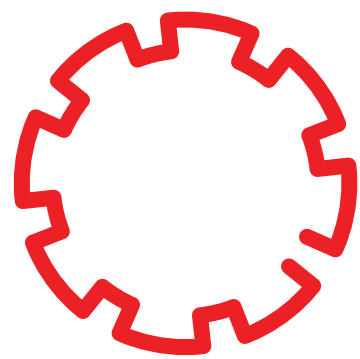




DFactory advances to become Europe’s largest Industry 4.0 ecosystem

It has reached full occupancy with the installation of 46 companies

Its successful model brings together talent, technology, and companies in a collaborative environment that fosters innovation, partnerships, and value creation. DFactory is accelerating real-world projects while strengthening industrial competitiveness.

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The Industry 4.0 sector is facing a growing shortage of hybrid professionals, limiting business competitiveness and innovation

- Talent has become the main driver of industrial transformation
- Work-life balance, continuous learning, and innovation are essential for attracting talent

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The use of data as a competitive advantage

Jaume Rey, CEO at Nexiona

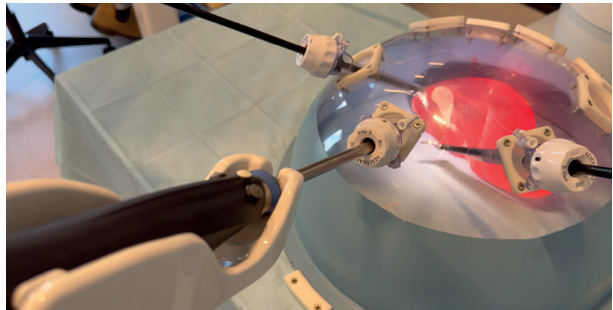
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The collective intelligence of community spaces

Carlos Cosials, Industry 4.0 Manager at 9altitudes

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3D-printed hyper-realistic anatomical models improve surgical precision and reduce risks



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NASA selects a DFactory company to develop a printed sensor system designed to monitor parachute tension during spacecraft landings

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Introducing DFactory Barcelona News: the voice of the new industry

DFactory Barcelona News opens a new window onto Barcelona’s industrial present and future, shaped by the transformation of the productive model, applied knowledge and collaboration between companies and institutions.

At the Consorci de la Zona Franca de Barcelona, we work actively as an economic driver and as a public-sector organisation committed to industrial transformation. Our mission is to create the conditions that enable companies to innovate, grow and adapt to a constantly evolving economy. We provide the runway, connect the right stakeholders and make things happen.

DFactory Barcelona embodies this commitment. It is the place where we connect the public and private sectors, research and business, ideas and their industrial application. We understand both languages and work to build bridges capable of turning knowledge and technology into economic activity, employment and progress.



Pere Navarro,
Executive Chairman of the Consorci de la Zona Franca de Barcelona

Our goal is for the CZFB to become the driving force behind the new industry and for DFactory Barcelona to establish itself as its great cathedral: an international benchmark bringing together talent, robotics, artificial intelligence, 3D printing, sensing technologies, cybersecurity and advanced manufacturing.

Barcelona has historically been a gateway for people, knowledge and ideas. At the CZFB, we aim to strengthen this position and project it into the future by promoting an urban, digital and sustainable industry that is connected to the world.

DFactory Barcelona News has been created to bring this ecosystem, its projects and its protagonists closer to society, give visibility to innovation and show how collaboration is helping to build the new productive economy.

A new space to connect talent, companies and innovation

DFactory Barcelona News has been created with the aim of explaining, in a close and concrete way, everything that makes the DFactory Barcelona ecosystem unique.

Every day, this environment brings forward solutions linked to Industry 4.0 and advanced manufacturing. It is a place where technologies are tested, partnerships are built, knowledge is shared and projects with the potential to transform entire sectors are accelerated.

That is why this quarterly publication aims to be much more than a communication channel. We want it to be a platform to connect those who are part of the ecosystem, give visibility to their progress, share success stories and show how collaboration can become a real advantage for innovating better and faster.

DFactory Barcelona shows that when talent, technology and business vision come together in the same environment, things happen. Projects emerge, opportunities open up and solutions with economic, industrial and social impact are built.



Blanca Sorigué,
CEO of the Consorci de la Zona Franca de Barcelona

In each issue of DFactory Barcelona News, we want to give a name and a voice to the people and companies driving this transformation. We want to explain what they are doing, which technologies they are developing and how they are contributing to a more competitive, sustainable and future-ready industry.

This publication will also be a way to strengthen our community. Because DFactory Barcelona grows through the connection between projects, knowledge, capabilities and professionals who believe in a new way of making industry.

Welcome to DFactory Barcelona News. A new space to share who we are, what we do and where we are heading.

TECH NEWS

Industrial Robotics Reaches Record Investment Levels in 2026

The global industrial robotics market is experiencing unprecedented growth. Automation and digitalization are driving demand across sectors such as automotive, logistics, and food production. The integration of artificial intelligence into robots is enabling increasingly autonomous and efficient systems. Factories are moving toward more flexible and resilient production models. According to its latest report, the global market value of industrial robot installations has reached a new all-time high of \$16.7 billion.

Read in Advanced Manufacturing



Data and Cybersecurity Become Pillars of the New Industry

Beyond visible technology, industrial competitiveness increasingly depends on data management. Companies are advancing the development of digital platforms to scale artificial intelligence and digital twins. However, data quality remains a critical challenge. At the same time, cybersecurity is becoming a strategic priority as risks continue to grow in connected industrial environments.

Read in KPMG.com

Industrial Cybersecurity Focuses on the Physical Connections of Smart Factories

Protecting industrial infrastructure no longer depends solely on software, but also on the physical components that connect machines, sensors, and control systems. An analysis published by Industry 4.0 Today highlights the importance of strengthening the security of connectors and access points to prevent tampering, interference, and operational failures. As cyberattacks on industrial environments continue to increase, companies are investing in solutions featuring locking mechanisms, protection against electromagnetic interference, and designs capable of withstanding demanding operating conditions. The security of these components is becoming a key factor in ensuring resilience and operational continuity within Industry 4.0.

Read in Industry 4.0 Today

Spain Consolidates Its Position as a Technological Powerhouse in Europe

According to The Spanish Tech Ecosystem Report 2026, published by Dealroom, Spain has reached a combined valuation of €125 billion, making it the eighth most valuable technology ecosystem in Europe and one of the

fastest-growing on the continent. The Spanish technology ecosystem is experiencing one of the strongest periods in its history. Spain’s artificial intelligence ecosystem is currently the third fastest-growing in the European

Union, having expanded 2.3 times since 2020, driven by a combination of talent, investment, and increasing specialization in high-value-added sectors.

Read in Smart Factory Magazine

REPORT

DFactory Barcelona

where innovation becomes real opportunities

In an industrial landscape shaped by digital transformation, innovation no longer depends solely on companies' technological capabilities, but also on their ability to collaborate. This is the philosophy that drives DFactory Barcelona, a space designed to enable the continuous flow of technology, talent and knowledge among the companies that are part of its ecosystem.



