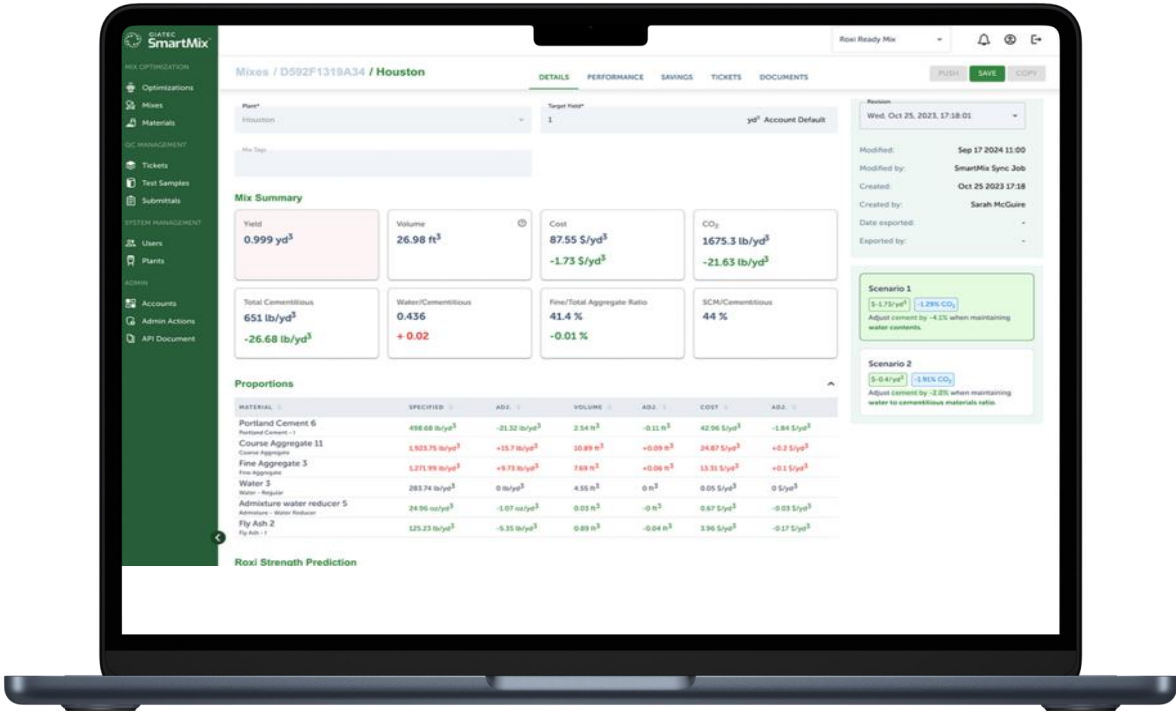
Giatec’s AI powered service SmartMix addresses overdesign



2025
Rollout in HM NAM

2026
NAM project completed

2026+
Leverage global advantage



SmartMix

AI tackles **significant overdesign opportunity** in NAM

180,000 of our mixes used for AI model training

~€4m
in NAM





Summing it up: creating tangible benefits for our business

Collective rollout of digital suite expected to deliver annual potential of

~€50m

for our North American business





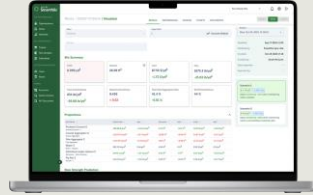
Switching perspectives: how the cloud empowers our customers



Driving topline growth through complementary cloud-based services

Recipe optimisation as a service

Increase customer stickiness



Bundling concrete with digital services

Boost revenue and margins



Automated EPD update service

Enhance competitiveness and pricing power



Digital evoZero sales across the globe

Drive high-margin premium product sales



... and many more



Deep dive next



Automated environmental product declarations (EPD) drive low carbon materials sales

