



Navigate the great inflection point

How CIBs can rise to meet new pressures and new players

World Report Series 2026
World Corporate and Investment Banking Report

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Partner with Capgemini

Foreword

Corporate and investment banking (CIB) enters 2026 at a decisive turning point. The industry is still on a growth trajectory, but the momentum we've seen in recent years is starting to level off. And while performance is diverging sharply across regions, one point is clear: fewer than one in four corporate and financial clients believe their bank is providing the integrated, real-time, personalized experiences they expect as standard today.

Non-banks and fintechs are scaling at speed, and expectations continue to rise. For incumbent banks, aging technology, tougher cyber-resilience requirements, and expanding data and compliance demands are squeezing margins and crowding out investment capacity.

For legacy players, the stakes are rising fast: diminishing client relevance, growing gaps in performance, and a competitive landscape being reshaped by digital-first rivals built for speed and agility.

But this inflection point also presents an opportunity. Institutions pursuing bold, foundational change are beginning to pull ahead – modernizing their technology architectures, strengthening their ecosystem partnerships, redesigning their operating models, and embedding Artificial Intelligence (AI) across their businesses. These early movers are already seeing tangible benefits, including deeper client engagement, higher fee income, faster, more automated onboarding and servicing, richer analytics, and a materially lower cost to serve.

A new CIB model is taking shape. It tells us that in the years ahead, the most successful institutions will operate as client-centric capability orchestrators, combining regulatory strength with secure, scalable digital experiences.

Reaching this future will take more than incremental, ad-hoc progress. Banks must redesign their end-to-end operating models, rebuild their data and technology foundations, scale AI responsibly through transparent, permissioned governance, and reimagine their talent and culture to get set for the AI-enabled era.

In this report, you'll find the insights and guidance you need to chart that path and seize the opportunities ahead. Firms that act now will define the next decade of CIB leadership. The decisions made today will not only shape future performance – but long-term relevance, resilience, and success.



Kartik Ramakrishnan

CEO Financial Services, Capgemini
Member of Group Executive Board

Executive Steering Committee

The Executive Steering Committee participants for our World Corporate and Investment Banking Report 2026 included top executives from leading banks, other financial institutions, corporates, technology firms, and industry analysts. We're grateful for their time, experience, and vision as they helped guide our report's content.

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Executive summary

As our foreword sets out: corporate and investment banking (CIB) entered 2026 at a strategic turning point. While revenues continue to increase, the revenue growth rate is slowing and performance is varying around the world:

- After realizing a 6.5% compound annual growth rate (CAGR) between 2022 and 2024, CIB revenues are expected to decelerate markedly over the next five years, growing at a slower rate of 5.4%.
- Regional performance will continue to be uneven. With a forecasted CAGR of 7%, revenue growth in Asia-Pacific (APAC) will continue to lead, followed by 6% for the Americas and only 4% in Europe.

What's more, competitive pressure is intensifying as non-bank financial institutions (NBFIs) scale in private credit and trading, while fintechs increasingly control digital client interfaces. Banks' customer relationships are being affected and oftentimes weakened: today's corporate and financial clients demand integrated, real-time, and personalized experiences, but only 23% believe that banks are effectively meeting their needs.

Clearly, substantive change is needed – and the cost and impact of standing still are only increasing. Banks are absorbing growing expenses from legacy technology, stricter cyber-resilience requirements, and expanding data and compliance obligations – all while digital-native competitors innovate faster and build more client engagement.

As for those who are slow to react? The fallout is clear: shrinking client relevance, mounting margin pressure, and widening performance gaps as competitors pull ahead – modernizing their technology stacks, redesigning their operating models, and strengthening their partnerships.

Most banks are making steady progress in client engagement, product innovation, and operational efficiency. However, these gains are mostly incremental and haven't yet delivered enterprise-level impact. Structural barriers are still impeding results – fragmented data that hinders insight generation, legacy systems that consume disproportionate IT budgets, inconsistent AI governance that slows scaling, and organizational cultures that hesitate to experiment and adopt change.

Until CIBs tackle these foundational constraints, transformation will remain slow, expensive, and unlikely to deliver the step-change outcomes that the corporate and investment banking industry needs today.

Executive summary

In the future, the CIBs that lead will function as client-centric capability orchestrators – combining regulatory strength with secure, scalable digital capabilities. This transformation will be built on four mutually reinforcing pillars:

1. **A client-centric, connected business model** that enables rapid change and consistent service delivery across businesses, products, regions, and the wider ecosystem.
2. **Scalable, flexible, and resilient AI-powered workflows, data, and technology**, where adaptive decisioning and self-optimizing processes augment human judgment.
3. **A trusted digital partner** role, with robust governance that embeds security, resilience, compliance, and flexibility into every interaction.
4. **A culture and workforce** that lays the foundation for innovation.

23%

Client executives feel like banks are effectively meeting their needs

How can CIBs achieve this new business approach?

- Redesign operating models toward platform-led, ecosystem-driven distribution systems that deliver integrated client outcomes.
- Strengthen data and technology foundations through governed data meshes, multiple-Large Language Model (LLM) intelligence that understands and generates content across multiple types of data, and workflow-embedded activation.
- Build governance into design, ensuring transparent, traceable, and permissioned-by-design AI scale-up.
- Rebuild talent systems to redeploy roles, reskill at scale, and reinforce behaviors that support AI-enabled ways of working.

While the dimensions of this capability orchestrator approach aren't exactly new, they need refocusing and accelerating – leveraging innovative technologies like AI to drive transformation and real client-centricity. This involves breaking down the barriers that have held banks back and caused their initiatives to stall in the past – like overhauling their data, technology, and talent.

Early adopters of this new model are already capturing real benefits: from higher fee revenues and deeper client relationships to faster onboarding, automated servicing, richer analytics, and materially lower costs to serve.

1

Navigate the shifts reshaping the industry



“The corporate and investment banking industry is at a tipping point. The industry benefited from a super cycle of strong innovation and revenue growth until 2008, followed by a long period of remediation and regulatory change. Revenue growth is now more muted, growing above inflation while costs continue to rise. That’s a real paradigm shift.”

Christophe Lattuada

COO of Global Banking & Investor Solutions and
Sponsor of AI for the Group, Societe Generale, France

Corporate and investment banking is at a defining moment. After a long period focused on maintaining financial market stability and encouraging new business growth, the industry is now facing structural headwinds that are challenging its traditional sources of competitive advantage.

Before 2008, banks grew rapidly, fueled by globalization, financial innovation, and strong client demand. The financial crisis abruptly reversed that momentum, triggering a long cycle of regulatory remediation and stricter risk controls that increased both operating complexity and costs.

In recent years, especially after the global pandemic, volatility has delivered short-term revenue spikes – but these gains haven’t offset the deeper structural pressures. Operating costs are still steadily rising as institutions invest in compliance, cybersecurity, and technology modernization.

Meanwhile, the competitive landscape has shifted on multiple fronts. New entrants are gaining traction: in some areas, they’ve won the pricing war and are reshaping clients’ wallet-share allocations. Client expectations have also changed significantly, raising the bar for service, speed, and value. Sustained margin pressure is another challenge, further constraining traditional banks’ ability to deliver profitable growth.

Let’s take a closer look at the underlying forces reshaping the industry’s operating environment, namely: slowing revenue growth, non-bank competitor inroads, increasing client expectations, and the high costs of doing business.

17%

Anticipated CIB revenue CAGR deceleration
for 2025–2029, versus 2022–2024

CIB revenue growth is slowing

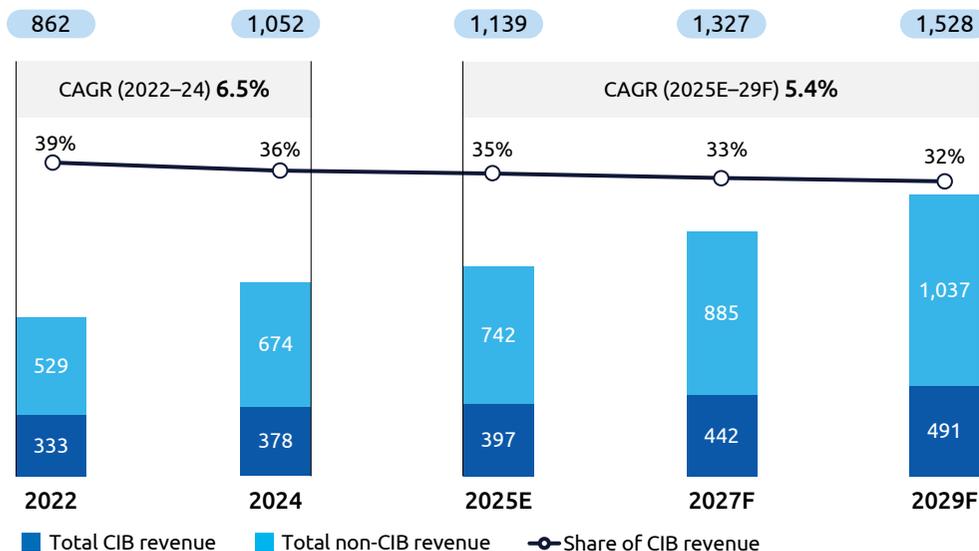
As figure 1 shows, the industry is facing a structural slowdown in revenue growth. Between 2022 and 2024, total CIB revenue across the largest 18 global banks (based on total revenues and including around 65–70% of global market share) increased from USD 333 billion to USD 378 billion – that’s a CAGR of 6.5%. From 2025E–2029F, CIB revenues are forecast to grow at a CAGR of just 5.4%, representing a 17% deceleration in CAGR from 2022–2024.

