

Success in Digitalization

HAway to Digital

October 2025

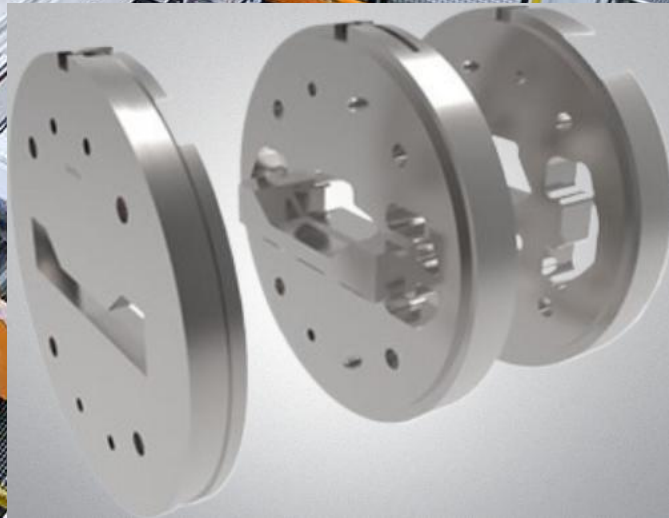
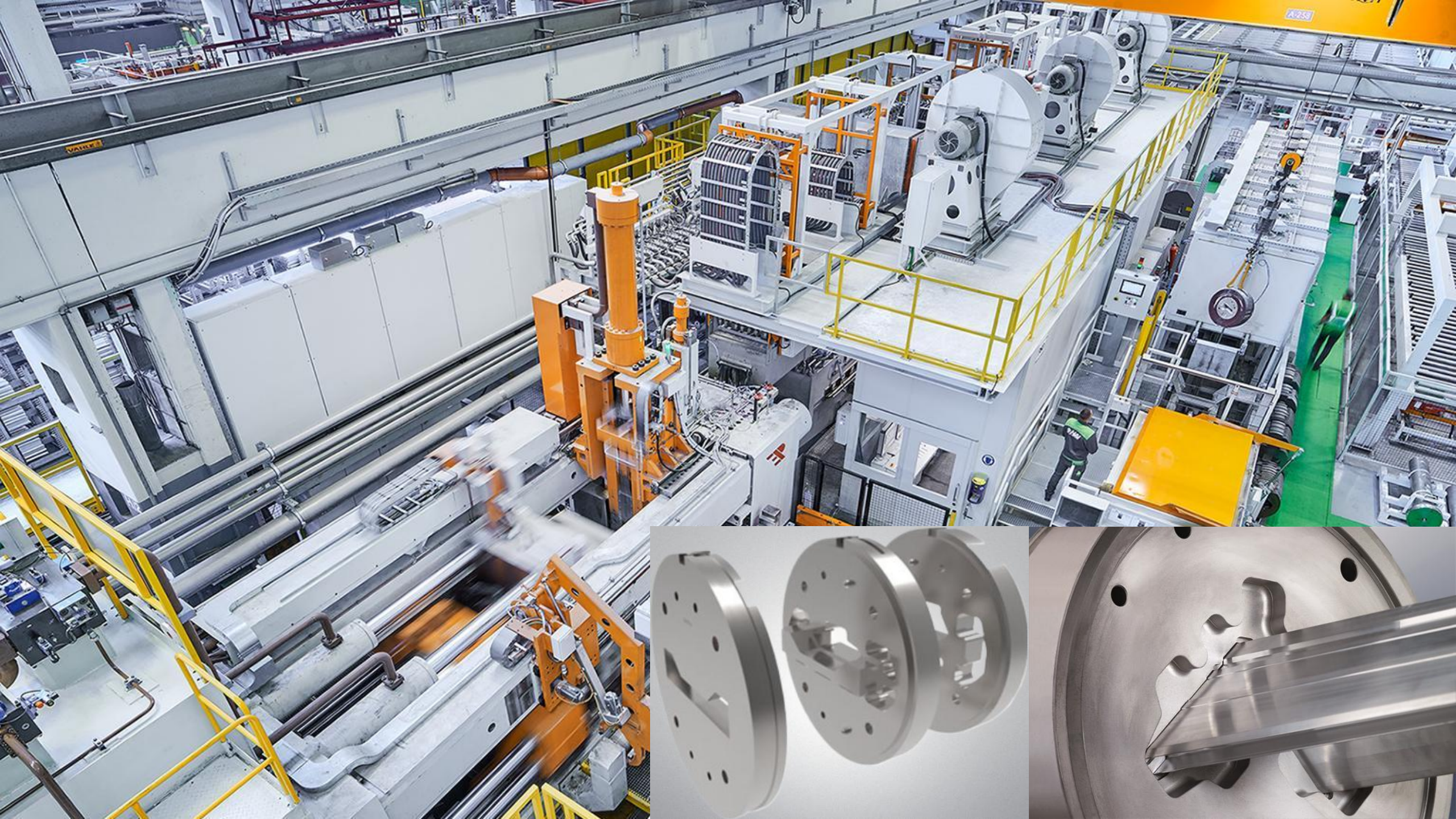
Hermann Kaineder, CDO/CIO