More than a cutting-edge 17,000 m² facility, DFactory is an ecosystem where organizations share an environment that fosters connections, partnerships and the creation of new opportunities. When companies discover complementary capabilities in neighboring organizations that can help accelerate projects, provide solutions or open new markets,

“ DFactory is an example of how innovation can be transformed into economic activity, highly skilled employment, and international reach

collaboration becomes a tangible competitive advantage. Sharing space does not mean sharing secrets, but rather common challenges, ambition and a shared vision for the future of industry.

The results validate this model. Companies established at DFactory have developed more than 60 patents, demonstrating how innovation flourishes in an environment built on trust and knowledge exchange. This dynamic enables businesses to innovate faster, compete more effectively and generate economic value for both Barcelona and Europe.

The hub brings together the technologies redefining industry, including artificial intelligence, robotics, 3D printing, sensor technology, cybersecurity, augmented reality, nanotechnology, advanced connectivity and data analytics. Its key differentiator is that these technologies move beyond experimentation. At DFactory, they are applied to real-world projects that make industry more efficient, sustainable, secure and competitive.

This model also represents a new way of understanding urban industry: an activity that coexists with cities, talent, research and quality of life. With shared spaces, laboratories and coworking areas designed to encourage synergies, DFactory acts as a catalyst for ideas, projects and opportunities. It demonstrates how innovation can be transformed into economic activity, skilled employment and international visibility for Barcelona and Southern Europe. It is a model that promotes advanced industry, creating new jobs, expanding training opportunities, generating prospects for younger generations and strengthening the long-term competitiveness of the industrial fabric. Because the industry of the future must not only be more competitive, but also more human, sustainable and connected to people's lives.



FACT SHEET



• Companies based at DFactory: **46**

- Large companies 33.7%
- SMEs 66.3%
- Spanish companies 69.1%
- International companies: 30.9%



• Direct jobs: **500**



• Indirect jobs: **1,500**

• Patents developed: **63**

60,000 sqm to Lead the Digital Transformation of Industry

DFactory is currently operating at full occupancy, a situation that has accelerated an expansion project that will increase its size from the current 17,000 sqm to 60,000 sqm by the end of the year.

The DFactory Barcelona expansion is one of the most ambitious Industry 4.0 initiatives in Europe. The construction of four new buildings will involve an investment of approximately €50 million and is expected to generate 1,500 direct jobs and up to 5,000 indirect jobs.

The expansion of DFactory will allow the CZFB to consolidate a new model of urban industry, bringing innovation, technology and talent closer to the metropolitan environment and strengthening its connection with the city.



The Cube Building

The Cube Building, with a surface area of 1,100 sqm, will host major international events related to urban industry and the new economy, while also welcoming community activities and public events. It will become part of Barcelona's cultural and events calendar.



Buildings A and B

Building A, with 24,370 sqm of space and located directly opposite the current DFactory Barcelona facility, and Building B, with 11,640 sqm will each feature four floors: a ground floor dedicated to manufacturing and three upper floors housing laboratories, technology centers and offices.



Building D

The DFactory expansion also includes a dedicated services building for the entire ecosystem, featuring dining facilities and other shared spaces designed to encourage interaction and collaboration among its members.



NEWS



Exelencia-Tech, official distributor in Spain of ATLIX

Exelencia-Tech, a company based at DFactory Barcelona, has announced its agreement as the official distributor in Spain of ATLIX, a European manufacturer of industrial-grade metal 3D printing systems. This partnership strengthens the arrival of advanced technologies such as the TruPrint platform to the Spanish market, aimed at industrial production in sectors such as industry, healthcare, and aerospace.

This agreement highlights the role of the DFactory Barcelona ecosystem as an environment where comprehensive solutions are developed—from technology to local support—capable of accelerating the real adoption of Industry 4.0.

Ronen Zioni, CEO of Exelencia Tech, explained that: “Our decision to partner with Atlix is based on the strong conviction that Atlix’s technology is the most advanced on the market in terms of print quality, industrial-scale productivity, and a proven track record in our key sectors: healthcare, industry, defense, and aerospace.”

CORDIS, the European Commission’s research and innovation portal, highlights B’ZEOS

CORDIS, the European Commission’s research and innovation portal, has highlighted B’ZEOS for its work in developing sustainable packaging from seaweed. The company transforms seaweed biomass into bioplastic solutions for the food sector, offering a viable alternative to traditional plastics. Its technology enables the creation of granulates compatible with current industrial processes, facilitating their adoption by manufacturers. The project, supported by European funding, demonstrates the potential of seaweed as a sustainable and scalable raw material. This recognition reinforces B’ZEOS as one of the innovative SMEs leading the future of sustainable packaging.

Lenze unveils its new IE5/IE6 drive system



Lenze has just launched its new IE5/IE6 drive system, with which it aims to set a new benchmark in energy efficiency and performance in industrial automation. This presentation reinforces the company’s commitment to sustainable solutions for low and medium power

applications. The system integrates converters from the “i-series” family together with permanent magnet synchronous motors, creating a highly efficient solution. This combination ensures high performance even under partial load conditions.

Among its key advantages is the reduction of energy losses by up to 60% compared to conventional IE3 systems. In operational terms, the new system can cut annual electricity consumption by around 15% in typical transport applications. The product also offers a fast return on investment, with payback periods of just over two years in standard industrial uses. With a power range from 0.25 to 22 kW, it is designed for applications such as transport, lifting, or light industrial processes.

From a technical standpoint, it stands out for its high dynamic capability, with overload peaks of up to 300% from zero speed. With this launch, Lenze strengthens its positioning as a key player in drive solutions aimed at a more efficient and competitive industry.

OnRobot strengthens its commitment to flexible and intelligent industrial robotics

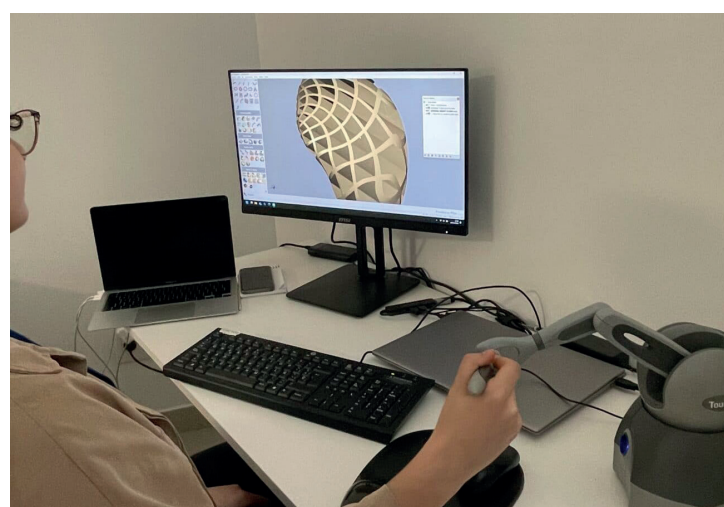
OnRobot continues to evolve its automation solutions to meet the real needs of industrial robotics. Although widely known for collaborative robotics, its end-of-arm tooling technology is also designed for broader industrial applications.

From DFactory Barcelona, OnRobot is developing electric and intelligent solutions that help manufacturers automate increasingly complex tasks. The company is also exploring capabilities linked to force feedback, sensing, and real-world robot interaction, trends connected to the development of Physical AI. With this vision, OnRobot contributes to more flexible, accessible, and future-ready industrial automation.



