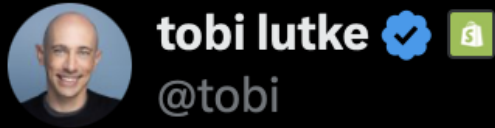


Performance Reviews  
Now Grade AI Prowess

Everyone Must Master  
AI—No Exceptions

Prove AI Can't Do It  
Before Asking for  
Headcount



**Reflexive AI usage is now a  
baseline expectation at Shopify**

Begin Every Prototype  
with AI Experiments

Self-Teach and Publicly  
Share Your AI Wins

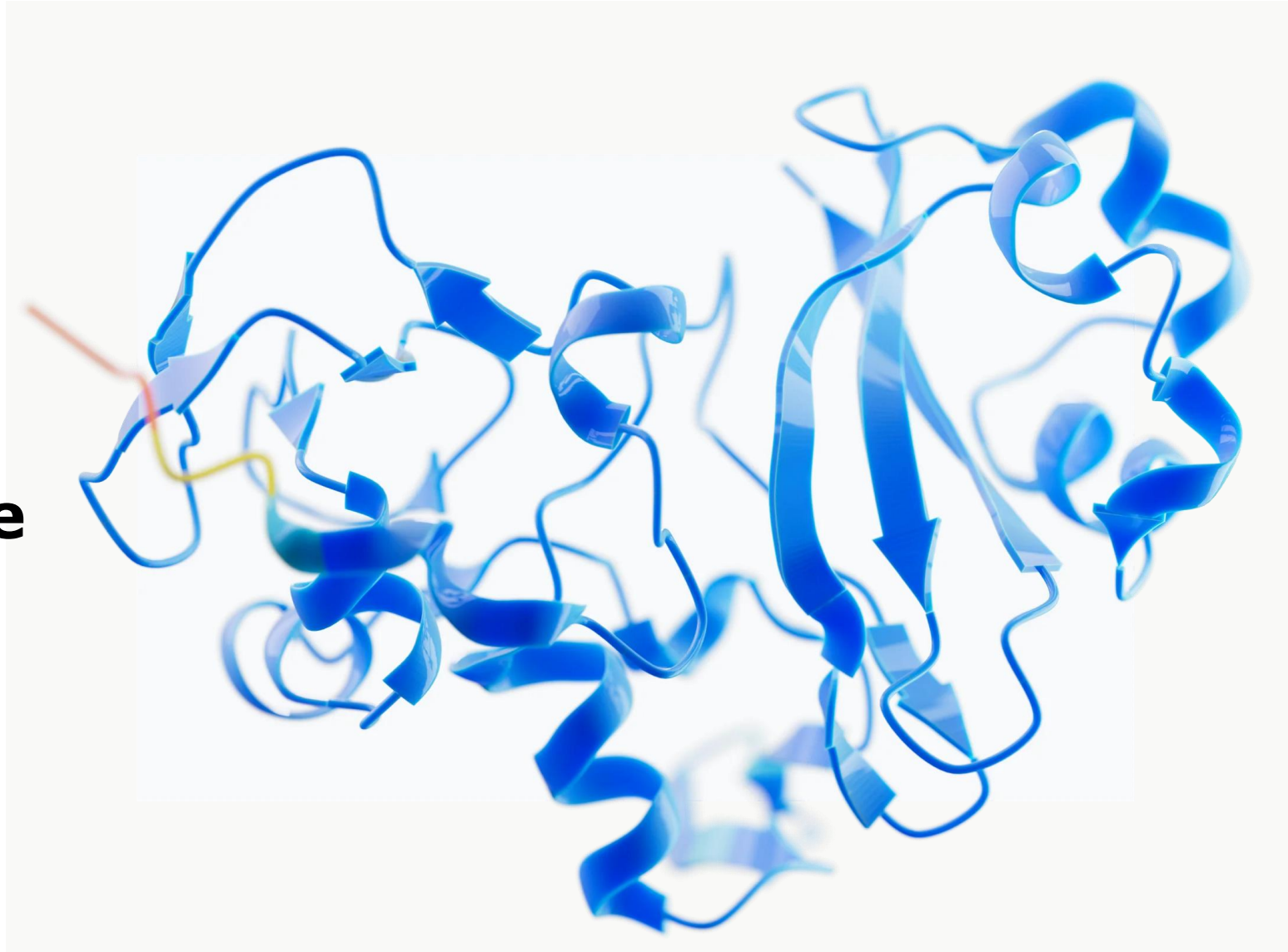
Pulling significant new possibilities 10+ years closer to the present