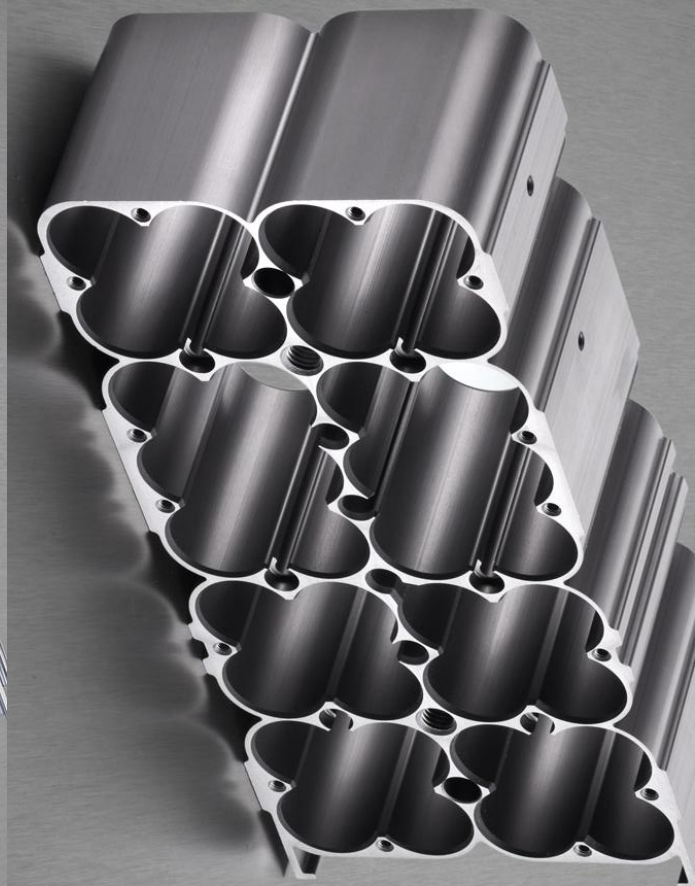
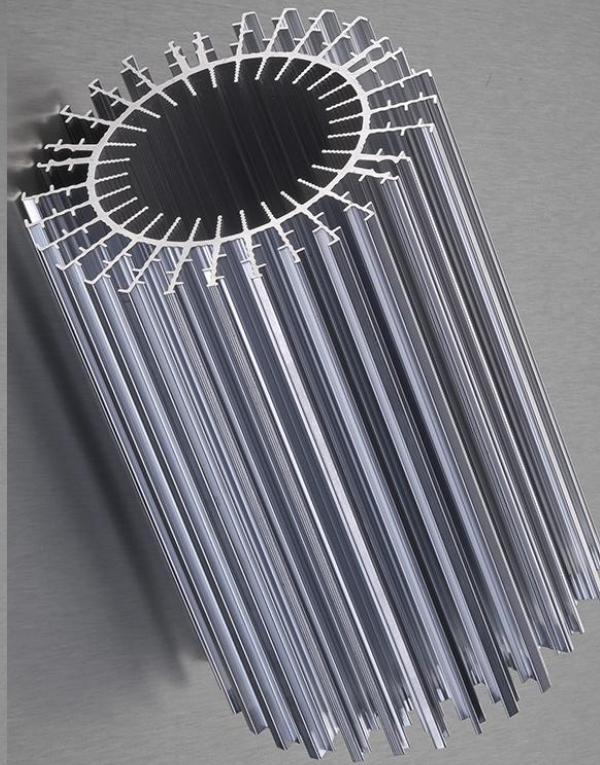
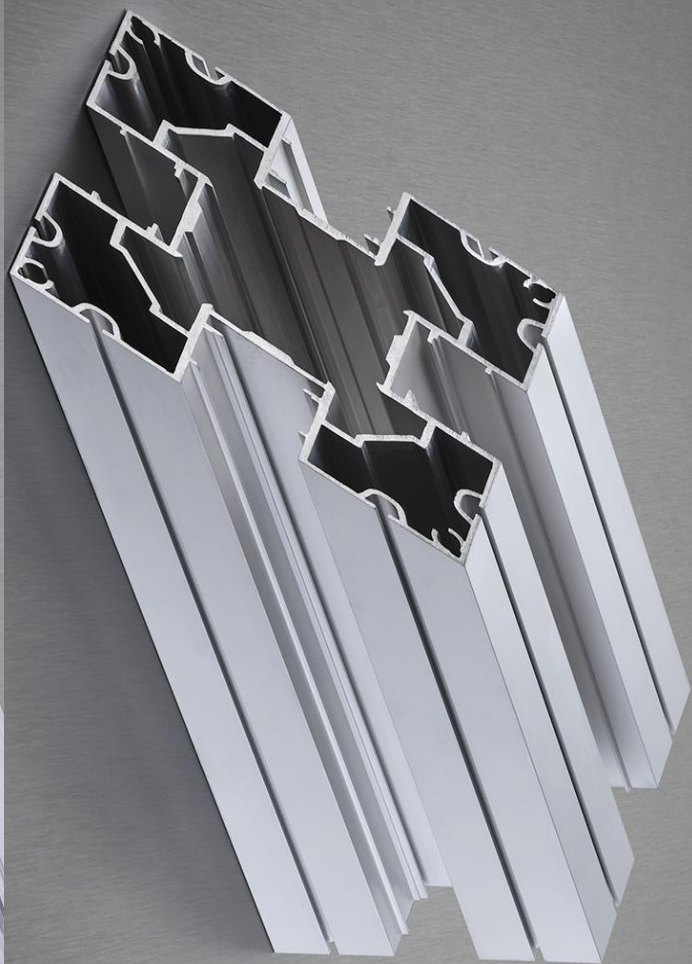
