AsorCAD develops the 3D laboratory at Parc Taulí in Sabadell

AsorCAD has developed the 3D laboratory at Parc Taulí Hospital in Sabadell, integrating software, printers, and 3D scanning to drive innovation in the healthcare field. This project continues the collaboration that began during the pandemic, when both entities worked on 3D scanning, reverse engineering, and the manufacturing of components for ventilators. Led by Dr. Ferran Fillat and engineer Toni Nadal, the 3DLab has become a benchmark in technology applied to healthcare. Currently, the laboratory develops customized surgical guides that optimize time and reduce risks in the operating room. In addition, AsorCAD has incorporated metal additive manufacturing capabilities, opening the door to more demanding, higher value-added applications. This model is already attracting interest from other hospitals due to its impact on surgical precision, the reduction of infections, and patient recovery.



Innovae partners with VR Expert to boost immersive training at an international level



Innovae is advancing its internationalization strategy with the aim of bringing its solutions to educational and industrial organizations beyond Spain. The company has announced a new collaboration agreement with VR Expert, a global provider of hardware, software, and services in virtual and augmented reality.

This partnership will expand access to ready-to-use immersive experiences designed to enhance practical learning, safety, and training efficiency. The agreement marks a step forward for both companies by integrating specialized content with comprehensive technological solutions.

VR Expert thus strengthens its ability to deliver more integrated immersive training projects. Meanwhile, Innovae expands its international presence with the support of a partner experienced in the extended reality ecosystem.

Leitat inaugurates a pioneering laboratory in Spain specialized in direct battery recycling

Leitat has launched in Terrassa a pioneering laboratory in Spain specialized in direct battery recycling, designed to address one of the main challenges of the energy transition. The new center brings together the entire process in a single space, from the reception and diagnosis of used batteries to the recovery of active materials for reuse. The facility is committed to dry recycling, a more efficient and sustainable technology that reduces the use of chemicals and energy consumption. This system preserves the value of critical materials such as lithium, nickel, cobalt, and manganese, enabling their reintegration into the production chain.

The laboratory incorporates advanced non-contact sorting technologies and automated dismantling of electric vehicle batteries. The project involves Leitat’s robotics team, whose laboratory is located at DFactory Barcelona, strengthening its connection with this Industry 4.0 ecosystem.

The combination of robotics and electrochemistry makes it possible to develop solutions that can be directly transferred to the industrial sector. Over the past five years, the center has secured more than €6.5 million in R&D projects in this field. With this infrastructure, Leitat strengthens its position as a strategic player in the circular economy of batteries. The initiative will contribute to promoting a more sustainable energy model and reinforcing Europe’s industrial autonomy.



Thinex to Develop an Innovative Sensor System for NASA’s Space Parachutes

The Catalan company Thinex has been selected by NASA to develop a sensor-printing system designed to monitor the tension of parachutes during spacecraft landing maneuvers. The company, specialized in printed electronics on fabrics and flexible surfaces, has already delivered several ultrathin sensor prototypes to the U.S. space agency.

This technology makes it possible to measure, in real time, the deformation and loads experienced by parachutes, a key factor in ensuring the safety of space missions. The project leverages Thinex’s ability to integrate sensors into materials without altering their mechanical properties. The company has received support from ACCIÓ to accelerate its growth and gain access to this international opportunity.

Born from the experience of a family-owned industrial group specialized in printing, Thinex has transformed printed electronics into a new strategic business line. Today, the group employs more than 200 people, generates annual revenues of €42 million, and exports more than half of its production.

Hubmaster Drives the Integration of Artificial Intelligence into Its Robotic Systems

Hubmaster has been awarded funding by the Spanish Ministry of Industry and Tourism, through SEPIDES (State Company for Industrial Promotion and Business Development), under the Industrial Value Chain Promotion Program (CVI), to develop an innovation project based on the application of artificial intelligence technologies to its automated storage systems. This project will enable the integration of new intelligent capabilities aimed at enhancing the performance, operational efficiency, and analytical capabilities of the robotic systems developed by the company, delivering greater value to its customers while addressing the emerging challenges of the logistics sector.

This initiative reinforces Hubmaster’s commitment to continuous innovation and the adoption of advanced technologies that contribute to creating more efficient, flexible, and intelligent automation solutions. Through this project, Hubmaster continues to strengthen its commitment to developing proprietary technology from Barcelona, driving the digital transformation of industrial logistics and reinforcing its position as an innovative company within the DFactory Barcelona ecosystem.

Printed sensing for next-generation robotics

Robotics is entering a new phase where performance is no longer defined only by mechanics, but by how precisely machines can perceive their environment. The next frontier is embedded, distributed sensing integrated directly into the structure of robotic systems. Printed electronics enable this shift by allowing sensors to be integrated onto complex and flexible surfaces, turning entire structures into active sensing layers. Instead of relying on discrete components, sensing becomes continuous, lightweight and fully conformable to the geometry of the system. This makes it possible to detect pressure, strain, deformation and contact in real time across large areas.

At Thinex, we work on printed sensing technologies designed for extreme integration environments where conventional electronics cannot adapt. These solutions enable robotic systems to move from point-based sensing to full-surface perception. The result is higher precision, improved responsiveness and new levels of interaction between machines and their environment. As robotics evolves, intelligence will no longer sit in a component, but will be embedded directly into the material itself.



BNEW 2026 will bring together 270 international experts in the new economy at DFactory Barcelona

The seventh edition of Barcelona New Economy Week (BNEW), organized by the Consorci de la Zona Franca de Barcelona (CZFB), will take place from 5 to 7 October at DFactory Barcelona, further strengthening its position as one of the leading international events focused on innovation and economic transformation. Over the course of three days, the event will connect eight strategic sectors of the new economy: Aviation & Space, Agrifood, Gaming, Talent, Science, Health, Energy, and Artificial Intelligence. The programme will feature three TV studios broadcasting 54 sessions, bringing together more than 270 international speakers to discuss global trends, opportunities, and challenges. In addition, BNEW 2026 will foster business connections through nine networking spaces designed to promote collaboration among companies, startups, institutions, and investors. As a closing highlight, the event will once again recognize the most innovative initiatives through the BNEW 2026 Awards, reaffirming its commitment to talent, innovation, and the development of new business models.



NEWS

Alliance to drive a new generation of automated solutions for industrial packaging



Lenze is strengthening its commitment to industrial innovation through a strategic collaboration with Payper to transform bulk solids packaging. In an increasingly demanding environment, both companies have combined their technological capabilities to deliver more flexible, automated solutions tailored to market needs. Payper, a global manufacturer of complete bagging lines, brings over 52 years of experience and a presence in more than 80 countries.

The partnership is based on the standardization of Lenze's motion control solutions within Payper's equipment over the past decade. This integration has enabled the creation of a robust, scalable ecosystem focused on improving production efficiency. Among its key advantages are reduced engineering times and improved software quality.

As a result of this collaboration, a Scara robot-based palletizing solution has been developed, specifically designed for confined spaces. The system can manage multiple bagging lines from a single point, reaching speeds of up to 600 bags per hour.

