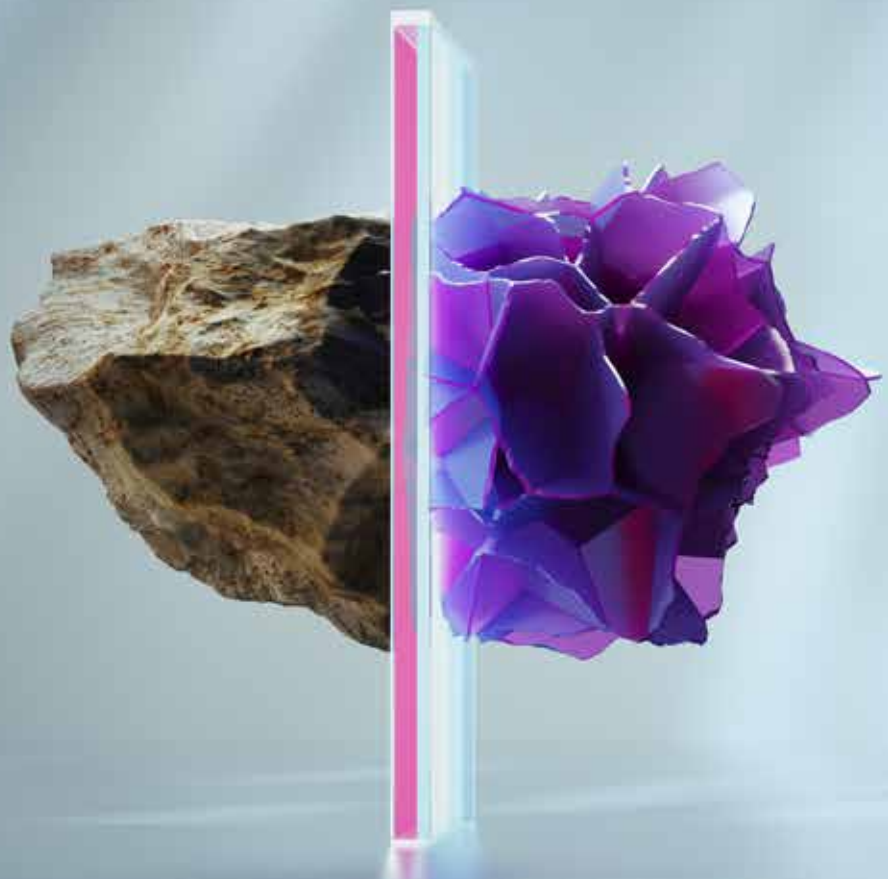
From process automation to industry reimagination

Unlock large-scale growth with cloud-powered AI agents



Capgemini RESEARCH INSTITUTE

World Report Series 2026
Cloud in Financial Services

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Foreword

How many times have you heard, “The convergence of cloud computing and artificial intelligence are real game changers”? Because the truth is, they are. Cloud platforms no longer just provide support infrastructure: they deliver tangible business value and orchestrate innovation. Paired with AI agents – autonomous systems that can reason, learn, and act – these advancements are helping organizations rethink how they operate, innovate, and engage with customers.

AI is advancing beyond automation and generative models into the era of agentic AI, where intelligent agents independently handle underwriting, fraud detection, claims, and customer service. At the same time, hybrid and multi-cloud strategies are delivering the scale, resilience, and compliance needed in today’s highly regulated environment. Together, cloud and AI form a strong foundation for faster speed to market, personalized experiences, and trusted client relationships.

The case studies in our World Cloud Report – Financial Services 2026 showcase this transformation in action and how we’re making it real for financial services clients. Leading insurers, banks, and market operators are already using AI agents to modernize core systems, unify enterprise knowledge, and elevate client interactions with impressive efficiency. These examples highlight the potential for broader industry adoption and emphasize how cloud enables secure, explainable, and collaborative AI ecosystems. At the same time, challenges like skills shortages, cultural inertia, regulatory scrutiny, and cost pressures call for a disciplined, transparent approach to adoption.

Looking ahead, AI and cloud technologies are taking center stage in financial services. Institutions that align their strategy, governance, and culture with these capabilities won’t just keep up – they will lead. The opportunity is clear: leverage cloud-powered AI agents as catalysts for sustainable growth, to build customer trust and foster lasting innovation in an evolving digital economy.

We thank everyone who participated in the report – including our Executive Steering Committee, clients, partners, and colleagues – for sharing their experiences and opinions to help round out our work.

The future belongs to those who can harness the power of intelligent cloud to drive transformation. I invite you to explore the insights in the report and consider how your organization can lead in this new era of AI.

Kartik Ramakrishnan

CEO of Capgemini’s Financial Services Strategic Business Unit
Member of the Group Executive Board

Executive summary

Cloud and artificial intelligence (AI) technologies are reshaping the FS landscape, enabling banks and insurers to increase efficiency, unlock innovation, and deliver personalized customer experience (CX). This report explores how the convergence of cloud and AI agents is transforming operations, accelerating growth, and redefining business models.

Adapt to AI evolution and the changing role of cloud

AI adoption in FS is accelerating, with firms deploying generative AI (GenAI) and autonomous agents across various functions, including underwriting, customer service, claims, fraud detection, and risk management. As firms move away from traditional tools like Robotic Process Automation (RPA) and embrace GenAI, AI agents are emerging as the next frontier, capable of executing complex tasks autonomously. While the use of agentic AI is rising rapidly, research conducted for this report reveals that only 10% of surveyed financial institutions are using AI agents at scale, presenting a considerable opportunity across the industry.

Cloud platforms have evolved from infrastructure providers into orchestrators of AI transformation. Hybrid and multi-cloud environments now serve as foundational platforms for AI innovation, offering scalable compute, large language models (LLM), machine learning operations pipelines, and industry-specific services. These platforms enable multi-agent collaboration, support outcome-based service models, and enhance governance through native capabilities like retrieval-augmented generation, audit trails, and explainability. The rise of private and hybrid compute environments reflects growing concerns around trust, compliance, and cross-border data regulations.

Forge business value through cloud-powered AI agents

AI agents hosted on cloud platforms are unlocking significant business value for banks and insurers. Elastic compute and scalable infrastructure allow agents to adjust dynamically to workload demands and drive operational efficiency. Assistive and autonomous agents automate manual tasks in underwriting, credit scoring, and customer service, freeing up human capacity for more strategic work.

Next-generation operating models are emerging, with fully autonomous functions such as AI-based underwriting and contact centers. The shift from large, general-purpose language models to smaller, task-specific agents enables greater precision and agility. Managed orchestration services on the cloud facilitate inter-agent communication and task sequencing, while industry frameworks support seamless integration.

CX is being transformed through real-time, contextual decision-making and hyper-personalized services, and these capabilities are no longer optional: 88% of the financial services executives polled for this report said customers now expect and demand personalization and relevance. Cloud-enabled agents deliver consistent, omnichannel experiences across geographies and platforms, reducing wait times and improving

Executive summary

customer satisfaction. These agents also accelerate innovation and topline growth by streamlining product development, expanding market reach, and enabling access to underserved segments.

Orchestrate a path towards cloud-native, AI-centric financial services

To fully capitalize on AI agents, financial institutions must redefine business processes and address key challenges. In banking and insurance, front-office functions such as sales, onboarding, and contact centers can be enhanced through automation, while middle and back-office operations, including risk, compliance, audit, and engineering, benefit from intelligent agents that reduce errors and improve efficiency.

Continuing to navigate regulatory complexity is also critical to success: 96% of those surveyed identified regulatory and compliance challenges as a key roadblock to GenAI and agentic AI adoption in their operations. Firms must ensure explainability, fairness, and ethical AI deployment while complying with global data privacy laws, including the European Union's General Data Protection Regulation (GDPR), the Swiss Financial Market Supervisory Authority (FINMA), and Singapore's Personal Data Protection Act (PDPA). Technical, operational, and behavioral challenges must be addressed through capability assessments, pilot programs, upskilling, and process redesign.

Looking ahead, location-agnostic operations and human-agent collaboration will redefine service delivery while advancing sustainability goals through energy-efficient infrastructure, inclusive work models, and greener cloud strategies. Multi-agent ecosystems and digital assembly lines will replace traditional offshore centers and enable faster, multilingual, and more personalized services. New business models such as productized agents for fraud, onboarding, and claims will drive monetization of internal AI capabilities and reshape the FS value chain.

To succeed, FS firms must build a strategic roadmap that integrates cloud and AI capabilities, fosters innovation, and ensures compliance. Firms that embrace this transformation will be well-positioned to lead in a rapidly evolving digital economy.

1 Adapt to AI evolution and the changing role of cloud

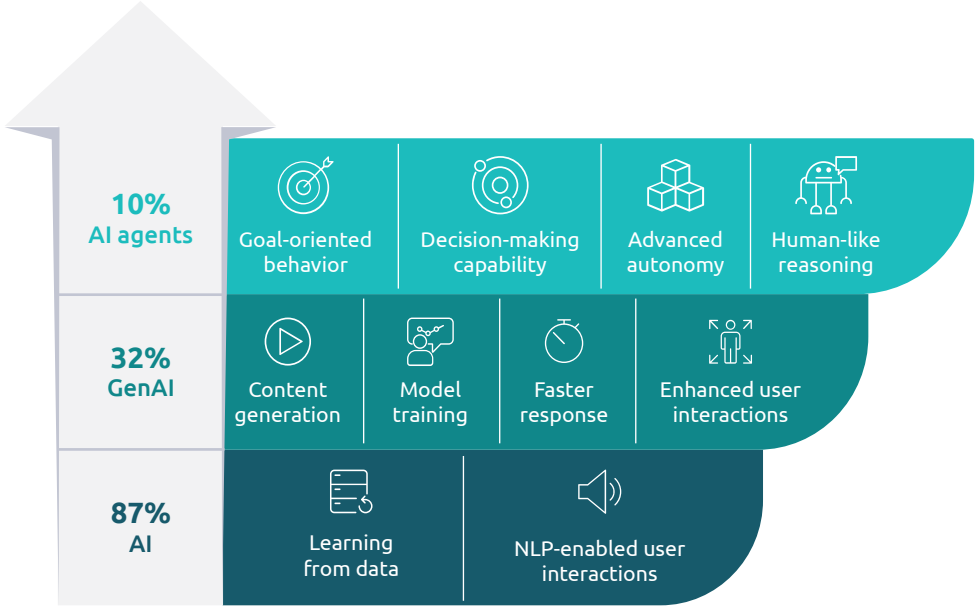
AI is among the fastest-growing technologies and continues to develop quickly. AI began as a technology that mimicked human intelligence – learning from data, automating processes, and engaging with humans through natural language processing – and has since developed into GenAI, which creates content from prompts, delivers faster responses, and enhances user interactions. Michael P Carr, Chief Technology Officer at Vanguard said, "The launch of ChatGPT marked a seismic shift. Financial institutions spent much of 2023 deciphering its potential, laying the groundwork for scaled deployment for internal use cases, and exploring how to deploy customer-facing applications in the future."