WINDOW	
X	23.617
Y	-2.385
Z	8195.902



Revenue 2023 in Mio. €

890



Employees

~2.100

Locations

8

Countries

4



Capacity in to
Casting

250.000

Extrusion

125.000



Gas

Energy Consumption in MWh

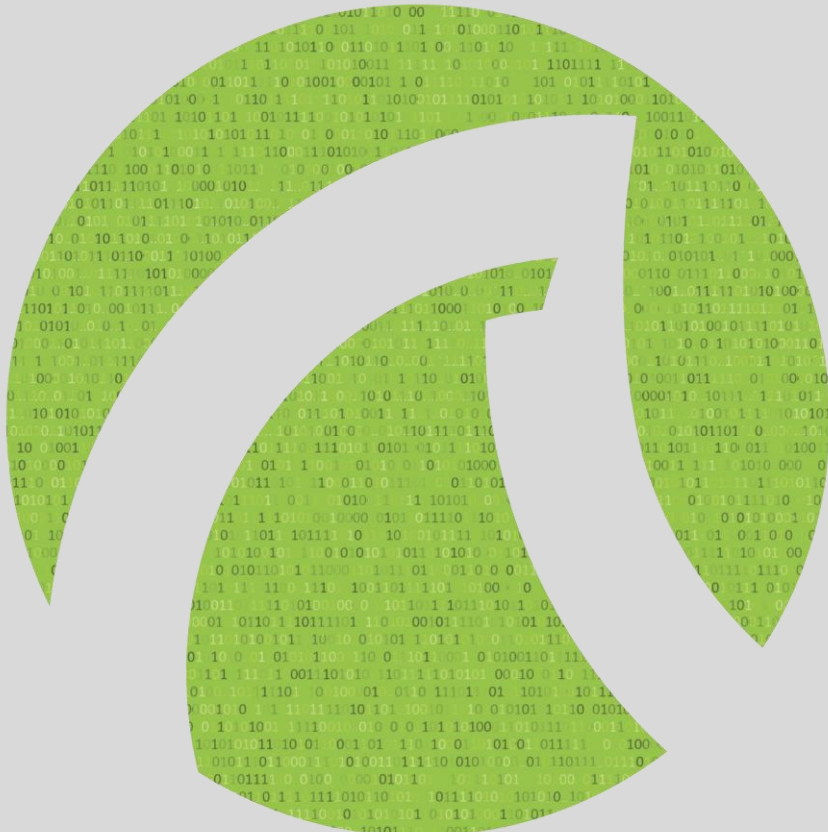
275.000

Electricity

Fotovoltaic

8.400

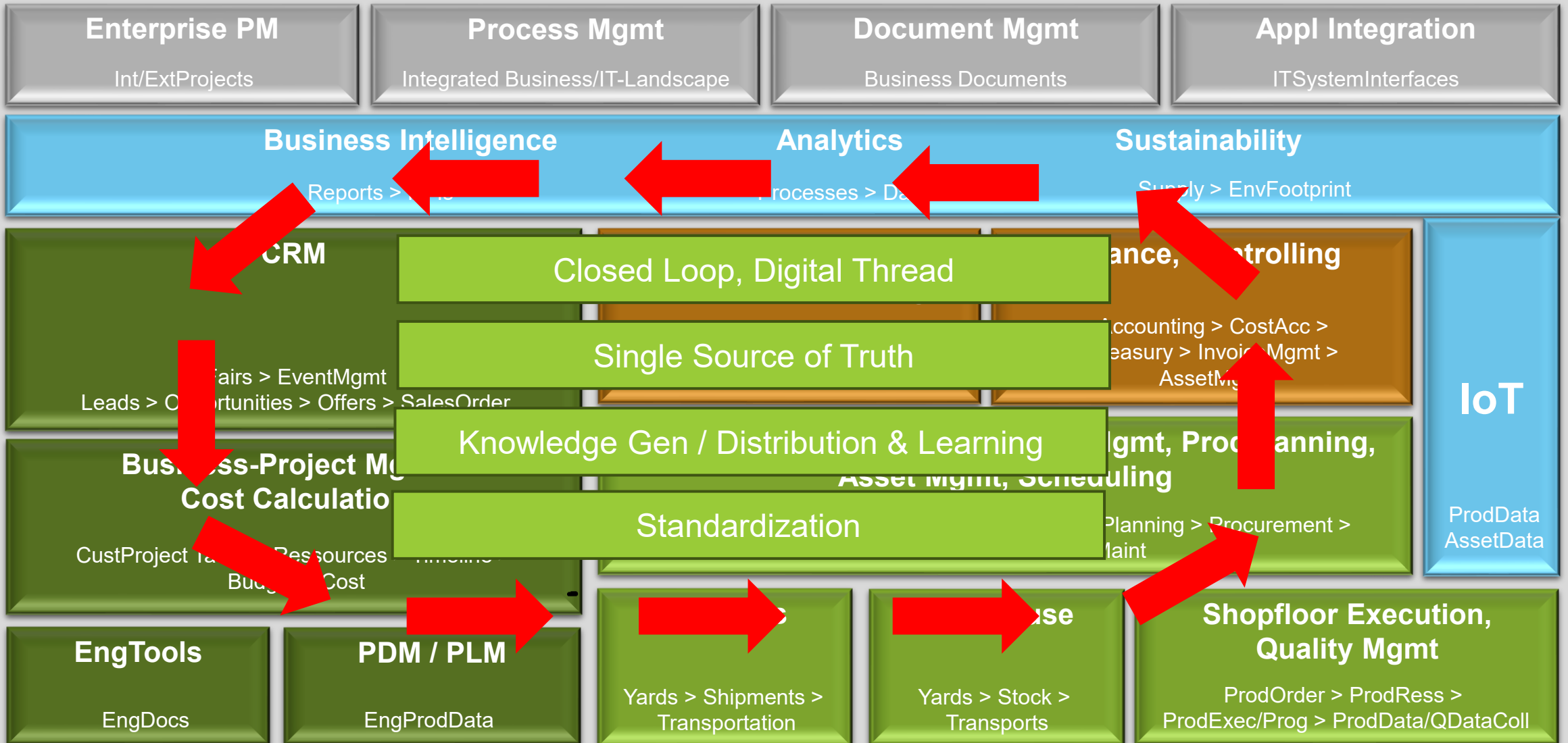
This is the Digital HAlway



- The Digital HAlway is the answer of HAI to the scalability challenge – to manage more and more business with less qualified resources.
- The Digital HAlway is a comprehensive digital transformation initiative aimed at changing the way HAI operates by leveraging the potential of digitalization. This initiative was announced in 2022 and encompasses several projects.
- The projects include, among others, the transformation of business planning in SCM, the introduction of document management, the optimization of customer relationship management in sales, the modernization of employee data management in HR, the replacement of SAP R3 ECC with S4HANA, the replacement of legacy systems including OT2IT integration at all locations, to name some.
- With the Digital HAlway, we pursue a clear vision that we have developed together with the business in a BigPicture. This vision includes the solution of building blocks, core information structures, and the business process landscape.