Hubmaster accelerates its international expansion

From its facilities at DFactory Barcelona, Hubmaster continues to drive its international growth through new projects and collaboration agreements in strategic markets such as the United States, Panama, Mexico, Ukraine, and Poland. Specialized in the design, development, and manufacturing of Automated Storage and Retrieval Systems (ASRS), Hubmaster provides proprietary technology solutions that integrate both machinery and Warehouse Control Software (WCS). This approach enables the company to tailor each project to customers' specific needs while optimizing storage capacity, operational performance, and the efficiency of logistics processes.

The company's international expansion is driven by a strategy based on technological innovation, in-house manufacturing, and close customer relationships, further consolidating Hubmaster as a benchmark in logistics automation. From DFactory Barcelona, the company continues to strengthen its international outlook and its commitment to developing technologies that contribute to a more efficient, competitive, and sustainable industry.

Malena Engineering promotes inclusive electric mobility with eMiles.eco



Urban mobility is undergoing a profound transformation. Alongside the electrification of vehicles and the need to reduce environmental impact, an increasingly relevant challenge is emerging: ensuring that mobility is truly accessible to everyone. At Malena Engineering, teams work on engineering projects aimed at addressing this challenge, combining technological innovation, functional design, and a

people-centered approach. One of the main examples is eMiles.eco, a proposal for an electric vehicle designed to enable more inclusive, practical, and sustainable mobility. The project is based on a clear idea: technology applied to mobility must help strengthen personal autonomy. For this reason, eMiles.eco incorporates solutions that allow both the driving experience and access to the vehicle to be adapted to different mobility needs, with special attention to wheelchair users and people with reduced mobility.

Among the vehicle's distinguishing features are its front access, which facilitates entry and exit, and a joystick-based driving system located in the central area. This configuration enables more accessible and adaptable driving, while opening up new possibilities for people who have traditionally faced greater barriers to accessing private mobility. Beyond the vehicle itself, the project represents a way of understanding innovation: designing technological solutions that are useful, efficient, and capable of generating a positive impact on people's daily lives. Inclusive mobility is not only a matter of accessibility, but also of autonomy, social participation, and quality of life.

Automation 2.0: KUKA's commitment to a smarter, more connected industry

KUKA Iberia is driving a new phase in industrial automation with the launch of its Automation 2.0 concept, aimed at integrating artificial intelligence, data and robotics into production processes. This model represents an evolution of traditional automation by incorporating systems capable of interpreting their environment, learning from experience and adapting in real time.

The proposal is based on moving beyond rigid models through flexible solutions that enable companies to respond more agilely to changing industrial environments. One of the key pillars is so-called physical AI, which brings intelligence into the production environment through the combination of sensors, robotics and data analytics. This allows robots to evolve towards more autonomous and collaborative roles within factories.

Likewise, intention-based automation simplifies programming by allowing objectives to be defined instead of detailing every process. The use of the digital twin enables prior simulation and optimization of systems, reducing risks and accelerating deployment. This tool improves decision-making by anticipating outcomes before implementation on the factory floor.

The company also focuses on integrated platforms such as its Automation Management Platform, which connects robots, software and data within a single environment. This approach seeks to ensure scalability and the continuous evolution of industrial solutions.

At the same time, KUKA is strengthening its collaboration with ecosystems such as DFactory Barcelona to foster innovation and technological development. With this strategy, the company positions itself as a key partner in advancing towards a more flexible, efficient and connected industry.



Solport obtains Microsoft Silver Partner Certification

Solport has obtained the Microsoft Silver Partner certification, one of the world's leading references in technology and software development. This recognition strengthens its market positioning and allows it to begin a new phase with greater technological backing. The accreditation enhances its ability to deliver more comprehensive and advanced services to its clients. In a context where digitalization is key, the company is committed to innovative solutions for the logistics sector. Process optimization and operational efficiency are consolidated as key differentiating factors in its value proposition. With this milestone, the company reinforces its commitment to innovation and its goal of boosting business competitiveness.

Industry 4.0 drives a new era in digital medicine



Excelencia Tech and Rob Surgical, both companies based at DFactory Barcelona, highlighted during the Barcelona Health Revolution congress the transformative potential of technologies such as advanced robotics and additive manufacturing in medical practice.

In a session titled “Enabling Advanced Surgery through 3D Printing and Robotics”, both entities demonstrated how the development of hyper-realistic anatomical models through 3D printing allows for more precise surgical planning and the anticipation of potential complications. This innovation is complemented by robotic surgery, which offers a high degree of accuracy and control, expanding the capabilities of healthcare professionals.

Participants agreed that collaborative spaces such as DFactory Barcelona are key to accelerating the adoption of new technologies in the healthcare sector, fostering collaboration between industry and research, and advancing towards a more efficient, personalized, and sustainable care model.

Siemens, Shining 3D and Something Added begin to collaborate

The companies Siemens, Shining 3D and Something Added, based at DFactory Barcelona, have begun collaborating on an innovative joint process. This initiative enables the optimization of maintenance for Siemens industrial robots.

When a part breaks down, Shining 3D scans it and generates its digital version. Based on this file, Something Added produces the part using advanced printing. This process re-

duces downtime and improves operational efficiency. Once manufactured, Siemens replaces the part to restore the robot’s normal operation.

This collaboration demonstrates the potential of digitalization and additive manufacturing applied to industry. It is another example of cooperation within DFactory that strengthens the competitiveness of the business ecosystem.



PATENTS

Method for determining corrosion in reinforced concrete structures by Witeklab

Witeklab has developed a new system that makes it possible to determine corrosion within the reinforcement of reinforced concrete, an advancement that improves reliability in infrastructure monitoring. The solution stands out for its direct integration into the structure, as it is made from the same base materials as the construction itself, which gives it greater durability than other conventional methods. Thanks to its patented technology, the system offers a high degree



of accuracy in tracking the corrosion process throughout the entire service life of the structure. This capability makes it possible to anticipate potential deterioration and optimize maintenance tasks.

In addition, the solution incorporates continuous monitoring over time, enabling more thorough control of infrastructure conditions and helping to improve their safety and efficiency in the long term.

Punch for plastic deformation operations of metal products by Addival

Addival has patented a new punch designed for plastic deformation operations of metal products, along with its manufacturing method and the machine tool that integrates it. This innovation represents a significant advancement in industrial processes, enabling greater precision and efficiency in metalworking. The punch, developed using advanced technology, allows for the creation of complex internal geometries that optimize material deformation. This approach not only improves the strength of the final parts but also significantly reduces tool wear, extending its service life and lowering operating costs.

Among its main features is the incorporation of conformal cooling channels within the body of the punch, designed to follow the tool’s geometry. This system enables more efficient heat dissipation during contact with metals at high temperatures, thereby enhancing process performance.

Additionally, the internal design can integrate lattice or honeycomb-type structures, which reduce the mass of the punch without compromising its structural rigidity. This combination of lightness and robustness enables greater energy efficiency and improved performance in demanding industrial applications.

Estun Robotics strengthens its leadership in innovation with an advanced patent to optimize automated bending

Estun Robotics continues to consolidate its position as a global benchmark in industrial robotics with the development of a key patent in advanced automation: a method to accurately locate the bending position in sheet metal forming processes.

The technology incorporates an automatic correction function for robot positioning, enabling precise detection of the material’s location in sheets and intelligent adjustment of the process. This system eliminates the need for manual reprogramming when the operator modifies parameters such as the correction of the X-axis on the bending machine, as the robot’s program automatically adapts to the new conditions.