The latest phase in this evolution is the rise of AI agents – non-deterministic systems that use LLMs to think and act independently based on context. Agentic AI solutions design, execute, and optimize workflows aimed at making decisions to achieve predefined goals with minimal human input.

According to our World Cloud Report – Financial Services 2026 Executive Survey which informs many of the findings in this report, most firms have adopted a version of AI at scale. Yet, as figure 1 shows, only 10% of organizations have started implementing AI agents at scale. Continuing adoption is crucial to future success: agents represent the next frontier, capable of reasoning, adapting, and acting independently within complex environments.

Figure 1.
Agents are the latest development in AI capabilities, providing autonomy and human-like reasoning

% of AI adoption by FS firms



Source: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100)

Although adoption of AI agents at an enterprise level remains low, some segments across the FS industry have become early adopters.

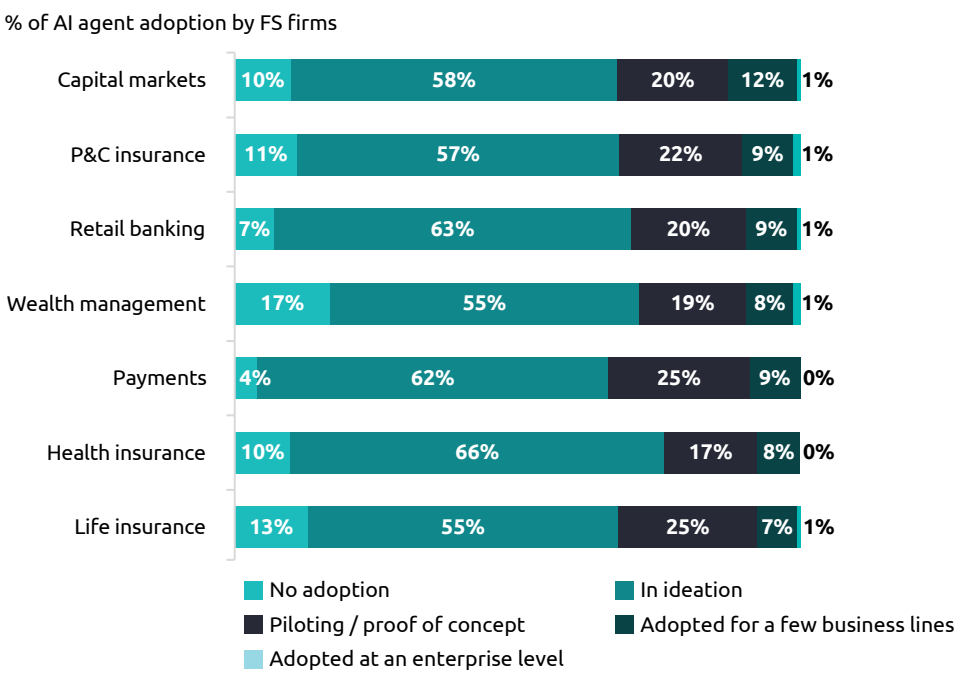
Take a look at figure 2: our survey results reveal that organizations within the capital markets, P&C insurance, and retail banking segments are out in front of other industry players in terms of combined enterprise-wide and business level use of agentic AI today.

With increased adoption, AI agents can transform FS operations – enabling intelligent automation, proactive service delivery, and adaptive decision-making across business functions.

10%

of financial services organizations have adopted AI agents at scale

Figure 2.
AI-agent adoption varies across financial services segments



Source: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100)

"GenAI and agentic AI are not just another wave of technology – it's a foundational shift, comparable to the rise of the internet. Its ability to support experts and automate interactions is redefining how enterprises think about productivity and scale."

Emmanuel Néré
Chief Innovation Officer, Strategic Transformation, Generali France

AI agents help financial institutions redefine key processes

FS firms are gradually adopting AI agents across various business processes. According to our World Cloud Report – Financial Services 2026 Executive Survey:

- For banks, the top processes for AI agent adoption at scale include customer service (75%), cards and payments (64%), fraud detection (64%), loan processing (61%), and customer onboarding (59%).
- For insurers, customer service also came in as the top use case at 70%, followed by underwriting (68%), claims processing (65%), back-office operations (58%), and customer onboarding (58%).

These use cases demonstrate how firms are shifting toward intelligent automation, with agents augmenting human capabilities and delivering measurable outcomes.

When sourcing AI agent capabilities, the FS organizations we surveyed showed a clear preference for collaborative models:

- 67% partner with solution providers and system integrators to leverage external expertise and platforms.
- 49% combine in-house development with third-party solutions for a hybrid approach.
- Only 33% develop proprietary AI agents entirely in-house, while just 16% buy off-the-shelf agents.

This trend highlights the complexity of building scalable, secure, and compliant AI agents – and underscores the strategic role of service partners in accelerating deployment.

67%

Partner with solution providers and system integrators to leverage external expertise and platforms

AI agents can help FS firms uncover new opportunities

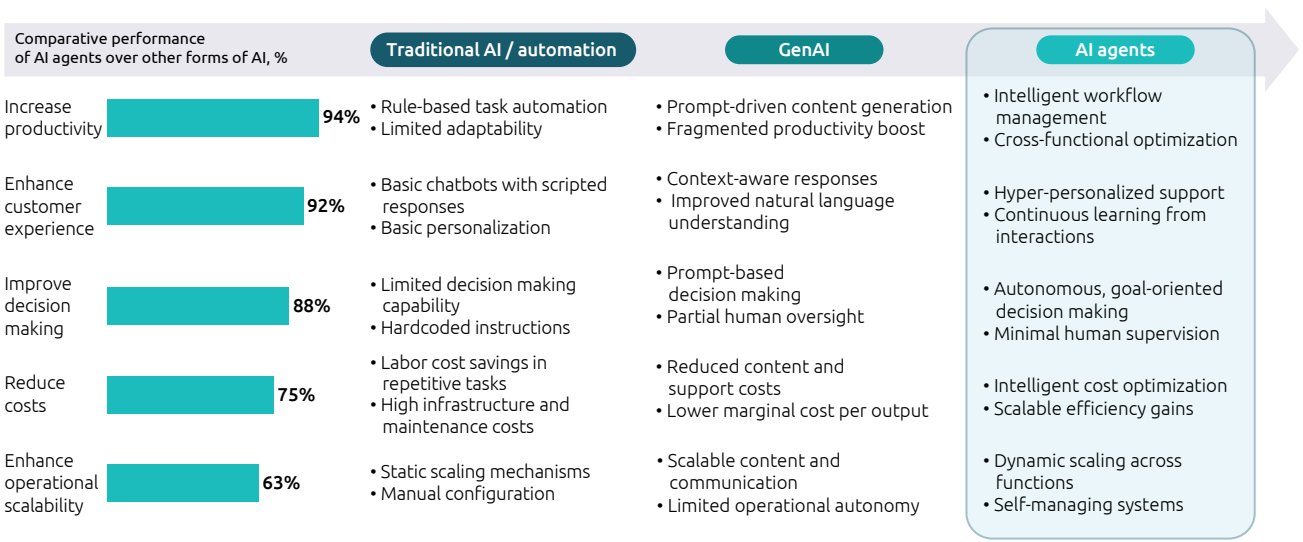
A step up from chatbots, AI agents are emerging as a transformative force in FS, offering capabilities that go beyond the limitations of traditional and GenAI. By autonomously managing workflows, making decisions, and continuously learning from interactions, AI agents unlock new levels of productivity, customer engagement, and operational efficiency.

In our survey, FS leaders across banking and insurance also identified five key areas where AI agents deliver superior outcomes:

- Improved productivity
- Enhanced customer experience
- Better decision-making
- Reduced costs
- Operational scalability

Figure 3 explores the opportunities and actions across these outcomes, and how AI agents can deliver more than traditional AI, automation or GenAI.

Figure 3.
AI agents deliver superior outcomes across five priority dimensions



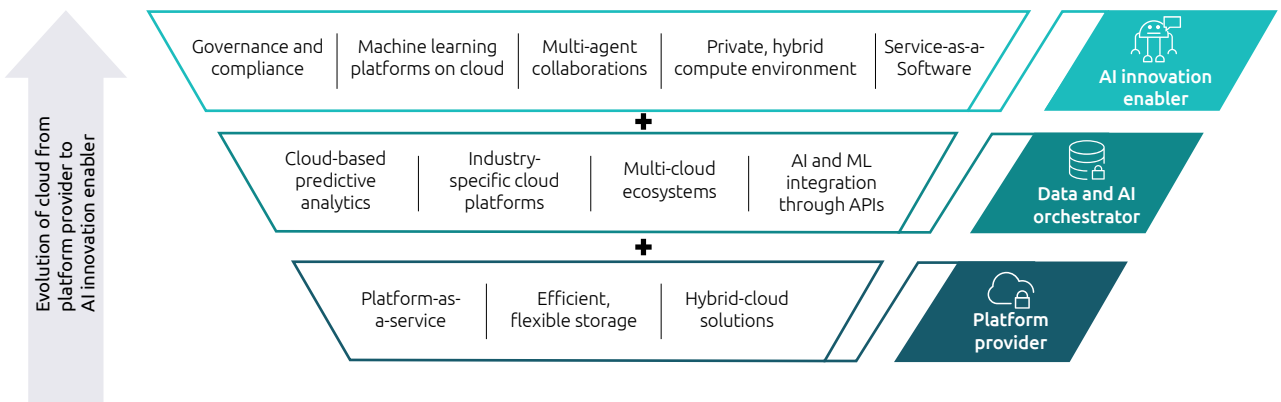
Sources: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100).

With rapid AI technology development, cloud is becoming an innovation enabler

As AI continuously evolves, the role of cloud is shifting from an infrastructure and storage provider (platform-as-a-service, hybrid cloud solutions) to an enabler of AI innovation – offering capabilities like Service-as-a-Software, private and hybrid compute environments, and orchestration for multi-agent systems. The inverted pyramid graphic in figure 4 illustrates how the addition of advancing AI capabilities is increasing cloud potential and growing possible outcomes and value.

Christina Lucas, Global Director and Market Leader, Insurance at Google Cloud, said, "Cloud providers have transitioned from being infrastructure enablers to strategic partners in AI-led transformation. Today, their value lies in driving revenue-generating outcomes – particularly in increasing underwriting effectiveness and reducing claims leakage – by delivering cutting-edge technologies and industry-specific best practices. Insurance companies now view AI as a competitive differentiator and expect cloud partners to co-own the innovation journey."

Figure 4.
The role of cloud is changing from platform provider to innovation enabler



Source: Capgemini Research Institute for Financial Services analysis, 2025.

"Cloud and AI are no longer separate strategies – they are symbiotic. Cloud provides the scale, observability, and resilience, while AI brings intelligence, automation, and acceleration. Together, they form the foundation for next-generation enterprise transformation."