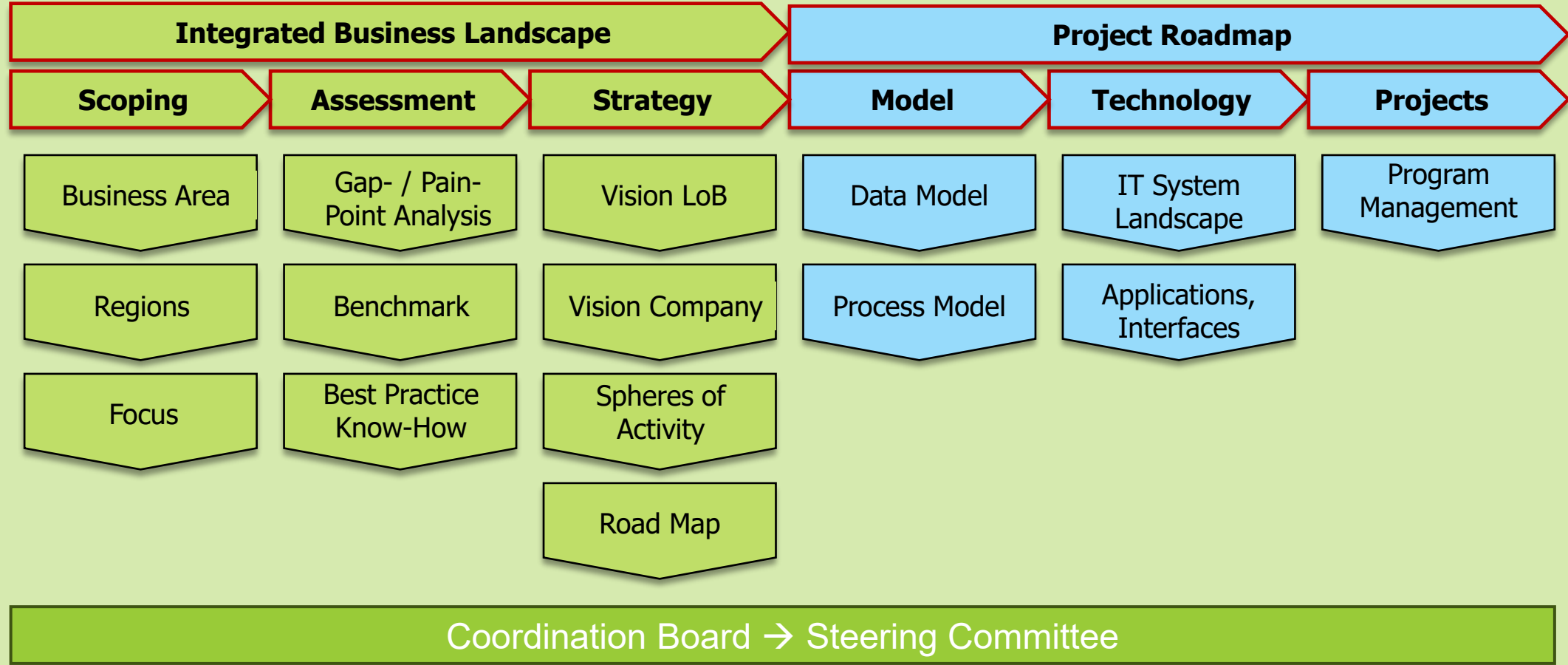
Digital Twin

Implement today, what's needed tomorrow

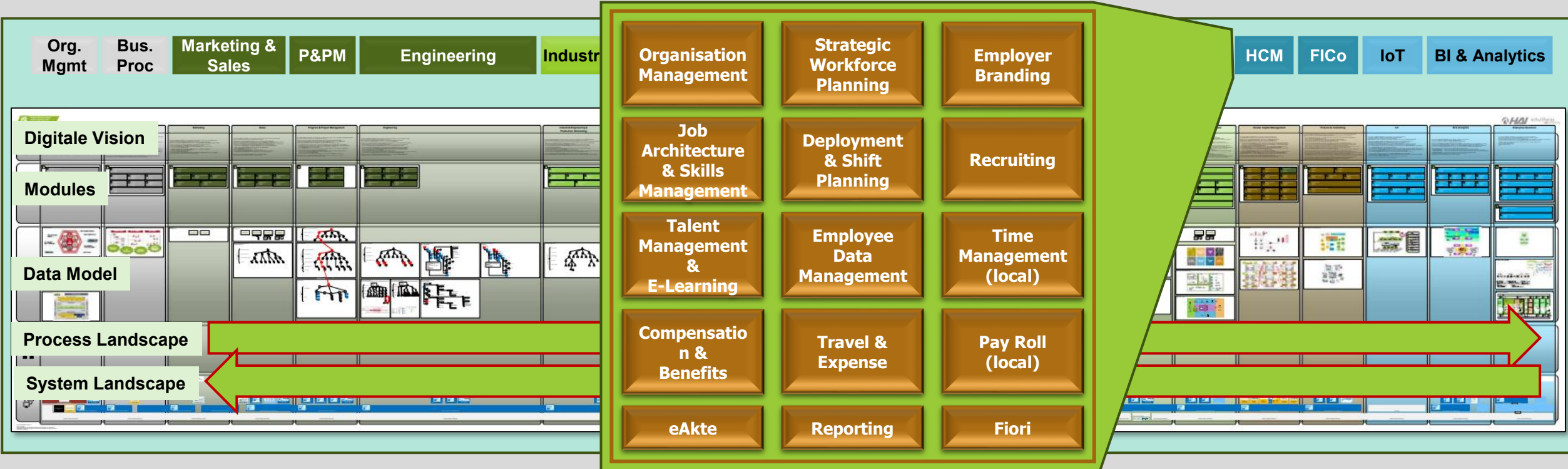


Our Approach – Achieving Operational Excellence

Business / Operational Excellence



One Integrated BigPicture



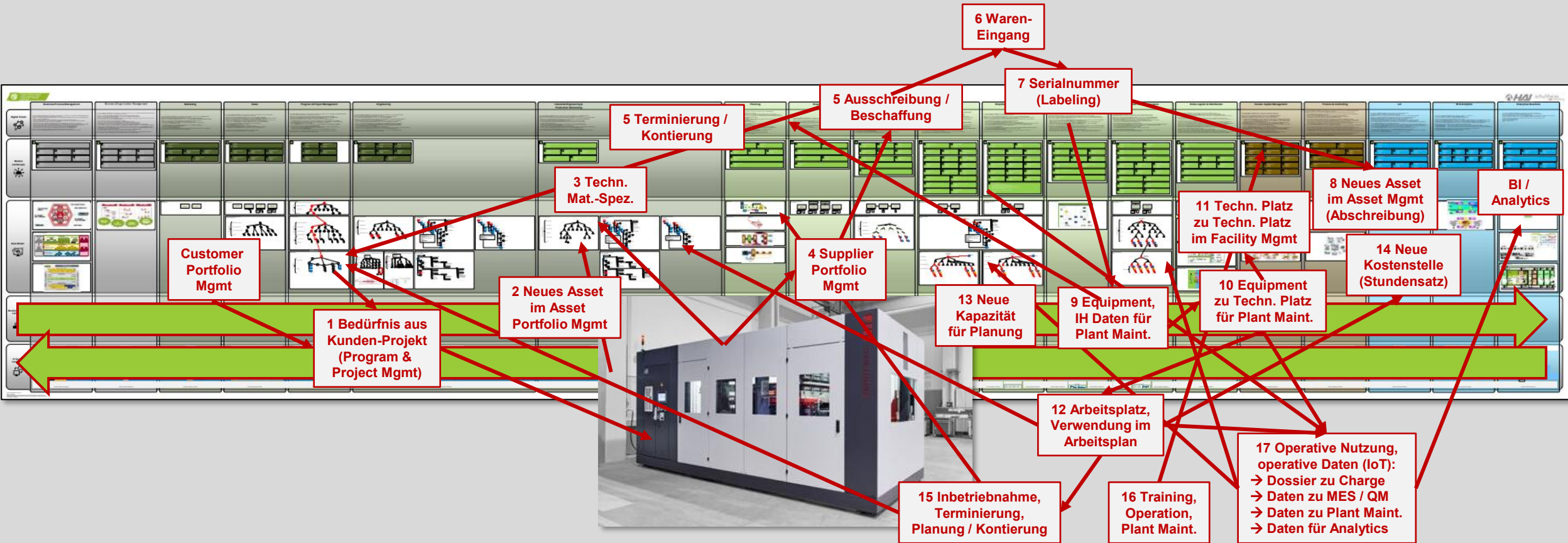
Max Usage of Standards – Industry / Solution Standards available

Clarity, where functionality and Information is located

Visualization of data- / information-stream along the value chain

One Integrated BigPicture – example usecase

Org. Mgmt Bus. Proc Marketing & Sales P&PM Engineering Industrial Engineering Planning Dispo Purchasing SF Prod SF-QM I-Log, WM Plant-Maint Extra-Log HCM FI & Co IoT BI & Analytics



Does your C-Suite have enough Digital Smarts?

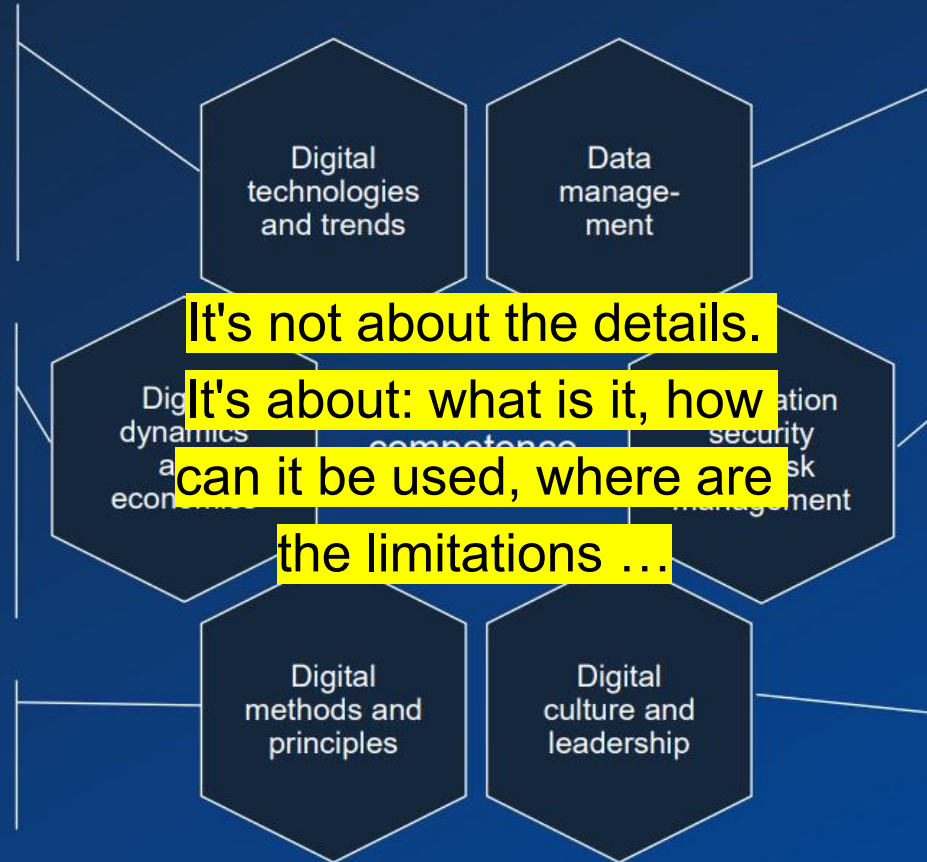
Digital literacy is crucial for business success

Companies with **digitally competent leadership teams** (more than half of the members possessing digital expertise) **outperform their competitors by over 48%** in terms of revenue growth and company valuation.

- (Gen) AI
- Low Code
- RPA, Process mining
- Edge, Blockchain
- Industry Cloud
- Digital twins, Metaverse
- ...

- Platform economy
- Sustainability & Green IT
- Data as a product
- Marginal cost = 0
- Rapid scalability
- Machine customers
- SW-defined everything
- ...

- Agile methods
- Design thinking
- Process management
- System thinking
- ...