# AI is an accelerative, transformative and disruptive force

Igniting massive shifts in consumer and business landscapes

Disruptive innovations rapidly capture low-value markets with steep trajectory towards higher value

Google's AI  
**AlphaFold reduced**  
**drug discovery timeline**  
**from years to days**





A wide-angle, high-angle shot of a vast data center. The room is filled with long, parallel rows of server racks. The lighting is predominantly blue, creating a cool, technological atmosphere. The racks are densely packed with equipment, and some have glowing lights. The ceiling is high with visible structural beams and lighting fixtures. The perspective leads the eye into the distance, emphasizing the scale of the facility.

Google DeepMind **used**  
**AI planning to reduce**  
**cooling and energy**  
**need for their data**  
**centers by 40%**



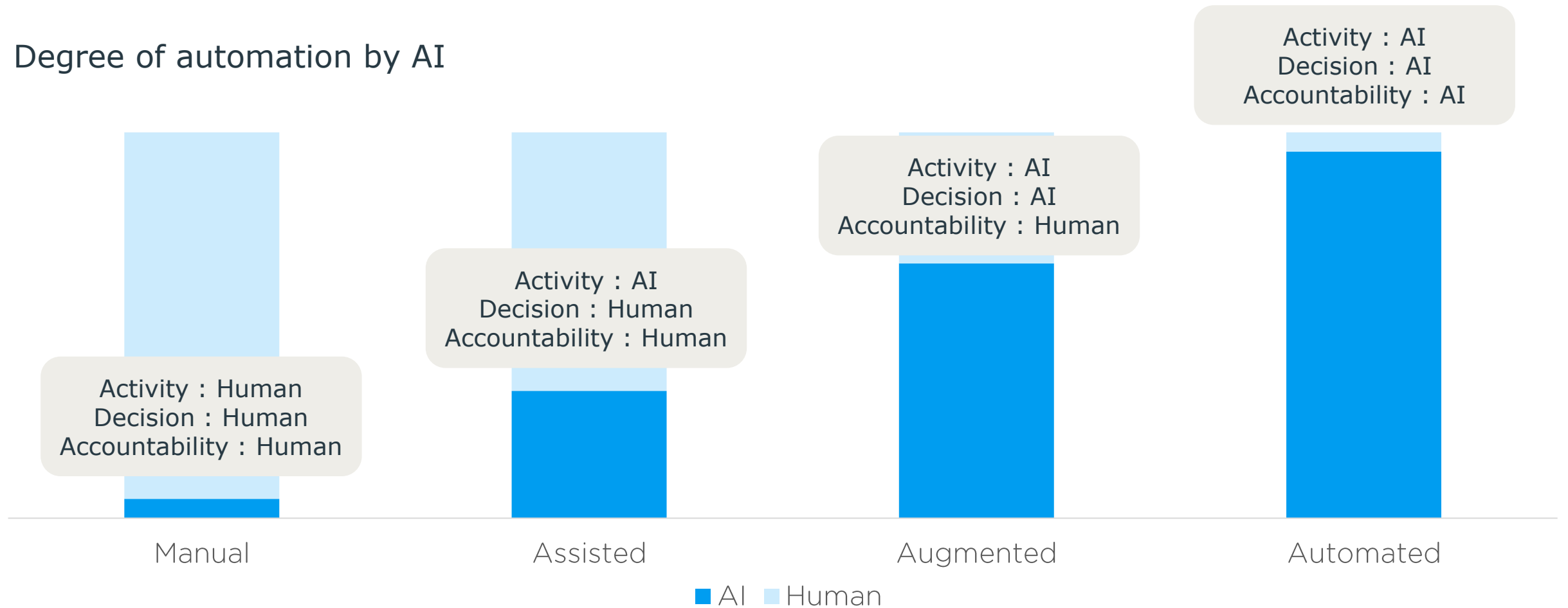
Getty images and  
shutterstock merged  
because stock photos  
are under pressure from  
AI generated images