Shreejit Nair
SVP and Chief Information Officer, Ameritas

Cloud helps FS firms scale and innovate

As companies navigate increasingly digital and competitive environments, cloud service models like Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS), and Software-as-a-Service (SaaS) have become essential for enabling scalable, flexible, and innovation-focused operations.

Platform-based models: Accelerating agility and innovation

Modern FS firms are leveraging cloud platforms to reimagine how they build, deploy, and scale services:

- IaaS provides the foundational compute and storage capabilities, enabling firms to scale infrastructure on demand while controlling costs. With 84% of FS firms reporting high usage of IaaS, the model has become a cornerstone for achieving rapid scalability and operational flexibility.
- PaaS, adopted by 53% of firms, enables faster application development through microservices and API-driven architectures. This model supports faster time-to-market and fosters a culture of continuous innovation.
- SaaS, although currently adopted at a lower rate of 28%, plays a critical role in offloading non-core functions – such as customer relationship management and compliance – via pre-built applications. This allows FS firms to redirect focus and resources toward strategic initiatives and core business growth.

Hybrid strategies: Balancing innovation with compliance and control

Financial institutions are increasingly adopting hybrid cloud to scale operations, modernize legacy infrastructure, and meet regulatory requirements. Its inherent flexibility enables firms to allocate workloads across environments, optimizing performance and cost dynamically. According to our World Cloud Report – Financial Services 2026 Executive Survey:

- 26% of FS firms have already migrated more than half of their workloads to hybrid cloud environments, highlighting the growing strategic importance of hybrid models.
- Executives surveyed identified the top drivers of this shift as scalability and flexibility (87%), modernization of legacy infrastructure (86%), and regulatory or data compliance (32%).

Hybrid strategies let firms innovate at scale while retaining control over sensitive workloads and data.

Cloud supports data and AI orchestration with the help of innovative platforms

As FS firms scale their AI ambitions, cloud-based orchestration is becoming a strategic imperative. 61% of FS executives now consider cloud-based AI orchestration critical to their AI strategy, underscoring the need for scalable, secure, and intelligent platforms that can operationalize AI at speed and scale.

Modern cloud platforms offer a comprehensive suite of capabilities that empower FS firms to develop, deploy, and manage AI solutions efficiently, including:

- **Compute and scalability to** support high-performance AI workloads.
- **Robust data infrastructure** for seamless data ingestion, storage, and processing.
- **Artificial intelligence / machine learning (AI/ML) development tools** that accelerate experimentation and model training.
- **Machine Learning Operations (MLOps) and lifecycle management** to streamline deployment and monitoring.
- **Data and AI governance** to ensure transparency, fairness, and compliance.
- **Security and compliance frameworks** tailored to regulatory requirements.
- **Integration and Application Programing Interfaces (APIs)** that facilitate system and service interoperability.

These capabilities are transforming cloud platforms into innovation engines, enabling FS firms to unlock the full potential of GenAI and advanced analytics.

To further optimize operations and service delivery, financial institutions are increasingly adopting industry-specific cloud platforms and multi-cloud strategies. According to our World Cloud Report – Financial Services 2026 Executive Survey, 64% of firms reported using cloud platforms tailored to their sector. In 2023, 57% leveraged multiple cloud providers to enhance flexibility, avoid vendor lock-in, and ensure business continuity.[1]

- For example, Nasdaq partnered with Amazon Web Services (AWS) to build a modern infrastructure solution that powers smarter financial systems. This partnership enables cloud-ready capabilities, facilitates data intelligence, and enhances market resilience. By migrating its core trading systems to the cloud, Nasdaq now benefits from high-performance computing, modular architecture, and improved scalability – setting a benchmark for cloud adoption in capital markets.[2]
- In another case, SeABank adopted a hybrid cloud strategy with Google Cloud to accelerate its digital transformation journey. Leveraging cloud-native infrastructure and AI capabilities, the bank has modernized its core systems and enhanced customer personalization, positioning itself as a digitally progressive institution in Southeast Asia's banking sector.[3]

These industry developments highlight how cloud platforms are evolving into innovation enablers, empowering FS firms to orchestrate data and AI capabilities with greater precision, speed, and impact.

61%

FS executives now consider cloud-based AI orchestration critical to their AI strategy

AI in action: Global insurer enhances operational efficiency and information access for a competitive edge

Business challenge: A UK-based global health insurer struggled to harness fragmented information across multiple platforms. Employees were bogged down searching for data, which affected productivity and delayed decision making. Traditional tools lacked personalized, context-aware search, and automation. As a result, the insurer sought a secure, scalable solution to unify access to enterprise knowledge.

Strategy and implementation: The insurer partnered with Capgemini to implement a productivity solution using Google Agentspace and Vertex AI, a platform designed to empower employees with AI-powered agents for various tasks and workflows. Smart AI assistants were securely connected to internal systems, allowing them to handle multiple tasks and provide helpful, context-aware answers. The solution adhered to strict security measures and worked seamlessly with platforms, including Google Workspace, Salesforce, and ServiceNow.

Business results: The AI agent solution unified search across all enterprise platforms, enabling developers to access documentation, code changes, and issue statuses quickly. It also automated content generation, which significantly reduced manual effort. By delivering personalized insights and enabling task execution, the solution boosted productivity, fostered collaboration, and streamlined operations.

"Cloud deployment models continue evolving toward enhanced self-service capabilities and a shift left of responsibilities, offering developers greater autonomy while ensuring security standards. This evolution drives faster time-to-market, increases delivery frequency, and encourages a product-centric IT approach."

Ludovic Mathe
MD – Global Head of Capital Markets IT (CMI),
Crédit Agricole Corporate & Investment Bank (CA CIB),
IT & Operations Services (IOS) – Global IT (GIT)

Cloud platforms are evolving into intelligent systems, integrating and coordinating AI agents, fueling the next wave of innovation

Cloud platforms are now intelligent systems that orchestrate complex AI workflows. This shift is transforming how financial organizations develop, deploy, and scale AI – unlocking new levels of agility, efficiency, and innovation. Three key themes emerge from this transformation and are briefly discussed below.

Multi-agent systems enable scalable, AI-driven collaboration

Multi-agent systems are reshaping enterprise AI, and account for approximately 54% of the global AI agent market in 2024.[4] These systems consist of multiple AI agents that collaborate within cloud environments to solve complex problems in real time. Cloud fabrics serve as the scalable backbone for these agents to dynamically specialize, coordinate, and respond to evolving workloads.

In FS, this architecture is being used to orchestrate intelligent decision-making across processes such as fraud detection, customer service, and risk management, allowing firms to respond faster, operate more efficiently, and scale AI-driven outcomes with precision.

Service-as-a-Software offers outcome-based AI delivery

A growing number of financial institutions are moving toward the Service-as-a-Software model, which redefines how AI is consumed and monetized. Rather than paying for licenses or infrastructure, firms pay for outcomes such as fraud cases resolved, transactions processed, or customer queries handled.

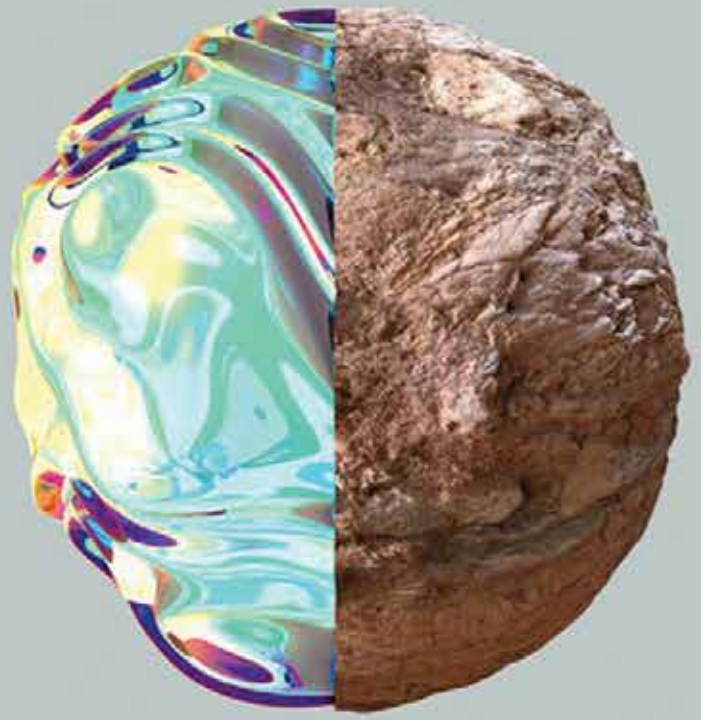
According to our World Cloud Report – Financial Services 2026 Executive Survey, 25% of FS firms plan to implement this model within the next 12 to 18 months. Pre-trained AI agents are integrated into workflows through APIs and orchestration layers, enabling modular deployment and faster time to value. This model not only reduces operational complexity but also accelerates innovation across the enterprise.

Financial institutions secure sensitive AI workloads with private and hybrid cloud environments

As AI workloads become more sensitive and regulated, more financial institutions are turning toward private and hybrid cloud environments. By 2028, 75% of AI workloads in FS are expected to run on hybrid infrastructures.[5] These environments offer the security, control, and compliance needed to handle confidential data and meet global regulatory standards like GDPR and FINMA.

Moreover, private and hybrid setups support explainable AI – a critical requirement in regulated sectors where transparency, auditability, and trust are non-negotiable. Sam Hallawell, Head of Enterprise Cloud Services, ANZ, said, “Cloud is no longer just a utility, it’s becoming a strategic enabler. The ability to access GPU-powered infrastructure on demand, scale elastically, and integrate AI capabilities into our workflows is fundamentally changing how we think about platform engineering.”

By anchoring AI in trusted environments, FS firms can scale innovation without sacrificing governance or accountability and lay the foundation for delivering measurable business value.