This advancement represents a qualitative leap in operational flexibility and production efficiency, especially in industrial environments where

precision and rapid adjustment are critical. In addition, the solution is integrated across Estun’s entire range of bending robots, including its pioneering system considered the world’s first bending robot.

The innovation aligns with the company’s commitment to developing intelligent solutions based on automation, motion control, and industrial digitalization—areas in which Estun provides comprehensive solutions for advanced manufacturing.

With this patent, Estun reinforces its R&D strategy, which is already reflected in a solid industrial property portfolio with a total of 605 valid patents, demonstrating its sustained commitment to technological innovation in industrial robotics.



REPORT

ZF INDUSTRY 4.0 TALENT analyzes talent in Industry 4.0

The transformation towards Industry 4.0 is profoundly redefining talent needs, professional skills, and organizational models. To better understand these changes, the Consorci de la Zona Franca de Barcelona conducted the “ZF Industry 4.0 Talent” survey, aimed at companies within the advanced industrial ecosystem. The study gathers 72 responses from companies located in DFactory Barcelona (39) and startups from the Logistics 4.0 Incubator (33), offering a representative overview of the current state of talent, its main gaps, and the strategies adopted to address them. The participating companies are distributed as follows: Large Enterprises (13.9%), Medium-sized Enterprises (16.7%), Small Enterprises (23.6%), and Startups (45.8%).

Evolution of professional profiles

The main shift observed is a clear move towards hybrid profiles, combining technical, digital, and business skills. More than half of the companies identify this trend as dominant, above strict technical specialization.

This reflects a paradigm shift: technological expertise alone is no longer sufficient; increasing value is placed on integration capabilities, cross-functional vision, and understanding the business impact of technology.

Critical profiles and hiring challenges

The most critical profiles to drive Industry 4.0 are those related to data and industrial artificial intelligence, automation and robotics, and industrial software development.

However, the most difficult roles to fill are not only technical. The greatest challenge lies in hybrid technical profiles with business and leadership vision, followed by experts in industrial data and AI. This confirms that the main talent gap is both transversal and strategic.

Talent shortage: structural causes

Companies identify the main causes of talent shortages as the mismatch between existing training and real market needs, as well as the lack of hybrid profiles. In addition, strong competition among companies for the same specialized roles exacerbates the issue. Other factors such as salaries or geographical mobility have less impact, suggesting that the problem is fundamentally structural and rooted in the training and professional ecosystem.

Impact on competitiveness and growth

The lack of specialized talent has a direct impact on business strategy. For nearly half of organizations, this shortage limits their ability to grow or take on new projects, ahead of operational impacts such as increased costs or delays. Talent scarcity is thus one of the main barriers to competitiveness and the pace of Industry 4.0 adoption.

Hiring timelines

The time required to fill key positions is mostly between 1 and 6

“Hybrid technical profiles with business acumen and leadership skills, as well as experts in data and AI applied to industrial environments, are the most difficult positions to fill in Industry 4.0

months, although a significant percentage exceeds six months. This reflects a tight labor market, where recruitment processes require planning, anticipation, and strong value propositions.

Training, reskilling and upskilling

Investment in continuous training shows strong polarization. While around half of companies invest at a high or very high level, the other half reports low or no investment. Accordingly, the use of reskilling and upskilling programs is generally



moderate or low, with only a minority making them a strategic priority. This indicates significant room to strengthen internal talent development as a response to external shortages.

Skills and soft skills

Companies place strong emphasis on a balance between technical training and soft skills. Key transversal skills include creativity, problem-solving, critical thinking, continuous learning ability, and adaptability to change.

Work organization and culture

A large majority of companies have adopted, either intensively or progressively, new work organization models based on horizontal teams, agile methodologies, and hybrid roles. This reflects a significant level of organizational maturity within the ecosystem. However, some organizations are still at early stages, highlighting the need to accompany technological transformation with cultural change.

Employee value proposition

The main drivers for attracting and retaining talent are flexibility and work-life balance, followed by continuous training and participation in innovative projects. Structured career plans are less common. Some companies still lack a clearly defined value proposition, which may hinder their ability to attract critical talent.

Well-being, purpose and sustainability

There is broad consensus on the importance of work-life balance, well-being, and purpose as strategic factors for attraction and retention. 80% of companies consider them highly or very highly relevant.

Diversity and equality

The most common situation is a low presence of women in technical roles, accompanied by a clear commitment to improvement. Only a minority has fully implemented equality and diversity policies, and many have yet to analyze this area. This highlights progress, but also significant room for improvement in leveraging diversity as a competitive advantage.



“ A large majority of companies have adopted, either intensively or progressively, new ways of organizing work based on horizontal teams, agile methodologies, and hybrid roles

Looking ahead (3–5 years)

Companies do not share a single vision for the future of talent. Strategies range from attracting highly specialized profiles to developing hybrid roles and strengthening internal reskilling. This diversity reflects different levels of maturity, urgency, and adaptability to Industry 4.0 challenges. The study concludes that the main talent challenge in Industry 4.0 is not purely technological, but transversal and strategic. The shortage of hybrid profiles, the need to align training with business needs, and the growing importance of the employee value proposition are key factors.

Addressing these challenges will require a combination of continuous training, reskilling, organizational transformation, collaboration with the ecosystem, and active attraction and diversity policies, placing talent at the core of industrial competitiveness.