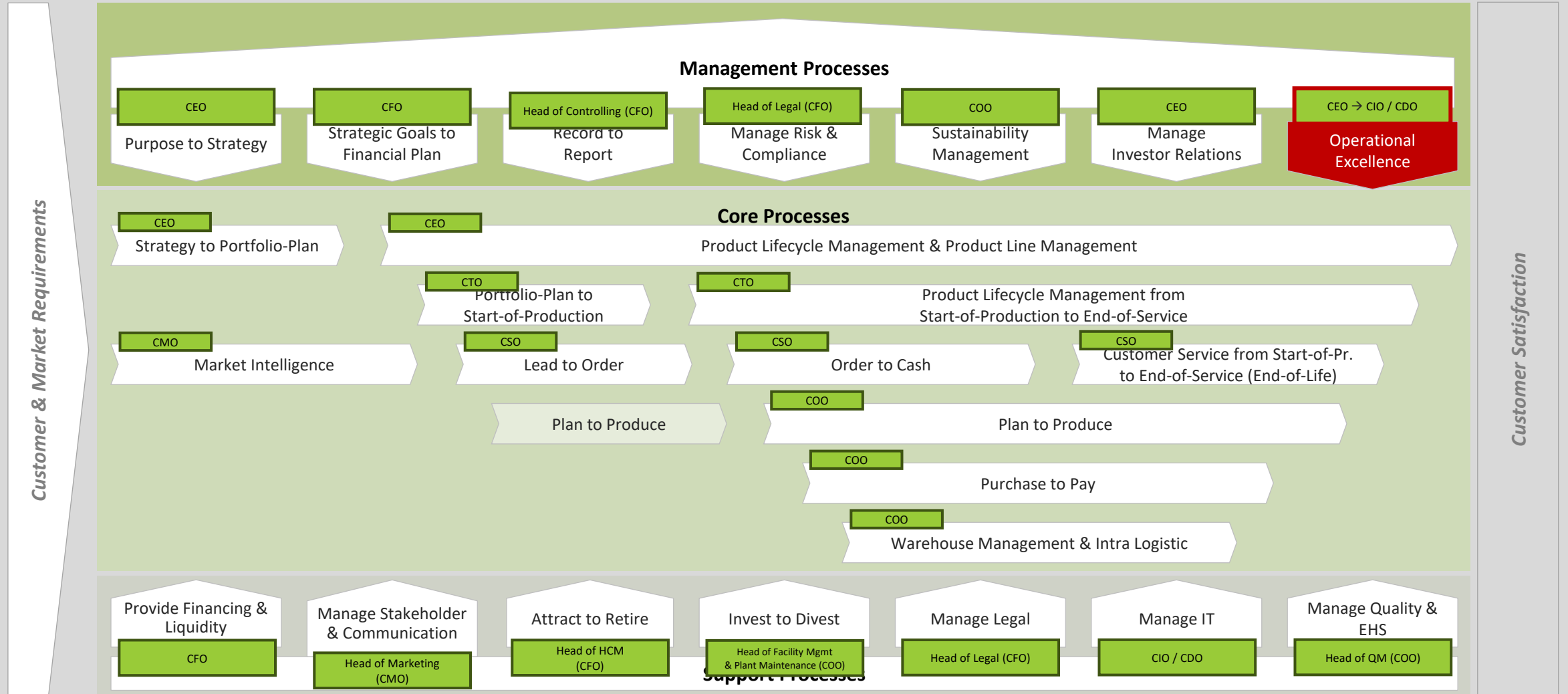
- Data governance
- Data quality concepts
- Big data
- Metadata
- Visualization
- Data supply chain
- ...

- Information security concepts
- Vulnerabilities and threats
- Risk mgmt frameworks
- Security processes
- Legal requirements
- ...

- Change & adaptability
- Agile leadership
- Error culture
- Customer/ value focus
- Cross-functional teams
- Empowerment
- ...

Source: MIT Sloan Management Review, spring 2021, Peter Weill, Stephanie L.Woerner, Aman M. Shaw (16.000 Executive Biografies from 2000 companies)

Our Approach – Overall Business Process House

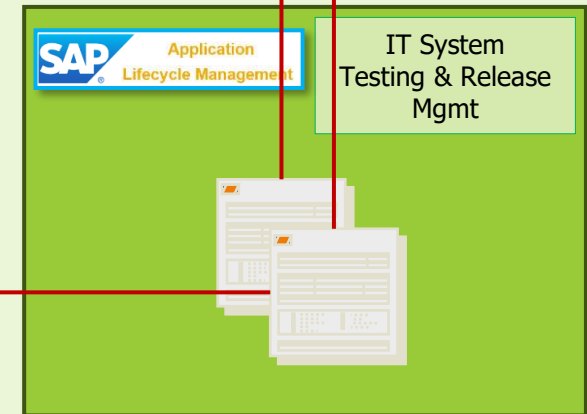
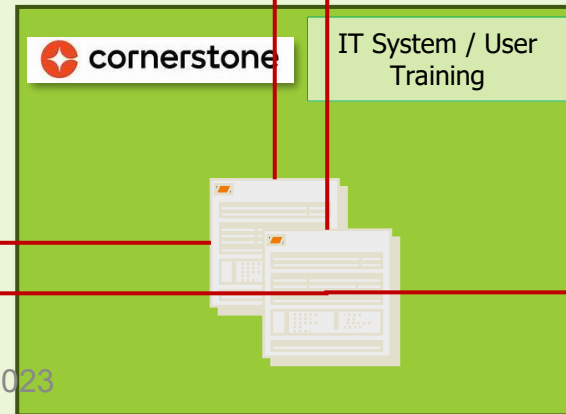
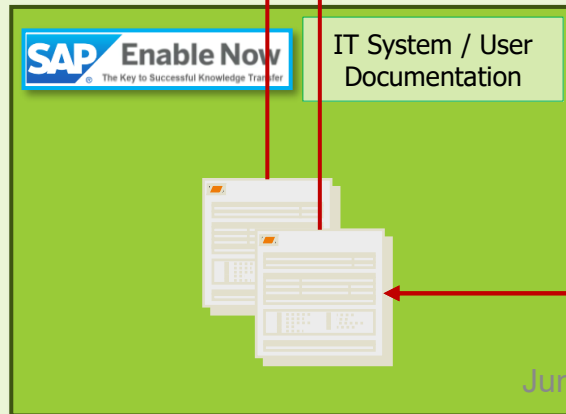
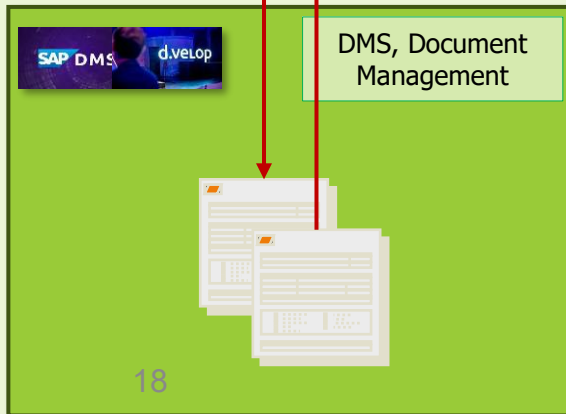
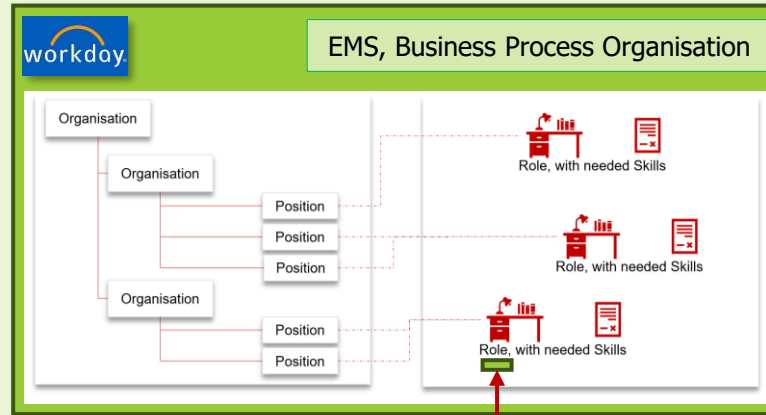
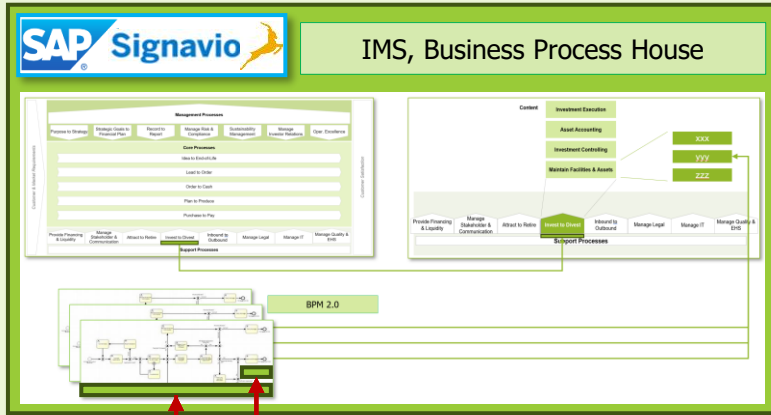