2025 ————— **2026+**
Rollout in NAM and Europe Leverage global advantage

OLD: Manual EPDs



2 – 3 months

for HM CEM EPD creation



18 – 24 months

until customer RMC EPD update

Customer challenge

Difficulty to sell low-carbon RMC due to outdated EPDs

HM challenge

Little customer incentive to purchase low-carbon cement

NEW: Fully automated EPDs



1.5 hours

for HM CEM EPD creation



Real time

RMC customer EPD update

Customer benefit

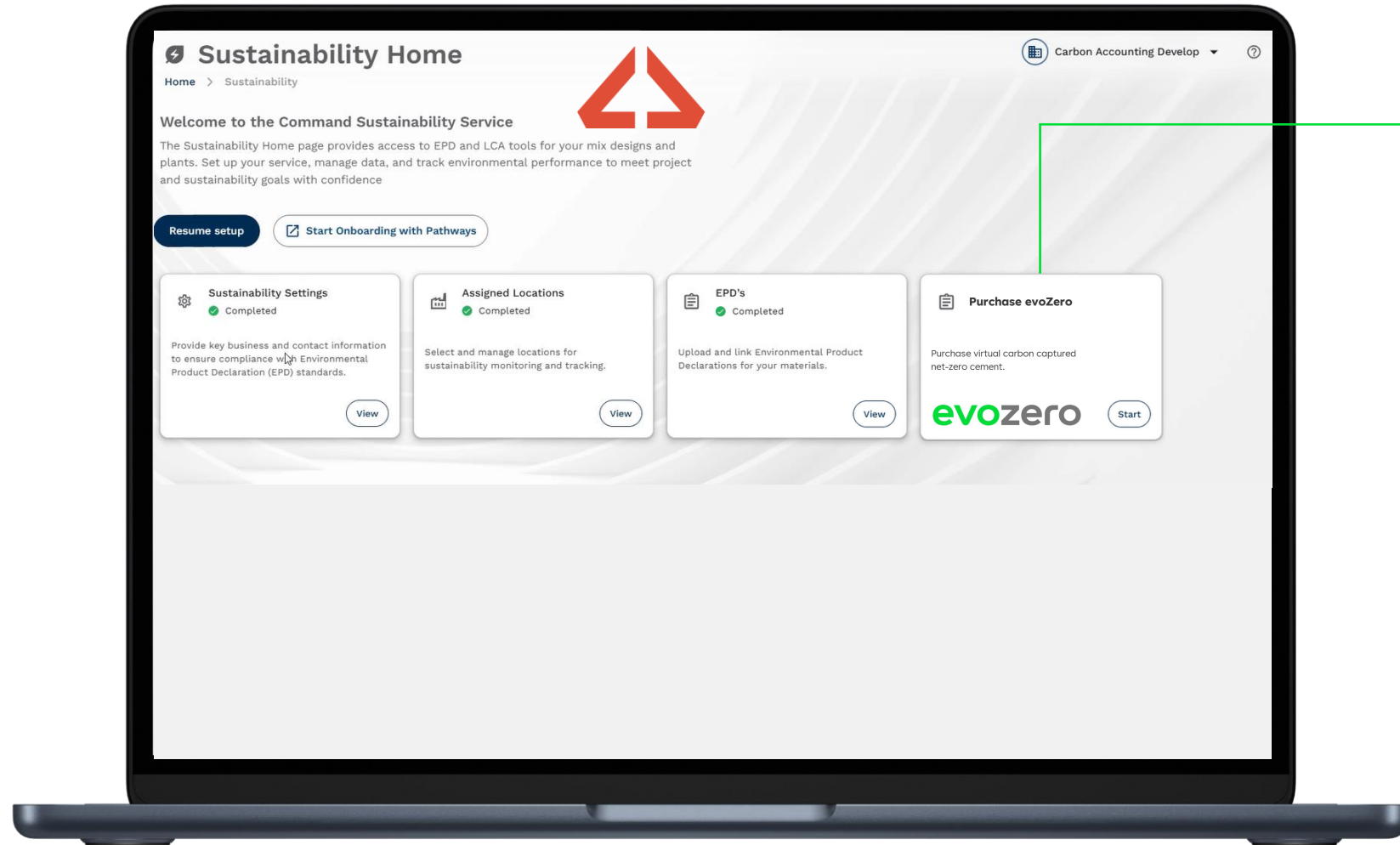
Competitive edge due to proven CO₂ leadership