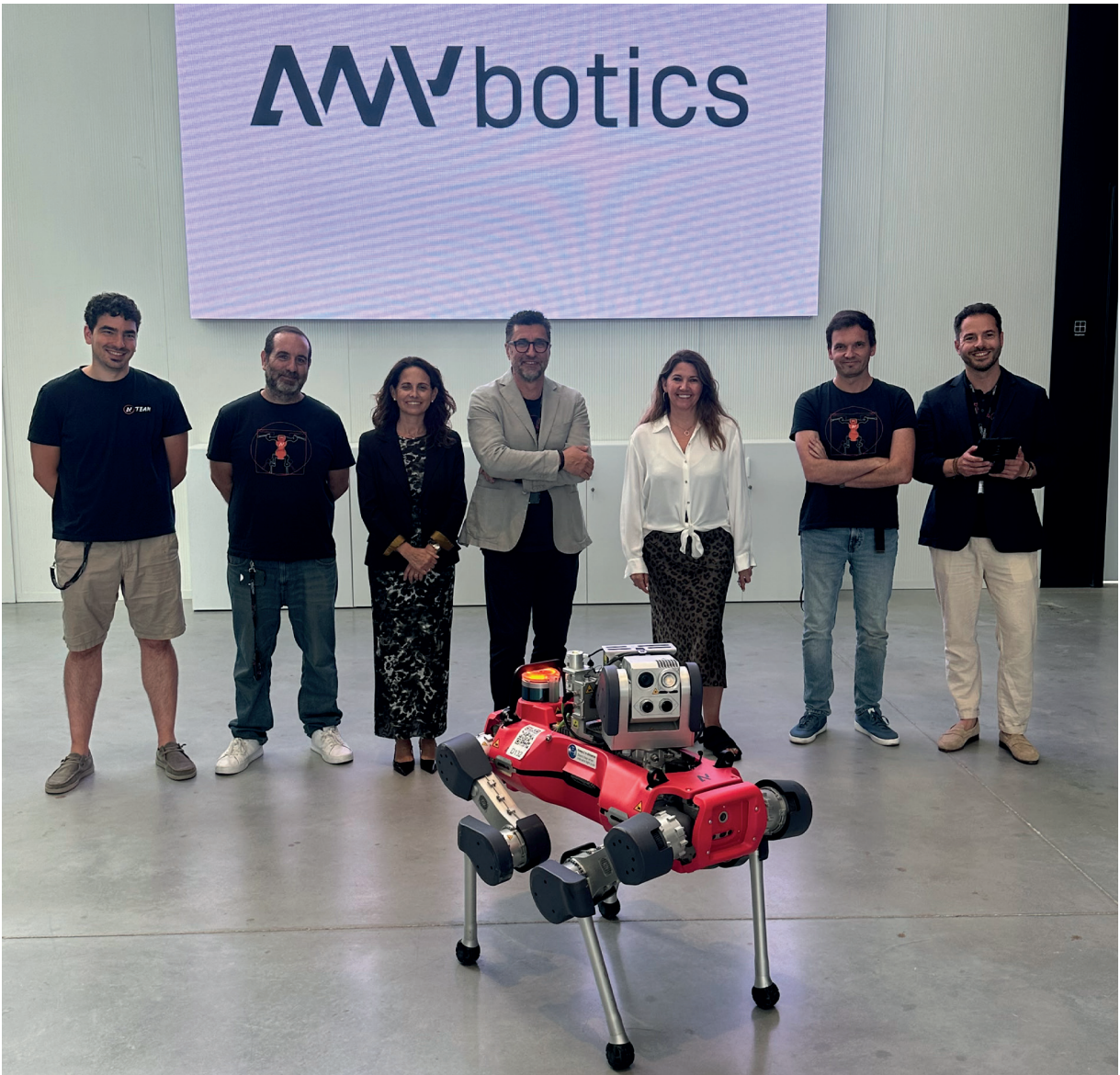
NEW ADDITIONS

ANYbotics Expands Its Global Presence with a New Engineering and AI Hub at DFactory Barcelona

ANYbotics, a global leader in AI-powered robotic inspection solutions, has joined the DFactory Barcelona ecosystem with the opening of a new office. The new engineering and artificial intelligence hub in Barcelona will become the company’s third global location, alongside Zurich and San Francisco, and will help meet the growing demand for its autonomous inspection solutions across asset- and process-intensive industrial sectors.

This expansion follows a period of strong growth for ANYbotics, at a time when companies in the oil, energy and gas, chemical, metals, and broader process industries are moving from pilot projects to large-scale deployments of autonomous inspection robots. As the market matures, ANYbotics is expanding its footprint and engineering teams to support and scale its global deployments.

The new ANYbotics team in Barcelona will focus on key technical disciplines such as computer vision and machine learning, backend and frontend software engineering, mechatronics, and DevOps. As the hub grows, the company plans to strengthen the team by adding supply chain functions and other essential business roles.



OPINION



■ **Jaume Rey**, CEO of Nexiona

The use of data as a competitive advantage

In the industrial world, “data” has historically been used and consumed in real time to maximize efficiency in the automation of industrial processes (SCADA, PLC). Later, the value of storing and analyzing this data was recognized in order to identify behavioral patterns or early warnings that help prevent downtime in production systems—an event with a severe impact on the plant’s economic performance.

So far, this is what we all know.

However, what remains new for most industrial players is that data is much more than an early warning system: it is, in fact, an economic asset and a source of value in itself.

In 2026, it is no longer enough to accumulate data, analyze it, and prevent production stoppages. Those who focus solely on this are merely catching up with others who have been leveraging operational data for years. The real leaders are those who have transformed this data—integrated with the rest of the company’s information (ERP, CRM, logistics, quality, etc.)—into a tool that aligns the entire organization, enabling all departments to understand how the “organism” that is the company behaves.

This acts as its nervous system: if something relevant happens in one area, the rest immediately knows and assesses its

“*Product quality is no longer enough: now, the speed of decision-making changes everything*”

impact on the whole. If someone steps on our foot, it hurts, but it doesn’t stop us. If it is cut off, we must stop and focus on stopping the bleeding.

The same applies to a company: if there is a stoppage in the packaging line due to maintenance, the rest of the system knows it is not critical. But if the stoppage is caused by the closure of the Strait of Hormuz and leads to a shortage of materials, preventing production for the next month, the entire organization must be aware of it without waiting for an explanatory email. Furthermore, production will need to be replanned based on available supply, and the impact on sales—and consequently on cash flow—must be assessed.

If all of this depends on people, it will take days or even weeks to obtain an accurate picture of the situation and to replan, including the impact on cash flow. Even more so if we want to simulate different scenarios and their consequences. Can you see the value?

Now imagine this powered by artificial intelligence: scenarios calculated in real time, enabling the CEO to make the best possible decision. Product quality is no longer enough; the speed of decision-making is what makes the difference. Welcome to the era of AI applied to industry.



■ **Carlos Cosials**, Industry 4.0 Manager at 9altitudes

The Collective Intelligence of Community Spaces

Collective intelligence is often defined as the learning process through which we gain knowledge by openly sharing experiences. In fact, one could say that, since the dawn of humanity, there has been no other form of intelligence than this one, which emerged around the fire, through the transfer of knowledge conveyed in the stories told by elders and wise individuals. This gives us a certain perspective on how it continues to be applied today.

Notice that I speak of application because the thesis referring to what intelligence is describes it as an extractive process, based on the evidence presented to us, from which we build our (personal or collective) knowledge.

In other words, we know because we are able to aggregate, in a particular way, what we have understood from what we have gathered, taking into account its proven truthfulness. This deeply human process is what so-called “artificial” intelligence is now trying to emulate in a mechanistic way, albeit without the feeling generated by being face to face with another person.

As has become clear, the final result depends heavily on “data,” understood as the evidence reflecting natural reality, and on semantics, which gives that data meaning and sense. For this reason, humanity has spent its entire existence interacting face to face, sharing evidence to transfer knowledge and expressing it verbally so that meaning is

firmly embedded in others. In a way, this has proven—and continues to prove—to be the most efficient method of knowledge transfer. That is why, despite the pause caused by the pandemic, people have returned to classrooms and offices. There is nothing comparable to learning in the presence of another person.

What does all this tell us?

At 9altitudes, it does not come as a surprise. For years, we have been helping companies manage their intellectual property—the kind they define, build, configure, and store in their CAD (Computer-Aided Design) and PLM (Product Lifecycle Management) systems. Through this work, we have learned that making explicit what a company knows about itself is no trivial task. It is often said that implementing an ERP system can be a traumatic process, when, in my opinion, it is simply about building a corporate system that answers the basic question: where is the money? A PLM system, on the

other hand, seeks to answer what we know about ourselves—that is, the fundamental knowledge within product-based companies, particularly industrial ones, which is essential for them to structure and preserve.

But what is happening now?

