

Keys to Intelligent Industry

with Caroline Segerstéen Runervik
and Fredrik Gunnarsson

EP19

Secure information management and how to build an AI factory from scratch, with Kaaren Hilsen, CEO of the Telenor AI Factory



EP19

Secure information management and how to build an AI factory from scratch, with Kaaren Hilsen, CEO of the Telenor AI Factory

Disclaimer: Please be aware that this transcript from the Keys to Intelligent Industry podcast has been automatically generated, so errors may occur.



[Guest] **Kaaren Hilsen**

We see that intelligence is becoming a new sort of national resource. You have to, as a country, really own the production of your own intelligence. Don't outsource something that's critical. I mean, intelligence is becoming a national resource just as power or digital infrastructure, energy and other things.

00:00:27 [Host] **Caroline Segerstéen Runervik**

Welcome to our next episode of Keys to Intelligent Industry. And of course, today with me, I have my co-host, Fredrik. How are you today?

[Host] **Fredrik Gunnarsson**

Very well. Thank you, Caroline. Very well.

[Host] **Caroline Segerstéen Runervik**

We got up really early this morning. We're in Oslo and the sunshine is just outside of the window. So it's great to be here. And you know, Norway is a lot about right now, electrification, renewable energy sources. Of course, always about oil, but there is something else that the Norwegian has on their mind. No, Fredrik?

[Host] **Fredrik Gunnarsson**

Yeah, maybe. I mean, I have some Norwegian friends and what they talk most about is the fact that they already qualified for the World Cup of Football this summer. And they seem to be very happy about that. We actually have a qualifying match this evening, so let's hope we get there as well.

00:01:10 [Host] **Caroline Segerstéen Runervik**

So, but now over to this interesting discussion. We're going to talk AI with our guest. So today we are actually getting back to our roots to the telecom sector, Fredrik. The telecom sector is, of course, playing an increasingly important role for the society today. And I have the pleasure to have with us a leader who is very active in the intersection of strategy, technology and transformation. A leader who is currently a pioneer in terms of creating a sovereign AI factory and who I know is really passionate also about making an impact in the society as a whole. So welcome to our podcast, Kaaren Hilsen.

[Guest] **Kaaren Hilsen**

Thank you.

00:01:54 [Host] **Caroline Segerstéen Runervik**

CEO of the Telenor AI Factory. You are a long time leader in the telecom sector and primarily in Telenor and you have a very long international background. Very interesting one. I know you've been living in Singapore, Thailand, Montenegro, of course Norway and even Sweden. So can you tell us a bit about your own journey, how it started and why telecom?

[Guest] **Kaaren Hilsen**

Great question. But it's a long time makes me feel really old and this is so important. You know, the last thing I want is anybody to call me a dinosaur sort of thing.

[Host] **Caroline Segerstéen Runervik**

Absolutely not. I would also be a dinosaur then.

00:02:28 [Guest] **Kaaren Hilsen**



No, but I think this is what's great working in the telco, worldwide telcos. I mean, things are changing the whole time and happening and the impact that telcos have on societies. And I started, as you say, in the telco industry over 25 years ago. So much has happened. I've seen all the different rollouts of the different Gs and as you say, worked in many different countries. Taken, I would say, the countries I've worked in, taken them societies through that evolution, developing the digital infrastructure. So it's been a fascinating journey and I've had the privilege with Telenor to work in all the countries, leading Telenor in Montenegro and then, as you say, Sweden. Spent 8 wonderful years in Sweden as well there. And it just makes you think of even just looking back at COVID and the role that digital infrastructure played during that time as well. That's where my passion comes from, that we are really helping societies to evolve.

[Host] **Caroline Segerstéen Runervik**

So, tell the audience a bit about Telenor. And I know you actually also have a view on how Telenor is a pioneer when it comes to test to start new things.