HM benefit

Acceleration of low-carbon cement sales

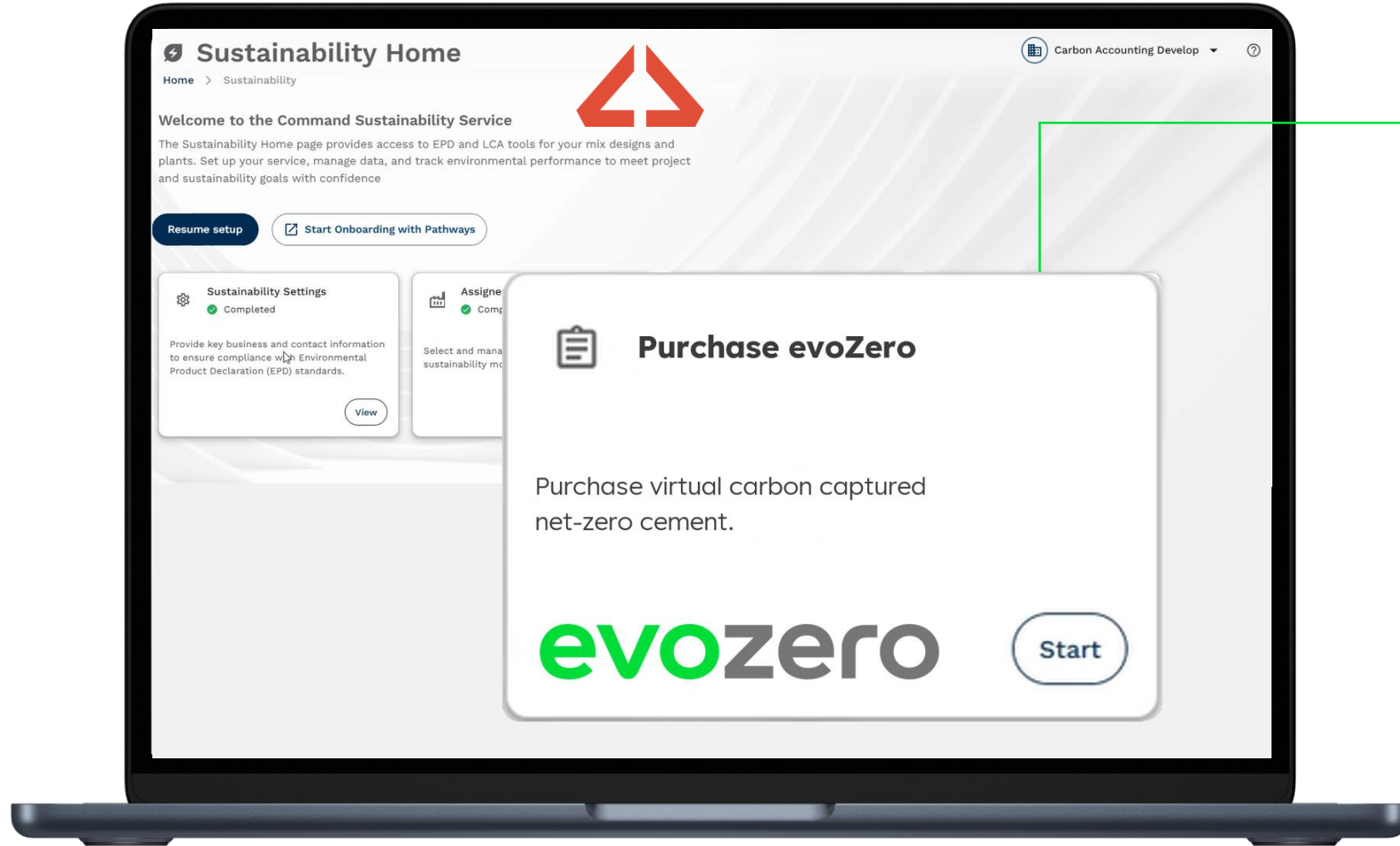


Our 2030 vision: evoZero globally available via the cloud

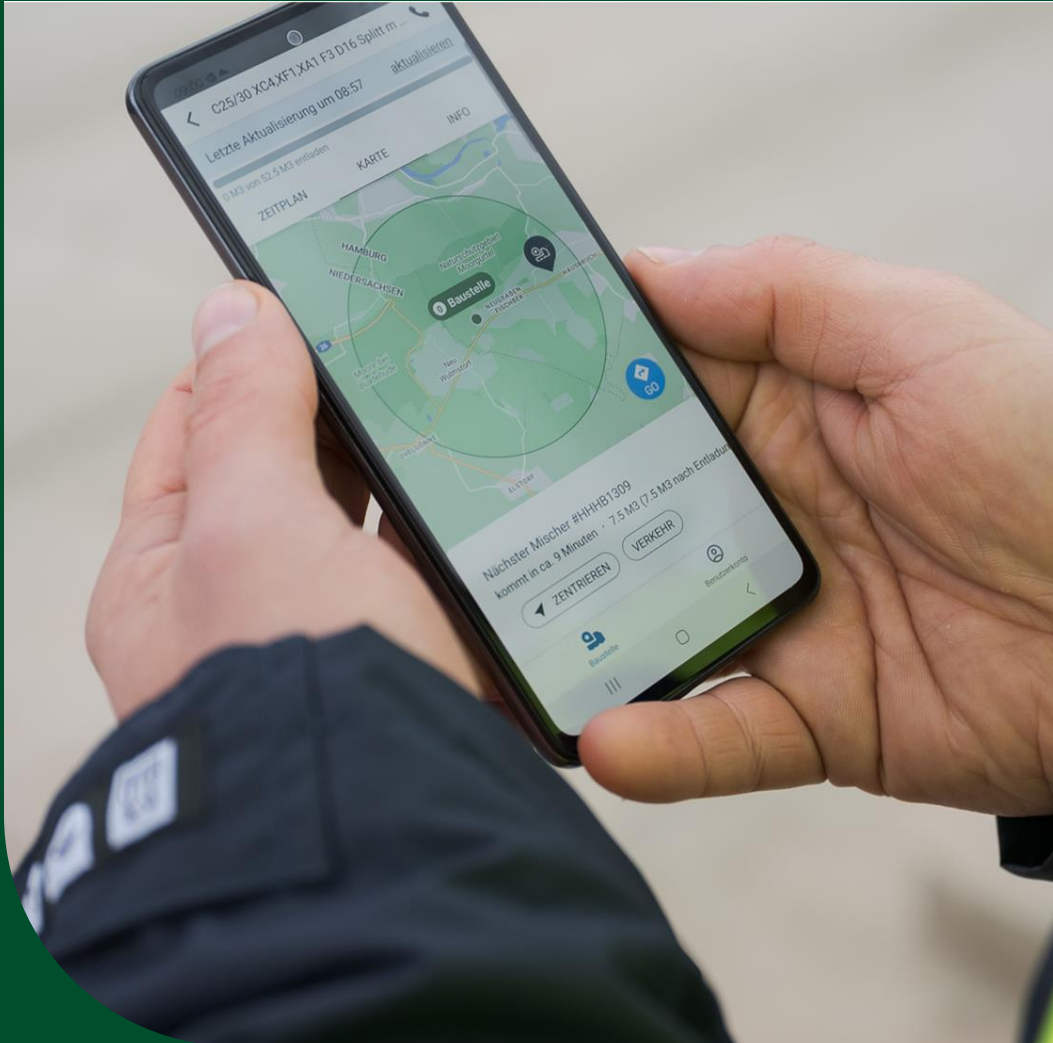


**Produced in Norway and
sold digitally across the
globe as a virtual product**

Our 2030 vision: evoZero globally available via the cloud



**Produced in Norway and
sold digitally across the
globe as a virtual product**



Global advantage: We are moving the industry to the cloud with our partners

We make our core business better, faster

We empower our customers with value-added solutions

Next step: “Global scaling of platform”

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