Strong Tool-Support – Business Readiness

Business Process Management (BPM) → user focused integration design

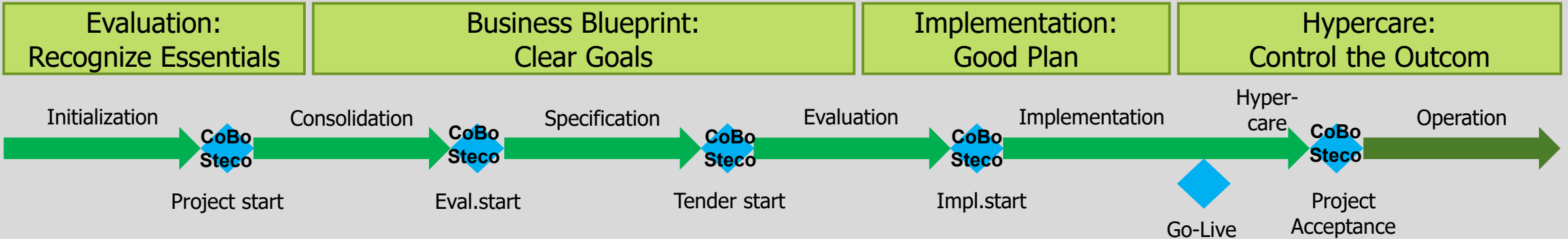


ProjectWorx, Project & Requirements Mgmt

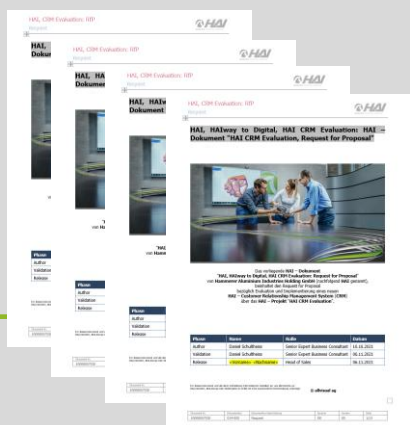
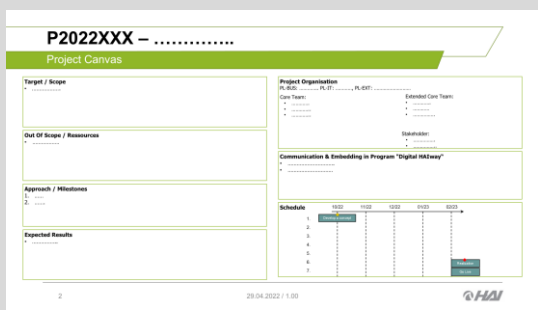


From Artwork to Execution Machine

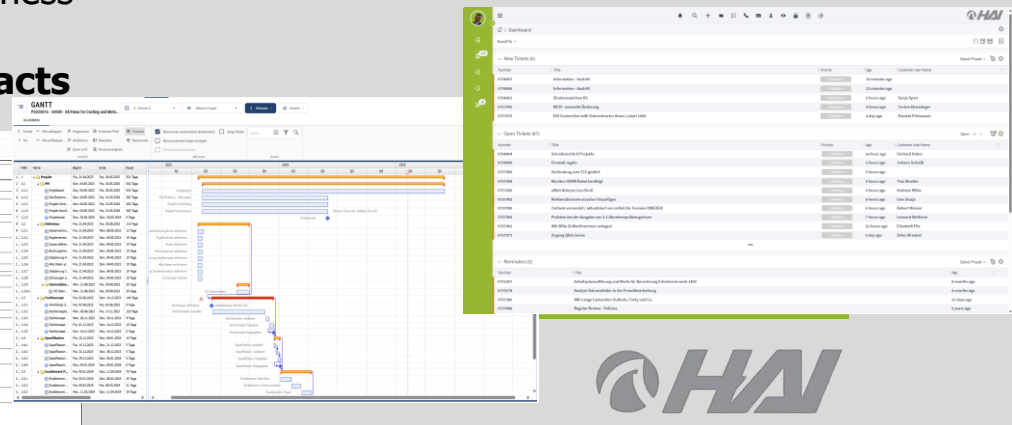
From „Burdon of Proof“ to talking about the Gaps



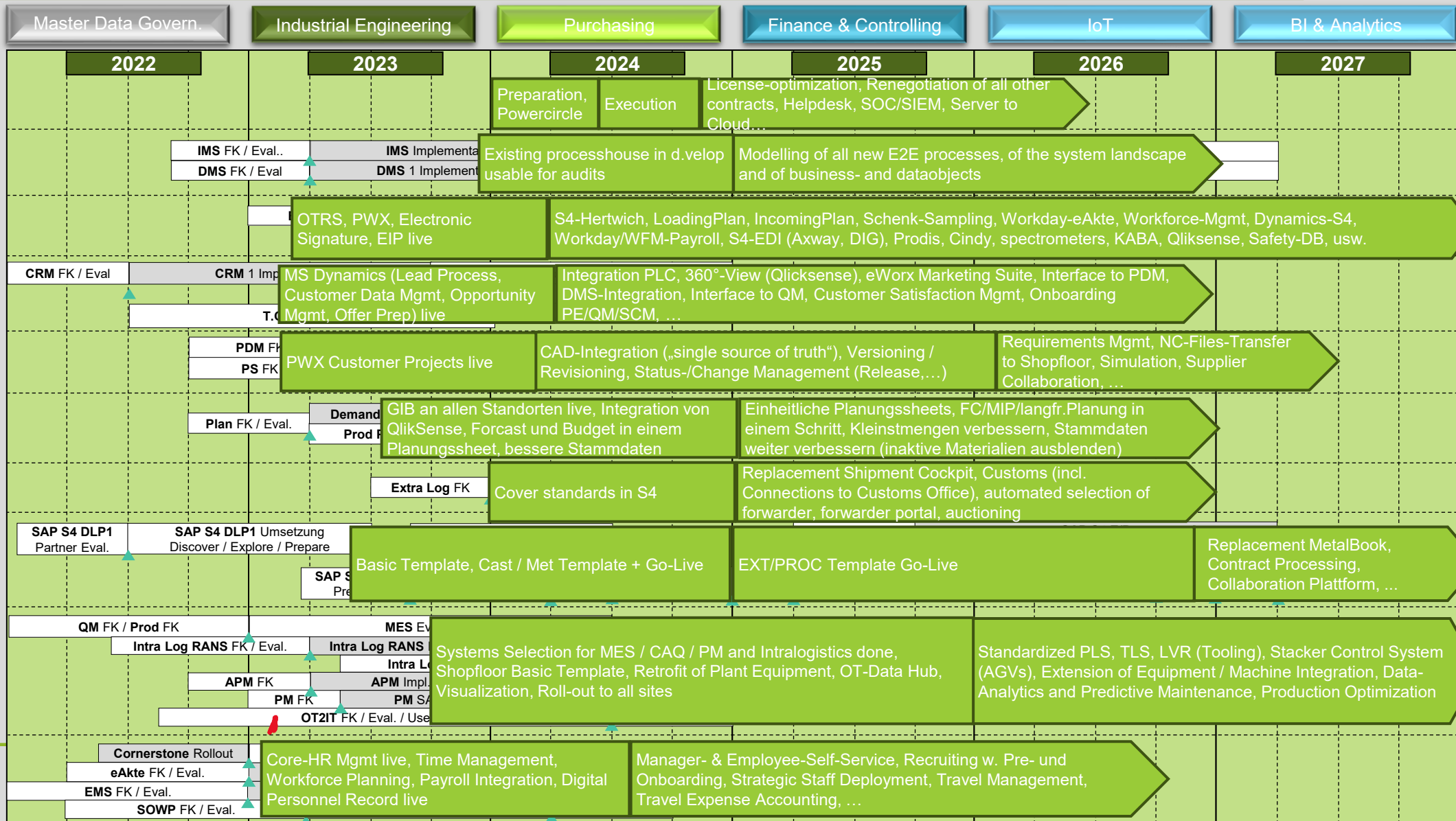
- Early coordination of Business and IT
- **Project profile**
- Business responsibility
- Documented status for actual situation
- **Business concept**
- Business is leading, IT supporting
- Description of the target situation
- **Technical concept**
- IT is leading, business supporting
- Development of tenders (big picture, modules)
- RFP, RFI, ...
- **Tender process - Powercircle**
- IT is leading, business supporting
- **Standard Contracts**
- Implementation of the solution (processes, data, application, enablement)
- IT is leading, business supporting
- Secure operation of the solution
- IT is leading, business supporting