In those same two years, CIB growth momentum also showed clear regional divergence. Banks in APAC recorded the strongest performance, growing at a 9% CAGR, followed by American banks at 7% and European banks at 5%, reflecting differing operating conditions and range of digital and commercial maturity. These regional patterns have persisted into the forecast period: between 2025E and 2029F, the anticipated compound annual CIB growth moderates across all regions, with APAC at 7%, the Americas at 6%, and Europe at only 4%.

Over the same forward-looking horizon, non-CIB banking revenue is forecast to keep growing at a higher rate. As a result, the contribution of CIB to overall banking revenue is set to further decline.

Figure 1.
CIB revenue of the top 18 banks makes up 65–70% of global market share

Total banking revenue in USD billions



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; annual reports of eight banks in Europe (Barclays, BBVA, BNPP, Crédit Agricole, DB, HSBC, Santander, and SG), seven in America (BoFA, Citi, GS, JP Morgan, MS, RBC, and Wells Fargo), and three in APAC (DBS, MUFG, and Nomura). Standard Chartered is excluded as revenue disclosure can't be mapped consistently with previous years.



“Shifting interest rates, rising digital expectations, and the growth of private credit are reshaping lenders’ strategic priorities. These dynamics are intensifying pressure to modernize technology and compete in a landscape where fintechs and alternative business models increasingly set the pace of change.”

Andrew Bateman

Executive Vice President, Lending,
Finastra, UK

NBFIs and fintechs are capturing traditional strongholds

Competition is intensifying as NBFIs and fintechs move deeper into core banking activities. In lending, capital requirements since the financial crisis have pushed CIBs to retreat from higher-risk balance-sheet lending, creating structural space for private credit to scale. What started as a niche alternative has become a mainstream source of corporate financing.

According to our financial institution client survey, 70% of NBFIs cited private credit as one of their top revenue drivers in FY 2024–25. In leveraged finance, this transition is especially pronounced, with private debt funding increasing from ~68% of global buyout deals in 2021 to ~77% in 2024, reflecting a steady shift in financing preferences.¹

Banks have responded by adopting four key strategies:

1. **Partnerships and joint ventures:** banks have partnered with private credit firms through co-origination arrangements and balance-sheet sharing models. For example: Citigroup started a private debt partnership with Apollo, while Societe Generale collaborated with Brookfield to launch a private debt fund, and BNP Paribas and Apollo launched a private credit collaboration.^{2,3,4}

2. **Internal collaboration:** banks have launched dedicated private-credit funds through their asset or wealth management arms. For one, Goldman Sachs Asset Management now offers services dedicated to private credit in the APAC region.⁵
3. **Specialty financing teams:** banks have created specialized units for faster execution and with bespoke structures. J.P. Morgan Chase accomplished this by earmarking USD 50 billion for direct lending, and deployed over USD 10 billion across more than 100 private credit transactions through specialized teams focused on rapid, customized deal structures.⁶
4. **Hybrid structures and Significant Risk Transfer (SRT) optimization:** banks have used SRT transactions to achieve capital relief and transfer credit risk to third-party investors. Consider Banco Santander S.A.: in 2025 and moving into 2026, the bank continued its strategy as a major issuer of SRTs, planning to offload approximately EUR 40–45 billion (USD 43–48 billion) in risk-weighted assets to optimize capital efficiency while maintaining customer relationships.^{7,8}

Even so, non-banks continue to make significant inroads into traditional CIB businesses. Fintechs are rapidly transforming the interface between treasury and cash management, with 58% of businesses already using fintech platforms for essential treasury functions.⁹ Instead of managing separate bank portals, companies now use integrated fintech ecosystems that incorporate payments,

foreign exchange, liquidity management, and cashflow automation directly within their ERP systems. This provides a unified, smooth operational layer for corporates, gradually diminishing the prominence of traditional banks.

API aggregators have promoted this trend by unifying multi-bank connectivity, so companies can initiate transactions, compare prices, and view cash positions across all their bank accounts on a single platform – effectively bypassing traditional bank portals. As third-party platforms handle daily digital interactions, banks risk being seen as commodities rather than strategic partners. The magnitude of this shift is clear: in 2024, Kyriba managed 3 billion transactions worth approximately USD 15 trillion, highlighting the vast transaction volume it processes for corporate clients.¹⁰

A similar redistribution is unfolding in trading. Non-bank trading firms are expanding beyond niche strategies into core market-making and execution, enabled by stronger technology platforms, faster execution, and lighter regulatory constraints. As a result, non-banks are expected to account for 30% of global trading volumes by 2030, representing an increase of 10 percentage points from 2025.¹¹

While trading revenues in absolute terms remain concentrated among large banks, non-banks are steadily closing the gap and now operating at meaningful scale. In particular, the year-over-year growth statistics in figure 2 clearly show the increasing competitive pressures on banks in core trading activities.

Together, these developments indicate a significant redistribution of CIB revenue pools. Private credit is absorbing lending assets that once generated stable balance-sheet returns for banks. In some areas, fintechs are leading clients' engagement, and non-bank trading firms are capturing a growing share of flow-driven revenues.

For banks, this pressure is eroding both asset-based and transaction-based income streams. A part of the revenue pool traditionally captured by CIBs has permanently shifted away. Competitive advantage now depends on differentiated advisory capabilities, integrated platform-centric solutions, and effective use of data and technology rather than balance-sheet strength alone.

Figure 2.
Non-banks are outperforming CIBs in global trading revenue growth

	% growth 2023–24	Trading revenue in USD billions (H1 2025)
Hudson River Trading	100%	5.3
Jane Street	94%	17.3
Citadel Securities	55%	5.8
Optiver	26%	3.77 (2024)
Morgan Stanley	16%	12.6
Goldman Sachs	13%	16.4
J.P. Morgan	7%	18.6

■ Non-bank ■ Bank

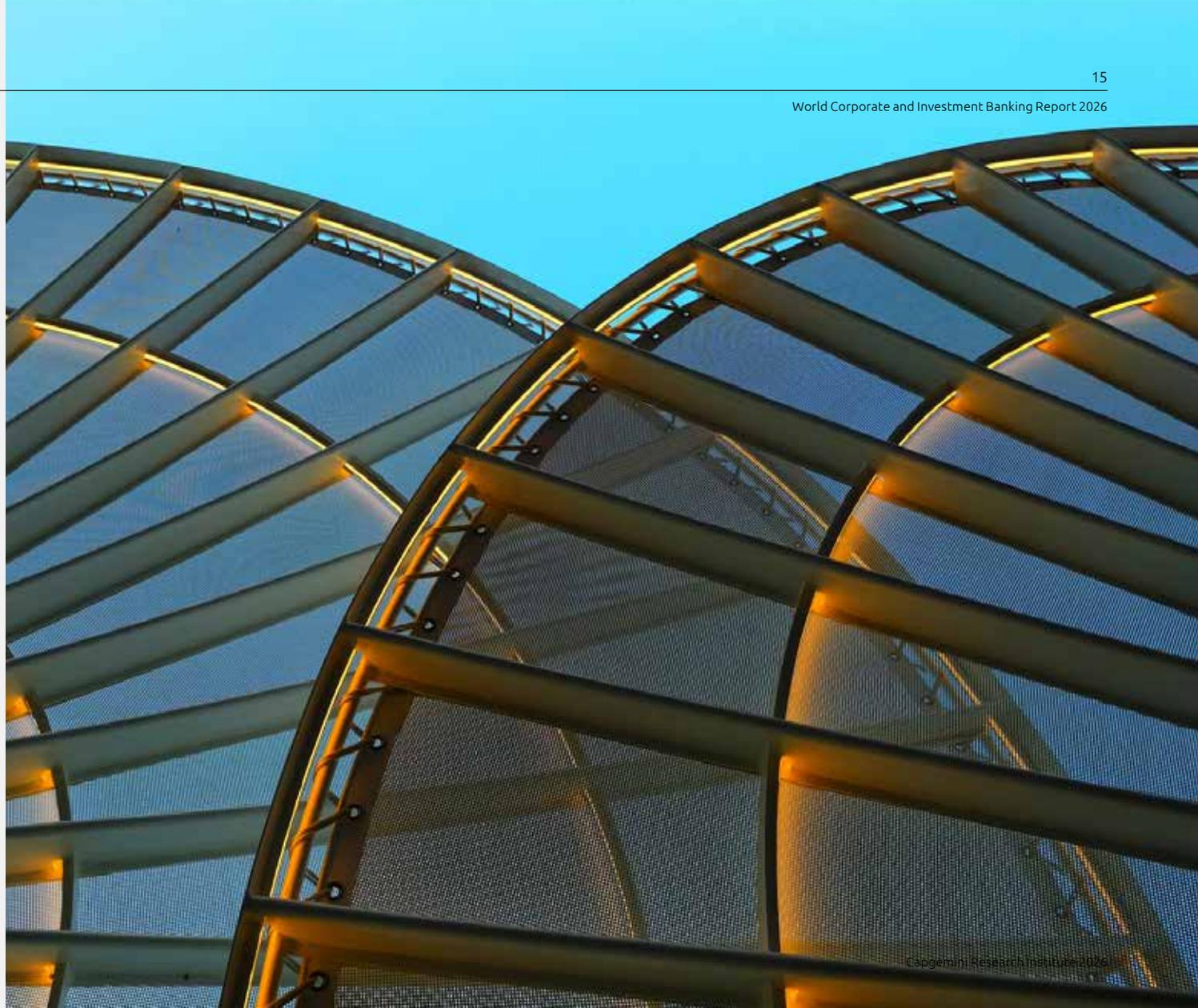
Sources: Capgemini Research Institute for Financial Services Analysis 2026, Bloomberg,¹⁵ Financial Times,¹⁶ Optiver.¹⁷



“Few disruptors can match the full breadth of CIB services today, but competition is heating up around speed, transparency, and depth of capability. Banks still hold an edge in delivering integrated solutions at scale – yet aggregation models and tech-first platforms are emerging as credible alternatives.”

