DANIELI

New thinking for a new industry

"Industrial Reinvention: “Artificial Intelligence and Digital transformation in Complex Manufacturing industry“

The power of unpredictability…

MASSIMILIANO CAPPA

Executive Vice President
ICT & Digital BU

IT Master FORUM Cancun
Mexico - M*ay 2026*

WHY MANUFACTURING MUST REINVENT ITSELF

"Digitalization and automation are not just tools, they are enablers of a new way of producing steel cleaner, smarter, and more efficient."

- Giacomo Mareschi Danieli, CEO Gruppo Danieli, Green Steel Challenge Podcast 2024

The Challenge of Complexity...

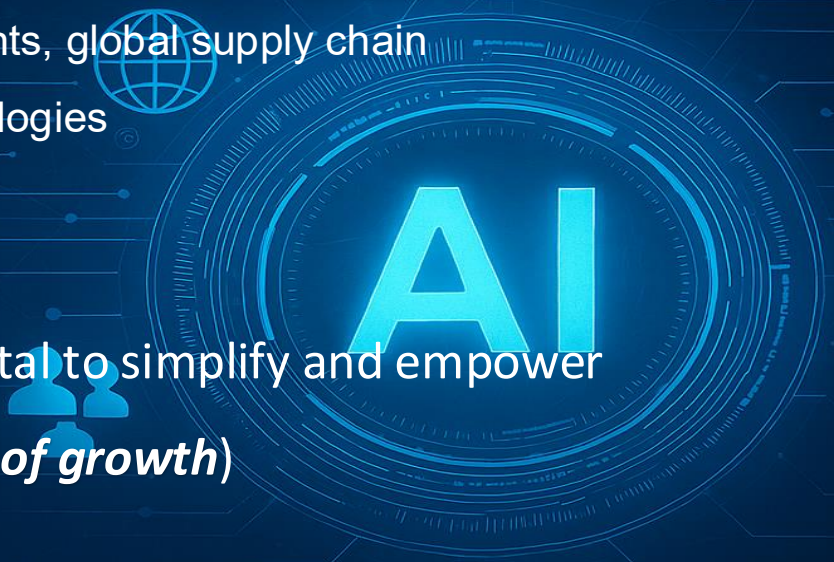
- Global pressures: sustainability, geopolitics, efficiency, competitiveness
- Factories as digital ecosystems
- CIOs evolving from IT managers to business enablers

...the CIO is no longer just the guardian of infrastructure and security...

...we are now the architects of digital value.

COMPLEXITY IS NOT A BARRIER – IT'S A CATALYST

- Engineer-to-order production, large-scale plants, global supply chain
- Need to orchestrate data, people, and technologies



Opportunity: Use AI & Digital to simplify and empower

(***AGENTS of growth***)

Turning Complexity into Opportunity!

Complexity forces clarity, it demands orchestration…and it creates the perfect environment for AI to thrive!

CHALLENGE: *Innovating in a traditional industrial context*

Complexity Meets Opportunity:

Mr. Paolone (coCEO of Danieli group):
"…Max, I need ALEXA for my technical Office…" Summer 2021

Today

Up to 2000…

THE VISION AI AS A CO-PILOT FOR INDUSTRIAL INTELLIGENCE

Unlock knowledge, transforming scattered digital information into a strategic asset accessible to every authorized people.