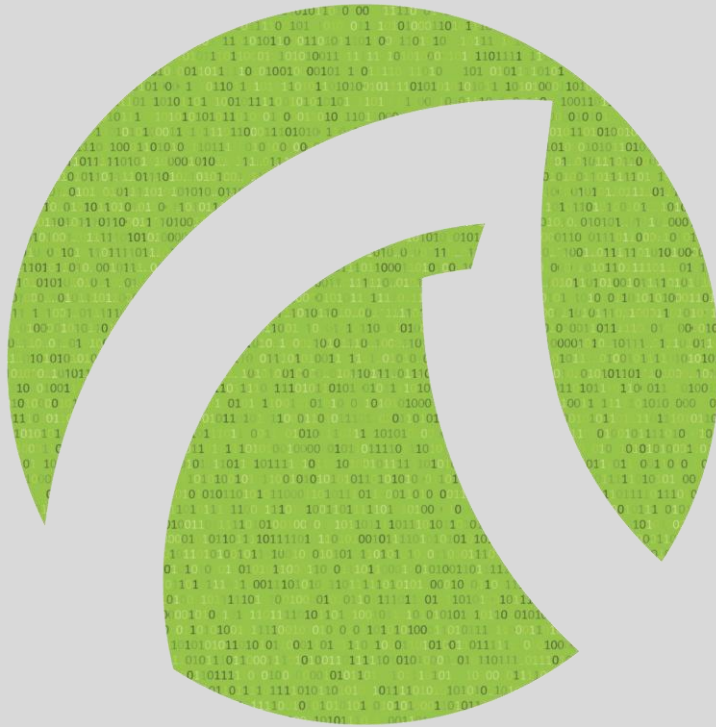
Activity	Start	End	Duration	Dependencies	Resources	Cost	Risk
1.1.1.1	2022-01-01	2022-01-15	14		Project Manager	1000	Low
1.1.1.2	2022-01-15	2022-01-30	15	1.1.1.1	Business Analyst	1200	Low
1.1.1.3	2022-01-30	2022-02-15	16	1.1.1.1, 1.1.1.2	IT Specialist	1500	Medium
1.1.1.4	2022-02-15	2022-03-01	14	1.1.1.3	Project Manager	1000	Low
1.1.1.5	2022-03-01	2022-03-15	14	1.1.1.4	Business Analyst	1200	Low
1.1.1.6	2022-03-15	2022-03-30	15	1.1.1.4, 1.1.1.5	IT Specialist	1500	Medium
1.1.1.7	2022-03-30	2022-04-15	16	1.1.1.6	Project Manager	1000	Low
1.1.1.8	2022-04-15	2022-04-30	15	1.1.1.7	Business Analyst	1200	Low
1.1.1.9	2022-04-30	2022-05-15	16	1.1.1.7, 1.1.1.8	IT Specialist	1500	Medium
1.1.1.10	2022-05-15	2022-05-30	15	1.1.1.9	Project Manager	1000	Low
1.1.1.11	2022-05-30	2022-06-15	16	1.1.1.10	Business Analyst	1200	Low
1.1.1.12	2022-06-15	2022-06-30	15	1.1.1.11	IT Specialist	1500	Medium
1.1.1.13	2022-06-30	2022-07-15	16	1.1.1.12	Project Manager	1000	Low
1.1.1.14	2022-07-15	2022-07-30	15	1.1.1.13	Business Analyst	1200	Low
1.1.1.15	2022-07-30	2022-08-15	16	1.1.1.14	IT Specialist	1500	Medium
1.1.1.16	2022-08-15	2022-08-30	15	1.1.1.15	Project Manager	1000	Low
1.1.1.17	2022-08-30	2022-09-15	16	1.1.1.16	Business Analyst	1200	Low
1.1.1.18	2022-09-15	2022-09-30	15	1.1.1.17	IT Specialist	1500	Medium
1.1.1.19	2022-09-30	2022-10-15	16	1.1.1.18	Project Manager	1000	Low
1.1.1.20	2022-10-15	2022-10-30	15	1.1.1.19	Business Analyst	1200	Low
1.1.1.21	2022-10-30	2022-11-15	16	1.1.1.20	IT Specialist	1500	Medium
1.1.1.22	2022-11-15	2022-11-30	15	1.1.1.21	Project Manager	1000	Low
1.1.1.23	2022-11-30	2022-12-15	16	1.1.1.22	Business Analyst	1200	Low
1.1.1.24	2022-12-15	2022-12-30	15	1.1.1.23	IT Specialist	1500	Medium
1.1.1.25	2022-12-30	2023-01-15	16	1.1.1.24	Project Manager	1000	Low
1.1.1.26	2023-01-15	2023-01-30	15	1.1.1.25	Business Analyst	1200	Low
1.1.1.27	2023-01-30	2023-02-15	16	1.1.1.26	IT Specialist	1500	Medium
1.1.1.28	2023-02-15	2023-02-28	14	1.1.1.27	Project Manager	1000	Low
1.1.1.29	2023-02-28	2023-03-15	16	1.1.1.28	Business Analyst	1200	Low
1.1.1.30	2023-03-15	2023-03-30	15	1.1.1.29	IT Specialist	1500	Medium
1.1.1.31	2023-03-30	2023-04-15	16	1.1.1.30	Project Manager	1000	Low
1.1.1.32	2023-04-15	2023-04-30	15	1.1.1.31	Business Analyst	1200	Low
1.1.1.33	2023-04-30	2023-05-15	16	1.1.1.32	IT Specialist	1500	Medium
1.1.1.34	2023-05-15	2023-05-30	15	1.1.1.33	Project Manager	1000	Low
1.1.1.35	2023-05-30	2023-06-15	16	1.1.1.34	Business Analyst	1200	Low
1.1.1.36	2023-06-15	2023-06-30	15	1.1.1.35	IT Specialist	1500	Medium
1.1.1.37	2023-06-30	2023-07-15	16	1.1.1.36	Project Manager	1000	Low
1.1.1.38	2023-07-15	2023-07-30	15	1.1.1.37	Business Analyst	1200	Low
1.1.1.39	2023-07-30	2023-08-15	16	1.1.1.38	IT Specialist	1500	Medium
1.1.1.40	2023-08-15	2023-08-30	15	1.1.1.39	Project Manager	1000	Low
1.1.1.41	2023-08-30	2023-09-15	16	1.1.1.40	Business Analyst	1200	Low
1.1.1.42	2023-09-15	2023-09-30	15	1.1.1.41	IT Specialist	1500	Medium
1.1.1.43	2023-09-30	2023-10-15	16	1.1.1.42	Project Manager	1000	Low
1.1.1.44	2023-10-15	2023-10-30	15	1.1.1.43	Business Analyst	1200	Low
1.1.1.45	2023-10-30	2023-11-15	16	1.1.1.44	IT Specialist	1500	Medium
1.1.1.46	2023-11-15	2023-11-30	15	1.1.1.45	Project Manager	1000	Low
1.1.1.47	2023-11-30	2023-12-15	16	1.1.1.46	Business Analyst	1200	Low
1.1.1.48	2023-12-15	2023-12-30	15	1.1.1.47	IT Specialist	1500	Medium
1.1.1.49	2023-12-30	2024-01-15	16	1.1.1.48	Project Manager	1000	Low
1.1.1.50	2024-01-15	2024-01-30	15	1.1.1.49	Business Analyst	1200	Low
1.1.1.51	2024-01-30	2024-02-15	16	1.1.1.50	IT Specialist	1500	Medium
1.1.1.52	2024-02-15	2024-02-28	14	1.1.1.51	Project Manager	1000	Low
1.1.1.53	2024-02-28	2024-03-15	16	1.1.1.52	Business Analyst	1200	Low
1.1.1.54	2024-03-15	2024-03-30	15	1.1.1.53	IT Specialist	1500	Medium