As Rick Nason stated in his book *It’s Not Complicated* (2017), we have transitioned from the “complicated” to the “complex,” and consequently, “what is complicated can be simplified, while what is complex must be managed.” Therefore, the task now is to manage complexity. One of the factors contributing to this increase in complexity is the growing number of disciplines converging in a product—from mechanics to the software that governs it, through electronics, and further into its integration with digital services that enable external and remote management, whether from the cloud or on-site via an app. This creates a unified system with a systemic perspective.

As a result, what was once a “complicated” product becomes “complex,” because the main challenge is no longer identifying and defining components, but rather managing relationships.

That has been our learning journey: starting from the understanding that we do not possess all the knowledge our clients require, and reaching the conviction that we can expand it around the “fire” provided by DFactory—through the conversations that take place there.

TALENT



Núria Piñol Pedret
Coordinator of the Digitalization and Sustainability Committee of the ICIL Supply Chain Innovation Hub

■ She holds degrees in Economics and Actuarial Sciences from the University of Barcelona, as well as a Master’s in Supply Chain Management from ICIL. She has an extensive career linked to supply chain management. After 34 years at Nestlé, where she developed a significant part of her professional career, she now focuses on driving companies’ digital transformation by identifying business needs and connecting them with innovative technological solutions.

What impact does your work have within your organization?
It has a direct impact on accelerating digital transformation. On the one hand, I identify companies’ needs and analyze their main limitations, detecting where new technologies can add value. On the other hand, I connect these demands with innovative solutions—such as those developed by DFactory companies—to create synergies that help drive transformative projects. What I value most about my work is precisely this ability to contribute to the digitalization of the business ecosystem, enhancing companies’ competitiveness.

“The hybrid profiles that integrate business and technology will be clear

What sets DFactory apart from other professional environments where you have worked or that you have visited?
DFactory stands out for two key aspects. The first is the concentration of innovative companies in a single space, which greatly facilitates the connection between needs and solutions.

When we seek to identify requirements within supply chains across different industries, having access to this ecosystem allows us to quickly find companies capable of providing solutions, understand their capabilities, and generate synergies efficiently. At the same time, it is also an opportunity for these companies, as they can discover new demands that often lead them to adapt or expand their initial developments into new applications.
The second element is the environment itself, which is designed to foster innovation and encourages creative thinking beyond traditional approaches. This is particularly evident in the innovation committees and workshops we organize, where a highly open and collaborative dynamic is created. DFactory is a place where people truly think outside the box.

What skills have you had to develop recently?
My professional career has been primarily linked to business functions within the supply chain. Although I do not have a technological profile nor a particular ease with technology, at this stage I have had to deepen my understanding of new digital solutions and tools.
This process has enabled me to develop a key capability: understanding technologies from a business-oriented perspective and identifying how they can address specific company needs. I have learned that it is not essential to be a technology expert to achieve this alignment; rather, it is about correctly interpreting challenges and translating them into innovation opportunities. For this reason, I believe that this ability to connect business needs with technological solutions is a fundamental skill that I will continue to develop in the future.

Which professional profiles will be most in demand in the coming years?
Profiles related to data engineering and emerging technologies

will continue to be highly sought after. These professionals must also engage in continuous learning, as solutions evolve rapidly and require constant updates of knowledge and skills.
It will also become increasingly important to incorporate technological competencies into functional roles in areas such as logistics, operations, and finance. Through my teaching experience at Pompeu Fabra University, I observe a growing need to train hybrid professionals who can combine business knowledge with a sufficient understanding of digital tools. The goal is not for everyone to become technology specialists, but rather to understand the opportunities technology offers and identify areas for improvement. Profiles that combine business vision with digital capabilities will be the most valuable.

What role will DFactory Barcelona play in attracting talent?
DFactory is currently in a phase of consolidation and growth that strengthens its ability to attract talent year after year. The high occupancy rate of its facilities and the growing interest from new companies confirm the strength of a model that will gain further momentum with the planned expansion of the project.
Barcelona already benefits from significant competitive advantages as an international talent hub thanks to its quality of life, university network, and the presence of leading technology and corporate centers. DFactory adds a unique value proposition by bringing together technology companies, research centers, and innovative projects in a single space, creating real opportunities for professional development. This environment not only attracts talent but also helps retain it through a model based on collaboration, innovation, and continuous learning. The visibility of the projects hosted there and the interest they generate among companies and professionals reinforce DFactory’s position as a benchmark in Industry 4.0 and as a key player in talent attraction.



Yonatan Zioni
Sales Account Manager at Excelencia Tech

■ I hold a Bachelor’s degree in Business Administration and Economics from La Salle – Ramon Llull University in Barcelona. Currently, I have decided to focus on developing my own skills and professional competencies, which is why I have put my master’s degree on hold in order to prioritize practical growth.

How does your work contribute to industrial transformation or innovation?
From my position, my main contribution to industrial

innovation lies in connecting with clients and identifying new opportunities to improve their processes, regardless of the sector. I help them identify technological solutions that can complement or, in some cases, replace traditional methods—such as laser cutting, plastic injection, or conventional measurement—through technologies like 3D printing or scanning, both in polymers and metals.
My goal is not necessarily to replace traditional methods—since they do not always need to be replaced—but to analyze each case and find the best combination of solutions tailored to their needs, taking into account factors such as volumes, costs, and efficiency. Ultimately, my work is focused on helping companies optimize their processes and move forward in their growth strategy in a more agile and effective way.

What attracts you to working in an environment like the DFactory ecosystem?
What attracts me most to working in an environment like the DFactory ecosystem is the opportunity to generate real synergies between companies. By bringing together very different profiles and technologies in the same space, collaborations emerge that would probably not arise in other contexts.
There are very clear examples, such as the collaboration we have developed with Rob Surgical, which started practically from scratch and is now a well-established reality within the ecosystem. We have also been involved in projects from the very beginning, collaborating with companies that develop highly specific solutions and that would otherwise find it more difficult to access certain resources or capabilities.
In this environment, our role often involves supporting other companies—for example, in the medical technology field—by providing solutions that allow them to move forward with their

projects more efficiently. Ultimately, the most valuable aspect is the ability to connect needs with solutions and make things happen through collaboration.

Do you think talent is shaped mainly within companies?
From my experience, having talent in Industry 4.0 today goes far beyond innate abilities such as communication skills or intelligence. While these qualities can help, in an industrial and technological environment it is essential to have a solid understanding of what you are doing in order to provide real value.
In my case, although I may have a natural ability to connect with people, much of what I contribute today comes from the learning I have accumulated over the past few years, working in areas such as additive manufacturing and process digitalization. It is a sector where the learning curve is essential and continuous.
Moreover, in our environment it is not only important to understand the technology, but also to be able to convey its benefits, while at the same time understanding the materials, processes, and limitations involved in its application. Therefore, talent in Industry 4.0 is above all about finding the balance between technical knowledge and the ability to apply and communicate it effectively.

What advice would you give to young professionals who want to work in technological or industrial sectors?
My advice to young professionals who want to work in technological or industrial sectors is, above all, to be themselves and not feel intimidated by profiles that may initially seem more prepared or experienced. Attitude and willingness to learn make a big difference.
It is essential to invest time, effort, and consistency. You need to train, stay informed, and work hard, because in these sectors it is crucial to truly understand what you are doing and talking about. It is also important not to be overly influenced by what you see on social media, as the professional reality is very different and requires more patience and long-term commitment.
Making mistakes is part of the process. I myself have made many mistakes, but the key is to learn from them and keep moving forward. Additionally, in sometimes more traditional environments, it is essential to keep an open mind and demonstrate that, even as a young professional, you can bring new ideas and value. Ultimately, it is about progressing step by step, with the right attitude, curiosity, and a constant desire to improve.