Geoff Kot

Head of Platforms – CIB,
Standard Chartered, Singapore



Banks are failing to give clients what they need

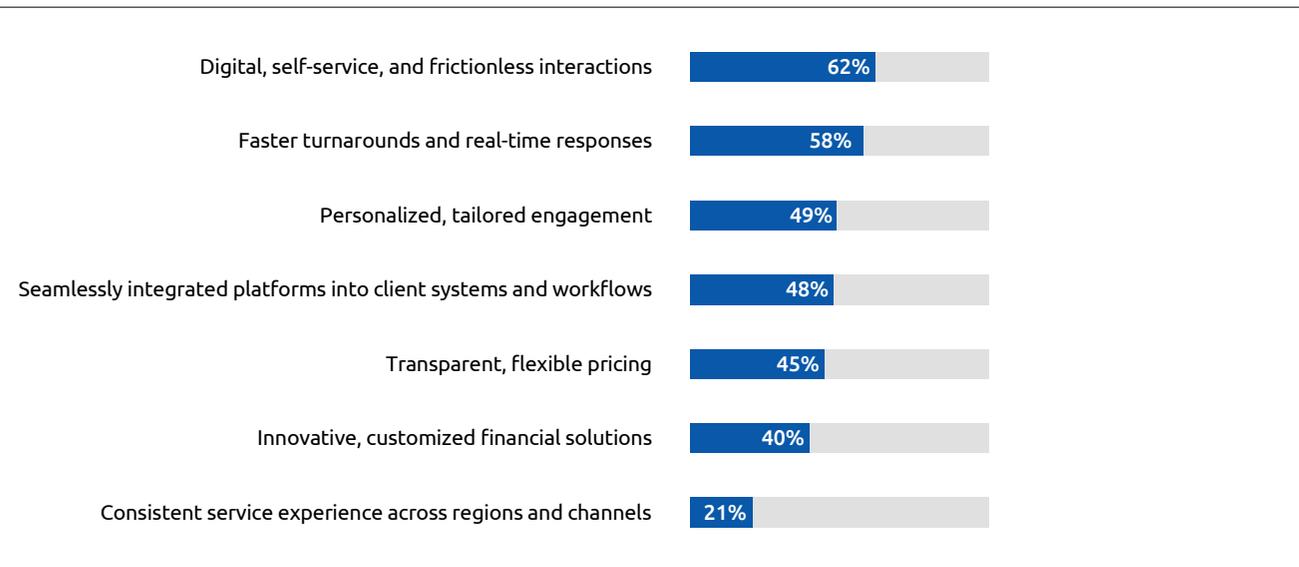
Expectations for outstanding customer experience (CX) are rapidly evolving: institutional and corporate clients seek deeper expertise, greater intimacy, and a more responsive, transparent service. A new baseline for these increasingly client-centric service expectations is laid out in figure 3.

As noted by Dr Murat Ulgen, Global Head of Macro Research, HSBC Markets, UK, *“Rapidly changing macro conditions have pushed institutional investors toward fast money behaviors, prioritizing near-term dynamics and quick decision cycles. This shift has transformed expectations, demanding faster insights, sharper signals, and research aligned to a market that moves week by week.”*

20%

Clients are satisfied with the services offered by their banks

Figure 3.
Today’s clients expect convenient, cutting-edge banking
 (Top expectations of clients from their banks)



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; World Corporate & Investment Banking Report 2026 client survey, n=600



"Lengthy onboarding, fragmented KYC processes, and inconsistent operating models across banks continue to slow corporate interactions. These legacy practices create major inefficiencies and expose a growing gap between what corporates expect and how quickly traditional CIB services are modernizing."

Matthieu Bouchery

Head of Group Financing and Treasury,
Orange, France

As clients' expectations rise, banks are struggling to keep up – and the gap is only getting bigger. Just 23% of corporate and other Financial Institution (FI) clients believe their banks fully meet their needs, and only 20% say they're satisfied with the services they receive. This frustration is directly increasing flight risk, as more clients actively explore alternative providers that offer faster, more transparent, and more responsive services: a landslide 85% of surveyed corporate clients say they're engaging with – or plan to engage with – NBFIs in the next 12 months.

The higher cost of doing business is causing additional stress

Rising cost burdens are challenging banks more than ever. Of the bank executives we surveyed, 61% cited high compliance expenses as a major business performance pain point, while 49% pointed to high operational costs. Together, these factors are putting a strain on banks' profitability and their ability to modernize and innovate.

Overall, several persistent factors are driving up costs:

- **Operational compliance requirements:** ever-more rigorous compliance – like Know Your Customer / Anti-Money Laundering (KYC/AML) standards, stricter sanctions screening, and expanding regulatory

reporting obligations – are being compounded by the need for global CIBs to comply with multiple, often non-harmonized, regulatory regimes across regions. According to our banking executive survey, 73% of APAC respondents, 60% of European respondents, and 56% of North American respondents consider compliance a major operational challenge.

- **Higher capital costs:** stricter capital and liquidity requirements, including the Basel III framework, are driving up the cost of capital and constraining balance-sheet efficiency, particularly for market-making, Over-the-Counter (OTC) derivatives, and specialized corporate lending. Beyond higher capital buffers, CIBs must upgrade their risk data aggregation, stress-testing, and reporting infrastructure to comply with regulations. Subsequently, banks must hold more capital against similar activities and upgrade their technology systems to stay compliant.

85%

Corporate clients are engaged with, or planning to engage with, NBFIs in the next year



“Corporate and investment banks balance three priorities: grow income, reduce cost-to-income ratios, and boost return on equity. With legacy systems consuming at least half of budgets, banks need lean, low-cost operating models.”

Karim Hajjaji
Global COO – CIB,
Santander, UK

- **Business resilience and cybersecurity mandates:** rising regulatory and supervisory expectations for operational resilience are driving firms to invest in monitoring, encryption, cyber defense, and resilience testing. According to our survey, 43% of banking executives in APAC, 30% in Europe, and 25% in North America cite this as a major challenge. CIBs don't just need to show that they can document controls – but that they can prevent, absorb, and recover from severe operational disruptions. This requires sustained investment in 24/7 security operations, advanced threat detection, system redundancy, and scenario testing to meet regulatory standards and protect against increasingly sophisticated threats.

Even though regulatory requirements place a heavy burden on CIBs, they're also a key source of institutional trust – and this benefit is an important one. Innovation can enable CIBs to achieve the best of both worlds: safeguarding trust and compliance while unlocking efficiency, improving profitability, and meeting clients' rising expectations. In this context, the question is no longer whether regulatory change is coming – but how banks respond to both the pressure and the opportunity.

61%

Banking executives cited high compliance expenses as a major business performance pain point



“Artificial Intelligence is becoming the orchestration layer for all banking workflows – integrating payments, liquidity, risk, compliance, and forecasting. Institutions that industrialize AI will unlock major efficiency gains and deeper client engagement, while those that fall behind will face rapid competitive erosion.”

Philippe Henry

Chair of the Advisory Board,
Kyriba, France

Competitive urgency demands action now

After more than a decade focused on regulatory remediation and balance-sheet repair, CIBs are entering a far more demanding business landscape:

- While industry revenues have stabilized, competitive intensity has accelerated.
- Non-bank lenders continue to gain share (with private credit assets surpassing USD 1.7 trillion globally in 2024), while fintech platforms increasingly control client interfaces in treasury, payments, and trading.¹⁵
- At the same time, costs are rising across regions driven by legacy technology, cyber and operational resilience mandates in Europe, and growing data and compliance requirements globally.

Choosing not to act is becoming an increasingly costly option. The consequences? Declining client relevance and persistent margin compression. As some institutions hesitate, others are already reshaping their platforms, partnerships, and operating models to compete in a more fragmented, digital-first market. The longer CIBs wait, the higher the cumulative cost of these missed decisions becomes.





2

**Innovate boldly
to unlock real,
transformative change**



“Proofs of concept may be clever and quick to build, but they rarely change day-to-day operations. The promise of AI is enormous, yet the reality still lags. Until solutions scale across the full value chain, the impact will remain limited and largely superficial.”