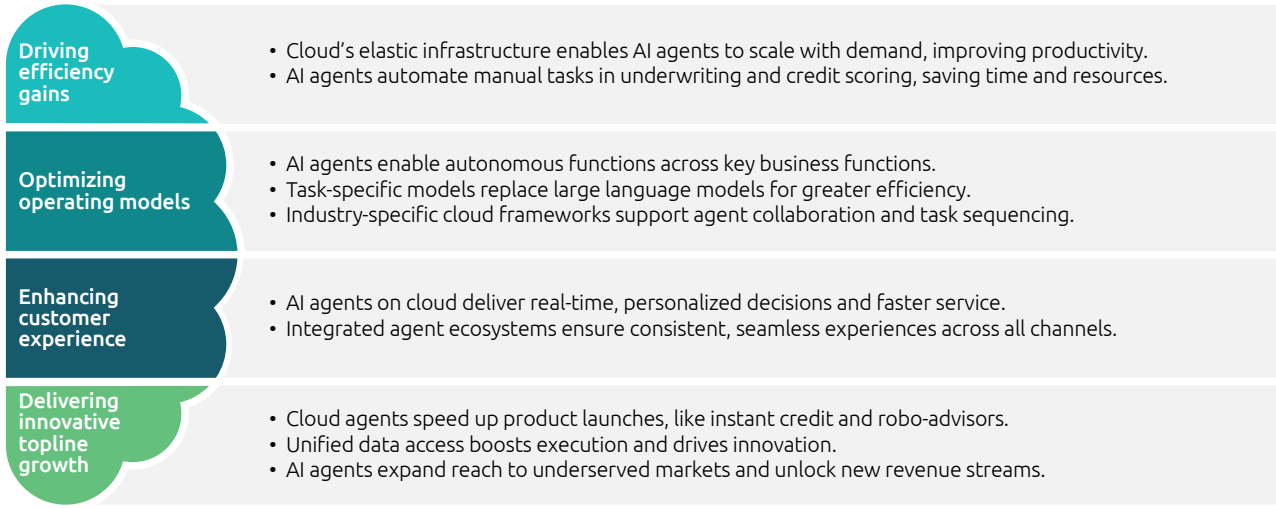
2 Forge business value through cloud-powered AI agents

As the role of cloud platforms evolves, financial institutions can unlock business value through efficiency gains, streamlined operations, enhanced CX, and innovative topline growth.

John Van Uden, CTO at Nordea said, "AI success spans efficiency, growth, and personalization. In the long term, it empowers human capital to focus on value creation, fuels market expansion, and supports acquisitions. In the customer space, it delivers context-driven personalization for all, enhancing everyday needs while unlocking opportunities through predictive insights and responsive engagement."

Figure 5 outlines the numerous ways business value is increased across these dimensions.

Figure 5.
Cloud-powered AI agents generate business value for FS firms



Source: Capgemini Research Institute for Financial Services analysis, 2025.

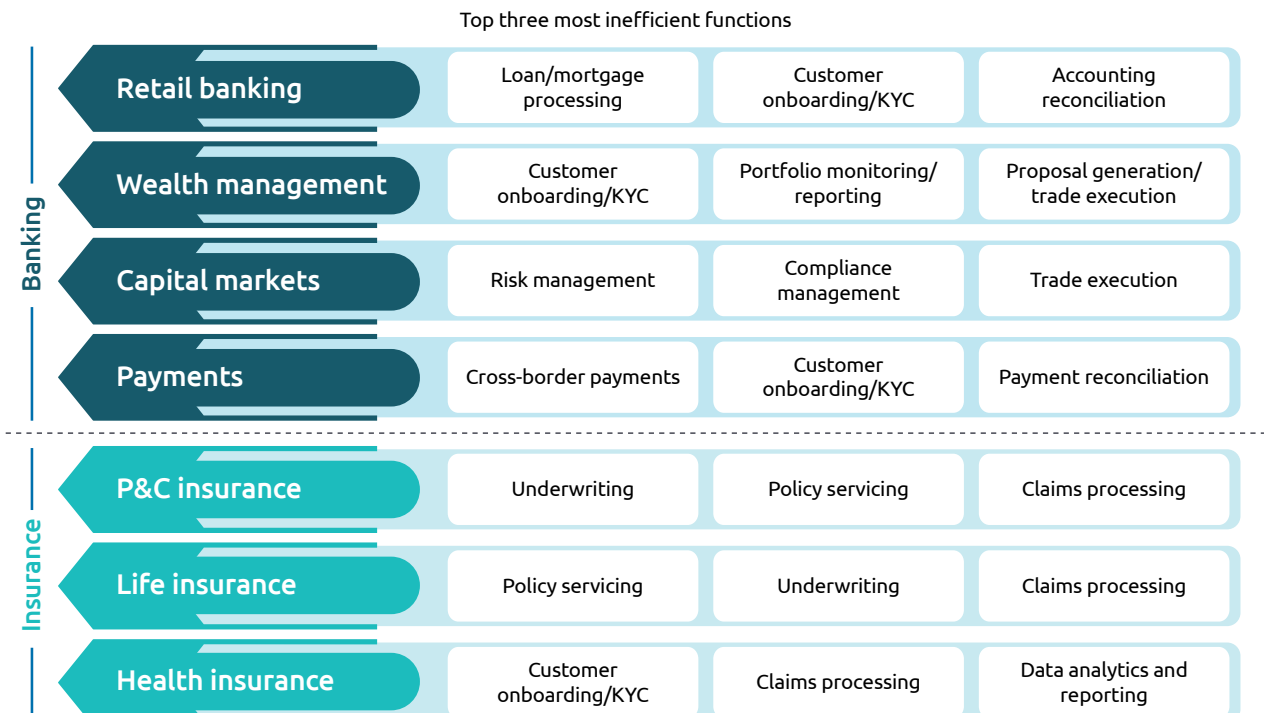
Business inefficiencies challenge financial services firms

FS organizations face significant inefficiencies and grapple with fragmented, manual processes. These inefficiencies hinder core business functions across segments of the sector.

According to our World Cloud Report – Financial Services 2026 Executive Survey, some of the key business processes that are the most inefficient today are customer onboarding and KYC, loan processing, underwriting, and claims processing.

While some of the same challenges exist across the industry, figure 6 gives a more nuanced look at the top pain points across banking and insurance.

Figure 6.
Inefficiencies hinder core business functions across FS



Sources: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100).

"AI agents provide financial institutions with significant opportunities to automate repetitive tasks, improve customer and business support functions, and boost operational scalability."

Jörgen Olofsson
Chief Information Officer,
Euroclear Sweden

AI agents on the cloud can automate operations and boost efficiency

As an enabler of AI, cloud gives financial institutions:

- **Compute and storage infrastructure** for training large models and running AI agents efficiently across different workloads.
- **A unified LLM layer** that drives smarter and faster AI deployment, with the help of pre-integrated models that effectively tap into enterprise data.
- **Orchestration capabilities** that enable seamless coordination and interaction between multiple agents.

Our World Cloud Report – Financial Services 2026 Executive Survey asked financial leaders across the industry about how agentic AI helps solve for longstanding efficiency-related problems. Real-time decision making and response (96%), improved accuracy through reduced process errors (91%), increased automation of complex workflows (91%), faster task execution and turnaround times (89%), and scalable operations with less overheads (56%) are the top five perceived benefits that AI agents can bring for financial institutions.

A couple of industry examples help bring this to life:

- Commerzbank, a Germany-based banking institution, implemented a documentation automation AI agent that streamlines the documentation of client calls, reducing manual workload and freeing up advisors to focus on personalized client engagement and advice.[6]
- SEB, a Nordic corporate bank, developed an AI agent for its wealth management division in collaboration with Google Cloud. The agent enhances end-customer conversations with suggested responses and generates call summaries, boosting efficiency by 15%.[7]

Indeed, AI agents are transforming processes in financial institutions, paving the way for more intelligent, adaptive operating models. Tom Brunning, Global Technology Product Head – Finance at Prudential said, "AI agents enhance productivity in two ways: externally by simplifying interactions to feel more natural, and internally by helping employees work faster and smarter. This dual impact is where I see real potential."

"Next-gen operating models will be highly autonomous, driven by AI agents trained on fewer parameters to be optimal for specific tasks and have smaller CSR footprint. This precision will redefine how we use AI: from a helper to a real co-worker, and therefore how we think about workforce roles."

Thomas Nidelet
Deputy Head of Cloud Services Platform,
Societe Generale

AI agents improve autonomy, architecture, and framework

AI agents empower FS organizations to optimize their operating models across three parameters:

1. **Autonomy:** Operating models in financial institutions are evolving from human-in-the-loop systems to fully autonomous systems. Previously, AI supported tasks such as summarization, document review, and customer interaction, while the final decisions remained with humans. As a result of current evolution, AI agents now independently execute tasks like customer query resolution, risk scoring, and policy servicing, while human oversight is becoming optional and exception based.
   - For example, Moody's developed a multi-agent AI system that autonomously analyzes firms by simulating a financial analyst's workflow, enhancing decision making and generating robust insights for credit evaluation, risk assessment, and investment analysis.[8]
   - Ritika Gunnar, GM, Data and AI software at IBM, said, "Agentic AI adoption spans a continuum, from deterministic models to fully autonomous workflows. As enterprises scale from pilots to production, the use of right-sized customized models and optimized frameworks will reduce energy footprints. This enables organizations to balance innovation with sustainability, while meeting the regulatory and operational imperatives of costs, efficiencies, and effectiveness."
2. **Architecture:** Model architecture is shifting from LLMs with billions of parameters to smaller, task-specific models with fewer parameters – letting firms move away from high-compute-cost models with slower inference times and limited explainability, toward models that are faster, more efficient, and easier to deploy. This shift also enables the development of models tailored to FS use cases related to fraud detection, claims processing, and loan underwriting.
   - In fact, approximately 33.4% of AI agent revenue in 2024 across FS came from fraud detection agents, highlighting the rise of smaller, task-specific models.[9]
   - For instance, Mastercard implemented AI agents to secure payments by managing tokenized credentials and verifying real-time identities; this enabled continuous fraud monitoring, detection of anomalies, and swift dispute resolution.[10]
3. **Framework:** The model framework is evolving from generic cloud and AI-based models to banking and insurance-specific models. This new approach incorporates built-in compliance, auditability, and data governance, resulting in a production-grade, secure, and regulator-ready model.

Evolving customer expectations requires elevating experience

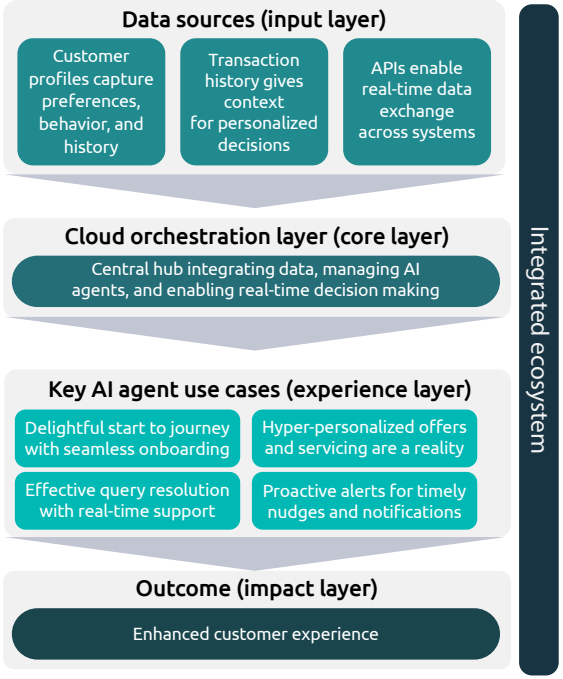
Of the FS executives we polled for this report, 88% indicated that customer expectations have evolved to demand more personalized, relevant experiences. Moreover, in a study by FICO, 88% of customers consider experience equally important to products when they choose who to bank with.[11] However, according to our World Cloud Report – Financial Services 2026 Executive Survey, a striking 89% of executives say legacy systems and fragmented data hinder progress, preventing financial institutions from delivering exceptional CX.