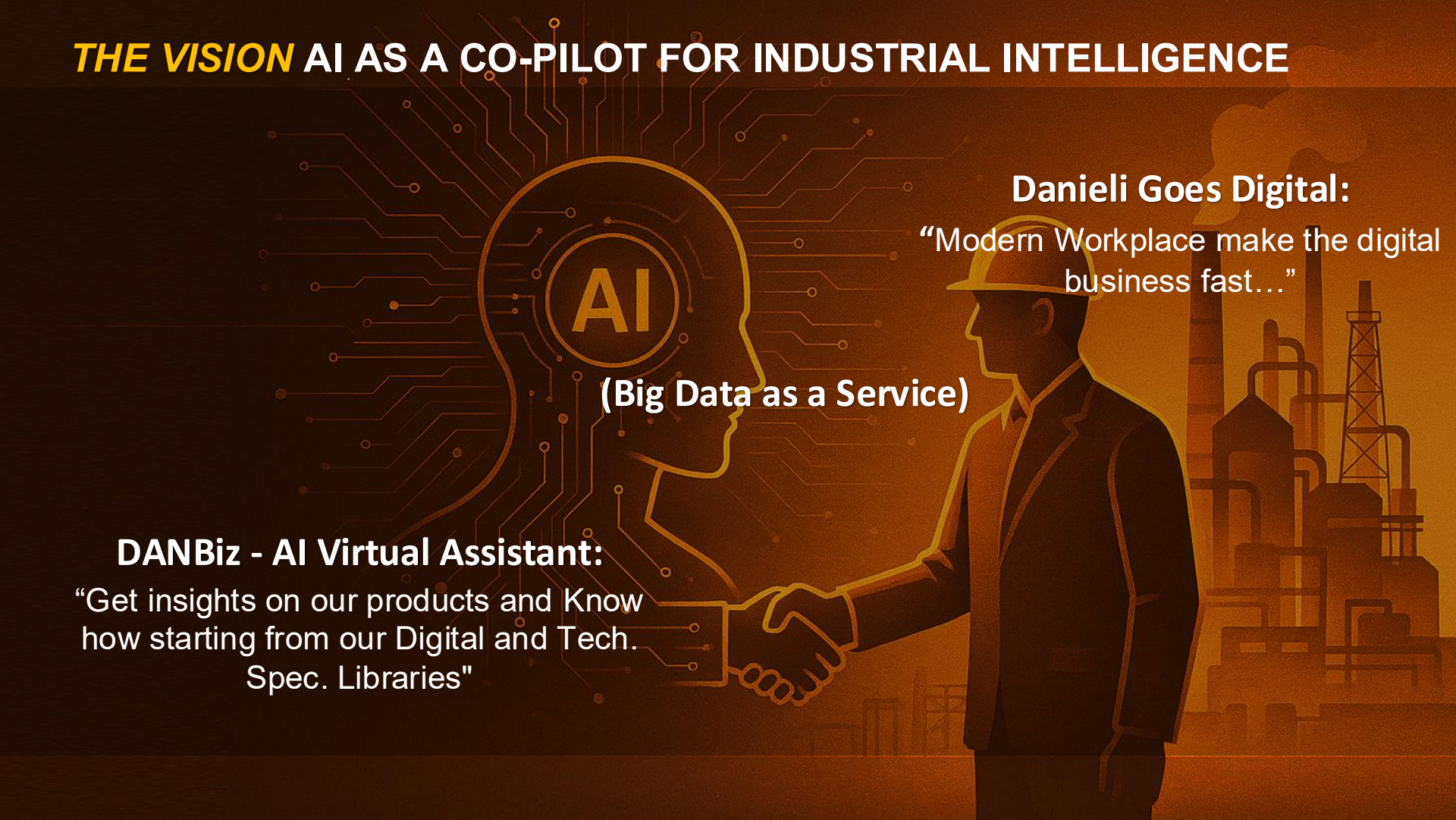
Elevate operational excellence through intelligent processes, driving agility, resilience, and breakthrough performance across the enterprise.

Proactively ***safeguarding*** our ecosystem against evolving cyber threats to ensure business continuity and confidence.

Empower Danieli's talent with cutting-edge digital capabilities, igniting a wave of innovation that redefines industry standards and accelerates transformation.

The Human Side of Transformation

THE VISION AI AS A CO-PILOT FOR INDUSTRIAL INTELLIGENCE



Danieli Goes Digital:

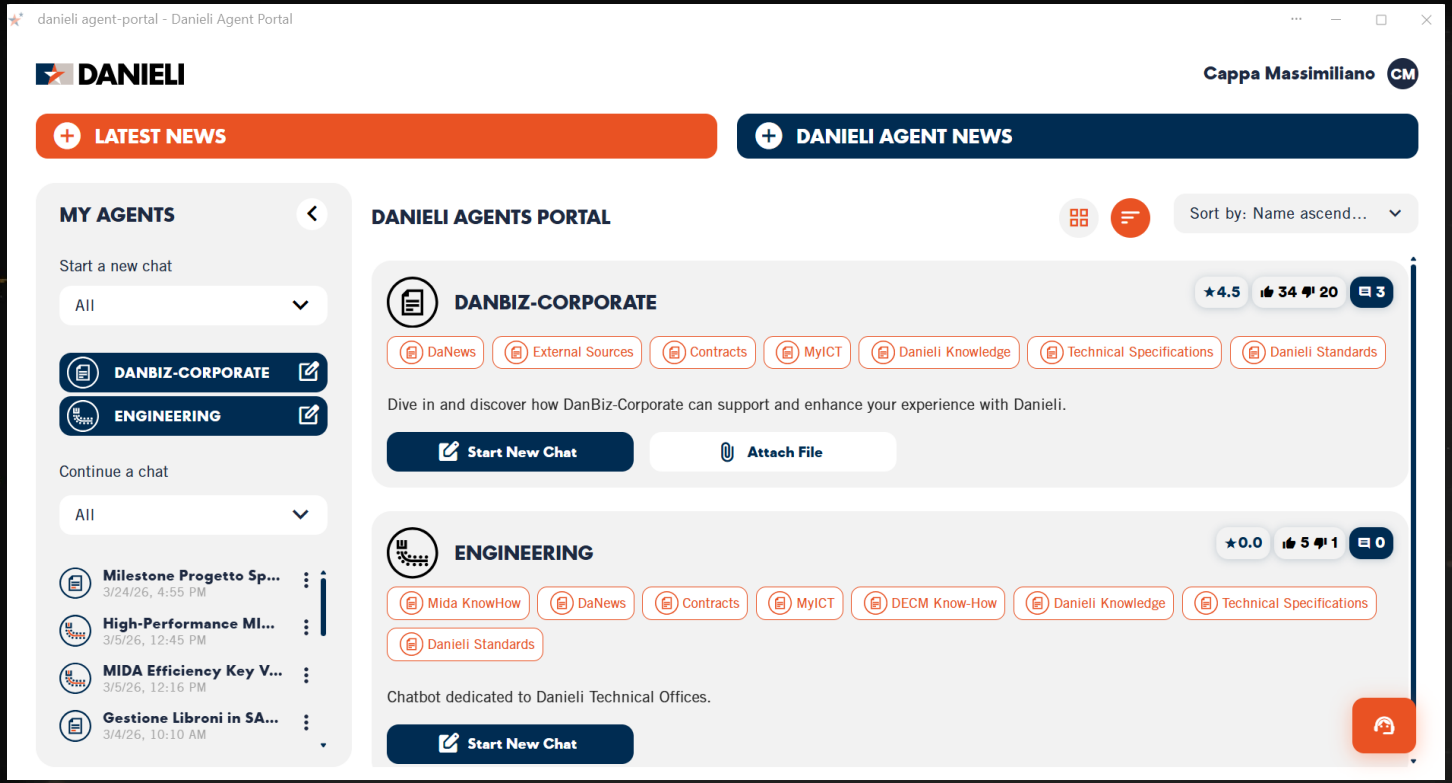
"Modern Workplace make the digital business fast…"

(Big Data as a Service)

DANBiz - AI Virtual Assistant:

"Get insights on our products and Know how starting from our Digital and Tech. Spec. Libraries"

THE VISION AI AS A CO-PILOT FOR INDUSTRIAL INTELLIGENCE



What's next: *From Steel to Smart…*
…Our Digital Journey

When you buy DANIELI, you don't just buy the best product, but also a unique digital experience...

Creation of a new Danieli Digital business unit

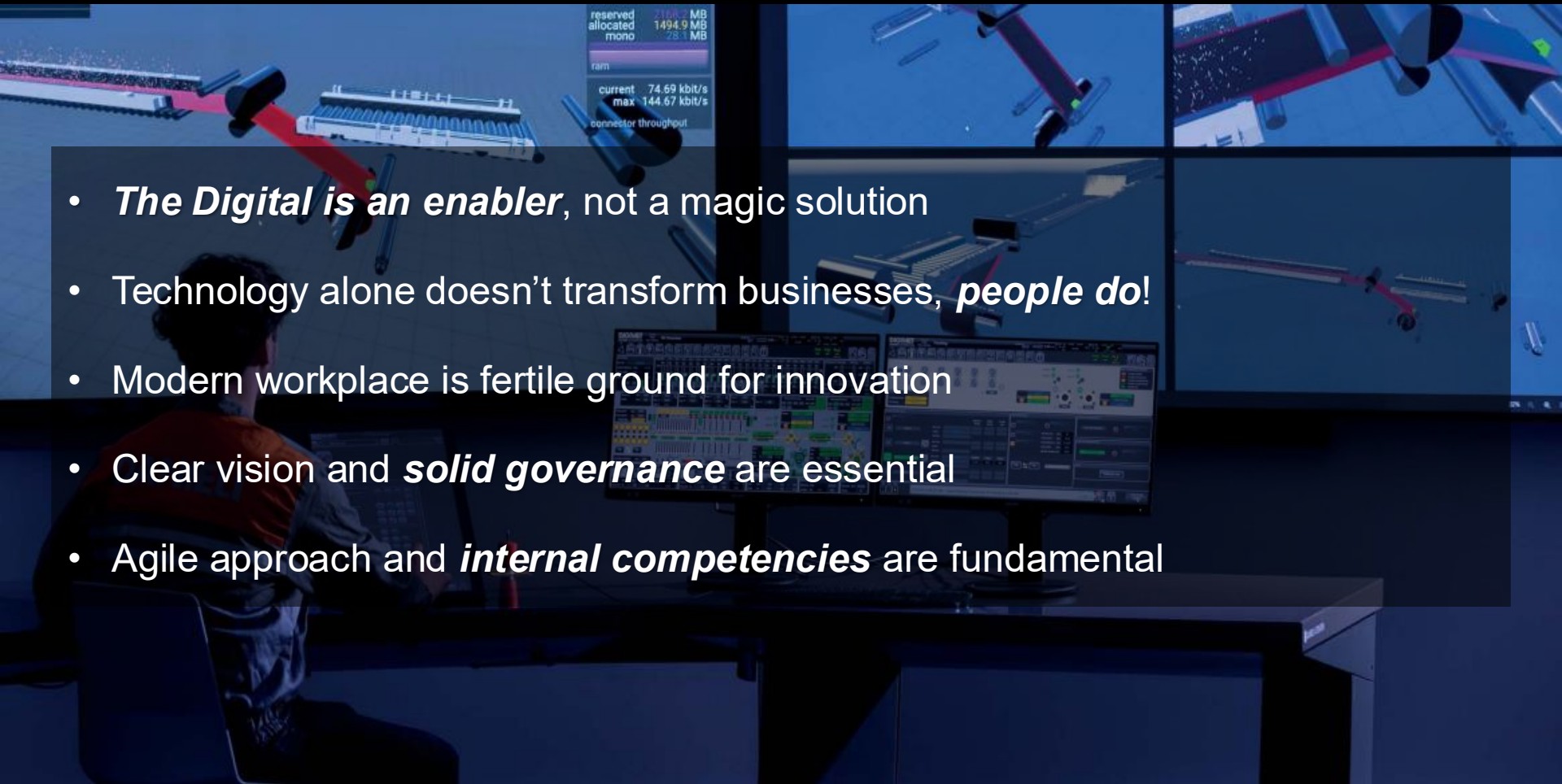
Strategic pillars:

- *Simulators & Trainers,*
- *Digital Twin,*
- *Smart Products,*
- *Artificial Intelligence*

What does ***complexity*** mean at Danieli Products…(MIDA example)

- Approximately **500 meters in length**
- Casting speed up to **6 m/min**
- Rolling mill exit speed (wire rod) **+120 m/s**
- Productivity up to **+110 tons/h** (up to 1,500,000 tons/year)
- **Less than 2 hours** from scrap to finished product
- **+90,000 nodes** with **+13,000 unique** items in the BOM
- Approximately **20,000 SIGNALS** (raw data from LIV1 only) collected continuously over time

REALITY CHECK: OUR LEARNINGS



- ***The Digital is an enabler***, not a magic solution
- Technology alone doesn't transform businesses, ***people do***!
- Modern workplace is fertile ground for innovation
- Clear vision and ***solid governance*** are essential
- Agile approach and ***internal competencies*** are fundamental

My Take on Digital Transformation

There's no single recipe for success — but some principles always matter.

CONTEXT ...is everything

CHANGE MANAGEMENT…is always the real challenge!

ENTREPRENEURIAL … people make the difference.

The future is not just about technology, smarter datacenters or faster networks. It's about creating organizations that are sustainable, resilient, and human-centered.

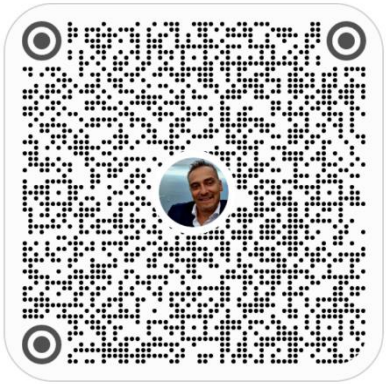
As CIOs and executives, our role is to inspire, to guide change, and to build cultures that embrace innovation fearlessly.

I wish you to be pioneers.

Having the courage to innovate.

Putting people at the center.

Thank you.



Massimiliano Cappa

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Danieli & C. Officine Meccaniche S.p.A. **(Since May 2015)**

A passionate **Chief Digital & Information Officer with a global vision and over 25 years of experience driving digital transformation and technology innovation.**
With dual Master's degrees in **Mechanical Engineering** and **Management & Economics**, I have built a strong foundation to design and implement advanced ICT solutions across complex, international environments.
I have led large-scale **digital transformation programs**, managing multicultural teams across multiple regions (USA, Europe, Asia) and enabling the adoption of cutting-edge technologies such as **Cloud Computing**, **Cybersecurity**, **Artificial Intelligence**, **Digital Twin**, and smart platforms to optimize processes and business performance.
My career reflects rapid growth into senior leadership roles, overseeing strategic initiatives and mission-critical projects. I am passionate about **innovation**, **change management**, and creating digital ecosystems that drive efficiency, resilience, and competitiveness.
Always future-focused, I believe in leveraging technology to create value and transform businesses