00:03:46 [Guest] **Kaaren Hilsen**

I mean, Telenor Group today is in many different countries. We have over 160 million customers, 10,000 employees, so predominantly in the Nordics and Asia. But I think what's most fascinating about Telenor is the history, as you say. I mean, we're over 170 years old. And not many people know this, but it was actually back in 1855 where Telenor built the first telegraph line between Oslo and Drammen, 40 kilometers long. And that was the first sort of introduction to connectivity. And then it's just fascinating how over, you could say, the centuries even, how, if you think starting in Norway, how it's very isolated with the mountains and and just getting connectivity, for example, between the fish industry and the capital. So this is really how much connectivity has evolved. Back in the 1960s, Norway made the first mobile call as well. I actually was a bit surprised by that. I think if I was asked that in some pub quiz, I would have probably have said it was later. And this is what I find fascinating, how we as a telco have been building infrastructure for 170 years. And as technology evolves, we also evolve building the kind of infrastructure, which leads us into two years ago when we announced the collaboration with NVIDIA, saying, okay, now we're going to build AI infrastructure. So I mean, we say our purpose is building a safer and smarter tomorrow. And that is very much, we're a key enabler to helping society advance to help companies go through their digital transformations. And we see now with all the geopolitical situation happening around us, that there's sort of, the mission critical role that we play is even more important now.

[Host] **Caroline Segerstéen Runervik**

Absolutely. And then the AI factory of Telenor, that is sort of another new chapter, right?

[Guest] **Kaaren Hilsen**

We see that intelligence is becoming a new sort of national resource. Intelligence isn't something that you can just completely rely on foreign companies. You have to, as a country, really own the production of your own intelligence. You have to make sure you have control over it and that you, as I said, don't outsource something that's critical. I mean, intelligence is becoming a national resource just as power or digital infrastructure, energy and other things.

[Music – transition sound]

00:06:12 [Host] **Fredrik Gunnarsson**

If you take a big step back again and zoom in on that role of the telecommunist society and what you've seen, because it's so much changing just over the last years. And you used the phrase telecom in driving safe and smart society, as we're touched upon already. But can you elaborate a little bit more about that and how it's changed just over the last years?

[Guest] **Kaaren Hilsen**



Yeah, you say years, I would say just even months. It's absolutely incredible. And as I always say, there's sort of three dimensions that are changing, even as we speak. Of course, we, I would say, unfortunately, have the geopolitical situation. I think that in itself has brought security higher on the agenda for many, many companies and industries, both in the public and private sector. I would even say in some of the dialogues that we have with different organizations that security has become an emotion rather than a business rationale, which means we have to take it very seriously. And again, this is something that we can build our experience of building infrastructure. I mean, we often say what we're doing with the AI factory, we're taking the leading NVIDIA blueprint and putting telco-graded security of it. And then you have technology.

I mean, technology is, again, the...speeds, it's advancing is insane. And I think previously, being in the telco industry, rolling out 2G or 3G, I mean, that would be a 5 to 10 year plan. You sort of do it here, things are changing every single day. But the third element, which I fear is getting missed out in a lot of these dialogues, is around the climate. And I even had somebody make a flippant comment that, yeah, but AI is going to solve climate change. But I think if we don't have that on the agenda as well, it gets forgotten about. And then AI and new technologies become a contributor, unfortunately, to the negative impacts than actually an enabler. So I say it's all three elements, the geopolitical, the technology, the climate, that we need to bring all these together. And back to your question on the roles of telco, building sovereign secure infrastructure that we can then leverage on this even more.

[Host] **Fredrik Gunnarsson**

Interesting. Is the telecom industry taking on that challenge in the right way? Or do you see leaders in the industry who's driving this, or countries or geographies more than others, which you see as benchmarks of what you want to achieve?

00:08:52 [Guest] **Kaaren Hilsen**

I see when it comes to sort of telcos' roles and taking a position, there I see there is some link around the sovereignty and how the country itself has taken a stand of it. When you look at countries, for example, like Japan, I would say they're very leading, but they're very clearly, the country has taken a stand on sovereignty and really is saying this, we need to have even more control. So I say very much that you see that's evolving, but I see a fantastic opportunity for telcos to take care. As I said, every telco is sitting with a sovereign infrastructure. Every telco is sitting with that experience of building sort of highly secure, safe infrastructures. So this is where Telenor, as I said, a couple of years, it was already so we have an opportunity to play. Building a sort of new AI infrastructure stack, it can help really position us even stronger.

[Host] **Caroline Segerstéen Runervik**

Can I just ask on Japan specifically then? How, to be specific, in what way do you see that more in a country like Japan or South Korea compared to here?

[Guest] **Kaaren Hilsen**

Yeah, and there again, I'm sort of, I won't claim I'm an expert in this area, but I was recently sitting on a panel with a Japanese peer and sort of from the telco industry. And it was very interesting. I mean, we were both talking about the same things, but I think the one fundamentally thing that was different was that certainly this person said to me was that the Japanese authorities have actually really enforced sovereignty. In many other countries it's still a discussion, a debate. The debate of sovereignty is evolving. What is sovereignty?