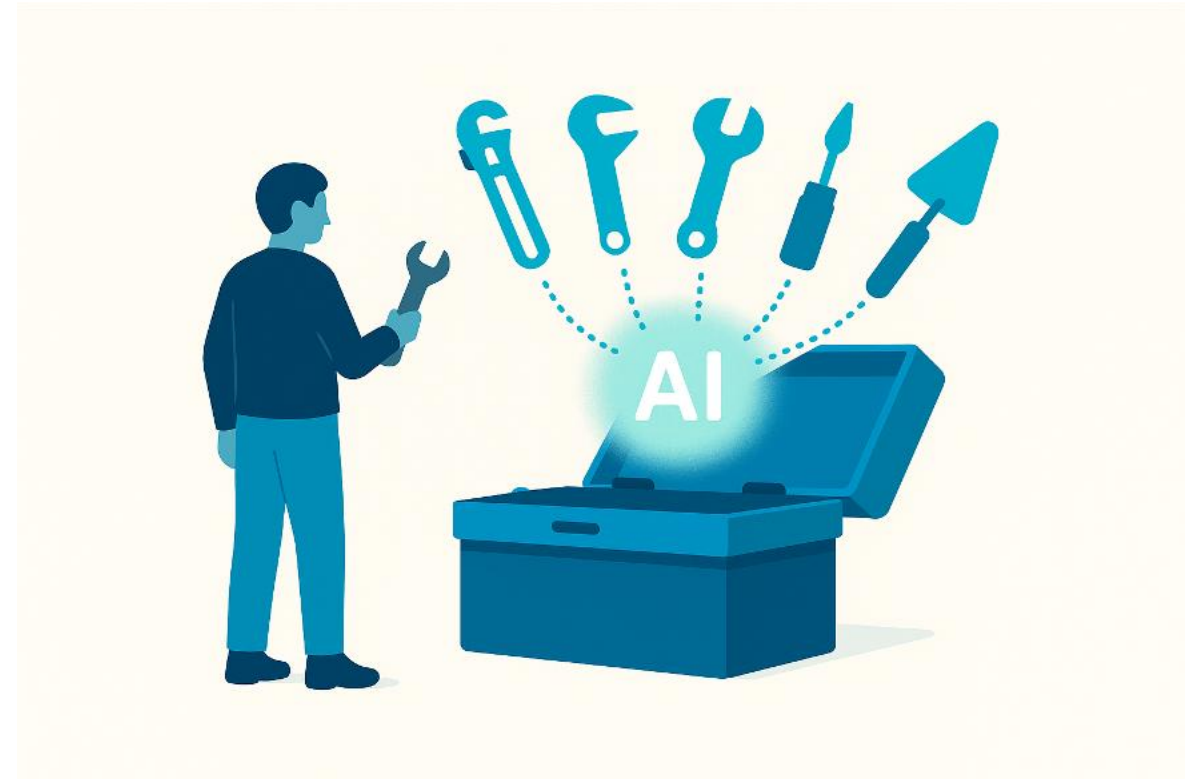


# AI does not only create impact by **automating tasks**

Degree of automation by AI



AI gives the business 2 unique opportunities:  
Adding **capacity**, and adding **capabilities**