1.1.1.55	2024-03-30	2024-04-15	16	1.1.1.54	Project Manager	1000	Low
1.1.1.56	2024-04-15	2024-04-30	15	1.1.1.55	Business Analyst	1200	Low
1.1.1.57	2024-04-30	2024-05-15	16	1.1.1.56	IT Specialist	1500	Medium
1.1.1.58	2024-05-15	2024-05-30	15	1.1.1.57	Project Manager	1000	Low
1.1.1.59	2024-05-30	2024-06-15	16	1.1.1.58	Business Analyst	1200	Low
1.1.1.60	2024-06-15	2024-06-30	15	1.1.1.59	IT Specialist	1500	Medium
1.1.1.61	2024-06-30	2024-07-15	16	1.1.1.60	Project Manager	1000	Low
1.1.1.62	2024-07-15	2024-07-30	15	1.1.1.61	Business Analyst	1200	Low
1.1.1.63	2024-07-30	2024-08-15	16	1.1.1.62	IT Specialist	1500	Medium
1.1.1.64	2024-08-15	2024-08-30	15	1.1.1.63	Project Manager	1000	Low
1.1.1.65	2024-08-30	2024-09-15	16	1.1.1.64	Business Analyst	1200	Low
1.1.1.66	2024-09-15	2024-09-30	15	1.1.1.65	IT Specialist	1500	Medium
1.1.1.67	2024-09-30	2024-10-15	16	1.1.1.66	Project Manager	1000	Low
1.1.1.68	2024-10-15	2024-10-30	15	1.1.1.67	Business Analyst	1200	Low
1.1.1.69	2024-10-30	2024-11-15	16	1.1.1.68	IT Specialist	1500	Medium
1.1.1.70	2024-11-15	2024-11-30	15	1.1.1.69	Project Manager	1000	Low
1.1.1.71	2024-11-30	2024-12-15	16	1.1.1.70	Business Analyst	1200	Low
1.1.1.72	2024-12-15	2024-12-30	15	1.1.1.71	IT Specialist	1500	Medium
1.1.1.73	2024-12-30	2025-01-15	16	1.1.1.72	Project Manager	1000	Low
1.1.1.74	2025-01-15	2025-01-30	15	1.1.1.73	Business Analyst	1200	Low
1.1.1.75	2025-01-30	2025-02-15	16	1.1.1.74	IT Specialist	1500	Medium
1.1.1.76	2025-02-15	2025-02-28	14	1.1.1.75	Project Manager	1000	Low
1.1.1.77	2025-02-28	2025-03-15	16	1.1.1.76	Business Analyst	1200	Low
1.1.1.78	2025-03-15	2025-03-30	15	1.1.1.77	IT Specialist	1500	Medium
1.1.1.79	2025-03-30	2025-04-15	16	1.1.1.78	Project Manager	1000	Low
1.1.1.80	2025-04-15	2025-04-30	15	1.1.1.79	Business Analyst	1200	Low
1.1.1.81	2025-04-30	2025-05-15	16	1.1.1.80	IT Specialist	1500	Medium
1.1.1.82	2025-05-15	2025-05-30	15	1.1.1.81	Project Manager	1000	Low
1.1.1.83	2025-05-30	2025-06-15	16	1.1.1.82	Business Analyst	1200	Low
1.1.1.84	2025-06-15	2025-06-30	15	1.1.1.83	IT Specialist	1500	Medium
1.1.1.85	2025-06-30	2025-07-15	16	1.1.1.84	Project Manager	1000	Low
1.1.1.86	2025-07-15	2025-07-30	15	1.1.1.85	Business Analyst	1200	Low
1.1.1.87	2025-07-30	2025-08-15	16	1.1.1.86	IT Specialist	1500	Medium
1.1.1.88	2025-08-15	2025-08-30	15	1.1.1.87	Project Manager	1000	Low
1.1.1.89	2025-08-30	2025-09-15	16	1.1.1.88	Business Analyst	1200	Low
1.1.1.90	2025-09-15	2025-09-30	15	1.1.1.89	IT Specialist	1500	Medium
1.1.1.91	2025-09-30	2025-10-15	16	1.1.1.90	Project Manager	1000	Low
1.1.1.92	2025-10-15	2025-10-30	15	1.1.1.91	Business Analyst	1200	Low
1.1.1.93	2025-10-30	2025-11-15	16	1.1.1.92	IT Specialist	1500	Medium
1.1.1.94	2025-11-15	2025-11-30	15	1.1.1.93	Project Manager	1000	Low
1.1.1.95	2025-11-30	2025-12-15	16	1.1.1.94	Business Analyst	1200	Low
1.1.1.96	2025-12-15	2025-12-30	15	1.1.1.95	IT Specialist	1500	Medium
1.1.1.97	2025-12-30	2026-01-15	16	1.1.1.96	Project Manager	1000	Low
1.1.1.98	2026-01-15	2026-01-30	15	1.1.1.97	Business Analyst	1200	Low
1.1.1.99	2026-01-30	2026-02-15	16	1.1.1.98	IT Specialist	1500	Medium
1.1.1.100	2026-02-15	2026-02-28	14	1.1.1.99	Project Manager	1000	Low



Project Roadmap 2025



The Digital HAlway in numbers



- 20m Investment in Implementation over 5 Years
- 10.000 Mandays of Business Effort, 10 – 15 people working on Digital HAlway projects
- 5.000 Mandays of IT-Project Effort – 5 – 10 people from IT working on Digital HAlway projects
- Implemented: MS Dynamics, ProjectWorx, Signavio, d.velop, webMethods, Workday EMS, UKG eFile, SAP S/4 Cast/Met, SAP GIB, SAP PLC, eClass, QlikSense
- In progress: SAP ECTR, Aptean/Syncos MES/QM, Soffico Databroker, Zoller TDM, UKG-WorkforceMgmt

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