00:10:34 [Host] **Fredrik Gunnarsson**

Yeah, on that topic actually, are there specific sectors which are...pushing this forward more than others?

[Guest] **Kaaren Hilsen**



I think the, as I said, the debate, and I can use the word debate around sovereignty, is still very much evolving. My personal opinion is, previously, sovereignty was really much about where does the data reside. But now you're saying it's not where just the data resides, who operates it, who has access to it, what legal jurisdiction owns it. So I see it's becoming a lot wider, that discussion. And I think now as more and more countries are preparing, unfortunately, themselves to be able to operate in both times of peace and war, they're really looking at this mission critical data. And it's not so much a matter now where is it residing the data, but you know, who has access to it, who has access to it through control pains, what legal authority can demand access to that. So I would say that discussion and debate is really evolving.

[Host] **Caroline Segerstéen Runervik**

As you say, in some cases you need to have access to the data, in some cases not, but we have to unlock really what are we talking about because today it's a too broad term.

[Guest] **Kaaren Hilsen**

And it's a very broad term, but also what's scary, because everybody thinks, again, sovereignty is about locking all your data down in a basement somewhere. But that's also super dangerous. And I believe, you know, this year, 2026, is going to be the year where we talk a lot more about data portability, flexibility, talk a lot more about hybrid clouds. And I think it's companies preparing themselves is a lot more about the ability to be more flexible, being able to move data quicker, not being locked into one cloud or another.

00:12:22 [Host] **Caroline Segerstéen Runervik**

That is a good segway to the AI Factory, because the AI Factory is about giving an option to the companies, right? So maybe to go backwards a bit, how did it all start?

[Guest] **Kaaren Hilsen**

Like at all good ideas, it started with a vision. And to be a bit blunt, a press release of the vision.

[Host] **Caroline Segerstéen Runervik**

And then you had to do something about this press release.

[Guest] **Kaaren Hilsen**

And it was fantastic. I always say I was in the right place at the right time, because I was literally then given a press release and said, make it happen. And it's like, yes, so cool. And I was like, oh my God, I know nothing about it. How are we going to make this happen? And I said, okay, I have a team. No, you have a press release and a belief. And I think that was the most exciting part of the challenge, that it was, okay, we have this belief, we have a belief that telcos know how to build secure sovereign infrastructures. We have this state-of-the-art technology. How do we adapt and translate that? So it started a really, really exciting journey. And by default, almost everybody goes into, okay, let's set up a big project, governance, get all the right stakeholders involved. And I thought, well, this is going to slow us down. The technology is moving, so we can't afford to be slow here. So we actually set up a company, sort of bought a company off the shelf to sort of... It's a body. It was just me. We engaged Cap Gamma to sort of help work to put together a strategy. I remember Super Scale going up with the first sort of funding pitch. It went up, of course, got asked loads of questions. I said, I haven't got all the answers. This is why we want to test. We want to start with something small. We invested in 72 GPUs.

[Host] **Caroline Segerstéen Runervik**

Actually, not that much compared to investments today.

[Guest] **Kaaren Hilsen**

If you hear, if you read all the other resources, they're talking about 100,000 GB, and we start with 72. And I said, I don't care. And I remember we had just a couple of months after working with this, I was in a



town hall here in Telenor, and the group's CTO asked me, okay, what does success look like by the end of the year, Karen? And I said, yeah, we've got two customers, one external, one internal. And everybody said, do you know what you've just said? And I said, yeah, isn't that a cool goal to have? But we haven't even got the equipment yet. And that was super cool because again, we set a vision and ambition, very different to the way we have worked before in Telenor. And by the end of the year, we had 72 GPUs up and running and four customers which felt pretty good and everybody told me it was impossible.

[Host] **Caroline Segerstéen Runervik**

When I'm looking at this, there is a number of sort of things that I see as key success factors. The CEO of the company who gave you the opportunity and said, okay, you try it the own way and I trust that you will make this happen. So you really had the business sponsorship if you want to, but you also were allowed to drive an initiative in a super entrepreneurial way within the large company.