TALENT

Elena Torralba Calleja

Principal Researcher Photonics & Vision in **Leitat**

■ Degree in Chemistry from the Autonomous University of Barcelona and MBA from EAE Business School.

What has your professional journey been like before joining DFactory?

My career has always been closely linked to innovation and the practical application of science. I began my professional journey in the R&D department of SuniLei Tecnología Solar, where I participated in projects related to CO₂ capture and valorization, as well as technologies based on ionic liquids.

I later joined Leitat, where I currently work within the Digital Industry area as Principal Researcher of the Photonics & Vision group, based at DFactory. In this role, I lead and collaborate on innovation projects focused on photonics and vision technologies, which are key drivers of industrial digitalization and competitiveness.

At what point did you decide to focus your career on Industry 4.0 and innovation?

During my Chemistry studies, I already knew that I was particularly interested in applying science to solve real-world problems. I was always motivated by the possibility of transforming scientific knowledge into solutions with a direct impact on industry and society.

Over the years, I discovered the enormous potential of digitalization, photonics, and machine vision to optimize processes, improve quality control, and support better decision-making within companies. That was when I definitively oriented my career toward technological innovation, a field that allows me to combine my scientific background with the creation of value for industry.

What skills do you consider essential for working in highly technological environments?

The first is the ability to continuously learn. Technology evolves at an incredible pace, making it essential to stay up to date and remain open to new tools and methodologies.

Analytical and problem-solving skills are also fundamental. In research, we face complex challenges that require interpreting data and transforming scientific knowledge into solutions that can be applied in industrial environments.

Another key competency is the ability to work in multidisciplinary teams. Innovation projects bring together professionals from diverse backgrounds, and much of their success depends on collaboration, communication, and the ability to integrate different perspectives.

Finally, I would highlight a focus on impact. Innovation is not only about developing advanced technology; it is about addressing real needs and creating value through improvements in efficiency, quality, and competitiveness.

“*Innovation emerges when we combine knowledge, perspectives, and different ways of thinking*”

How do you stay up to date in an environment of constant technological change?

I combine continuous learning with hands-on experience. I closely follow developments in photonics, vision technologies, and Industry 4.0 through specialized publications and technology roadmaps.

In addition, I participate in national and international R&D projects, which allows me to work with emerging technologies and gain first-hand insight into market and industry needs.

I also find it extremely valuable to be part of the photonics and vision ecosystem. I regularly participate in events, conferences, and working groups organized by leading institutions, which facilitate knowledge exchange, trend identification, and the creation of new collaborations.

Beyond specialized training, I believe the key is maintaining an open mindset toward learning, adaptation, and anticipating change.

What role does continuous learning play in your day-to-day work?

Continuous learning is an essential part of my job. In a field such as photonics and vision applied to industry, technological evolution is constant and requires ongoing upskilling.

It allows me to stay informed about new technologies, methodologies, and trends, ensuring that I can provide innovative solutions to the challenges companies face.

What do you think should be done to attract more female talent to technological and industrial sectors?

It is essential to increase the visibility of female role models who can help young women identify with scientific and technological careers. Many times, the issue is not a lack of interest but a lack of awareness of the professional opportunities available. Companies must also continue fostering inclusive environments that promote equal opportunities, team diversity, and professional growth.

It is equally important to communicate that there is no single path into the world of technology. In my case, I studied Chemistry because of my interest in science and later pursued an MBA to complement my technical background with a strategic perspective. Today, I work as a Principal Researcher in an R&D area focused on photonics and vision. My experience demonstrates that innovation emerges when different types of knowledge, perspectives, and ways of thinking come together.

THEY ARE VISITING US



The Minister of Agriculture, Livestock, Fisheries and Food of the Government of Catalonia, **Òscar Ordeig**, visited DFactory Barcelona accompanied by the Secretary for Food, **Rosa Cubel**.



El Món a RAC1, Catalonia's leading radio programme hosted by **Jordi Basté**, broadcast a special programme from DFactory Barcelona.



José Montilla, former President of the Government of Catalonia, visited DFactory Barcelona to learn more about the largest Industry 4.0 ecosystem in Southern Europe.



Institutional visit by the Consul General of China in Barcelona, **Meng Yuhong**, accompanied by the Consul for Economic Affairs, **Guo Yukun**, and the Director of the Barcelona Investment Office, **Xavier Mayo**.

Artificial intelligence is redefining the connection between industry and consumer goods

The industry is undergoing a phase of accelerated transformation, driven by a global context marked by uncertainty, rising energy costs, and increasingly demanding regulatory requirements. In this scenario, artificial intelligence is positioning itself as one of the main drivers for improving competitiveness and adapting to a constantly changing market.

Adapting to an increasingly demanding environment

Companies in the consumer goods sector face significant challenges linked to demand volatility and pressure on margins. To address this situation, the adoption of advanced technologies has become a strategic priority. Artificial intelligence makes it possible to optimize key processes and improve responsiveness to changes in the environment.

Among its most relevant applications are production optimization, predictive maintenance of equipment, improved quality control, and waste reduction. It also contributes to more efficient energy management, a critical aspect in the transition toward more sustainable industrial models.

A more flexible production model

Market evolution is driving a transformation toward more agile production systems. Product customization and adaptation to consumer preferences have gained prominence over traditional models based on economies of scale.

In this context, supply chains are becoming shorter and closer to consumption centers, while production cycles require greater flexibility. Artificial intelligence facilitates this transition by enabling trend anticipation and more precise, efficient production adjustments.

Internal barriers in the adoption process

Although the potential of AI is high, its implementation is still uneven across companies. The main obstacles are not technological but organizational. The lack of specialized profiles, the coexistence with legacy infrastructures, and difficulties in integrating and managing data are some of the most common challenges.

This is compounded by resistance to change, which can slow down the adoption of new tools. Overcoming these barriers requires fostering a corporate culture focused on innovation and encouraging collaboration between technical and operational areas.

Data as the foundation for development

The success of artificial intelligence depends largely on the quality and availability of data. Having reliable and well-structured information is essential for developing effective models and extracting real value from the technology.

Moreover, in sectors where regulation is particularly demanding, aspects such as transparency, traceability, and trust in systems play a central role in consolidating these solutions.

Technology that enhances human talent

Far from replacing people, artificial intelligence acts as a complement that enhances their capabilities. While automated systems take on repetitive or complex tasks, professionals can focus on strategic decision-making and value creation.

This collaborative approach between humans and technology improves operational efficiency without losing the knowledge and experience of talent.

Key to advancing sustainability

In addition to its impact on productivity, artificial intelligence has become a key tool for advancing toward more sustainable models. Its ability to optimize resources, reduce waste, and improve energy efficiency makes it a fundamental element in industrial transformation.

Ultimately, the integration of AI is shaping a new relationship between industry and consumer goods, based on agility, personalization, and efficiency. Although its adoption still presents challenges, its role will be decisive in the sector's evolution in the coming years.