Cloud helps financial institutions delight their customers by enabling real-time, agent-driven decisions through an integrated ecosystem. As figure 7 shows, a cloud-enabled ecosystem provides the core orchestration layer to unify data sources and support key AI agent use cases in delivering superior CX.

88%

FS executives indicated that customer expectations have evolved to demand more personalized, relevant experiences

Figure 7.
Cloud provides an integrated ecosystem to enhance CX with AI agent assistance



Sources: Capgemini Research Institute for Financial Services analysis, 2025.

"AI is already delivering measurable improvements in customer experience. From faster processing to more intuitive interactions, the technology is reshaping how services are delivered and how customers engage with the brand."

Jesse Antosiewicz
VP & Senior Director of Technology,
Liberty Mutual Insurance

Maria A. Bracho, Chief Technology Officer, Americas and Partner Ecosystem at Red Hat, said, “Customer expectations are scaling exponentially. Intelligent agents now empower banks to deliver hyper-personalized, always-on support, driving down acquisition costs while deepening customer loyalty and lifetime value.”

With the right cloud ecosystem, executives can use AI agents to redefine CX through intelligent, personalized interactions. According to our World Cloud Report – Financial Services 2026 Executive Survey, the top AI agent benefits that enhance CX include hyper-personalized customer service (86%), proactive customer query resolution (78%), and faster response time (57%).

By providing superior CX, financial institutions can drive tangible benefits in the form of:

- **Increased customer acquisition:** financial institutions saw a reduction in customer acquisition costs of up to 30% in 2025 due to AI agents.[12]
- **Enhanced customer engagement:** banks improved customer satisfaction scores by 25% using AI agents.[13]
- **Improved customer retention:** insurers improved customer retention by up to 10% using AI agents.[14]

Xuan-Son NGUYEN, CTO AI & IT Innovations at BNP Paribas said, "AI agents enhance customer experience through autonomy and engagement, but trust remains central. Strong security, governance, and explainability frameworks spanning model evaluation, vulnerability scanning, and guardrails are essential to build confidence. Early testing highlights the importance of layered protections in driving safe adoption and long-term customer satisfaction."

AI agents help FS firms unlock growth through agility and expansion

AI agents can open new expansion opportunities for financial institutions. 92% of FS executives we surveyed say that AI agents will help them reach new geographies in the future, through:

- **Inclusive access** via multilingual voice or text support for rural, elderly, and other digitally excluded users.
- **Localized intelligence** that adapts to local regulations, languages, and cultural norms.
- **Scalable expansion** through automated operations, enabling entry into new geographies without heavy upfront infrastructure.

In the banking arena, Wells Fargo expanded its customer reach with the help of its AI agent, “Fargo”, which handled more than 245 million interactions in 2024 – up from around 21 million in 2023. Since the roll out of its Spanish language feature in 2023, more than 80% of its total interactions are accounted by Fargo’s Spanish usage.[15] Furthermore, of the executives we polled, 44% say that AI agents will drive innovation agility in the future.

Firms can achieve this improvement through:

- **Customer-centric design**, where the product features are personalized based on behavioral insights.
- **Agile prototyping** to support rapid testing and iteration of new ideas with minimal manual effort.
- **Autonomous execution** across product development and deployment, ensuring speed, compliance, and scalability.

While AI agents can help financial institutions drive tangible business benefits, it’s essential to recognize potential roadblocks and navigate them effectively, to ensure the desired strong business returns on AI investments. Scott Mullins, Managing Director, AWS Financial Services, said, “The rise of agentic AI enables financial institutions to move beyond efficiency gains and focus on business outcomes – whether improving underwriting, accelerating credit decisioning, or enhancing developer productivity.”

92%

FS executives say that AI agents will help them reach new geographies in the future

"Agentic AI is expected to transform fraud detection and credit decisioning. By analyzing behavioral patterns and contextual data, agents can help expand approval rates while maintaining a strong risk profile – unlocking underserved customer segments."

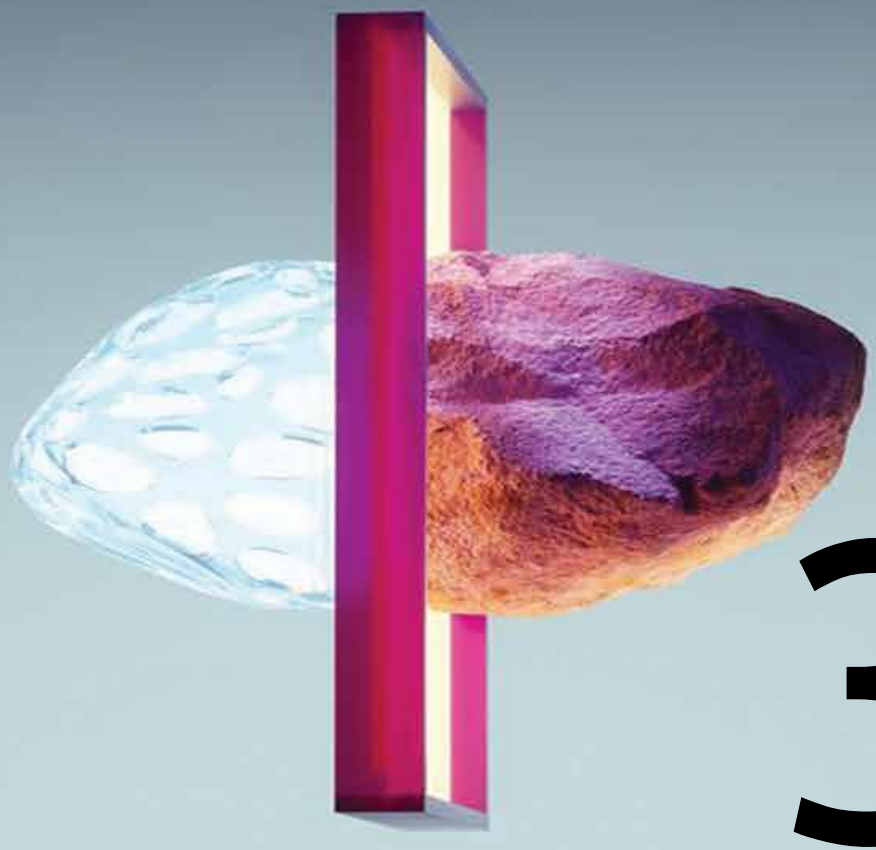
Romeo Alvarez
SVP, Cloud Platform Technology, Synchrony

German fintech transforms CRM platform to drive customer engagement and sales[16]

Business challenge: Germany-based Riverty, a leading buy now, pay later (BNPL) provider, operates across Europe and the US, handling over one billion transactions each year for more than 25 million customers. Despite its scale, Riverty faced significant challenges because its Customer Relationship Management (CRM) systems were fragmented and provided limited visibility into customer interactions. These issues hindered sales efficiency and weakened customer engagement. Sales teams struggled with disjointed data, slow information retrieval, and difficulty nurturing relationships. To overcome these obstacles and advance its digital transformation, Riverty sought a unified solution to streamline operations, enhance user experience, and drive strategic growth.

Strategy and implementation: Riverty partnered with Capgemini Invent to integrate Microsoft Copilot for Sales into its Dynamics 365 CRM platform – an AI-powered suite of business applications designed to streamline operations, improve customer engagement, and boost business results. The team conducted technical onboarding, provided hands-on training, and developed a roadmap for AI integration. Riverty introduced features like meeting preparation, email summarization, and CRM data maintenance to improve workflows. Capgemini helped Riverty upgrade to Microsoft Dynamics Sales Premium, which enhanced the platform with AI support that offers sales executives next-step advice through timely and actionable insights.

Results: The nine-week transformation aligned Riverty's AI capabilities with its business goals, increased user adoption, and facilitated change management. The firm said its CRM user satisfaction rose by 23%, and the speed of retrieving sales information improved by 67%. CRM functionality ratings increased by 44%, and ease of use grew by 31%. Riverty's sales teams expanded the use of CRM features by 33%. With a scalable AI foundation in place, Riverty continues to explore new use cases and advance its digital transformation journey.



3 Orchestrate a path toward cloud-native, AI-centric financial services

"AI initiatives must be prioritized based on measurable ROI, strategic alignment, and future flexibility. Success is not just about deploying agents – it's about delivering business outcomes that justify the investment and sustain momentum."

Madhu R Nandagiri
SVP, Chief Technology Officer,
AAA – The Auto Club Group

Financial institutions are identifying and prioritizing business processes where AI agents on the cloud can drive optimization. We polled FS executives to understand which business processes could be optimized using AI agents, evaluating them on two parameters: strategic value and ease of adoption. The results of this assessment, broken down separately for banking and for insurance, fall into four categories, captured in figure 8:

- **Quick wins:** high-priority processes that are easy to adopt and deliver maximum value.
- **Open for evaluation:** high strategic potential but difficult to adopt, and processes need further assessment.
- **Need for education:** easy to adopt but limited in strategic value, and best-suited for early experimentation.
- **Investigate:** low in both strategic value and ease of adoption, making them the lowest priority.