00:15:17 [Guest] **Kaaren Hilsen**

It had fantastic leaders in the group management team here backing us and sort of, you know, we had never done it in Telenor. So I would say full credit to them. The other is very much with the mindset. I would say everybody says it's about technology. It's so much to do with the mindset. But it seems, so I said as we built up the team, you know, I said speed over perfection. We have to be led by customer desirability. Let's find customers who are willing to sort of onboard, co-create with us so we can learn almost life. Let's really get some core competencies and really leverage off the ecosystem around us. And when I say ecosystem, that was both technological partners, partners like yourselves, Capgemini, and other go-to-market partners, but it's also Telenor Group's ecosystem. And that's something I also underestimated the power of it. Because again, when we started this journey, so many people, both internally and externally, said startups and corporates never succeed. And then again, I just loved that challenge. It's like, okay, I need to prove so many people wrong.

[Host] **Caroline Segerstéen Runervik**

Proven them wrong now.

[Guest] **Kaaren Hilsen**

And I think the trick is to really say, where can you leverage the synergies of being part of the group and where can you really have that startup mindset?

[Music]

00:16:41 [Host] **Caroline Segerstéen Runervik**

As you said, there are already actually concrete use cases, clients using the service. And one of those industries that you went into was the healthcare sector. So would you like to describe just one or two of the use cases and where it really makes a difference?

[Guest] **Kaaren Hilsen**

Starting with Telenor as an example. I mean, one of the things that was holding Telenor back, I would say a bit on really excelling at the AI use cases that made a real impact. That was because the data was sensitive, so you couldn't just put it anywhere. So we actually started the AI Factory journey as well to build it for Telenor's own usage. So we have, and this is where, again, I'm super inspired by the Telenor Networks team here, and I have to do a big shout out for them. They're sitting with this, you know, operating this infrastructure for the whole of Norway. Very sort of important role in society. And what they have a vision sort of really, they can use AI to actually become a lot more efficient, do predictive network maintenance, for example. But again, they couldn't just put that data anywhere. So they actually started using a couple of GPUs from us. And they're a great example of how they dared and had the courage to start experimenting. They started small. They're going in using the cases that are going deep into the organisation, looking at the processes, the way things have been done, they're really challenging the way things have been done years before. And I believe as they will sort of get momentum now with



this, will radically change the way we operate our network infrastructure in Norway. So I really love how that sort of case internally. And then we have other, we have at the moment also a pilot running in the public sector. There is a department then for the financial administration and they launched, opened up to all companies in the public sector to apply to be part of this pilot. We are learning so much because of course all the questions they ask, all the dilemmas they are...

[Host] **Caroline Segerstéen Runervik**

So do you see they really want to learn from this and they really want to engage?

[Guest] **Kaaren Hilsen**

They really, I've seen they've really become forward-leaning. The Department for Health is one of the pilots in this, looking at ways of how can this be used. They believe if they test it and use it themselves, it can help them set better guidelines and policies then for the health industry overall. And I just love the one that, again, the Babel speak, the voice to voice translation and everything. Why do you need the secure Telenor AI factory for that? And I always say it's a human right to be understood.

[Host] **Caroline Segerstéen Runervik**

So it's a translator service, right?

[Guest] **Kaaren Hilsen**

It's a translator service for sensitive dialogues. I mean, this is like the Red Cross when working with refugees, I mean, hospitals working with, again, patients that can't speak the local language. So here it's really developing a service.

[Transition sound]

00:19:51 [Host] **Caroline Segerstéen Runervik**

And what is interesting with this, I think, first of all, I think we see in general that the agentic AI is playing a super important role in the health industry overall. But what we also see and research is really showing that as an individual, I might even trust that agent more than I trust the human being, which is interesting in itself.

[Transition sound]

I was also reflecting a bit, don't you think, Karen, that you've been successful in this role, just because you actually do know Telenor business industry, you speak the same language as the network people, for example. I think that could also have been a key success factor when actually...building this AI factory.

00:20:34 [Guest] **Kaaren Hilsen**

When we set up this company, we're in a dilemma. Do we bring in somebody who's done this before or somebody who knows Telenor? And I would say it's certainly helping navigate Telenor. But even though I've been here for over 25 years, I'm still learning new things every single day about the Telenor system, about what we can offer. And I see sort of my role now is really, okay, how can we really leverage it to get the most out of it? And again, making sure that we as a telco stay super relevant. But again, this isn't us doing it on our own. And there is an ecosystem that is involving. And I think that's really really important and perhaps a bit different to how things have been done before.