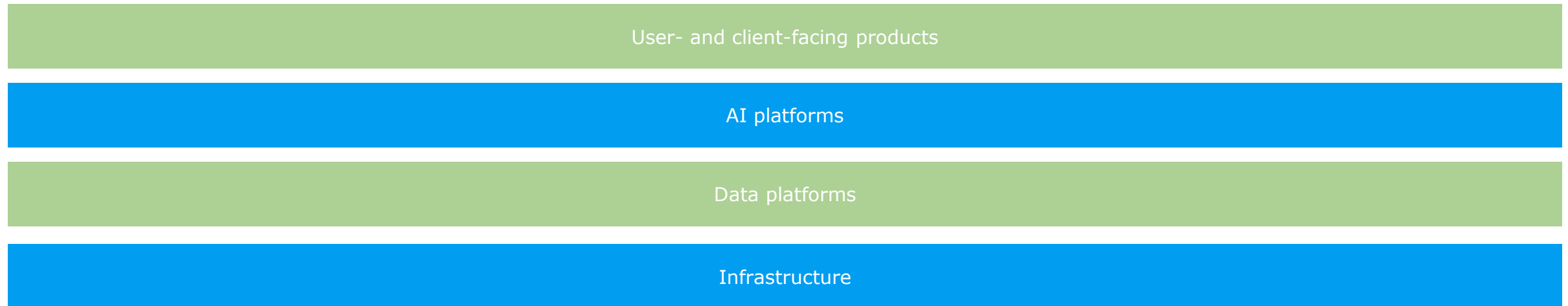


We are building the **digital twin** of our knowledge

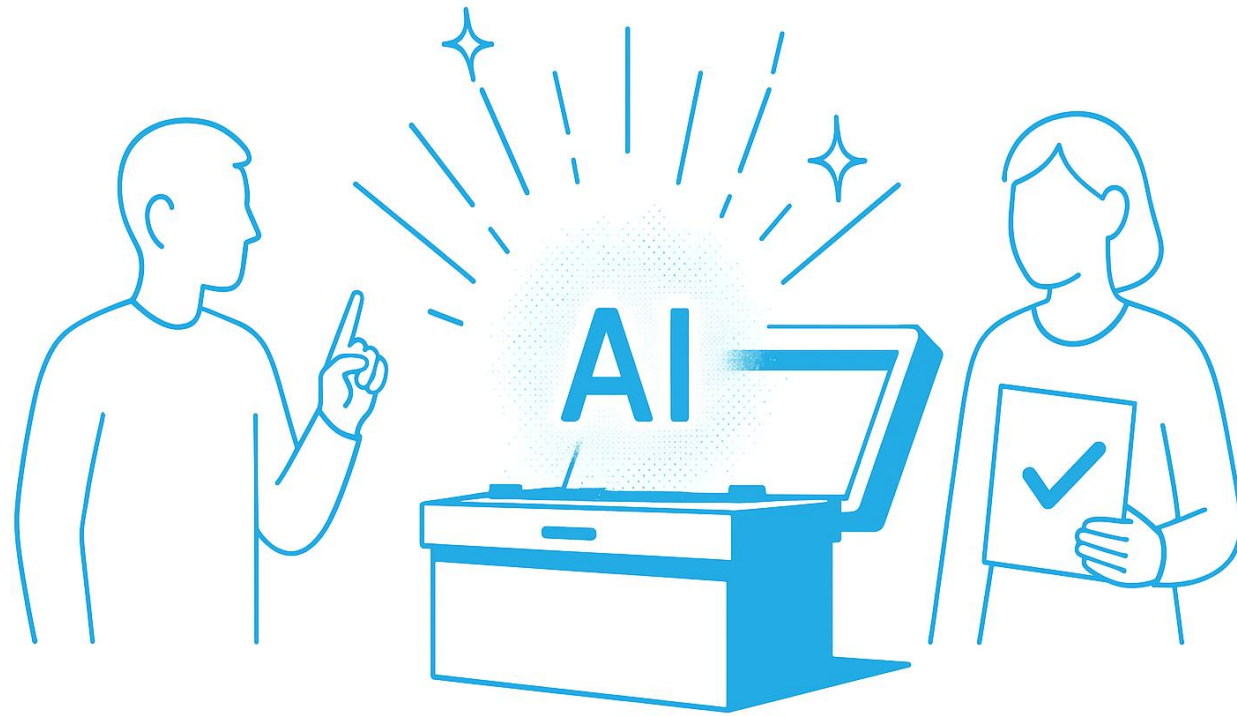




# The project team of the future consists of technology and SME talent – and of AI agents

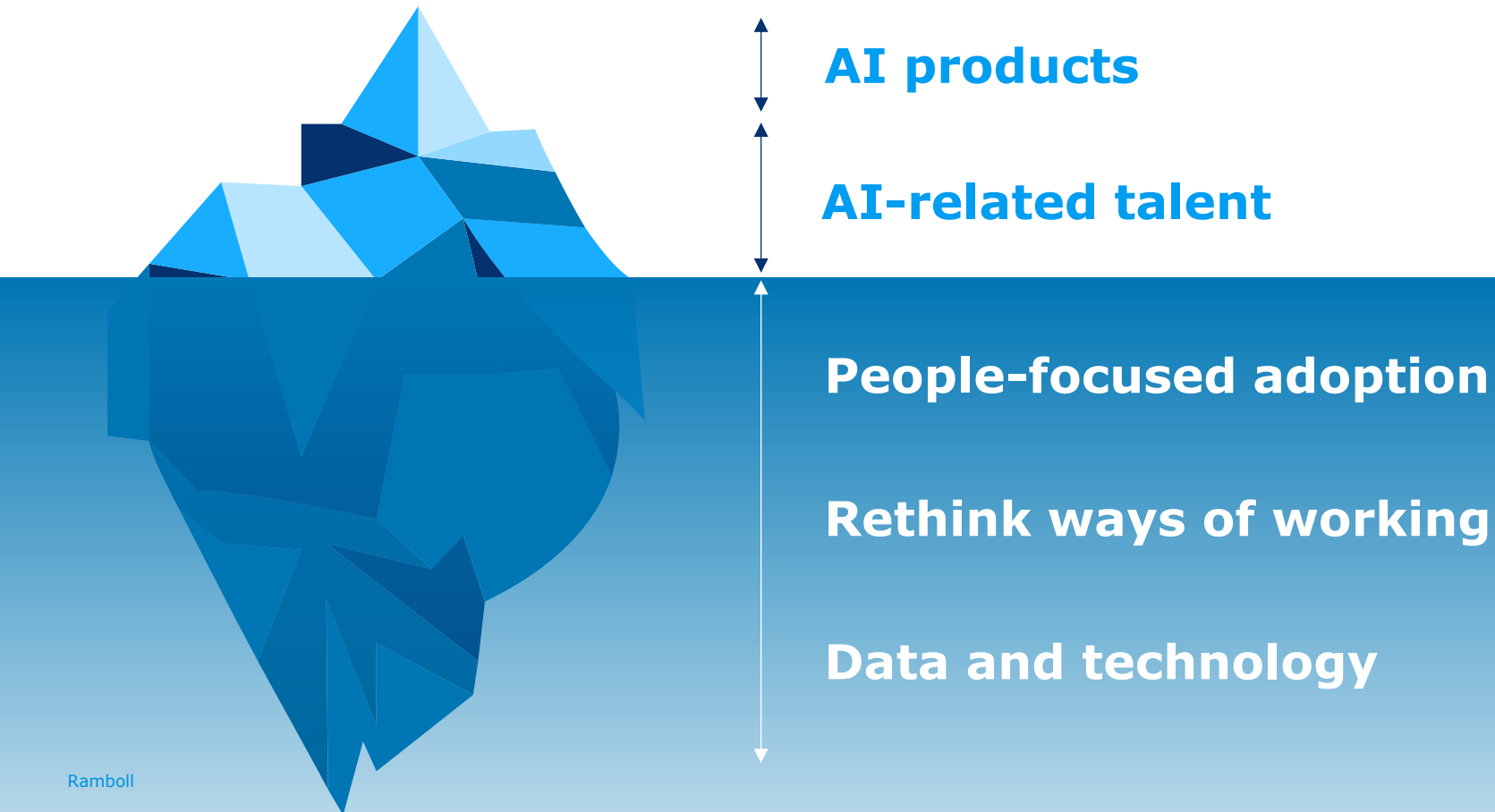


At Ramboll, we believe in **human first and human last**





# To realise AI benefits, you need to work on **more than AI**