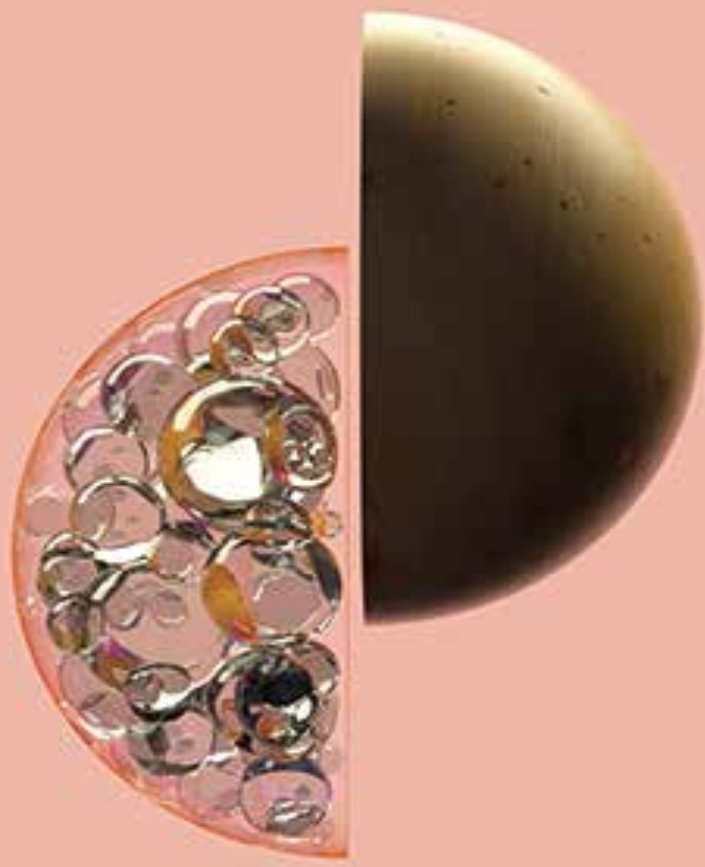
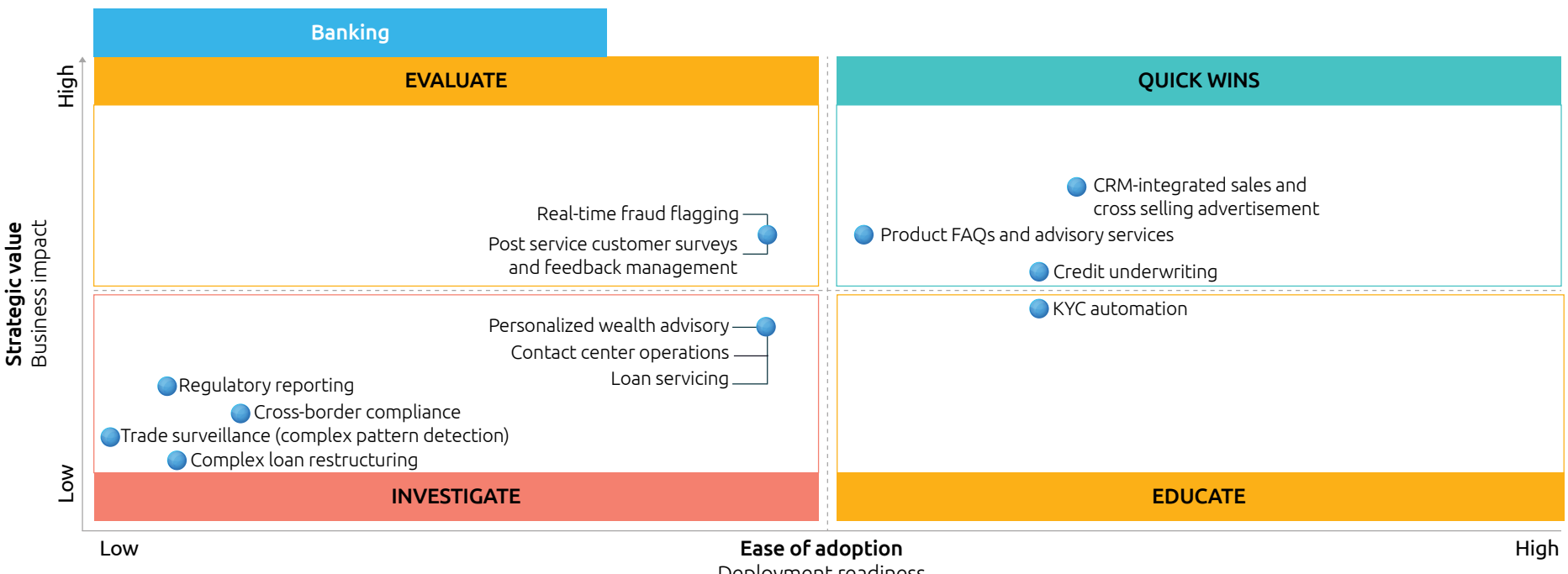
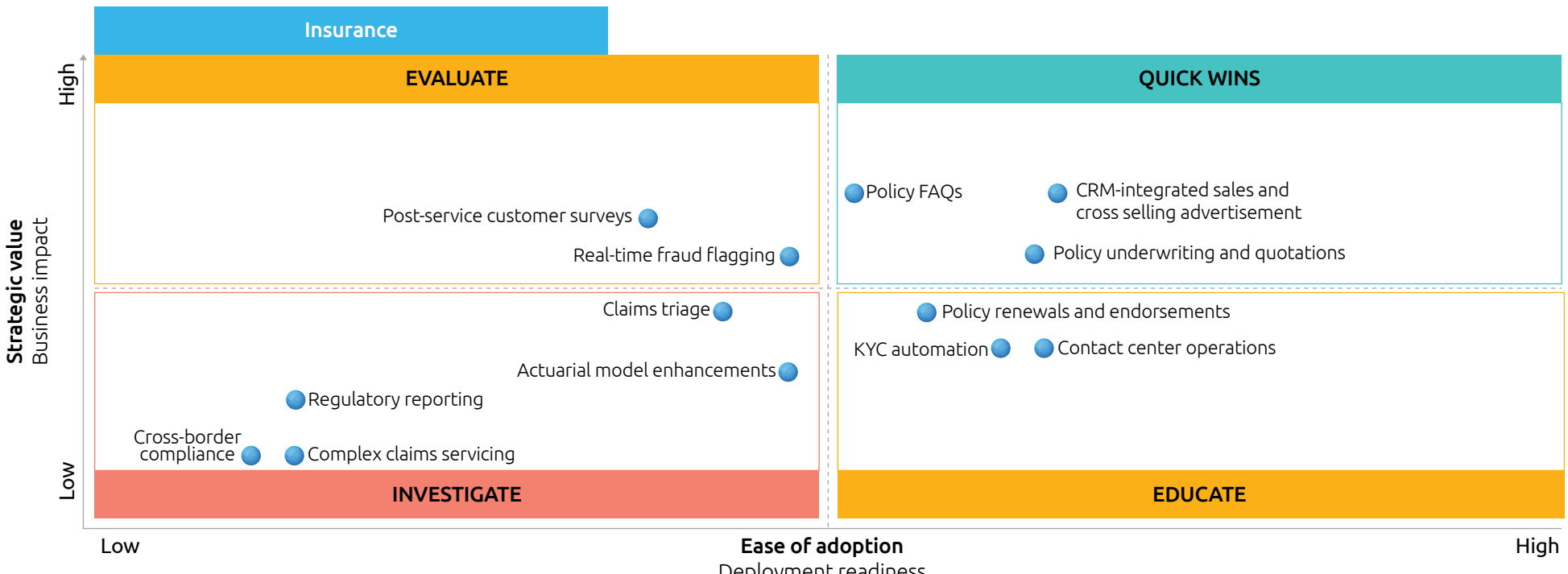


Figure 8.
Financial institutions can capitalize on AI agents by identifying and prioritizing processes



Source: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100). Banking (N=628). Insurance (N=472).



Source: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100). Banking (N=628). Insurance (N=472).

Financial institutions need to be aware of the evolving regulatory landscape

As FS firms accelerate their adoption of GenAI and AI agents, regulatory and compliance challenges are emerging as a significant barrier, and the ever-changing global landscape has to be navigated carefully to scale AI responsibly and sustainably.

Regulatory complexity is a top concern for FS leaders

The regulatory burden is both a challenge and a strategic imperative, and the global regulatory landscape is becoming increasingly complex, with region-specific mandates around explainability, fairness, data privacy, and cross-border data flows. Our World Cloud Report – Financial Services 2026 Executive Survey found that:

- 96% of FS leaders identify regulatory and compliance challenges as a key roadblock to adopting GenAI and agentic AI in their organizations. Executives are particularly concerned about meeting current requirements and keeping pace with evolving expectations across jurisdictions.
- At the same time, 89% of FS executives report that modernizing regulatory and compliance capabilities is a top organizational priority over the next three years, highlighting the urgency to build AI systems that are not only powerful but also transparent, fair, and accountable.

Jacqueline O'Flanagan, Worldwide Industry – Head of Financial Services – Americas at Microsoft, said, "Human oversight, model update controls, and robust governance frameworks are essential to ensure responsible deployment in regulated environments."

The regulatory landscape is fragmented by regional nuances and evolving expectations

Across key markets, regulators are introducing frameworks that demand greater transparency, accountability, and ethical oversight of AI systems:

- **North America:**
  - The Consumer Financial Protection Bureau (CFPB) requires AI-driven credit decisions to provide specific, accurate reasoning under the Equal Credit Opportunity Act (ECOA) Regulation B, while NYC Local Law 144 mandates annual bias audits for AI-based hiring tools. Ethical oversight is guided by the White House AI Bill of Rights, which outlines non-binding principles for responsible AI use.
  - On the data front, the California Consumer Privacy Act (CCPA) and California Privacy Rights Act (CPRA) empower consumers with rights over how their data is used in AI systems and place limits on automated decision-making. To facilitate international data flows, the EU-US Data Privacy Framework enables certified US firms to receive personal data from the EU under GDPR-compliant terms.
- **Europe:**
  - The EU AI Act and BaFin regulations require clear documentation, human oversight, and mitigation of discriminatory outcomes for high-risk AI systems. Ethical governance is further reinforced by Switzerland's FINMA, which mandates robust AI risk monitoring and institutional oversight.

89%

FS executives report that modernizing regulatory and compliance capabilities is a top organizational priority over the next three years

  - Data privacy is governed by the GDPR, which sets strict standards for consent, data minimization, and user rights, while the Digital Operational Resilience Act (DORA) addresses information and communication technology resilience and data localization for financial entities. Cross-border data transfers are tightly regulated, permitted only under adequacy decisions or through safeguards such as standard contractual clauses.

- **Asia-Pacific:**
  - The Monetary Authority of Singapore's "FEAT" principles promote fairness, ethics, accountability, and transparency in financial AI systems. Australia's AI Ethics Principles and Hong Kong's Ethical and Responsible AI Framework focus on preventing discrimination, ensuring consumer protection, and upholding data privacy.
  - In India, the Digital Personal Data Protection Act (DPDPA) introduces consent-based data usage and localization requirements for AI in finance. Meanwhile, Singapore's PDPA governs cross-border data transfers, requiring organizations to implement safeguards that ensure comparable protection standards when personal data is used for AI training.

FS firms must embed compliance into AI system design and deployment, making certain that explainability, fairness, and data governance are foundational elements and not afterthoughts.

Skills shortages, trust gaps, and cultural inertia can slow down AI-agent adoption

Adopting AI agents isn't just a technological challenge - it's also a behavioral one. In fact, a striking 92% of FS executives we surveyed identified the lack of AI-related skills among business leaders and employees as a critical business challenge. Many firms aim to overcome behavioral challenges by introducing new roles such as agent supervisor and coordinator (48%), and by reskilling employees and reallocating them to different divisions according to skill sets (46%).

Navigating these roadblocks will take time, and financial institutions can begin by using AI agents to augment their human workforce rather than displacing staff:

- Drive enterprise-wide literacy programs to make sure every employee understands the fundamentals of AI.
- Concisely communicate AI business benefits to ensure adequate buy-in from all stakeholders.
- Involve business teams upfront in various AI agent development initiatives.
- Increase focus on collaborative intelligence between humans and AI by enabling AI to improve the productivity of humans without replacing them.

Christina Colby, Chief Customer Officer at Guidewire said, "The biggest challenge in adopting agentic AI lies less in technology and more in trust. Highly regulated industries must align business, legal, compliance, and regulators, while overcoming fears of bias and black-box results. Carriers that experiment early and scale responsibly will outpace those waiting for perfect comfort."