Maroun Eddé
President,
Murex, France

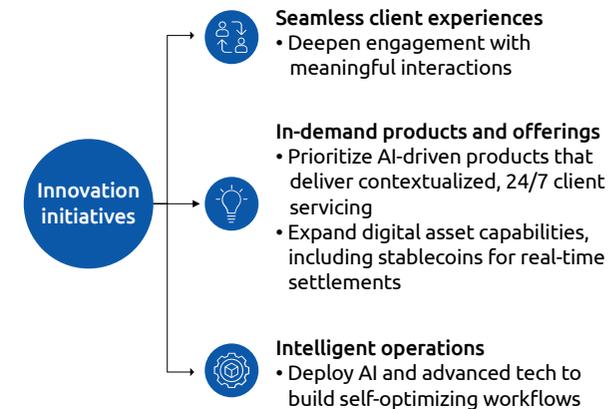
In response to mounting competitive and cost pressures, most CIBs aren't standing still: instead, they're pursuing innovative initiatives on multiple fronts. As figure 4 describes, they're focusing on three core levers: strengthening client engagement, enhancing products and services, and improving internal operations. These efforts reflect a pragmatic shift towards selective modernization, as banks fight to stay relevant while managing risk, cost, and complexity.

Strengthen client experience to increase engagement and satisfaction

Client experience now sits at the center of modernization efforts. Banks aim to deliver interactions that feel consistent, intuitive, and tailored to each client across every touchpoint. As expectations continue to rise, institutions must elevate engagement from transactional support to a relationship model that's timely, contextual, and informed by real client behaviors.

Clients have firmly shifted to digital-first engagement, and their expectations continue to grow. Our corporate and FI client survey shows that 82% prefer to interact via digital channels, including dedicated portals, email, and virtual advisory sessions. This trend reinforces the need for unified, consistent digital touchpoints.

Figure 4.
Banks are turning to innovation to enhance client services, revenue, and efficiency



Source: Capgemini Research Institute for Financial Services Analysis, 2026.



“Most of the things that are commoditized are not worth building yourself. But anything the client touches – anything that shapes the client experience – is where you differentiate. That is what you invest in and build.”

Frédéric Chanfrau

Managing Director, Technology,
Transaction Banking, TD Securities, USA

Despite this shift, clients are still encountering friction:

- 92% report limited integration with internal systems like Enterprise Resource Planning (ERP) and treasury platforms.
- 89% cite limited personalization or flexibility.
- 87% are struggling to track their transactions or access consolidated reporting.
- 68% point to the lack of advanced analytics and forecasting capabilities.

Banks are addressing these issues by transforming interaction channels into connected service ecosystems. Firms are building digital environments where data, processes, and interactions flow seamlessly across ERP, treasury, and core banking systems. The goal? To give clients a single view of their activity, consistent service across channels, and proactive, always-on support throughout their financial workflows. To deliver this experience, banks are deploying new technology foundations, strengthening data management, and redesigning client journeys.

As these foundations mature, GenAI can serve as a contextual decision-making copilot, tailoring insights, recommendations, and workflows to each client’s needs. AI dashboards provide real-time visibility into transactions, exceptions, and reports, while embedded predictive analytics and forecasting can support scenario planning and faster decision making.

Early adopters have already shown what this evolution looks like in practice:

- In 2025, Citibank enhanced its CitiDirect platform with proactive, AI-driven guidance and seamless ERP integration, reducing ERP implementation time from seven weeks to less than a day.¹⁶
- Similarly, that year, Finastra launched Assist.AI (an AI-powered assistant for its Trade Innovation platform), which lets banks and corporate clients access contextual guidance, simplify trade finance processes, and enjoy a faster, more intuitive user experience (UX).¹⁷

These examples show how advanced engagement capabilities make bankers more effective, improve the speed and quality of interactions, and convert digital channels into a sustained, service-led advantage.

Enhance products and services to ensure market relevance

As banks enhance clients’ experiences, they’re also broadening their product and service portfolios to stay competitive in a rapidly evolving market. Our survey of banking executives indicates that 52% of firms are prioritizing delivering innovative products and client solutions.



“We prioritize responsiveness and strong relationships when selecting CIB providers, but we also seek partners that continue to invest in technology and innovation, especially in AI-driven forecasting and holistic digital platforms that enhance cashflow visibility.”

Alex Duncanson

Global Treasury and Cash Performance Director,
Pernod Ricard, France

In global banking, 77% of banks are prioritizing real-time treasury capabilities that capture high-velocity cross-border payment flows and the associated FX transaction spreads. These solutions let corporates manage their liquidity dynamically across multiple jurisdictions, while generating recurring revenue for banks.

For example, Citi’s integration of Citi Token Services with its USD clearing solution – enabling 24/7 liquidity management and real-time cross-border payments – shows how digital innovation can reshape treasury operations. Citi’s move reduced settlement risk, improved execution speed, and deepened client engagement.¹⁸

Supply-chain finance and embedded financing ecosystems rank second, cited by 55% of banking executives as priorities. These platforms enhance financing decisions by improving visibility into client cashflow and working capital dynamics, driving higher lending volumes and recurring interest income.

For CIBs, embedding finance into client workflows creates stickiness, and positions them as strategic partners rather than simply transactional lenders. J.P. Morgan’s supply-chain finance solution, integrated with Oracle Fusion Cloud ERP, exemplifies how embedded models deliver speed and transparency for corporates while generating steady revenue streams for banks.¹⁹ In global markets, next-generation AI products are gaining traction, with 65% of banks focusing on algorithmic trade execution,

AI-driven hedging, and research insights. These offerings command premium pricing for contextualized risk advisory and advanced execution. Take BNP Paribas: it has enhanced its FX business with automated workflows and next-gen algorithmic tools, enabling better pricing and positioning its platform as a plug-and-play service for clients – a model that scales across asset classes.²⁰

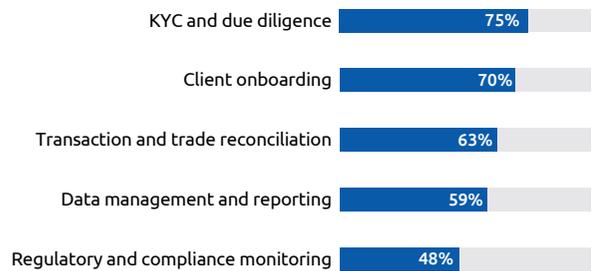
Asset tokenization is also becoming increasingly relevant. Leaders from 51% of the banks we surveyed say they’re exploring tokenized products to unlock new fee streams through digital custody, token issuance, and premium services, while meeting client demand for 24/7 settlement and greater transparency.

Together, these shifts show how banks are developing a new generation of offerings that deepen client engagement, strengthen competitive differentiation, and ensure their services stay relevant as client needs, technologies, and market structures evolve.

77%

Banks are prioritizing development of real-time treasury capabilities

Figure 5.
Top five inefficient workflows across the CIB value chain
 (% of banking executives saying the process is highly manual and fragmented)



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; World Corporate & Investment Banking Report 2026 banking executive survey, N=150

Accelerate process optimization to gain productivity

Firms looking to modernize are also shifting their focus toward strengthening the operational backbone that supports their end-to-end execution. As summarized in figure 5, several foundational processes still show long-standing inefficiencies that slow execution and limit the impact of broader digital investments.

As automation, data flows, and interconnected workflows expand across enterprises, reinforcing these core processes has become essential to sustaining day-to-day operations. In response, banks are deploying advanced technologies and redesigning workflows across the value chain to improve reliability, scalability, and control.

Let's now look at how innovation is transforming each of these processes.

Client onboarding and KYC

- Banks are now automating onboarding and KYC through AI-powered document processing, parallel task execution, and reusable digital identity frameworks. These capabilities compress onboarding timelines by up to 40% while reducing repetitive data requests across jurisdictions.²¹ Multi-agent AI systems now handle

end-to-end KYC, integrating data collection, verification, and exception management, letting firms process up to 3X as many cases every month.²²

Transaction and trade reconciliation

- Multi-agent AI systems enable near real-time reconciliation by coordinating validation across documents, rules, and counterparties through a shared source of truth. GenAI technologies can extract, interpret, and compare data from unstructured document sources. Event-driven agents automatically detect discrepancies, propose corrections, and escalate edge cases that need human judgment.

These capabilities speed up reconciliation cycles, and improve liquidity and risk management, and reduce operational costs in high-volume, document-intensive trade environments, all while enhancing transparency across the end-to-end transaction lifecycle.

End-to-end AI-driven automation for a global CIB

Challenge: A global corporate and investment bank struggled with operational inefficiencies within its KYC function. With over 1,000 staff relying on manual process, the department faced significant bottlenecks in a document-heavy environment. These challenges resulted in client frustration due to repetitive and lengthy onboarding procedures.

Strategy: Capgemini collaborated closely with Microsoft to help the bank launch large-scale transformation focused on AI-enabled end-to-end automation. Around 80% of client-level processes were automated using GenAI-driven solutions. The Target Operating Model was redesigned to shift from a multi-level manual review structure to a streamlined, automated flow supported by centralized quality assurance and exception-based

handling. A comprehensive AI strategy was defined for activities including data collection, client outreach, document analysis, and screening – built using Microsoft Power Platform and Azure capabilities.

Business: The program delivered a client-centric, scalable platform that accelerated processing timelines and improved transparency. Automated controls reduced operational and compliance risk. The bank targeted 30–35% net savings through optimized licensing, reduced data costs, and new control mechanisms. The AI-driven framework also enabled rapid replication of automation across additional processes, strengthening long-term operational resilience.



“Mitigate efficiency bottlenecks in manual tasks by using AI and LLMs. Fragile processes, data gaps, and the complexity of combining language, analytics, and rules can stall progress. Focus on a few end-to-end processes, scale what works, and avoid random experimentation.”