## Ramboll's AI approach



We deliver value through internal or external AI **products**



We only act on strong **business cases** after thorough exploration



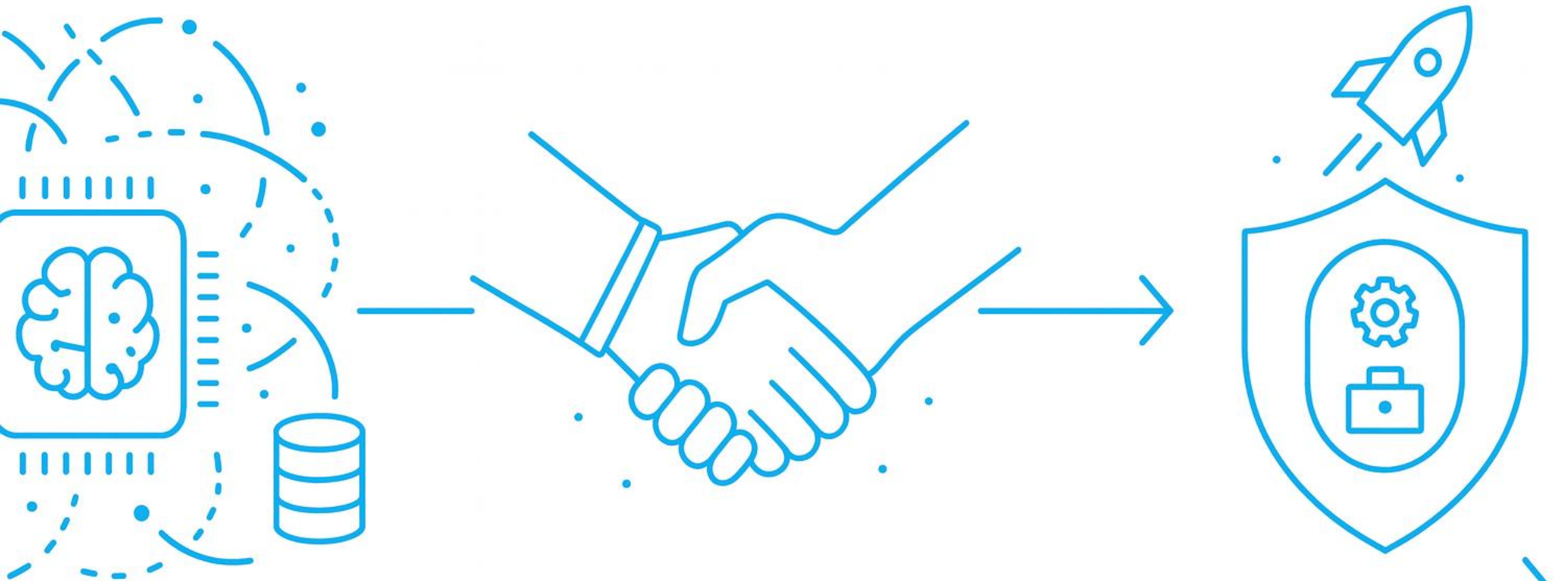
We design all products with a **user-first** approach



We capture value by doubling down on **people-centric adoption** efforts



We **partner** with technology leaders and startups



Bring **AI** to  
your data

Let **human** and  
**AI** shake hands

Focus on **what**  
**won't** change



# Thank you!

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Bright ideas.  
Sustainable change.

Bright  
ideas.  
Sustainable  
change.

The logo consists of a white rounded rectangle containing the word "RAMBOLL" in blue uppercase letters. A blue lightning bolt icon is positioned above the letter "O".