Addressing behavioral challenges is critical for successful agent rollout.

92%

FS executives we surveyed identified the lack of AI-related skills among business leaders and employees as a critical business challenge

"FinOps should be integrated into the architectural design, not as an afterthought, but as an ongoing discipline. As AI agents expand across cloud environments, financial governance becomes as important as technical scalability."

Vidya Vidyasagar
Global Head, Cloud & Production Engineering,
Standard Chartered Bank

High implementation costs can hamper large-scale AI implementation

According to a 2025 survey of more than 200 FS executives by procurement orchestration company Zip, nearly a quarter of executives cite high implementation costs as one of their top three concerns regarding agentic AI adoption.[17] Furthermore, FS firms face a gap between their expected and real returns on AI investments due to underestimated implementation costs.

As per a 2024 study of 750 IT executives by Snaplogic, an AI integration platform company, nearly one-third of respondents said that up to a quarter of legacy systems can't support modern AI tools and workloads, which require costly upgrades and directly impact the bottom line.[18] In addition, initial AI project costs are expected to increase by more than 30%, due to data preparation activities like cleaning and organizing.[19]

FS firms can mitigate cost challenges by adopting four smart implementation strategies:

- **Use AI agents for routine, low-value, and high-volume tasks** to reduce human resource overheads.
- **Leverage open-source frameworks** to lower initial development costs by adopting freely available, community-driven AI tools.
- **Embed AI compliance tools** for bias detection, explainability, and audit directly into models, to cut future compliance costs.
- **Integrate FinOps into architectural design upfront** to optimize AI-related costs, by managing cloud use and multi-cloud complexity, eliminating waste, and aligning spending with business value.

By capturing these opportunities, organizations can roll out agents at scale and innovate rapidly.

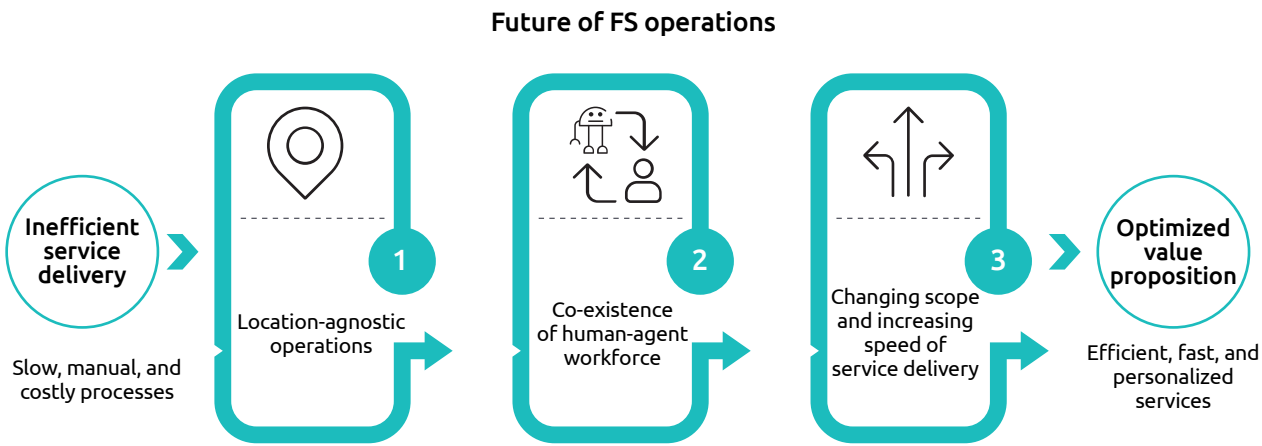
Large-scale AI agent adoption can drive seismic shifts across FS

By identifying the most suitable business processes for agent adoption and overcoming potential barriers, FS firms can optimize the AI value proposition for their own enterprise – in the form of efficient, fast, and personalized services.

Takhliq Hanif, Head of Architecture, Technology, and Enterprise data at Volkswagen Financial Services, UK said, "The industry is moving beyond tech-first approaches. There's a growing consensus that AI adoption must be value-driven–balancing efficiency with human impact. The future lies in augmenting human capabilities, not replacing them. Responsible AI means ensuring that both employees and customers benefit from innovation, creating a sustainable and ethical operational model."

Figure 9 presents a quick view of the three phases of a service delivery transformation journey – setting the stage for the discussion that follows in this last section of our report.

Figure 9.
AI helps transform inefficient service delivery into an optimized value proposition



Source: Capgemini Research Institute for Financial Services analysis, 2025.

From offshoring to cloud shoring: AI agents enable location-agnostic, continuous service delivery

Widespread AI agent adoption will fundamentally reshape location strategies for FS firms. Of the executives we polled, 51% said that their organizations are planning to reduce their reliance on physical service hubs in the future. Moreover, 46% of executives said they plan to offer 24/7 service support, highlighting that location will no longer be a constraint in service delivery.

This shift opens new avenues, enabling firms to scale operations through cloud-based, multi-agent ecosystems. This future state will include:

- **AI-driven cloud infrastructure and operation:**
  - An AI-orchestrated infrastructure, signaling a paradigm shift where AI agents not only run on the cloud but actively manage, optimize, and scale cloud operations.
  - AI-driven data centers that deliver intelligent, scalable, and energy-efficient cloud operations for 24/7 global service.
  - Enhanced security and resilience of cloud operations through AI-driven threat detection, anomaly response, and autonomous recovery.
- **Global scalability and standardization:**
  - Global AI centers of excellence that enable agents to be developed centrally and deployed in multiple markets.
  - Reusable FS models that make best use of pre-trained agents for relevant processes across geographies.
- **Composability and workflow orchestration:**
  - Computer-using agents that enable composability, by leveraging modular agents to automate and orchestrate FS workflows across various functions and regions.

By decoupling operations from fixed geographies, AI agents also empower more sustainable and socially responsible practices through:

- **Reduced carbon footprints:** compute-intensive workloads can be relocated to regions with low-cost, clean energy, reducing reliance on fossil fuels.
- **Energy efficiency optimization:** AI workloads can be routed to data centers with surplus renewable energy, supporting global decarbonization goals.
- **Inclusive employment models:** remote-first work cultures enable broader talent inclusion and reduce urban congestion.
- **Support for green infrastructure:** strategic placement of AI operations encourages investment in green data centers and sustainable digital infrastructure.

With location no longer a key constraint, firms can focus on delivering smarter, more resilient, and socially responsible services.

51%

FS executives say organizations are planning to reduce their reliance on physical service hubs in the future

"Maintaining a human-in-the-loop remains crucial, especially in regulated settings. Trust, explainability, and governance are vital components in deploying AI agents, ensuring that automation supports rather than replaces human judgment."

Lloyd Scholz
Chief Technology Officer, Markel

Co-existence of a human-agent workforce can transform FS client service

FS firms plan to make some of their key frontline processes AI agent-led over the next 18 to 36 months, according to our World Cloud Report – Financial Services 2026 Executive Survey. Figure 10 covers the range of agent adoption levels for some of these processes, by industry sector.

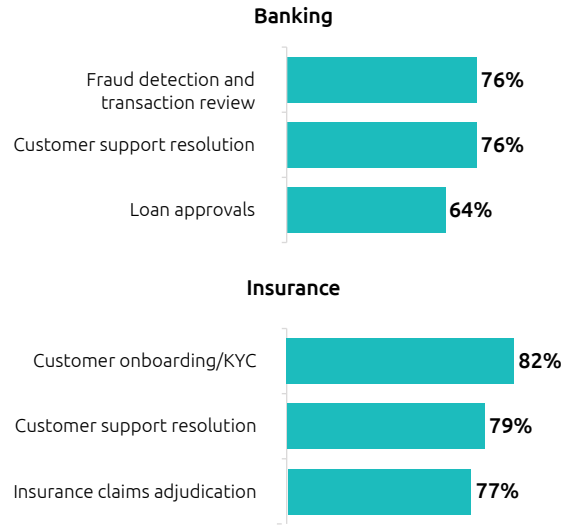
This transformation will rebalance the workforce by harmonizing human expertise with intelligent agents. New themes such as "cyborg finance" – a blended workforce where humans are augmented with appropriate technical capabilities – will emerge and drive multiple benefits for FS firms, like:

- **Leaner teams**, driving cost savings and enhancing per-unit workforce output.
- **Augmented decision making**, reducing cognitive overload on individuals and driving critical thinking.
- **Improved risk management**, enabling dynamic risk identification and mitigation.
- **Strategic innovation** with increased human time spent on high-value tasks.
- **24/7 intelligent operations**, delivering continuous, smart workflows.

A blended human-agent workforce will enable financial institutions to significantly increase their focus on improving customer service.

Figure 10.
Key banking and insurance processes are expected to be led by AI agents

Top AI-agent-led processes within the next 18 to 36 months



Source: Capgemini Research Institute for Financial Services analysis, 2025; Capgemini World Cloud Report – Financial Services 2026 Executive Survey (N=1,100). Banking (N=628). Insurance (N=472).

"Agentic AI is gaining trust in customer-facing roles as firms strengthen policies and governance. Opportunities lie in accelerating long processes such as onboarding customers, merchants, and partners, shrinking cycle times to transform efficiency and elevate the overall customer experience"

William C. Tong
Senior Vice President, Business Technology
Payments Service, Capital One

Cloud-based AI agents will drive new personalization by expanding services and speeding up delivery

With the rise of AI agents, new levels of personalization that were previously difficult to achieve are now being unlocked. 79% of the participants in our World Cloud Report – Financial Services 2026 Executive Survey said cloud-native AI agents unlock dynamic pricing and offers, while 75% said they open opportunity for multi-lingual service delivery. This new trend also helps redefine the scope of services offered by financial institutions:

- **Cross-institutional ecosystem orchestration:** as AI agents mature, their role will extend beyond internal automation to enabling seamless collaboration across institutions. These agents will act as intelligent intermediaries – connecting banks, insurers, fintechs, and third-party platforms to deliver integrated, end-to-end financial experiences. Rather than offering isolated products, FS firms will use AI agents to orchestrate services across a broader ecosystem, enabling customers to access bundled, contextual solutions that span multiple providers. This shift will redefine competitive advantage, moving from product ownership to ecosystem leadership.
- **Ambient finance:** AI agents will anticipate customer needs and initiate transactions without explicit user input – whether to adjust credit limits, recommend investment options, or automate bill payments. This ambient model transforms finance from a reactive service into a seamless, embedded experience in customers' daily lives.
- **Productization of AI services:** AI agents will evolve into specialized, modular services that can be deployed internally or offered externally as standalone capabilities. For example, onboarding agents, pricing agents, or compliance agents can be packaged and reused across business units or even licensed to partners. This shift enables FS firms to treat AI capabilities as scalable products, thus unlocking new revenue streams and accelerating innovation.
- **Faster delivery:** AI agents help speed up service delivery across critical business processes in the financial sector:
  - Loan underwriting agents can reduce loan processing time by 90%.[20]
  - Agents can process complex claims within hours instead of weeks.[21]
  - Customer support agents enable instant, 24/7 query resolution across geographies and languages.