Stefanie Nicholls

Head of Strategy, Commercial & Institutional,
NatWest, UK

discrepancies, propose corrections, and escalate edge cases that need human judgment.

Data management and reporting

- In some cases, shared Distributed Ledger Technology (DLT)-based ledgers strengthen data integrity and enable end-to-end traceability across regulated financial workflows. A single, tamper-resistant record makes sure transaction data is saved and stored consistently, so it can easily be audited and verified. This foundation supports timely, reliable reporting and provides trusted data for analytics and AI-driven insights. Lastly, these types of architectures reduce manual reconciliation efforts and improve firms’ decision-making abilities.

Regulatory compliance monitoring

- AI-driven screening engines now manage sanctions checks, negative news monitoring, and transaction surveillance with much more contextual understanding. They can reduce false positives, improve case prioritization, and accelerate investigations. GenAI supports analysts by drafting escalation rationales and producing consistent, audit-ready documentation. Automated workflows help banks meet regulatory expectations across jurisdictions while lowering operational costs. Together, these advancements reduce regulatory incidents and improve audit readiness, building greater trust with both supervisors and clients.

Advanced technologies – like GenAI, agentic AI, machine learning, and DLT – enable end-to-end, self-optimizing workflows that extend beyond point automation. These workflows keep learning from operational data, automatically adjust decisions, routing, and controls, and improve outcomes over time without hands-on reconfiguration.

As banks embed these capabilities, control over process execution shifts from manual oversight to algorithmic orchestration, with systems increasingly managing decisions, routing, and controls across workflows. As a result, banks become more adaptive, respond faster to change, and deliver more consistent outcomes across regions and business lines.

Global banks are already showing the impact of advanced technologies across critical workflows. BNY Mellon’s 1Source initiative uses DLT to eliminate annual reconciliations and create a single source of truth for settlement processes, significantly reducing operational risk and improving liquidity management.²³



“There’s been plenty of talk about AI’s potential to transform how work gets done. But on the ground, that change isn’t visible. Teams aren’t using AI, and those conversations haven’t translated into practical impact.”

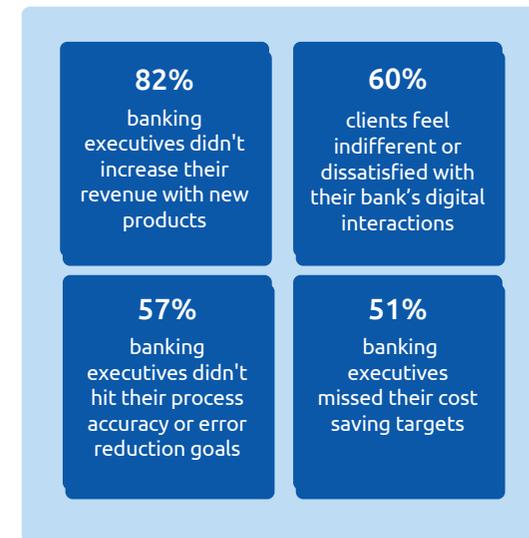
Cormac Donohoe
Industry Adviser,
Armstrong Wolfe, Ireland

Current innovations fail to generate enterprise-wide returns

Despite banks’ intention to innovate, many are struggling to translate investments across intelligent operations, innovative products and services, and seamless client interactions into proportional, enterprise-wide outcomes. Figure 6 summarizes the substantial value shortfalls identified by executives in our research. Although initiatives do span AI-enabled workflows, digital asset capabilities, and enhanced client engagement, the results are still incremental and localized.

Banks are encountering multiple challenges that slow deployment, limit consistency, and undermine value realization. Let’s look at four of them: understanding these challenges is critical because they determine whether innovation remains incremental or becomes a durable source of performance uplift.

Figure 6.
Banks struggle to meet expected value across the enterprise



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; World Corporate & Investment Banking Report 2026 banking executive survey, N=150; World Corporate & Investment Banking Report 2026 client survey, N=600.



Fragmented data constraints

71% of executives say fragmented data across business lines is the primary constraint to value creation. Client records sit in separate systems with inconsistent definitions, lineage, and access rules. The result is teams working with partial views, and models learning from incomplete signals.

Limited access to timely information compounds the issue. When platforms can't assemble current positions, cash, and risk in one place, analytics arrive late and lose relevance. Advisors remain reactive, opportunities slip, and banks struggle to convert intelligence into revenue even when individual tools look promising. Only 30% of banking executives say they can give their clients proactive strategic insights.

Fragmentation also blocks reuse. The absence of shared catalogs and quality benchmarks drives duplication and higher costs. Without unified data foundations, pilots remain isolated and enterprise impact stays limited.

Legacy systems

Legacy systems are the second major barrier. Banks devote 43% of their annual IT budgets to running and maintaining older platforms, while only 29% goes toward innovative or transformative technologies, like DLT, AI, and tokenization. New solutions must connect to these legacy environments through multiple handoffs and custom rules. As a result,

66% of executives report that legacy environments are making it more difficult to integrate and directly slowing down change. So, initiatives that look efficient on paper break down in production, forcing manual workarounds that erase expected gains.

AI model reliability and governance issues

Model reliability, lack of governance, and control framework constitute the third major barrier. Today, 49% of banking executives report AI model reliability issues, while only 26% say their bank has a centralized AI governance model. Banks need clear standards for accuracy thresholds, escalation

As highlighted by Monique Hoeben, CTO Wholesale & Rural of Rabobank in the Netherlands, *"The fragmented CIB tech landscape limits AI's impact, demanding focus on select processes. Strong data foundations remain essential, while process and IT simplification continues to be difficult in a context of ongoing growth."*



“The main challenge is structuring and enriching data before applying optimization algorithms. Orchestrating technologies like Retrieval Augmented Generation (RAG), machine learning, and NLP across end-to-end processes is key, but approach full autonomy with caution.”

Mohamed Kallala
CEO, Natixis, France

paths, monitoring requirements, guardrails, defined ownership, and human oversight across the model lifecycle. Without those standards, teams hesitate to automate decisions, and adoption stalls after pilots – even when individual models perform well.

Privacy and confidentiality concerns add to the challenge: 45% of banking executives say these concerns limit model training, which puts a ceiling on automation and insight. Models get stuck in limited production, with extensive human-in-the-loop checks, leading to uneven benefits. Without reliable, explainable models and consistent governance, AI remains an experiment rather than an operating advantage.

Culture and talent

Finally, culture and talent are still critical barriers to scaling innovation. Our banking executive survey reveals that 41% of banks report shortages of skilled technology and data talent, while 39% of banks cite their conservative culture as slowing experimentation and preventing innovation from becoming a part of daily operations. Without clear accountability and incentives, teams treat technology or AI as an add-on rather than as a core part of how work gets done – leaving innovation fragmented and too siloed to deliver enterprise-wide impact.

The innovation efforts that are underway reflect genuine intent, but most remain incremental extensions of existing

capabilities. As a result, they fail to overcome the structural constraints that hold banks back from realizing the true value of their data, technology, and AI investments.

What banks need is a bold step change driven by a clear, unified vision of the future, articulated and sponsored by senior leadership. Banks also need a long-term financial commitment to support this vision, backed by sustained investment in operating model redesign, risk governance, robust data and technology foundations, and a culture that encourages innovation and accountability. Only by pivoting from incremental enhancements to transformative action can banks convert ideas into measurable business impact at scale.

71%

Executives say fragmented data is the main blocker to value creation

3

**Reimagine the growth
journey: Become a
client-centric capability
orchestrator**



“Fintech solutions are viewed as risky for core treasury operations. Banks maintain trust due to established governance and escalation channels, providing assurance that senior leadership can intervene when critical issues arise – an advantage newer players cannot yet match. Savings are not so obvious.”

Benoit Cuiquet

SVP Treasury, Financing & IR,
Suez, France

For CIBs to move decisively beyond today’s constraints, first they need a clear picture of what transformation looks like. The next generation of CIBs won’t be defined by incremental improvements – but by a fundamentally different way of orchestrating value for clients. This future model brings together architecture, data, intelligence, and trust into a single, enterprise-wide capability system that lets banks operate with speed, precision, and resilience across increasingly digital, interconnected markets.

At the heart of this shift is the emergence of the ‘client-centric capability orchestrator’ – the CIB of tomorrow. This is based on four mutually reinforcing capabilities:

1. Adopt a flexible, connected business model that accelerates change.
2. Build a scalable, flexible, and resilient data and technology architecture that powers real-time interactions, embedded services, and AI-powered business workflows to elevate decision making and enable self-optimization.
3. Become a trusted digital partner with governance that embeds security, resilience, compliance, and flexibility across every layer of the enterprise and its ecosystems.
4. Reinforce a culture and invest in talent that lays the foundation for innovation and client-centricity.

Together, these capabilities can unlock a progressive value creation curve:

- In the first 1–2 years: banks strengthen their operations with intelligent processes and a seamless client experience.
- In the next 2–3 years: AI-embedded services begin to differentiate how banks advise, execute, and manage risk.
- In 3 years and beyond: CIBs that combine these capabilities reposition themselves as trusted financial orchestrators, shaping flows and market infrastructure in ways that weren’t possible under legacy models.

This vision sets the course for the transformation roadmap that follows – outlining the practical steps CIBs need to take to become the banks of the future.