[Host] **Fredrik Gunnarsson**

And on that ecosystem topic, I mean, when you meet your customers, your companies who's interested in this, who has the sovereignty or want to focus on a sovereign solution, should they partner, setting up ecosystem, what should they do themselves?

[Guest] **Kaaren Hilsen**



The key thing is just daring to get started and daring to experiment. I think that is fundamental. And when we meet organizations and customers, it's again that we're building an AI factory using the state-of-the-art technology. We have now over 200 open source models that are securely placed in the AI factory, again, giving customers access, giving them the security and the sort of sense of security even, that they can dare to use their sensitive data to move forward. But it's not a big bang. Start small. Start with these sort of your POC's proof of concepts, test it out, dead sort of experiments. And then our whole strategy with the AI factories is that we've invested in 72. We now have bought another scalable unit. So we're going up. But again, it's not the hundreds of thousands of numbers that other AI factories are maybe doing because we believe we want to scale with customer demands and give the customers the flexibility and scalability. We say to this one customer, for example, you know, they use several GPUs today. And as their cases take off, maybe tomorrow they need to have 100, but then the day after they only need 5. And this is why, we want to be able to give the flexibility to customers to scale up and down with us.

[Host] **Fredrik Gunnarsson**

Hyperscalers are obviously also investing in launching services in this area. How would you distinguish between different players and what type of dialogues do you get to into your customers in that context?

[Guest] **Kaaren Hilsen**

Again, if you look at a company and say 100% of a company's data, not all of that is absolutely critical or has to be sovereign. So again, I think I read a report where around 20 to 30% of company stages maybe goes into the critical areas. So the rest can go out in a sort of secure public cloud. So what we say is that we give customers an alternative. And they say we give them more an alternative to build on-prem solutions. That is, if you want to say where is our competitor, I would say it's more building on-prem. But as we see that as the AI infrastructure, you know, becomes more complex, it becomes, you know, it requires a high amount of power and energy. I was talking to one customer that they'd bought a number of GPUs, but they didn't have enough power to plug them in. So data centers are having to be refurbished and redesigned just to accommodate these new machines even. So this is where we say that we are an alternative to the on-prem.

[Host] **Caroline Segerstéen Runervik**

But how do you see on that energy consumption challenge? Because it is a really, really big challenge. And it can really exponentially just become a super crisis for us, right?

[Guest] **Kaaren Hilsen**

Yes. And this is again why we have to build responsible AI. And responsible AI is not just how you use it, but it is thinking about, I mean, the obvious one is what kind of power you use. I mean, being in Norway, we have the luxury on it, so we use 100% renewable energy. It's also thinking, what do you do with the excess heat? We have a goal as we move into a new data center that the actual excess heat is going to go to power up district heating and the apartments around it. But it's also to do with the efficiency. You know, how do you set up the infrastructure in an optimal way to be efficient? How are the tokens used? How are the models? So again, making sure that we have the frontier models on our AI factory is also super important because that also goes back to the power consumption.

[Host] **Caroline Segerstéen Runervik**

And believe that technology, again, will invent solutions which will be better, right, in terms of energy efficiency, et cetera.

[Music]

00:25:18 [Host] **Fredrik Gunnarsson**



I believe you sort of getting a lot of customers knocking on your doors now. And you've talked about the public and healthcare. What's the next type of customers who are now approaching you or which you are addressing?

[Guest] **Kaaren Hilsen**

I think it's there's sort of different categories. When we started the journey, we have a lot of startups and entrepreneurs. And that was super cool because again, they were jumping in and experimenting. And we have some really cool, I would say, startup companies and scale ups on the AI Factory now. We have one company called, I have to do a bit of an angel at, mid-layer, they're actually developing applications and services for like the police force and working with very sensitive cases. So I think we will always have those. I think that's super important where we can partner. They're coming with a really cool application and then we've got the AI infrastructure that can then address. So I would say predominantly still a lot within the public sector. But we also see enterprises, some of the large enterprises now that are advancing with their own Gen AI. Telenor is an example as I gave, but you will see also...

[Host] **Caroline Segerstéen Runervik**

What about defence?

[Guest] **Kaaren Hilsen**

But you see that you would have defence, the power sector, utilities. But again, these companies are evolving their own cloud journeys and everything, but I think this is why the time is right now to actually start co-creating and collaborating, as I would say, to sort of build and develop this further.