To realize this future and get ahead of the competition, FS firms need to begin their journey today.

Dutch bank elevates CX and employee experience with a platform that customizes AI-powered chatbots[22]

Business challenge: Netherlands-based ABN AMRO managed several chatbots for customer and employee support. However, the systems faced issues with scalability, maintenance, and natural language understanding, especially in Dutch. The customer-facing chatbot, "Anna," and internal assistant, "Abby," experienced high drop-off rates, limited capabilities, and climbing operational costs. With advances in GenAI, the bank sought to scale and meet users' increasingly high expectations.

Strategy and implementation: To enhance the systems' ability to adapt performance and cost based on demand changes, and to address maintenance and natural language understanding limitations, ABN AMRO partnered with Microsoft and Capgemini in 2024 to migrate its chatbot infrastructure to Microsoft Copilot Studio. The bank deployed and integrated its AI-powered chatbots with Microsoft's cloud-based Azure AI Language for intent recognition and entity extraction. The team's solution included a dialog manager, Azure middleware, and communication services to support both text and voice channels. Collaboration-supporting Azure DevOps enabled integration and deployment, while a business intelligence platform provided insights into agent performance.

Results: Migration was completed in six months, streamlining development and improving service delivery. The bank's AI agent for customers could handle over 2 million text conversations and 1.5 million voice conversations. Meanwhile, the employee agent makes it easier to access a wide range of IT-related and internal resources. The new contact center platform cut operational costs, increased language processing accuracy in Dutch by 7%, and reduced drop-off rates. With scalable architecture and integrated GenAI features, ABN AMRO continues to innovate and provide personalized digital banking experiences that align with its vision.

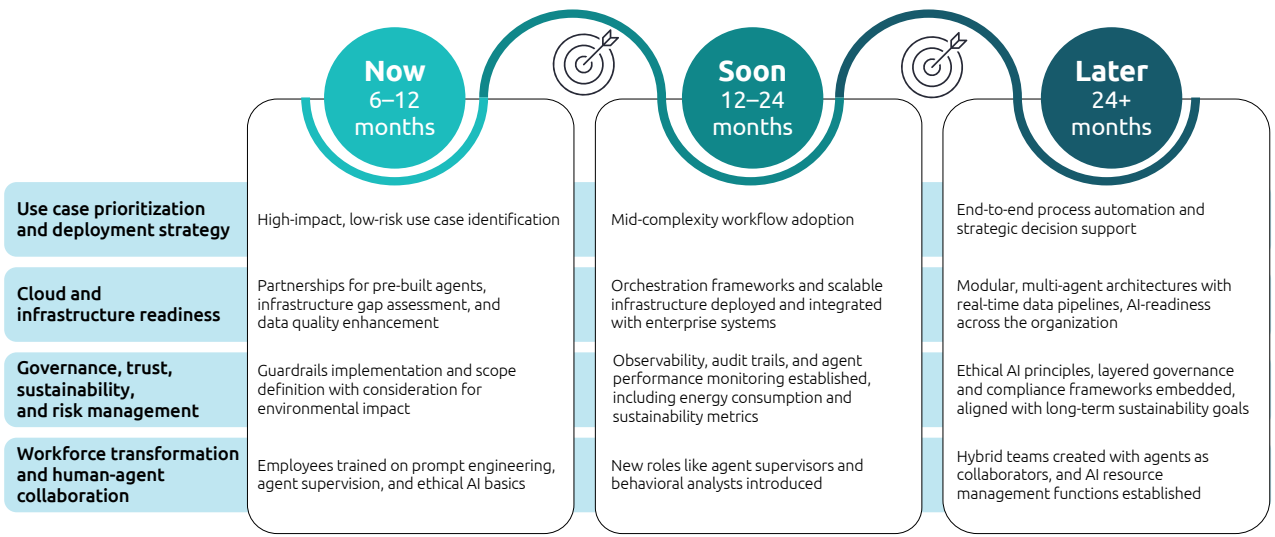
"Success metrics in AI adoption are constantly changing. What counts as value today – speed, accuracy, cost – may be different tomorrow. Our frameworks must be flexible, measuring not only efficiency but also adaptability, resilience, and the capacity to continually learn and improve."

Murad Lodhi
Chief Information Officer, IFG

The path to success

Deploying AI agents is just the beginning: firms who want to triumph will need to keep assessing whether they're delivering the right business outcomes to justify the investment and sustain momentum. True success in AI agent adoption is dynamic, and what might be considered as a win today may change in the future. Take a look at figure 11: it helps to frame what success might look like in the short-, medium-, and long-term. It's essential that these key changes – including deployment strategy, cloud and infrastructure readiness, risk management, and workforce transformation – are discussed as a firm's AI and cloud transformation moves forward.

Figure 11.
What does success look like over time?



Source: Capgemini Research Institute for Financial Services analysis, 2025

Conclusion

The AI-agent wave offers tremendous potential for the FS industry and, if implemented properly, could truly change the game. Financial institutions should begin by evaluating the appropriate buy-versus-build strategy based on the analysis of possible solutions, internal resources, regulatory standards, scalability needs, and privacy restrictions – all supported by suitable cloud capabilities to implement the chosen strategic approach. Once a plan is in place, executives need to foster an AI-native culture of collaboration and innovation by:

- Obtaining buy-in from business partners by positioning AI as a crucial value-add to people on the ground.
- Prioritizing the right use cases to align AI adoption with strategic goals and budget constraints.
- Establishing guardrails, including human oversight, kill switches, and explainability protocols.
- Democratizing access to technology and training local teams to enable faster innovation.

This allows for the alignment of a long-term AI vision with business strategy: FS firms can articulate a clear value proposition and embed agent deployment plans into digital transformation roadmaps and cloud modernization strategies.

Business models can evolve toward fully autonomous operating models by deploying use-case-specific AI agents across the value chain and establishing multi-agent systems. At the same time, collaborative intelligence among business teams in agent development initiatives is facilitated.

In addition, firms can adopt cloud shoring at scale, both to overcome the limitations of geography-based delivery hubs and reduce operational costs. With the fundamentals of their AI journeys firmly established, FS organizations can then aspire to a future with location-agnostic operations, a human workforce augmented with agents, a new wave of personalization, and faster speeds of service.

In today's rapidly evolving digital economy, the integration of agentic AI and cloud modernization has become a competitive differentiator. FS firms that can quickly build a strategic roadmap aligning business goals and operations, governance, and culture with these evolving technologies – and then continue to innovate over time – will be well positioned for continuing success.

Methodology

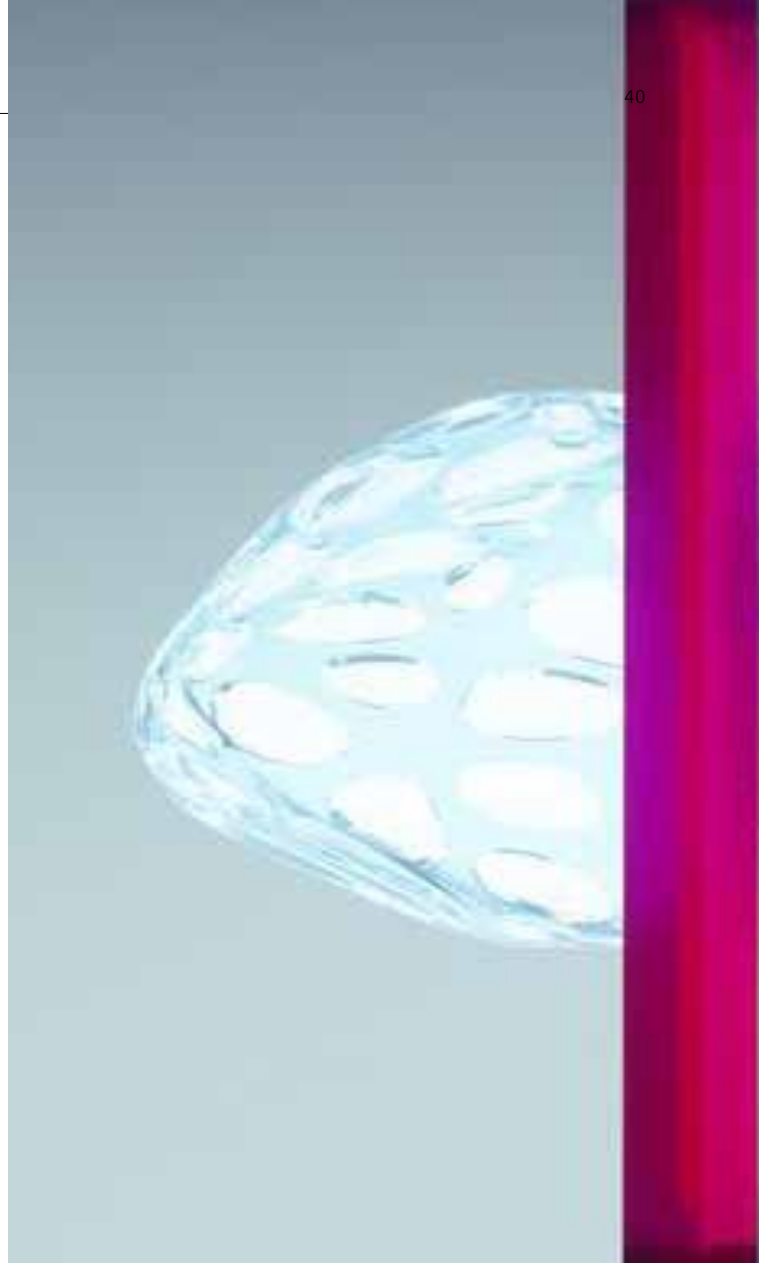
The World Cloud Report – Financial Services 2026 draws data from two primary sources: the Global Financial Services Executive Survey, administered during June and July 2025; and the Global Financial Services Executive Interviews, held from June through September 2025.

Global Financial Services Executive Survey

We polled 1,100 leaders of FS firms (including CXOs and Heads of Cloud) about the evolution of AI in FS and the changing role of cloud platforms. Respondents represented seven FS domains: retail banking, wealth management, payments, capital markets, P&C insurance, life insurance, and health insurance – with balanced participation from each. The respondents represent 14 markets covering all three regions of the globe: the Americas (Canada and the US), Europe (Belgium, France, Germany, Luxembourg, the Netherlands, Poland, Spain, and the UK), and APAC (Australia, Hong Kong, Japan, and the UAE).

Global Financial Services Executive Interviews

The report also includes insights from more than 40 focused interviews with cloud experts holding leadership positions across FS and cloud ecosystem firms around the globe. These interviews included senior executives from banks, insurance companies, and hyperscalers. The interviewees represent Australia, Finland, France, Germany, Singapore, Sweden, Switzerland, Thailand, the UK, and the US.



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