Refocus strategy to break historical barriers

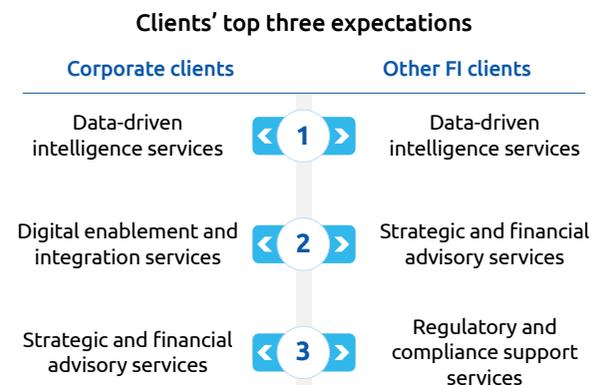
To become the CIBs of tomorrow, banks need to be decisive in transforming the four foundational dimensions outlined above. This shift involves breaking – once and for all – the structural barriers within each of them that have historically hindered CIB innovation:

- Legacy operating models fragment client journeys across asset classes, regions, and booking centers.
- Data remains trapped in product towers, inhibiting real-time decisioning and preventing banks from monetizing insights.
- Governance frameworks emphasize risk mitigation over scalable intelligence, slowing the adoption of AI, agentic workflows, and digital ecosystem connectivity.
- Talent systems keep rewarding deep specialization without promoting the cross-functional, AI-enabled capabilities required in modern markets.

A strategic refocus is required to reposition these areas as engines of differentiation rather than as constraints.

The next and last section of our report explores how each of these dimensions can be radically reimagined to activate a client-centric, capability-orchestrated CIB. The objective is to unlock enterprise-level performance and position banks to lead in a digital, data-driven landscape.

Figure 7.
Clients demand value-added services,
not individual products



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; World Corporate & Investment Banking Report 2026 client survey, N=600.

Barclays reinvents digital research to boost market leadership

Challenge: Barclays Investment Bank set out to overhaul its digital research platform to deliver a more immersive, client-focused experience for institutional investors. Although the existing Barclays platform was comprehensive, it fell short on real-time personalization and seamless navigation. Clients faced fragmented information and lacked the interactive tools they needed to engage with analysts. To boost loyalty and reinforce its market position, Barclays needed a scalable solution that unified research access and supported data-driven decisions.

Strategy: Barclays partnered with Capgemini to redesign its platform with a user-first approach and advanced technology. The new platform introduced curated content hubs, interactive flip cards, real-time

data streaming, and unified, AI-powered search. A modern design language improved navigation across web and mobile. Capgemini's team delivered the transformation through strategic design, agile execution, and continuous innovation, letting Barclays manage live events and deliver personalized research at scale.

Results: The upgraded Barclays platform now offers unified access and a highly personalized, interactive experience. Real-time analytics and immersive tools deepen analyst engagement and strengthen client retention. Scalable architecture and AI-driven features let Barclays quickly adapt to clients' needs, driving incremental revenue and cementing its leadership in investment banking research. By aligning technology with client priorities, Barclays and Capgemini set a new standard for digital research platforms.

1. Redesign the organization around client-centric, not business-centric, models

Clients are increasingly demanding integrated solutions that combine intelligence, execution, and advisory services. As illustrated in figure 7, both corporate and financial institution clients are most focused on solutions that enable better decision making, enhance operational efficiency, and integrate banking features directly into their workflows. To meet these demands, CIBs should shift from simply producing products to adopting business models centered on delivering client outcomes.

A modular, platform-led core is one way to cater to this shift in client demand. Banks can consolidate core capabilities like payments, FX, trade, liquidity, and treasury into integrated building blocks and share them through Application Programming Interfaces (APIs) for seamless client integration. Unifying client, transaction, and risk data enables connected propositions that fit naturally into client operating models.

Deutsche Bank's dbX is a case in point, bringing commercial payments, transactional FX, and liquidity tools into a unified suite that strengthens engagement with correspondent banking clients.²⁴ This platform-led model lowers cost to serve, creates scalable operations, and broadens wallet share through integrated solutions.

Ecosystem-driven distribution is another way for banks to expand client value. By embedding their capabilities onto partner platforms where clients already operate, banks can close proposition gaps and extend reach without proportional investment. Partnerships like Natixis CIB and Woori Bank in global private debt show how combining origination and distribution strengths creates differentiated outcomes for clients and accelerates commercial impact.²⁵

Banks are also collaborating with specialist firms to enhance the depth and precision of client-facing capabilities. A good example of this is Barclays' multi-year partnership with S&P Global: the two are blending proprietary data with advanced analytics to strengthen cross-asset pricing and valuation, showing how external collaboration can significantly expand analytical reach in areas that need deep sector expertise.²⁶

As noted by David Souilijaert, Group Head of Corporate Finance, Treasury and Cash Controlling at Capgemini in France: *"AI adoption is uneven across banks, and fintech partnerships are increasingly shaping how these technologies integrate into treasury and banking services. Firms that move faster will gain a decisive edge, delivering superior client experiences and redefining market leadership."*



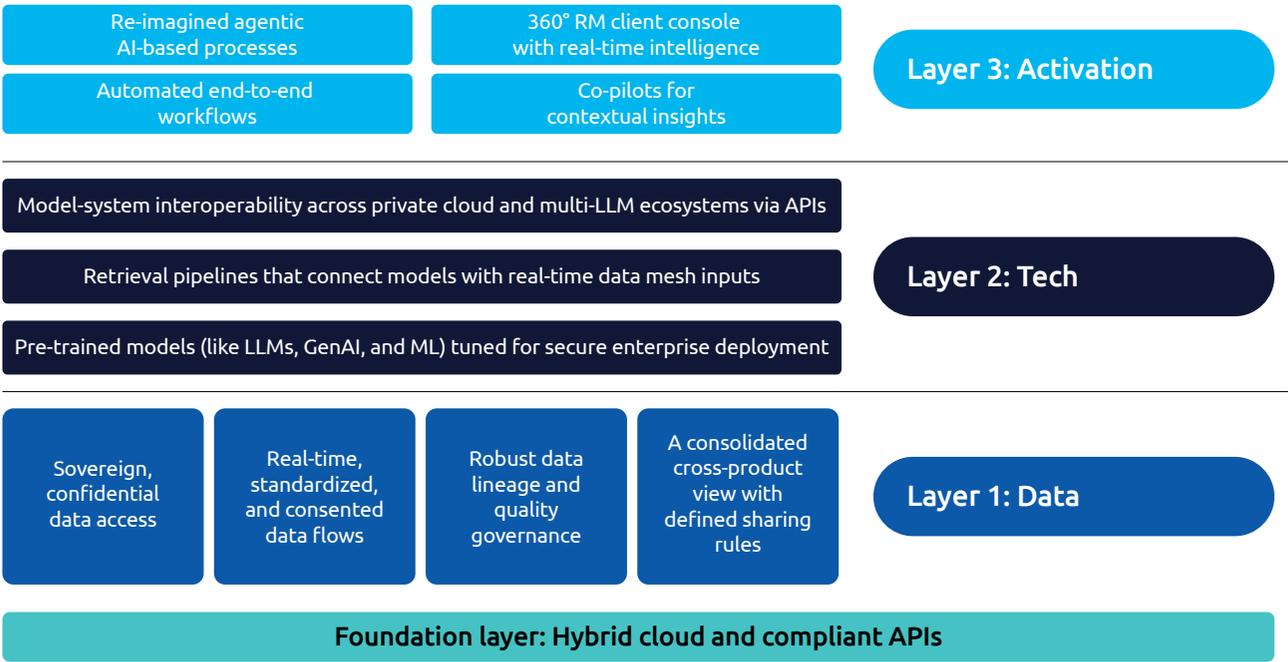
Ultimately, banks unlock scale, speed, and wallet share when they're structured to deliver client outcomes rather than discrete transactions.

2. Build the right data and tech to drive innovative, scalable workflows

As banks digitize client, market, operational, and risk workflows, data quality and architectural readiness have become the gating factors for enterprise impact. AI is now exposing long-standing fragilities across CIBs, including inconsistent client representations, duplicate datasets, and ungoverned flows of unstructured documents that are repeatedly uploaded into LLMs. Each of these issues can lead to rising costs, risks, and operational latency.

It's essential for firms to simplify and stabilize their front-to-back journeys before they apply AI, because sustainable value can't be created by bolting intelligence onto fragmented, human-centric processes. Now more than ever, CIBs need the right technology architecture in place to support a successful digital infrastructure. Figure 8 presents a summary of a recommended layered strategy, which we'll dive into next.

Figure 8. Data, technology, and activation layers are all key to a trusted digital infrastructure



Source: Capgemini Research Institute for Financial Services Analysis, 2026.



“Data is the cornerstone of successful AI and digital transformation. Without secure access to high-quality internal data and documents, advanced technologies deliver only limited value. The ability to structure, govern, and reuse data seamlessly across processes is no longer optional, it’s a critical competitive advantage.”

Guillaume Lesage

Deputy CEO,
Amundi, France

Infrastructure

A secure hybrid-cloud and API-enabled core that scales across regions and business lines is no longer optional. Front-running firms are deploying C4-grade environments for sensitive client, credit, risk, and regulatory workloads, combined with multi-LLM architectures that support safe, auditable, and governed model deployment. Without this capability, advanced features can’t be industrialized.