[Host] **Caroline Segerstéen Runervik**

And looking then on the journey you are on, it would not have been possible without getting the team working towards that vision and getting the team to go that extra mile. How do you get the organization with you? How do you get the most out of this entrepreneurial group? And how do you constantly create an AI native kind of culture?

[Guest] **Kaaren Hilsen**

You need to really burn for the purpose of what you're doing. I read this wonderful quote the other day that's saying, you know, if you work hard for something you don't believe in, it's called stress. But if you work hard for something you really believe in, then it's called passion.

[Host] **Caroline Segerstéen Runervik**

And for people who cannot see you now, we see a lot of passion.

[Guest] **Kaaren Hilsen**

But to me, that is, and that's what I have to, I mean, I have that quote written in my book because I remind myself of that every single day. Every single day, we face problems. Every single day, you know, you need to turn those problems and challenges into solutions. And it can be energy draining. It really, really can. I always say to my team, if we have a day with no problems, then we have a problem. Then I get a bit worried almost. And it's really, I say to them, we have to, first of all, everybody has to believe in the vision. And whenever we do interviews, the question I always ask people, you know, why do you want to come in? What is it that motivates you? And if they say it's what we're trying to build and what we're trying to do, they're the people I want in the team. Because you need to really believe that what we're doing can fundamentally change the way AI can sort of change society. That's why I get up every morning. So we have everybody in the team is really working towards this common goal and purpose. And you see, if you met my team, you'd see even more passion in them. And that's sort of, they give me the motivation as well. You know with your owners and stakeholders, they will criticize, they will ask the critical questions. And sometimes you just have to, we don't know. We did this, we learned this, and this is what we're doing now. And it's just being brutally honest as well sometimes. But there is a lot of grit,



never giving up as well, and still keep believing it. But there are some days where you say, oh, I wish this was easier.

[Host] **Caroline Segerstéen Runervik**

Where is then the AI factory in, let's say you cannot have two long distances in time, but in three years, where is the AI factory then? Is it still a separate company? Is it integrated into Telenor? Has it been bought by someone? Where is it in three years?

[Guest] **Kaaren Hilsen**

The ownership I don't think is that what's that's exciting, but I would love to see that the AI factory is becoming a key value driver for Telenor as a whole. It really just as our mobile, you know, back in the 60s, 70s, 80s, when we started to build the mobile business and everybody's saying this is going to be the new, if you think going from the telegraph poles to the fixed line to then the mobile, we say mobile is going to be the new, now it's going to be the AI factory, it's going to be the AI infrastructure, it's going to be the new revenue generator. And this is why customers come to us as well.

[Transition sound]

00:29:49 [Host] **Caroline Segerstéen Runervik**

We normally always ask, where will the intelligent industry be in five years from now? So I would ask, where will the intelligent telco be in five years from now?

[Guest] **Kaaren Hilsen**

I think you say the intelligent industry will hopefully be in our AI factory.

[Host] **Caroline Segerstéen Runervik**

Of course.

[Guest] **Kaaren Hilsen**

I mean, I really would still love to see us driving, being part of the ecosystem, a real key pillar in society, really sort of driving society forward.

[Host] **Caroline Segerstéen Runervik**

Thank you, Kaaren, for this very interesting discussion. Again, coming back to the roots of us, the telecom industry, but also showing how really relevant it is. You really, in this discussion, shown there is a critical role to play, not only for a more secure society, but also actually to drive the acceleration of AI services into the industries. And this is what our clients ask for every day. So I think here you also have a role to play for the other companies on seeing how they can use AI as an accelerator in itself. And finally, I love what you said, you know, security has become more of an emotion than a business rationale. And I think that's something for us to always think about when we look at the next investment, when we look at the next choice in terms of, you know, when do we use an American hyperscaler, when do we use a Telenor AI factory service. Really going back to what is the real purpose. And finally, thanks for showing, so much passion for driving this AI factory forward. Thanks a lot.

[Guest] **Kaaren Hilsen**

Thank you.

[Host] **Fredrik Gunnarsson**

Thank you.

This podcast was brought to you by Capgemini Nordics. For more insights and reports, visit our research institute. You'll find the link in the episode description. And press subscribe in your podcast app, so you don't miss out on the next episode. Thank you for listening.



About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering, and business operations. The Group reported 2024 global revenues of €22.1 billion.

Make it real. | www.capgemini.com



This presentation contains information that may be privileged or confidential and is the property of the Capgemini Group.

Copyright © 2026 Capgemini. All rights reserved.