Layer 1: Data

- Converge on a unified, governed enterprise data mesh with strong lineage, permissioning, and quality standards. A persistent bottleneck across CIBs is unstructured documents circulating outside governance boundaries and being uploaded repeatedly into LLMs without standardization or oversight. This slows time to market, increases model drift, and inflates processing costs. It takes clear document governance, ingestion rules, and sharing protocols to resolve this challenge.

49%

Banking executives report AI model reliability issues

Layer 2: Tech

- Translate governed data into scalable insight and automation through interoperable retrieval pipelines and model orchestration patterns – so applications can access the right data at the right time, across private cloud and multi-vendor ecosystems. Many CIBs still rely on partial toolchains and bespoke integrations, creating heavy glue code and slow deployment. Standardizing intelligence architecture accelerates production-grade scaling.

Layer 3: Activation

- Embed intelligence into end-to-end workflows. Governed automation, retrieval-augmented intelligence, and agentic co-pilots should be integrated directly into journeys like onboarding and KYC, credit memo creation, document and contract processing, surveillance, reconciliation, and client servicing. A consistent insight from our interviewees is that banks must first fix process breakages and stabilize data definitions before they deploy AI in production, so automation can scale safely.



“Capital markets and corporate and investment banking customers remain constrained by data fragmentation. From research and pre-trade analytics through trade execution, settlement, reconciliation, and regulatory reporting, these firms are looking for ways to gain end-to-end visibility and consistency in their front-to-back workflows. Transformation requires a secure, scalable, and consistent data architecture built on harmonized data layers and cloud-native platforms like AWS, which enables advanced analytics, generative AI, and enterprise risk workflows to operate at institutional scale.”

Brian Cassin

Global Head of Capital Markets Specialists,
AWS, USA

Core elements of a trusted digital infrastructure

To support safe scaling, architecture must deliver four non-negotiable production standards:

- **Infrastructure-grade resilience:** zero downtime targets and industrial-scale reliability.
- **Security and cyber trust:** institution grade cybersecurity and safe routing of data, money, and risk.
- **Regulatory and compliance embedded:** AML, sanctions, reporting, and model approvals built into workflows.
- **Data integrity and auditability:** clean, permissioned, and traceable data as a trusted source of truth.

Certainly, building and then supporting this layered, trusted technology environment takes considerable effort:

- Clear C4 policies, data-sharing rules, and document governance reduce rework and curb shadow LLM patterns. Workforce readiness determines how quickly these capabilities scale.
- Broad-based AI fluency, data literacy, and end-to-end process understanding are required across business, risk, and technology teams.

- Leading institutions are training entire workforces on GenAI and establishing champion networks, while front-office teams accelerate adoption through curated use case catalogues and production-ready components.

When modern flexible infrastructure, governed data, interoperable intelligence, workflow-embedded activation, and an AI-enabled workforce come together, banks can operate as a trusted digital partner. Security, resilience, and compliance become structural, and insight flows to the point of decision, improving client outcomes and unit economics.

95%

Clients cite data privacy and security risks as their primary concern when adopting emerging technologies in banking services

3. Adopt strong risk management and governance for secure, trusted, and client-led innovation

As CIBs accelerate AI adoption, automation, and digital workflows, client trust has become the key factor influencing adoption. Clients expect innovation, but only if it comes with the same security, transparency, and risk management that have long characterized banking relationships.

Figure 9 illustrates this point: clients are concerned over data privacy, compliance, and decision transparency when assessing technology-enabled services. These trust gaps have direct commercial impacts. Hesitancy to rely on tech-driven interactions hampers decision making, restricts automation opportunities, and limits revenue growth for banks that can't demonstrate reliability at scale.

To overcome these barriers and enable scalable, client-led innovation, successful CIBs will adopt a production-first mindset, embedding risk and governance into the design and deployment of all new capabilities. This approach calls for multi-layered governance that balances the speed of innovation with the risk assurances and trust that clients and regulators expect elsewhere in the industry. Here's how various areas approach their governance models.

Figure 9.
Lack of client trust is still a top barrier for banks looking to adopt new technology



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; World Corporate & Investment Banking Report 2026 client survey, N=600.



“Compliance and legal teams are introducing hurdles for AI adoption. Standards are now stricter than those applied to traditional processes, which slows external deployment and heightens the risk of an AI-related incident if governance fails.”

Hubert de Lambilly

Head of Global Markets Continental Europe,
Middle East and Africa,
BNP Paribas, France

Strategic and organizational governance

- Define unified, client-centric innovation standards that apply across businesses, asset classes, and geographies.
- Establish clear decision rights for model approval, client data usage, and partner integration so new capabilities can move from concept to production without ambiguity or delay.
- Strengthen partner governance frameworks to manage risk while enabling collaboration with hyperscalers, fintechs, and ecosystem platforms.

Data, model, and process governance

- Make sure client insights and automated decisions remain accurate, explainable, and traceable by embedding data quality rules, LLM as a judge evaluation, and sentinel agent monitoring throughout the lifecycle.
- Govern sensitive data through predefined access tiers, lineage controls, and jurisdiction specific requirements.
- Apply process-level guardrails so AI-driven workflows can escalate exceptions in the right way, to protect transparency and trust.

Technology and architecture governance

- Implement architectural guardrails that ensure secure, consistent client journeys across systems. This includes resilient cloud and API foundations, standardized

retrieval and RAG patterns, and safe routing of data, money, and risk.

- Establish platform-level controls that prevent silent model drift, unauthorized tool access, and architecture fragmentation as capabilities scale and grow.

Regulatory, risk, and compliance assurance

- Embed compliance from design by aligning each use case with existing regulatory classifications, data localization rules, AML and sanctions requirements, and model risk frameworks.
- Apply real-time privacy and RAG governance so that all client-facing applications remain auditable and compliant across jurisdictions.
- Shift governance from “control after build” to “permissioned by design.”

Ultimately, CIBs should capitalize on their strongly regulated status to reinforce trust as a competitive advantage. Institutions that demonstrate security, transparency, and governance leadership will be the ones that clients trust to deliver AI-powered services at scale.



“Technology may enhance analytical capabilities, but it cannot replace the human depth required in advisory work. Complex transactions rely on judgment, empathy, and the nuanced interpersonal dialogue that shapes outcomes. Even as AI accelerates information processing, human expertise remains essential and irreplaceable.”

Steve Hufford

Senior Managing Director and
Head of Investment Banking,
Raymond James, USA

4. Strengthen culture and talent to build a solid foundation for innovation

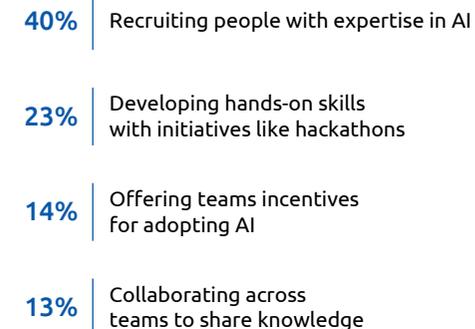
A modern CIB operating model can't scale without people who are prepared to adopt and apply new ways of working. But cultural inertia remains one of the strongest barriers to transformation: indeed, cultural resistance is a primary reason behind why most change initiatives fail, and clients' growing reliance on technology-driven services further raises the expectations placed on frontline teams.

At the same time, as shown by figure 10, banks are still vastly prioritizing external hiring over internal skills development – with comparatively limited investment in upskilling, cross-team collaboration, and incentives for AI adoption. This approach slows transformation and weakens long-term resilience.

To compete in a more digital, data-rich environment, CIBs must treat their workforce as a strategic priority rather than as an HR responsibility. Proactive reallocation of roles, targeted capability building, and behavioral reinforcement are essential to make existing talent more innovation ready.

Figure 10.
Banks rely more on external hiring than on building internal capabilities

How are banks addressing the talent and culture-related challenges that come with tech innovation?



Sources: Capgemini Research Institute for Financial Services Analysis, 2026; World Corporate & Investment Banking Report 2026 banking executive survey, N=150



“Successful digital transformation demands talent with strong business acumen and project management expertise. Without these capabilities, large-scale initiatives stall and risk failure.”

Ali El Hamidi

Chief Operating Officer, Global Financing Division,
Crédit Agricole, France

Here’s a list of recommended steps for banks to follow:

Redeploy to maximize value

- Introduce role rationalization frameworks to identify functions that can be automated within two to three years and proactively redeploy affected staff to higher-value roles.
- Embed critical skill squads within transformation programs to make sure core outcomes – like Risk-Weighted Asset (RWA) efficiency, reduced onboarding cycles, and platform revenue – have the right expertise.
- Redesign roles as part of new, optimized agentic workflows.

Reskill to build expertise

- Build specialist AI guilds across data science, quant engineering, and workflow automation to accelerate adoption and avoid siloed experimentation.
- Formalize a multi-generation innovation fabric that enables two-way mentoring between experienced bankers and next-generation digital talent, so domain knowledge and technical capability evolve together.

Reinforce behavioral change

- Reinforce new behaviors by mandating regular innovation cycles, where every business unit is accountable for running experiments at least every quarter.
- Complement hierarchical decision making with innovation fast lanes, so teams can take their ideas from prototype to pilot in a matter of weeks.

Talented teams must be rebuilt, not adjusted, to deliver enterprise-scale innovation. Those CIBs that invest in redeploying roles, reskilling their workforce, and reinforcing new behaviors will be positioned to lead in a market where agility, intelligence, and collaboration define competitive advantage.

40%

Banks recruit external talent to bring AI expertise, rather than upskilling internally



“Banks are under-investing in upskilling. Do more than hire. Enable the majority of your workforce to adapt to data and Artificial Intelligence. Talent enablement is the path to broad-based productivity.”

Cyril Cymbler

Head of Financial Services EMEA & Global Banking,
Databricks, France





“Driving effective innovation means applying AI where it creates the most impact: augmenting bankers in complex, bespoke client scenarios while automating high-volume, standardized processes. A hybrid, client-centric approach is critical to balancing scale, value, and risk – and to staying competitive.”

Julius Carrington

Managing Director,
Barclays Investment Bank, UK

Turn innovation into real business results

CIBs that successfully embed innovation into their core business processes – not as isolated experiments but as scaled, production-ready capabilities – are already demonstrating clear commercial gains. When executed effectively, innovation unlocks new revenue streams and drives measurable growth. Take Citi’s blockchain-based cross-border liquidity platform for example: by enabling faster, automated corporate payouts across 14 markets, Citi delivered an 8% quarter-on-quarter increase in transaction value, translating directly into higher fee revenue and expanded client usage.²⁷

Innovation also deepens client relationships by enhancing personalization and reducing friction during routine interactions. Bank of America’s use of its AI assistant, Erica, demonstrates this at scale. By automating approximately 40% of corporate client inquiries, the bank has improved response times, streamlined onboarding, and delivered more consistent client support.²⁸

Productivity gains are another major area where innovation delivers quantifiable benefits. Societe Generale’s AI-driven platform, Stella, has transformed how the bank processes unstructured annual report data. By converting thousands of documents into ready-to-use credit analyses, the solution delivers time savings of up to 50%, and scales

analytical coverage from approximately 2,000 entities to nearly 15,000.²⁹

Finally, innovation materially reduces operating costs when automation and AI copilots are embedded into day-to-day processes. By employing this approach in 2024, Santander’s innovation program delivered over USD 200 million in cost savings by simplifying workflows and improving operational productivity.³⁰

Across all these examples, a consistent pattern emerges: innovation that’s client-centered, well governed, and integrated into the bank’s core delivery model creates real commercial impact. CIBs that invest in these sorts of capabilities are positioned to drive growth, strengthen client trust, accelerate execution, and operate with greater efficiency: all of these outcomes are critical differentiators in today’s competitive landscape.

Conclusion

CIB has reached a point where incremental progress no longer moves the needle. Scattered pilots, isolated digital upgrades, and surface-level process fixes can't offset slowing growth, rising competition, or rapidly shifting client expectations. During the next decade, true CIB leaders will be the ones who treat innovation as a business-critical transformation – and not as a technology side project.

Competing at this level requires bold structural choices. CIBs must:

- Redesign their operating models to deliver integrated, end-to-end client outcomes.
- Rebuild their data and technology foundations to enable real-time execution.
- Embed their AI governance into every major decision.
- Rewire their talent systems so teams can operate in AI-enabled, insight-driven, and cross-functional ways.

None of this happens without sustained leadership conviction, long-term investment, and a willingness to dismantle legacy structures that slow change.

The window for action is narrowing. Clients are demanding more, competitors are scaling rapidly, and market structures are reorganizing around digital platforms. CIBs that act decisively now can strengthen their relevance, expand their role in client ecosystems, and unlock new value pools. Those that wait will face rising costs, diminishing influence, and a widening performance gap that they may not be able to close.



Methodology

Scope and research sources

This report draws insights from three major quantitative research programs conducted in 2026: the Global CIB Executive Survey, the Global Corporate Executive Survey, and the Global Non-Bank Financial Institution Executive Survey. Together, these surveys captured the perspectives of senior executives across banks, large corporates, and non-bank financial institutions, providing a comprehensive view of structural pressures, evolving client expectations, and transformation priorities shaping the corporate and investment banking ecosystem.

Our research spanned 11 key global markets across North America, Europe, Asia-Pacific, and the Middle East: Brazil, Canada, France, Germany, Hong Kong, Japan, Saudi Arabia, Singapore, Spain, the United Kingdom, and the United States. The CIB Banking Executive Survey was conducted across nine core CIB markets, while the Corporate and Non-Bank Financial Institution surveys covered all 11 markets. Respondent and regional quotas were applied to ensure balanced geographic representation and cross-regional comparability.

2026 Executive Survey: Global corporate and investment banking

Our Global CIB Executive Survey was a quantitative online survey of 150 senior leaders from corporate and investment banks. The respondents include CXOs and CXO-1 executives responsible for enterprise strategy, growth, innovation, client experience, and core CIB business lines. This includes roles such as CEO, Chief Strategy Officer, Chief Growth Officer, Chief Innovation Officer, Chief Experience Officer, and heads of businesses including treasury, trade finance, lending, markets, FICC, securities, and equities.

The survey examined how CIB leaders handle structural headwinds, including margin pressure, capital constraints, regulatory complexity, and competition from non-bank financial institutions. It also examined priorities around business model optimization, process transformation, technology modernization, data and AI adoption, ecosystem partnerships, and the challenges of scaling innovation across the enterprise.

2026 Executive Survey: Global corporations

Our Global Corporate Executive Survey was a quantitative online survey of 300 senior executives from large corporations with annual revenues of USD 1 billion or more. Respondents include C-suite executives and senior leaders, as well as heads of key functions such as finance, accounting, and treasury.

The sample was evenly distributed across industries, including retail and consumer goods, manufacturing and industrial goods, food and beverages, hospitality and travel, healthcare, telecommunications, media and entertainment, education, and real estate and construction. The survey captured corporate client perspectives on banking relationships, evolving service expectations, pain points across financing and transaction services, and the role of digital, data, and platform-based solutions in supporting growth and operational resilience.

2026 Executive Survey: Global non-bank financial institutions (other FIs)

Our Global Non-Bank Financial Institution Executive Survey was a quantitative online survey of 300 senior executives from non-bank financial institutions with annual revenues of USD 1 billion or more, conducted across the same 11 global markets as the corporate survey. Respondents included C-suite executives and senior leaders as well as heads of core functions such as finance and accounting.

Participating institutions spanned a broad range of non-bank financial players and included insurance companies, asset managers, hedge funds, trading firms, private equity and venture capital firms, pension funds, sovereign wealth funds, family offices, and fintechs. The survey explored how non-bank financial institutions are reshaping competitive dynamics in capital markets and transaction services, their expectations of banking partners, and their adoption of technology, data, and alternative platforms to improve speed, flexibility, and capital efficiency.

Partner with Capgemini

Engineering the future of CIB through asset-led AI

In 2026, the competitive frontier for CIB is shifting from traditional process optimization to AI transformation. Capgemini offers a framework for a scalable, platform-driven approach to navigate the change.

1. Asset-led advisory services: Domain-codified

diagnostics: We leverage our knowledge of CIB domains to identify value leakage within specific business areas and codified CIB diagnostics – from capital markets to global trade services. By using pre-configured solution components, we accelerate the journey from roadmap to ROI, ensuring that every strategic shift is backed by deep industry benchmarks and AI-driven insights.

- **Baselining:** assess firm's operational data and processes, and map against best practice.
- **Diagnose value targeting:** leverage domain-codified diagnostics and identify target-value hotspots across CIB-specific value chains – spanning from capital markets to global transaction banking and corporate lending.
- **Accelerated roadmap architecting:** leverage pre-configured solution components to swiftly translate these insights into an actionable, risk-adjusted transformation roadmap that dramatically accelerates journey to ROI.

2. Asset-led application services: Agentic software

orchestration: The modern CIB value chain demands a move beyond monolithic IT. Our agentic orchestration platforms automate the end-to-end software delivery lifecycle. By embedding AI agents into the development fabric, we enable rapid assembly of resilient, cloud-native applications tailored to complex CIB workflows.

- **Decoupling strategy:** evaluate legacy IT architecture to identify high-impact CIB workflows that are primed for re-engineering and transitioning to agentic ecosystems.
- **Agentic fabric embedding:** place specialized AI agents directly into target processes and software development fabric to radically accelerate complex system and workflows creation and integration.
- **End-to-end delivery automation:** the software delivery lifecycle is automated to enable the rapid, secure, and continuous assembly of customized applications tailored to dynamic market demands.

3. Asset-led managed services: Insight-driven

operations: We're redefining outsourcing through insight-driven agentic operation platforms. Powered by the synergy of API, AI, data, and cloud, this pillar moves CIB operations from cost centers to intelligence hubs. These platforms utilize AI analytics and domain expertise to provide real-time operations transparency, autonomously resolving exceptions and optimizing processes.

- **Ecosystem integration:** deploys modern managed services platform that integrates with existing infrastructure to establish immediate, real-time operational transparency.
- **Intelligence hub activation:** uses sophisticated AI analytics and codified domain expertise to shift daily operations from a reactive cost center to a proactive intelligence hub that continuously monitors end-to-end transaction flows.
- **Autonomous exception management:** drives continuous process optimization by letting agents autonomously – or semi autonomously – resolve complex operational exceptions and streamline workflows with minimal manual intervention.



Ask the experts



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With over 30 years of experience in Banking and Financial Services, Catherine is an expert in CIB with a proven transformation experience on Operating Model and Information System and a solid track record of large scale, complex, business critical projects delivery.



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